

## Institutional Relations Governance & Regulatory Relationships

CalPERS provides thought leadership by participating in investor forums, networks and regulatory committees to build partnerships, achieve effective consensus building, share best practices, and advocate for CalPERS capital market and corporate engagement agenda. Global Governance categorizes its investor relationships in two buckets:

1. **Leadership:** Defined as an external forum, network or regulatory entity where CalPERS has achieved a position of leadership through board, advisory group, or committee participation.
  2. **Membership:** Defined as an external forum or network where CalPERS actively contributes to thought leadership, consensus building, and information exchange.
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### 1. Global Governance Leadership Relationships:

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**Ceres**

#### **Coalition for Environmentally Responsible Economics (Ceres)**

*Co-Chair: Anne Stausboll, Chief Executive Officer*

Ceres is a non-profit organization that leads a national coalition of investors, environmental organizations and other public interest groups working with companies to address sustainability challenges, such as global climate change and water scarcity.

Ceres' mission is to integrate sustainability into day-to-day business practices for the health of the planet and its people.

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**CII**



#### **Council of Institutional Investors (CII)**

*CII Board Member: Anne Simpson, Senior Portfolio Manager*

CII is a United States headquartered organization of large public, labor and corporate pension funds. CII's mission is to educate its members and the public about good corporate governance, shareowner rights and related investment issues and to advocate on its members' behalf.

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**FDIC**

#### **Federal Deposit Insurance Corporation (FDIC)**

*Advisory Board Member: Janine Guillot, Chief Operating Investment Officer*

FDIC is an independent agency, created by Congress, to maintain stability and public confidence in the nation's financial system.

The FDIC's vision is to promote sound public policies, address risks in the nation's financial system, and carry out its insurance, supervisory and consumer protection and receivership management responsibilities.

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**ICGN**



**International Corporate Governance Network (ICGN)**

*Co-Chair Auditing & Accounting Practice Committee: Janine Guillot, Chief Operating Investment Officer*

ICGN is a not for profit body, founded in 1995, that has evolved into a global membership organization of over 500 leaders in corporate governance, with institutional investors representing assets under management of around \$18 trillion.

ICGN's mission is to raise standards of corporate governance worldwide.

In doing so, ICGN promotes best practice guidance, encourages leadership development and keeps members informed on emerging issues in corporate governance through publications and their website

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**LA Trustees**

**Los Angeles Trustee Network (LA Trustees)**

*Founder: George Diehr, CalPERS Board Member*

LA Trustees is a group of public and private pension fund trustees who work together, and share their pension experience with others, to create a stronger national dialogue about the need for improved corporate governance, greater retirement security, appropriate financial regulation and increased investment transparency.

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**PRI**



**Principles for Responsible Investment Initiative (PRI)**

*PRI Advisory Council Member: Priya Mathur, CalPERS Board Member*

The United Nations-backed PRI is a network of asset owners, asset managers and service providers working together to put the six Principles for Responsible Investment into practice. The Principles provide a voluntary framework by which all investors can incorporate ESG issues into their decision-making and ownership practices and to better align their objectives with those of society at large.

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**PCAOB**



**Public Company Accounting Oversight Board (PCAOB)**

*Investor Advisory Group: Anne Simpson, Senior Portfolio Manager*

Established from the Sarbanes-Oxley Act of 2002 requirements, the PCAOB is a non-profit corporation created by Congress. The mission of the PCAOB is to oversee the audits of public companies in order to protect investors, and the public interest, by promoting informative, accurate and independent audit reports.

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**SEC**



**U.S. Securities and Exchange Commission (SEC)**

*Investor Advisory Council: Joseph Dear, Chief Investment Officer*

SEC is a federal agency, which holds primary responsibility for enforcing federal-security laws and regulating the securities industry, nation's stock and options exchanges and other electronic security markets in the United States. The mission of the SEC is to protect investors, maintain fair, orderly and efficient markets and facilitate capital formation.

## 2. Global Governance Membership Relationships:

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**ACGA**



### **Asian Corporate Governance Association (ACGA)**

ACGA is an independent, non-profit membership organization dedicated to working with investors, companies and regulators on the implementation of effective corporate governance practices throughout Asia. It is a private-sector initiative that advocates the commercial and economic value of higher corporate governance standards in Asia.

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**The Aspen Institute**



### **The Aspen Institute: Corporate Values Strategy Group (CVSG)**

CVSG is focused on ensuring that corporate and investment practice better supports the long-term health of society. CVSG is a unique business-labor-investor coalition dedicated to ensuring the long-term health of society through business practice and policy that create and reward long-term value.

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**ACSI**



### **Australia Council of Superannuation Investors (ACSI)**

ACSI assists its member superannuation funds to manage environmental, social and governance (ESG) investment risk. ACSI's overriding objective is to ensure that its members are equipped to deal with governance risks in their investments in a practical way. This manner should be consistent with their general duty to protect and advance the investments of superannuation fund members.

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**TCB**



### **The Conference Board (TCB)**

TCB is a global, independent business membership and research association working in the public interest. Their mission is to provide the world's leading organizations with the practical knowledge they need to improve their performance and better serve society.

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**ECGI**



### **European Corporate Governance Institute (ECGI)**

ECGI is an international, scientific, non-profit association. ECGI provides a forum for debate and dialogue between academics, legislators and practitioners, focusing on major corporate governance issues and thereby promoting best practice.

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**GIGN**

### **Global Institutional Governance Network (GIGN)**

GIGN is an informal network of international investors who share a common interest in good corporate governance and investor collaboration. The objective of GIGN is to provide a forum for exchanging information on share ownership and opinions on corporate governance issues, with a view to exercising effective and constructive influence to impact long-term shareholder value.

**Harvard Law  
Program**



**The Harvard Law School Program on Corporate Governance**

The Harvard Law School Program on Corporate Governance seeks to foster research and scholarship about corporate governance and facilitate discourse in this field among academics, practitioners and policy-makers. The main goal of the Program is to strengthen ties between academia and the worlds of practice and policy-making.

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**NACD**



**National Association of Corporate Directors' (NACD)**

NACD's mission is to advance exemplary board leadership for directors. NACD delivers the knowledge and insight that board members need to confidently navigate complex business challenges and enhance shareholder value. NACD amplifies the collective voice of directors in setting a substantive policy agenda.

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**RFK**



**Robert F. Kennedy Center for Justice and Human Rights (RFKC)**

RFKC programs focus on the power of the individual and working through alliances and organizations to generate change.

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**Toigo**



**Robert Toigo Foundation (Toigo)**

Toigo's mission is centered on the fact that amazing returns can be realized when teams with diverse experiences and points of view work together to tackle complex challenges. Toigo's impact starts on the education front with students, as they earn their MBAs as Toigo Fellows and continue reaching a broad base of minority and women finance professionals, advancing in leadership roles with the Toigo Institute.

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**Stanford Rock  
Center**



**Stanford Rock Center for Corporate Governance (Rock Center)**

The Rock Center was founded at Stanford University in 2006 with the belief that by examining corporate governance issues in new and more rigorous ways, the Center could shape the future of corporate governance.

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**Colombia  
School of Law**



**Columbia Law School Center on Corporate Governance**

The Columbia Law School Center on Corporate Governance was inaugurated on June 17, 2012 with a conference called "Roundtable on Access to the Proxy Statement."

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