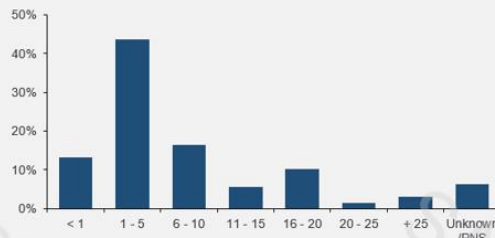


CLIENT NAME Employee Characteristics

Job Description

| | |
|------------------------------|--------|
| Administrative support staff | 18.0 % |
| Finance staff | 49.2 % |
| Management | 21.1 % |
| Technology support staff | 8.6 % |
| Unknown /PNS | 3.1 % |

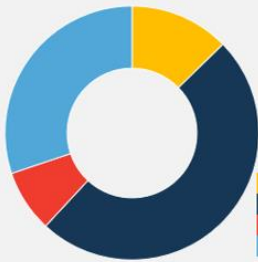
Years Worked



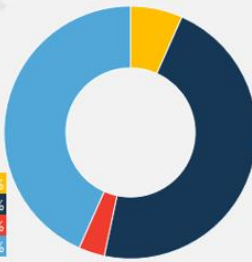
Primary Department

| | |
|--|--------|
| Finance Strategic Transformation | 14.8 % |
| Financial Accounting & Reporting | 9.4 % |
| Financial Operations & Compliance | 3.1 % |
| Financial Strategy Group (Business Intelligence, Engagement Team, Business Services) | 8.6 % |
| Office of Financial Planning & Analysis | 6.3 % |
| Payroll | 5.5 % |
| Procurement & Supplier Diversity Services | 18.0 % |
| Department Name | 22.6 % |
| Treasury and Risk | 3.1 % |
| Department Name | 3.1 % |
| Unknown /prefer not to say | 5.5 % |

Manager by Race & Gender



Staff by Race & Gender



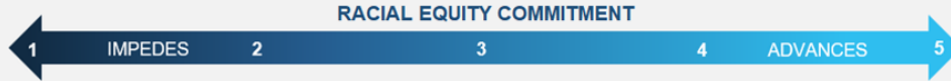
Current Manager

| | |
|---------|--------|
| No | 70.3 % |
| Yes | 29.7 % |
| Unknown | 0.0 % |

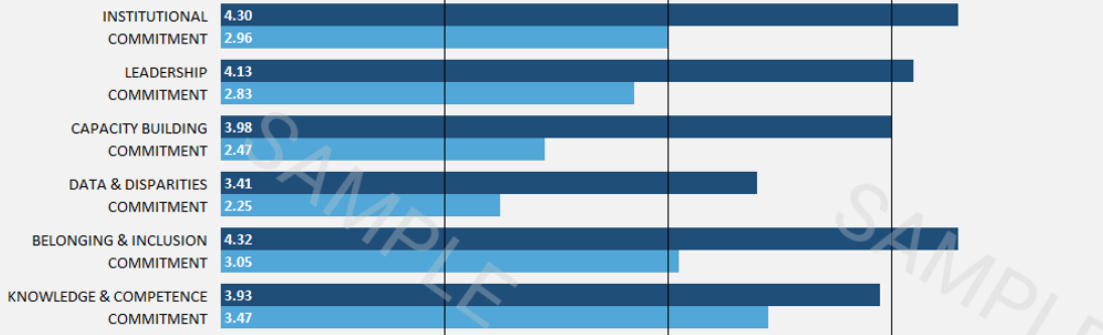


Note: Employee characteristics percentages calculated as the number in the group divided by the valid responses (N = XXX); For example, 70.3% of the valid response sample were not managers. PNS = Prefer Not to Say

White and People of Color (POC) Consensus on Racial Equity Commitment



COLOR BLIND INSTITUTIONS
CAUTIOUS INSTITUTIONS
COMPLIANT INSTITUTIONS
COMMITTED INSTITUTIONS



Highest Priority

- Institutional Commitment
- Capacity Building Commitment

Moderate Priority

- Belonging and inclusion
- Data & Disparities Commitment
- Leadership Commitment

Lowest Priority

- Knowledge & Competence Commitment

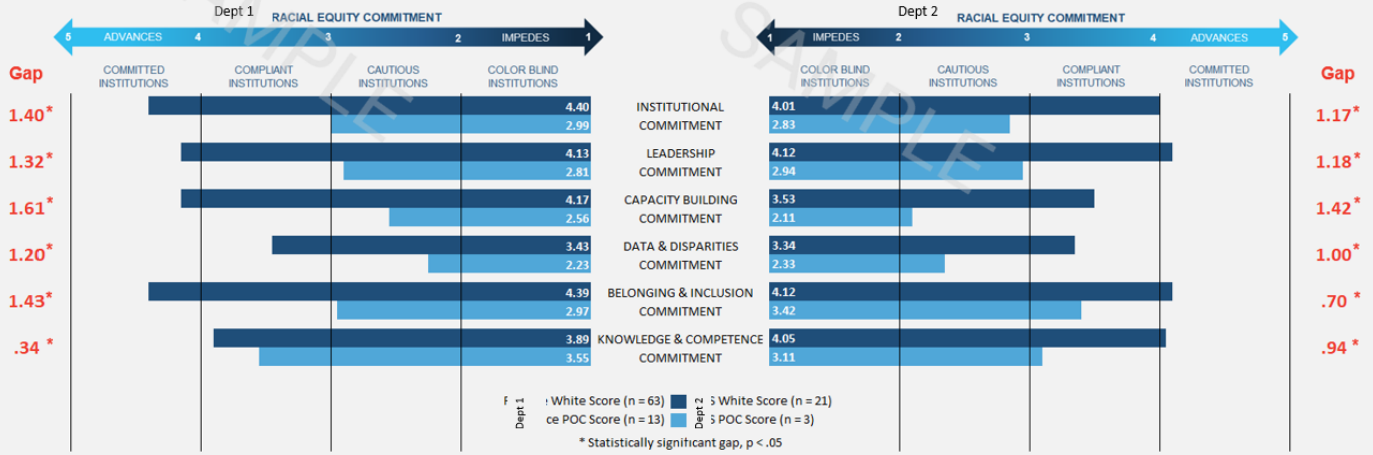
White Score (n = 84)

POC Score (n = 16)

* Statistically significant gap, p < .05

DEPT 1 & DEPT 2: White and People of Color (POC) Consensus

- For all 6 core competencies, the gap between Whites and POC were similar for Finance and SFS
- For Institutional Commitment and Capacity Building Commitment, Finance scores were greater than SFS scores for both White and POC.
- For Leadership and Data & Disparities, Finance scores were similar than SFS scores for both White and POC, but white scores were greater than POC scores.
- For Belonging & Inclusion, SFS scores were less than Finance scores for Whites, however SFS scores were greater than Finance scores for POC.
- For Knowledge & Competence, SFS scores were greater than Finance scores for Whites, however SFS scores were lower than Finance scores for POC.



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Road to KNOWLEDGE AND COMPETENCE COMMITMENT

FC: Racial Equity Training Assessment
 Assess employee's knowledge, skills and capacity to advance Racial Equity

FC: Organizational Mission Alignment
 Effectively communicate organization's purpose and progress on Racial Equity

FC: Data Driven & Voluntary Training Curriculum
 Develop a targeted Racial Equity training curriculum based on training needs assessment
 Offer voluntary training appropriate by role across the organization
 Align training course objectives to department functions, purpose and values

FC: Reinforcing Racial Equity Mindset
 Communicate examples of success and missed opportunities to advance Racial Equity

FC: Closing Competency Gaps
 Apply various levels of Kirkpatrick's model to measure and close staff competency gaps

- Functional Competency (FC) Developed
- Functional Competency (FC) In Progress
- Functional Competency (FC) Not Currently in Practice

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White and People of Color (POC) Consensus

| CLIENT NAME | Benchmark (Org = 570) | White (n = 379) | POC (n = 147) | Unknown (n = 44) | Gap |
|----------------------------------|--------------------------|--------------------|------------------|---------------------|--------|
| OVERALL RACIAL EQUITY COMMITMENT | 3.58 (0.86) | 3.72 (0.78) | 3.19 (0.97) | 3.61 (0.86) | 0.54 * |
| INSTITUTIONAL | 3.23 (1.18) | 3.35 (1.18) | 2.86 (1.16) | 3.46 (1.08) | 0.49 * |
| LEADERSHIP | 3.60 (1.12) | 3.76 (1.04) | 3.16 (1.21) | 3.70 (1.11) | 0.60 * |
| CAPACITY BUILDING | 2.96 (1.25) | 3.08 (1.23) | 2.63 (1.28) | 3.19 (1.11) | 0.45 * |
| DATA & DISPARITIES | 3.14 (1.29) | 3.32 (1.27) | 2.70 (1.31) | 3.11 (1.10) | 0.61 * |
| BELONGING & INCLUSION | 3.86 (1.05) | 4.08 (0.90) | 3.30 (1.19) | 3.88 (1.02) | 0.78 * |
| KNOWLEDGE & COMPETENCE | 3.91 (0.74) | 3.98 (0.68) | 3.74 (0.86) | 3.95 (0.58) | 0.23 * |

Numbers in parentheses = Standard Deviations; * Statistically significant gap, $p < .05$; Gap = Absolute Value of White Minus POC

Racial Equity Core Competency Definitions

Institutional Commitment: Racial Equity is an organizational priority at an enterprise level with dedicated talent, resources, and accountability structures established to ensure effective execution and success.

Leadership Commitment: Manager, supervisors and leaders at the department/functional level have taken ownership of Racial Equity by establishing goals, setting expectations, leading by example and implementing policies and practices to advance Racial Equity.

Capacity Building: Measure of how well an organization establishes collaborative partnerships with external stakeholders who have a shared purpose to advance Racial Equity.

Data and Disparities: Measure of how well an organization measures (collects), monitors (tracks) and manages (evaluates) data disaggregated by race and ethnicity.

Belonging and Inclusion: Measure of employee's feelings of being valued, accepted and empowered within an organization.

Knowledge and Competence: Measure of employee's knowledge, skills and ability to advance Racial Equity.

Measurement

Competencies were assessed based on participants level of agreement using a scale of 1 to 5 where:

- 1 = Strongly Disagree
- 2 = Somewhat Disagree
- 3 = Neither Disagree nor Agree
- 4 = Somewhat Agree
- 5 = Strongly Agree



Member Satisfaction Survey - Overview

Member Satisfaction

- Retirees rate performance higher than Actives

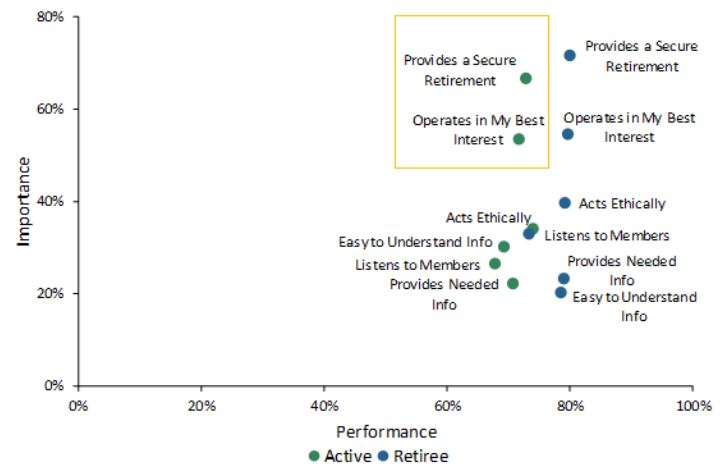
TRS Provides a Secure Retirement

- Very important and actives rate performance lower
- **Possible need for retirement planning education**

Operates in My Best Interest

- Very important and actives rate performance lower
- **Possible need for greater communication on TRS decisions**

TRS Active and Retiree Values

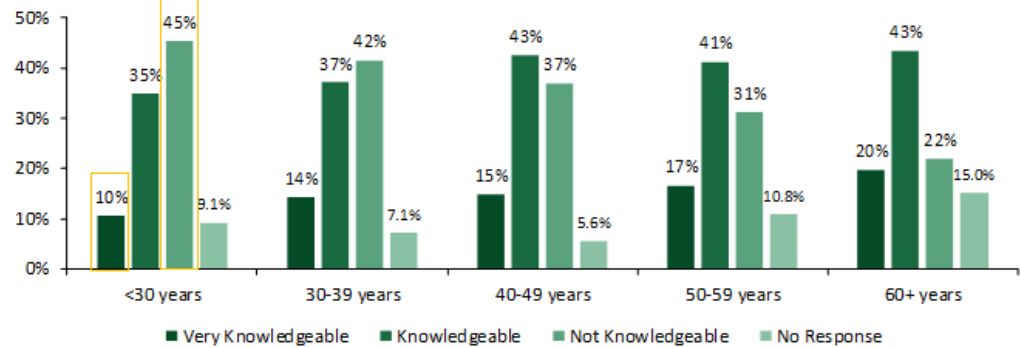


Importance Rate which items are the most important to you (Choose top 3): e.g., *I know TRS operates in my best interest.*
Performance Rate whether you agree or disagree with the following statements (percent Strongly Agree or Agree): e.g., *I know TRS operates in my best interest.*
 Note: Percent calculations exclude Neutral and No Response.

Member Satisfaction Survey – Overview

Age Group

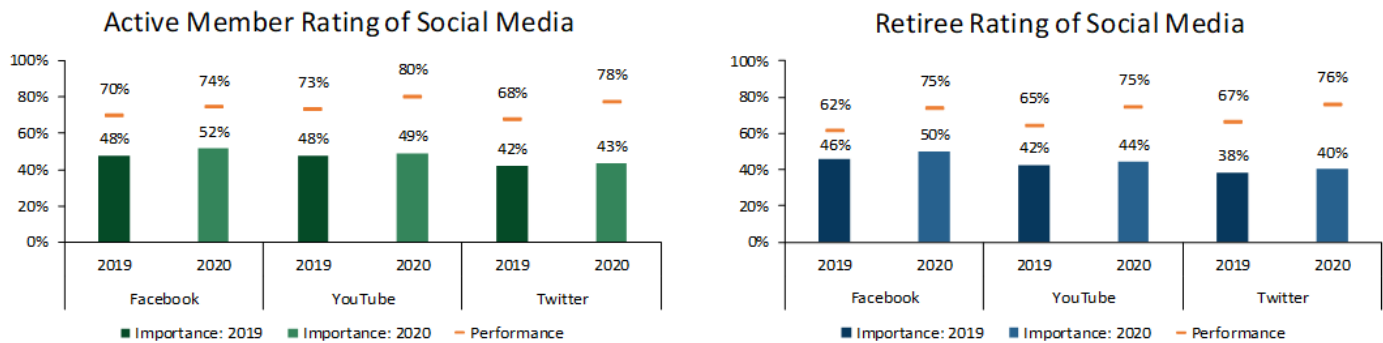
Knowledgeable about Saving for Retirement Outside TRS For Active Members by Age



- Younger active members less knowledgeable about saving for retirement outside TRS

Member Satisfaction Survey – Communications

Social Media

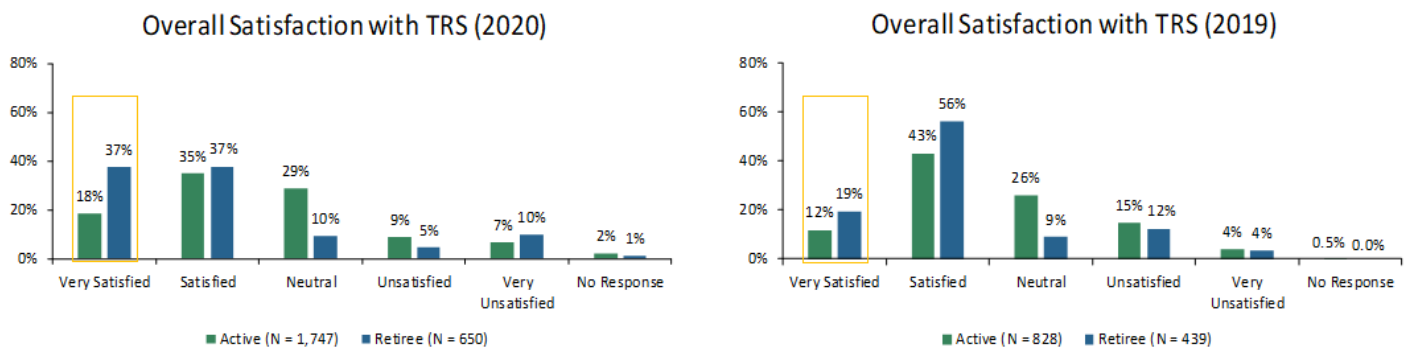


- Increase in importance and performance for all social media communication methods from 2019 to 2020

Importance Out of the following social media platforms, how important is it for you to be able to find TRS information on: e.g., Facebook
Performance Out of the following social media platforms, how helpful is the information TRS provides on (percent Very Helpful or Helpful): e.g., Facebook
 Note: Percent calculations exclude Neutral and No Response.

Member Satisfaction Survey – Overview

Overall Satisfaction



- **Rating steady between 2020 and 2019** with greater percent of respondents Very Satisfied
- Retirees more satisfied than active members with active members more likely to respond Neutral