

California Public Employees' Retirement System

Commitment to Diversity & Inclusion Report

Fiscal Year 2015-16

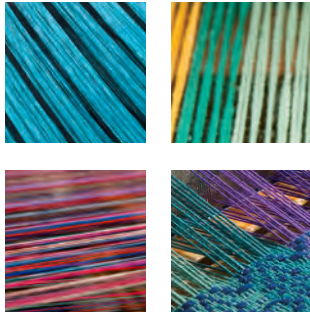


Table of Contents



- Message from our Interim CEO 1**
- Diversity & Inclusion: Our Framework 2**
- Recruiting and Developing Diverse Talent 3**
 - Informal Mentoring 3
 - Career Services Program 4
 - Organizational Health Index Survey 4
- Weaving Diversity into Our Culture 5**
 - CalPERS Diversity Outreach Program 5
 - Diversity Workshops and Outreach 5
 - D&I Events in FY 2015-16 6
 - Online Education 7
 - Employee Resource Groups 7
- Reaching Out: Supplier Diversity 8**
- D&I in the Investment Office 9**
 - Steering Committee 9
 - Corporate Boards 9
 - External Investment Managers 10
 - Talent Management 11
 - Industry Events 11
- Our Future 12**

A Message from our Interim CEO

Three words mark the beginning of this report: commitment, diversity, and inclusion. Taken separately, they have an array of applications broad enough to render each meaningless and colorless. But joined together, as they are in this report, they create a rich tapestry of potential and possibilities.

While this report has a progressive and positive story to tell, the real story is the people behind these three words that have created a rich environment at CalPERS.

We strive to excel at what we undertake, and we continuously look for ways to improve and innovate. Our commitment to diversity and inclusion is no exception.

Every day we incorporate the concepts of diversity and inclusion into how and who we hire, how and who we do business with, and how we maintain and strengthen the threads that bind us together.

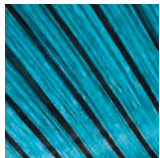
In this report, you will read about some important accomplishments we have achieved in the last fiscal year. We are proud of what we've achieved and also proud of the journey we have taken to get to where we are today.

We think the journey ahead will be even better.

Sincerely,
Douglas Hoffner
Interim Chief Executive Officer



Diversity & Inclusion: Our Framework



Cal • PERS

The California Public Employees' Retirement System; founded in 1931. The largest public pension system in the United States with assets of more than \$300 billion. Administers retirement benefits to more than 1.8 million retired members and their survivors. Purchases health benefits for more than 1.4 million members and their families. Governed by a 13-member Board of Administration.

It took a strong framework of commitment and support to build the Diversity & Inclusion (D&I) program at CalPERS. D&I is an organizational imperative that has the commitment of our Board of Administration and executive leadership. We believe D&I is vital to align with our members, engage our communities, and attract and retain talented individuals to maintain our success. Our strategic approach to integrate D&I into all aspects of our business is focused on three core areas:

- **Workforce** – We recruit and retain a high-performance team representative of our state's rich diversity.
- **Workplace** – We actively educate our leadership and staff to increase awareness and create a culture that embraces inclusion, and understands the skills that lead to greater quality, respect, and accountability.
- **Marketplace** – We serve our members with sensitivity to their diverse perspectives.

Operating in a state known for its ethnic and cultural diversity, we believe the combined experiences, perspectives, and talents of our employees and stakeholders strengthen our high-performance work culture and organization.

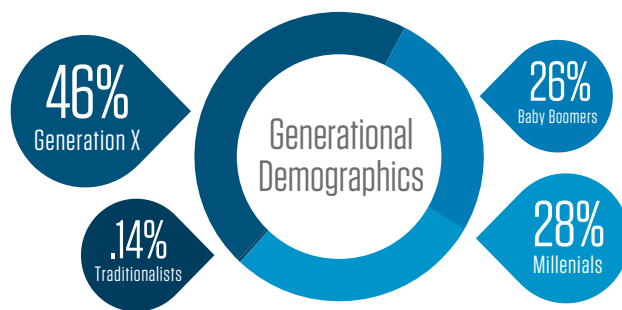
One of our greatest strengths is our workforce, with men and women of many nationalities, backgrounds, and generations working together to create a diverse and inclusive workforce and workplace.

Gender

Fifty-nine percent of our employees are women; forty-one percent are men.

Generational Demographics

Nearly 46 percent of our employees were born in the time period described as Generation X. Millennials account for 28 percent, Baby Boomers 26 percent, and Traditionalists only 0.14 percent.



Race/Ethnicity

While 62 percent of our staff are White, more than 19 percent are Asian, 16 percent Hispanic, 1.5 Pacific Islander, 1.4 percent African-American, and fewer than 1 percent are American Indian.

Language

More than 100 employees speak 33 different languages, including American Sign Language. To ensure access to our services and information for non-English and limited-English speakers, CalPERS recruits employee volunteers annually to maintain an updated list of volunteer translators.

1. CalPERS employee data source: The data sources for this report are my|CalPERS member data (active and retiree) and the July 2016 ethnic group data provided by Epsilon. CalPERS' employees and managers/supervisors are subsets of the CalPERS member population. The classification of ethnic groups was based on the member's first name, last name, and address.

Recruiting and Developing Diverse Talent



Di • ver • si • ty

Quality, state, fact, or instance of being diverse; difference; variety.

We received approximately 55,000 applications for over 600 job vacancies during the last fiscal year, giving us a deep pool of talent from which to build a skilled and diverse workforce.

Our D&I initiatives and strategies are designed to attract, develop, and advance talented individuals, regardless of their race, national origin, sexual orientation, religion, age, gender, disability status, military or veteran status, or any other broad range of human differences, including:

- Attending a variety of outreach events to create a talent pool of diverse, multicultural, and qualified professionals, including veterans, college students, diversity groups, and experienced professionals in specific fields or occupations.
- Advertising our job vacancies with industry professional associations and with alumni associations to build strategic partnerships to further expand our recruitment reach. We also advertise at over 30 colleges nationwide to attract new talent.
- Participating in the Limited Examination and Appointment Program (LEAP), a process for recruitment and hiring persons with disabilities. We also use talent pools in Boomerang, the state's Retired Annuitant candidate pool, and the candidate pool maintained by the California Work Opportunity and Responsibility to Kids (CalWORKs) program.
- Using the California Department of Human Resources' new Examination and Certification Online System (ECOS), we receive electronic applications, which has increased our average number of applications per recruitment, and largely automated our certification duties, leaving more time to focus our efforts on recruiting for specific talent.

- Leveraging our social media presence by advertising job openings on venues such as LinkedIn, Twitter, Facebook, Dice.com, Sac Jobs, and the TOIGO Foundation, where we can more broadly focus on outreach. Other communication efforts focus on expanding relationships with strategic partners who can open doors to a qualified diverse applicant pool, and educating Investment Office staff on D&I initiatives to increase communication and education.

Informal Mentoring

Our Informal Mentoring program is designed to encourage staff, at all levels, to exchange ideas and learn from each other. What began as a two-year initiative is now an ongoing effort that benefits the enterprise through knowledge transfer, and is in line with our current strategic and business plans. Informal Mentoring has been woven into the CalPERS culture as a way to nurture and support the development of our diverse workforce and allows employees to feel empowered to seek out opportunities and engage with one another to develop themselves professionally. The organization benefits through improved employee engagement, retention, and morale. The power of Informal Mentoring is its simple and easy format, which relies on an ever-increasing number of employees participating across the enterprise. The three primary goals of Informal Mentoring are to:

- Continue to integrate mentoring into CalPERS culture.
- Encourage participation, so all employees embrace and support informal mentoring as an essential part of CalPERS culture.
- Educate employees about how simple and easy informal mentoring can be.

A key boost to our Informal Mentoring program is the development of illuminet, an internal networking site that, once fully launched, will give our employees the opportunities to seek mentors and be mentors for the purposes of career advancement. The Mentor Your Manager program continued into its second year to help managers gain a better understanding of the work done by their team members, and to ensure their staff members have the training and tools needed to perform their duties.

Career Services Program

The CalPERS Career Services Program assists employees in meeting their personal career goals and supports the strategic goal of cultivating a high-performing, risk-intelligent, and innovative organization. The information provided by the Career Services Program is intended to supplement career coaching provided to employees by managers and supervisors.

In addition to supporting the professional growth of all CalPERS employees, the Career Services Program supports employee retention, which, in turn, supports knowledge transfer and succession planning efforts by creating a well-rounded, knowledgeable workforce with increased bench strength.

Organizational Health Index Survey

The Organizational Health Index (OHI) is an employee opinion survey that measures the health of an organization through nine different categories, such as culture and climate, role clarity, bottom-up innovation, and innovation and learning. OHI measures outcomes and practices that contribute to CalPERS' overall health score, and help us understand what we are doing well and where we can improve as an organization.

The April survey had a 69 percent response rate and showed a 7 percent increase in the overall health of our organization, which was a greater increase than our goal of 5 percent. Scores in eight of the nine categories all improved from the last OHI survey in 2013. Two focus areas of the survey, bottom-up innovation and role clarity, showed improvement of 9 points.

CalPERS' executives reviewed the OHI outcomes for areas where further improvements can be made. Ideas for improvements will be incorporated into future initiatives.

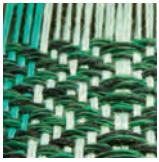
69% RESPONSE RATE 

7% INCREASE IN OVERALL HEALTH OF THE ORGANIZATION
(A GREATER INCREASE THAN OUR 5% GOAL)

8 OUT OF **9** CATEGORIES RECEIVED IMPROVED SCORES

BOTTOM-UP INNOVATION & ROLE CLARITY 

Weaving Diversity into Our Culture



Tap • es • try

A piece of thick textile fabric with pictures or designs formed by weaving colored thread; used as a wall hanging or furniture covering; used in reference to an intricate or complex combination of things or sequence of events.

CalPERS Diversity Outreach Program

CalPERS Diversity Outreach Program (CDOP) staff developed, implemented, and participated in enterprise-wide initiatives strategically designed to increase the integration of D&I into all aspects of operations.

Our initiatives are customized to our workforce needs and help promote a CalPERS culture of inclusion, engagement, and high performance to encourage employees to do their best work, which directly impacts our business priorities.

Diversity Workshops and Outreach



1,342
EMPLOYEES

PARTICIPATED
IN DIVERSITY
WORKSHOPS
AND OUTREACH
OPPORTUNITIES

CDOP offers a variety of workshops to employees at various levels and stages of their careers, all designed to bring to life CalPERS' commitment to diversity and inclusion. During the fiscal year, a total of 1,342 employees participated in these workshops and outreach opportunities.

- Quarterly Professional Development Sessions for Managers and Supervisors to develop the inclusive leader who can effectively manage the changing demographics of the CalPERS workplace and marketplace.

- Cultural Competency includes insights on how culture has influenced how we behave, communicate, view tasks, and relate to others, and provides tools to lead a culturally diverse team, overcome potential cultural challenges, and create a positive work environment that nurtures inclusion.
- The Concealed Mind: A Look at Unconscious Bias looks at how we perceive and respond to the world, which is strongly influenced by factors of which we are often completely unaware. Unconscious influences are grounded in one's personal history and biology, and can detract from the quality of decision making as leaders and managers.
- The Diverse Mind covers myths and realities of mental health and neurodiversity in the workplace. Resources are provided to help create an environment of respect and inclusion, where the differences of every employee are recognized, understood, and valued, giving participants the confidence to be a part of or lead an inclusive team.
- LGBT & Gender Identity Topics in the Workplace examines issues that arise when employees feel they have to hide who they are at work, at the cost of productivity, engagement, morale, and retention, and challenge the underpinnings of full inclusion in the workplace.
- Color Lingo focuses on individual communication styles and the communication dynamics of teams. Participants discover their personality style to enhance their communication skills and learn to understand and appreciate the differences of their team members, building team cohesiveness, reducing conflicts, and helping teams solve problems through the collaborative, team-building activities.

- Generational Differences reflects on the importance of diversity and inclusion in the workplace. As employees work together to understand the various generations at CalPERS, they develop the tools necessary to effectively build stronger relationships and value the differences among their peers.
- Diversity & Inclusion 101 provides a strong foundation and overview of D&I. Participants engage in activities to learn about cultural awareness, self-awareness, and generations in the workplace, and receive tools and resources to help them implement inclusion as part of their daily business practice.
- D&I “Power Workshops” focuses on our Regional Offices, and includes aspects of D&I 101, Generational Differences, and Color Lingo. These Power Workshops were provided to all Regional Offices in FY 2015-16, with the exception of the Glendale Regional Office, which is scheduled for August 2016.
- Leadership Essentials and Direction for Your Emerging Role includes a 90-minute workshop as part of this 10-week course to provide managers with information about their opportunities as advocates of D&I, to foster an inclusive work culture using valuable resources available through CDOP.
- **Annual D&I Day** — The ninth annual CDOP-hosted CalPERS Diversity & Inclusion Day was held in August, with the theme of “Connecting Our Generations through Art.” The day featured art created by employees and their families, an interactive art project, educational booths from art-related community organizations, and educational material about the four generations represented at CalPERS.
- **Hispanic-American Heritage Month** — celebrated in September, this event featured music, art, food, ethnic items for sale, and educational materials that recognized Hispanic-American contributions to our country. CalPERS Café Chef Manuel Gomez prepared four delicious dishes that represented the food of Chile, Argentina, Mexico, and Spain.
- **Disability Brown Bag Presentation** — A brown-bag presentation was held in October in recognition of National Disability Employment Awareness Month. The non-profit organization Stop Stigma Sacramento spoke on mental health awareness.
- **Festival of Lights** — At this November celebration, employees enjoyed dancing and musical performances as an opportunity to expand their cultural perspectives and see first-hand the beauty of India’s traditions.
- **Juneteenth** — To commemorate the official end of slavery in the United States and recognize the trailblazers and organizations that continue to make progress for all Americans, a CDOP-sponsored celebration featuring food, music, dancing, and educational displays highlighting African-American historical figures and their accomplishments, as well as a host of local vendors and community organizations.
- **D&I Networking Events** — A series of events around themes of International Day of Friendship, World Food Day, and mental wellness were held throughout the year, and included roundtable discussions to encourage employees to network with colleagues and experience the rich diversity of thought at CalPERS. The events also raised money for the Mustard Seed School for homeless children in Sacramento. Funds also were used to provide warm meals to 38 homeless children in May.

D&I Events in FY 2015-16

CDOP hosted 10 events attended in total by 2,000 employees to celebrate and raise awareness of D&I and the many cultures represented at CalPERS

- **Annual All-Staff Presentation** — Dr. Mae Jemison, the first African-American woman in space and an inductee into the National Women’s Hall of Fame, shared her inspirational message of inclusion, from a child growing up on the south side of Chicago, working as a medical student in Africa, and her history-making journey into space. Her talk was video-conferenced live to seven of our eight Regional Offices during an event that was attended by nearly 800 CalPERS employees at headquarters.

Online Education

Inside CalPERS

CDOP's Inside CalPERS webpages are used to promote D&I resources, such as the Cultural Investments newsletter, CDOP's calendar of culturally diverse holidays and observances, manager toolkits, photo galleries of past events, educational handouts for all staff, and much more.

Cultural Investments continues to be a popular monthly electronic newsletter designed to develop inclusive managers and supervisors, and includes tips and action steps to help managers and their teams create an inclusive culture.

Other articles featured during the fiscal year were on the topics of micro-inequities in the workplace, cross-cultural communication, and LGBT inclusion in the workplace.

As a result, page views of CDOP's intranet homepage have increased by 117 percent over the fiscal year, with a 66 percent increase in unique page views.

Social Media

The CalPERS internal social media outlet, The Spark, is a valuable tool to reach employees and create platforms where they are able to discuss D&I topics. The Spark pages for CDOP and its employee resource groups have more than 340 members — a 25 percent increase from the previous fiscal year.

Employee Resource Groups

CalPERS' dynamic and growing employee resource groups — the CalPERS Diversity & Inclusion Group (CDIG) and the CalPERS Disability Advisory Committee (CDAC) — play a key role in fostering an inclusive culture and help build our reputation as an employer

of choice. Open to all and led by employees, the employee resource groups provide opportunities for networking, professional development, community involvement, and volunteerism. Together, they support CalPERS' Workforce Strategic Plan for peer-to-peer knowledge transfer, informal mentoring, and professional development.

The CalPERS Diversity & Inclusion Group

CDIG aims to foster an inclusive environment where respect and openness bridge different ideas, experiences, perspectives, and cultures to enrich the professional development of its members and the CalPERS workplace. The group meets monthly and hosted three well-attended D&I Networking Events. CDIG's membership increased 24 percent from the previous fiscal year.

CalPERS Disability Advisory Committee

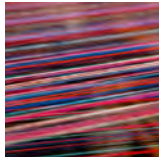
CDAC is dedicated to the inclusion and equality of employees with disabilities and to ensuring an environment that is accessible to all employees, regardless of disability type.

The advocacy efforts of its members ensure universal accessibility to all employees. Members evaluate compliance with federal and state laws and initiate appropriate steps to address organizational deficiencies, and advise and assist the Chief Diversity/Equal Employment Opportunity Officer on the development, implementation, and evaluation of EEO programs and activities.

The group meets monthly and hosted a number of popular events to raise awareness of various disability issues, including volunteering at the Special Olympics in Sacramento.

CDAC's membership increased 64 percent from the previous fiscal year.

Reaching Out: Supplier Diversity



In • clu • sion

Including or being included; to take in or consider, along with others, as part of a group. The state of taking in or encircling; the act of increasing something; integrating into the least restrictive environment.

Eleven years ago, we made a commitment to award 3 percent of all contracts to Disabled Veteran Business Enterprises (DVBE) and established an overall Small Business/Micro Business (SB/MB) contract participation goal of 25 percent, in keeping with state public contract laws. This commitment enhances California's local economy and enriches our experience by doing business with a wide range of vendors for supplies and services.

Since that time, we have exceeded our 3 percent DVBE participation goal for the fifth year in a row with 4.2 percent of all contracts awarded to DVBE vendors in FY 2015-16.

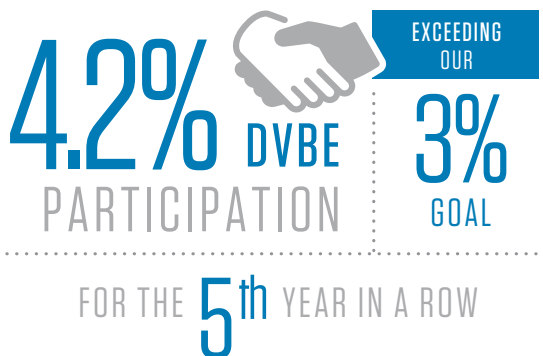
Although our SB/MB participation increased to 14.6 percent over last year's 11.75 percent, we fell short in meeting our 25 percent SB/MB participation goal for this reporting period. This is due, in large part, to the challenges we face with the sheer size and nature of CalPERS' unique contracting needs, which are not conducive to consistent SB/MB participation.

Health benefits contracts accounted for nearly 50 percent of our total contracting and procurement dollars in FY 2015-16, and totaled \$255 million. These contracts often preclude SB/DVBE vendors as prime suppliers due to Health Information Portability and Accountability Act regulations, thereby limiting the opportunities for subcontract participation.

Our large and unique investment contracts also often do not lend themselves to SB/DVBE participation, due in large part to the international companies we use to ensure retirement for over 1.8 million members. The value of these contracts last year was \$143 million. Legal contracts amounted to \$5.4 million for the fiscal year. Had health and investment contracts been excluded from the reporting requirements, we would have far surpassed our SB/MB participation goal with 54 percent and our DVBE participation goal with 18 percent.

We seek continuous improvement in supplier diversity, as evidenced by the recent award of seven health plan contracts that all include mandatory DVBE subcontracting compliance.

The Department of General Services (DGS) honors state agencies and advocates for outstanding work with California's small businesses and disabled veterans businesses. Last fiscal year, CalPERS and our SB/DVBE advocate were honored at the State Agency Recognition Awards, as recipients of the Advocate of the Year Bronze Award and 2015-16 Richard G. Polanco Diversity Award. CalPERS was also recognized as the nominator of the John K. Lopez Award recipient, which honors excellence and commitment to the disabled veteran business enterprise community.



D&I in the Investment Office



Com • mit • ment

A pledge or promise to do something. Dedication to a long-term course of action; engagement; involvement.

Steering Committee

In 2015, CalPERS' Investment Office established a Diversity & Inclusion Steering Committee led by the chief investment officer and chief operating investment officer, with representation from throughout the Investment Office. The Steering Committee is guided by CalPERS Investment Belief Number 10:

Strong processes and teamwork and deep resources are needed to achieve CalPERS goals and objectives. *Diversity of talent (including a broad range of education, experience, perspectives, and skills) at all levels (Board, staff, external managers, corporate boards) is important.*

The Steering Committee develops goals and priorities, and provides direction and oversight on Investment Office D&I work streams and initiatives.

Diversity & Inclusion 2020 Plan

In May, the Steering Committee approved the Investment Office Diversity & Inclusion 2020 Plan. The plan's purpose is to provide a strategic framework from January 2016 to June 2020 that will guide Investment Office decisions and engagement, and establish initiatives for diversity and inclusion. The D&I 2020 Plan details CalPERS' strategic efforts related to diversity and inclusion in three areas: corporate boards, external managers, and talent management.

Corporate Boards

As an investor in over 11,000 companies worldwide, CalPERS has a voice as an owner. The Investment Office views board quality and diversity as critical to a company's performance.

Diverse Director DataSource — founded by CalPERS and the California State Teachers' Retirement System (CalSTRS), the Diverse Director DataSource, or 3D, focuses on providing a pool of diverse talent for companies looking for skilled individuals to serve as board members.

Board Quality and Diversity Roundtable — Hosted by CalPERS, CalSTRS, and the global organization LeaderXXchange, the roundtable discussion on board diversity was held at the June 28 International Corporate Governance Network annual conference. The discussion included more than 30 participants and focused on the topic of overcoming barriers to board diversity. This followed similar roundtables at the Conference Board in New York and Miami.

Securities and Exchange Commission (SEC) Petition on Enhanced Disclosure — In 2015, CalPERS submitted a petition to the SEC to strengthen corporate board diversity disclosure, which the SEC chair recently announced was under consideration. In a related matter, the Investment Office submitted a letter advocating broadening of H.R. 4718, the Gender in Corporate Leadership Act of 2016, sponsored by Rep. Carolyn Maloney (D-NY-12). In our letter, we requested the scope of the bill be expanded beyond gender diversity to include diversity of skill sets, age, nationality, race, sexual orientation, gender identity, and historically underrepresented groups.

Board Accountability Project — Proxy Access —

CalPERS continued to identify companies for proxy access engagement based upon specific criteria, including concerns related to board diversity. Last fiscal year, CalPERS partnered with the New York City Pension Fund to request adoption of proxy access at 18 companies. Of these 18 companies, 13 proposals passed with majority shareowner support. CalPERS' staff also assisted the New York City funds with proxy solicitations and annual meeting attendance. Earlier in 2016, 40 additional companies were selected for proxy engagement. Of those 40 companies, 35 voluntarily adopted proxy access and five proposals went to vote. Four of the five proposals passed with majority shareowner support. A notable victory this year was at ExxonMobil, where proxy access was approved with 60 percent shareowner support.

Global Governance Principles — The Investment Committee amended the Global Governance Principles in March to include principles related to board tenure and progressive human capital management practices, as well as the addition of climate competence as criteria for corporate board directors. These changes encourage both board refreshment and diversity.

Research — The Investment Office completed a refresh of academic studies related to corporate board diversity in the Sustainable Investment Research Initiative library. In April, staff also completed a presentation to the Investment Committee on diversity and corporate performance showing the positive financial impact of diversity related to gender, race, and lesbian, gay, bisexual, and transgender inclusion.

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26% OF BROKERS
ARE WOMEN- OR
MINORITY-OWNED FIRMS



External Investment Managers

CalPERS deploys approximately \$94 billion of capital through external investment managers. As part of our commitment to equality of access, we seek to understand and report the diversity of our external managers and the broader investment industry. We engage with our external managers, our pension peers, and the investment industry on these important issues through our Emerging Manager Five-Year Plan, industry research, and industry conferences and organizations. A key accomplishment under the Five-Year Plan is the establishment of the Transition Manager Program.

Transition Manager Program — In June, we announced our industry-leading Transition Manager Program, with the following objectives:

- To generate appropriate risk-adjusted investment returns by investing with managers with demonstrated early-stage success.
- To have continued access to investment opportunities with successful firms and increased representation of women and minority-owned firms in the CalPERS portfolio.
- To provide a path of growth and opportunity for emerging managers to build their firms to a size large enough to compete for entry into our pool of larger established managers.

The announcement also included a new capital commitment of up to \$11 billion — up to \$4 billion for the Emerging Manager Program and up to \$7 billion for the Transition Manager Program.

Global Equity Internal Equity Brokerage — CalPERS' Global Equity trading activity is implemented through a number of brokerage relationships. Members of the brokerage community may apply to be selected as a broker for CalPERS through a questionnaire available on the CalPERS external website. The semiannual posting of selected brokers on our website includes identification of women- and minority-owned brokerage firms. As of January, 26 percent or five of the 19 brokers authorized to trade for CalPERS are women- or minority-owned firms.

Talent Management

As part of the D&I 2020 Plan, the Investment Office has set a strategic priority to increase the diversity of staff and foster an environment of inclusiveness. This work stream includes initiatives and training aimed at increasing the pool of qualified diverse job applicants, staff education and training, and communicating with staff on developments related to D&I.

Strategic Partner Plan — In March, the Steering Committee approved a Strategic Partner Plan, with goals to network with diverse organizations, build relationships, exchange information, and increase the pool of qualified diverse applicants for open positions in the Investment Office. The Strategic Partners are 100 Women in Hedge Funds, Association of Asian American Investment Managers, Executive Leadership Council, the Robert Toigo Foundation, CFA (Chartered Financial Analyst) Institute, and the New America Alliance.

Diverse, cross-asset-class teams have been formed to engage with these six strategic partners. To build broader networks and relationships with these strategic partners, Investment Office senior staff and relationship managers attend strategic partner events. Additionally, all strategic partners are notified of open positions. For important investment positions, Investment Office relationship managers reach out directly to strategic partners for leads and talk to any candidates identified who are interested in open positions.

Communication Strategy — Investment Office leadership initiated efforts to increase communication and engagement with staff, to educate them on D&I initiatives under the D&I 2020 Plan. Communication has occurred through all-staff presentations, distribution of research and articles, and emails from the chief investment officer.

Industry Events

The Investment Office hosted two important D&I events and participates regularly in external events.

Emerging, Transition, and Diverse Manager Day 2015

— The second annual Emerging, Transition, and Diverse Manager Day was held on September 9, with over 76 firms and 146 managers participating. The event provided an opportunity for emerging and transition managers to meet with senior asset class staff and investment advisers, and introduce their firm.

CalPERS Diversity Forum, September 2015 —

The Investment Office hosted a Diversity Forum that included an outstanding lineup of industry leaders, experts, and visionaries who convened for candid, solutions-based discussions on D&I in the business world. Featured speakers included leaders from Blackstone, CalSTRS, Stanford's Clayman Institute, Coca Cola, Credit Suisse, GCM Grosvenor, Genentech, Kaiser, MARS Inc., McKinsey, University of California, Berkeley, and the University of the Pacific. The forum had over 350 attendees.

External Events — Investment Office staff attended D&I-related events hosted by external organizations, participating as a speaker or active participant in over 20 events in the last fiscal year.

Looking Forward — The Investment Office plans to implement an employee education and training plan and a formal strategy to communicate with staff about D&I initiatives. An initiative for engaging with external investment managers is also anticipated. The Investment Office currently is planning to host two important D&I events in the next fiscal year:

- *Emerging, Transition, and Diverse Manager Day 2016*
On September 8, the Investment Office will host its third annual Emerging, Transition, and Diverse Manager Day.
- *CalPERS and CalSTRS Diversity Forum, May 2017*
The Investment Office, in collaboration with CalSTRS, will host a 2017 Diversity Forum on May 10, at the Sacramento Convention Center.

Our Future

Next year promises to be an eventful one for CalPERS' D&I efforts. We plan to enhance our efforts through expansion of outreach and engagement, both internally and externally. Our planning will include a fresh look at D&I to make sure we are fully representing our efforts.

We also hope to expand our reach by helping others in our organization to better understand D&I, and join us in our expansion efforts. We will also look for external partners who share our commitment to D&I, to strengthen our collaboration efforts.



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