

# **Diversity, Equity, and Inclusion Activities and Accomplishments Review**

January 2024

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Chief Diversity, Equity, & Inclusion Officer

# Meeting Agenda

**CalPERS DEI  
Framework**

**2023-24  
Roadmap**

**2022-23  
Outcomes:**

Culture  
Talent Management  
Health Equity  
Investments  
Supplier Diversity  
Customer Service & Support

# CalPERS DEI Pillars



**Culture**



**Talent  
Management**



**Health  
Equity**



**Supplier  
Diversity**



**Investments**

# 2022-23 CalPERS DEI Review

**18**

**Business Plan Initiatives**

**18**

**Strategic Measures**

**57**

**Deliverables**

	<b>Culture</b>	<b>Talent Management</b>	<b>Health Equity</b>	<b>Investments</b>	<b>Supplier Diversity</b>
'22-23 FY BPI's	<b>1</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>1</b>
Total Strategic Measures	<b>1</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>1</b>
Total FY Deliverables	<b>4</b>	<b>23</b>	<b>15</b>	<b>11</b>	<b>4</b>

**'22-23 Business Plan Initiatives**

<b>Culture</b>	<b>Talent Management</b>	<b>Health Equity</b>	<b>Investment</b>	<b>Supplier Diversity</b>
<ul style="list-style-type: none"> <li>❖ Implement Diversity, Equity, &amp; Inclusion Framework</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop FY '23-28 workforce plan strategies</li> <li>❖ Establish &amp; implement a diverse outreach strategy</li> <li>❖ Leadership competency education &amp; performance integration</li> <li>❖ Talent management strategies</li> <li>❖ Improve annual evaluation process</li> <li>❖ Total Fund People</li> </ul>	<ul style="list-style-type: none"> <li>❖ Advanced primary care</li> <li>❖ Behavioral health screening &amp; treatment</li> <li>❖ Improve health data quality &amp; application</li> <li>❖ Improve pharmacy benefit strategies</li> <li>❖ Increase health care competition</li> <li>❖ Promote &amp; improve health equity</li> <li>❖ Quality alignment</li> </ul>	<ul style="list-style-type: none"> <li>❖ Investment Strategy – Net Zero by 2050</li> <li>❖ Emerging &amp; Diverse Managers</li> <li>❖ Responsible Human Capital Management</li> </ul>	<ul style="list-style-type: none"> <li>❖ Supplier Pool Outreach</li> </ul>

# 2023-24 CalPERS DEI Roadmap

**20**

**Business Plan Initiatives**

**21**

**Strategic Measures**

**95**

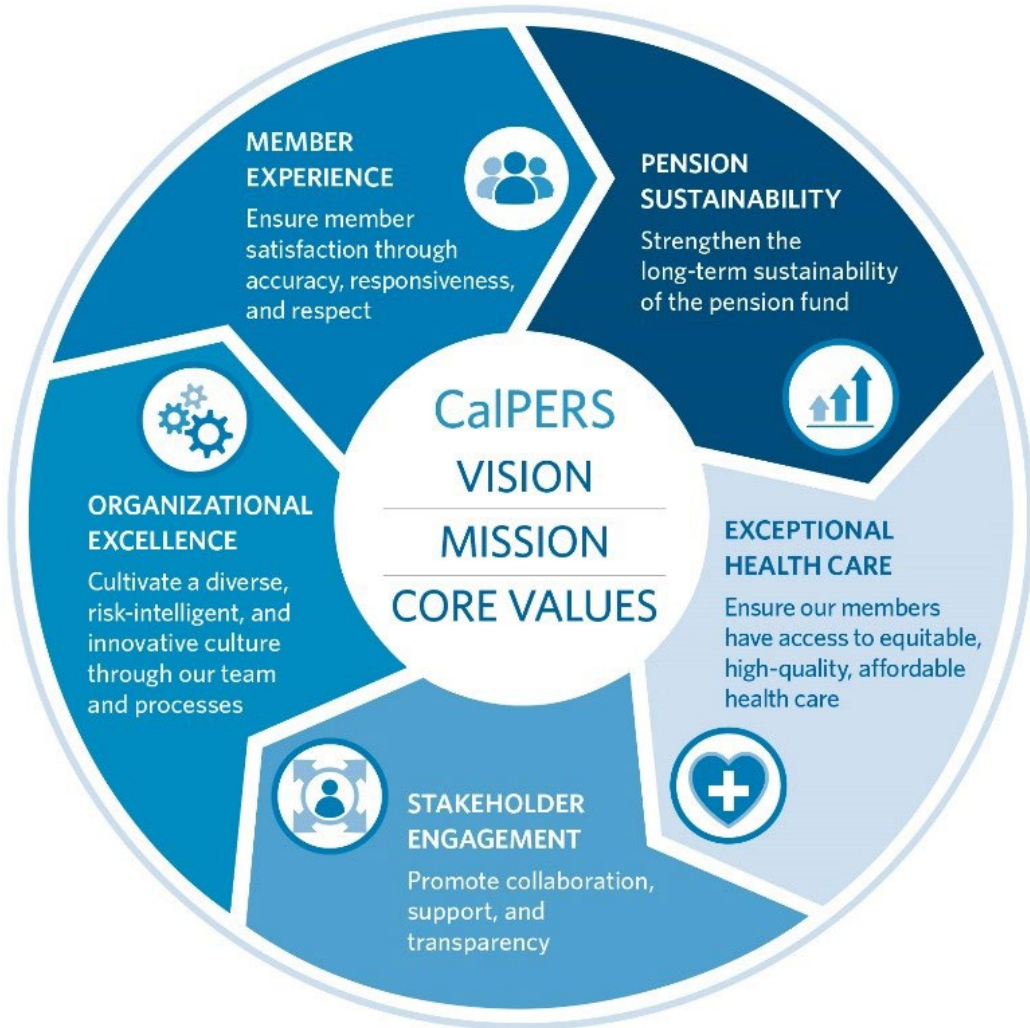
**Deliverables**

	<b>Culture</b>	<b>Talent Management</b>	<b>Health Equity</b>	<b>Investments</b>	<b>Supplier Diversity</b>
'23-24 FY BPI's	<b>2</b>	<b>6</b>	<b>8</b>	<b>4</b>	<b>0</b>
Total Strategic Measures	<b>1</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>2</b>
Total FY Deliverables	<b>10</b>	<b>31</b>	<b>32</b>	<b>22</b>	<b>0</b>

**'23-24 Business Plan Initiatives**

<b>Culture</b>	<b>Talent Management</b>	<b>Health Equity</b>	<b>Investment</b>
<ul style="list-style-type: none"> <li>❖ Implementation of Diversity, Equity, &amp; Inclusion Framework</li> <li>❖ Increase enterprise-wide diversity, equity, and inclusion knowledge and awareness</li> </ul>	<ul style="list-style-type: none"> <li>❖ Develop FY '23-28 workforce plan strategies</li> <li>❖ Establish &amp; implement a diverse outreach strategy</li> <li>❖ Leadership competency education &amp; performance integration</li> <li>❖ Talent management strategies</li> <li>❖ Implement engagement survey action items</li> <li>❖ Human capital management cloud upgrade</li> </ul>	<ul style="list-style-type: none"> <li>❖ Advanced primary care</li> <li>❖ Behavioral health screening &amp; treatment</li> <li>❖ Improve health data quality &amp; application</li> <li>❖ Improve pharmacy benefit strategies</li> <li>❖ Increase health care affordability</li> <li>❖ Promote &amp; improve health equity</li> <li>❖ Promoting clinical quality improvement</li> <li>❖ Expand member outreach &amp; education</li> </ul>	<ul style="list-style-type: none"> <li>❖ Investment Strategy – Net Zero</li> <li>❖ Emerging &amp; Diverse Managers</li> <li>❖ Human Capital Management</li> <li>❖ Total fund people</li> </ul>





## Culture

**Geeta Kumar**  
Staff Services  
Manager I, CDOP

**Brad Pacheco**  
Deputy Executive  
Officer  
Communications and  
Stakeholder  
Relations

## Talent

### Management

**Michelle Tucker**  
Human Resources  
Division Chief

**Doug Hoffner**  
Chief Operating  
Officer Operations &  
Technology

## Customer Service & Support

**Kim Malm**  
Deputy Executive  
Officer

**David Rubio**  
CEOD Division Chief

## Health Equity

**Dr. Julia Logan**  
Clinical Policy and  
Programs Division  
Chief Clinical  
Director

**Donald Moulds**  
Chief Health Director  
Health Policy and  
Benefits

## Supplier Diversity

**Dallas Stone**  
OSSD Division Chief

**Doug Hoffner**  
Chief Operating  
Officer Operations &  
Technology

## Investments

**Anton Orlich**  
Managing Investment  
Director Private Equity

**Drew Hambly**  
Investment Director  
Stewardship

**Michael Silva**  
Investment Officer  
Emerging Manager  
Program





# 2022-23 DEI Culture Impacts

## CDOP Workshops & Outreach

Team members received the following trainings:

- ❖ Color Lingo
- ❖ LGBTQ+ and Gender Identity (NEW)
- ❖ Learning about Invisible Disabilities in the Workplace (NEW)

**900**

### Hours of Color Lingo Training

Collaborative team building across differences training 2022-23

**90%**

### Workshop helped participants understand how to treat all team members with respect & dignity

LGBTQ+ & Gender Identity Workshop  
90% strongly agree or agree, n=29  
2022-23

**96%**

### Workshop fostered a work environment that values differences and contributions

Learning about Invisible Disabilities in the Workplace  
96% strongly agree or agree, n = 22  
2022-23



# 2022-23 DEI Talent Management Impacts

**244**

**Completed “Uncovering Unconscious Bias in Recruiting and Interviewing” Training**

FY 2022-23

**>150**

**Rapid Recruitment New Hires**

FY 2022-23



**Reduced Bias Language in Job Bulletin Design**

Utilized an augmented writing tool to reduce biased language and attract a broader pool of candidates.

**Increased Outreach & Expanded Candidate Pools**

- ❖ Marketing efforts connected with a large pool of diverse candidates
- ❖ Collaborated across the organization on a unique branding effort to engage with a large pool of diverse candidates
- ❖ Filled DEI Recruitment & Training Analyst Position



# 2022-23 DEI Health Equity Impacts

## 193,000

### Health Demographic Profiles

Completed as of June 30, 2023

## Health Equity

- ❖ Required **health equity accreditation** of CalPERS HMO health plans by end of 2025
- ❖ Added new strategic measure, “Achieving Health Equity,” that utilizes a **Health Equity Index (HEI)** to foster health equity by creating a consistent infrastructure for improving outcomes, narrowing health disparities, and creating a culture of health equity for CalPERS members
- ❖ Participated in and provided equity standard recommendations to the **Transgender, Gender Diverse, or Intersex Working Group**, sponsored by the California Department of Managed Health Care



## 2022-23 DEI Impacts in Private Investments

**\$1.6B**

**Allocated to  
Diverse Managers**

**\$1B**

**Mosaic Project  
Commitment**

### Investments

- ❖ Co-hosted [Catalyst: California's Diverse Investment Manager Forum](#), bringing together institutional investors and other global allocators to engage with diverse investor entrepreneurs and general partners **to forge a new path in leadership and growth**
- ❖ CalPERS Mosaic Project a \$1B partnership with TPG Next and GCM Grosvenor **to accelerate the development of underrepresented managers**



## 2022-23 DEI Impacts in Public Investments

**79%**

**Russell 3000 Index  
Companies that have  
Added Elements of Board  
Diversity Since CalPERS  
Engagement in 2017**

### Investments

- ❖ Held directors at the companies we invest in accountable for lack of progress on improving corporate board diversity
- ❖ CalPERS Stewardship Team helped promote diversity through engagement & proxy voting activities

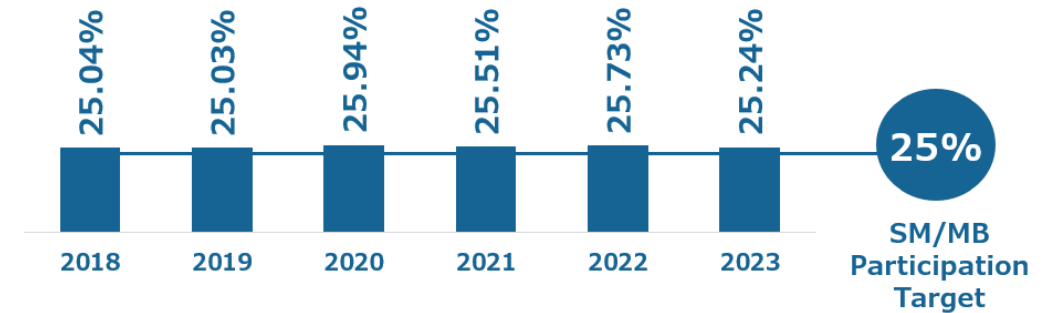


# 2022-23 Supplier Diversity Impacts

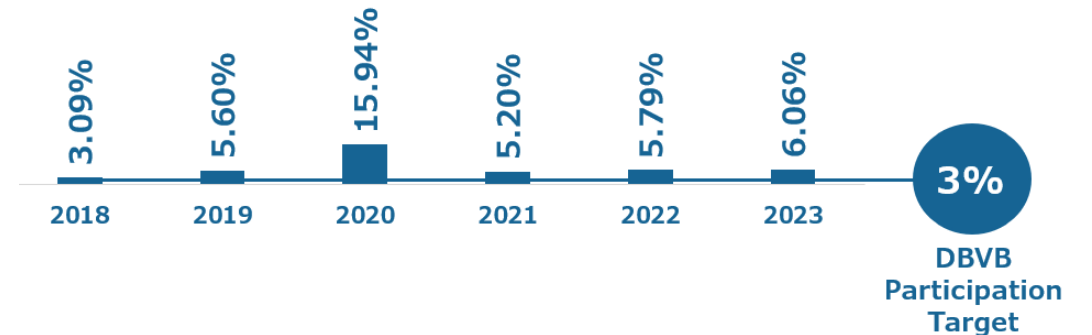
**“We recognize the competitive business advantage diversity brings, and we promote an environment where all business types have equal access to opportunity.”**

- CalPERS, Doing Business with CalPERS

**Small Business / Micro Business Participation Level**



**Disabled Veteran Business Enterprises Participation Level**



# Appendix

## List of 2022-23 FY DEI Framework Area Accomplishments\*

\*Lists are not exhaustive



# Culture

- **Influence**

- CDOP and ERGs consulted with the following agencies about best practices when creating DEI Programs or ERGs: Department of Cannabis Control, California Department of Forestry and Fire Protection, California Department of Transportation, and the California Department of Water Resources
- CDOP participated in monthly Statewide Disability Advisory Council Meetings
- CalPERS' Disability Advisory Committee (CDAC) Chair participated in the Association of California State employees with Disabilities Panel Discussion on DAC, at the January 2023 Statewide Disability Advisory Council Meeting

- **CDOP Facilitated Employee Resource Groups**

- Average monthly attendance during 2022-23 FY was 62
- CalPERS Diversity & Inclusion Group (CDIG) Chair hosted a meet and greet for the ERG officers and CalPERS Board Member, Lisa Middleton.
- CalPERS Disability Advisory Committee (CDAC) was awarded the 2022 DAC of the Year Award by the Association of State Employees with Disabilities and the State Disability Advisory Committee

- **Philanthropy**

- Pioneer House: Delivered pies, apple cider, and 50-word search books to celebrate Thanksgiving, November 2022
- Best Buddies Friendship Walk: CalPERS team consisted of 31 members and raised \$2060. CalPERS was awarded the Top Fundraising Corporate Team, April 2023.
- Mustard Seed School: Hosted a buy-one-feed-one campaign, where funds collected contributed to hot meals for the kids at Mustard Seed School, June 2023.

# Culture, continued

- **CDOP Training & Outreach**

- Pride, Pronouns, and Progress Lunch & Learn
- All-Team speaker event “Building Culture Through the Power of Playing Offense,” featuring speaker Paul Epstein.
- DEI Roadshow
- New Employee Orientation CDOP Presentation
- Color Lingo Workshop
- LGBTQ+ and Gender Identity Topics in the Workplace Workshop
- Learning About Invisible Disabilities in the Workplace Workshop
- DEI Certificate Program Pilot

- **Communication & Outreach**

- Café Menu Collaboration
- Change in Veterans Status Survey and Change in Disability Status Campaign
- DEI Calendar

- **Accessibility**

- CalPERS’ Accessibility Compliance Team certified the CalPERS website for accessibility compliance
- Enterprise-wide guest speaker event, “The Importance of Accessibility and Disability Inclusion,” with accessibility subject matter expert, Sheri Byrne-Haber.

# Talent Management

- **Influence**
  - Talent Management attended 6 outreach events
- **Increased Outreach & Expanded Candidate Pools**
  - Rapid Recruitment, candidate communication, job bulletin design, marketing and branding, outreach channels, candidate pools, interview training
  - Filled DEI Recruiter Trainer Analyst position
- **Workforce Planning & Data Analytics**
  - Analyzed data from a variety of programs to understand demographics and inform strategies
- **Upward Mobility Program**
  - Continued UMP, welcomed 12 participants into the 2022-23 cohort, 42% of which were from underrepresented racial/ethnic groups
- **Emerging Leader Program**
  - Completed its 6<sup>th</sup> cohort in June 2023.
  - To date, of the 114 participants from the 6 cohorts, 52% have received internal promotions
- **Employee Engagement, Wellness, and Recognition**
  - 3,144 instances of team member recognition through the various recognition programs and channels, during the 2022-23 FY
- **Career Services**
  - 16 undergraduate students, and 10 graduate students, participated in the Student Assistant Program
  - Assisted 193 CalPERS team members in their career development preparation efforts
- **DEI Training & Development**
  - Over 1,386 DEI related training completions in 2022-23
  - Offered on-demand DEI LinkedIn Learning training through our learning management system (GoLearn)
  - CalPERS team members completed state mandated harassment training
  - Launched new leadership training, “Leading and Inclusive Organization”

# Health Equity

- **Influence**
  - Participated in the Transgender, Gender Diverse, or Intersex Working Group with the California Department of Managed Health Care
  - Regularly engaged with the Joint Purchasers Clinical Forum workgroup
  - Participated in the Health Equity and Quality Committee with the California Department of Managed Health Care
- **Health Demographic Profiles (HDP)**
  - Implemented an incentive program to increase HDP completions
  - Exceeded goal of collecting 100,000 HDP's
    - More than 1930,000 profiles were completed by the end of the 2022-23 FY
  - Improved the user experience, making it easier for members 18+ to complete the HDP without creating myCalPERS account
- **Health Equity Index (HEI)**
  - New *Achieving Health Equity* strategic measure
  - Includes infrastructure with milestones that foster health equity
- **2024 Health Benefit Design**
  - Implemented a site of care member incentive program
  - Guided members about the pharmacy home delivery benefit
- **Contract Requirements & HMO Plans**
  - Required plans to develop & maintain a Member Advisory Committee
  - Required health equity accreditation through the National Committee for Quality Assurance (NCQA)
  - Updated clinical quality measure set to align with Covered California and Department of Health Care Services

# Investments

- **Advocacy, Engagement, Integration, & Partnerships**

- Co-hosted Catalyst: California's Diverse Investment Manager Forum, June 27-28, 2023
- Panelist at the GCM Grosvenor Small and Emerging Manager Forum
- Mosaic Project a \$1B commitment in partnership with TPG Next and GCM Grosvenor
- Attended the Annual Investment Diversity Exchange Spark Conference, July 2022
- 79% of the Russell 3000 companies engaged since July 2017 have added at least diverse director to their boards
- Continued partnership on the California Board Diversity Initiative
- Voted "against" 768 Nominating/Governance Committee director nominees
- Voted "for" DEI shareholder proposals on topics surrounding racial equity audits, median gender/racial pay gap, board diversity, and D&I reporting
- Participated in breakout session at the Asian American Association of Investment Managers
- CalPERS Stewardship Team helped promote diversity through engagement and proxy voting activities

- **Assembly Bill 890: Diversity in the Management of Investments 2022-23 Fiscal Year Two Report**

- Compiled and drafted the *Assembly Bill 890: Diversity in the Management of Investments 2022-23 Fiscal Year Two Report*
  - CalPERS allocated approximately \$1.6B to 9 managers that met the definition of substantially diverse
  - CalPERS allocated approximately \$1.2B to 7 managers that met the definition of "emerging managers," across the Private Equity Class

- **CalPERS DEI Survey Distributed to 218 External Managers via Lenox Park**

- 160 managers (73%) responded
- 131 managers (60%) provided highly detailed demographic and policy information
- Of the respondents, nearly 1/3 of privately held managers (32.4%) were diverse based on CalPERS' definition of "substantially diverse"

# Supplier Diversity

- **Influence**
  - Attended the California Hispanic Chambers of Commerce Annual Business Policy Summit, April 2023
  - Attended the Latinas in Tech event, “How to Overcome the Challenges of Transitioning into an IT Career,” April 2023
- **CalPERS Contract and Procurement Relationships with Disabled Veteran Business Enterprise Firms (DVBE) and Small Businesses (SB)**
  - CalPERS achieved a DVBE participation level of 6.06%
  - CalPERS achieved a 25.24% SB/MB participation level
- **Expanded Pool of Potential Suppliers**
  - There were a number of Spring Fed Pool solicitations in 2022-23
- **Updated DVBE Materials**
  - The DVBE Expenditure Report form was updated to include CA SB-588 (2019-2020) language and remediated for compliance
- **Special Achievements**
  - SB/DVBE Advocate received the Secretary’s Special Achievement Award presented by the Government Operations Agency at the 22<sup>nd</sup> Annual State Agency Recognition Awards