

Our SDLC Journey, One Year Later



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About Northwestern Mutual

Unsurpassed Financial Strength²

with total company assets of
\$350 billion

Aaa
HIGHEST
Moody's
Investors
Service

A++
HIGHEST
A.M. Best
Company

AAA
HIGHEST
Fitch Ratings

AA+
SECOND
HIGHEST
S&P Global
Ratings

97%

of policyowners stay
year after year³



U.S. Independent Broker-Dealer⁴

Measured by 2022 revenue

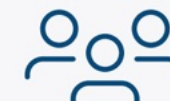
Wealth Management

\$257 billion⁵

retail investment client assets held or
managed by Northwestern Mutual



Largest direct provider
of individual life
insurance in the U.S.⁶



Total clients

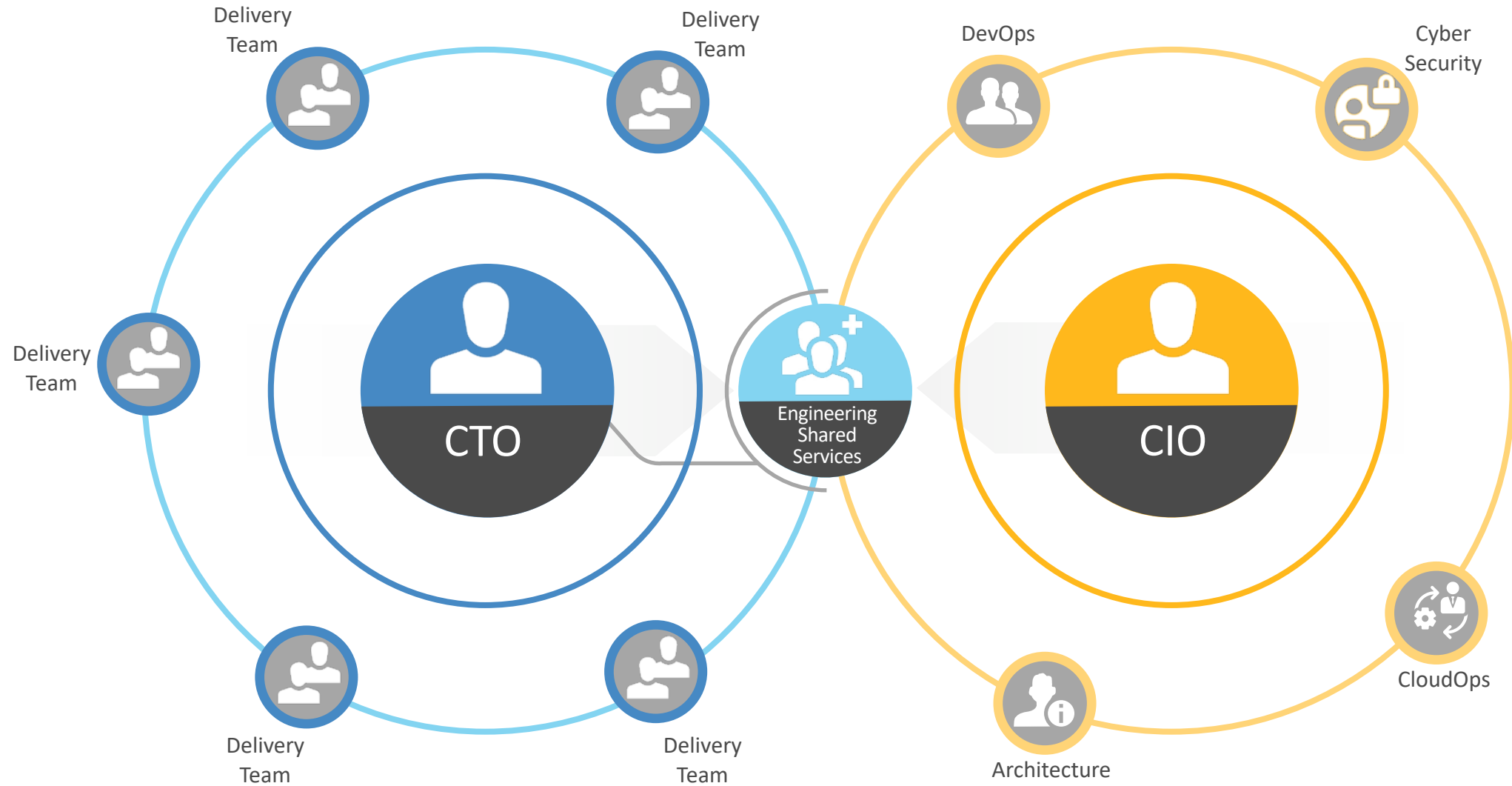
5.0+ million



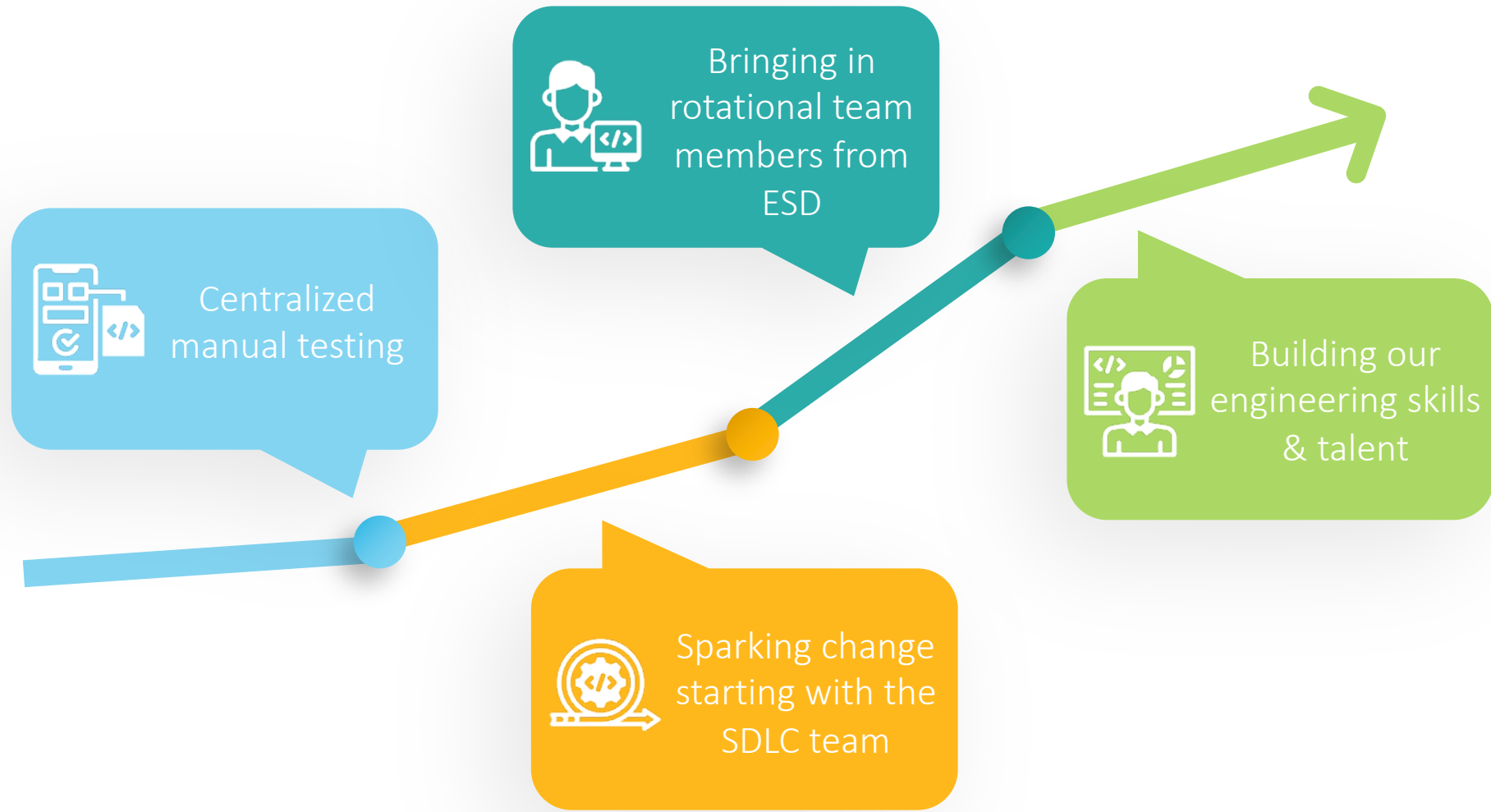
Industry leader in total dividend payout

\$6.8 billion^{7,8}

Organization Structure



ESS' Journey



The evolution of the ESS organization over time

New Engineers Coding and
Deploying on Day 1

Increased deployment
frequency for all teams
through ready to pull,
estimated, backlogs.



**We aren't afraid of
going for a moonshot!**

Establish 100% Automated
Guardrails to Production

Easy, Streamlined,
Opinionated Platform to
deploy to Prod.
(aka Golden Paths)



Golden Paths Moonshot

What is a Golden Path?

- ✓ Opinionated and well supported patterns for creating software
- ✓ Intentionally curated with 'blessed' tools and patterns
- ✓ Reduces toil, complexity, sprawl, and decreases time to market



Push-Button



Flexible



Observable



Centralized



Faster



Supported



Secure



Scalable



*"I have a lot of fears about golden paths. This could **limit creativity**, make it hard to explore new technologies, and **prevent innovation**."*

"All these things make me worry..."

- Justin S -

Where do we start?

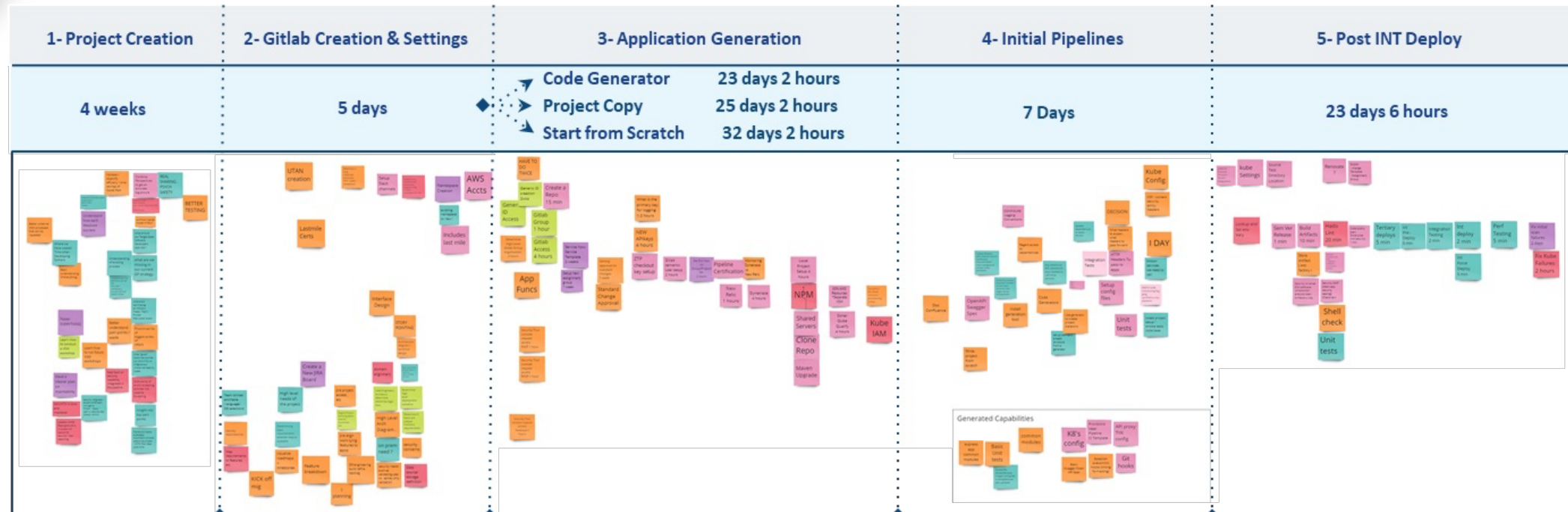


VALUE STREAM WORKSHOP

- + Chose well defined development process
- + Cross-functional – requiring stakeholders across many disciplines
- + Identify inefficiency – where is work waiting, handoffs, manual steps

Value Stream Map (Pre-Golden Path)

→ **VSM OUTPUT**

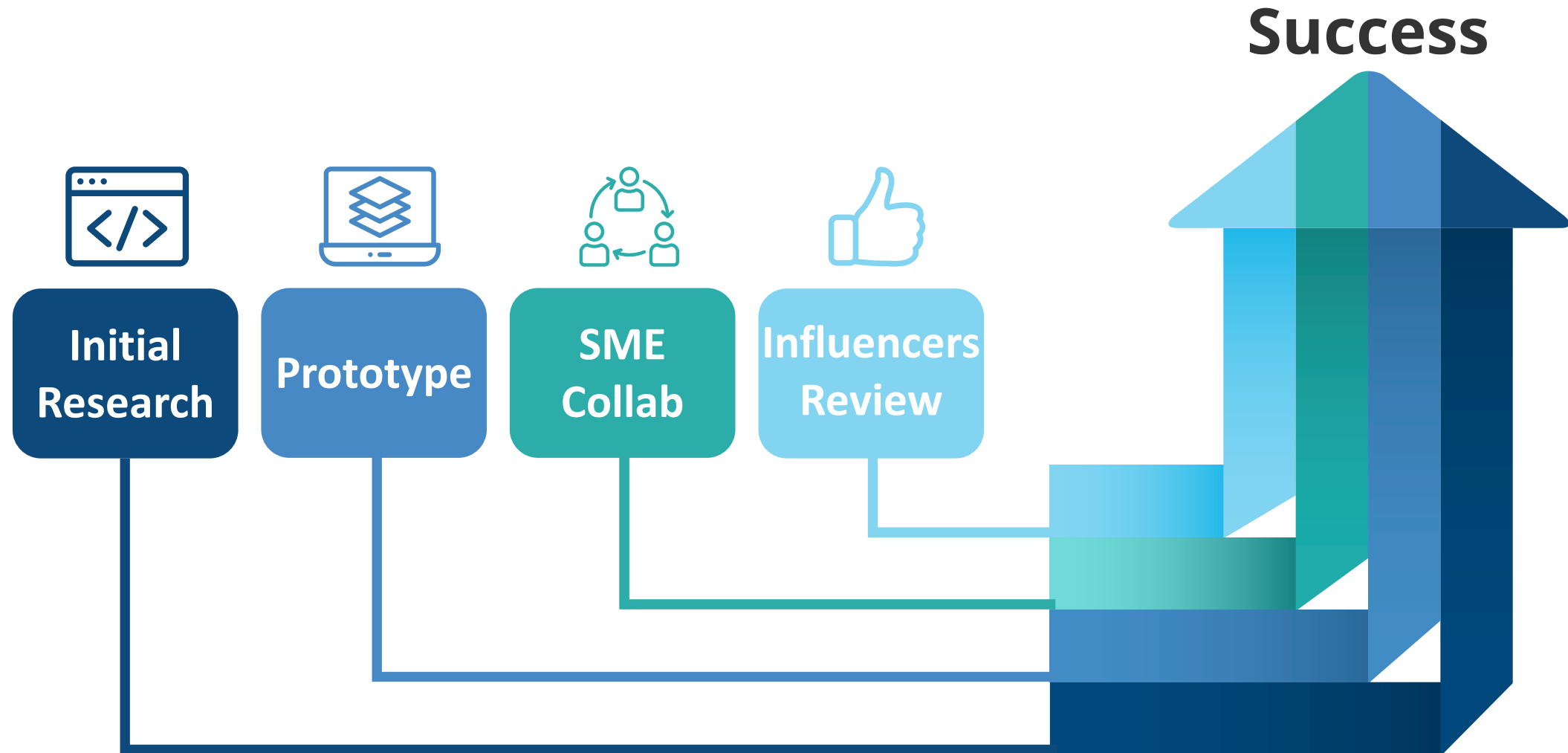


INEFFICIENT

MANUAL

TIME-CONSUMING

Co-Development Process



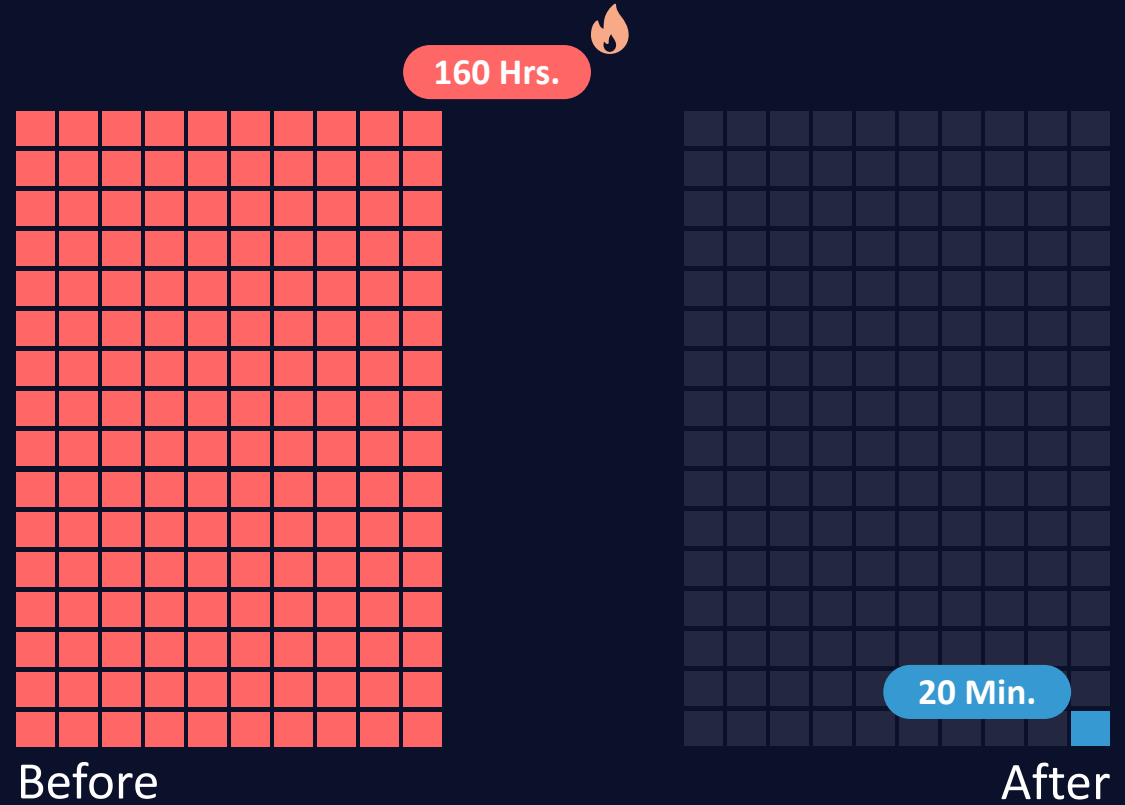
Release Process



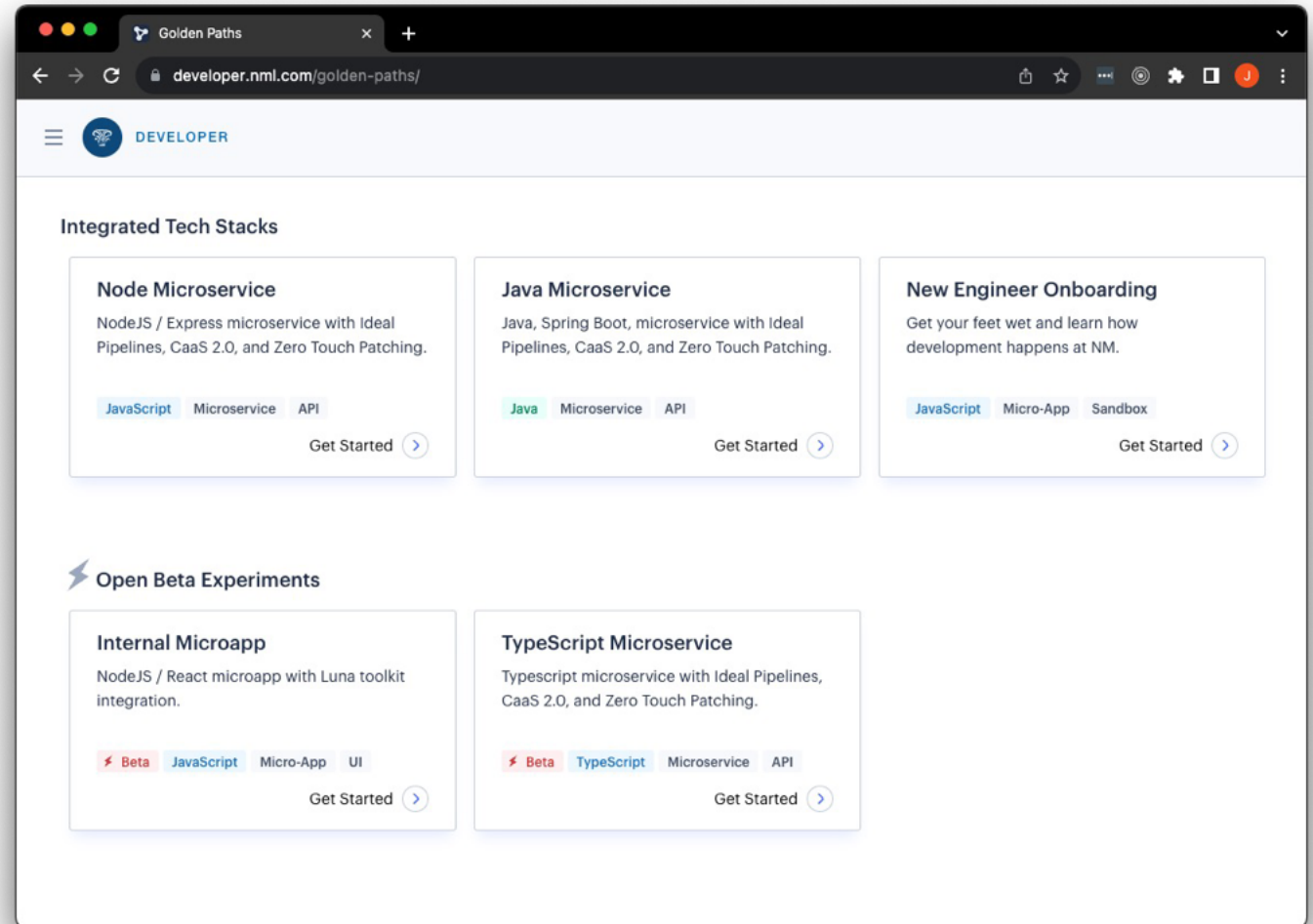
Our Results.....



Improvement in Deploy Time



Capitalizing on **SUCCESS**



GOLDEN PATHS

5

PROJECTS CREATED

190

ADOPTION RATE

80%



Thank you for **listening to the community**, advocating for best practices, and **providing direction** that drives continuous improvement."

- Ross R -



Golden Paths are creating the standard, automated capability for our engineers to deliver digital products and services for our Northwestern Mutual policyholders and advisors.

We are seeing **speed to market increase** and **quality improve** as we continue to expand coverage and adoption across our engineering teams.



- Dave Gordon -
Chief Technology Officer



LESSONS LEARNED



THERE'S LAYERS

Each path golden path is
dozens of smaller
decisions

ORGANIZATIONAL BUY-IN

- Build strong business case
 - Faster to Market
 - Higher Quality
 - Greater Control...
- Garner broad leadership support



Resilient to
leadership change



SEEK ADVOCATES



Scope the program well ⚡

⚡Who you choose matters



⚡People who are passionate



STAY TRANSPARENT

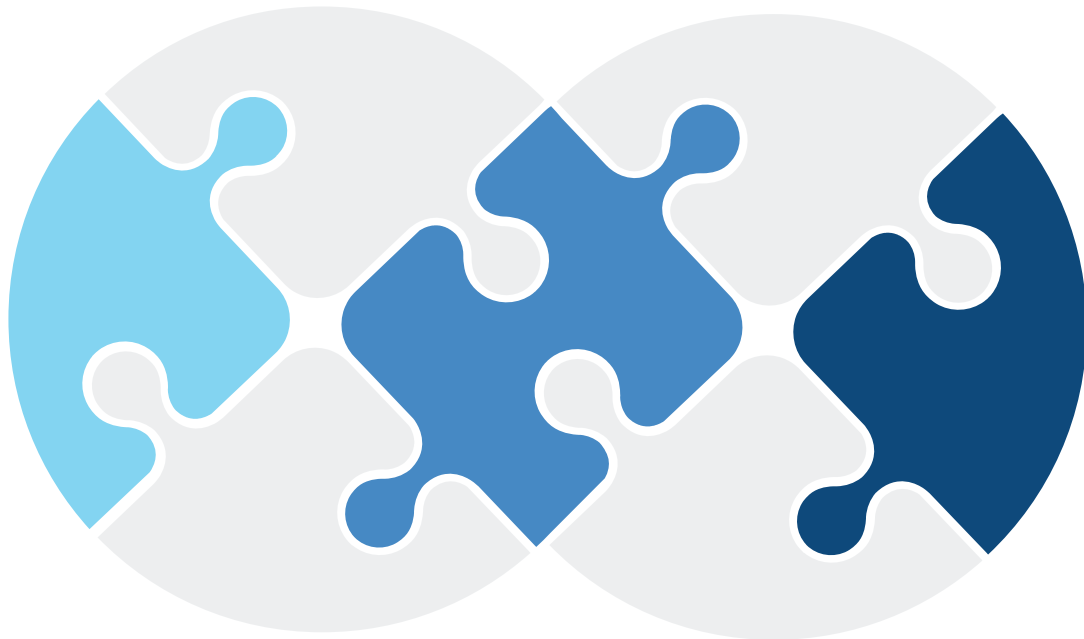
- Be visible
- Build in the open
- Share updates often
- Communicate



BE ADAPTABLE

Let go of ideas if they are not
as successful as planned

Headwinds & Help



Service Sprawl



Test Data

Test Environments



Thank You