

Annual Stakeholder Perception Survey

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2011 Baseline – “CalPERS Wants to Be Seen As...”

- Respected for financial soundness
- Admired for customer service and quality of operations
- Trusted by regulators and legislators
- Committed to effective retirement & health care solutions
- Respected as an honest broker of information & policy advocate
- Admired as a destination employer
- Respected for ethical, energetic, and “felt” leadership
- Recognized as engaged and responsive to stakeholders
- Respected for honoring our core values

2013 - Stakeholder Assessment Project

Five “Soft Spots” Identified From the Survey

Customer service to employers

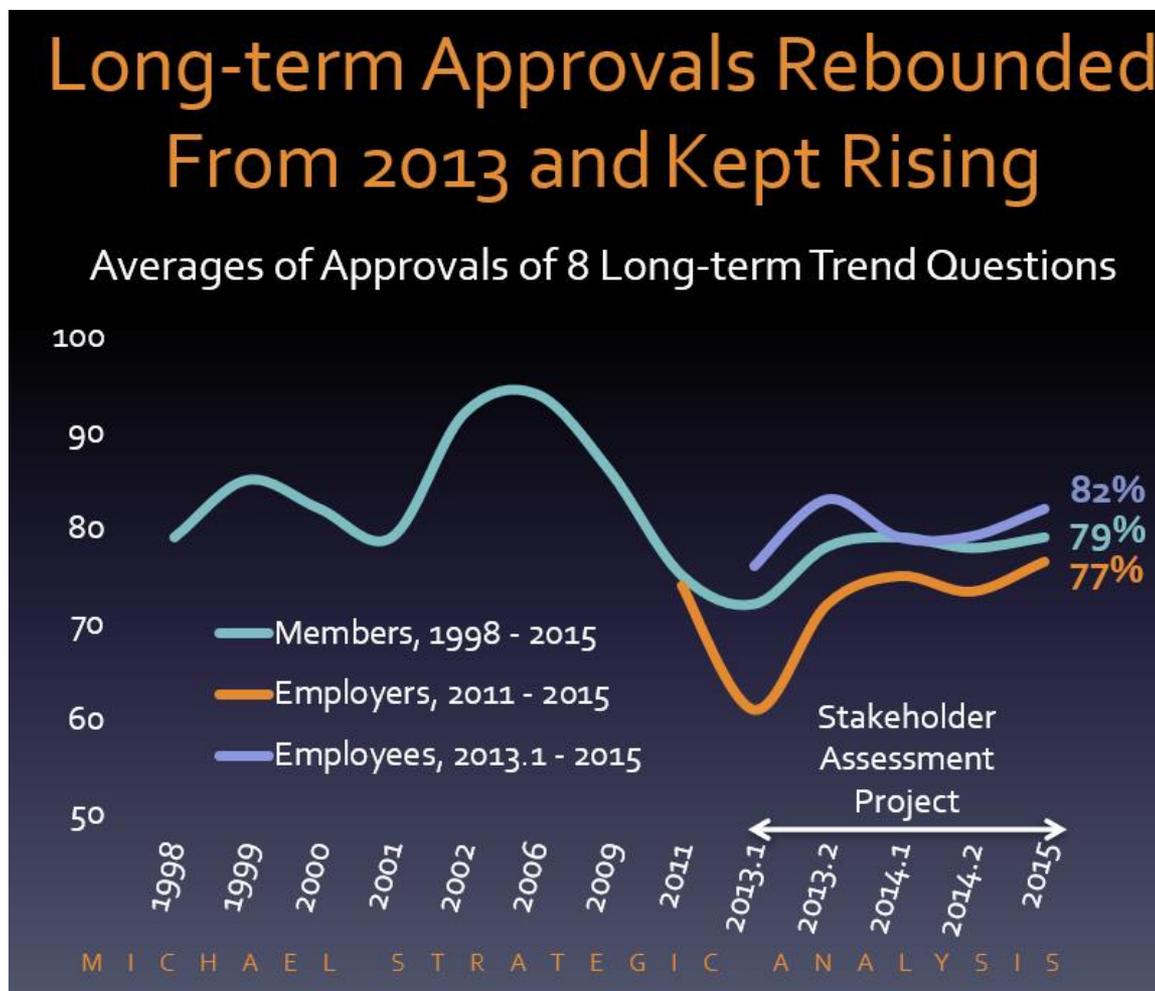
Communication

Leadership visibility

Misperceptions

Employer executive-level satisfaction

Stakeholder Assessment Project 2013-2015



2016-Present

- STRL administers the survey without vendors (\$1 million+ saved)
- PRDA team performs statistical analysis
- Surveys administered once per year
- No qualitative interview component
- Additional questions added over time
- Many survey questions used in strategic measures, incentive plans

2022 - Stakeholder Sectors Surveyed

Active
Members

Retired
Members

Employer
Senior Leaders

Employers
All Levels

Stakeholder
Association
Leaders

Current Survey Structure

- Eight long-term trend questions (yes/no)
- Seven perception statements on ethics, compliance, transparency, and health care cost and quality
- Two statement questions on how well CalPERS acts as an effective policy advocate
- One question on overall perception
- Opportunities for open-ended comments and suggestions
- Demographic questions

Environment During Survey Period (March-April 2022)

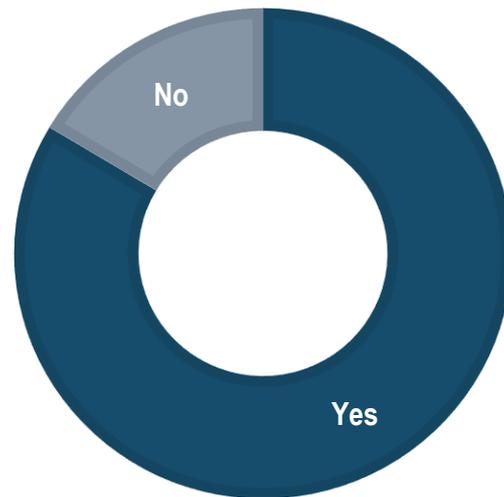
- 21.6% investment returns in fiscal year 2021/22
- Funded status at time of survey: 82%
- Successful completion of ALM process with significant stakeholder engagement
- Lowered the discount rate to 6.8%
- Two years of remote work and return to office March 2022
- Hot markets since COVID beginning to cool off
- New Chief Investment officer announced
- Geopolitical volatility and inflation concerns rising

Summary of Observations

General Perception of CalPERS remains positive

83.6% of yes/no responses were “yes” across key metrics

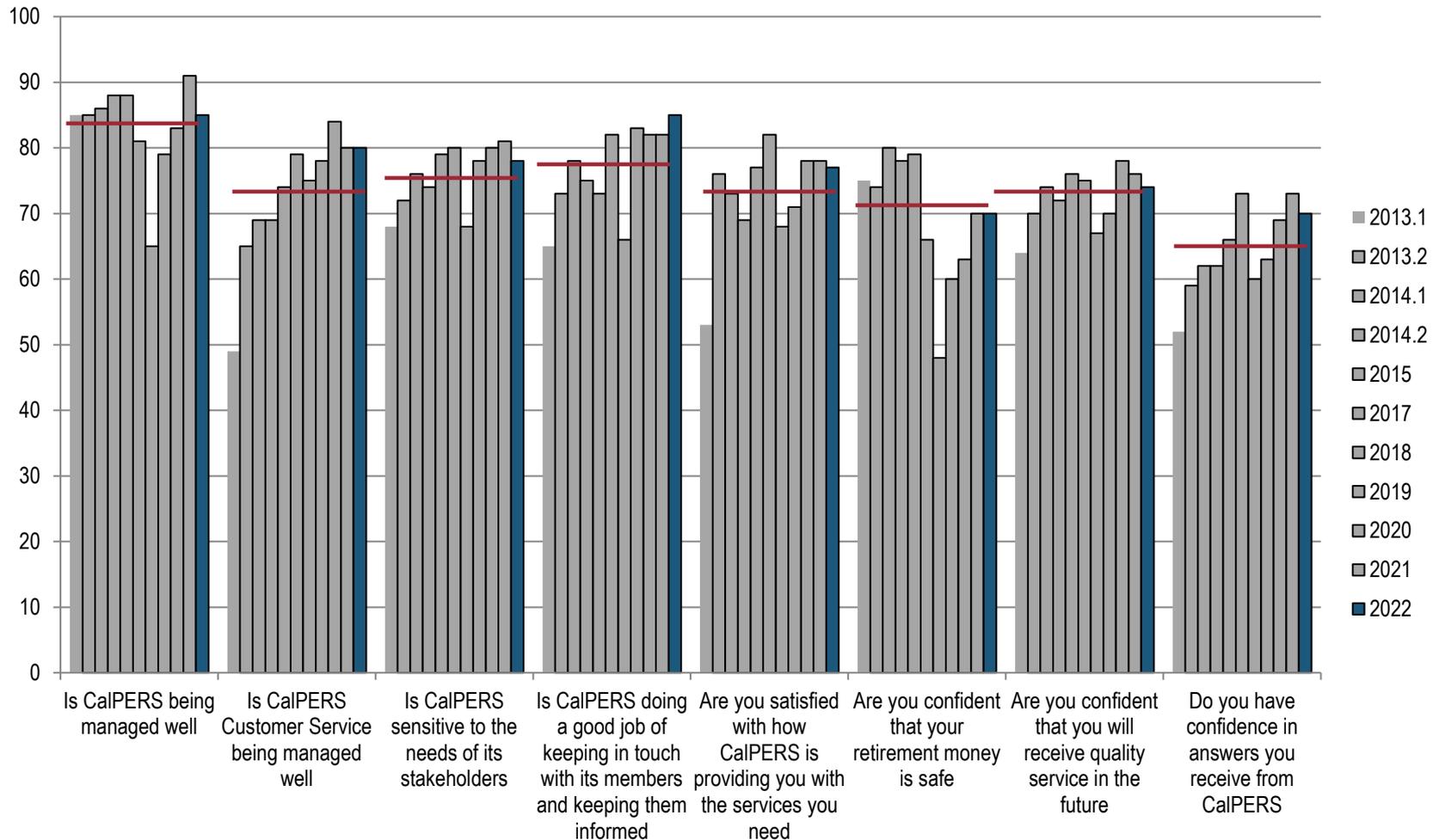
GENERAL PERCEPTION



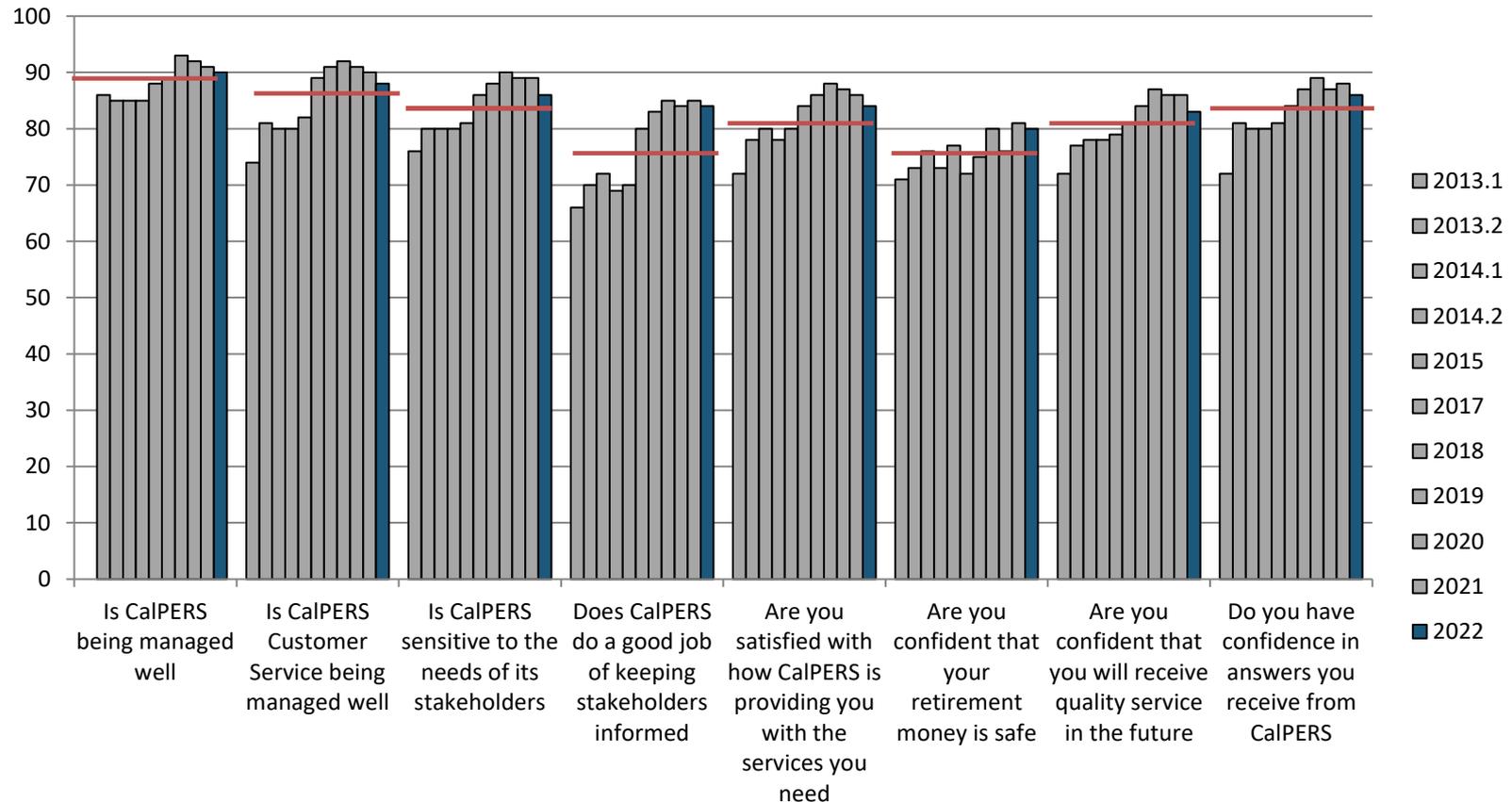
Key Findings

- Scores and favorability ratings remained high, even after nearly two full years of remote work
- Belief that “CalPERS is being managed well” is now the strongest correlator to overall satisfaction with CalPERS in all other areas
 - 89.16% of respondents said CalPERS is being managed well
- Lowest favorability ratings for confidence in retirement security and the balance of cost and quality in health care offerings
- Highest overall favorability from retired members
- Stakeholder leaders had the second most favorable responses
- Employer senior leaders continue to have least favorable impressions, but still more positive than negative across all questions

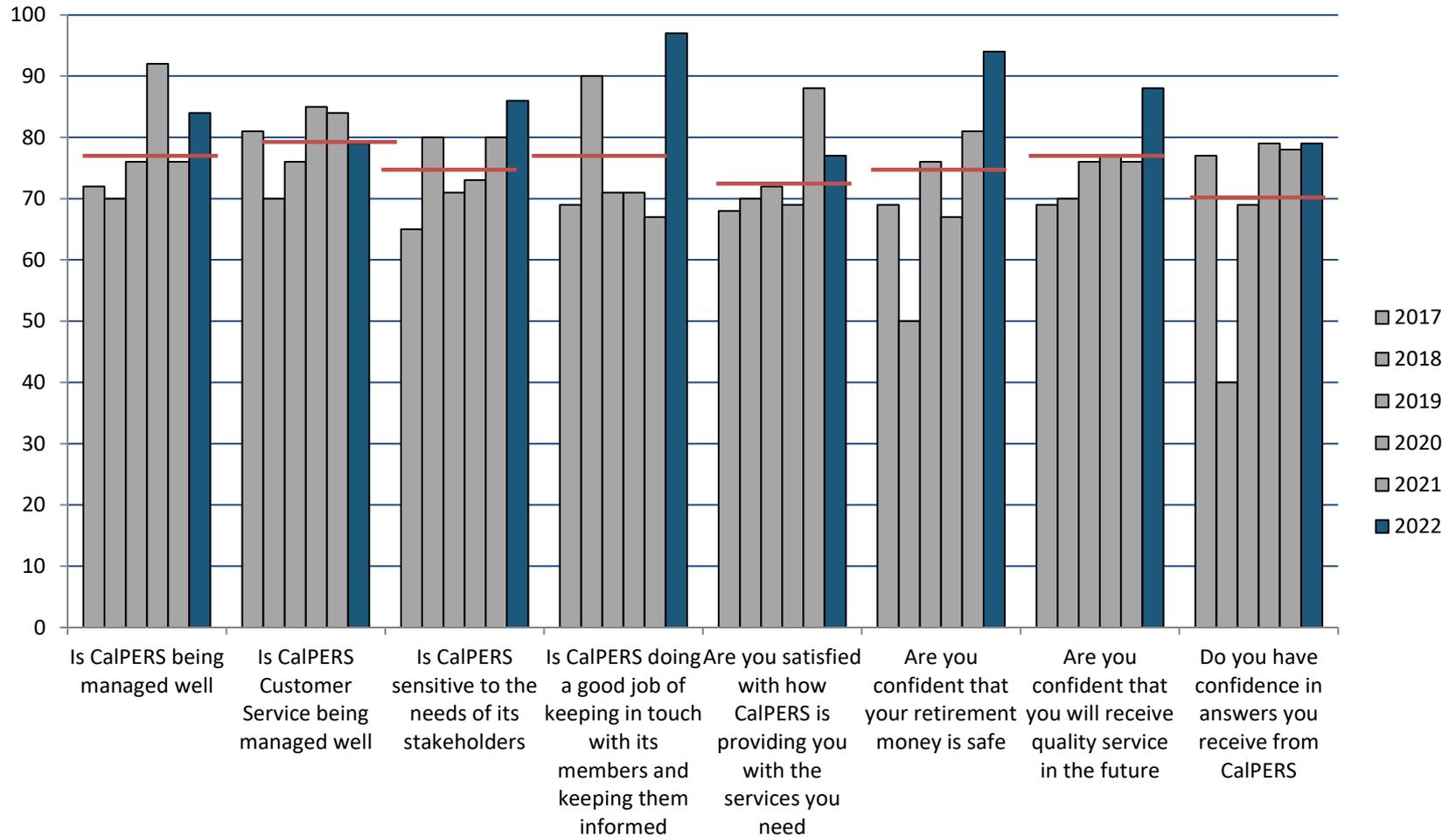
Long-Term Trend Questions – Employers



Long-Term Trend Questions – Members



Long-Term Trend Questions – Stakeholder Leaders



Commitment to Stakeholders

- Access to CalPERS leadership and team
- Listening and soliciting feedback
- One message to all stakeholder groups
- Providing information and data to inform discussions/decisions
- Elevating issues early and often
- Mutual understanding that we may not always agree
- Continued focus on customer service

Opportunities & Action Steps

- Ongoing communication and messaging on steps being taken to ensure long-term sustainability of the System
 - Specifically address low marks on “Are you confident your retirement money is safe?” survey question
- Demonstrate thought-leadership (Pathways conference, Diversity Forum)
- Offer both in-person and virtual education and outreach opportunities to meet evolving stakeholder needs
- Conduct focus groups with employer senior leaders
- Partner with Health program to improve health equity data and promote our efforts
- Promote CalPERS new Diversity, Equity and Inclusion framework
- Continue to advocate for the value of defined benefit plans and retirement security