Nonprofit employees and managers choose to work – and often stay for many years – in the sector because they are committed to making a difference in people’s lives, according to TIAA’s 2018 Nonprofit Survey that was conducted as a part of TIAA’s 100-year anniversary and the TIAA Difference Maker 100 program. They are also attracted to an organization’s mission and values, satisfying work and job security. Many define career success as helping others and their community rather than compensation level. However, nonprofit workers believe there is room for improvement in compensation and benefits, and healthcare costs are a major concern for them when it comes to retirement security.

The following questions were answered by both nonprofit employees and managers to better understand nonprofit workforce dynamics and perceptions:

### Why did nonprofit workers originally choose to work at their nonprofit?

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<thead>
<tr>
<th>Reason</th>
<th>Employees (%)</th>
<th>Managers (%)</th>
</tr>
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<tbody>
<tr>
<td>To make a difference in people’s lives</td>
<td>75</td>
<td>80</td>
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<td>I believe in the mission of my organization</td>
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<td>The work is challenging, but rewarding</td>
<td>64</td>
<td>73</td>
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<tr>
<td>To create real change in my community or society</td>
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### What drives nonprofit workers to continue to stay at their nonprofit?

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How long have nonprofit workers been working in the nonprofit sector, including their current job and any previous jobs they have had with nonprofits?

1 to 5 years
- Employees: 31%
- Managers: 24%

6 to 10 years
- Employees: 20%
- Managers: 23%

11 to 15 years
- Employees: 14%
- Managers: 17%

More than 15 years
- Employees: 30%
- Managers: 34%

* 65 percent of employees and 74 percent of managers have worked six years or more in the nonprofit sector.

Do they consider themselves someone who makes a difference in their work?

Definitely or Maybe Make a Difference
- Definitely: 91%
- Maybe: 97%

How do nonprofit workers define success in their career as a nonprofit employee/manager?

Helping improve the lives of others, my community or society/making a difference in people's lives
- Employees: 71%
- Managers: 77%

Working hard to achieve my career goals
- Employees: 35%
- Managers: 40%

Making enough money that I am financially comfortable
- Employees: 36%
- Managers: 35%
Among several factors that people consider when choosing to work for a company or organization, what categories do nonprofit workers believe nonprofits are worse at than for-profit organizations?

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<td>A strong workplace culture</td>
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<tr>
<td>Competitive salary and benefits, like healthcare and retirement savings</td>
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<tr>
<td>International career opportunities</td>
<td>42%</td>
<td>39%</td>
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<tr>
<td>Uses latest technology</td>
<td>35%</td>
<td>38%</td>
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More than two-thirds of managers working in nonprofits for 6-10 years think nonprofits do better at promoting diversity in the workforce.

Among several factors that people consider when choosing to work for a company or organization, what categories do nonprofit workers believe nonprofits are better at than for-profit organizations?

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More than two-thirds of managers working in nonprofits for 6-10 years think nonprofits do better at promoting diversity in the workforce.
What are the top factors nonprofit workers consider when choosing to work for a company or organization?

### Interesting job and job satisfaction
- Employees: 80%
- Managers: 84%

### Job security
- Employees: 83%
- Managers: 77%

### Financially stable
- Employees: 80%
- Managers: 81%

### Competitive salary and benefits, like healthcare and retirement savings plans like a 401[k] or 403[b]
- Employees: 77%
- Managers: 75%

Which of the following ways could help nonprofit organizations become more successful or effective?

### Offer more opportunities for training and development so employees can bring new skills to the organization
- Employees: 40%
- Managers: 47%

### Allow those outside of management to be a part of strategic planning and decision making to avoid missing key ideas
- Employees: 36%
- Managers: 35%

### More strategic financial planning and management
- Employees: 24%
- Managers: 33%

**Among the different generations, nearly three-fourths of millennial managers think non-profits do a better job (73 percent) creating an interesting job and job satisfaction.**

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### Retirement

How are nonprofit workers planning to finance their retirement?

- **Workplace retirement plan (403(b), 457)**
  - Employees: 62%
  - Managers: 63%

- **Social Security**
  - Employees: 54%
  - Managers: 61%

- **Savings account**
  - Employees: 43%
  - Managers: 51%
How confident are nonprofit workers that they are saving enough for retirement?

- **Very confident**
  - Employees: 11%
  - Managers: 18%

- **Somewhat confident**
  - Employees: 39%
  - Managers: 46%

- **Not very confident**
  - Employees: 34%
  - Managers: 26%

- **Not confident at all**
  - Employees: 16%
  - Managers: 10%

Have nonprofit workers calculated how much they will need to retire comfortably?

- **Yes**
  - Employees: 31%
  - Managers: 53%

- **No**
  - Employees: 69%
  - Managers: 47%

What are nonprofit workers' top concerns when it comes to their retirement savings?

- **Healthcare costs**
  - Employees: 79%
  - Managers: 78%

- **Changes to Social Security**
  - Employees: 70%
  - Managers: 72%

- **Guaranteeing that I will have a steady retirement income no matter how long I live**
  - Employees: 69%
  - Managers: 66%

- **Not saving enough for retirement**
  - Employees: 69%
  - Managers: 63%

- **Outliving my savings**
  - Employees: 62%
  - Managers: 62%

There were some notable insights that stem from these findings:
- More than half of managers (77%) and employees (57%) in higher education are confident they are saving enough for retirement.
- One-fourth of government employees (24%) are not confident at all they are saving enough for retirement.

While millennials and Gen-X have more working years until retirement, our survey found:
- The majority of Millennials (80%) and Gen-X (72%) employees have not calculated how much they need to comfortably retire.
- Four in 10 Millennials (43%) and Gen-X (40%) employees do not know when they will retire.

Half of managers who have worked in nonprofits for 11 or more years are very concerned about healthcare costs. These concerns, coupled with low confidence in their current retirement savings and a lack of calculating how much money they will need in retirement, demonstrates a need for more nonprofit employees and managers to have access to lifetime income solutions.
Survey Methodology
The TIAA 2018 Nonprofit Survey was conducted by KRC Research from June 12 to 22, 2018, via an online survey of nonprofit employees and managers between the ages of 18 and 64. The sample includes 1,004 nonprofit employees and 502 nonprofit managers from a variety of nonprofit backgrounds, including government agencies, public and private K-12 schools, higher education, healthcare and church/religious organizations.

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With an award-winning track record for consistent investment performance, TIAA (TIAA.org) is the leading provider of financial services in the academic, research, medical, cultural and government fields. TIAA has $1 trillion in assets under management (as of 6/30/2018) and offers a wide range of financial solutions, including investing, banking, advice and education, and retirement services.

1 The Lipper Large Fund Award is given to the group with the lowest average decile ranking of three years’ Consistent Return for eligible funds over the three-year period ended 11/30/12 (36 fund companies), 11/30/13 (48), 11/30/14 (48), 11/30/15 (37), 11/30/16 (34) and 11/30/17 (34) with at least five equity, five bond, or three mixed-asset portfolios. Note this award pertains to mutual funds within the TIAA-CREF group of mutual funds; other funds distributed by Nuveen Securities were not included. From Thomson Reuters Lipper Awards, © 2018 Thomson Reuters. All rights reserved. Used by permission and protected by the Copyright Laws of the United States. The printing, copying, redistribution, or retransmission of this Content without express written permission is prohibited. Past performance does not guarantee future results. Certain funds have fee waivers in effect. Without such waivers ratings could be lower. For current performance, rankings and prospectuses, please visit the Research and Performance section on TIAA.org. Securities offered through Nuveen, LLC, and TIAA-CREF Individual & Institutional Services, LLC, members FINRA and SIPC.

2 Based on $1T of assets under management across Nuveen Investments affiliates and TIAA investment management teams as of 6/30/18.

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