



Mission, Vision & Values

Our Values



Take personal accountability



Value our people



Deliver excellence



Operate as one team



Put the customer first



Act with integrity

Our Mission - Serve those who serve others.

Our Vision - To be the #1 provider of lifetime financial security for those who serve others.

founded in
1918

13,100
employees



more than
16,000
institutions

Our Customers

 **5M**
individuals



Who we are & how we're different



More than
790 financial
advisors

100%

Corporate Equality
Index rating for
support of LGBT
employees

*The Human Rights
Campaign Foundation,*
2016



Awards & Recognition



Culture Survey

bi-yearly employee survey
measuring:

- Traditional Engagement
- Employee Enablement
- Energy of Workforce

3,000+

Internal trainings available through our LMS

10,000+

Total course offerings from TIAA BR&L & vendors

325,000+ hrs

of training completed in 2016

2016 Sustainable
Engagement at 85%

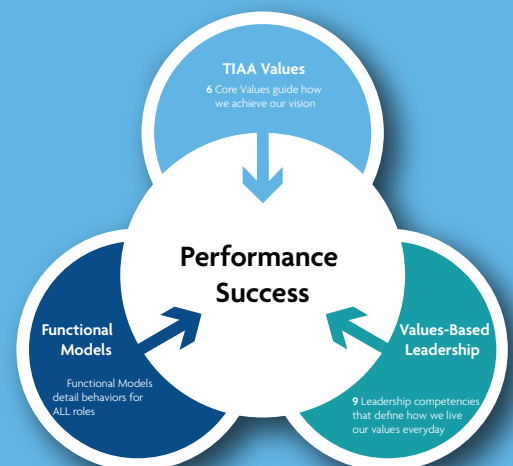


Participation

Learning Partners

getabstract
lynda.com

Continuous Improvement



Competency Model



BUSINESS READINESS & LEARNING