

# In pursuit of parity

## Our steps to creating the **TIAA People Equity Index**

Inclusion, diversity and equity has always been at the heart of who we are, and that spirit has continued through our history. We deepened that commitment in the past few years and further raised the bar in 2021—creating a way to measure and improve a leader's equitability and inclusiveness across their team. The outcome of that quest is the TIAA People Equity Index (TPEX).



**You are what you  
measure and what you  
track gets done.**

**Thasunda Brown Duckett,**  
TIAA President and CEO

# Developing the TPEX

## First we defined our goals

After much deliberation, examination and even collaboration with an outside analytics partner, we ultimately arrived at a twofold goal.



**A. Create a simple, objective measure of the associate experience—comparing less and more represented communities (LRC & MRC)**

**B. Mobilize our leaders to take action and inspire equity across their organizations**

## Creating measurement methodology was next

For starters, we identified the areas we wanted to measure—moments that impact how associates experience their careers at TIAA. We landed with a set of six indicators, analyzed across two categories, for leaders to consider when making decisions about their team.



Six indicators across two categories

 **12** VALUES IN TOTAL

Next, we determined how to calculate a leader's TPEX result. Here, all of the indicators (except leadership) were scored by a ratio test comparing LRC:MRC and capped at 100% for our inaugural TPEX. For the leadership indicator, credit was given based on yes/no of LRC and MRC representation on the team.

The results were averaged together to achieve an overall TPEX indicator, with results closer to 100 indicating higher levels of equity. Here's what a sample TPEX result could look like.



**80.5%** FINAL TPEX SCORE  
(SUM OF ALL VALUES/12)

Indicator	Category	Value
<b>Leadership</b>	Gender	0.00
	Race/ethnicity	1.00
<b>Hiring</b>	Gender	0.85
	Race/ethnicity	0.86
<b>Engagement</b>	Gender	1.00
	Race/ethnicity	0.95
<b>Inclusion</b>	Gender	0.77
	Race/ethnicity	0.67
<b>Performance</b>	Gender	1.00
	Race/ethnicity	1.00
<b>Promotion</b>	Gender	0.56
	Race/ethnicity	1.00

## Delivering actionable results

We focused on educating stakeholders on the concept and purpose of the TPEX—a coaching tool initially that would be considered for greater accountability over time.

A toolkit was also created to help recipients understand their results and how to take action on them. The toolkit consisted of:



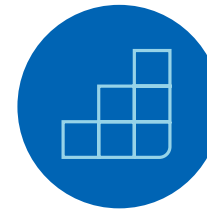
Report providing leader's results and company benchmarks



Group sessions and 1:1 coaching offering personal support—100% attendance in at least one



Tutorial explaining calculations along with answers to common questions



Equity Expert pack which provided tips for developing an action plan based on TPEX results



# 85

LEADERS IN TOTAL RECEIVED A TPEX REPORT

Approximately 50 direct reports per leader

## More TPEX details, revealed

We've included only some highlights of our journey to creating the TPEX. To learn more, especially if you're interested in measuring equity, feel free to read the complete narrative.

[Download full report](#)

