Expanding Diversity & Inclusion (D&I) at CalPERS

February 21, 2019



Renewed Focus on D&I

- Increase engagement of leaders and team members
- Expand education to increase awareness and understanding
- Integrate best practices



Focus Areas



Talent Management



Education



Communication



Measuring our Success

Method:

Enterprisewide survey Strategic Measure:

Workforce Diversity & Inclusion

Baseline:

66% of team members

Target:

Increase D&I engagement scores to 8% by 2022

Threshold:

Over target of 1.6% annually





D&I Accomplishments

- Implement the Enterprise D&I Strategy to increased collaboration, communication, and engagement across the enterprise to increase engagement.
- Conducted Employee Engagement Survey and increased CalPERS
 D&I Strategic Measure by 1.7 percent over the target of 1.6 percent
 annual goal.
- Conducted workshops and presentations to over 40 teams, including the Senior Leadership Council and as a result senior leader engagement increased with employee resource groups efforts.



Corporate Boards Diversity Accomplishments

Corporate Boards

Made progress in improving corporate board diversity, with 30 percent of companies engaged adding a diverse director to their boards (151 of 504 companies).

Diverse Director Datasource (3D)

 25 directors from the 3D talent pool have been appointed to public corporate boards since January 2017. CalPERS is a co-founder of 3D, which focuses on providing a pool of diverse talent for companies looking for skilled individuals to serve as board members.



Corporate Boards Diversity Accomplishments

Securities and Exchange Commission Petition on Diversity Disclosure

- Submitted a petition to the Securities and Exchange Commission in 2015 to strengthen Corporate Board diversity disclosure and, along with external partners, continues to advocate for it.
- In July of 2017, as part of the Human Capital Management Coalition submitted a petition to the Securities and Exchange Commission to strengthen Human Capital Management disclosure along with strategic partners who continue to advocate.



Supplier Diversity Accomplishments

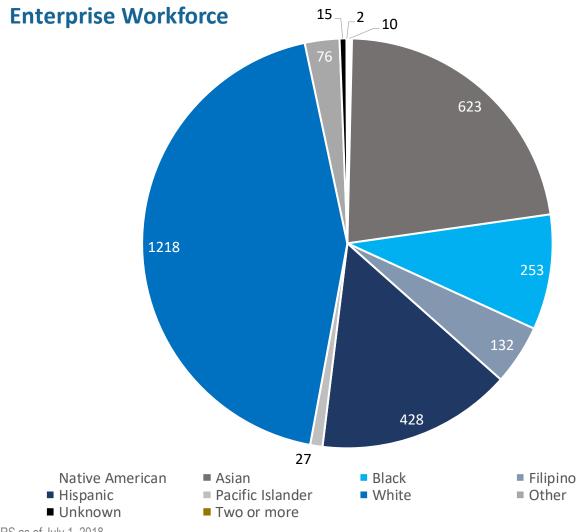
- Continued commitment to award 3 percent of all contracts to Disabled Veteran Business Enterprise (DVBE) businesses and 25 percent to Small Business/Micro Business.
- Achieved a 3.09 percent DVBE participation level, an increase of .30 percent over last year of 2.79 percent; and a 25.04 percent SB/MB participation level, an increase of 5.86 percent over last year's number of 19.18 percent.
- Increased efforts include SB/DVBE advocate's participation in bidder conference, networking with DVBEs, internal department training, and DVBE compliance monitoring.



Talent Management Accomplishments

- Attended a variety of outreach events to create a diverse talent pool.
- Participated in the Limited-Examination and Appointment Program.
- Leveraged our social media presence by advertising job openings on various sites, such as LinkedIn, TOIGO Foundation, Twitter, and Facebook.

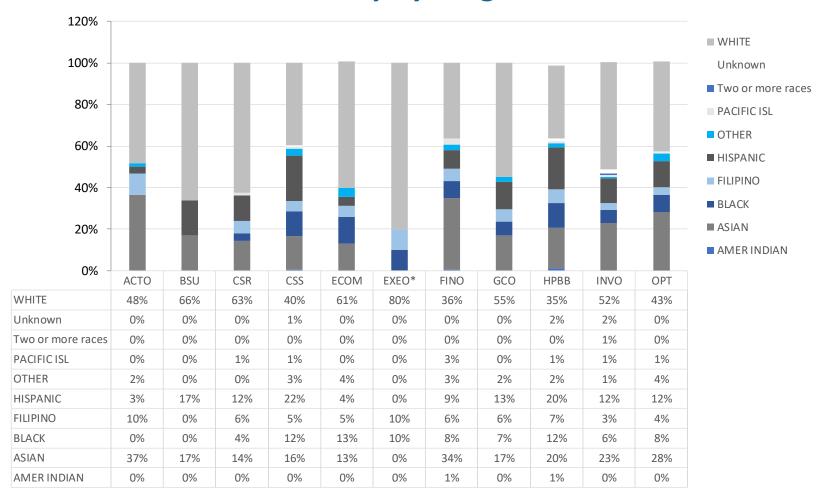








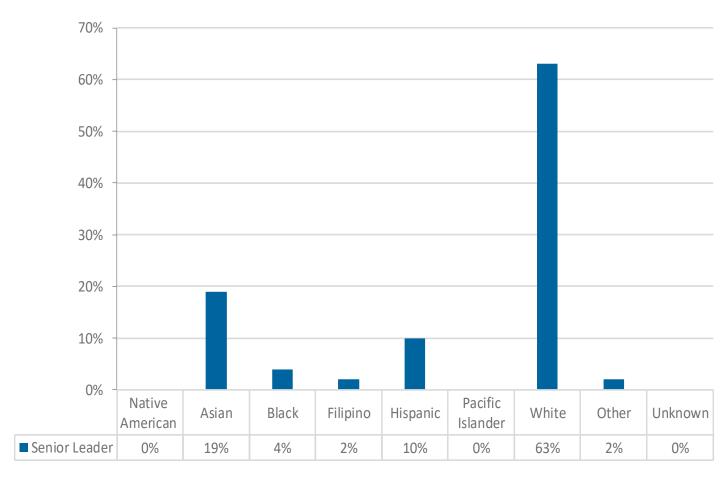
Ethnicity by Program



^{*} Source: SCO MIRS as of July 1, 2018



Senior Leaders

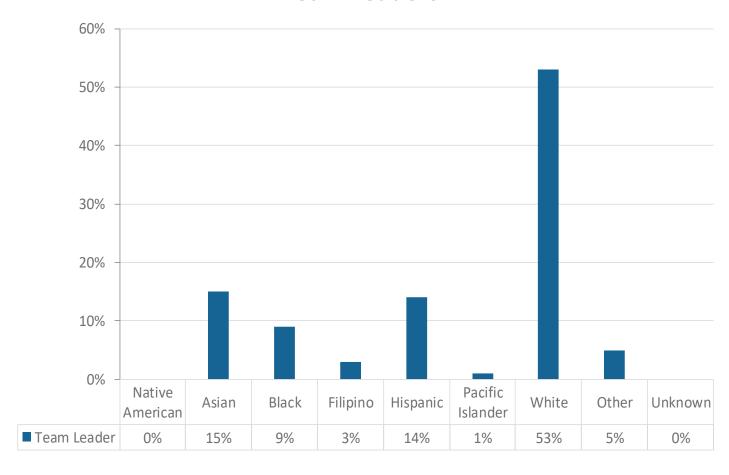


Source: SCO MIRS as of July 1, 2018

Senior Leader: SSM III, DCs.



Team Leaders

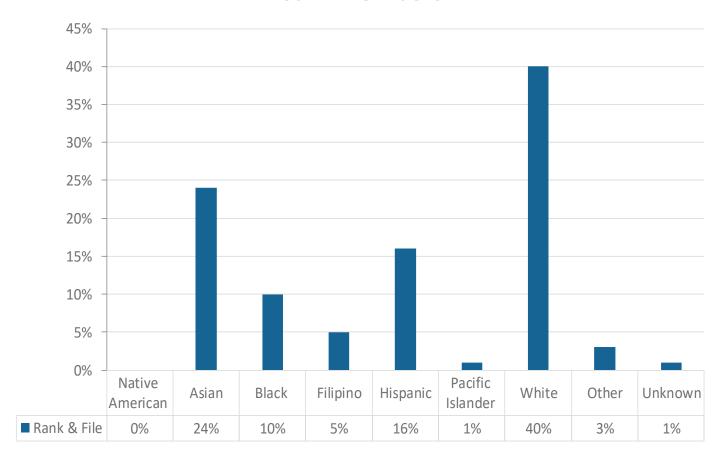


Source: SCO MIRS as of July 1, 2018

Team Leader: SSM I/II.



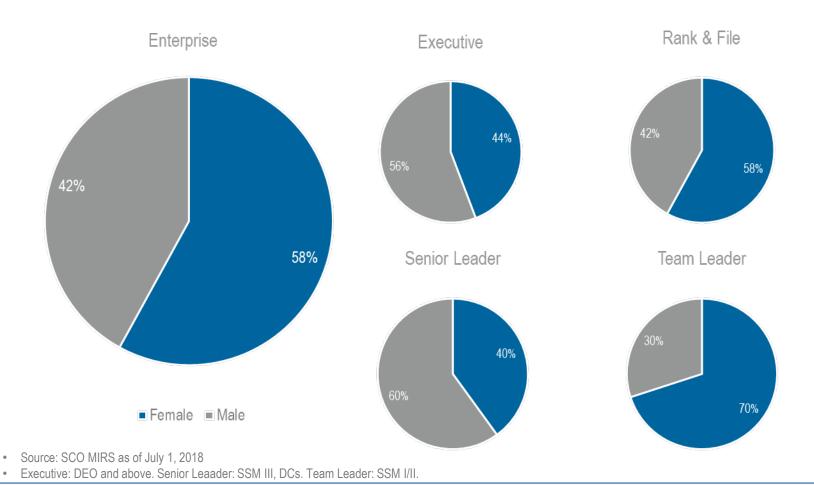
Team Members



Source: SCO MIRS as of July 1, 2018

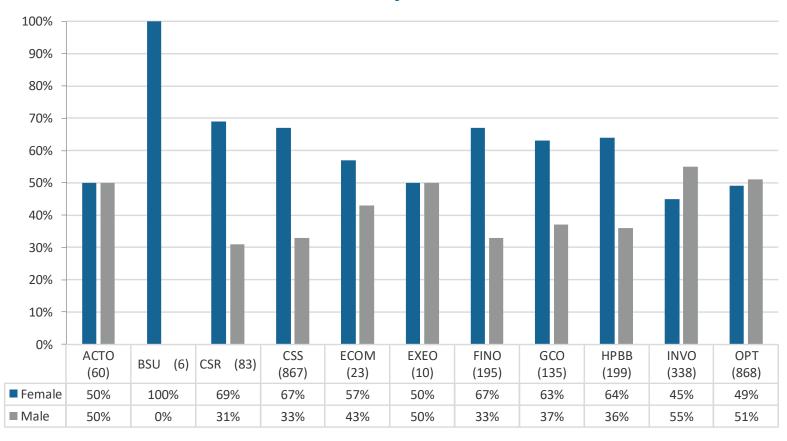


Gender Demographics





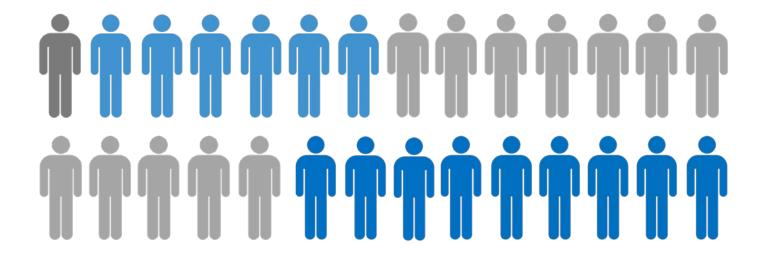
Gender by Branch



^{*} Source: SCO MIRS as of July 1, 2018



Generational Demographics



Traditionalists (1925-1945)

2017-18: 2 2016-17: 2 Baby Boomers

(1946-1964)

2017-18: 598 2016-17: 649 Generation X

(1965-1981)

2017-18: 1286 2016-17: 1290 Millennials

(1982-2004)

2017-18: 898 2016-17: 857

^{*} Source: SCO MIRS as of July 1, 2018



Next Steps

- On track to increase engagement goal of 8% by 2022.
- Implement best practices for hiring and capturing selfidentifying data.
- Develop enterprise steering committee for D&I initiatives.
- Collaborate with CalSTRS to develop content and host the 2019 CalPERS & CalSTRS Diversity Forum on June 10th & 11th.

