

Setting the Stage - Diversity the Missing Piece

Moderator

Betty Yee, **California State Controller**

Panelists

Julia Dawson, Managing Director, **Credit Suisse**

Janet Liang, Chief Operating Officer, **Kaiser Foundation Health Plan Inc.,
Kaiser Permanente Northern California**

Celia Pohani Huber, Director, **McKinsey & Company**

Overview of US Workforce Diversity

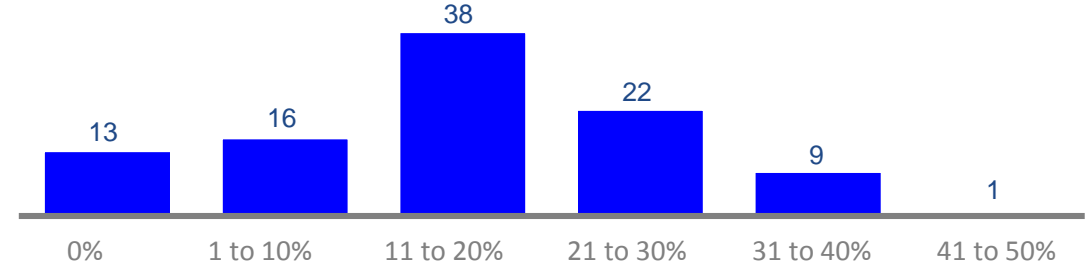
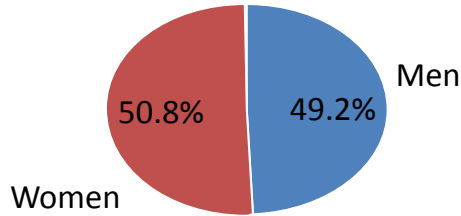
Population

Percent, 2012

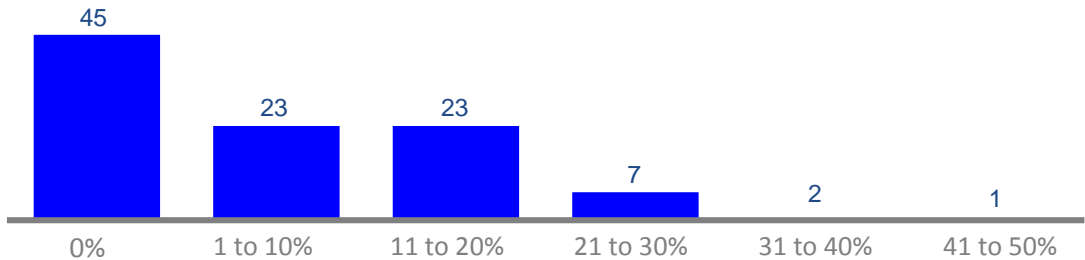
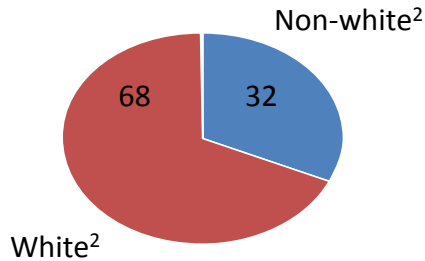
Diversity of executive management team¹

Percent of companies by percent diversity

Gender diversity



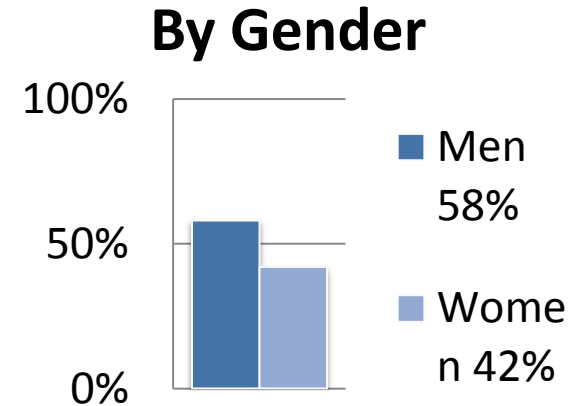
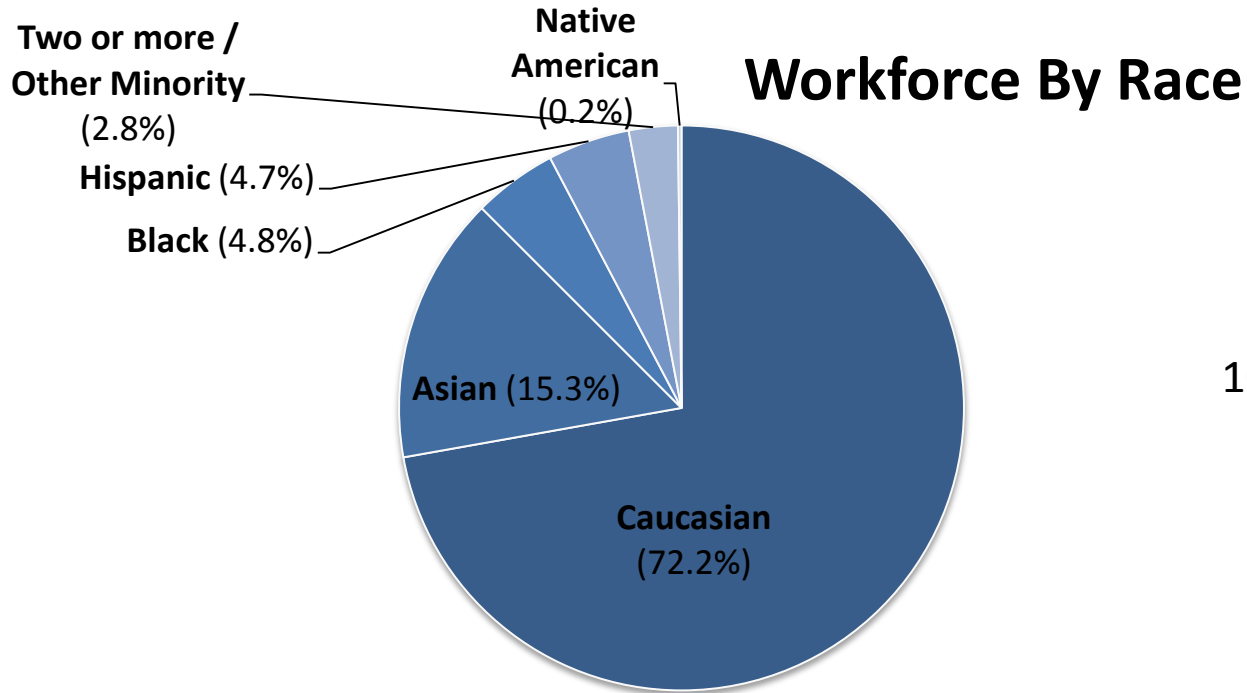
Racial/ethnic diversity



¹ Number of companies ...

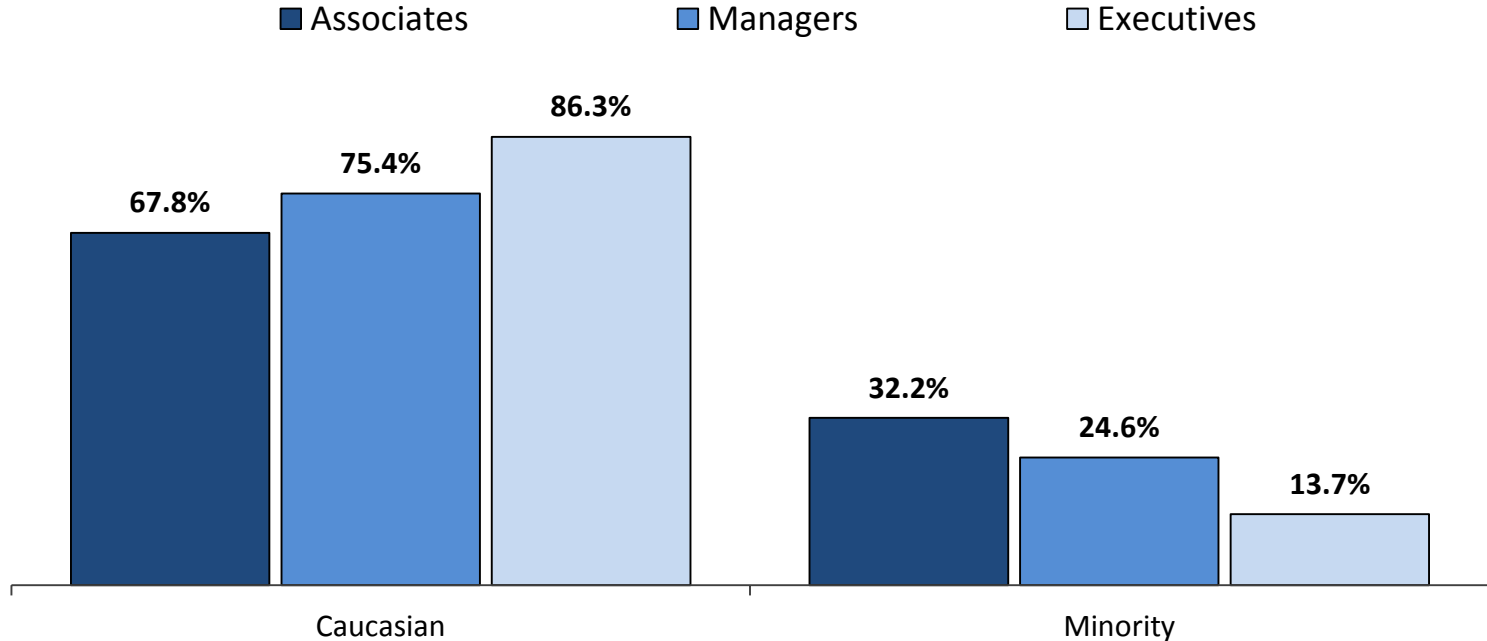
² Undocumented labour force, largely Latino, estimated at 6-8 million (Bloomberg, Pew) has not been included in the breakdown

CalPERS Investment Manager and Consultant Survey



CalPERS Investment Manager and Consultant Survey

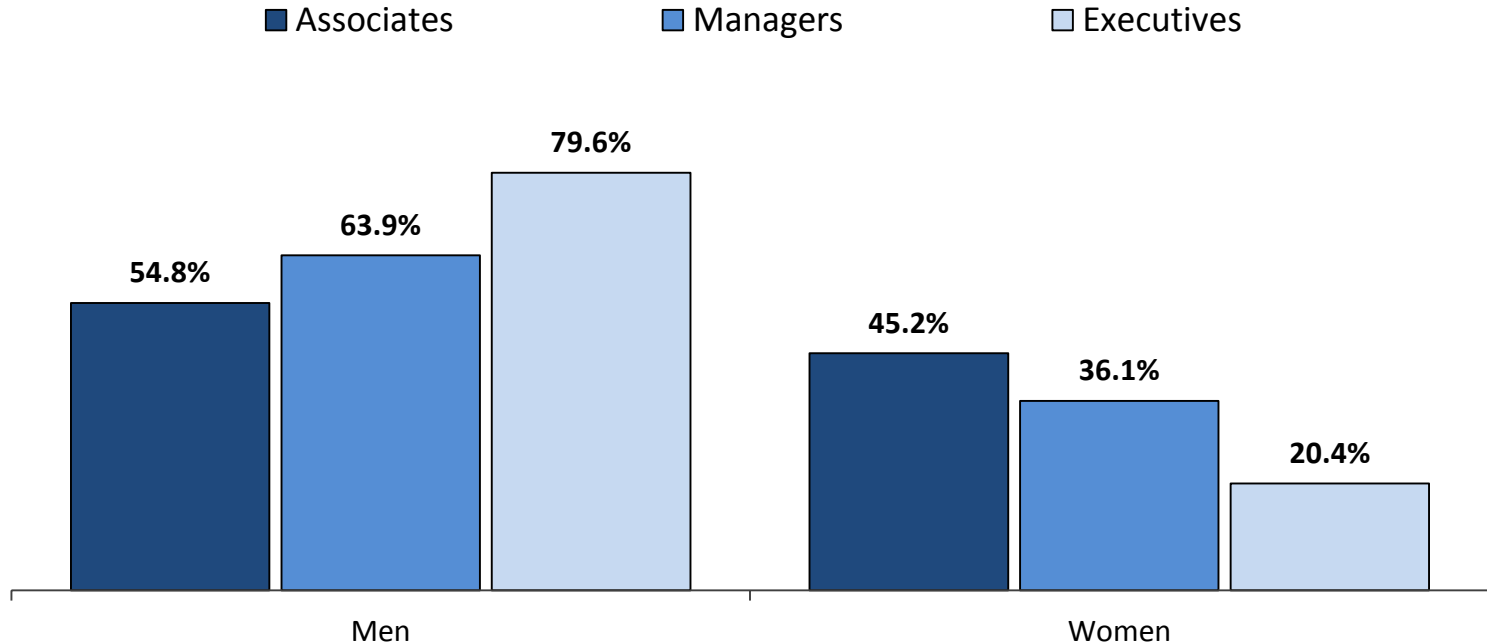
Key Positions by Race/Ethnicity



Source: CalPERS Investment Manager and Consultant Survey

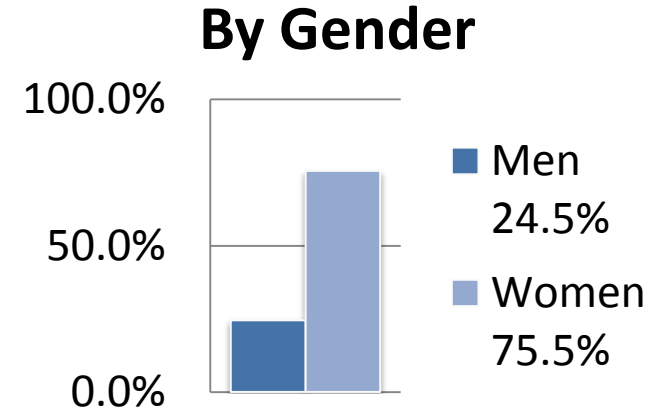
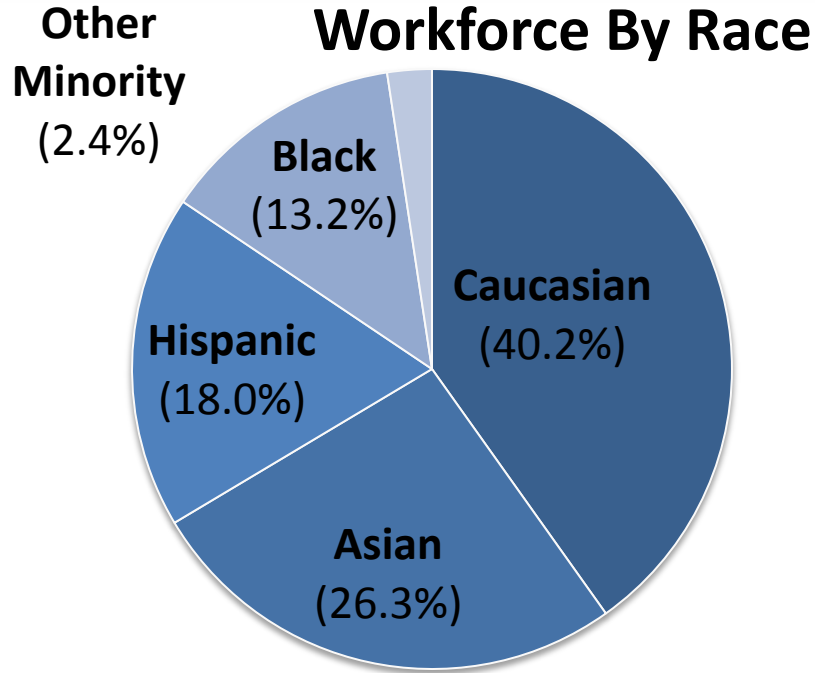
CalPERS Investment Manager and Consultant Survey

Key Positions by Gender



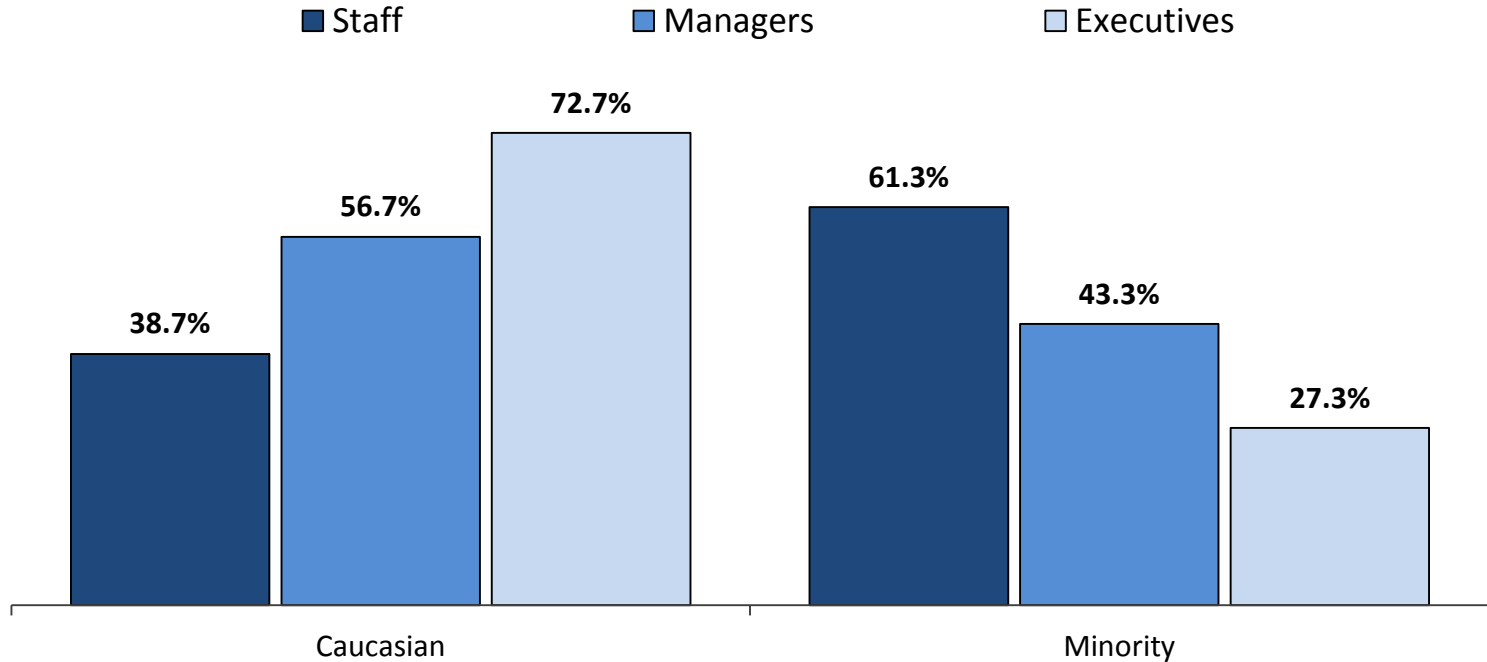
Source: CalPERS Investment Manager and Consultant Survey

Kaiser Permanente's Workforce Diversity



Kaiser Permanente's Workforce Diversity *(continued)*

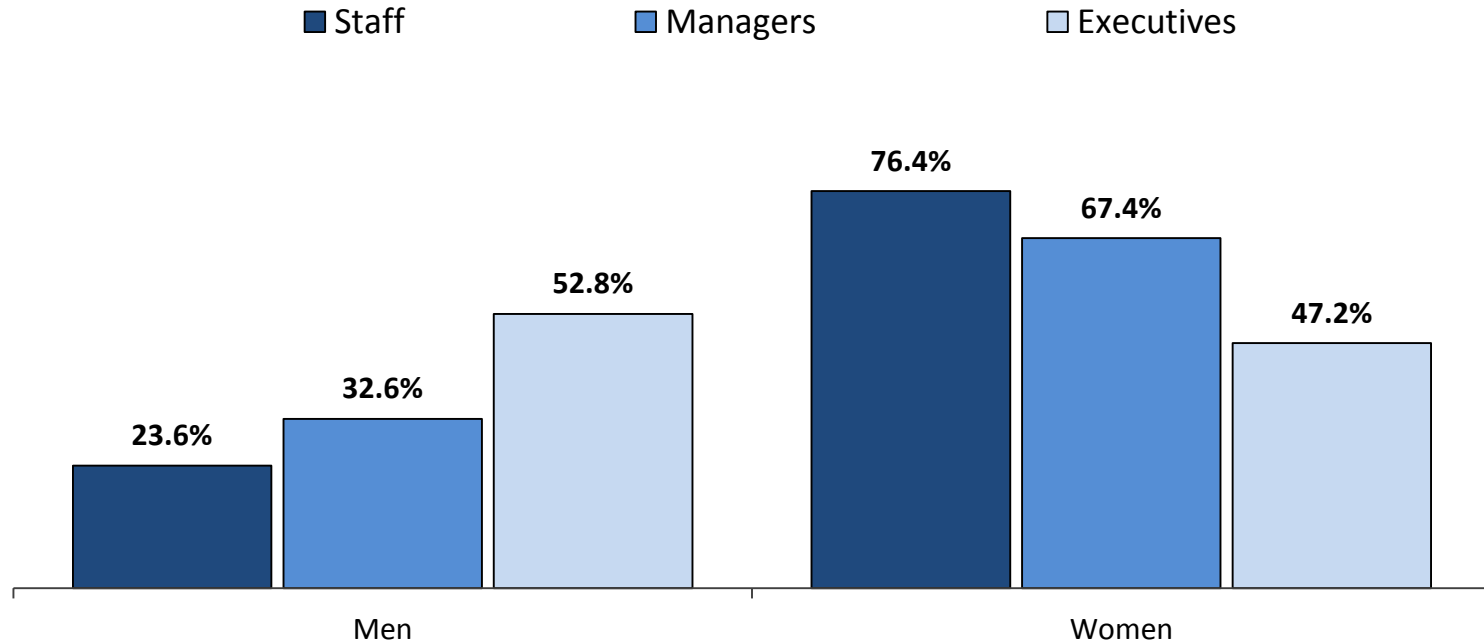
Key Positions by Race/Ethnicity



Source: Kaiser Permanente

Kaiser Permanente's Workforce Diversity *(continued)*

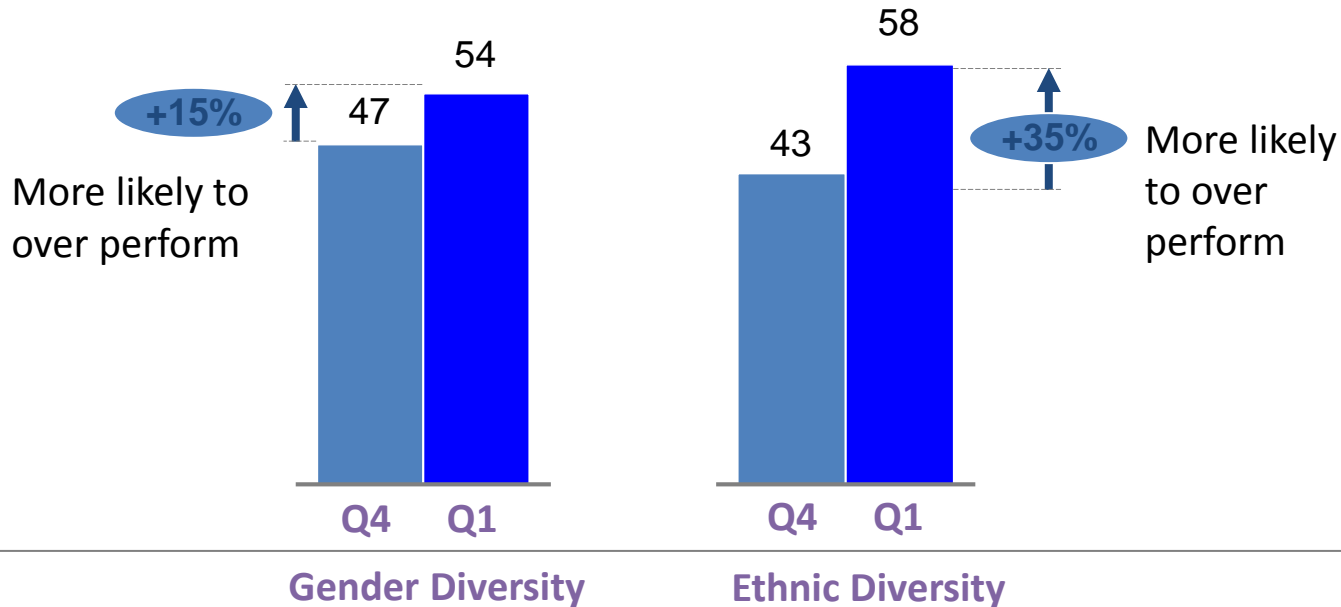
Key Positions by Gender



Source: Kaiser Permanente

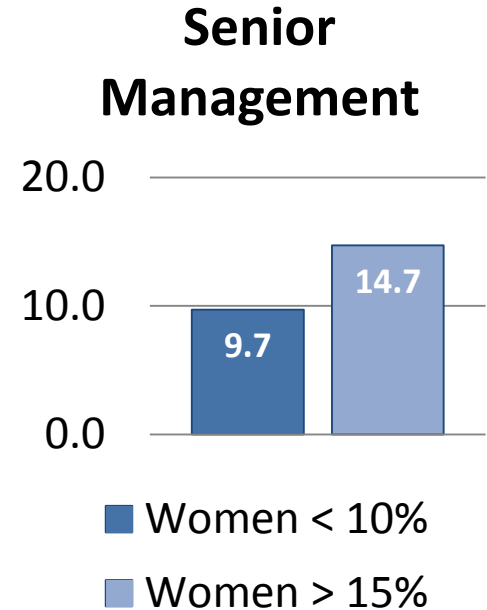
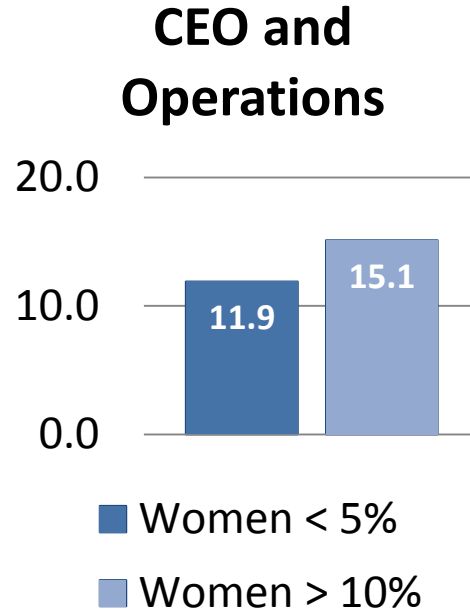
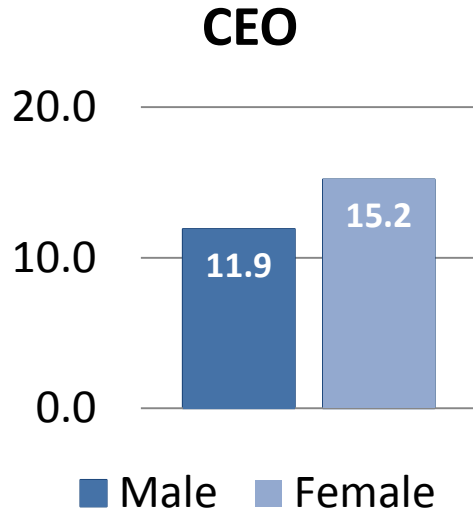
Diversity's Dividend

Likelihood of above median financial performance relative to national industry, by diversity quartile



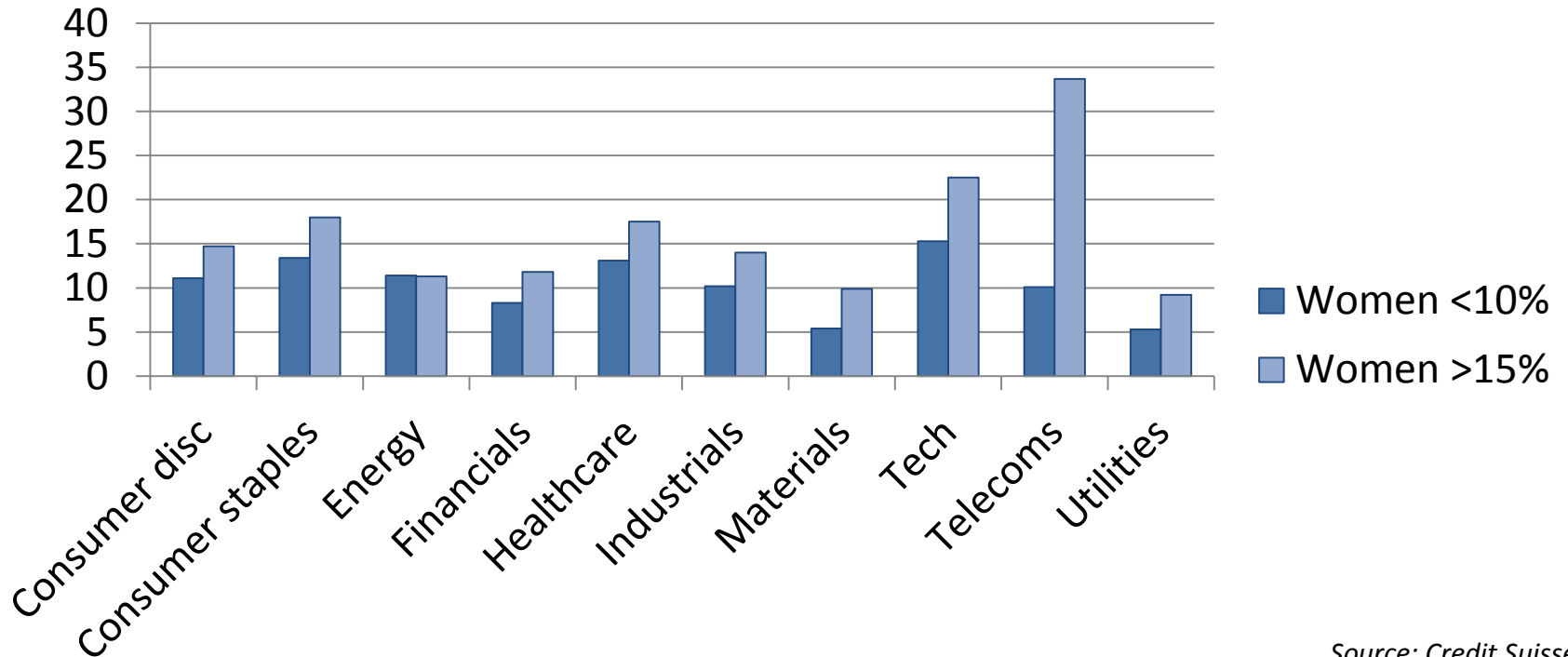
Do women make a difference for companies?¹

Return on Equity (%)



¹Represents data from approximately 3,000 companies across neutral sectors in 2013-14

Return on Equity (%) by Industry



Women on Boards (WBO)

Outperformance within the MSCI ACWI index (companies > \$10bn mkt cap)

