



CALIFORNIA DEPARTMENT OF INSURANCE
2015 INSURER SUPPLIER DIVERSITY SURVEY

Report Type: **Individual**

Group / NAIC Code:

69345

Group / Company Name: **TIAA-CREF**

Our company / group enters into contracts to procure goods or services in California.

1. Does your company / group have a supplier diversity policy statement?

YES

A supplier diversity policy statement is any language that refers to the company's / group's policies in regards to supplier diversity, with the goal of procuring goods and services from diverse businesses

If yes, provide the supplier diversity policy statement below:

A Supplier Diversity Program (the Program) was established in 1992 as a coordinated corporate plan committed to increasing TIAA-CREF's use of minority and women business enterprises to provide goods and services necessary to conduct our operations, while encouraging competition among diverse and diversity-conscious suppliers. The program design has expanded over time to include Veteran, Veteran Disabled and Lesbian Gay Bisexual Transgender (LGBT)-owned business enterprises. Additionally, we have continued to promote the use of diverse suppliers with our large, Tier I supplier relationships. This Program is based on our strong belief that doing business with qualified diverse-owned suppliers not only benefits the entire society but also is in TIAA-CREF's best business interests. The Program is administered in accordance with our Equal Employment Opportunity and Affirmative Action policies. Also, it reflects our commitment to use the diverse ethnic and female talents that can be found in the overall community of which TIAA-CREF is a part, and our recognition of the need for the economic advancement of minorities and women.

- Provide a list of all documents in which the statement can be found (i.e. website, co. / group report, board charter, etc.):

Internal and external websites, MSA contracts with suppliers, RFP responses, Mandatory Employee/ Manager Training, Strategic Sourcing Playbook

- If the state is available online, provide link here:

<https://www.tiaa-cref.org/public/about-us/why-tiaa-cref-different/supplier-diversity-program>

If no, but will be creating one within the next 12 months, provide a timeline for when your co. / group expects the policy statement to be completed and any other details available at this time (i.e. policy language, policy creation team, etc.):

If no, please explain why:

2. Does your company / group have a supplier diversity program?

YES

A supplier diversity program is any formal plan and / or structure that has been setup specifically for the company / group to implement its supplier diversity policy statements.

If yes, provide an overview of the program:

TIAA-CREF's Supplier Diversity Program was established in 1992 to promote business relationships that seek the best quality and highest service levels, while encouraging competition among diverse suppliers. We believe a diverse supplier base helps the entire organization to access, and benefit from, the widest range of talents in the marketplace. Through the below initiatives, we are able to create mutually beneficial business relationships with diverse firms to improve quality, optimize performance, mitigate risks and reduce supply chain costs. All of which help bring unmatched value to TIAA's stakeholders and participants.

Preferred Supplier Programs Through the inclusion of minority and women-owned firms in our Preferred Supplier Programs (Staffing, Management Consulting, IT Delivery and Marketing), we are able to promote a diverse and unique supply base while engaging firms with competitive qualifications, experience, capabilities and pricing.

Tier II Diverse Spend Our Tier II Supplier Diversity Program encourages business relationships with non-diverse enterprises that extend opportunities to diverse suppliers within their own supplier base.

Diversity-focused Language in Supplier Contracts TIAA-CREF includes appropriate standard terms required for federal contractors, and also includes broader language supportive of supplier diversity within our contract templates. This language enables us to partner with suppliers who demonstrate support of our supplier diversity goals.

Certifications Industry trends show an increase of tracked diversity spend with firms owned by individuals who are LGBT, Veterans, Disabled Veterans, and Disabled, all of which are included among TIAA-CREF's diverse suppliers.

Diverse Supplier Development Efforts We are dedicated to developing a broad range of capabilities within our supplier base, including, quarterly diversity training events, Supplier Summits and Diversity-focused expos.

Community and Membership Involvement We count our community among our many stakeholders, and continue to look for ways to promote our corporate presence and visibility within diverse organizations. We actively participate in ten corporate memberships.

Benchmarking Compliance with industry best practices is a top priority in our program. We strive to be among the best in our field, and as such, we participate in industry surveys and independent 3rd party benchmarking organizations. We measure ourselves against our peers and take corrective actions when we are not in the top quartile in any area.

If no, but will be creating one within the next 12 months, provide a timeline for when your company / group expects the program to begin and any other details available at this time (i.e. program plan, program director, etc.):

If no, please explain why:

3. Does your company / group conduct outreach specifically to diverse businesses? **YES**

If yes, respond to parts a, b, c, d, and e below.

a. Share all company / group outreach and communication strategies and practices that are conducted specifically to diverse businesses. Specify what outreach is conducted specifically to California diverse businesses:

TIAA-CREF has corporate memberships that we leverage for including one or more diversity-owned supplier in our bidding or Request for Proposals (RFP's) process. Our partner organizations provide information databases and resources that use to research diversity-owned suppliers. We also utilize these memberships to network with peer organizations at supplier diversity events and conduct introductory meetings with diversity-owned suppliers. In addition, we have an external website that provides information on our Supplier Diversity program which includes the contact information for our supplier diversity program manager. Additionally, every other year we conduct a Supplier Summit which provides our diverse suppliers with an opportunity to network with key business partners within our organization. We are also holding a Supplier Diversity Expo, specifically for our diverse suppliers in Fall of 2015.

b. Share any outreach and communication strategies and practices about supplier diversity conducted internally to company / group employees:

Our Strategic Sourcing Department has dedicated staff in three primary locations – New York, Charlotte and Denver. Our Sourcing Managers offer a wide range of services that result in valuable relationships with various diverse and non-diverse suppliers. We offer equal access and opportunities to diversity-owned businesses and to majority suppliers who support our Supplier Diversity Tier II objectives. This allows us to: 1. Identify and retain qualified diversity-owned businesses 2. Increase opportunities for diversity-owned businesses to build mutually advantageous business relationships with our organization 3. Include one or more diverse-owned suppliers in all bids or requests for proposals (RFPs). On-going monitoring of this statistic is maintained at the sourcing manager level to help increase opportunities and awareness. 4. Promote business opportunities between majority suppliers and diversity-owned businesses We have an intranet website for non-sourcing employees to learn more about supplier diversity. We also meet with our Employee Resource Groups to discuss our Supplier Diversity initiatives and metrics. Our Supplier Diversity Program and metrics are communicated up through the Office of the CEO and are included in the CFO's operating metrics. We also report on our Supplier Diversity efforts and results to the Board of Directors.

c. Check below all outreach and communication practices in which your company / group engages:

EVENT – seminars, meet-and-greets, summits, etc.

- Host matchmaking
- Host supplier diversity events
- Internal Awards Program
- Participate in matchmaking
- Participate in supplier diversity events
- Sponsor matchmaking
- Sponsor supplier diversity events

Share the name of an event you attended / hosted that has best guided and / or influenced growth of your Supplier Diversity efforts:

USPAACC Supplier Diversity Managers' Caucus

MEDIA – advertising, announcements, interviews, webinars, etc.

- Traditional media (newspaper, television commercial, etc.)
- Ethnic media outlets

Social media; please specify: _____

Trade publications

Share the name of a media group or outlet that has best guided and / or influenced growth of your Supplier Diversity efforts:

Pride Magazine

ORGANIZATIONS – membership, affiliation, sponsorship, etc.

Member of a certification agency

Member of ethnic chamber of commerce

Member/affiliate of other organization, please specify:

Financial Services Roundtable for Supplier Diversity; Women’s Business Enterprise National Council, US Business Leaders Network

Share the name of an organization that has best guided and / or influenced growth of your Supplier Diversity efforts:

National Minority Supplier Development Council

PROGRAMS – mentorship, training, locator, etc.

Diverse supplier registration portal

Manage and run a supplier diversity mentorship program (in-house)

Participate in a supplier diversity mentorship program

Subscriber to a supplier locator program (or 3rd party service that identifies diverse suppliers)

Operate a website dedicated to a Supplier Diversity Program

Technical assistance / training program for diverse suppliers

Share the name of a program that has best guided and / or influenced growth of your Supplier Diversity efforts:

Supplier Development Sessions/webinars and Supplier Summits

d. Explain how, and to what extent, these strategies and practices have been successful in establishing relationships with diverse businesses:

We are dedicated to developing a broad range of capabilities within our supplier base, including, but not limited to, the following initiatives: • Quarterly diversity training events, which have included topics on: - How diverse suppliers can do better

4. Does your co. / group require and/or encourage its primary suppliers to subcontract with diverse businesses? **YES**

If yes:

a. Do you track procurement spend with Tier 2 diverse suppliers? **N/A**

b. Please explain:

Our Tier II Supplier Diversity Program encourages business relationships with non-diverse enterprises that extend opportunities to diverse suppliers within their own supplier base. We have placed a renewed emphasis and processes around Tier II supplier di

5. Does your co. / group set internal targets or goals in regards to its supplier diversity statement and / or program? **YES**

If yes, please explain:

We strive to be among the best in our field, and as such, we participate in industry surveys and independent 3rd party benchmarking organizations. We measure ourselves against our peers and take corrective actions when we are not in the top quartile in an

6. Describe in detail any updates, progress, and / or best practices established by your company / group in the two years since the 2013 Insurer Supplier Diversity Survey was administered; include any awards or recognition received for Supplier Diversity work:

TIAA-CREF was nominated in 2015 for “Corporation of the Year” by two separate organizations – The New York and New Jersey Minority Supplier Development Council (NY & NJ MSDC) and the National Gay and Lesbian Chamber of Commerce (NGLCC). We are committed to promoting a diverse and unique supply base, while engaging firms with competitive qualifications, experience, capabilities and pricing. Selected as one of three finalists for both awards, TIAA-CREF was competing against other Fortune 100 companies such as Wells Fargo, Allstate, Pfizer and Novartis. Last year, TIAA-CREF made many achievements to expand supplier diversity, such as diverse spend, supplier development, community involvement and benchmarking. 2014 highlights include: • Backing up the talk with our wallets – spent 14% (\$188.4 million) of our overall supplier spend with diverse-owned firms • Held a Supplier Summit with an entire day dedicated to growing relationships with diverse suppliers • Minority and women-owned businesses added to the Preferred Supplier Programs • Active participation in 10 diversity-focused organizations. New memberships in 2014/2015 include: NGLCC, US Pan Asian American Chamber of Commerce and US Business Leadership Network (Disabled and Disabled Veteran certifying organization) • Industry-leading position on multiple diversity benchmarks (CEB, CAPS, FSRSD, and DiversityInc.)

7. Additional Comments:

8. Points of contact for the company's / group's supplier diversity operations for diverse business enterprises:

PRIMARY CONTACT

Contact Name: **Melissa St. Clair**
Title: **Sr. Sourcing Manager, Supplier Diversity**
Phone Number: **212-916-4516**
Email Address: **mst.clair2@tiaa-cref.org**
Mailing Address **1330 Boylston Street apt 910 Boston MA 02215**

SECONDARY CONTACT

Contact Name: **Brian McAndrews**
Title: **Sr. Director, State Govt Relations**
Phone Number:
Email Address: **bmcandrews@tiaa-cref.org**
Mailing Address

GENERAL CONTACT

Contact Name:
Title:
Phone Number:
Email Address:

Mailing Address

