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TIAA has been making a difference for nearly a century.

We were founded in 1918 with a noble mission: to serve those who serve others. Since then, we've helped millions of Americans at academic, medical, research, and cultural organizations—the people whose work makes the world a better place—achieve financial well-being. Today, we are a Fortune 100 organization and a leading global asset manager, but we remain committed to the same mission we’ve had for nearly a century.

Guided by our values and in line with our nonprofit heritage, TIAA has always striven to be a responsible corporate citizen. Through the years, we’ve made an impact on the world in many ways, but we’ve never told that story holistically. This report—our first-ever TIAA Corporate Social Responsibility report—represents our commitment to doing so.

The following pages show how our organization and employees are making a difference. Our efforts touch on a host of important issues—from financial literacy to environmental sustainability to responsible investing—and they affect countless lives.

We are proud of all the ways that TIAA has had a positive impact on society and the people and institutions we serve. As we look to our next century of serving those who serve others, our commitment to doing good while performing well remains as strong as ever.

Our Commitment

TIAA is committed to being accountable to the individuals and institutions we serve. That commitment demands that we apply sound principles of corporate governance in managing our organization. Good governance is how we gain and maintain the trust of investors and other stakeholders, and it’s a key indicator of our performance and our future strength.

TIAA has a longstanding commitment to good corporate governance practices. We were one of the first U.S. companies to voluntarily adopt and implement an advisory vote on executive compensation policy in 2007. The U.S. Securities and Exchange Commission made an advisory vote on executive compensation mandatory for public companies in 2011. We are proud of the leadership role we have played and of the many ways we have been able to effect change and promote good governance throughout the corporate world.

The policies and principles we set forth in our Policy Statement on Corporate Governance apply to publicly traded operating companies and may not be directly applicable to privately held entities, such as TIAA. However, to the extent practicable, we shape TIAA’s internal governance practices using those policies and principles as a guide.
We are proud to bring you TIAA’s first comprehensive Corporate Social Responsibility report.

Building on TIAA’s long history of service to others, this report is intended to highlight our organization’s impact on the world and engage stakeholders about our CSR progress.

As an outgrowth of our organization’s commitment to expanding our CSR footprint, including maximizing the impact of our philanthropic efforts, TIAA created the CSR Working Group consisting of members from across the organization. As leaders of this Working Group, we have been entrusted with the responsibility to help drive TIAA’s social responsibility programs. Our work helps to ensure that TIAA can maximize its positive impact on society at large, provide a diverse and inclusive working environment for its employees, and fulfill our promises to our customers.

Five key impact areas are addressed in the report—Stewardship & Corporate Governance, Diversity & Inclusion, Responsible Investment, Community, and Sustainability—each of which forms a critical piece of our responsibility platform. Included in each section of the report are case studies that demonstrate tangible ways that TIAA lives its commitment to responsible leadership.

In preparing the report, we collaborated to determine what our reporting efforts should address based on the issues that are most important to our business, stakeholders, partners, and customers. We view this first report as a baseline. Our goal for the future is to continue to grow our reporting capabilities so that we are more closely aligned with the Global Reporting Initiative’s leading framework for effective sustainability reporting.

We look forward to engaging in ongoing dialogue about corporate social responsibility at TIAA and welcome your feedback at csr@tiaa.org. We hope you enjoy the report!

Leisha Gordon  
Director, Bank CRA Officer

Gianna Jackson  
Vice President, Corporate Social Responsibility

Bess Joffe  
Managing Director, Head of Stewardship & Corporate Governance

Amy O’Brien  
Managing Director, Head of Responsible Investment

Natasha Radden  
Vice President and Chief Diversity & Inclusion Officer

Nick Stolatis  
Senior Director, Global Sustainability and Enterprise Initiatives
Stewardship & Corporate Governance
As a long-term investor, TIAA believes sound governance practices and responsible corporate behavior can contribute to the long-term performance of public companies. With this in mind, the Stewardship and Corporate Governance Team guides our portfolio companies by encouraging them to embrace Environmental, Social and Governance (ESG) best practices that will enhance and protect the value of our participants’ investments. We do this by voting our shares in public company annual meetings, engaging with public companies, and promoting our views on ESG practices.

Promoting Better Board Accountability through Proxy Access

TIAA is working to ensure shareholders have the right to nominate the best candidates for elections to public company boards.

For more than a decade, we have championed “proxy access,” a right that should be in place at all companies, to be used by long-term shareholders in rare cases when the board and management fail to respond to significant concerns. Proxy access allows shareholder-nominated board candidates to be listed on the management-sponsored proxy ballot, without the shareholder having to conduct an expensive proxy contest. We believe proxy access improves board quality, accountability, and communication with investors—and is thus imperative for creating long-term shareholder value.

In 2015, we sent letters to the Top 100 companies in our portfolio, asking them to grant proxy access to shareholders who meet specific criteria (i.e., those owning at least three percent of the company’s stock for three years or more). Further, over the course of hundreds of stewardship meetings, we asked companies to voluntarily adopt a proxy access bylaw. As a result, many have embraced proxy access or have committed to do so in the near future.

Several of the nation’s largest companies—including General Electric, Prudential Financial, The Coca-Cola Company, and Microsoft—adopted proxy access in 2015. We applaud them for being leaders on this issue, and we’ll keep encouraging others to follow in their footsteps.

Our advocacy on this issue comes back to the mission we were given at our founding. We manage our clients’ savings in a way that helps them achieve financial security, and advocate for proxy access because it’s good for companies, shareholders, and ultimately, the people we serve.

“Over the last five years, we have experienced an incredible sea change in the U.S. market, where not only do you have companies coming to discuss their management of environmental, social and governance risks, but in a sizeable percentage of these meetings, we have directors having those conversations with us face to face.”

BESS JOFFE, MANAGING DIRECTOR, HEAD OF STEWARDSHIP & CORPORATE GOVERNANCE
You might call TIAA a stewardship pioneer.

More than 40 years ago, we were one of the first institutional investors to proactively work to influence the behavior of the companies in which we invest, engaging them on such socially important issues as automotive safety in the United States and apartheid in South Africa. Today, this is known as stewardship. While more investors have adopted this practice, we’re proud to say that we’ve been providing stewardship over our public equity investments for longer than most.

Our motivation is simple: Our clients entrust us with their savings. We want the companies in which we invest to perform well over the long term because that can mean better outcomes for our clients. So we hold our portfolio companies accountable for the ESG issues that can impact their long-term value. We see this as essential to being good stewards of our clients’ savings.

We believe that good governance and effective risk management of ESG issues adds value to our portfolio on behalf of our clients—and provides the potential to deliver competitive performance against broad market indexes. We also believe that strong corporate governance helps reduce investment risk and fosters effective use of shareholder capital. With that in mind, we fulfill our stewardship responsibility in several ways:

“The mere existence of proxy access encourages productive discussions between directors and investors about board composition. Proxy access also has important business implications. The CFA Institute, the world’s largest association of investment professionals, recently estimated that proxy access could increase U.S. market capitalization in the short term by as much as $140 billion. We believe that would be just the tip of the iceberg.”

ROGER W. FERGUSON, JR., CEO
Engagement

We speak directly with hundreds of company directors and executives every year to review ESG concerns. These discussions create constructive, long-term relationships with our portfolio companies, a necessary component to fulfill our stewardship responsibilities. Our approach is one of “quiet diplomacy,” based on our deeply held belief that informed dialogue—not public confrontation—is the best way to build trust and achieve productive outcomes. Through the years, we’ve had a significant impact, helping some of the world’s leading companies evolve their ESG practices, including executive compensation disclosure, sustainability reporting, and board quality.

In 2015, we participated in nearly 300 engagement meetings with companies around the globe.

Voting

We execute our right as a shareholder to engage in proxy voting, which gives us a voice in selecting a company’s board of directors and other matters. We focus strategically on proxy voting at companies where we can have the greatest impact on long-term shareholder value.

In 2015, we voted thoughtfully at over 11,000 shareholder meetings held by more than 9,000 companies in which we are invested around the globe.

Thought Leadership

We speak up about important corporate governance issues to advance dialogue in the marketplace, collaborating with our institutional investor peers and other ESG stakeholders as appropriate.

In 2015, we reached thousands of market participants, including public company professionals, directors, investors, academics, and other stakeholders through news commentary, publications, and at events held by key influential organizations including:

- National Investor Relations Institute
- Society of Corporate Secretaries & Governance Professionals
- Harvard Roundtable on Corporate Governance
- Council of Institutional Investors
- Women in Governance events
- Ceres Spring Conference

“The repeated corporate crises of the last decade...have highlighted the need for market participants and shareholders to re-commit to practices and behaviors that promote the long-term, sustainable health of our economy.”

TIAA POLICY STATEMENT ON CORPORATE GOVERNANCE
Climate Change: Promoting Strategic Responses through Stewardship

Global climate change is a significant issue facing companies across the economy.

As an engaged institutional investor devoted to our clients’ financial well-being, TIAA leverages our position as a shareholder to influence environmental stewardship.

Strategic management of public health and environmental challenges may provide opportunities for enhanced efficiency, reputation, product innovation, and competitive advantage. We believe that boards and managers should integrate public health and environmental considerations into strategic deliberations. Consistent with long-term strategic business goals, companies should develop and implement policies designed both to mitigate and adapt to climate change and to make reasonable disclosures about efforts to manage related risks.

Over the years, we have engaged in direct dialogue with numerous companies about their climate risks and reporting. For example, we have explored issues facing companies that release significant greenhouse gases through their supply chains, such as steel manufacturers, commercial retailers, airlines, and real estate companies.

We encourage companies to be transparent about their climate-related policies and procedures—and to be open in reporting on their progress. We offer our feedback and guidance to them along the way—from developing policies to implementing risk-management procedures to reporting on results. We vote in support of reasonable shareholder proposals asking for greater disclosure of companies’ climate impacts and strategies for addressing risks related to climate change. Moreover, we expect board-level oversight of material sustainability risks to safeguard our clients’ investments.

Members of our team serve on the boards of organizations that are helping to set the standards for good corporate governance and investor stewardship:

- John L. Weinberg Center for Corporate Governance, University of Delaware
- Council of Institutional Investors
- The Harvard Law School Program on Corporate Governance
Diversity & Inclusion
TIAA is committed to creating a diverse and inclusive work environment that promotes the diversity of our people and values the inclusion of perspectives to meet the needs of an increasingly diverse global client base. We established a Diversity and Inclusion (D&I) team that is directly responsible for developing and executing an enterprise-wide D&I strategy that enables the organization to achieve its business objectives. First, we deliver “moments that matter” for employees and optimize their diverse backgrounds by creating an inclusive environment where they can bring their full and best selves to work. Second, we embed our D&I philosophy into succession planning, talent acquisition, and talent development to ensure that our workforce reflects the broad spectrum of our client base. And third, we underscore our philosophy through key collaborations, monitoring supplier engagements, and maintaining strong D&I compliance adherence.

Employee Resource Groups: Embracing Diversity and Creating a More Inclusive Workplace

TIAA is on a diversity and inclusion journey—and our employees are leading the way. A big focus in 2015 was revitalizing our Employee Resource Groups (ERGs), which bring together employees who share common interests, issues, and/or backgrounds.

In consultation with employees across TIAA, we renamed the seven existing groups, added an eighth, and gave each a bright and bold new visual identity. The changes were designed to help the ERGs represent themselves in the most engaging, consistent, and inclusive way.

The participation rate has more than doubled, with more than 30% of employees now participating in one or more of our ERGs. All employees are welcome to join any group, but each has a specific focus: women; LGBT; African-American and Caribbean; Asian-American;
active military, veterans, and their families; Latino and Hispanic; young professionals; and, our newest group, employees who have disabilities or care for someone who does.

Our ERGs are a critical component of TIAA’s diversity and inclusion strategy. They promote open dialogue and provide opportunities for all employees to contribute to the company’s success. But that’s not all. They provide professional development and networking opportunities, promote employee engagement, and assist us in attracting and retaining a diverse workforce. They bring employees together for community outreach and philanthropic activities. They

More than 30% of employees are now participating in one or more of our ERGs.
provide a deeper understanding of clients’ diverse financial needs and partner to customize and deliver educational programs and tools for our clients.

As a recent example, Alliance, our LGBT ERG, partnered with our Marketing and Institutional groups to develop a financial education program to better understand the unique financial issues that LGBT clients face. They also helped create a training webinar and job aids to help educate our financial advisors on how to best consult with LGBT clients on their financial planning needs.

TIAA has no doubt our diversity and inclusion journey will continue to be a success—thanks to our ERGs and the employees who are helping to power our progress.

Fostering an Inclusive Culture to Deliver on Our Mission

Diversity is one of TIAA’s greatest strengths. But don’t just take our word for it. We’ve received plenty of external validation on that score, including these accolades in 2015:

- Best Places to Work for LGBT employees (and a 100% rating on the Corporate Equality Index), the Human Rights Campaign, 2010–2015
- 50 Best U.S. Companies for Latinas to Work For, LATINA Style magazine, 2010–2015
- 40 Best Companies for Diversity, Black Enterprise magazine, 2007–2015

Our leadership in diversity stretches back for decades. We first appointed a woman to our board back in 1940. And in 1987, we became the first Fortune 500 company to appoint an African-American as CEO.

Today, TIAA is committed to having a culture every bit as inclusive as it is diverse. We think of it this way: diversity without inclusion is like being asked to the party—but not being asked to dance. We want to make sure that our employees feel valued, respected, and treated
fairly; that they have equal access to opportunities and resources; that they are respected for who they are and what they bring to the workplace; and that they feel safe to speak up and share their opinions.

It’s not just the right thing to do. It’s essential to our business success. Studies show that diverse and inclusive teams are more engaged, make better decisions, and deliver strong performance. Inclusive companies are three times more likely to be high-performing than non-inclusive companies. And as our nation becomes increasingly diverse, it’s clear that companies that can’t attract and retain a diverse workforce will be unable to relate to critical customer groups; they’ll get left behind.

TIAA made promoting diversity and inclusion one of our top corporate priorities in 2015. Leveraging our strengths in diversity, we rolled out a three-year Journey to Inclusion program to promote a more inclusive culture. A key element of the journey is delivering inclusion training to all employees, which began with our senior-most leaders and will be extended more broadly in 2016 and 2017. We also launched a speaker series for employees, featuring inspirational talks by people like best-selling author Erik Weihenmayer, the only blind adventurer to reach the summit of Mount Everest.

We are proud of our record in diversity and inclusion, and we enjoy the recognition we have received for our efforts. But our commitment comes back to one thing: our dedication to helping clients achieve financial well-being. Being diverse and inclusive helps us do that better. And that’s the best reward of all.

“At TIAA Diversity and Inclusion is deeply woven into our culture and is a top priority for us because we’ve seen the impact it can have for our employees and our business. Our commitment is steadfast and continually evolves to keep pace with a changing world.”

NATASHA RADDEN, VICE PRESIDENT AND CHIEF DIVERSITY & INCLUSION OFFICER
In our nearly 100-year history, TIAA has focused on providing the best investment outcomes for our clients. We believe that the consideration of ESG factors can produce long-term financial returns for our clients while also contributing to positive societal outcomes, broader economic development, and a healthy environment for future generations.

TIAA has a long-standing history of actively supporting the development of responsible investment principles. Our commitment is multi-faceted and involves the following key approaches: developing and advancing responsible investment practices; incorporating ESG factors in investment decisions; engaging with our portfolio companies and other stakeholders; and promoting transparency and accountability.

Our Continued Innovation in Responsible Investing

Responsible investment is on the rise. Today, $6.6 trillion—or 18%—of all professionally managed assets in the U.S. fall into this category—a remarkable 76% increase over the past two years.

But what may be a new trend for many is a tried-and-true practice for TIAA. We have been engaged in responsible investment since the 1970s, as a natural outgrowth of our commitment to our clients’ financial well-being. We incorporate ESG factors into our investment decision-making and asset ownership practices because we believe this approach can produce long-term financial returns for our clients in addition to social good.

We are proud to be a signatory to the United Nations Principles for Responsible Investment. This global initiative commits institutional investors to act in the best long-term interests of their clients by recognizing that ESG issues can affect the performance of investment portfolios. In line with the principles, TIAA engages in responsible investment in a number of ways. For clients, one of our most visible activities is providing the opportunity to invest in mutual funds that incorporate ESG principles. We were one of the first U.S. financial companies to do
so—and today we’re one of the largest asset managers in the space, with over $16.9 billion in assets under management in our Social Choice suite of investment products.

All of our Social Choice investment options aim to provide competitive, long-term performance through investments in public securities that meet specific ESG criteria. In 2015, we launched two new funds: Social Choice Low Carbon Equity and Social Choice International Equity, to complement our existing funds: Social Choice Account, Social Choice Equity, and Social Choice Bond. With this expansion, our clients now have the opportunity to build a fully diversified portfolio with our Social Choice funds.

As the interest in responsible investing has grown, some have questioned whether pursuing social goals means sacrificing performance or increasing risk. Our internal analysis, along with other peer-reviewed research studies, has shown that neither is true. For individuals who are attracted to responsible investing, the implication is clear: to do so, you don’t have to compromise principles—or performance.

When considering investments for our Social Choice portfolios, we evaluate companies on the most relevant ESG issues related to their industry. The criteria we consider include:

**Environmental**
- Climate change,
- energy consumption,
- waste management,
- ecological impact

**Social**
- Labor relations,
- human rights practices,
- product safety,
- community impact

**Governance**
- Business ethics,
- governance quality, public and governmental policy
Impact investing has a two-fold purpose: to generate financial returns along with measurable social or environmental results.

At TIAA, we engage in impact investing through our General Account, which is the investment portfolio that supports our guaranteed fixed-annuity products. In 2015, we had a total of $845 million in impact investments across three categories—affordable housing, financial inclusion, and community and economic development—all aimed at benefiting low- to moderate-income communities around the world. Through its impact investing portfolio, TIAA aims to receive competitive market returns for the General Account, as well as an opportunity to impact communities in the U.S. and internationally.

In 2014, TIAA made a unique $50 million seed investment to help create the Rose Affordable Housing Preservation Fund LLC, managed by Jonathan Rose Companies, a leading national developer, investor, and fund manager focused on affordable housing. The fund’s purpose is to acquire affordable and mixed-income multifamily housing in high-demand markets such as...
Washington D.C., Chicago, and Seattle. It preserves the affordability of the properties while improving and “greening” them through high-impact/low-cost energy retrofits. The fund is also providing hands-on management to reduce expenses and enhance tenants’ quality of life.

“Responsible investment is part of our organizational DNA.”

AMY O’BRIEN, HEAD OF RESPONSIBLE INVESTMENT

TIAA’s latest Responsible Investment annual report highlights our activities in 2014 and 2015 and can be downloaded at:


The TIAA Impact Investment Program is not funded through any investment product nor does it contribute to the performance of any investment product. Please call 877-518-9161 or log on to www.tiaa.org for product and fund prospectuses that contain this and other information.
Community
Throughout its almost 100-year history, TIAA has been rooted in a philanthropic mindset and a culture of service. We were founded “to serve those who serve others.” That mission lives today in the generosity of our employees and in our commitment to not only give back, but to have a positive impact on society and our key stakeholders. It is also reflected in our brand promise: Created to Serve. Built to Perform.

In a larger sense, TIAA has always prioritized doing what’s right for our customers, colleagues, and communities. Communities are where we find the people we serve and those who inspire us every day. We seek to make a difference in the communities in which we live and work through charitable donations, social investment, volunteering, and partnering with non-profit organizations. In 2015, we launched TIAA Serves, a comprehensive philanthropic platform comprising our work with charitable partnerships, grants, and initiatives that support employees and their desire to give back. Through our focus on education, hunger, and the environment, TIAA employees teach financial education, conduct meal-pack projects, plant trees, and much more.

Making a Difference in the Communities We Call Home

Each year, thousands of TIAA employees come together to serve their neighbors and make a positive impact by volunteering in their local communities.

In our three main hubs—Charlotte, Denver, and New York City—and the scores of communities in which we operate nationwide, our employees make life better for others in many ways, such as increasing financial literacy, advancing public education, reducing hunger, and improving the environment.
In 2015, over 4,000 TIAA employees volunteered 10,000 hours of their time, touching the lives of nearly 100,000 people.

Driving these efforts are seven TIAA volunteer councils, led by 150 employees who recruit their colleagues to lead and staff community service projects nationwide. In 2015, over 4,000 TIAA employees answered the call, volunteering 10,000 hours of their time at community events and touching the lives of nearly 100,000 people.

Our employees also make a difference through their generosity. During our annual Charitable Giving Campaign in 2015, our employees pledged more than $1.0 million to charitable organizations. Employee contributions supported more than 1,100 non-profit organizations in service to people in need across the country.

A key part of the Giving Campaign is TIAA’s “Service Days” program. Throughout the five weeks of the program in 2015, we had a record level of participation, with 3,300 employees volunteering in nearly 90 different Service Days projects in the three CSR focus areas: Environment, Education, Hunger, and in support of our Employee Resource Group constituents. The projects were coordinated by our Corporate Social Responsibility team and the Volunteer Councils working with the five charitable federations that participate in our Giving Campaign: America’s Charities, Community Health Charities, EarthShare, Global Impact and United Way.

Operating as one team across TIAA’s 152 offices nationwide, employees made a difference in the lives of thousands of people in our 2015 Service Days projects. Here is a sampling of what they accomplished:

- Packed 2,000 snack packs for children in after-school programs
- Packed 1,041 bags for food insecure school children
- Filled 1,500 backpacks with food for children to take home
- Assembled 500 hygiene kits for homeless women veterans
- Wrote 750 encouraging letters to teachers as they started the school year
- Packed 45,000 meals to feed hungry children across the world
- Wrote 500 notecards in support of U.S. military personnel
- Contributed more than 700 volunteer hours to food banks

TIAA volunteers give back to the community through various hands-on engagement. Pictured right, a volunteer works side by side with a student from one of TIAA’s Adopt-A-School partners in Charlotte, North Carolina.
As student debt levels have grown to over $1 trillion, it’s become clear that college students need a sound financial education to ensure they can build financial well-being as they pay back their loans.

TIAA is doing its part to address this issue. In collaboration with the Council of Graduate Schools (CGS) in 2013, we awarded grants to 15 universities nationwide to design financial education programs, with the goal of helping students make better and more informed decisions about saving, spending, investing, and borrowing. TIAA and CGS are collecting the findings and identifying best practices—and we will share them with every college and university in the U.S.

➔ www.cgsnet.org/enhancing-student-financial-education

As part of this effort, CGS also launched a groundbreaking online tool called GradSense, designed to help students make decisions about their educational path. The tool enables students to balance information about potential debt with projected earnings from certain jobs—and ultimately make smart career decisions.

➔ www.gradsense.org

The CGS collaboration is part of our broad commitment to engaging Millennials to help them build financial well-being. We have also created a financial education platform and a website called Starting Out, to help Gen Yers address the special financial challenges they face.

➔ www.tiaa.org/startingout

Financial Education Takes Center Stage

As a financial services leader, TIAA feels a particularly strong responsibility to help promote financial literacy, especially among young people.

Multiple studies—including some conducted by the TIAA Institute—have shown that Americans have low levels of financial literacy and that this can have a profound impact on an individual’s ability to achieve financial well-being. With that in mind, we work with Junior Achievement and other organizations to ensure that we make the strongest impact we can, with an emphasis on underserved students.

CDFI partnerships in St. Louis achieve meaningful impact

TIAA Direct’s Community Reinvestment Act program is making a significant impact by helping to improve the quality of life for families in the St. Louis metropolitan area.

The bank has provided more than $37 million in community development loans through a number of organizations in the area, helping families meet their housing, educational, health care, and human services needs. These loans also support innovative programs that give people an alternative to high-interest “payday loans” and that offer affordable car loans to newly employed individuals who need reliable transportation to get to work.

TIAA Direct has developed partnerships with three Community Development Financial Institutions (CDFI): St. Louis Community Credit Union, Gateway Community Development Fund, and IFF, the largest CDFI in the Midwest. The bank’s charitable contributions to local CDFIs and nonprofit community-based organizations over the past three years total more than $1 million. These contributions have helped support financial literacy programs reaching more than 4,000 residents and provided funding for the Janice Mosby Scholarship Program for adult students. The bank’s employees also volunteer their time to deliver educational seminars and to serve on the boards of local community organizations.
In 2015, during our “Financial Literacy Employee Volunteer Days” from March through May, our employees taught financial concepts to 2,600 middle and high school students in 9 cities—reaching 42% more students than in 2014.

We also provide year-round financial literacy programs to students at the schools we have “adopted” in our home communities of Charlotte, Dallas, Denver, and New York City.

**Charlotte**

In partnership with the University of North Carolina at Charlotte, we adopted Governor’s Village, an education complex that is home to four schools in the Charlotte-Mecklenburg County school district in 2011. For the past five years we have delivered financial literacy education to the students as well as providing opportunities for them to visit the TIAA campus and the University. In addition to our financial literacy efforts, we conduct campus beautification projects and student philanthropic events, and we donate computers and office supplies. In 2015, we engaged EverFi, a leading education technology company focused on teaching and certifying students in critical skills, to participate in a year-long financial education pilot program that will deliver financial education to parents and teachers as well as students at the schools.

**Dallas**

TIAA employees support Lakeland Elementary in Lewisville, TX. With the influx of a large number of refugees the school has relied on TIAA to provide school supplies as well as assist with student registration. TIAA employees conduct Junior Achievement financial literacy classes for the 5th graders. We also provide support for individual students and their families during the holidays.

**Denver**

In partnership with Metropolitan State University in Denver, we adopted Bruce Randolph High School in 2013. With more than 97 percent of students living below the poverty level, TIAA employees have stepped up to provide the students with school supplies each year, conduct teacher appreciation events and campus beautification projects. We also conduct job shadow programs, and provide financial education training sessions for both students and parents. In addition, TIAA is sponsoring City Year programming which places full-time AmeriCorps members at the school who are dedicated to increasing student attendance, providing coaching support and one-on-one tutoring in English and math.

**New York City**

In 2014, we adopted Jacqueline Kennedy Onassis High School, a Title I school within walking distance of our office. Each year we have expanded our programming and now teach a seven-week Junior Achievement financial literacy class each semester. We also hold annual college planning sessions and conduct a school supply drive.
Sustainability
TIAA Global Real Estate is the real estate investment and management business of TIAA and represents one of the largest global real estate managers in the world with approximately $91.6 billion in assets under management (as of 12/31/2015). TIAA has been investing in real estate since 1934 and believes that direct investment in real estate offers individual and institutional investors access to attractive long-term investment opportunities. We integrate ESG principles into our real estate portfolios to improve both financial and environmental performance through energy management, water conservation, waste reduction, and many other operational best practices.

The Power of Our Efforts to Positively Impact Our Environment

As the third largest commercial real estate manager in the world, TIAA owns and manages hundreds of buildings—from Miami to Berlin to Melbourne.

That’s given us a huge opportunity—and we’d argue, a responsibility—to be a leader in promoting sustainability in the real estate industry.

Our global equity portfolio includes over 900 assets in four categories: office, retail, industrial, and residential (including multifamily apartments and student housing). Managing them in a sustainable way means promoting energy efficiency, water conservation, and waste reduction/recycling.

We’ve been a leader in this space for more than a decade. In 2002, we partnered with the U.S. Environmental Protection Agency’s ENERGY STAR program to begin measuring, tracking, and benchmarking the energy performance of our properties. In 2007, we launched our Global Real Estate Sustainability Initiative (GRESI) platform, which defines the environmental and responsible investment practices that we demand of ourselves and our investment partners. GRESI is a roadmap guiding both our real estate investment decision-making and our ongoing property management activities. It mandates that all TIAA owned or managed new construction and development projects in the U.S. be designed and built according to LEED standards for “green buildings.” It also requires benchmarking against independent standards to ensure that sustainability efforts deliver real, quantifiable results.
Thanks to GRESI, we have the data to show that we’ve made a real impact. Since 2007, we have boosted the energy efficiency of our overall real estate portfolio by approximately 21.2%. By year-end 2015, we:

- Reduced energy use in the office sector by 22.1%, and saved $95.7 million; by 17% in the multifamily sector, and saved $4.1 million; and by 20% in the retail sector, and saved $2.8 million.
- Cut greenhouse gas emissions by more than 467,800 metric tons.
- Cut energy consumption by 895.6 million kilowatt hours.

That’s the equivalent of taking roughly 91,700 cars off the road for a year. And it represents an estimated savings of $15 million in 2015 alone—providing a material benefit to our portfolio’s investment performance.

Our efforts make us a beacon of progress. In 2015, for the eighth consecutive year, TIAA received the EPA’s ENERGY STAR Partner of the Year award. We’ve been at the “Sustained Excellence” level—the program’s highest honor—for six years in a row.

As we continue to grow our global real estate investment business, we will continue to lead in sustainability. Already, we’ve been able to make a difference at hundreds of properties worldwide. We think that’s a great foundation—and we plan to keep building on it.

“TIAA is doing their part to reduce our nation’s greenhouse gas emissions. I applaud (TIAA) for...demonstrating a strong commitment to energy efficiency and to preserving a healthy planet for future generations.”

GINA MCCARTHY, EPA ADMINISTRATOR
Nick Stolatis has been with TIAA for more than three decades and considers implementing the GRESI platform to be one of his biggest accomplishments. “It illuminates the efficiency of our entire global real estate portfolio—and showcases how we are linking environmental outcomes to TIAA’s bottom line,” Nick says.

How has TIAA’s real estate portfolio evolved over time to reflect the latest developments in sustainable real estate best practices?

TIAA embodies an entrepreneurial spirit that supports both innovation and creative thinking. We were one of the first organizations to demonstrate that sustainability within our real estate portfolio could achieve significant bottom-line advantages. This was particularly important at a time when companies were reluctant to make upfront capital investments that could sacrifice short-term profits.

Why is real estate such a worthwhile investment?

Real estate is one of the few asset classes where you can have an active role in the operation of the asset. Through prudent management principles, such as implementation of the GRESI platform, the asset owner has an opportunity to generate increased returns. Real estate investments offer the opportunity for long-term value preservation, while also providing inflation-protection capabilities.

What does the future have in store for sustainable real estate investing as a practice, and what role, if any, do you see for TIAA in shaping the agenda?

I believe that we have built a model for others to follow. Through innovation, collaboration, and attention to detail, we’ve underscored the importance of sustainable development. As we look ahead, I think the next phase of sustainability is the notion of resiliency, the ability to recover in the wake of seemingly unpredictable events with minimal human and capital expenditure. My team and I are excited to be working to keep TIAA leading the way.

“We’re not giving up economic benefit to achieve environmental benefit. We’re getting the economic benefit, and that’s translated directly into a fairly significant environmental benefit.”

NICK STOLATIS
Increasing Employee Engagement on Sustainability

TIAA commemorated the 45th anniversary of Earth Day in 2015 in two big ways: launching a “Green Team” and partnering with the Arbor Day Foundation to plant more than 10,000 trees, one for each TIAA employee.

The Green Team is a natural outgrowth of TIAA’s commitment to sustainability; we’re a nationally recognized leader in incorporating sustainability practices into our management of client assets. By creating the Green Team, we are increasing employee engagement around an issue that means so much to TIAA and its stakeholders.

The Green Team, which grew out of TIAA’s Volunteer Councils, also reflects our commitment to the local communities where we live and work. It gives employees the opportunity to serve their communities while improving the health of the planet. It educates them on the environmental effects of everyday workplace operations and behavior and encourages them to “go green” in their own lives.

TIAA also marked Earth Day by making a donation to the Arbor Day Foundation to plant more than 10,000 trees in Pike National Forest in Colorado, which was devastated by wildfires in 2012. Renewing the forest is critically important for Denver, which relies on its rain and snowmelt for more than 70 percent of its drinking water. Beyond our corporate donation, individual TIAA employees made personal donations that enabled another 500 trees to be planted on behalf of their friends, colleagues, and family members.

Visit www.tiaa.org/public/about-tiaa/corporate-social-responsibility to learn more about TIAA’s leadership in Sustainability.
The launch of TIAA’s Green Team was marked by volunteer projects in our three main hubs: Charlotte, Denver, and New York City. Working at local parks, schools, and urban centers, TIAA volunteers made a visible and lasting impact on their communities.

- **In Charlotte**, more than 50 volunteers worked to beautify the grounds and facilities of James Martin Middle School, one of TIAA’s Governor’s Village partner schools. In addition to outdoor clean-up, the team assembled and stained four picnic tables. Indoors, they organized books and videos in the library and recycled those items that were no longer needed.

- **In Denver**, 100 employees beautified six alleys on the 16th Street Mall, tackling twice as much territory as originally planned. Covered in graffiti and flanked by makeshift beds, these were some of the roughest alleys in Denver in need of a thorough cleaning.

- **In New York**, as part of the St. Mary’s Park Beautification Project in the South Bronx, a team of 40 TIAA employees helped NYC Parks Department staff on a much-needed spring clean-up, painting 43 benches and collecting multiple garbage trucks’ worth of dead leaves and debris.

In other projects later in the year, TIAA employees volunteered at two raptor centers, a rooftop garden in Manhattan, a marine wetlands center, and school gardens.

Employees sweep debris, paint brick, and pick up trash in an alleyway on the 16th Street Mall in Denver.
Diversity & Inclusion


100% rating for support of LGBT employees, The Human Rights Campaign Foundation, 2010–2015

Best Companies for Latinas to Work for in the US, Latina Style magazine, 2010–2015


40 Best Companies for Diversity, Black Enterprise magazine, 2007–2015

Responsible Investment

Outcomes

In 2015, we cut greenhouse-gas emissions across our real estate portfolios by more than 467,800 metric tons through improved efficiencies, which lowered utility costs by an estimated $15 million in 2015 alone.

Investment Options

In August 2015, we launched the TIAA-CREF Social Choice Low Carbon Equity Fund and the TIAA-CREF Social Choice International Equity Fund. Investors now have a broader range of investment choices for core portfolio allocations with a goal of maintaining higher ESG performance than broad asset-class benchmarks.

Commitments Joined

TIAA is a founding member of the Investment Leaders Group, a three-year project designed to influence mainstream thinking on investment towards responsible, long-term value creation. TIAA is a member of the Global Real Estate Sustainability Benchmark initiative, an international initiative that seeks to evaluate and improve sustainability best practices in the global real estate sector.

Size of Influence

We managed $16.9 billion in assets across our Social Choice product suite, making TIAA among the largest managers of ESG mandates.

Our program to date has allocated over $2 billion to Proactive Social Investments, TIAA’s proprietary framework for identifying public fixed income securities that help provide competitive risk-adjusted returns through potential and clear measurable environmental or social benefits.

TIAA’s General Account Social Impact Investment Program portfolio totaled over $845 million. We made over $295 million in new investments from 2012–2015 focused on low-income communities. These commitments provided investment support in areas such as affordable housing, financial inclusion, and basic services like childcare, education, healthcare, and environmental improvements.

Through our over $5.5 billion farmland platform, we direct capital to land maintenance and development, and integrate sustainable farming best practices into our investment management process.

Community Awards & Recognition

2015 Community Health Charities Campaign Excellence Award

TIAA was recognized by Denver’s Community Health Charities for outstanding performance in our Employee Giving Campaign.

1 As of December 31, 2015
2015 Top 25 Supporter United Way of Central Carolinas Award
TIAA was recognized by United Way of Central Carolinas for outstanding support of the Charlotte community through our Employee Giving Campaign. Pledges increased 8% over the prior year.

2014 Denver Public Schools Foundation School Partner of the Year Award
TIAA was recognized for its Adopt-a-School Partnership with Bruce Randolph High School, a Title 1 school in the Denver public school system. Employees volunteer at the school, provide financial education, and act as role models for students in need.

2014 Community Health Charities Leadership Commitment to Engagement Award
Denver-based executives Ray Bellucci and Rich Hiller were recognized by Community Health Charities for their unique personal and professional dedication to Colorado’s nonprofit community, and for fostering employee connections with community nonprofits.

Sustainability
ENERGY STAR Partner of the Year Award–Sustained Excellence, 8th consecutive award, 6th at the Sustained Excellence level.

EPA ENERGY STAR Certification Nation Campaign–Executive Member, for having 50+ buildings ENERGY STAR-certified.

Department of Energy Green Lease Leader award, for implementing green lease provisions to support sustainable operations.

TIAA participates in the Department of Energy’s Better Buildings Challenge with a portfolio of more than 80 office and 50 multifamily buildings totaling 24.9 and 13.4 million square feet respectively.

The program aims to decrease portfolio-wide source energy use intensity and increase the percent improvement compared to a set baseline. Since 2008, TIAA has improved energy performance by an average of more than 2.75% per year, and is well on its way to meeting its overall 20% reduction goal.

LEED certification for both the NYC and Charlotte headquarters’ facilities.

Nick Stolatis received City & State’s 2015 Corporate Social Responsibility Special Leadership Award for the Promotion of Sustainability through Investment, Education & Civic Engagement.

Corporate Governance Awards
In 2015, Bess Joffe was named to Directorship 100 and received the 100 Women in Hedge Funds’ 2015 North American Industry Leadership Award. Joffe also sits on the boards of the John L. Weinberg Center for Corporate Governance, University of Delaware; Harvard Law School Program on Corporate Governance; and Advisory Council on Corporate Governance, Council of Institutional Investors.
Our inaugural 2015 Corporate Social Responsibility report is designed to provide an overview to our stakeholders of the efforts TIAA is making to maximize our positive impact on society and the people and institutions we serve. Five key impact areas are addressed in the report—Stewardship and Corporate Governance, Diversity & Inclusion, Responsible Investment, Community, and Sustainability—each of which forms a critical piece of our corporate social responsibility (CSR) platform. Through a case study-driven approach, we collaborated with business leads from within each of the five impact areas to identify tangible initiatives that embody our commitment to CSR and to doing good in the communities where we live and work.

This report is a product of our CSR Working Group, a cross-functional team of leaders from across business units whose goal is to advance TIAA’s CSR programs. The CSR Working Group was created in 2014 to establish policies, programs, and initiatives for the organization in line with our nonprofit heritage.

In an effort to facilitate dialogue with our stakeholders, the TIAA CSR Working Group welcomes your feedback and invites you to send your comments, inquiries, and suggestions to csr@tiaa.org.

Scope
This report covers TIAA’s Corporate Social Responsibility policies, programs, and initiatives and our approach to responsible leadership. While we’ve provided information regarding our organization’s CSR efforts, please note that not all of our organization’s affiliates or business units are included in the report. All information contained within the report, unless otherwise stated, is for fiscal year 2015. This self-directed report is the first step in our ongoing effort to further engage stakeholders about our CSR efforts. Our goal for the future is to continue to grow our reporting capabilities so that we can more closely align with the Global Reporting Initiative’s leading framework for effective sustainability reporting.

About TIAA
TIAA (www.tiaa.org) is a unique financial partner. With an award-winning track record for consistent investment performance, TIAA is the leading provider of financial services in the academic, research, medical, cultural, and government fields. TIAA has $854 billion in assets under management (as of 12/31/2015) and offers a wide range of financial solutions, including investing, banking, advice and guidance, and retirement services.
Please note, investments in socially responsible funds are subject to Social Criteria Risk, namely the risk that because social criteria excludes securities of certain issuers for non-financial reasons, investors may forgo some market opportunities available to those that don’t use these criteria.

You should consider the investment objectives, risks, charges and expenses carefully before investing. Please call 877.518.9161 or log on to www.tiaa.org for product and fund prospectuses that contain this and other information. Please read the prospectuses carefully before investing.

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