

Employee Resource Groups

A Partner for Innovation and Development

October 21, 2016



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Evolution of ERGs

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Value Proposition

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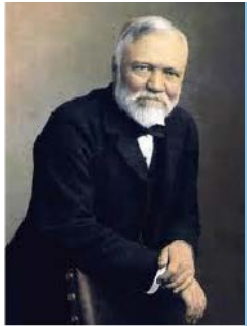
Critical Success Factors

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ERGs at TIAA

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Your ERG Journey



Since 1918 TIAAs mission is to help out customers reach their financial goals

The unique combination of our innate desire to serve and relentless drive to perform enables us to impact the lives of millions

- We help those at academic, medical, research and cultural organizations — the people whose work makes the world a better place — retire with financial security
- Our investment model and long-term approach aim to benefit the 5 million people and more than 16,000 institutions we serve



founded in
1918

12,950
employees



More than 700
financial advisors

Our customers



5M
individuals



more than **16,000**
institutions



Institutions

While communities of color have made great strides in closing the education gap, disparities in higher education remain prevalent.

51%

51% of all U.S. babies today are people of color

28%

Since 1980, the percentage of Blacks and Hispanics attending higher education institutions has more than doubled, from 13% to **28%** in 2014



Diversity challenges stereotyped preconceptions; it **encourages critical thinking**; and helps students learn to communicate effectively with people of varied backgrounds



Learning with people from a variety of backgrounds encourages collaboration and fosters innovation, thereby benefitting all students

Source: Center for American Progress, 10 Reasons why we need diversity on college campuses; Pew Research Center, Explaining Why Minority Births Now Outnumber White Births, May 17, 2012.



Marketplace

The underserved client base is increasing and holds a significant portion of the world's wealth

66%

Globally, **66%** of women make household financial decisions (44% in US; 66% in UK; 87% in China)

45%

70%

Companies led by those with multiple inherent and acquired diversity traits are **45%** more likely to report YOY growth in their firm's market share, and **70%** more likely to have captured a new market

3X

Companies with inclusive cultures are **3 times** more likely to be high performing

External trends lay a strong foundation for the D&I business case concerning talent



Talent

Demographics have been shifting for decades, and that change is accelerating; we need to attract and retain diverse talent to stay competitive

46%

46% of US workers will be Millennials by 2020 and plan to stay in their jobs for less than 3 years

57%

Women earn 57% of Bachelor's degrees, 60% of Master's

60%

92%

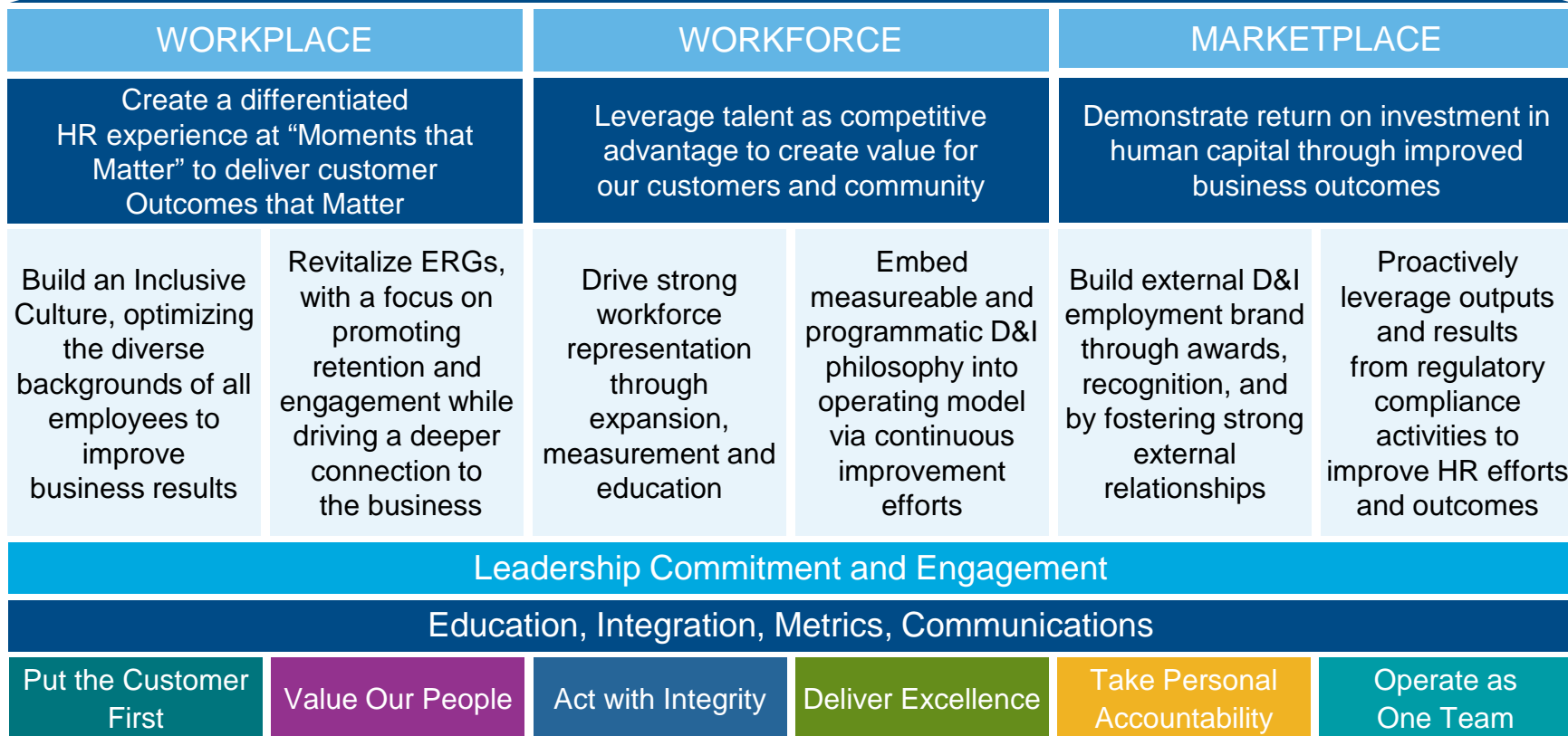
92% of US population growth in last decade were racial and ethnic minorities

157%

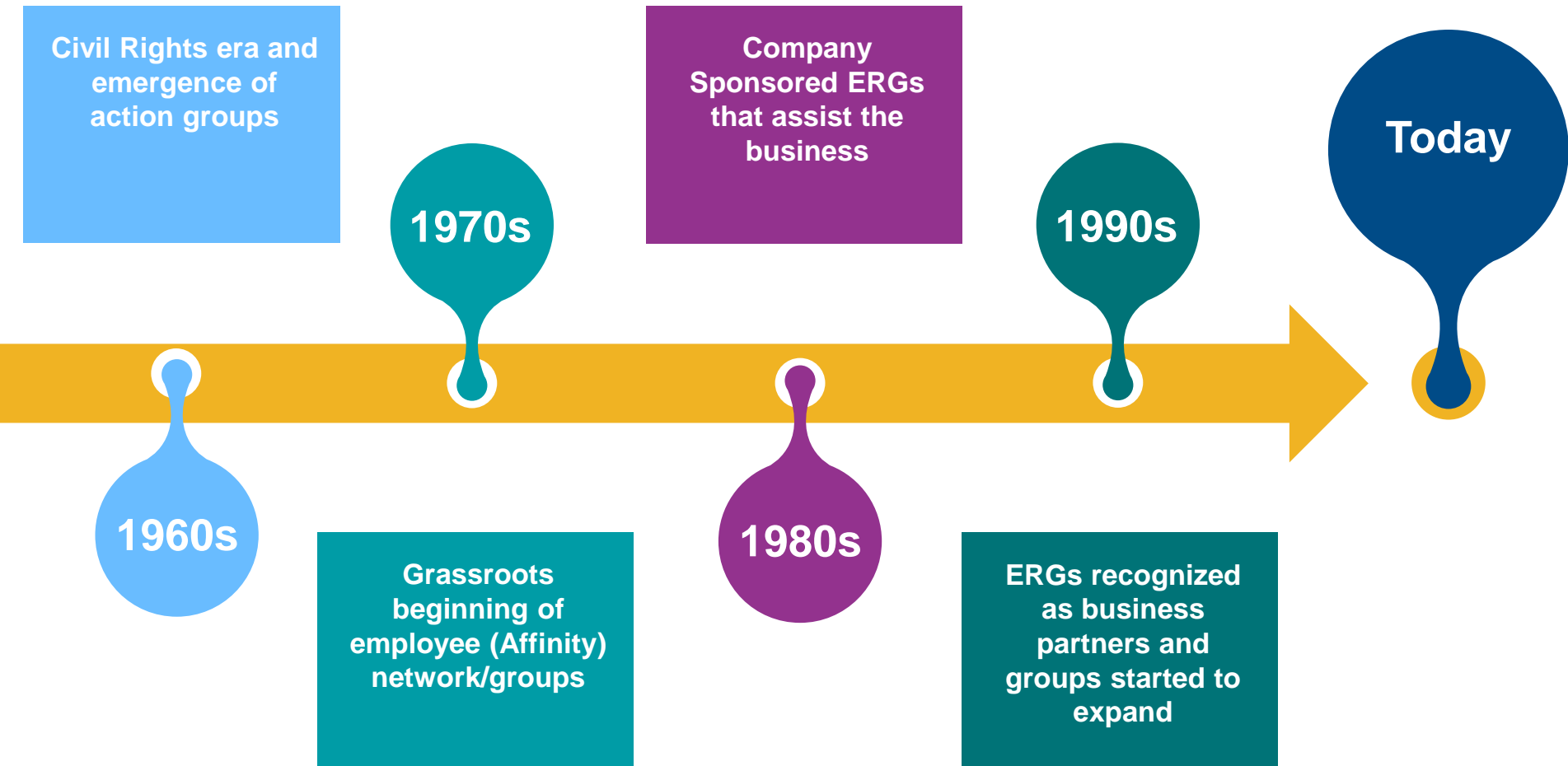
A team is 157% more likely to understand the consumer when one team member matches the target demographic

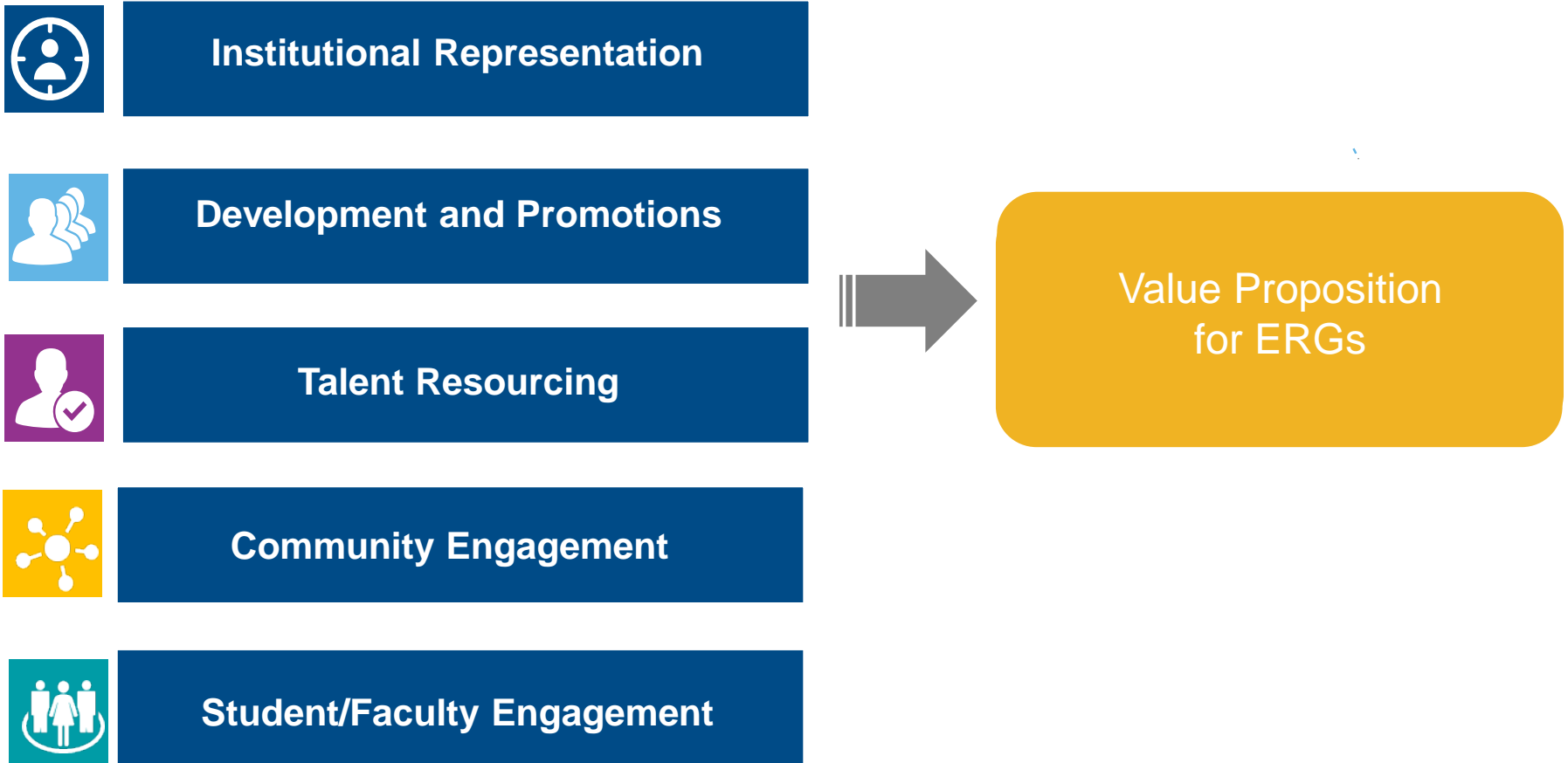
Source: McKinsey; Center for Talent Innovation; Projections Through 2050, Bureau of Labor Statistics, May 23, 2007; NY Times, "After Racist Episodes, Blunt Discussions on Campus", February 7, 2016.

TIAA will create a diverse and inclusive workplace environment that promotes the diversity of our people and values the inclusion of perspectives to meet the needs of an increasingly diverse participant and global client base



Evolution of ERGs: From affinity to partnership





The value ERGs can bring for employees and the organization





Advance

The professional women of TIAA



Engage

The Asian-American professionals of TIAA



Alliance

The association for LGBT Professionals and allies of TIAA



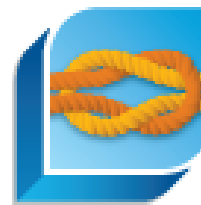
Our Corps

The active military, veterans and families of TIAA



Diverse Abilities

Supporting employees with disabilities and caregivers of those with disabilities



Unite

The Latino and Hispanic network of TIAA



Empowered

The African-American and Caribbean professionals of TIAA



YoPro

The young professionals of TIAA



Women's ERG- Sample



Alice Hocking
Doug Chittenden

EXECUTIVE SPONSOR

Sue Fulshaw
Patty Harte

NATIONAL LEADER(S)

2,821

TOTAL # OF MEMBERS

Vision

Advance women personally and professionally.

Mission

Engage, empower and develop women at TIAA-CREF resulting in greater fulfillment for the individual and increased success of the firm.

Strategy

Engage: Increase membership & chapters (including AWS), 100% EMT & SLT
Empower: LEAN IN Circles lead by senior women leaders
Develop: Leadership and Career Development events and training
Support: New Services Input, Service Days, H&W Initiatives, External Activities

Sample ERG Action Plan



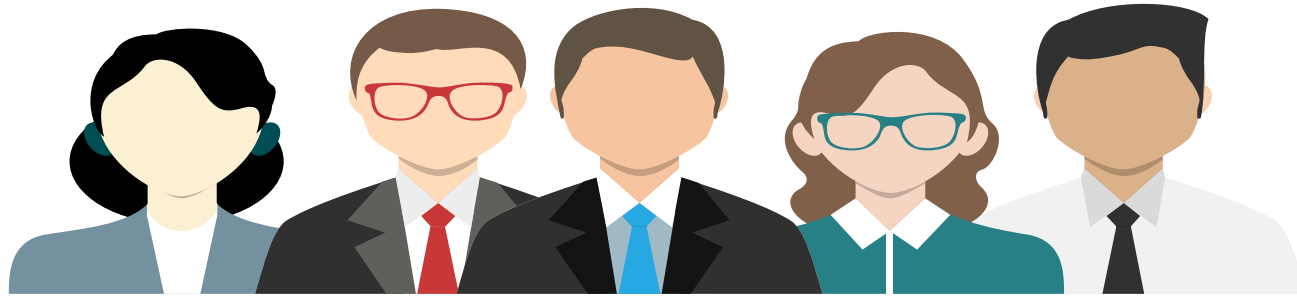
ERG VALUE PROPOSITION OBJECTIVES

Business Impact	Talent Development	Employee Engagement	Organization Reputation	Community Outreach
Embrace high impact business opportunities	Enhance talent identification and leader development at multiple levels of the company	Integrate diversity deeper through the organization	Build the brand of TIAA	Strengthens partnerships with communities

ACTION PLANS

Timing	Value Proposition Objective	Event/Activities	Business Outcomes	Measurements
Q1	Business Impact	<ul style="list-style-type: none"> Champion of the TIAA Brand Launch Feedback on the Website (Feb 8) 	<ul style="list-style-type: none"> Increased Brand awareness internally and externally 	<ul style="list-style-type: none"> Promotion activity # of focus group participants
Q1 Q2 Q1-Q4	Develop Future Leaders	<ul style="list-style-type: none"> Personal & Career Development (Q1) Board Positions Program LEAN IN – Group mentoring 	<ul style="list-style-type: none"> More development plans Increased talent Employee engagement 	<ul style="list-style-type: none"> Participation in program Program feedback & survey results % of career profiles complete
Q1-Q4	Engagement and Employer of Choice	<ul style="list-style-type: none"> New Regional Offices Chapters & expand to interested groups (Nuveen) Allies Program(s) – Women & ERGs Speakers Series: Internal and external speakers-e.g. Women’s History Month Speaker: Alpinist Zoe Hart 2/15 Women’s Multi-cultural Summit (Q2) Chapter Leader Training (Q1: Frances Hesselbein) and Succession Planning (Q3/4 to prepare for 2017) 	<ul style="list-style-type: none"> WERG growth Employee engagement Employee inspiration More inclusive culture WERG sustainability 	<ul style="list-style-type: none"> Number of programs Participation in programs Program feedback & survey results Improved Culture Survey scores
Q1-Q4	Brand and Employer of Choice	<ul style="list-style-type: none"> Support TIAA Efforts (HR, Charity, Recruiting, Community) External Women’s Events, Community National surveys–e.g. Working Mothers 	<ul style="list-style-type: none"> Co. initiatives engagement Enhanced TIAA brand and recruiting opportunities 	<ul style="list-style-type: none"> Participation in programs Program feedback & survey results External Brand exposure





- Tailored Professional Development Curriculum
- Lean In Women's Development and Speakers
- Veteran Recruiting Partnership “Military Translator”
- Future State Workplace Architecture
- Cross Cultural Mentoring
- Lunch with Leaders



**Grassroots and Employees
Drive ERGs**



**ERG Organizational Value
Proposition**



**Remember the 8 ERG
Critical Success Factors**



**Start tomorrow with one
idea you learned today**

Any Questions?



Thank you

BUILT TO PERFORM.

CREATED TO SERVE.

1. Includes TIAA-CREF affiliate companies.
2. Includes both unique institutional clients with retirement plans in TIAA-CREF and Nuveen Investments, and those with Keogh plans.
3. LIMRA Secure Retirement Institute, Not-for-Profit Market Survey, second-quarter 2015 results. Based on a survey of 28 companies; TIAA-CREF assets by market segment estimated; segment breakdown based on 16 companies. Market share ranking does not reflect current investment performance.
4. LIMRA 3Q4Q 2014 Stable Value and Funding Agreement Product Survey. Based on a survey of 17 insurance companies and 5 banks reporting \$578.8 billion in stable value amounts associated with qualified stable value assets. TIAA ranked first in total values.
5. Through December 31, 2014. Other benefits include: additional amounts paid on TIAA Traditional Annuity contracts above the guaranteed rate, surrender benefits and other withdrawals, death benefits, health insurance and disability insurance benefits, and all other policy proceeds paid.
6. Based on assets under management across Nuveen Investments affiliates and TIAA-CREF investment management teams as of June 30, 2015.

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