

Building Better Together: *Better Futures Start with Inclusion*

Diversity, Equity & Inclusion Framework Update

April 15, 2025



Agenda

Overview

- *Brad Pacheco, Deputy Executive Officer, Communications & Stakeholder Relations*

Investments: Building Efficient & Inclusive Paths to Financial Success

- *Michael Silva, Associate Investment Manager, Investment Office*
- *Stephanie Geveda, Founder & Managing Partner, Coalesce Capital*

Health Equity: Building Better Health Outcomes

- *Dr. Julia Logan, Chief Clinical Director*

Supplier Diversity – Building Economic Opportunity

- *Dallas Stone, Chief, Operations Support Services Division*

Talent & Culture: Building Engaged Teams

- *Michelle Tucker, Chief Human Resources Officer*

Beyond the Pillars: Building an Inclusive Member Experience

- *David Rubio, Chief, Customer Education & Outreach Division*

The Future of DEI at CalPERS

Appendix

- *Demographics*

DEI Pillar Outlook FY 2024-2025

15

Business Plan Initiatives

21

Strategic Measures

72

Deliverables

	Culture	Talent Management	Health Equity	Investments	Supplier Diversity
Business Plan Initiatives	2	4	7	2	0
Strategic Measures	1	7	6	5	2
Deliverables	16	19	27	10	0

Investments: Building Efficient & Inclusive Paths to Financial Success

CalPERS New Investments with Emerging & Diverse Managers

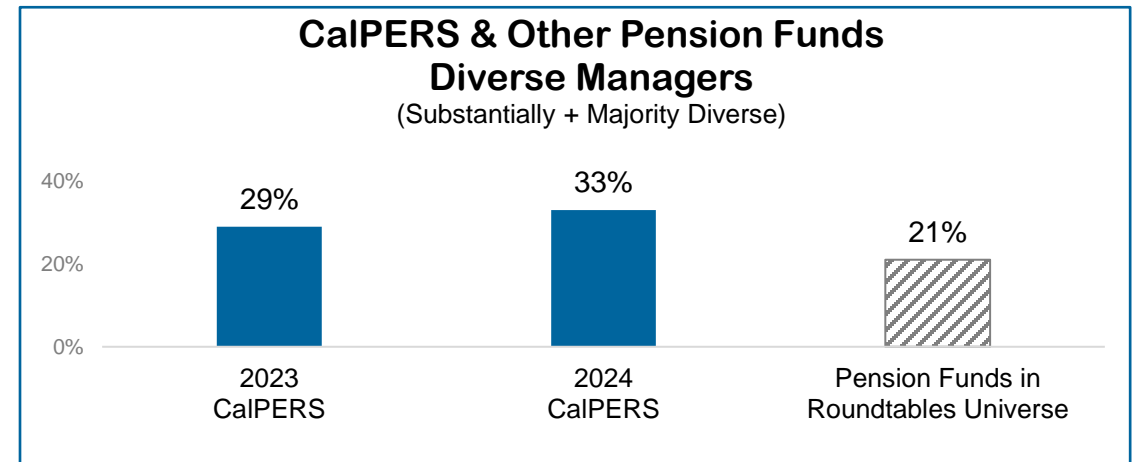
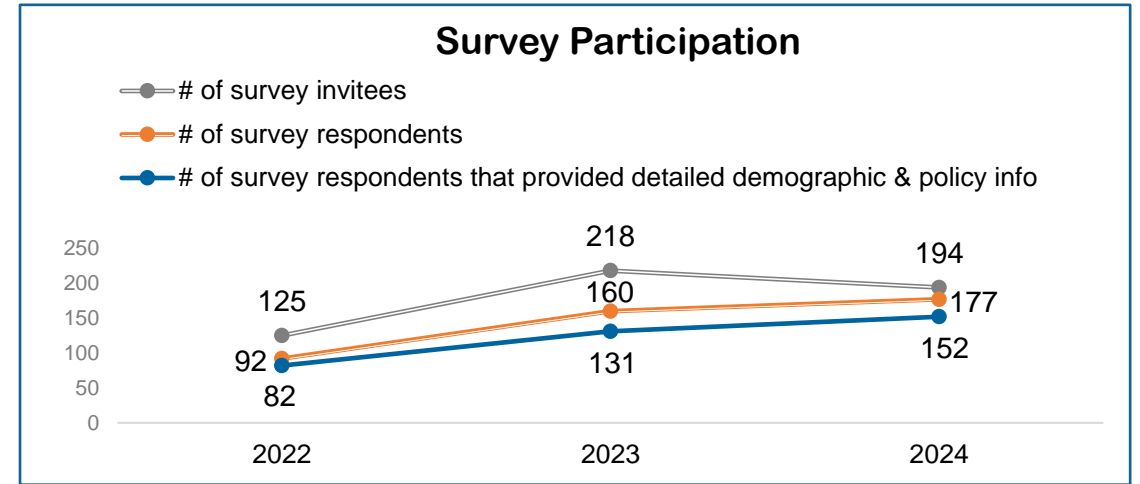
- \$6.3 billion to diverse managers and \$2 billion to emerging managers, in 2023-24.

Lenox Park Survey

- 2024 saw the highest response rate compared to previous years survey (177 of 194 public and private asset class managers). Of the 177 managers that responded, 133 were privately held and 44 managers (33%) met CalPERS' definitions for diverse owned.
- Of the 152 managers that provided highly detailed information:
 - 79.61% (121) managers have a DEI policy in place
 - 33.55% (51) managers have a Pay Equity Compensation Policy in place
 - 89.47% (136) managers have a FMLA Policy in place
 - 97.37% (148) managers have a Code of Conduct in place

CalPERS Compared to Other Pension Funds in the Lenox Park Universe

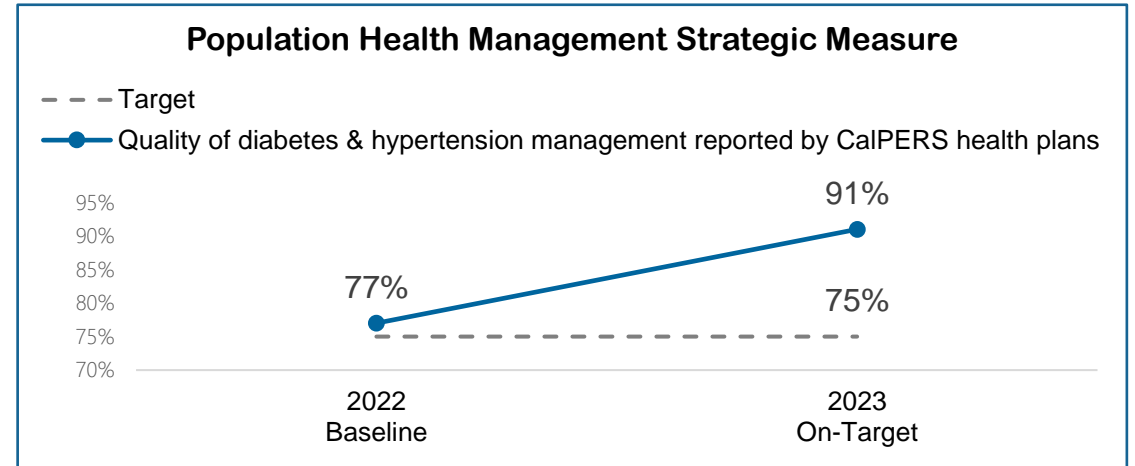
- As of September 2024, there were 8 pension funds included in the Lenox Park Roundtables Universe. When applying CalPERS definitions of Substantially and Majority Diverse, CalPERS had a higher percentage of qualifying managers in its portfolio.



Health Equity: Building Better Health Outcomes

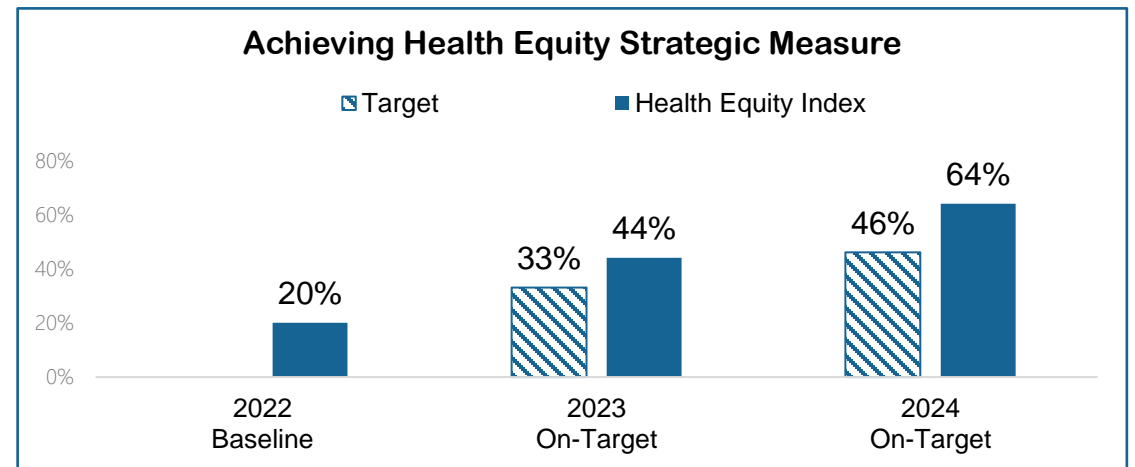
Population Health Management

CalPERS' [Population Health Management Strategic Measure](#) uses nationally established Healthcare Effectiveness Data and Information (HEDIS) performance measures to evaluate the quality of diabetes and hypertension management, two of the most common chronic diseases reported by our CalPERS health plans.



Achieving Health Equity

CalPERS' [Achieving Health Equity Strategic Measure](#) utilizes the Health Equity Index (HEI) to measure CalPERS' real-world progress in achieving health equity. The HEI includes milestones that foster health equity by creating a consistent infrastructure for improving outcomes and creating a culture of health equity for CalPERS health care members.

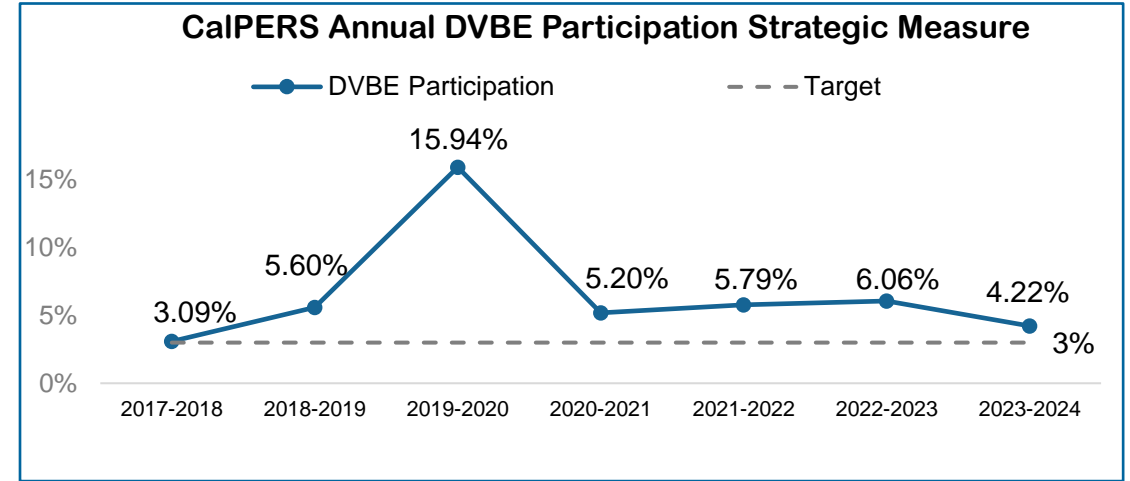


Supplier Diversity: Building Economic Opportunity

Exceeding Disabled Veteran Business Enterprise (DVBE) Procurement Goals

For years, CalPERS has consistently met or exceeded target DVBE contracting goals and did so again in the 2023-24 FY by exceeding the 3% target with 4.22% participation. Of the total contracted dollars spent at CalPERS

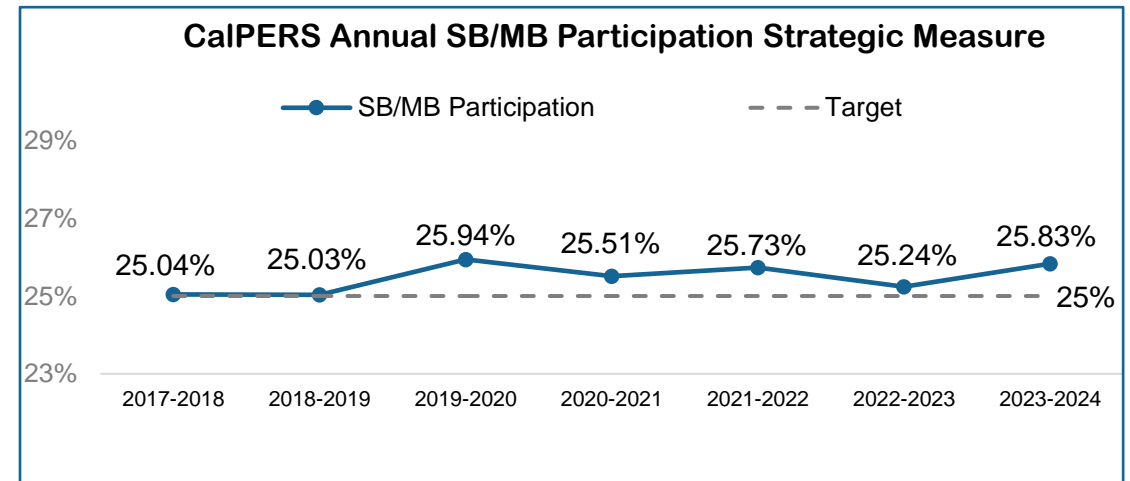
- 2.10% went to DVBE enterprises for Non-IT Goods
- 2.30% went to DVBE enterprises for Non-IT Services
- 7.82% went to DVBE enterprises for IT Goods and Services



Exceeding Small Business (SB) Procurement Goals

Generally, CalPERS has had a consistent track record for exceeding small business procurement goals. In 2023-24 FY, the SB participation rate was 25.83%, exceeding the 25% target. Of the total contracted dollars spent at CalPERS:

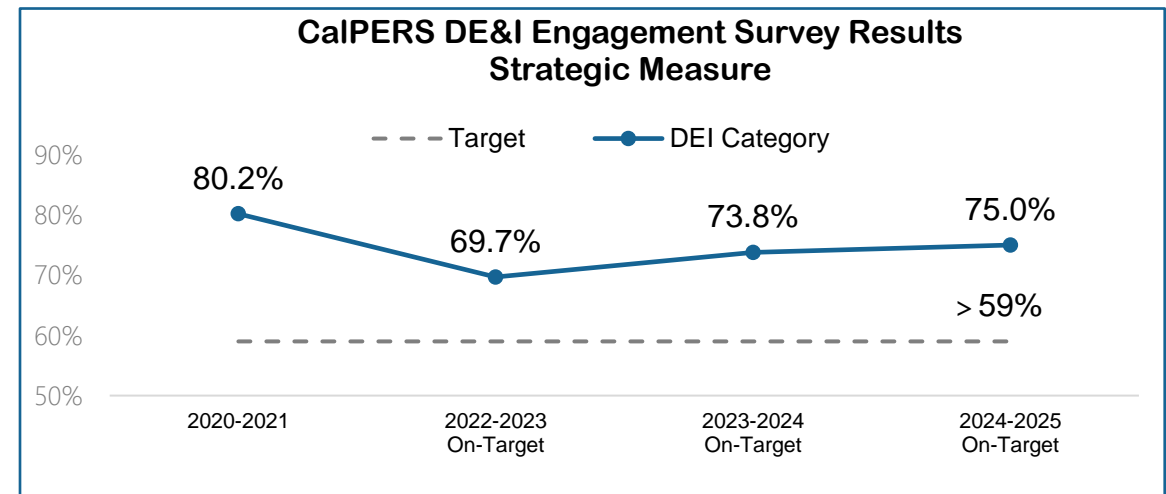
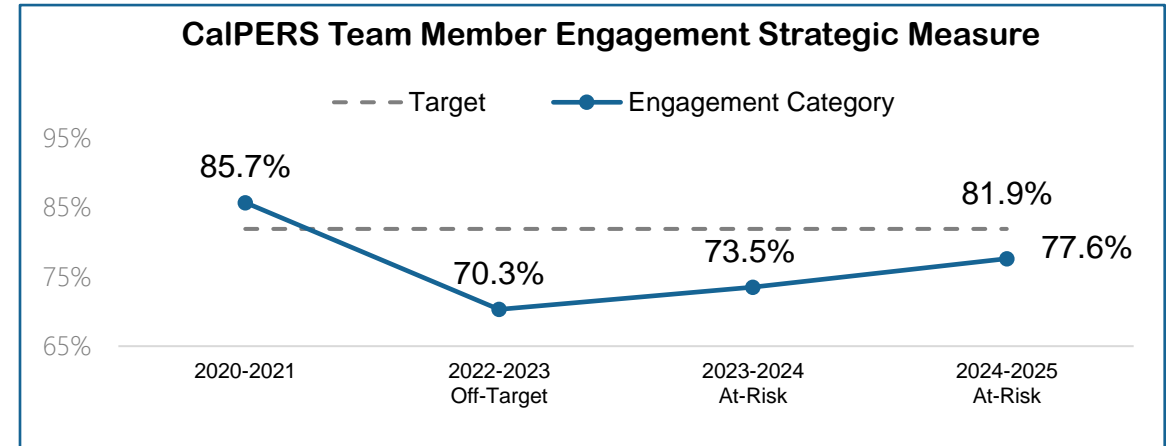
- 9.75% went to SB/ MB for Non-IT Goods
- 24.72% went to SB/ MB for Non-IT Services
- 28.49% went to SB/MB for IT Goods and Services



Talent & Culture: Building Engaged Teams

CalPERS Annual Employee Engagement Survey

- The 2024-2025 FY engagement survey was distributed by Perceptyx and collected team member feedback in October 2024.
- The CalPERS [Team Member Engagement Strategic Measure](#) results saw a 4.1 percentage point increase from the 2023-24 FY to the 2024-25 FY.
 - CalPERS' Team Member Engagement strategic measure includes the following three prompts:
 - My work gives me a sense of personal accomplishment;
 - I am proud to work at CalPERS;
 - I intend to stay with CalPERS for at least the next 12 months.
- The CalPERS [DE&I Engagement Survey Results Strategic Measure](#) saw a 1.2 percentage point increase from the 2023-24 FY to the 2024-25 FY.
 - CalPERS' DE&I Engagement Survey Results strategic measure includes the following three prompts:
 - I am treated with respect & dignity at work;
 - I feel like I really belong at CalPERS;
 - All team members, regardless of their differences, are treated fairly.
- CalPERS launched an "Acts of Appreciation" campaign, in response to the Employee Engagement Survey, challenging team members to recognize one another using CalPERS recognition tools. The campaign resulted in a nearly 53% increase in usage of recognition tools across the enterprise.



Talent & Culture: Building Engaged Teams - *Recruitment*

CalPERS Recruitment Campaign

- Key Recruitment Campaign Message
 - *Where Passion Ignites Purpose*
- Recruitment Campaign Goals
 - Close the vacancy gap for CalPERS' job openings.
 - Increase successful application submissions by qualified candidates.
- Recruitment Insights
 - > 193,000 website visits
 - 60% actively engaging with career information
 - > 4,800 clicks to "Job Openings & Exams"
 - > 1M billboard impressions



Talent & Culture: Diversity, Equity, and Inclusion Branding & Messaging

Inclusivity
is  in
our DNA.

CalPERS Building Better Together

We put a
healthy  focus
on  equity.

Learn how equity helps us provide you with exceptional health benefits at calpers.ca.gov/inclusivity

CalPERS Building Better Together

Inclusivity
 is key
to our  investment
 strategy.

Learn how our inclusive strategies deliver better financial outcomes at calpers.ca.gov/inclusivity



CalPERS Building Better Together

Beyond the Pillars: Building an Inclusive Member Experience

Expanded Language Access Services

Providing language services fosters inclusion, improves equity of service delivery, enhances customer satisfaction, and boosts CalPERS' organizational reputation.

- *Contact Center*
 - Contracted with vendors for 3,734 interpreter interactions in 21 different spoken languages totaling 48,635 minutes.
 - Top 3 languages: Spanish (96% of interactions), Cantonese (1%), Vietnamese (1%).
- *Regional Offices (8 throughout California)*
 - Conducted 1,702 interpreter counseling sessions
 - Used vendor and team members: 6 certified Spanish, 20 more volunteers in Spanish, Cantonese, Tagalog, Arabic, Hmong & Thai
 - Top 3 Languages: Spanish (92%), Cantonese (3%), Tagalog (2%)
- *Additional Spanish Language Resources*
 - “Planning Your Retirement Basics” class in Spanish
 - Including course materials, takeaways and marketing in Spanish
 - Spanish language resources for counselors

Beyond the Pillars: Building an Inclusive Member Experience

Flexible Service Delivery

- To serve the diverse needs of our members and employers, we offer services virtually and in-person ensuring greater accessibility and equity for our participants. American Sign Language (ASL) interpreters are available for participants as well.
- Critical services are offered in-person and virtually
 - Emergency Disability Retirement process supported 110 terminally ill members.

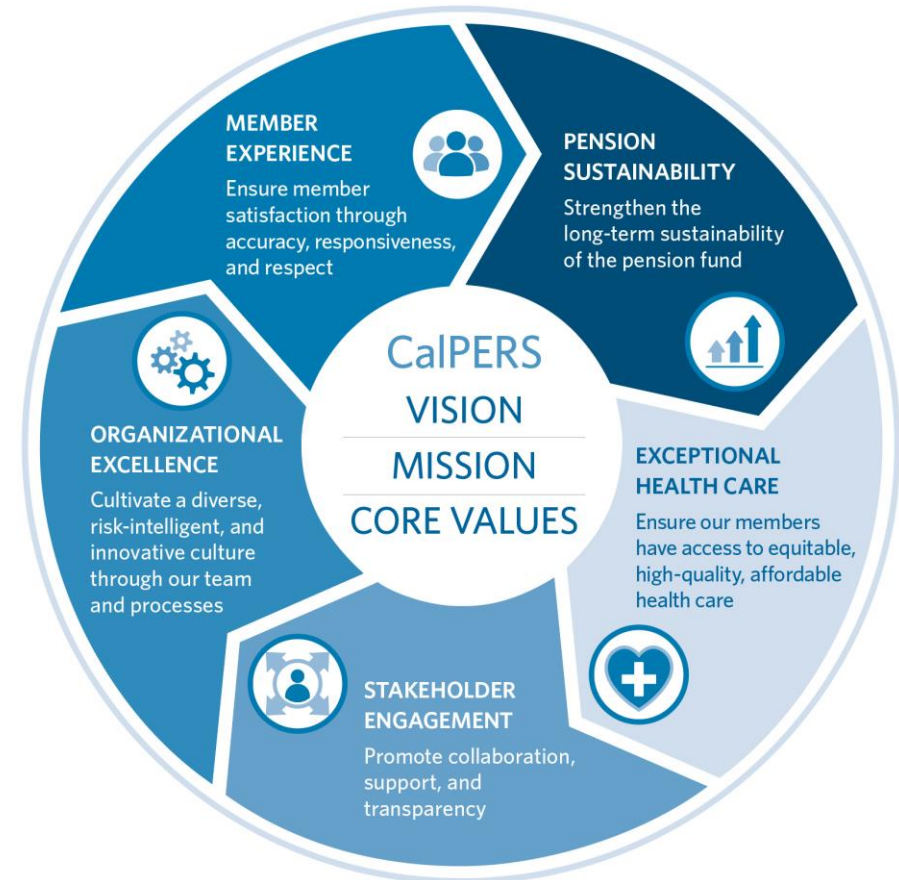
Improved Communication Tools

- Presented Pre-Retirement Survivor Benefits Employer Webinar presented to California School for the Deaf with ASL interpreters.
- Accessible Communications: Gender-neutral and accessible forms following our External Forms and Letters Policy, and Accessibility Policy.

Event Type	In-Person	Attendees	Virtual	Attendees
Employer Classes	286	2,010	144	4,097
Retirement Classes	487	20,006	283	16,595
CalPERS Benefits Education Events	3	2,262	2	6,396
CalPERS Benefits Education Events Classes	109	6,095	44	13,165
Monthly Member Videos	0	0	12	12,119

The Future of Diversity, Equity, and Inclusion at CalPERS

- Continue framework initiatives and deliverables and align DEI at CalPERS with all Strategic Goals
- Capture DEI work done outside of framework pillars
- Implement DEI messaging and communications to members, employers and stakeholders on results and progress
- Continue and establish new industry partnerships (CFA Institute, TIDE, Out Leadership)
- Launch multilanguage capability for CalPERS website
- Host D&I Day April 30
- Co-Host Catalyst Conference May 12-13



Appendix: CalPERS Demographics

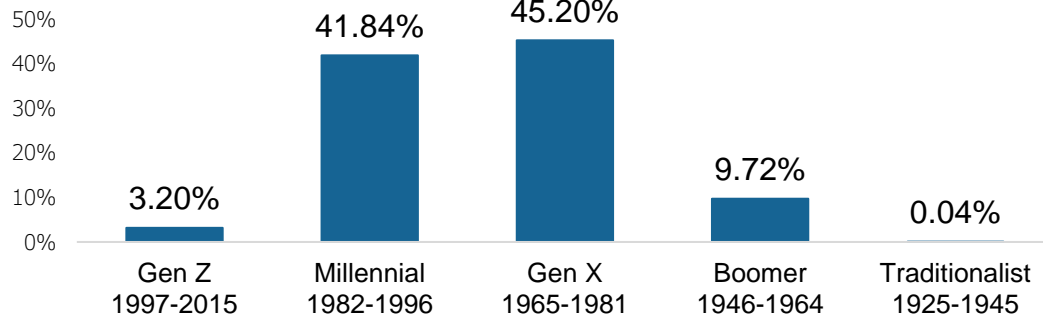
Persons with Disabilities



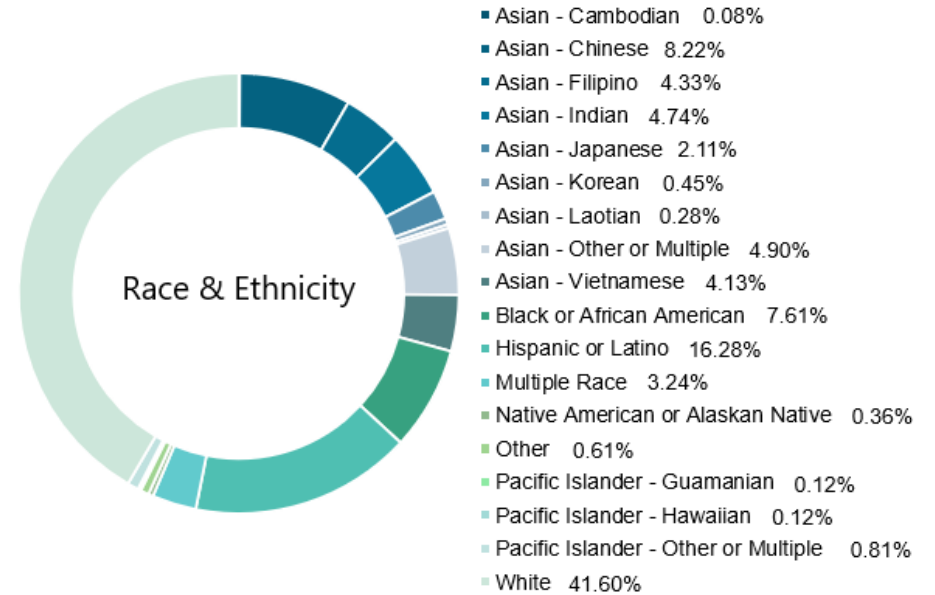
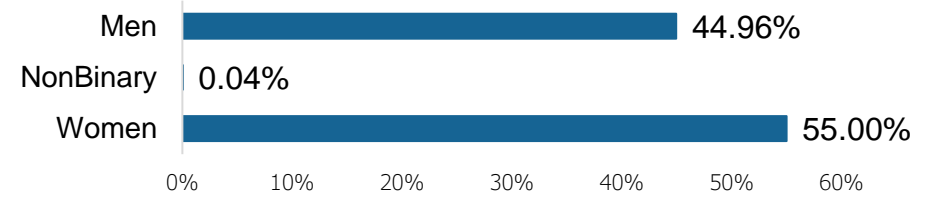
Veterans



Generations



Gender



Data from State Controllers Office as of September 20, 2024, PeopleSoft HCM as of June 30, 2024; CalHR June 30, 2024; CalHR Statewide Reports, Report five 06-30-2024; and CalHR Public Employees' Retirement System California Department 5102 Report 06-30-2024