

REPRODUCTION COPY COVER SHEET

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Firm name: Ferdman Consulting

Total number of pages: 90 (including cover sheet)

Identification of pages removed due to proprietary information:

- No pages removed.
- The following pages include redacted proprietary information: 8, 9, 10, 11, 12, 13, 15, 17, 19, 20, 21, 22, 23, 24, 25

June 30, 2025

To: Contracts Officer, California Public Employees' Retirement System

Re: RFP No. 2024-9420, Diversity, Equity, and Inclusion Consulting Services

Please find attached our proposal in response to your RFP for a qualified DEI Consultant to work with CalPERS to help identify gaps in its DEI policies and programs and identify opportunities for additional success, including a DEI Program Review involving leadership interviews, a review of CalPERS policies, process, and programs and evaluation of CalPERS's DEI Framework in relation to those of other leading organizations and in light of potential legal and reputational risks; action plan recommendations; and guidance and partnership for implementation of the DEI action plan.

We have assembled a highly qualified team that I believe is particularly well suited for the work that is anticipated and so I am delighted to submit this proposal. The work will be performed by myself, Principal and Founder of Ferdman Consulting, along with five additional Key Personnel (all subcontractors): Dr. Carliss Miller, Dr. Kumea Shorter-Gooden, Effenus Henderson, Denise Robinson JD, and Dr. Sarah Maxwell, all of whom have extensive relevant experience and have worked with me on a range of similar projects.

As a sole proprietorship, Ferdman Consulting specializes in strategic planning, assessment, learning, and development in the DEI realm, offering bespoke services that incorporate more than 40 years of experience in the field. Our unique approach is systemic, strategic, and dynamic, framing DEI in the context of leadership and organizational practices, policies, and objectives. Over the years, we have worked with a range of organizations in similar work and have deep and broad knowledge of the field and its best practices. In our extensive experience, we have successfully engaged with client systems across various sectors nationally and globally, including government agencies, businesses of all sizes, non-profit organizations, NGOs, and educational institutions. Our methodology not only addresses the practical and strategic aspects of DEI, but also extends to creating inclusive spaces for dialogue, learning, and development. Our signature e-learning program, *Inclusion@Work*®, and proprietary *Workplace Inclusion Inventory*™, are testaments to our innovative approach to scaling up DEI learning and assessing inclusion within organizations.

I will serve as the Principal Consultant and Project Manager, working closely with you in all aspects of the engagement. In the proposal, I describe my experience and qualifications in detail (additional information is also available at <https://bit.ly/ferdman-bio>). Working closely with me will be Effenus Henderson, Carliss Miller, Ph.D., Kumea Shorten-Gooden, Ph.D., Denise Robinson, J. D., and Sarah Maxwell, Ph.D., all seasoned professionals who have previously collaborated with Ferdman Consulting on multiple projects and who have extensive knowledge and experience in DEI strategies, programs, and policies.

We hereby affirm that our proposal is a firm and irrevocable offer valid for up to 180 days from the Proposal Submission Deadline. Additionally, we are ready and willing to initiate work immediately upon your acceptance and approval and perform the services as described in the RFP. Finally, we confirm the available of staff and required resources to perform all the services and provide all the deliverables described in the RFP.

Of course, should you require additional information, clarification, or documentation, we are at your disposal.

We eagerly anticipate the opportunity to work closely with CalPERS to review and assess your DEI policies and programs and to recommend and implement actions to take your DEI program into the future. Thank you for considering Ferdman Consulting as your prospective partner for this pivotal project. We look forward to the possibility of a fruitful collaboration that yields positive and lasting impact.

Sincerely,

A handwritten signature in black ink, reading "Bernardo Ferdman". The signature is fluid and cursive, with the first name "Bernardo" written in a larger, more prominent script than the last name "Ferdman".

Bernardo Ferdman, Ph.D.
Principal & Owner

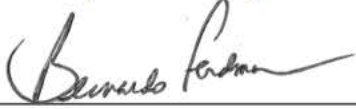
California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

June 30, 2025

Date

Ferdman Consulting

Name of Firm

Bernardo M. Ferdman, Principal & Owner

Name and Title (Please Print)

Evidence of Minimum Qualifications

Below, we provide details on how we comply with the required minimum qualifications. We have also attached resumes for each of our key personnel (Bernardo Ferdman, PhD; Effenus Henderson; Carliss Miller, Ph.D.; Kumea Shorter-Gooden, Ph.D.; Denise Robinson, JD; and Sarah Maxwell, Ph.D.)

A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

B. Organization Name	Years of Operation
Ferdman Consulting	21+

Ferdman Consulting, a sole proprietorship, has been in operation with that name for over 21 years, under Dr. Bernardo Ferdman's leadership. Dr. Ferdman, Ferdman Consulting's owner and principal, has been an independent DEI, leadership, and organization development consultant continuously for over 40 years.

B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Dr. Bernardo Ferdman has been a DEI consultant for over four decades. Over the last five years, Ferdman Consulting has worked with over 40 clients—including government agencies, corporations, non-profit organizations, NGOs, educational institutions, associations, and others, including their Boards—to increase DEI capacity, measure inclusion, develop and implement DEI strategic plans, assess DEI initiatives and propose enhancements, design and conduct DEI learning and development programs, and enhance organizational excellence and inclusive leadership.

Ferdman specializes in strategic planning, assessment, learning, and development in the DEI realm, offering bespoke services grounded in research and best practices and benefitting from extensive experience in the field. Our unique approach is systemic,

strategic, and dynamic, framing DEI in the context of leadership and organizational practices, policies, and objectives. Ferdman Consulting and Bernardo Ferdman have successfully engaged with client systems across various sectors nationally and globally, including government agencies, businesses of all sizes, non-profit organizations, NGOs, and educational institutions, focusing on strategic DEI consultation, assessment, training, leadership development, and organizational change. Over the years, we have worked with a range of organizations in similar work and have deep and broad knowledge of the field and its best practices.

Dr. Ferdman (<https://ferdmanconsulting.com/who-we-are>) is a renowned and sought-after thought leader and consultant in the field of DEI and has published and presented widely in the field. His two most recent books are *Inclusive Leadership: Transforming Diverse Lives, Workplaces, and Societies* (Routledge, 2021; see inclusiveleader.com) and *Diversity at Work: The Practice of Inclusion* (Wiley, 2014; see practiceofinclusion.com.) He is the recipient of the 2019 Society of Consulting Psychology Award for Excellence in Diversity and Inclusion Consulting and various other awards, and he is an expert panelist and contributor to *Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations Around the World* (globaldeibenchmarks.org), a unique compendium of DEI best practices that he has deployed with various clients. Our methodology not only addresses the practical and strategic aspects of DEI, but also extends to creating inclusive spaces for dialogue, learning, and development. Our signature e-learning program, *Inclusion@Work*®, and proprietary *Workplace Inclusion Inventory*™ are testaments to our innovative approach to scaling up DEI learning and assessing inclusion within organizations.

Below, we document our experience with a selection of our clients and projects in recent years, as requested:

Firm	Years of Experience	Type	Contact Person	Contact Information
Central Contra Costa Sanitary District	3 years Jan 2022 to Nov 2024	DEI Consulting, Assessment, Strategic Planning, and Coaching. Ferdman Consulting (with Bernardo Ferdman as principal consultant) served as Central San's DEI consultant. He worked with the organization, its Board, its leaders, and staff to design and implement a comprehensive DEI	Roger Bailey, General Manager Benjamin Johnson, DEI Officer	rbailey@centralsan.org Tel. (925) 228-9500 bjohnson@centralsan.org Tel. (925) 229-7120

Firm	Years of Experience	Type	Contact Person	Contact Information
		initiative, including (1) extensive work, training, and coaching with senior leadership and management; (2) Board presentations and workshops; (3) launch and facilitation of a DEI Coordination Team and a DEI Task Force; (4) advice and consultation on DEI best practices, including comparison with the <i>Global Diversity, Equity, and Inclusion Benchmarks</i> (for which Dr. Ferdman is an expert panelist and contributor); (5) design and execution of a comprehensive DEI assessment, including interviews, focus groups, a customized survey of all staff, and analysis of staff data; (6) multiple DEI forums for staff; and (7) development and roll-out of a comprehensive strategic DEI strategic plan, in alignment with and in support of Central San's vision, mission, and strategic goals and in line with best practices in the field. Throughout this process, Dr. Ferdman provided ongoing coaching, expertise, resources, and consultation to the General Manager and to various other leaders in the organization, including the new DEI Officer, the Board, and the DEI Task Force as a group.		

Firm	Years of Experience	Type	Contact Person	Contact Information
Goodwill Industries International	6 months July to Dec 2024	Inclusive Leadership Development, Training, & Consultation. Design and delivery of a learning program –aligned with strategic plan—for all people managers, with monthly sessions and ongoing engagement; design and delivery of DEI training for all staff, with the goal of fostering an inclusive culture in line with DEI best practices; design and delivery of DEI sessions on inclusive leadership for Senior Leaders Program and Executive Development Program.	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]
Rent Stabilization Board, City of Berkeley	1 year, 3 months Oct 2022 to Dec 2023	Co-Constructing a Culture of Belonging, Respect, & Encouragement: Workplace Culture Retreats & Consultation to Executive Director. Dr. Ferdman and Dr. Kumea Shorter-Gooden (a sub-contractor with Ferdman Consulting who will be one of the Key Personnel for the CalPERS work) consulted to the Executive Director and the leadership team; designed, deployed, and compiled results of a staff questionnaire; and designed and facilitated two workplace culture all-staff retreats designed to deepen connections and working relationships, foster inclusion and psychological safety, and enhance staff's individual and collective capacity skills to communicate, listen, and respond to each other and work together across differences. Included some coaching with Executive Director.	DeSeana Williams, Executive Director	dewilliams@berkeley.ca.gov Tel. (510) 981-4949

Firm	Years of Experience	Type	Contact Person	Contact Information
California Association of Food Banks	1 year May 2023 to May 2024	DEI Strategic Planning with CAFB Board. Dr. Ferdman was engaged to work with CAFB's Board, its DEI Working Group, and its CEO to provide DEI learning workshops for the Board and to create a DEI vision, principles, and strategic priorities for the Board.	Stacia Hill Levenfeld, Chief Executive Officer	stacia@cafoodbanks.org Tel. (510) 350.9903
The Toro Company	3 months July to Sept 2023	DEI Strategy Development: Current State and Recommendations: Ferdman was engaged to provide an external assessment of the current state of Diversity, Equity, and Inclusion at The Toro Company (a global company based in Minnesota, with over 11,000 employees), with recommendations to help guide the development of a strategic DEI plan for the organization. The assessment was based on (1) a review of relevant documents, (2) listening sessions held with five groups of TTC staff representing various identities, (3) a look at TTC's current and future progress on the <i>Global Diversity, Equity, and Inclusion Benchmarks</i> , from the perspective Toro's Global HR Council and (4) various discussions with the company's DEI team. The assessment resulted in a comprehensive report with data, analysis, and detailed recommendations with sample actions and a timeline.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]

Firm	Years of Experience	Type	Contact Person	Contact Information
California State Water Resources Control Board, CalEPA	2 months Feb & Mar 2021	Racial Equity Listening Sessions: As part of its Racial Equity Initiative, the California State Water Resources Control Boards sought to gain employee input on their perspectives of racial equity from a cross-section of its thousands of statewide staff. Ferdman Consulting's team of five consultants, led by Dr. Bernardo Ferdman, designed and facilitated a series of 12 listening sessions with over 370 employees to discuss racial equity, both in terms of their own internal experiences as employees, as well as their approach to serving the residents of California. We provided a 99-page comprehensive report describing, analyzing, and interpreting our findings that informed the Water Boards as it developed and adopted a racial equity resolution and subsequently created a racial equity action plan. The State Water Board's Resolution No. 2021-0050, "Condemning Racism, Xenophobia, Bigotry, and Racial Injustice and Strengthening Commitment to Racial Equity, Diversity, Inclusion, Access, and Anti-Racism" referenced the work done by Ferdman Consulting.	Greg Gearheart, Deputy Director, Office of Information Management and Analysis	Greg.Gearheart@waterboards.ca.gov Tel. (916) 341-5892
Planned Parenthood of Los Angeles	1 year, 6 months	Strategic DEI Consultation and Leadership Development. Planned Parenthood Los Angeles engaged Dr. Ferdman to support its development	[REDACTED]	[REDACTED]

Firm	Years of Experience	Type	Contact Person	Contact Information
	Jul 2020 to Oct 2021; Aug to Nov. 2024	and launch of a comprehensive and strategic DEIA initiative. Ferdman served as a strategic thought partner, expert, consultant, facilitator, and coach for the organization's senior leaders and its DEI steering group; designed and delivered an extensive learning program on inclusive leadership for the organization's people managers and modules for all staff; advised on recruitment and hiring of a DEI officer; and provided the foundation for the organization's subsequent DEI initiatives. Subsequently, Dr. Ferdman worked with the organization to assess its DEI work and facilitate planning for future efforts.	[REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]
Planned Parenthood of Greater Texas (PPGT)	2 years Jun 2021 to Jun 2023	Strategic Planning. Ferdman Consulting worked with PPGT's Board and senior leadership to develop a comprehensive strategic plan for the organization, including mission, vision, values, strategic pillars and goals, strategies, and implementation action plans. The process involved extensive input from Board, senior leadership and staff, as well as a stakeholder assessment. DEI was a core element of the process and fully embedded in and integrated into the strategic plan, and the work included education and training on DEI for all participants in the strategic planning process and the organization's Board, a	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]

Firm	Years of Experience	Type	Contact Person	Contact Information
		Board DEI assessment, multiple Board workshops, and development of DEI strategic goals and strategies.		
National Diversity Council (NDC)	2 years 11, months Aug 2021 to May 2024	Executive Education on DEI Strategies. Dr. Ferdman designed and delivered a workshop titled "Integrating DEI Across the Enterprise: Strategic Approaches for Embedding Commitment, Action, and Change" to executives and leaders in multiple organizations, as part of NDC's DiversityFIRST™ Executive Certification Program, usually three times per year. Also designed and delivered a ½-day workshop titled "Exploring and Managing the Paradoxes and Challenges of Inclusion" as part of NDC's Virtual Suite.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]
Chartwell Financial Advisory, Inc.	8 months March to Oct 2022	Inclusion Assessment. Dr. Ferdman was engaged to survey all staff using Ferdman Consulting's <i>Workplace Inclusion Inventory™</i> and to provide a comprehensive report and analysis with recommendations. The work included consultation with senior leadership, including the CEO.	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]
MetLife	6 months Jun to Nov 2021	Diversity, Equity, & Inclusion Leadership. Dr. Ferdman provided thought leadership and consultation on best practices on inclusive	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED]

Firm	Years of Experience	Type	Contact Person	Contact Information
		leadership for Chief Diversity Officer's work with MetLife's Global DEI Leadership Council.	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
National University System (NUS)	2 years Aug 2020 to Aug. 2022	DEI Consultation Services. Interviewed senior leaders (C-suite) regarding their approaches to and perspectives on DEI. Supported the design and implementation of the Social Justice, Equity, Diversity, and Inclusion (S-JEDI) Initiative of NUS's Chancellor and Board of Trustees, offering consulting services in areas of research, leadership development, Board of Trustees development and executive coaching. Consulted on the structure and function of the Office of S-JEDI, supported the implementation and onboarding of the systemwide S-JEDI Council, advised on Board of Trustees engagement in the initiative. Helped to create an S-JEDI credo for NUS. Consulted to the Vice Chancellor for S-JEDI professional development and support.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED]

NOTE: Information regarding experience with additional clients available on request.

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.**

Dr. Bernardo Ferdman has been providing consultation services in the DEI field to public, non-profit, and private sector related to their culture, talent management, and business practices for over 35 years. Below, we list some of Ferdman Consulting's recent clients in these sectors in the last few years.

Firm	Years of Experience	Type	Contact Person	Contact Information
Central Contra Costa Sanitary District	3 years Jan 2022 to Nov 2024	Public Sector Organization DEI Consulting, Assessment, Strategic Planning, and Coaching. Ferdman Consulting (with Bernardo Ferdman as principal consultant) served as Central San's DEI consultant. He worked with the organization, its Board, its leaders, and staff to design and implement a comprehensive DEI initiative, including (1) extensive work, training, and coaching with senior leadership and management; (2) Board presentations and workshops; (3) launch and facilitation of a DEI Coordination Team and a DEI Task Force; (4) advice and consultation on DEI best practices, including comparison with the <i>Global Diversity, Equity, and Inclusion</i>	Roger Bailey, General Manager Benjamin Johnson, DEI Officer	rbailey@centralsan.org Tel. (925) 228-9500 bjohnson@centralsan.org Tel. (925) 229-7120

Firm	Years of Experience	Type	Contact Person	Contact Information
		<i>Benchmarks</i> (for which Dr. Ferdman is an expert panelist and contributor); (5) design and execution of a comprehensive DEI assessment, including interviews, focus groups, a customized survey of all staff, and analysis of staff data; (6) multiple DEI forums for staff; and (7) development and roll-out of a comprehensive strategic DEI strategic plan, in alignment with and in support of Central San's vision, mission, and strategic goals and in line with best practices in the field. Throughout this process, Dr. Ferdman provided ongoing coaching, expertise, resources, and consultation to the General Manager and to various other leaders in the organization, including the new DEI Officer, the Board, and the DEI Task Force as a group.		
Goodwill Industries International	6 months July to Dec 2024	Non-Profit Organization Inclusive Leadership Development, Training, & Consultation. Design and delivery of a learning program –aligned with strategic plan—for all people managers, with monthly sessions and ongoing	██████████ ██████████ ██████████	████████████████████ ██████████████████

Firm	Years of Experience	Type	Contact Person	Contact Information
		engagement; design and delivery of DEI training for all staff, with the goal of fostering an inclusive culture in line with DEI best practices; design and delivery of DEI sessions on inclusive leadership for Senior Leaders Program and Executive Development Program.		
Rent Stabilization Board, City of Berkeley	1 year, 3 months Oct 2022 to Dec 2023	Public Sector Organization Co-Constructing a Culture of Belonging, Respect, & Encouragement: Workplace Culture Retreats & Consultation to Executive Director. Dr. Ferdman and Dr. Kumea Shorter-Gooden (a sub-contractor with Ferdman Consulting who will be part of the CalPERS work) consulted to the Executive Director and the leadership team; designed, deployed, and compiled results of a staff questionnaire; and designed and facilitated two workplace culture all-staff retreats designed to deepen connections and working relationships, foster inclusion and psychological safety, and enhance staff's individual and collective capacity skills to communicate, listen, and respond to each other and work together across differences.	DeSeana Williams, Executive Director	dewilliams@berkeley.ca.gov Tel. (510) 981-4949

Firm	Years of Experience	Type	Contact Person	Contact Information
		Included some coaching with Executive Director.		
California Association of Food Banks	1 year May 2023 to May 2024	Non-Profit Organization DEI Strategic Planning with CAFB Board. Dr. Ferdman was engaged to work with CAFB's Board, its DEI Working Group, and its CEO to provide DEI learning workshops for the Board and to create a DEI vision, principles, and strategic priorities for the Board.	Stacia Hill Levenfeld, Chief Executive Officer	stacia@cafoodbanks.org Tel. (510) 350.9903
The Toro Company	3 months July to Sept 2023	Private Sector Organization DEI Strategy Development: Current State and Recommendations: Ferdman was engaged to provide an external assessment of the current state of Diversity, Equity, and Inclusion at The Toro Company (a global company based in Minnesota, with over 11,000 employees), with recommendations to help guide the development of a strategic DEI plan for the organization. The assessment was based on (1) a review of relevant documents, (2) listening sessions held with five groups of TTC staff representing various identities, (3) a look at TTC's current and future progress on the	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]

Firm	Years of Experience	Type	Contact Person	Contact Information
		<i>Global Diversity, Equity, and Inclusion Benchmarks</i>, from the perspective Toro's Global HR Council and (4) various discussions with the company's DEI team. The assessment resulted in a comprehensive report with data, analysis, and detailed recommendations with sample actions and a timeline.		
California State Water Resources Control Board, CalEPA	2 months Feb & Mar 2021	Public Sector Organization Racial Equity Listening Sessions: As part of its Racial Equity Initiative, the California State Water Resources Control Boards sought to gain employee input on their perspectives of racial equity from a cross-section of its thousands of statewide staff. Ferdman Consulting's team of five consultants, led by Dr. Bernardo Ferdman, designed and facilitated a series of 12 listening sessions with over 370 employees to discuss racial equity, both in terms of their own internal experiences as employees, as well as their approach to serving the residents of California. We provided a 99-page comprehensive report describing, analyzing, and interpreting our findings that informed the Water Boards as	Greg Gearheart, Deputy Director, Office of Information Management and Analysis	Greg.Gearheart@waterboards.ca.gov Tel. (916) 341-5892

Firm	Years of Experience	Type	Contact Person	Contact Information
		it developed and adopted a racial equity resolution and subsequently created a racial equity action plan. The State Water Board's Resolution No. 2021-0050, "Condemning Racism, Xenophobia, Bigotry, and Racial Injustice and Strengthening Commitment to Racial Equity, Diversity, Inclusion, Access, and Anti-Racism" referenced the work done by Ferdman Consulting.		
Planned Parenthood of Los Angeles	1 year, 6 months Jul 2020 to Oct 2021; Aug to Nov. 2024	Non-Profit Organization (Health Care Delivery) Strategic DEI Consultation and Leadership Development. Planned Parenthood Los Angeles engaged Dr. Ferdman to support its development and launch of a comprehensive and strategic DEIA initiative. Ferdman served as a strategic thought partner, expert, consultant, facilitator, and coach for the organization's senior leaders and its DEI steering group; designed and delivered an extensive learning program on inclusive leadership for the organization's people managers and modules for all staff; advised on recruitment and hiring of a DEI officer; and provided the foundation for the organization's subsequent DEI initiatives.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]

Firm	Years of Experience	Type	Contact Person	Contact Information
		Subsequently, Dr. Ferdman worked with the organization to assess its DEI work and facilitate planning for future efforts.		
Planned Parenthood of Greater Texas (PPGT)	2 years Jun 2021 to Jun 2023	Non-Profit Organization (Health Care Delivery) Strategic Planning. Ferdman Consulting worked with PPGT's Board and senior leadership to develop a comprehensive strategic plan for the organization, including mission, vision, values, strategic pillars and goals, strategies, and implementation action plans. The process involved extensive input from Board, senior leadership and staff, as well as a stakeholder assessment. DEI was a core element of the process and fully embedded in and integrated into the strategic plan, and the work included education and training on DEI for all participants in the strategic planning process and the organization's Board, a Board DEI assessment, multiple Board workshops, and development of DEI strategic goals and strategies.		

Firm	Years of Experience	Type	Contact Person	Contact Information
National Diversity Council (NDC)	2 years, 11 months Aug 2021 to May 2024	Non-Profit Organization Executive Education on DEI Strategies. Dr. Ferdman designed and delivered a workshop titled "Integrating DEI Across the Enterprise: Strategic Approaches for Embedding Commitment, Action, and Change" to executives and leaders in multiple organizations, as part of NDC's DiversityFIRST™ Executive Certification Program, usually three times per year. Also designed and delivered a ½-day workshop titled "Exploring and Managing the Paradoxes and Challenges of Inclusion" as part of NDC's Virtual Suite.	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]
Chartwell Financial Advisory, Inc.	8 months March to Oct 2022	Private Sector Organization (Financial Services) Inclusion Assessment. Dr. Ferdman was engaged to survey all staff using Ferdman Consulting's <i>Workplace Inclusion Inventory</i> ™ and to provide a comprehensive report and analysis with recommendations. The work included consultation with senior leadership, including the CEO.	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]

[illegible]

Firm	Years of Experience	Type	Contact Person	Contact Information
		Helped to create an S-JEDI credo for NUS. Consulted to the Vice Chancellor for S-JEDI professional development and support.		

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.**

Effenus Henderson, one of the Key Personnel for this work, has the following experience related to this criterion:

Firm	Years of Experience	Type	Contact Person	Contact Information
HED	5	Private Firm (Architecture)	[REDACTED] [REDACTED]	[REDACTED]
Laird North Wealth Management	3	Private Firm (Financial Services & Investments)	[REDACTED] [REDACTED]	[REDACTED]

- E. **As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.**

Firm	Type	Contact Person	Contact Information
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EXECUTIVE SUMMARY

Bernardo M. Ferdman, Ph.D., is an internationally recognized expert in leadership, diversity, equity, and inclusion with over 40 years of experience in consulting, coaching, and organization and leadership development. As the principal of Ferdman Consulting, Bernardo supports leaders and organizations in bringing inclusion to life. He has consulted to organizations and their leaders across various sectors, including public agencies, to enhance leadership effectiveness, foster inclusive environments, and drive organizational success. His unique approach combines deep intercultural awareness and a focus on inclusion with a commitment to empowering leaders to bring out the best in themselves and their teams.

CORE COMPETENCIES

- Executive Coaching & Leadership Development
- Diversity, Equity & Inclusion (DEI) Strategies & Practices
- Organization Development & Change Management
- Inclusive Leadership & Multicultural Competencies
- Conflict Management & Effective Communication
- Inclusion and Organization Assessment, Strategy Development, and Implementation

PROFESSIONAL EXPERIENCE

Ferdman Consulting, San Diego, CA

Principal & Founder

1989—Present

- Provides executive coaching and consulting services to a diverse range of clients, including public agencies, non-profits, educational institutions, and large and small corporations in the U.S., Europe, Latin America, and Asia.
- Develops and implements strategies, leadership development programs, and organizational assessments to foster inclusive and equitable workplaces.
- Designs and facilitates workshops and learning programs on inclusive leadership, conflict management, effective communication, and effective team work for high-level executives, managers, and all staff.
- Created the [Inclusion@Work](#)[®] digital coaching platform, focusing on building inclusive behaviors and multicultural competencies, and the [Workplace Inclusion Inventory](#)[™], a robust assessment of the experience of inclusion and inclusive behavior.
- Developed and/or taught in executive education programs for UCLA Anderson School, UCSD Rady School of Management, United Nations System Staff College, Tuck Business School (Dartmouth Univ.), National Diversity Council, and others.

Center for Creative Leadership, San Diego, CA

H. Smith Richardson, Jr. Visiting Fellow

2020

California School of Professional Psychology, Alliant Int'l University, San Diego, CA

Distinguished Professor Emeritus

2017—Present

Distinguished Professor	2014—2017
Professor	2000—2014
Program Director, Organizational Psychology Programs	2000—2001
Associate Professor	1993—2000

- Educated and mentored graduate students and professionals in organizational psychology, with a focus on diversity, equity, and inclusion. Chaired or served as a committee member for 89 completed doctoral dissertations.
- Taught courses on diversity in organizations, organization development, facilitation and consultation, research methods, organizational behavior, group dynamics, Latino psychology, intergroup relations, culture and human behavior, cultural intelligence, social and personality psychology, ethical and legal issues, and many others.
- Conducted research and published extensively on topics related to leadership, organizational behavior, and multiculturalism.
- Engaged in extensive university, department, and professional service.

America Speaks, Inc., Washington, DC

Network Associate	2007—2014
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- Co-designed and facilitated large convenings using deliberative democracy methods to bring citizens together to discuss and influence public policies. Served as lead co-facilitator for CaliforniaSpeaks (2007), which brought together 3500 people across 8 sites in California to discuss and give input on health care reform proposals; Served as area facilitator for Equal Voice for Americas Families Convention (2008), as facilitator and facilitator trainer for CaliforniaSpeaks II (2009), as site moderator in Portland, Oregon for Our Budget, Our Economy National Discussion and National Town Meeting (2010) and as coordinator and organizer of the Participant Support Team for Creating Community Solutions-National Dialogue on Mental Health in Sacramento, CA (2013).

University at Albany, State University of New York, Depts. of Psychology and of Latin American and Caribbean Studies

Assistant Professor	1987—1993
Lecturer	1986—1987

EDUCATION

Ph.D. in Psychology, Yale University, New Haven, CT, 1987

M.Phil. in Psychology, Yale University, New Haven, CT, 1985

M.S. in Psychology, Yale University, New Haven, CT, 1984

A.B. in Psychology *magna cum laude*, Princeton University, Princeton, NJ, 1980

AWARDS & HONORS

- SCP Award for Excellence in Diversity and Inclusion Consulting, Society of Consulting Psychology (2019)
- Janet Chusmir Distinguished Service Award, Academy of Management Diversity, Equity, and Inclusion Division (2014)
- Fellow: American Psychological Association (APA) (since 2000); Society for Industrial-Organizational Psychology (since 2013); Society of Consulting Psychology (since 2015); International Division of the APA (since 2013); Society for the Psychological Study of Culture, Ethnicity; and Race (since 2006); Society for the Psychological Study of Social Issues (since 2002); International Academy of Intercultural Relations (Charter Fellow, since 1998)

- Trailblazer Award, Ph.D. Project's Management Doctoral Student Association, 2011
- Outstanding International Scholar-Practitioner Award, Marshall Goldsmith School of Management, Alliant International University, 2006
- Gordon Allport Intergroup Relations Prize, 1991, Society for the Psychological Study of Social Issues
- Phi Beta Kappa, elected 1980
- Sigma Xi, elected 1980

CERTIFICATIONS

CCE Board Certified Coach (Executive/Corporate/Business/Leadership)

Profilor 360

Workplace Big Five Profile

Conflict Dynamics Profile

REPRESENTATIVE CLIENTS

- | | |
|--|--|
| • Alcoa World Alumina | • Ikea Group AB |
| • American Psychological Association | • National Diversity Council |
| • Auto Club Enterprises | • National University |
| • BrandActive | • Planned Parenthood (PPFA, PPGT, PPLA, PPMM, PPMI, PPPSW) |
| • CalEPA Dept. of Toxic Substance Control | • San Diego Community College District |
| • California Association of Food Banks | • San Diego Workforce Partnership |
| • California State Water Resources Control Board | • San Francisco Bay Conservation & Development Commission |
| • California State University San Marcos | • Sumitomo Rubber North America |
| • Center for Creative Leadership | • The Toro Company |
| • Central Contra Costa Sanitary District | • Tracfone Wireless, Inc. |
| • CircleCI | • U.S. Dept. of Homeland Security |
| • City of San Diego | • Xylem, Inc. |
| • Community Colleges of California | • U.S. Department of Defense (Air Force JAG Corps; Defense Security Service) |
| • County of San Diego | |
| • City of Berkeley Rent Stabilization Board | |

Additional listing available on request

PROFESSIONAL AFFILIATIONS & LEADERSHIP ROLES

- Academy of Management
 - Committee on People of Color, 1992-1995
 - Chair & Officer Track, Gender and Diversity in Organizations Division, 2001-2006
 - Chair, Diversity & Inclusion Theme Committee, 2012-2013
- American Psychological Association (Fellow since 2003)
 - Multicultural Guidelines Writing Group, *APA Guidelines on Multicultural Education, Training, Research, Practice, and Organizational Change for Psychologists*, 2012
 - *Dismantling Systemic Racism Think Tank*, Invited Delegate, May 2022
- Center for the Study of the Workplace, University of Wisconsin-Milwaukee,: Advisory Board, 2011-2015.
- Diversity Collegium: President 2019-2020; Member & Board of Directors 2008-2019.
- *Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations Around the World*. Expert Panelist, since 2011.

- Inclusion Allies Coalition: Member; Co-chair, Virtual Sessions/Webinar Committee (2017-2018)
- International Leadership Association, Planning Committee for Diversity, Equity, Inclusion Belonging Virtual Summit, 2022
- Interamerican Society of Psychology: President 2001-2003; President-elect 1999-2001; Past-President 2003-2005; Treasure 1993-1999
- San Diego I-O Professionals (SDIOP): President, 2008-2009; Past President, 2009-2010
- Society for Industrial and Organizational Psychology (SIOP) (Fellow since 2013): Fellows Selection Committee, 2019-2022; Professional Practice Series Editorial Board, 2003-2008; Chair, Committee on Committees, 1997-1999
- Society of Consulting Psychology (Fellow since 2015): Chair, Diversity & Inclusion Committee and Member, Leadership Council, 2015-2018.

LANGUAGES: English & Spanish

ONLINE PROFILES

- [Ferdman Consulting](#)
- [Inclusive Leadership](#)
- [Practice of Inclusion](#)

COMMUNITY & VOLUNTEER ACTIVITIES

- Princeton Prize in Race Relations Committee of San Diego, 2017-present
- San Diego Latino-Jewish Coalition, 2003-present; Co-Chair, 2005-2016
- San Diego Repertory Theatre Board of Trustees, 2008-2012

SELECTED PUBLICATIONS

Books

Ferdman, B. M., Prime, J., & Riggio, R. (Eds.) (2021). *Inclusive leadership: Transforming diverse lives, organizations, and societies*. Routledge.

Ferdman, B. M. & Deane, B. R. (Eds.). (2014). *Diversity at work: The practice of inclusion*. Jossey-Bass.

Ferdman, B. M., Weber, R.-M. & Ramirez, A. (Eds.). (1994). *Literacy across languages and cultures*. Albany, NY: SUNY Press.

O'Mara, J., Richter, A., et al. (2016). *Global diversity and inclusion benchmarks: Standards for organizations around the world*. <http://diversitycollegium.org/globalbenchmarks.php> [Expert panelist.]

Journal Articles

Ferdman, B. M. (2017). Paradoxes of inclusion: Understanding and managing the tensions of diversity and multiculturalism. *The Journal of Applied Behavioral Science*, 53(2), 235-263. <https://doi.org/10.1177/0021886317702608>

Ferdman, B. M. (2014). Toward infusing diversity and inclusion as core elements of OD. *OD Practitioner*, 46 (4), 44-46.

- Ferdman, B. M. & Sagiv, L. (2012). Diversity in organizations and cross-cultural work psychology: What if they were more connected? (Focal article). *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5(3), 323-345. <https://doi.org/10.1111/j.1754-9434.2012.01455.x>
- Ferdman, B. M., Avigdor, A., Braun, D., Konkin, J., & Kuzmycz, D. (2010). Collective experience of inclusion, diversity, and performance in work groups. *Revista de Administração Mackenzie*, 11(3), 6-26. <https://doi.org/10.1590/S1678-69712010000300003>
- Gallegos, P. V. & Ferdman, B. M. (2007). Identity orientations of Latinos in the United States: Implications for leaders and organizations. *Business Journal of Hispanic Research*, 1(1), 27-41.
- Davidson, M. N. & Ferdman, B. M. (2003). A matter of difference—Making the tough calls: Negotiating exclusion in inclusive and diverse organizations. *The Industrial-Organizational Psychologist*, 41 (1), 161-166.
- Ferdman, B. M. & Davidson, M. N. (2002). A matter of difference—Inclusion: What can I and my organization do about it? *The Industrial-Organizational Psychologist*, 39(4), 80-85.
- Chrobot-Mason, D. & Ferdman, B. M. (2001). Multicultural competencies for I-O psychologists: Why and how? *The Industrial-Organizational Psychologist*, 39(1), 69-74.
- Davidson, M. N. & Ferdman, B. M. (2001). A matter of difference—Diversity and inclusion: What difference does it make? *The Industrial-Organizational Psychologist*, 39(2), 36-38.
- Ferdman, B. M. (1997). Values about fairness in the ethnically diverse workplace. [Special Issue: Managing in a global context: Diversity and cross-cultural challenges]. *Business and the Contemporary World: An International Journal of Business, Economics, and Social Policy*, 9, 191-208.

+ many more

Book chapters

- Cox, G., Feinzig, S., & Ferdman, B. M. (in press). Reimagining "DEI": Centering strategic impact and employee experience. In Mueller-Hanson, R., Sinar, E., & Pulakos, E. (Eds.). *Evolving the employee experience: An integrative perspective*. Oxford University Press.
- Ferdman, B. M. (2021). Inclusive leadership: The fulcrum of inclusion. In B. M. Ferdman, J. Prime, & R. E. Riggio (Eds.), *Inclusive leadership: Transforming diverse lives, workplaces, and societies* (pp. 3-24). Routledge.
- Ferdman, B. M., Prime, J., & Riggio, R. E. (2021). Inclusive leadership: Insights and implications. In B. M. Ferdman, J. Prime, & R. E. Riggio (Eds.), *Inclusive leadership: Transforming diverse lives, workplaces, and societies* (pp. 421-429). Routledge.
- Gallegos, P. V., Wasserman, I. C., & Ferdman, B. M. (2020). The dance of inclusion: New ways of moving with resistance. In K. M. Thomas (Ed.), *Diversity resistance in organizations* (2nd ed., pp. 165-177). Taylor & Francis.
- Ferdman, B. M. (2018). Incorporating diversity and inclusion as core values in organization development practice. In D. Jamieson, J. Vogelsang, & A. Church (Eds.), *Enacting values-based change: Organization development in action* (pp. 157-167). Palgrave MacMillan.
- Ferdman, B. M. (2016). Diversity and organizational change/performance. In J. Stone, R. Dennis, P. Rizova, A. D. Smith, & X. Huo (Eds.), *The Wiley-Blackwell encyclopedia of race, ethnicity, and nationalism* (1st ed.). Wiley.
- Ferdman, B. M. (2016). If I'm comfortable does that mean I'm included? And if I'm included, will I now be comfortable? In L. M. Roberts, L. P. Wooten, & M. N. Davidson (Eds.), *Positive organizing*

in a global society: Understanding and engaging differences for capacity-building and inclusion (pp. 65-70). Routledge.

Ferdman, B. M. (2014). The practice of inclusion in diverse organizations: Toward a systemic and inclusive framework. In B. M. Ferdman & B. R. Deane (Eds.), *Diversity at work: The practice of inclusion* (pp. 3-54). Jossey-Bass.

Gallegos, P. V. & Ferdman, B. M. (2012). Latina and Latino ethnoracial identity orientations: A dynamic and developmental perspective. In C. L. Wijeyesinghe & B. W. Jackson (Eds.), *New perspectives on racial identity development: Integrating emerging paradigms into racial identity models* (pp. 51-80). New York University Press.

Ferdman, B. M. (2010). Teaching inclusion by example and experience: Creating an inclusive learning environment. In B. B. McFeeters, K. M. Hannum, & L. Booysen (Eds.), *Leading across differences: Cases and perspectives—Facilitator's guide* (pp. 37-50). Pfeiffer.

Wasserman, I. C., Gallegos, P. V., & Ferdman, B. M. (2008). Dancing with resistance: Leadership challenges in fostering a culture of inclusion. In K. M. Thomas (Ed.), *Diversity resistance in organizations* (pp. 175-200). Lawrence Erlbaum.

Holvino, E., Ferdman, B. M., & Merrill-Sands, D. (2004). Creating and sustaining diversity and inclusion in organizations: Strategies and approaches. In M. S. Stockdale & F. J. Crosby (Eds.), *The psychology and management of workplace diversity* (pp. 245-276). Blackwell.

Ferdman, B. M. (1999). The color and culture of gender in organizations: Attending to race and ethnicity. In G. N. Powell (Ed.), *Handbook of gender and work* (pp. 17-34). Sage.

Ferdman, B. M. & Brody, S. E. (1996). Models of diversity training. In D. Landis & R. Bhagat (Eds.), *Handbook of intercultural training* (2nd ed., pp. 282-303). Sage.

Ferdman, B. M. & Cortes, A. (1992). Culture and identity among Hispanic managers in an Anglo business. In S. B. Knouse, P. Rosenfeld & A. Culbertson (Eds.), *Hispanics in the workplace* (pp. 246-277). Sage.

+ many more, including blogs, newsletter articles, etc.

INVITED COLLOQUIA, WORKSHOPS, PRESENTATIONS, AND WEBINARS

Selected, since 2020

- *Fostering Inclusion: What Makes It Challenging and How Can We Do It?*, ACT Distinguished Speaker Series, May 2025.
- *Paradoxes of Inclusion*, San Diego Organizational Science and Practice, DEI Connections Circle Inaugural Speaker, May 2025.
- *Inclusion in Action: A Conversation on its Interconnectedness with Well-Being*, Keynote address, Well-Being Conference, Institute for Well-Being in Law, January 2025.
- *Paradoxes of Inclusion*, Society for Intercultural Education, Training, and Research—Southern California (SIETAR SOCAL), April 2024.
- *Develop & Enhance Your Everyday Practices to Foster Equity & Inclusion*, Northwest Diversity Learning Series, Institute for Sustainable Diversity and Inclusion, January 2023.
- *To Grow or Not to Grow*. Catalyst:Ed Provider Convening, February 2022.
- *Inclusive Leadership*, Spalding University, October 2021.
- *Exploring the Paradoxes and Dilemmas of Inclusion and Their Implications for Our DEI Work*. EngageDEI Conference. November 2020.

- *Inclusive Leadership: Bringing Inclusion to Life for Yourself, Your Team, and Your Workplace.* Keynote presentation, City of Hope Medical Center Annual Leadership Professional Development Week, November 2020.
- *Inclusive Coaching: Bringing Out the Best in a Diverse Workforce.* Society for Industrial-Organizational Psychology Work Smart Series. September 2020.
- *Inclusive Leadership Practices to Manage Conflict in the Workplace.*, September 2020.
- *Creating an organizational culture that values inclusive leadership.* Global Inclusion Online Forum, September 2020
- *Conversations on Racial Justice—A Workshop*, Alliance for Regional Solutions, San Diego County, California, August 2020.
- *Toward Centering Inclusion, Equity, and Anti-Racism in Our APA Work.* American Psychological Association, July 2020.
- *Toward a More Inclusive Council Culture: Collective Practices for Inclusion.* American Psychological Association Council of Representatives, March 2020.
- *Toward a More Inclusive Council Culture: Exploring Our Experiences and Behavior to Bring Inclusion to Life Here and Now.* American Psychological Association Council of Representatives, February 2020

SELECTED CONFERENCE PRESENTATIONS

Over 280 conference presentations since 1981. Selected presentations since 2022 include:

- Ferdman, B. M. (2025). *Exploring paradoxes, challenges, & dilemmas of inclusion.* Workshop at 2005 Justice for All Summit: The Power of Inclusion, virtual.
- Guerrero, P., Bueno, A., Solis, L., Roberson, A., Delgado, P., Erskine, S., Feitosa, J., Ferdman, B., Gonzalez-Morales, M.G., & Magaña, Z. (2025). *¡Para la cultura! Embracing and leveraging Latine culture in industry and academia.* [Panel discussion]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.
- Ahmad, A. S., Anderson, A., Avery, D. R., Ashby, J., Ferdman, B. M., King, E. B., Shipley, S., & Woo, V. (2025). *The next chapter What is happening to diversity, equity, and inclusion?* [Panel discussion]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.
- Feitosa, J. (Co-Chair), Fernández Castillo, G. (Co-Chair), & Ferdman, B (Discussant). *Fostering inclusivity and resilience: Innovative approaches to measurement and team training.* (2025). [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Denver, CO.
- Ferdman, B. M. (2025). Paradoxes of inclusion. In *Best Practices of Paradox Practice*, panel at 3rd Annual Paradox Education, Research, and Practice Conference, virtual.
- Wilson-Starks, K., Ferdman, B. M., Vandaveer, V., & Pennington, G. (2025). *Creating communication, and connection in SCP and beyond.* Session at Society of Consulting Psychology Annual Conference, Charleston, SC.
- Ferdman, B. M. (2025). Panelist. *Addressing impact: A practical path forward for DEI scholarship amid volatility.* Workshop at the 84th Annual Meeting of the Academy of Management, Chicago, IL.

- Ferdman, B. M. (2025). Discussant. *Research on the experience of Latinx/Hispanic workers in the U.S.* Symposium at the 84th Annual Meeting of the Academy of Management, Chicago, IL.
- Tarasofsky, J., Kandola, B., Ferdman, B. M., Cox, G., & Thomas, K. (2024). *Walking on eggshells: Is it safe to speak about equality at work?* [Panel discussion]. Society for Industrial and Organizational Psychology Annual Conference, Chicago, IL, United States.
- Cottman, J.G., Perkins, L.A., Ferdman, B., Jones, C., & Woo, V. (2023). *Navigating the emotional labor of diversity, equity, and inclusion.* [Panel discussion]. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA.
- Connell, J. B., Lowman, R. L., Berman, B., Ferdman, B. M., & Baranov, V. (2023). *I/O consulting to technical leaders, teams, and organizations: What, why, & how?* [IGNITE session]. Society for Industrial and Organizational Psychology Annual Conference, Boston, MA.
- Stawiski, S., Bilotta, I., & Ferdman, B. M. (2023). *Maximizing the effectiveness of inclusive leadership initiatives in organizations.* Society for Industrial and Organizational Psychology Annual Conference, Boston, MA.
- Ferdman, B. M. (2023). *Navigating and addressing our many differences—visible and less visible—in global DEI work* [Workshop]. Annual Conference of the Forum on Workplace Inclusion, Minneapolis, MN.
- Ferdman, B. M. (Chair & Organizer) (2022). *Toward allyship, shared sisterhood, and meaningful change: Centering and hearing the experiences and voices of Black women* (speakers: Gena Cox, Samantha Erskine, Charlice Hurst, Beth Livingston) [Panel presentation]. Diversity, Equity, Inclusion and Belonging Virtual Summit, International Leadership Association.
- Giscombe, K., DiTomaso, N., Samuel, N., Ferdman, B. M., & Henderson, E. (2022). *Societal inequality and business organizations: A dialogue among scholars and practitioners* [Panel symposium]. Academy of Management Annual Meeting, Seattle, WA.
- Green, S. N., Traylor, H. D., Avery, D. R., Ferdman, B. M., Martinez, L., & Reid, A. (2022, April 28). *Genuine organizational allyship vs. performative allyship* [Panel discussion]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA.
- Collier-Spruel, L. A., Ryan, A. M., Bryant, C. M., Ferdman, B. M., White, M. L. (2022). *Facilitating diversity work in organizations* [Symposium]. Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA.
- Grice, S., Mattingly, V., & Ferdman, B. M. (2022). *Integrating diversity, equity, & inclusion (DEI) science and practice* [Invited pre-conference workshop] Society for Industrial and Organizational Psychology Annual Conference, Seattle, WA.
- Ferdman, B. M., Grice, S., & Mattingly, V. (2022). *Measuring workplace inclusion: How to assess progress toward DEI goals & hold leadership accountable* [Featured session]. Solving for X: Tackling Inequities in a World of Unknowns, Forum on Workplace Inclusion.

CARLISS D. MILLER, PhD

Tomball, TX | www.linkedin.com/in/carlissmiller | carliss@ElevateWithTA.com | +1 (214) 293-5155

ELEVATING LEADERSHIP, CULTURE, AND POSSIBILITY

OVERVIEW

Dr. Carliss D. Miller is a transformational coach and consultant with 15+ years of experience helping leaders and organizations realize their fullest potential. As Founder of Transformation Architects, she delivers human-centered strategies in business & leadership coaching, culture consulting, and customized learning programs—empowering clients to navigate complexity, foster stronger collaboration, and unlock new levels of growth grounded in psychological safety.

SIGNATURE SERVICES: TRANSFORMATION COACHING & CONSULTING

Business and Leadership Coaching

- Business coaching for small-business owners, entrepreneurs, and solopreneurs
- Executive and team leadership coaching for emerging and senior leaders
- Neurodiversity and psychological safety coaching

Team and Culture Consulting

- Cultural transformation and strategic alignment
- Team development, conflict resolution, and empathy-based collaboration
- Psychological safety assessments and workshops

Learning and Facilitation

- Workshops, retreats, and masterclasses on transformational leadership
- Digital learning programs and course design
- Facilitator training and coaching certification

PROFESSIONAL HIGHLIGHTS

Founder & Chief Empowerment Officer

Aug 2024 – Present

Transformation Architects, Houston, TX

- Launched Transformation Architects to provide innovative, research-driven coaching and consulting solutions that help leaders and organizations unlock human potential, strengthen team culture, and embed psychological safety.
- Oversees all aspects of the firm's strategy and service delivery, leveraging a deep background in organizational behavior, transformational leadership frameworks (e.g., IDEA and Courageous Inclusion), and specialized facilitation techniques (SOAR coaching model, NLP, etc.) to empower clients through 1:1 coaching, team workshops, and high-impact programs.

Coaching and Consulting Delivery

- Coached entrepreneurs and small-business owners to scale revenue and optimize team performance, sustaining a 95%+ client satisfaction rate.
- Guided emerging leaders and C-suite executives through tailored 1:1 coaching, enabling smooth transitions into senior roles with heightened confidence and clarity
- Designed "Changemaker Catalyst (C²): The Transformation Experience for Courageous Leaders," a high-touch immersive program integrating psychological safety, mindset transformation, and strategic pivots.

Culture Transformation and Psychological Safety

- Developed signature models such as the IDEA Framework (Identify, Dive Deep, Evaluate Emotions, Act/Adapt) and Courageous Inclusion to accelerate cultural transformation, spur team collaboration, and reduce friction around sensitive workplace topics.
- Facilitated Courageous Inclusive Conversations across organizations, focusing on psychological safety and collaboration.
- Created a Courageous Inclusive Conversations Toolkit to equip leaders with practical strategies for fostering trust, embracing neurodiversity, and championing inclusive collaboration.
- Presented “Beyond the Norm: Embracing Neurodiversity for a Thriving Workplace,” earning recognition for actionable tactics that support neurodivergent team members.

Leadership and Results

- Oversaw the design and facilitation of Newterra’s first inclusive culture training series, engaging 80% of employees and enhancing their “People and Communities” sustainability pillar.
- Steered the buildout of repeatable systems and digital products to scale Transformation Architects’ offerings, including masterclasses, retreats, and group coaching experiences.
- Cultivated partnerships with thought leaders and community organizations, championing psychological safety initiatives across diverse industries.
- Utilized advanced skills in strategy development, leadership development, stakeholder engagement, and workshop facilitation to deliver measurable impact across multiple sectors.

Regional Diversity and Inclusion Leader - Americas

Oct 2023 – Aug 2024

Worley, Houston, TX

- Spearheaded a holistic culture strategy centered on psychological safety—enabling 85% senior leader participation in leadership coaching programs.
- Applied transformation frameworks (e.g., Courageous Inclusive Conversations) in cross-functional workshops across 45+ countries, building empathy-based leadership behaviors and collaboration.
- Conducted large-scale assessments on psychological safety, translating data-driven insights into strategic action plans that enhanced trust and team performance.

Diversity, Equity, and Inclusion Leader

Nov 2022 – Oct 2023

The Toro Company, Bloomington, MN

- Established the company’s first internal center to drive culture transformation, collaboration, and belonging—sparking impactful initiatives rooted in data insights and practical KPIs.
- Collaborated to enhance talent management processes, resulting in a 20% increase in hires from broader talent pools and improved employee engagement.
- Launched a proactive listening strategy (qualitative and quantitative), co-creating real-time dashboards to shape data-driven decision-making and refine engagement approaches.
- Championed the creation of three employee-led communities, boosting overall engagement and safety scores by 15%—reinforcing a sustainable culture of openness and trust.

Management Professor, Tenure-Track

Sep 2016 – Dec 2022

Sam Houston State University, Huntsville, TX

Served as a catalyst for leadership development in an academic setting, designing innovative, accessibility-focused curriculum in Organizational Behavior, HR Management, and Leadership for over 2,000 students across multiple course sections annually. Integrated evidence-based coaching approaches into classroom experiences, bridging theory and real-world application while mentoring undergraduates, graduate students, and student-led organizations toward professional success.

Curriculum and Pedagogy

- Created active-learning, experiential, and online courses that cultivated critical thinking, psychological safety, and real-world leadership capabilities.
- Obtained *Teaching Online with Blackboard* certification, enhancing inclusive, flexible learning environments that accommodated diverse learning styles.

Research and Thought Leadership

- Published extensively in peer-reviewed journals (e.g., *Journal of Leadership & Organizational Studies*, *Human Resource Management Review*), contributing to scholarship on leadership dynamics and workplace culture.
- Leveraged research insights to inform consulting engagements and shape best practices in leadership coaching and organizational transformation.

Mentoring and Advising

- Faculty Advisor to three student organizations, providing guidance on professional development, team-building, and event planning to foster inclusive, high-performing, collaborative communities.
- Offered individualized coaching and career advising to students, guiding them through internships, networking opportunities, and early-stage leadership roles.

University and Community Engagement

- Conducted faculty workshops on virtual curriculum design, student engagement, and coaching-centered pedagogy—expanding teaching capabilities campus-wide.
- Built and sustained partnerships with a leading academic mentorship network, bridging academia and industry to cultivate rising business leaders from a range of backgrounds and experiences.

EDUCATION

PhD, International Management Studies (Organizational Behavior & HR Management)

University of Texas at Dallas – Jindal School of Management

MBA (Human Resource Management)

University of Florida – Warrington College of Business

BA, Communications Technology

University of Texas at Arlington

Certifications and Professional Development

Tony Robbins: Unleash the Power Within (UPW)

- Gained advanced mindset strategies, integrated them into personal coaching style

Josh Bersin Academy

- Coaching at Scale

Neurodiversity Coaching Academy

- Communicating Across Neurotypes

WILD Success Global

- NLP Practitioner Certification
- Life Coaching Certification
- Master Coaching & Master Practitioner of NLP (in progress)

Aristotle Performance

- The Fearless Organization Scan Practitioner Certification (in progress; Psychological Safety Assessment)

THOUGHT LEADERSHIP

Invited Talks

- **Rice University (2025):** “Applied Leadership: Wrestling with Why”
- **West Texas A&M (2024):** “Beyond the Norm: Embracing Neurodiversity for a Thriving Workplace”
- **Virginia Tech (2024):** “Messy but Meaningful Analytics”
- **UMass Amherst (2023):** “Advancing Inclusion Strategy for Sustainable Impact”

Book Chapters

- **Miller, C. D. (2024).** Wrestle With Why. In E. B. King, Q. M. Roberson, & M. R. Hebl (Eds.), *Diversity, Equity, and Inclusion Insights in Practice*. Research in Social Issues in Management. Information Age Publishing.
- **Richard, O. C., & Miller, C. D. (2013).** Considering diversity as a source of competitive advantage. In Q. M. Roberson (Ed.), *The Oxford Handbook of Diversity and Work* (pp. 239–250). Oxford University Press.

Select Peer-Reviewed Publications

- **Rogers, S. E., Miller, C. D., Flinchbaugh, C., Giddarie, M., & Barker, B. (2021).** All internships are not created equal: Job design, satisfaction, and vocational development in paid and unpaid internships. *Human Resource Management Review*, 31(1), 100723.
- **Miller, C. D., & Richard, O. C. (2020).** Status incongruence in supervisor-subordinate dyads—The effects on subordinate job satisfaction and creative performance. *Journal of Business Strategies*, 37(2), 66–89.
- **Miller, C. D. (2019).** Exploring the Crabs in the Barrel Syndrome in organizations. *Journal of Leadership & Organizational Studies*, 26(3), 352–371.
- **Miller, C. D., Richard, O. C., & Ford Jr., D. L. (2019).** Ethno-racial similarity, relationship conflict and trust in supervisor-subordinate dyads. *International Journal of Conflict Management*, 30(2), 246–269.
- **Croom, R., & Miller, C. D. (2018).** Mompreneurship as a path to work-life harmony: Role conflict as an antecedent for entrepreneurial activity. *Journal of Business and Entrepreneurship*, 29(2), 1–22.

Publication in Progress

- **Miller, C. D., Richard, O. C., Triana, M., & Yücel, İ.** Glass escalators in pink-collar settings: Gender similarity and perceived discrimination. (Name of publication withheld to preserve peer-review integrity; in progress/review.)

AFFILIATIONS

- Academy of Management
- Southern Academy of Management
- Board Member, University of Houston Bauer College of Business Inclusive Leadership Institute

CLIENT REFERENCES

- Newterra | Nathan CW Smith, SVP of Marketing and Lifecycle Leader | nsmith@newterra.com
- Worley | Britt Howard, Group Director of Assurance | Britt.Howard@Worley.com
- The Toro Company | Monica Smith, Former Managing Director of Talent | Monica.smith016@yahoo.com

Denise A. Robinson

+1 301.244.9070 | denise@thestillcenter.com

Dynamic organizational diversity, equity, inclusion, and well-being advocate with over 20 years of cross-sector work experience, including former roles as a practicing labor & employment lawyer, diversity officer for a multilateral financial institution, higher education administrator, law firm diversity director, and think tank research director. Leverages extensive experience with data analysis, interpretation, and visualization, strong oral and written communication skills, and a penchant for multidisciplinary approaches to equip organizations to develop cultures where people flourish across differences.

Professional Experience

Key Skills and Expertise

Strategic Advice and Implementation Guidance

- Serves as a strategic advisor to organizations seeking to develop a culture of well-being, engagement, and belonging. Carries out this work by prioritizing relationship building with stakeholders, gaining a deep understanding of the current state, and tailoring solutions to the organization's unique needs and values.
- Provides practical guidance on implementing programmatic and policy-based initiatives to promote flourishing and belonging within organizations. This guidance includes providing standard operating procedures and similar frameworks for securing leadership support, engaging stakeholders, developing a communications plan, and establishing key performance indicators and accountability measures.

Program Development and Delivery

- Develops and facilitates customized training workshops and presentations on topics such as workplace psychological safety, inclusive leadership, and communicating across differences, tailored for diverse audiences across various industries in the public and private sectors.
- Skilled at developing and delivering synchronous (in-person and virtual) and asynchronous learning programs using interactive techniques and adult learning principles to enhance audience engagement.

Assessment and Data Analysis

- Extensive experience with Qualtrics, SurveyMonkey, and Culture Amp to build, administer, and analyze surveys to assess staff engagement, belonging, well-being, and organizational culture. Skilled in facilitating focus groups, listening circles, and bilateral interviews to pair qualitative assessment results with quantitative data to provide more robust insights about experiences in the workplace.
- Makes evidence-based, data-driven recommendations for fostering organizations where people thrive using internal assessment results, external benchmarking data, and best practices. Conducts strategic planning workshops and provides advisory services to guide organizations through the change management process inherent in workplace well-being and diversity, equity, and inclusion efforts.

Communications & Stakeholder Engagement

- Advises clients on internal and external-facing communications for clarity, impact, and alignment with organizational diversity and inclusion goals.
- Wrote monthly briefs translating cutting-edge diversity, equity, and inclusion, and agile workplace trends into actionable strategies for a think tank's member organizations.
- Regular speaker, writer, and podcast guest on the intersections of well-being and belonging in professional life.

Work History

The Still Center LLC | Founding Principal, Belonging and Well-Being Consultant | May 2014 – Present

- Provides strategic advice, performs assessments, and delivers educational programs on organizational well-being, diversity, equity & inclusion, and related matters.

Diversity & Flexibility Alliance | Director of Research (Consultant) | September 2013 – January 2018

- Developed a law firm flexibility benchmarking survey and served as lead data interpreter and report author.

International Monetary Fund | Diversity Officer | July 2011 – August 2013

- Tracked and reported the Fund's progress toward its diversity benchmarks, managed cultural competence education efforts, and worked closely with employee resource groups to promote inclusion.

O'Melveny & Myers LLP | Director of Diversity and Inclusion | September 2010 – July 2011; Previous Positions: Manager of Diversity & Inclusion, Diversity Administrator, Diversity Coordinator | April 2007 to September 2010

- Promoted through a series of roles to serve as the firm's global head of diversity & inclusion operations.

Georgetown University | Assistant Director of Undergraduate Admissions | July 2005 – April 2007: Previous Position: Law Center Admissions Counselor (term position) | February to July 2005

- Worked two full admissions cycles, including recruitment, application review and decision-making, and yield activities.

Dinsmore & Shohl LLP | Associate | September 2002 – February 2005

- Represented clients in labor and employment matters, including various forms of alternative dispute resolution.

Education & Certifications

University of Chicago Law School, Chicago, Illinois | Juris Doctor

- Student Advocate, Employment Discrimination Project of the Mandel Legal Aid Clinic

Ohio University, Honors Tutorial College, Athens, Ohio | A.B., *cum laude*, in Philosophy, with a minor in Biological Sciences

- Honors Thesis: *The Affirmative Action Debate: Finding Solutions Through Discourse*

Yoga Alliance | Registered Yoga Teacher, 200 hours (2013-present)

Road Runner Clubs of America | Certified Adult Distance Running Coach (2024-present)

Current Volunteer Service

Consult Team | Partnership for Extraordinary Minds (a non-profit focused on autism advocacy in education), Montgomery County, MD

- Guides parents and guardians of children with an autism diagnosis who need assistance navigating the process for securing special education services in the local public school system.

EFFENUS HENDERSON

Profile

Global thought leadership in diversity and environmental justice. Retired Chief Diversity Officer for Weyerhaeuser Company, Federal Way, Washington where he has advised the CEOs and senior management teams on diversity, inclusion and affirmative action related matters. He is an internationally recognized diversity thought leader and has been invited by numerous companies and organizations to share his expertise. He led the development a company-wide "Inclusive Leadership Learning Series" for the top 1,500 leaders. Additionally he has provided advisory support on diversity to the Federal Government's EPA office and Office of Personnel Management. Board member and immediate past president of Environmental Education Association of Washington (E3). He is also the co-founder of the Institute for Sustainable Diversity and Inclusion (www.i4sdi.org)

Experience

GLOBAL DIVERSITY AND INCLUSION

2014 – Present

HenderWorks, Inc., Federal Way, WA

President and CEO. Founder and chief consultant in a range of human resource areas, diversity and inclusion, social and environmental justice and global sustainability. Provides consulting services and coaching support.

Institute for Sustainable Diversity and Inclusion (ISDI), Seattle, WA

Co-Founder and Co-Director. Established this non-profit learning and development to provide education and training on emerging diversity, equity and inclusion frameworks, strategies, and initiatives.

International Organization for Standardization (ISO)

Convenor. Served as convenor for the working group that help develop the first global ISO standard for Diversity and Inclusion which was approved in 2021 (ISO30415:2021)

2005 – 2013

Weyerhaeuser Company, Federal Way, WA

Chief Diversity Officer. Responsible for overseeing company-wide diversity, inclusion, workforce representation, EEO, and related activities. Advises board of directors, CEO and senior executives on key diversity and inclusion matters. He is a recognized national expert in human resources and diversity.

- ◆ Successfully developed a strategic diversity and inclusion framework adopted by the CEO and his team which has lead to consistently higher levels of results. Recognized in a number of national publications for results in diversity including Diversity, Inc., Fortune magazine, US Today, Black Professionals magazine, etc. Named one of the top Chief Diversity Officers in American Industry by Diversity Best Practices. Appeared at the United Nations for work in diversity and inclusion.
- ◆ Instituted a scorecard for diversity linked to management bonuses. Instituted a new centralized affirmative action planning tool reducing preparation time per plan by 40 hours representing an annual savings of over \$250,000. In 2003, responded to over 43 OFCCP audits, all but one settled a desk audit phase. Developed a proactive diversity risk mitigation and management strategy company-wide.

RECRUITMENT AND STAFFING

2000 - 2005

Weyerhaeuser Company, Federal Way, WA

Director, Recruiting, Staffing and Diversity. Led a team of professionals in company wide diversity, recruitment and outplacement efforts. Successfully build new branding and "employer of choice" strategies.

- ◆ Significantly increased the pipeline of diverse talent through the forging of key relationships with national organizations such as NSBE, SWE, SHPE, UNCF, NSBMBAs, MANNRS, and HENAAC. Reduced overall staffing levels while improving service quality. Cost reductions in excess of \$3.3mm. Achieved saving of over 2.2mm in aggregate staffing costs in 2003. Implemented a new Weyerhaeuser Scholars program in conjunction with UNCF. Negotiated an 18% reduction in background checking costs.

INTERNATIONAL HUMAN RESOURCES

1988 - 2000

Weyerhaeuser Company, Federal Way, WA

Director, International Administration and Human Resources. Managed immigration, expatriate compensation, international assignments, and foreign national compensation and benefits policies, strategies and programs.

- ◆ Significantly lowered the costs of international benefits, compensation practices, and consultant fees. Improved overall morale of expatriates on foreign assignments. Provide administrative support to the President, Weyerhaeuser Far East (headquartered in Tokyo Japan)

1984 - 1988

Weyerhaeuser Company, Federal Way, WA

International Human Resources Manager. Provided international human resources support to overseas locations including oversight of tax equalization and compensation practices. Served as the human resources manager for company's Westwood Shipping Lines subsidiary with trade lanes in both the far east and Europe.

- ◆ Led the development of a cohesive international human resource policy framework and the development of a strategic human resources plan for Westwood Shipping Lines

EMPLOYEE RELATIONS

1981 - 1984

Weyerhaeuser Company, Federal Way, WA

Personnel Manager, Wood Products Sales and Distribution. Led a team of four Human Resource Managers in delivering a range of human resource products and services to the wood products sales and distribution organization. Key products and services support included employee relations, benefits administration, succession planning, recruitment and staffing, labor relations, and issue resolution processes.

- ◆ Led the development of several key processes for organization including performance management process and framework, enhanced diversity sourcing and outreach, and improved employee morale

1979 - 1981

Weyerhaeuser Company, Edison, New Jersey

Zone Personnel Manager. Human generalist support to regional organization in the areas of employee relations, compensation administration, complaint resolution, succession planning, equal employment opportunity, and related human resources activities.

- ◆ Improved human resource systems for the region, especially in areas of employee relations and outreach

1973 - 1977

Weyerhaeuser Company, Plymouth, North Carolina

Personnel Representative. Performed a variety of personnel related activities including college recruiting, interviewing, complaint resolution, employee relations, and affirmative action and outreach activities.

- ◆ Built a very successful college relations and recruitment program for the North Carolina Region

RECRUITING AND STAFFING

1977 - 1979

Weyerhaeuser Company, Federal Way, WA

College Relations and Recruiting Manager. Served as coordinator for company-wide campus recruiting, managed entry and summer internship programs.

- ♦ Successfully build "best practices" summer internship programs in engineering forestry, and accounting

Education

- 1971 *North Carolina Central University, Durham, North Carolina*
Bachelors of Arts, Psychology.
- 1976 *East Carolina University, Greenville, NC*
Graduate Course in Business Administration - Labor Relations.
- 1981 *Pennsylvania State University, Pennsylvania*
Human Resources Management Program.
- 1995 *Stanford University Business School, Palo Alto, California*
Stanford Executive Program.
- 1995 *Society for Human Resource Management*
Senior Professional in Human Resources (SPHR) Certification.
- 1997 *Anderson School of Business, UCLA, Peoples Republic of China*
China Executive Exchange Program.

Professional Meetings

- 2005 **Conference Board Diversity Cluster Meeting.**
Washington, DC, Speaker.
Adecco Worldwide Managers Meeting.
Orlando, Florida, Speaker.
Summit on Minorities in the Environmental Field - National MELDI Conference.
University of Michigan, Ann Arbor, Michigan, Speaker.
National Association of Black Accountants, Western Region.
San Francisco, California, Speaker.
Diversity Best Practices Summit - Leading Inclusively, Gaining C Level Suite Buy In.
Diversity Best Practices Forum, Washington, DC, Speaker.
- 2006 **Diversity and Corporate Citizenship.**
Summit on Leading Diversity, Atlanta, Georgia, Speaker.
Social Responsibility and Diversity.
Canadian Equal Opportunity Group, Toronto, Canada, Speaker.
Race and Pedagogy National Conference.
University of Puget Sound, Tacoma, WA, Organizer.
Business Opportunities for Leadership Diversity (BOLD) CEO Meeting.
Seattle, WA, Speaker.
- 2007 **Unlocking Aboriginal Potential in the Workplace.**
National Aboriginal Recruitment, Retention and Advance Conference, Ottawa, Canada, Speaker.
Spiritual and Religious Diversity.
World Diversity Summit, United Nations, New York, New York, Speaker.
Institute for Inclusion Planning Meeting.
Gallaudet University, Washington, DC, Organizer.
- 2007 **Diversity Sponsorships and Outreach Strategies.**
Power Networking Summit, FrazerNet, Atlanta, Georgia, Speaker.
20th Anniversary Conference, Employment Learning Innovation (ELI).
Atlanta, Georgia, Speaker.

Best Practices and Strategies for Inter-Religious and Intercultural Cooperation - Collaborative Leadership.

United Nations General Assembly, *Speaker*.

Unconscious Bias in the Work Place.

Diversity Best Practices Gala Event - Washington, DC, *Speaker*.

Turnaround Management Association Annual Meeting.

Diversity and Inclusion in Organizations undergoing change - Boston, MA, *Speaker*.

2008 Lessons in Corporate Diversity from Leading National Companies

6th National Forum on Law Firm Diversity, New York, NY, *Speaker*.

NGO and Entrepreneurship Seminar

Advancia and United Nations, Paris, France, July 2008. *Speaker*.

Best Practices in Corporate Diversity - A World in Motion,

United Nations Alliance of Civilization 1st Annual Forum, Madrid, Spain, *Speaker*.

2009 Doing Business in A Multicultural World –Industry Perspective

United Nations – Alliance of Civilizations and Global Compact, 2nd Annual Forum, Istanbul, Turkey. *Speaker/Panelist*.

2010 VII Annual Inter-American Conference on Corporate Social Responsibility

Speaker representing Club de Madrid, Madrid, Spain held in Punta del Este, Uruguay

Intercultural and Global Diversity – Industry Perspective

United Nations – Alliance of Civilizations and Global Compact 3rd Annual Forum, Rio de Janeiro, Brazil, *Panelist*

2011 2011 / 2013 Presidential Rank Review Board

United States Office of Personnel Management – member of the board reviewing candidates for the 2011 and 2013 Rank Awards

Doha, Diversity, and Dialogue Extending Conversation to Private Sector

United Nations – Alliance of Civilizations and Global Compact, 4th Annual Forum, Doha, Qatar. *Speaker/Panelist*

2012 9th Forum De Fes on the Alliance of Civilizations, Cultural Diversity and the Euro-Mediterranean Partnership, Fes Morocco

Panelist and Keynote speaker

2013 2nd World Forum on Intercultural Dialogue and Diversity, Baku, Azerbaijan, Panelist and speaker

10th Forum de Fes on the Alliance of Civilizations, Cultural Diversity and Collaborative Relationships in Sustainable Development, Fes, Morocco.

Panelist and Keynote speaker.

2014 22nd World HRD Congress, Mining Human Potential for Creating Great Organizations, Mumbai, India, panelist and speaker.

The Forum on Work Place Inclusion, Inclusion at Work, Minneapolis, Minnesota
Workshop leader and speaker

Publications

SPINE: The DEI Backbone for Agility and adaptability in a VUCA World. Amazon. 2025

International Journal of European, Mediterranean and African Studies, Euromed University of Fes, Alliance of Civilizations Chair. **Chatgpt and Regulation:**

Navigating the Impact on Diversity, Equity, and Human Rights. 2024

Inclusive Leadership: Transforming Diverse Lives, Workplaces and Societies. **The Practice of Leadership in Disruptive and Polarizing Times. Bernardo Ferdman et al. Routledge. 2021**

Diversity at Work – The Practice of Inclusion. The Chief Diversity Officer's View of the Diversity and Inclusion Journey at Weyerhaeuser, Jossey-Bass, Fall 2013

Forward Momentum: Global Diversity and Inclusion are Major Game Changers and Major Factors Impacting Successful Sustainable Development, Moroccan Yearbook of Strategy and International Relations – Fall 2013

A Kerchief of Sense: The Horace and Katie Henderson Legacy, Amazon.com, Fall 2013

Organizational Development for the 21st Century, The Larger World – The Universal Case for Diversity, Inclusion, and Intercultural Collaboration in Organizational and Societal Change, Journal of the Organizational Development Network, Fall 2008

Collaborative Leadership: A New Mindset for Tackling Global Issues, 2008 CEO Diversity Leadership Magazine

Another Chance – The Universal Declaration of Human Rights at 60, Pre-reading for the NGO and Entrepreneurship Seminar, Advancia and United Nations, Paris, France, July 2008.

Indifference to Cultural Inclusion: Not an Option in the Global Environmental Movement. Yale University, Diversity in the Environmental Movement, 2007.

The Tacoma, Washington Civil Rights Journey, a documentary of the civil rights progress during the 1950s and 60s – Co-Chair of Project.

Top 100 Companies to Work For – Weyerhaeuser Company – Building Effective Diversity Strategies, SAVOY Magazine, Spring 2009

What's Your Dream – “Your Personal Effectiveness.” Personal Excellence Magazine, 2007.

Sustaining Diversity and Inclusion in Turbulent Times, Annual Weyerhaeuser Diversity Report for 2008

Service legacy: What Will You Do? Personal Excellence Magazine, 2006.

Weyerhaeuser Company: Building a More Diverse and Inclusive Culture. Industry Leaders in Diversity - A Special Report, Diversity Best Practices, Fall 2006.

View from the Top: Advice from Top Minority Executives. Vault.com Guide, 2007.

Building A Diverse and Inclusive Workforce - Unit Leader Guide. Weyerhaeuser Company Internal Publication.

Embracing Diversity - Fostering Inclusion, 2006 Weyerhaeuser Annual Report. Weyerhaeuser Internal Publication.

Mentoring Diverse Talent. Weyerhaeuser Internal Publication.

Diversity Best Practices Report - Summary of Findings. Weyerhaeuser Internal Report.

Mary-Frances Winters. **Steve Rogel, Weyerhaeuser, CEOs Who Get It - Diversity Leadership from the Heart and Soul**. Diversity Best Practices, 2006.

Lee Smith. **Dispelling the Myths About Diversity**. Fortune Magazine, October 2006.

Elizabeth Hughes. **Giving Back: Diversity and Corporate Citizenship**. Diversity, Inc. Magazine, December 2005.

Affirmative Anchoring in Corporate America. Personnel Journal, 1983.

On boarding New Diversity Talent - A Guide for Leaders and Employees. Weyerhaeuser Internal Publication.

CEO Diversity Scorecard - Best Practices Guide. Diversity Best Practices And Women's Network, Working Mother Media.

Effenus Henderson and Weyerhaeuser - Bringing the Right Mix to the Diversity Arena. Savoy Professional Magazine - Fall 2007.

Recognition **2014 Outstanding Leadership Award, World Human Resource Development Congress, Mumbai, India**
Award presented at February 2014 HRD Congress held in Mumbai, India

Top 25 Chief Diversity Officer at Fortune 500 Companies. Featured in November 2006 Edition of Fortune Magazine as one of the top 25 Chief Diversity Officer Exemplaries in America

Chief Diversity Officer Leadership Award - 2007. CEO Magazine, Diversity Best Practices, Recipient of Diversity Officer Leadership Award (one of four recipients of first year's awards).

One of 100 Global Diversity Thought Leaders - 2008. He was one of 100 Global Diversity Thought Leaders invited by the president of the Society of Human Resource Management to a special forum to provide a perspective on the future of global diversity and inclusion.

Finalist – Peter C. Robertson Award - 2009. April 2009 he was among the finalists for the second annual global ORC Peter C. Robertson Award for Equality and Diversity Champions

National Urban League Collins Award Winner - 2010. He was the recipient of the National Urban League's Collins Award for distinctive service and commitment awarded at the National Urban League's Whitney M. Young, Jr. Awards Gala in Washington, DC in July 2010.

Top Executives in Diversity – Black Enterprise Magazine – 2011. In May of 2011, he was named by Black Enterprise Magazine as one of the "Top Executives in Diversity" for his outstanding business achievements.

Affiliations

National Urban League. He served as Trustee, on the National Urban League Board and is a former member of its Executive Committee (2003 – 2013).

Boy Scouts of America. Additionally, he serves on the Board of the Pacific Harbors Council, Boy Scouts of America and Western Region human resources committee. Whitney Young Award for outstanding service.

United Negro College Fund. Board Chair, Northwest Advisory Council for the United Negro College Fund.

Florida A&M University Board of Advisors. Has served as a member of the Board of Advisors, School of Business, Florida A&M University.

Attrition Retention Consortium. Past Chair and member of the Attrition Retention Consortium which studies turnover trends in corporate America

Environmental Education Association of Washington State (EEAW), Board member and former chair – 2012 / 2013

Global Dialogue Foundation, Melbourne, Australia, member, Advisory Board of Directors

National Advisory Council for Environmental Protection and Technology advised EPA on the diversity recommendations within EPA under Administrator, Lisa Jackson.

EPA's National Environmental Justice Advisory Council Appointment. Appointed to the National Environment Justice Advisory Board (NEJAC) by EPA Administrator and served a three year term (2012 – 2015).

Society for Human Resource Management, Co-Chair, National Diversity Standards Taskforce to create national diversity and inclusion standards for diversity leaders, diversity programs, and diversity metrics. Member of US Technical Advisory to International Standards Organization for human resource standards. Currently assisting in the development of ANSI, ASTM and ISO standards for diversity and inclusion.

Washington State Disability Employment Taskforce. Appointed by Governor Jay Inslee to the state's taskforce for a three year term beginning August 2013.

KUMEA SHORTER-GOODEN, Ph.D.
Shorter-Gooden Consulting, Washington, D.C.
Cell (626) 644-7114

E-mail: kumea@shorter-goodenconsulting.com Website: www.shorter-goodenconsulting.com

Licensed Psychologist (Inactive), State of California

EDUCATION

Ph.D., University of Maryland, College Park, Clinical/Community Psychology

M.A., University of Maryland, College Park, Clinical/Community Psychology

B.A. (Magna Cum Laude), Princeton University, Major – Psychology; Minor - Afro-American Studies

HONORS AND AWARDS

- 2010 Fellow, American Psychological Association (Division 35, Society for the Psychology of Women)
- 2007 Fellow, American Psychological Association (Division 45, Society for the Psychological Study of Culture, Ethnicity, and Race)
- 2004 Winner of the American Book Awards (with co-author Charisse Jones) for *Shifting: The Double Lives of Black Women in America* (2003, HarperCollins)
- 1998-99 Distinguished Faculty Contribution Award, California School of Professional Psychology, Los Angeles

PROFESSIONAL EXPERIENCE

- 2017-present Principal/Owner, Shorter-Gooden Consulting, Washington, DC
- 2012-2016 Chief Diversity Officer & Associate Vice President, University of Maryland, College Park, MD
- 2007-2011 Associate Provost (2010-11), Systemwide Director (2007-2010), International and Multicultural Initiatives (I-MERIT), Alliant International University, Alhambra, CA.
- 1991-2011 Independent psychotherapy and organizational consultation practice, Pasadena, CA.
- 1991-2007 Professor (1996-2007), Associate Professor (1991-1996), Coordinator (2000-01, 2004-2006), Multicultural Community/Clinical Psychology (MCCP) Emphasis Area, Clinical Psy.D. Program, California School of Professional Psychology at Alliant International University, Los Angeles Campus
- 1984-91 Director, Monsour Counseling Center, The Claremont Colleges, Claremont, CA.
- 1988-89 Lecturer, Department of Behavioral Sciences, University of LaVerne, LaVerne, CA
- 1983-84 Clinical Director, Community Mental Health Council, Chicago, IL
- 1982-83 Director, Planning, Evaluation and Community Development, Community Mental Health Council, Chicago, IL
- 1980-82 Staff Psychologist, Bobby Wright Comprehensive Community Mental Health Center, Chicago, IL
- 1978-80 Director, Umoja Extended Family Juvenile Program, New Haven, CT

SELECTED ORGANIZATIONAL CLIENTS SINCE 2018

(The work with all these clients focused on diversity, equity and inclusion.)

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| Advance CTE (Career Technical Education) | Aurora Institute |
| AIA (American Institute of Architects) | Berkeley Rent Stabilization Board |
| Philadelphia | CSU Northridge Dept. of Psychology |
| American Group Psychotherapy Association | Chesapeake Bay Trust |
| American Psychological Association | Children's Hospital of Philadelphia (CHOP) |
| American University | Chronicle of Higher Education |
| American Youth Policy Forum | DC Health Benefits Exchange |

Human Rights Campaign
 Institute for Applied Behavior Analysis
 (California)
 Junior League, Los Angeles
 Levine Music (Washington, DC)
 Maryland Governor's Office for Children
 National Association of School Psychologists
 National College Attainment Network
 National Education Ass'n (NEA) Foundation
 Palladian Partners (Silver Spring, MD)

Pepperdine University, Graduate School of
 Education & Psychology
 Planned Parenthood Federation of America
 Society of Behavioral Medicine
 The National Theatre Foundation
 University of Arkansas
 University of Maryland, Couple & Family
 Therapy Program

SELECTED PUBLICATIONS

- Shorter-Gooden, K. (in press). Advancing social justice: Building a bridge between where we are and where we want to be. *Group Circle*. American Group Psychotherapy Association.
- Gooden, A. & Shorter-Gooden, K. (2023). Shifting in Black women: Clinical implications. In D. Baptiste & A. Gooden, *Promoting Black women's mental health: What practitioners should know and do*. Cambridge, UK: Cambridge University Press.
- Shorter-Gooden, K. (2020, Jan.). Ibram X. Kendi's *How to Be an Antiracist* [Book review]. *Clinical Psychology of Women (Division 12, Section IV of the American Psychological Association)*, 3(1), 11-12.
- Johnson, J., Gamst, G., Meyers, L., Arellano-Morales, L., & Shorter-Gooden, K. (2015). Development and validation of the African American Women's Shifting Scale (AAWSS). *Cultural Diversity and Ethnic Minority Psychology*, 1-15.
- Shorter-Gooden, K. (2013). Creating diverse and inclusive colleges and universities. In Ferdman, B. & Deane, B. (Eds.). *Diversity at work: The practice of inclusion* (pp. 451-481). New York: Jossey-Bass.
- Shorter-Gooden, K. (2013). The culturally competent organization. *The Library Quarterly*, 83, (3), 207-211.
- Shorter-Gooden, K. (2012). The paradox of the margin: Advantages for institutional transformation. In H. Curtis-Boles, D. Adams, & L. Jenkins-Monroe (Eds.), *Making our voices heard: Women of color in academia*. Hauppauge, NY: Nova Science.
- Shorter-Gooden, K. (2009). Teaching diversity to the oppressed: Understanding and engaging students of color. In J. L. Chin (Ed.), *Diversity in mind and in action—Disparities and competence: Service delivery, education, and employment contexts* (vol.2, pp. 129-143). Westport, CT: Greenwood.
- Shorter-Gooden, K. (2004). Multiple resistance strategies: How African American women cope with racism and sexism. *Journal of Black Psychology*, 30 (3), 406-425.
- Jones, C., & Shorter-Gooden, K. (2003). *Shifting: The double lives of Black women in America*. New York: HarperCollins. *Winner of the 2004 American Book Awards*.
- Yi, K., & Shorter-Gooden, K. (1999). Ethnic identity formation: From stage theory to a constructivist narrative model. *Psychotherapy*, 36(1), 16-26.
- Shorter-Gooden, K., & Washington, N. C. (1996). Young, Black, and female: The challenge of weaving an identity. *Journal of Adolescence*, 19, 465-475.

SELECTED PRESENTATIONS AND SYMPOSIA

- Milem, J., Frye, J., Fries-Britt, S., Shorter-Gooden, K. & Waters, R. (2016, Jan.). *Strategic planning for equity, diversity, and inclusion in higher education*. Panel presentation at the 2016 Annual Meeting of the Association of American Colleges and Universities, Washington, DC.
- Shorter-Gooden, K. (2013, Oct.). *Intercultural competence as a matter of excellence*. Panelist at American Council on Education's At Home in the World Institute 2013, Alexandria, VA.
- Shorter-Gooden, K. (2012, Dec.). *The culturally competent professional: Why it's important, what s/he looks like, and how to get there*. Keynote address at the Mid-Atlantic Career Counseling Association (MACCA) Annual Conference, Lancaster, PA.
- Adams, D., & Shorter-Gooden, K. (2009, Jan.). *Infusing diversity throughout: Transforming people, programs, and the institutional culture*. Presentation at the National Council of Schools of Professional Psychology Annual Conference, Puerto Vallarta, Mexico.

COMMUNITY SERVICE

2024-present Member, Strategic Planning Core Committee, John Wesley AME Zion Church, Washington, DC

2022-present Member, Board of Trustees, Washington School for Girls, Washington, DC

2021-present Member, Board of Trustees, Knock on Wood Tap Dance Studio, Washington, DC

2018-present Co-Chair, Health and Wellness Ministry, John Wesley AME Zion Church, Wash. DC

2015-2022 Member, Board of Trustees, The Madeira School, McLean, VA; Chair, Diversity Cttee

1994-2001 Member, Board of Directors, Sequoyah School, Pasadena, CA

1991-1994 Member, Parent Advisory Board, Sequoyah School, Pasadena, CA; Co-founder and Chair, Diversity Committee

Sarah M. Maxwell, PhD

619-342-5984 | flowingingrace@gmail.com | San Diego, CA | [linkedin.com/in/maxwellsarah/](https://www.linkedin.com/in/maxwellsarah/)

SUMMARY

Consulting Psychologist with 25 years of holistic business acumen, including broad experience across operational functions (customer service, training, web design, analytics, sales and compliance) and deep expertise in organizational development strategy and implementation (talent management, organizational effectiveness, leadership, learning and development, and diversity, equity & inclusion). My approach blends evidence-based and innovative practices with human-centered design principles, and I balance big picture thinking with empathy, pragmatism and detailed focus.

SKILLS

Diversity, Equity, Inclusion Strategy	Change Management Methodology	Project and Program Management
ERG Design and Implementation	Individual and Group Assessment	Cultural Competence, Collaboration
DEI Research and Best Practices	Leadership Coaching & Consulting	Executive Writing & Presenting
Org Culture Transformation	Critical Thinking, Problem Solving	SPSS Statistical Data Analysis

EXPERIENCE

SELF-EMPLOYED – San Diego, CA

Leadership Development Coach (Jun 2024 – Present)

- Designed a business website, branding strategy and content related to mindfulness-based leadership coaching and consultation through [White Owl Advisory](#), a boutique practice offering fee-based and pro-bono services.

SEMPRA – San Diego, CA

Senior Organizational Development Advisor (Feb 2023 – Dec 2023)

- Advised senior leaders on fair and inclusive talent review outcomes during annual succession planning process.
- Enhanced team culture by facilitating collaborative workshops and coaching leaders through conflict resolution.
- Managed L&D program by owning vendor relationships, event planning, LMS administration, post-event surveys, and internal training design and facilitation of Lunch and Learns and comprehensive new leader course.
- Led corporate engagement survey action planning by managing a companywide OD strategy team, training and coaching managers, creating a toolkit and communications, facilitating executive results debriefs and reporting.

IKEA – Amsterdam, NL

Senior Consultant, Inclusive Design Integration (Nov 2021 - Aug 2022)

- Co-led implementation of global Center of Expertise for Digital Inclusive Design, Equity & Accessibility.
- Aligned goals and tactical resources with global digital group's Diversity & Inclusion leader and ERG leads.
- Facilitated virtual focus groups and developed change management plans to integrate new operating procedures.
- Managed consulting relationship and quality execution of SOW delivery by Inclusive Design Research Center.
- Designed inclusive design workshop series and internal knowledge hub; managed international speaker series.

MITCHELL INTERNATIONAL – San Diego, CA

Senior Organizational Effectiveness Consultant (May 2017 - Nov 2021)

- Developed and implemented enterprise DEI strategy from executive proposal to program design and operation.
- Launched DEI committee (50 employees); owned group chartering, team lead selection and mentoring, project initiation, oversight, reporting and metrics using GDEIB, communications, meeting agendas, and presentations.
- Partnered with Ferdman Consulting to design and facilitate a learning journey for DEI committee and sponsors.
- Advised executive sponsors, coached DEI leads, counseled project teams, and handled program administration.
- Managed executive listening tour as enterprise Diversity & Inclusion feedback system and social justice forum.
- Served 2-year leadership term for Women Empower Network, an ERG devoted to advancing female talent.

Sarah M. Maxwell, PhD

619-342-5984 | flowinggrace@gmail.com | San Diego, CA | [linkedin.com/in/maxwellsarah/](https://www.linkedin.com/in/maxwellsarah/)

- Culture Change: Managed 3-year, phased, strategic initiative that yielded 14-point rise in key engagement driver.
- Consultation: Advised leaders on talent development and employee engagement best practices; partnered with HRBPs to design and implement HR programs; ran steering committees and frequently presented to executives.
- Change Management: Co-led IMO workstream for culture, communications and talent management integration; Planned 2-day senior leadership conference that produced post-merger integration strategy and SOP covenants.
- Digital Transformation: Led team of 5 from concept to completion to streamline new hire onboarding process into new HRIS; planned and facilitated a strategy alignment workshop with 40 stakeholders; created a self-paced learning journey with online workflows, business overview modules, and updated manager and new hire guides.
- Program Management: Led team of 15 in event planning and execution of 5-day virtual L&D conference (5500 total attendance, 50 speakers, 25 sessions, avg. NPS 4.6/5.0, no budget); Moderated ELT panel kick-off session.
- Organizational Development: Designed talent management processes and delivered training on goal setting, 1x1s, feedback, and development planning; facilitated team-building workshops based on Emergenetics profile.
- Project Management: Owned enterprise engagement survey (6000 employees) full cycle through vendor contract, survey design, testing, administration, executive debrief, results reporting, manager training, and action planning.
- Innovation: Created and hosted business podcast series; produced 14 episodes featuring senior leaders and CEO; Launched a leadership development forum (800 leaders) and facilitated peer learning sessions on curated content.
- Led Jr. Consultant and Intern through team goals, project roadmap, and performance for 1 year as OD Manager.

KEN BLANCHARD – Escondido, CA

Professional Services Intern (Nov 2013 – Apr 2015)

- Planned, produced and coached presenters of virtual L&D sessions for globally affiliated trainers, consultants, and coaches; developed curriculum for ICF CEU credits; authored leadership blog posts on Blanchard website.

TD AMERITRADE – San Diego, CA

Human Capital Development Consultant (Jun 2011 – Jul 2013)

- Launched comprehensive coaching program and trained ~100 managers in GROW coaching methodology.
- Redesigned, launched and managed employee recognition program, awards, budget and social media platform.
- Redesigned, launched, and managed Associate Council program including focus groups and feedback analysis, project chartering, nomination and selection process, oversight of council activities, reporting and budget.
- Assessed, consulted, and provided recommendations to senior leaders on learning and development needs.
- Led Lean Kaizen workshops and cross-functional training as a change agent for division-wide transformation.

FERDMAN CONSULTING – San Diego, CA

Research Assistant (Jun 2011 – Sep 2011)

- Conducted literature review and compiled scholarly research related to diversity and inclusion in the workplace; critically analyzed key findings, identified key themes and organized research for future reference and publication.

Additional Experience: Co-created employee mindfulness app revwork.ai/solutions/wellness/ (Jun 2021 – Oct 2022); Freelance Trainer and Facilitator (Apr 2015 – May 2017); Sales Assistant (Apr 2007 – Jun 2011) and Product Analyst (Nov 2004 – Apr 2007) at TD Ameritrade; Client Services, Training, Web Design at Vanguard (Sep 2000 – Jun 2004).

EDUCATION

ALLIANT INTERNATIONAL UNIVERSITY

M.S. and Ph.D., Consulting Psychology (2010 – 2020)

WEST CHESTER UNIVERSITY

B.A., Psychology (1995 – 1999)

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: Ferdman Consulting

Contact Name and Title: Bernardo Ferdman, Principal & Owner

Address: 12886 Seabreeze Farms Dr., San Diego, CA 92130

Phone Number: (858) 603-2884

Fax Number: (858) 259-6825 (call first)

E-Mail Address: bernardo@ferdmanconsulting.com

2. Indicate your organization type:

☐ Limited Liability Company

☐ Partnership

☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")

☐ Limited Liability Corporation

☐ Corporation (Corporation Number _____)

☒ Sole Proprietorship

Federal Employer ID No. (FEIN): 45-1135499

3. California Corporation Number: N/A

4. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

a. California Small Business Yes ☒ No ☐

b. Disabled Veteran Business Enterprise Yes ☐ No ☒

c. California Micro Business Yes ☒ No ☐

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

5. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

6. Does your Proposal contain Proprietary Information?

Yes ☒ No ☐ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

7. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 90 (See "Submission of Proposals".)

8. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Bernardo Ferdman, Principal & Owner

Address: 12886 Seabreeze Farms Drive, San Diego, CA 92130

Phone Number: (858) 603-2884

Fax Number: (858) 259-6825

E-Mail Address: bernardo@ferdmanconsulting.com

The name of the company officer authorized to sign this contract is:

Name and Title: Bernardo Ferdman, Principal & Owner

Address: 12886 Seabreeze Farms Drive, San Diego, CA 92130

Phone Number: (858) 603-2884

Fax Number: (858) 259-6825

E-Mail Address: bernardo@ferdmanconsulting.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

June 30, 2025

Date

Bernardo M. Ferdman, Principal & Owner

Name and Title (Please Print)

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment B

Page 3 of 3

PROPRIETARY INFORMATION LIST

- **Attachment A: p. 4, 5, 6, 7, 8, 9, 10, 11, 13, 15, 16, 17, 18, 20, 21:** names and contact information for some prior clients; information about current clients.

All businesses are encouraged to provide voluntary diversity data information in their CaleProcure profiles. X

The data will help us shape policies and develop strategies to improve opportunities for all businesses to contract with the state.

Click [HERE \(https://fiscal.cdn.prismic.io/fiscal/394445b2-9d0e-40a3-b940-9315c3783793_Diversity+Data+Procedures+%28Registered%29+%281%29.pdf\)](https://fiscal.cdn.prismic.io/fiscal/394445b2-9d0e-40a3-b940-9315c3783793_Diversity+Data+Procedures+%28Registered%29+%281%29.pdf) for instructions. More information is available on the Statewide Supplier Diversity Program (<https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/Statewide-Supplier-Diversity-Program/Statewide-Supplier-Diversity-Program>) page.

Certification Profile

State of California Certification



Certification ID: 2031493

Legal Business Name	Address
Bernardo M Ferdman	12886 Seabreeze Farms Dr
Doing Business As (DBA) Name1	San Diego
Ferdman Consulting	CA 92130
Doing Business As (DBA) Name2	Email:
	bernardo@ferdmanconsulting.com (mailto:bernardo@ferdmanconsulting.com)
Office Phone Number	Total Number of Employees
858/259-6825	
Business Fax Number	Business Types
	Service

Business Web Address

https://ferdmanconsulting.com
(https://ferdmanconsulting.com)

Service Areas

Alameda , Alpine , Amador , Butte , Calaveras , Colusa , Contra Costa , Del Norte , El Dorado , Fresno , Glenn , Humboldt , Imperial , Inyo , Kern , Kings , Lake , Lassen , Los Angeles , Madera , Marin , Mariposa , Mendocino , Merced , Modoc , Mono , Monterey , Napa , Nevada , Orange , Placer , Plumas , Riverside , Sacramento , San Benito , San Bernardino , San Diego , San Francisco , San Joaquin , San Luis Obispo , San Mateo , Santa Barbara , Santa Clara , Santa Cruz , Shasta , Sierra , Siskiyou , Solano , Sonoma , Stanislaus , Sutter , Tehama , Trinity , Tulare , Tuolumne , Ventura , Yolo , Yuba

- View Keywords
- View Classifications
- View Supplier Diversity Information

Applications

VIEW OPTIONS

SB	▼	View Application
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AMEND OPTIONS

SB	▼	Amend Application
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Apply for Certification

Active Certifications

?

Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	03/17/2025	Approved	03/17/25 6:02PM	03/17/2025	03/31/2027

Certification History

?

Certification Type	Application Date	Status	Status Date/Time	From	To
SB(Micro)	01/30/2023	Expired	02/01/25 12:46AM	01/30/2023	01/31/2025

Return to Search

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(<http://www.dgs.ca.gov/>)



(<http://www.ca.gov/>)

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Privacy Policy (<https://fiscal.ca.gov/privacy-policy>)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Ferdman Consulting

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

A handwritten signature in dark ink, appearing to read "Bernardo Ferdman".

Authorized Signature

June 30, 2025

Date

Bernardo M. Ferdman, Principal & Owner
Name and Title (Please Print)



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.



Authorized Signature

June 30, 2025

Date

Bernardo M. Ferdman, Principal & Owner

Name and Title (Please Print)

Ferdman Consulting

Firm Name (Please Print)



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

RFP No. 2024-9420

b. Proposer or Contractor Name:

Ferdman Consulting

c. Name of Individual Authorized to bind the Proposer or Contractor:

Bernardo Ferdman

d. Contact Person (if different than above):

e. E-mail Address:

bernardo@ferdmanConsulting.com

f. Phone No:

(858) 603-2884

g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 2 of 3

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.
3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.
5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

None

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.



Authorized Signature

June 30, 2025

Date

Bernardo M. Ferdman, Principal & Owner

Name and Title

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Proposal Questionnaire

As prescribed in Section V of the Request for Proposal, all Proposers are required to submit responses and documentation as requested on this questionnaire. The information requested must be provided in the prescribed format; all questions must be repeated in their entirety before the answers are given. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

Document current and planned level of compliance with Revised 508 standards for all deliverables to be provided by the successful Proposer, including any electronic content that may be posted to the CalPERS website. Proposer may document its compliance by providing (a) its policy and procedures for validating the accessibility of electronic content; (b) a narrative description of said policy and procedures; or (c) a written Accessibility Conformance Report (ACR) for each Information and Communication Technology (ICT) Standards item that is to be developed, updated, configured for, and delivered to CalPERS. Any documentation provided in responding to this question should be based on the latest version of the Voluntary Product Accessibility Template (VPAT) provided by the Industry Technology Industry Council (ITIC).

The response to all questions in the aggregate must be limited to twenty (20) pages maximum. Please note if a submission with more than twenty (20) pages is received only the first twenty (20) pages will be considered for scoring. Provide responses in the order the prompts are listed.

A. ORGANIZATION and BACKGROUND
(Pass/Fail)

1. Name of your organization.

Ferdman Consulting

2. Location of headquarters.

San Diego, California

3. Location and address of branch which would provide services under this contract.

12886 Seabreeze Farms Dr., San Diego, CA, 92130

4. Number of years your organization has been in business.

21+

5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe.

No changes

6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.

Ferdman Consulting (ferdmanconsulting.com) supports leaders and organizations in bringing inclusion to life. We work with organizations and their leaders to figure out what really works in building stronger, more engaged, and more productive organizations and to plan and implement the changes needed to get there. We help organizations build the kind of environment where every voice matters and success is the result of focused effort and deliberate action.

Today's workplaces thrive when leaders find ways to connect across differences and bring out the best in their teams. It's not just about strategy—it's about understanding people, building trust, and intentionally creating a culture where everyone can do their best work, add value, make a difference. Building on decades of experience and scholarship, Ferdman Consulting helps organizations and leaders foster inclusive excellence and benefit from diversity, encourage authentic engagement, develop sustainable and authentic practices for working better together, and increase equity at the individual, group, and systemic levels.

Led by founder and principal Bernardo Ferdman, Ph.D., Ferdman Consulting is a boutique consulting practice focused on diversity, equity, and inclusion; leadership development and leadership excellence; and executive coaching. We are a sole proprietorship specializing in DEI work, particularly strategic planning, assessment, learning and development, and coaching. Dr. Ferdman, a noted thought leader in DEI, brings more than 40 years of experience in the field and works with organizations and their leaders to develop and implement systems and practices to achieve mission-driven and values-based cultures of excellence and engagement that encourage and allow gaining the full benefit of everyone's contribution, in the context of inclusion, belonging, equity, and voice. Each engagement is tailored and designed to the specific needs of our clients, and we often partner with members of our extensive professional network as needed to provide additional resources and talent.

We approach our work from a systemic, strategic, and dynamic perspective on leadership, equity, and inclusion, and frame and address how these are shaped and embedded in interpersonal behavior, group norms and practices, leadership frameworks and practices, and organizational values, policies, practices, and objectives. Thus, organizational growth and change involve addressing elements at these various levels of analysis, including the key role of leaders in understanding and shaping these processes. Leaders require awareness, knowledge, and skills to foster their self-awareness, understanding, and capacity to create an aligned high performing organization that is also diverse and inclusive. Moreover, work at each level affects what happens at other levels, and it is unlikely that a focus on only one or two levels will be successful. Indeed, our approach goes well beyond "training" and requires full engagement and participation, particularly from senior leaders, to achieve meaningful and sustainable outcomes. Individuals need to engage in learning and reflection on their own perspectives, roles, and behavior; groups need to consider how they work together and how they will co-create ways to bring inclusion to life, foster belonging, and manifest equity in their norms and practices; and attention must be given to learning about and then applying strategic and organizational-level perspectives to DEI (for example, consideration of policies and practices, organizational culture, etc.). We believe intervention and training approaches must themselves be inclusive; we seek to model inclusion in all aspects of how we work and engage with our clients. In this regard, we seek to listen closely to members and leaders of the organization, and to work together to co-construct suitable approaches for change and development.

We have learned and applied these perspectives throughout our experience with a range of client systems across multiple sectors both in the United States and in other parts of the world, including government agencies, large and small businesses, non-profit organizations, NGOs, and educational institutions. The scope of our work has included engagements with government agencies such as, most recently, Central Contra Costa Sanitary District, Goodwill Industries International, San Francisco Bay Conservation and Development Commission, and the Department of Homeland Security, as well as County of San Diego, CalEPA's Department of Toxic Substances Control, California's State Water Resources Control Board, and others; with manufacturing organizations, such as Alcoa World Alumina, Solar Turbines (a Caterpillar company), and The Toro Company; with others in the water sector, such as Xylem, Inc., West Yost, and the International Water Management Institute; and with many NGOs and non-profit organizations. We have particular expertise in organizations across sectors and of various sizes in assessing inclusion, developing integrative and strategic approaches to DEI, and designing and implementing inclusive spaces for dialogue and learning across differences.

In our work, in addition to supporting clients in DEI assessment and in creating and implementing DEI visions, principles, and strategic plans, we have designed and facilitated numerous learning workshops and other learning opportunities for Board members, executives, managers and supervisors, and employees. *Inclusion@Work*®, our signature e-learning program (see inclusionatwork.com), provides a unique way for scaling up learning on DEI in an engaging format that drives deep learning, insight, and application. We have created and conducted inclusion assessments and organizational diagnoses, and currently offer our proprietary, research-based *Workplace Inclusion Inventory*™, (see <https://ferdmanconsulting.com/workplace-inclusion-inventory>), which focuses on the experience of inclusion, inclusive behavior (including of self and supervisor), and perceptions of the importance of DEI in the organization, and which allows taking the pulse of inclusion in the organization and assessing how this might vary based on a variety of background and demographic factors. We typically customize this instrument to address specific client needs and goals, as we did with Central San for its recent DEI assessment. Additionally, we often integrate the *Global Diversity, Equity, and Inclusion Benchmarks* (GDEIB), a resource for which Dr. Ferdman is an expert panelist, into our engagements with clients as a key tool for understanding the range of strategic work on DEI, focusing on core areas for action, and evaluating progress. We also provide coaching and consultation and typically work with clients as a trusted advisor to provide expertise, custom solutions, and learning tailored for specific groups and needs.

**B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES
(Pass/Fail)**

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices.

Ferdman Consulting provided DEI advisory services across public, private, and nonprofit sectors, guiding organizations in benchmarking, strategy development, governance integration, and inclusive leadership practices. Our work leverages global standards and is informed by deep legal, cultural, and organizational knowledge. Examples of this experience for our Key Personnel include the following:

Dr. Bernardo Ferdman:

- **Public Sector: Central Contra Costa Sanitary District.** Bernardo Ferdman worked with the organization, its Board, its leaders, and staff to conduct a comprehensive DEI assessment, benchmark best practices using the *Global Diversity, Equity, and Inclusion Benchmarks*, and develop a strategic DEI plan in alignment with the district's vision and goals.
- **Private Sector: At The Toro Company and Mitchell International,** Ferdman assessed DEI maturity, advised executives using GDEIB frameworks and our own inclusion framework, and supported DEI action planning, committee development, and learning programs. At Toro Company (a global company with over 11,000 employees) he conducted a comprehensive assessment of the organization's DEI initiatives and current state and provided recommendations to help guide development of a strategic DEI plan, including with input from the company's Global HR Council. At Mitchell (a company based in California with over 6,000 employees), Ferdman partnered with Dr. Sarah Maxwell, an internal OD consultant and one of the Key Personnel for this proposal, to assess the company's DEI foundation and key opportunities using the GDEIB. They counseled executive sponsors on DEI best practices, implemented a cross-functional DEI committee and strategic action plan, facilitated a 6-month immersive DEI learning journey, and coached senior leaders as DEI change agents and program advisors.
- **Private Sector: MetLife.** Bernardo Ferdman consulting with MetLife's Chief Diversity and Inclusion Officer and her staff on best practices in inclusive leadership.
- **Private Sector: CircleCI.** Bernardo Ferdman and **Kumea Shorter-Gooden** worked with the company's senior leaders and, in addition to conducting an assessment based on individual and group interviews and an employee survey, advised them on best practices and next steps in their DEI work.
- **Nonprofit Sector: At National University System and International Water Management Institute (IWMI),** we advised executive leaders and boards on DEI best practices, guided strategy, and facilitated learning sessions rooted in inclusive leadership frameworks. The work with IWMI, an international NGO, included a comprehensive inclusion assessment based on focus groups, interviews, and a staff survey, as well as feedback and visioning sessions and recommendations on DEI actions and best practices to the executive team and to the Institute's Board.
- **Thought Leadership: Global Diversity, Equity, and Inclusion Benchmarks (GDEIB).** Dr. Ferdman has served as a GDEIB expert panelist since 2010 and is the editor of two foundational DEI texts, as well as dozens of articles and chapters. Our team includes seasoned experts with legal, academic, and strategic expertise on DEI and DEI best practices.
- Ferdman's additional clients for advisory services on DEI best practices have included many other organizations. A few of them are the following:
 - **Private sector:** UBS, Xylem, Inc., Hearken, Chartwell Financial Advisory, Ikea, AB Financial, Pivotal Ventures, West Yost
 - **Nonprofit sector:** American Psychological Association, Center for Creative Leadership, Planned Parenthood of Greater Texas, Planned Parenthood of Michigan, Planned Parenthood of the Pacific Southwest (health care delivery), Levine Music, The Democracy Fund, Island Conservation, National College Attainment Network, Museum of Contemporary Art Los Angeles, Goodwill Industries International
 - **Public Sector:** Interamerican Development Bank, County of San Diego, City of San Diego, California Department of Toxic Substances Control, San Diego Community College District, California State University San Marcos, San Diego Workforce Partnership

Dr. Carliss Miller:

- **Private Sector: Worley (global company).** Led DEI strategy and implementation for the Americas, integrating legal, business, and cultural priorities. Launched executive coaching for eight regional presidents, authored DEI playbooks, and operationalized KPIs.
- **Private Sector: Toro Company.** Designed and delivered enterprise DEI strategy, benchmarking, and legal/compliance audit. Developed practical recommendations, ensuring alignment with both policy and spirit of the law.
- **Private Sector: Eola ORD (Tech).** Fractional leadership in growth and transformation, embedding AI-inclusive frameworks into business operations.
- **Private Sector: Procter & Gamble.** Was HR management and DEI/ERG program founder, trained managers and corporate partners on DEI compliance and inclusive hiring.
- **Nonprofit/Corporate Partnerships: Inroads, Inc.** Engaged in DEI and talent management program delivery, including direct training for major companies.

Dr. Kumea Shorter-Gooden:

- **Public sector** clients have included **Berkeley Rent Stabilization Board, DC Health Benefits Exchange, University of Arkansas, University of Maryland.**
- **Private sector** clients have included **Imaginable Futures, Palladian Partners, Stratacomm.**
- **Nonprofit sector** clients have included **Advance CTE (Career Technical Education), American Psychological Association, American Youth Policy Forum, Aurora Institute, Levine Music, and National College Attainment Network.**

Effenus Henderson offers strategic DEI advisory services across sectors, based on global benchmarks like ISO 30415, the GDEIB, and their proprietary SPINE model. His guidance has helped organizations navigate shifting legal, cultural, and operational environments to embed equity. As co-founder and co-director of the **Institute for Sustainable Diversity and Inclusion**, Henderson designed and facilitated the NW Diversity Learning Series on DEI best practices. As **Chief Diversity Officer** for **Weyerhaeuser (Private Sector)** for 40 years, he advised the CEO and senior management on DEI matters and best practices. Henderson received the Diversity Officer Leadership Award in 2007 and was named one of the "Top Executives in Diversity" by Black Enterprise Magazine. He served as co-chair of the **Society of Human Resource Management's Diversity and Inclusion Standards Task Force** for 10 years, creating measurable D&I standards for the HR community. From 2016 to 2021, he led the **ISO work group on diversity and inclusion**, establishing the first ISO diversity and inclusion standard: ISO 30415:2021.

Denise Robinson, a former labor and employment attorney, has provided strategic DEI advisory services to private, public, and nonprofit organizations. Her legal risk lens helps DEI initiatives align with evolving laws and mitigate reputational exposure. She offers capacity-building training, strategic advising on internal and external communications, and develops SOPs for sustainable DEI infrastructure. Additionally, she advises on embedding DEI into organizational culture. Her engagements have included (note: client names withheld due to confidentiality agreements):

- **Public Sector: International Monetary Fund.** Denise Robinson served as IMF's Diversity Officer for two years, tracking and reported the Fund's progress toward its diversity benchmarks, managing its cultural competence education efforts, and working closely with employee resource groups to promote inclusion.

- **Private Sector: O'Melveny & Myers LLP (law firm).** Robinson served as the firm's global head of diversity and inclusion operations for a year, after serving in various other roles in the firm's diversity and inclusion staff.
- **Private Sector: CorePower Yoga, Mindful Return** for multiple clients, including a litigation consulting and expert services firm, a private equity firm, and multiple law firms, including an AmLaw 200 and two more nationally ranked firms; an intellectual property boutique; one of the preeminent law firms specializing in affordable housing and community development; and a prominent firm representing plaintiffs in class action litigation.
- **Public Sector:** A federal circuit court.
- **Nonprofit sector** clients include: a disability rights legal aid organization, a funder of civil legal aid for low-income Americans, and a contemporary art museum.

See, also, our responses to Attachment A, Minimum Qualifications Questionnaire

2. Providing education and training on DEI matters to Boards of Trustees.

Ferdman Consulting has delivered tailored DEI education and training to Boards of Trustees across public, private, and nonprofit sectors. Our services have included Board assessments, customized learning sessions, strategic advising, and facilitation of DEI visioning and governance integration. Examples of services by sector include the following:

Dr. Bernardo Ferdman:

- **Public Sector: Central Contra Costa Sanitary District.** Conducted multiple DEI workshops and presentations for the elected Board, aligning with work on broader organizational DEI strategy.
- **Public Sector: San Francisco Bay Conservation and Development Commission.** Designed and delivered a Commissioner Workshop to review and provide input on the organization's draft racial equity plan.
- **Nonprofit: California Association of Food Banks.** Conducted DEI learning workshops for CAFB's Board and worked with the Board's DEI Working Group to craft a governance-focused DEI Framework.
- **Nonprofit: Planned Parenthood of Greater Texas.** Conducted a Board DEI assessment and designed and delivered multiple DEI workshops. Also guided the Board in developing an overall strategic plan, embedding DEI as a core foundation.
- **Nonprofit: The Moth.** In partnership with **Dr. Kumea Shorter-Gooden**, designed and facilitated DEI learning sessions to enhance Board's DEI awareness, knowledge, and skills. Included a comprehensive DEI assessment based on surveys and interviews with Board members and learning sessions to build shared understanding, inclusive practices, and strategic alignment.
- **Nonprofit: Island Conservation (IC).** Worked with this international NGO's Board and its DEI Committee to design and deliver DEI learning sessions and to create and adopt DEI principles, and to embed DEI in all aspects of the Board work and that of its committees.
- **Nonprofit: Planned Parenthood of Michigan.** Conducted a comprehensive DEI assessment of the Board, including surveys and interviews. With **Dr. Shorter-Gooden**, facilitated a Board workshop integrating the findings and focusing on inclusive practices. Also worked with Board's DEI Committee to develop DEI principles and embed them in Board functioning.
- **Nonprofit: Planned Parenthood Federation of America.** With **Dr. Shorter-Gooden**, designed and conducted a two-day DEI learning workshop for PPFA's Board.
- **Nonprofit: Planned Parenthood of the Pacific Southwest.** Delivered multiple DEI learning workshops for PPPSW's Board.

- **Additional clients** for education and training on DEI matters to various Boards of Trustees have included **American Psychological Association** and **Levine Music (Nonprofit Sector)**.

Dr. Kumea Shorter-Gooden also led DEI Board training for **National Education Association Foundation**, **American Psychological Association**, **National Theatre Foundation**, and **With Advance CTE** (Career Technical Education) (all **Nonprofit Sector**).

Dr. Carliss Miller:

- **Private and Public Sectors:** Developed and delivered DEI and inclusive leadership training for boards, executives, and senior teams at **Newterra** (engineering/water), **West Texas A&M** (public/university), **Worley, Toro**, and **Tetra Tech** (public-private partnership/USAID).
- **Nonprofit sector:** **Jack and Jill of America, Inc. (The Woodlands Chapter)**. Currently provides psychological safety training for the organization's Executive Board. Designed and facilitated Board-level professional development and learning experiences as a Board member of the **Inclusive Leadership Institute** in the **Bauer College of Business, University of Houston**.

Effenus Henderson has designed and delivered governance-focused DEI training sessions for Boards of Trustees across sectors to build fluency in equity stewardship, fiduciary responsibility, and risk mitigation in DEI contexts. Examples of clients include **Cascade Public Media**, **National Organization of Minority Architects**, **HED**, **Quinn Evans**, **Flad**, **EPA**, **Laird North Wealth Management**, and **Habitat for Humanity (Seattle, WA)**.

3. Conducting assessments of established DEI programs and produce reports of findings and recommendations.

Ferdman Consulting has conducted multiple comprehensive assessments of DEI programs using mixed methods approaches (surveys, interviews, focus groups, and benchmarking) to evaluate current state, identify gaps, and deliver actionable reports with findings and tailored recommendations. Examples of services by sector include the following:

Dr. Bernardo Ferdman:

- **Private Sector:** At **The Toro Company** conducted a multi-method DEI assessment, including staff interviews, document review, and benchmarking against the GDEIB. Produced a detailed report with findings, sample actions, and an implementation timeline. At **Mitchell International** conducted an internal DEI diagnostic (in partnership with internal consultant **Dr. Sarah Maxwell**), supporting strategic planning and executive coaching. At **Chartwell Financial Advisory** and **CircleCI**, delivered inclusive culture assessments followed by executive briefings and planning recommendations.
- **Public Sector:** At **CalEPA Department of Toxic Substances Control**, partnered with senior leadership and the Diversity and Inclusion Task Force to assess DEI efforts, culminating in a strategic DEI plan based on extensive input and organizational review. At **County of San Diego** advised the D&I Task Force on foundational assessments to support development of a multi-year DEI strategy.
- **Nonprofit Sector:** Conducted inclusive climate assessments through customized surveys, interviews, and facilitated sessions for **Levine Music**, **National College Attainment Network**, and **International Water Management Institute** as well as multiple **Planned Parenthood** affiliates (Greater Texas, Michigan, Pacific Southwest) and provided integrated reports to inform strategy and training.

Dr. Kumea Shorter-Gooden has conducted DEI assessments and produced reports of findings and recommendation for the following **Palladium Partners** and **Stratacomm** in the **Private Sector** and for

American Group Psychotherapy Association, American Psychological Association, American Youth Policy Forum, and Aurora Institute in the Nonprofit Sector.

Dr. Carliss Miller led comprehensive and rigorous DEI assessments at **The Toro Company** and at **Worley**, in the **Private Sector**, providing evidence-based reports and actionable recommendations for senior leadership and executive teams, including reputational/legal risk reviews. She also conducted workforce gender and inclusion needs assessment, leadership training, and train-the-trainer training for **Tetra Tech/USAID SURE**, in the **Nonprofit and Public Sectors**.

Denise Robinson has conducted DEI assessments for law firms, private equity firms, and nonprofits, incorporating legal-risk reviews and strategic guidance. This work included a range of services, including employee surveys, focus groups, listening circles, and interviews, analysis and interpretation of assessment results, and reports of findings and recommendations. Robinson leverages her legal background to guide clients on how to conduct DEI assessments to minimize exposure. Clients have included Mindful Return, a private equity firm, multiple law firms including a prominent affordable housing law firm and a class action litigation firm, a federal circuit court, a disability rights legal aid organization, a funder of civil legal aid for low-income Americans, and a contemporary art museum.

Effenus Henderson has conducted data-driven, contextually grounded, and solution-oriented DEI assessments using multiple methods, culminating in detailed, actionable reports. Clients in the **Private Sector** have included **Tommy Bahama, Shannon Wilson Engineers, Brooks Running**, and in the **Public Sector**, the **City of Lakewood WA**, and the **Pierce County Library System**.

Dr. Sarah Maxwell has contributed research and analysis to multiple organizational assessments and survey design projects.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process.

Ferdman Consulting engages Boards of Trustees as key stakeholders during DEI assessments, conducting interviews, listening sessions, and facilitated dialogues to surface insights, build alignment, and inform recommendations. Examples of services by sector include the following:

Dr. Bernardo Ferdman:

- **Public Sector: Central Contra Costa Sanitary District.** Interviewed Board members individually and met with the full Board and its Ad Hoc DEI Committee throughout the assessment and planning process to gather input, build buy-in, and present findings and recommendations.
- **Nonprofit Sector: Planned Parenthood of Greater Texas and Planned Parenthood of Michigan.** Conducted in-depth interviews with all Board members to inform DEI assessments and design customized learning sessions.
- **Nonprofit Sector: (Foundation in San Diego).** Interviewed selected trustees as part of an executive coaching engagement with a C-suite leader.

Dr. Kumea Shorter-Gooden met with Board members at the **Aurora Institute (Nonprofit)** during a DEI assessment.

Effenus Henderson routinely engaged Boards in interviews, roundtables, and visioning as part of DEI maturity assessments, including for **Habitat for Humanity (Seattle)**, **Goodwill Industries (Seattle)**, and **Urban League (Nonprofit Sector)**

5. Meeting with executive leadership as part of the assessment and information-gathering process.

Ferdman Consulting prioritizes engagement with executive leadership during assessments through individual interviews, group sessions, and strategic discussions to understand organizational context, assess DEI readiness, and build leadership alignment. Examples of services by sector include the following:

Dr. Bernardo Ferdman:

- **Private Sector: Toro Company, Mitchell International, CircleCI, Hearken Inc., Chartwell Financial Advisory, Alcoa World Alumina:** Conducted executive interviews and/or strategy sessions to assess current practices, identify priorities, and inform DEI planning.
- **Public Sector: County of San Diego; Central Contra Costa Sanitary District; CalEPA DTSC; Berkeley Rent Stabilization Board.** Engaged senior leaders through structured interviews and group sessions as part of assessment and strategy development.
- **Nonprofit Sector: Levine Music, Goodwill Industries International, National University System, Planned Parenthood Federation of America and multiple affiliates, The Moth, California Association of Food Banks, California State University San Marcos.** Met with executives and leadership teams to gather insight and ensure leadership integration in DEI efforts.

Dr. Kumea Shorter-Gooden met with executive leadership and conducted interviews in the **Private sector** at **Palladium Partners, Stratacomm, and Hearken**, and in the **Nonprofit sector** at **American Youth Policy Forum and Aurora Institute**.

Denise Robinson led executive-level DEI engagements across sectors, with a focus on legal strategy, cultural alignment, and strategic positioning. Her credibility as a former lawyer and DEI executive have enabled her to navigate these engagements with a blend of strategic insight, discretion, and legal awareness, particularly when leaders seek to balance DEI ambitions with compliance obligations and reputational stewardship.

Dr. Carliss Miller conducted executive interviews and facilitated listening sessions at **The Toro Company** and **Worley (Private sector)** as well as leadership interviews for DEI strategy assessment at **Tetra Tech (USAID SURE) (Public and Nonprofit Sectors)**.

Effenus Henderson regularly facilitates structured executive dialogues to surface cultural dynamics and align leadership with DEI objectives..

6. Preparing an action plan aligned to organizational core values and assessment findings.

Ferdman Consulting has developed actionable DEI strategic plans rooted in assessment data and aligned with each client's core values, mission, and strategic priorities, typically including goals, phased actions, timelines, and accountability measures. Examples of services by sector include the following:

Dr. Bernardo Ferdman:

- **Public Sector: Central Contra Costa Sanitary District.** Worked with organization's leadership and DEI Task Force to create comprehensive multi-year strategic DEI strategic plan, including an action plan in alignment with and in support of Central San's vision, mission, and strategic goals and based on robust stakeholder input and benchmarking.
- **Public Sector: CalEPA Department of Toxic Substances Control.** Worked with DTSC's leadership and D&I Task Force to develop a comprehensive DEI strategy and associated action plan.

- **Public Sector: California State University San Marcos (CSUSM).** Co-facilitated (with CSUSM's Chief Diversity Officer) the University's Diversity and Inclusion Strategic Plan Work Group and prepared a detailed DEI strategic and action plan that, years later, remains the basis for the ongoing work of the University's Office of Inclusive Excellence. See <https://www.csusm.edu/equity/documents/strategicplan.pdf>.
- **Private Sector: Mitchell International.** With **Dr. Sarah Maxwell** (in her internal role), prepared a DEI action plan to support launch of companywide DEI Committee, informed by culture assessments, GDEIB results, employee feedback analysis, and input from executive leadership.
- **Nonprofit sector: Levine Music.** With **Dr. Kumea Shorter-Gooden**, prepared a detailed action plan based on our DEI assessment and work with the organization's DEIA Working Group.
- **Additional organizations** for which Dr. Ferdman has created such action plans include, in the **Nonprofit Sector: Planned Parenthood of Greater Texas, National College Attainment Network, International Water Management Institute**, among others.

Denise Robinson has prepared action plans aligned to organizational core values and assessment findings for multiple clients, integrating legal and strategic perspectives for multiple clients, including a private equity firm, an AmLaw 200 and two more nationally ranked firms, and a prominent law firm representing plaintiffs in class action litigation; a funder of civil legal aid for low-income Americans; and a contemporary art museum.

Dr. Carliss Miller developed and implemented DEI action plans that were fully integrated with organizational strategy, values, and legal/compliance guardrails for **The Toro Company** and **Worley (Private Sector)**. She also created toolkits for inclusive conversation and implementation for her consulting practice, **Transformation Architects**, to guide value-aligned action planning.

Effenus Henderson has co-created measurable mission-aligned DEI action plans linking inclusion to core business and cultural goals.

7. Conducting DEI best practices research and provide analysis and reports.

Ferdman Consulting has conducted customized research on DEI best practices, benchmarking internal practices against field standards, analyzing data, and producing reports that inform strategy, implementation, and leadership decision-making. Examples of services by sector include the following:

Dr. Bernardo Ferdman:

- **Private Sector: The Toro Company.** Analyzed internal DEI practices and benchmarked against GDEIB, delivering a comprehensive report with data-driven insights. **Chartwell Financial Advisory & Alliance Bernstein:** Conducted research to support inclusive leadership and ERG strategy development.
- **Nonprofit Sector: National University.** Reviewed internal JEDI efforts and compared them with those of peer institutions. **Global Diversity, Equity, and Inclusion Benchmarks.** Contributes ongoing research and expertise as a longtime Expert Panelist.
- Has written extensively on DEI best practices, including dozens of articles and book chapters, as well as two edited books (*Diversity at Work: The Practice of Inclusion* and *Inclusive Leadership: Transforming Diverse Lives, Workplaces, and Societies*) providing research-based perspectives on DEI best practices.

Denise Robinson conducts DEI best practices research to inform all client engagements, particularly when making recommendations following DEI assessments. As research director for a think tank focused on advancing women and flexible work in the legal profession, she developed a benchmarking survey and analyzed, interpreted, and wrote reports based on the results.

Effenus Henderson regularly produces sector-specific DEI research, white papers, and internal reports with insights across sectors, drawing on legal trends, demographic forecasting, leadership studies, and innovation in equitable systems design, and supporting clients in evidence-based decision-making.

Dr. Kumea Shorter-Gooden conducted an in-depth research-based analysis for the **American Psychological Association (Nonprofit Sector)** of DEI best practices to create a recommended DEI framework and approach to guide the organization's hiring of a Chief Diversity Officer and its subsequent approach to DEI.

Dr. Carliss Miller led benchmarking and best practice research for **The Toro Company** and **Worley** (in the **Private Sector**), developing evidence-based analysis and reports for senior leaders and Board. She also published articles and a chapter advancing DEI strategy, organizational behavior, and psychological safety.

Dr. Sarah Maxwell conducted an extensive literature review and a survey of experts, on behalf of Ferdman Consulting and Dr. Ferdman for his work to develop a Global Inclusion Survey for a manufacturing firm. She produced a thorough analysis and report that helped to inform the survey's development and underlying conceptual framework.

8. Advising on best practices in procurement.

Ferdman Consulting and team members have advised on integrating equity into procurement practices, including supplier diversity programs, inclusive RFP processes, and compliance considerations.

Dr. Bernardo Ferdman's experience in this area includes working with the CFO at **Planned Parenthood of Los Angeles (Nonprofit Sector)** to develop approaches to improve equity and inclusion in procurement and supplier relations.

Dr. Carliss Miller provided supplier diversity and equitable procurement guidance for **Worley** and **The Toro Company** (both in the **Private Sector**), including compliance reviews and inclusive RFP best practices. Her MBA- and PhD-level HR and employment law expertise underpinned many of her recommendations.

Effenus Henderson advised on vendor equity strategies and designed inclusive supplier systems across public and private clients, including supplier diversity programs that meet legal compliance and community investment goals.

9. Advising on best practices in hiring.

Ferdman Consulting and members of our team have supported clients in adopting equitable hiring practices through assessments, training, inclusive job design, and bias mitigation in selection processes.

Dr. Bernardo Ferdman's experience in this area includes:

- **Nonprofit sector: Planned Parenthood of the Pacific Southwest.** Worked with PPPSW's HR department to implement best practices in hiring and to train hiring managers in these practices.
- **Public Sector: Central Contra Costa Sanitary District.** Integrated inclusive hiring into the strategic DEI plan.

Denise Robinson provided compliance-aware hiring guidance and training in both nonprofit and private sectors. In the **Nonprofit Sector** she has conducted this work with a disability rights legal aid organization, and in the **Private Sector** with a law firm ranked in the Am Law 100, another large law firm based in Texas, and a private equity firm, among others.

Dr. Carliss Miller authored inclusive hiring playbooks for **The Toro Company** and **Worley (Private Sector)** and delivered bias-mitigation and equitable hiring training to managers, HR, and business leaders. She also

taught HR and employment law at Sam Houston State University for six years, including a focus on practical compliance across sectors.

Dr. Kumea Shorter-Gooden advised multiple clients on the inclusion of DEI best practices in hiring. These include, in the **Private Sector: Educators' Collaborative, Palladian Partners, Stratacomm and West Wing Writers**; in the **Nonprofit Sector: Advance CTE, Aurora Institute, and Baltimore Symphony Orchestra**; and in the **Public Sector: University of Arkansas, University of Maryland**.

Effenus Henderson has worked with clients to reimagine talent acquisition through a DEI lens. He provides guidance on job design, bias mitigation in AI recruiting tools, equitable interview structures, and retention strategies that build inclusive workplace ecosystems across levels and functions.

10. Advising on best practices in healthcare delivery equity and accessibility.

Bernardo Ferdman (and **Ferdman Consulting**) have experience advising several organizations in connection with healthcare delivery equity and accessibility. Examples include:

- **Nonprofit Sector: Planned Parenthood of Greater Texas (PPGT)**. As part of a two-year engagement to support PPGT in developing a comprehensive strategic plan thoroughly embedding DEI, Ferdman Consulting worked with the organization to examine its approaches to healthcare delivery equity and accessibility in relation to best practices in the field, as well as in relation to insights from patient and staff surveys we conducted.
- **Nonprofit Sector: Planned Parenthood of Los Angeles (PPLA)**. As part of his work to support PPLA in developing and implementing a comprehensive DEI initiative, Dr. Ferdman incorporated resources and assessments related to equity in healthcare. Several key staff participated in evaluating the organization in relation to healthcare equity standards, and training sessions for leaders and for all staff incorporated attention to best practices in healthcare delivery equity and accessibility.

Dr. Kumea Shorter-Gooden has advised on DEI best practices in healthcare delivery equity and accessibility in the **Public Sector** with **DC Health Benefit Exchange**; in the **Private Sector** with the **Institute for Applied Behavior Analysis** and **Palladian Partners**; and in the **Nonprofit Sector** with **American Psychological Association, Children's Hospital of Philadelphia (CHOP)**, and the **Society for Behavioral Medicine**.

Dr. Sarah Maxwell's experience includes, in the **Public Sector**, design and delivery of a custom full-day workshop for frontline clinical staff in the **County of San Diego's Department of Health and Human Services** on bias in health care.

Effenus Henderson has supported public health agencies and hospital systems to identify and eliminate disparities in care access and health outcomes. His work includes equity impact assessments, training on cultural responsiveness, and system-wide policy redesign to promote inclusive, patient-centered care.

Dr. Carliss Miller led accessibility, neurodiversity, and psychological safety programs for **Worley (Private Sector)** and designed ADA/508-compliant training and resources for multiple organizations. She also chairs disability/neurodiversity inclusion for **Jack and Jill of America, Inc.** (a national **nonprofit**). And she regularly addresses health equity topics as co-host of "Top 5 DEI" podcast with clinical and academic leaders.

11. Advising on the inclusion of diversity best practices in the investment industry.

We have advised investment firms and financial organizations on embedding DEI into governance, culture, ERG management, and strategic direction. Examples include the following:

Dr. Bernardo Ferdman:

- **Private Sector: Alliance Bernstein LP (AB).** Worked with AB to design and implement best practices in its ERGs. Worked with ERG leaders and designed and facilitated a half-day workshop with them to support them in learning about DEI best practices, aligning with each other, and become champions for the organization's DEI strategy. The work included interviews with the ERG leaders and key executives, as part of a needs assessment and to help customize the ERG leaders' summit.)
- **Private Sector. Chartwell Financial Advisory.** Conducted an inclusion assessment for the firm and advised the CEO and leadership team on implications and action steps in relation to the results and to best practices.
- **Private Sector. UBS.** With **Dr. Kumea Shorter-Gooden**, worked with UBS's philanthropic team to help them learn about best practices in DEI, with a focus on equity, and to develop new directions in alignment with these practices.

Effenus Henderson has worked with investment firms, including **Laird Norton Wealth Management (Private Sector)**, with a focus on leadership oversight and commitment to building more holistic approaches to DEI integration. Henderson's efforts supported inclusive investment strategies as well as equitable human resource practices—ensuring DEI is embedded across portfolio strategy, governance, and organizational culture.

Dr. Carliss Miller advised on DEI metrics and supplier diversity integration for global firms (**Worley, The Toro Company**) with investment/fiduciary operations. Conducted cross-sector research and produced recommendations on DEI for the companies' boards and executive teams.

Denise Robinson has advised on inclusion of DEI best practices in the investment industry through her DEI assessment and strategic planning work with a private equity firm.

Although she has not advised on DEI best practices in the investment industry, **Dr. Sarah Maxwell** worked in the investment industry for 12 years, including 3½ years at Vanguard as a licensed representative conducting client services, employee training, and web-based usability research; and 8½ years at TD Ameritrade conducting program analytics and reporting, sales and regulatory compliance administration, and human capital development consultation and training.

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as "Proposition 209").

Ferdman Consulting ensures all public-sector DEI strategies are fully compliant with Proposition 209 and other legal frameworks, while still advancing inclusive and equitable practices.

Dr. Bernardo Ferdman work in this regard includes the following:

- **Central Contra Costa Sanitary District (Central San).** Worked as Central San's DEI consultant to support the District and its Board in learning about DEI, developing inclusive leadership, and creating a strategic DEI plan based on a comprehensive DEI assessment (also conducted by Dr. Ferdman and his team) and DEI best practices. As part of this work, Dr. Ferdman led Central San's leadership, the DEI Task Force, and the HR team in comparing the district's DEI practices to the benchmarks in *Global Diversity, Equity, and Inclusion Benchmarks: Standards for Organizations Around the World*, while ensuring that all adopted approaches were consistent with legal and community standards in California.
- **CalEPA Department of Toxic Substances Control (DTSC).** Worked with DTSC and its senior executives to establish a Diversity and Inclusion Work Group focused on assessing current attitudes and experiences,

organizational policies and procedures, and formal and informal practices related to diversity and inclusion at DTSC, with the goal of recommending systemic and sustainable approaches to integrate diversity and inclusion throughout DTSC and to strengthen employee and leadership proficiency in diversity, inclusion, and equity. Ferdman worked with the group over 10 months to support them in learning about diversity and inclusion, assessing key issues and needs, and developing a set of D&I strategic goals, strategies, and objectives. The resulting plan, also aligned with Proposition 209, became the basis for subsequent DEI work at the agency.

- **County of San Diego.** Consulted to the County of San Diego and its D&I Task Force as it developed its first Diversity and Inclusion Strategy (*County of San Diego Strategic Plan for Diversity and Inclusion 2015-2020: Diversity and Inclusion for a World-Class Organization*). The Task Force used Dr. Ferdman's book, *Diversity at Work: The Practice of Inclusion* and input from Dr. Ferdman to develop its D&I Framework and the inclusion practices included in the strategic plan. Dr. Ferdman concurrently worked with the County's ERG leaders and the executive sponsors of the ERGs to train them on DEI best practices and to support them in aligning with the emergent D&I strategy and with each other as well as in becoming DEI champions for the County. Based on this foundational work, the County of San Diego has continued to focus on DEI across the organization in ways that are fully aligned with Proposition 209 and provide an inclusive approach to the workforce, to the workplace, and to serving the County's population.
- **Community Colleges of California.** Created activities and resources for teams engaged in change leadership focused on building inclusive teams, using approaches that supported building trust among team members and fostering experiences of inclusion, which aligning with Proposition 209.
- **California State University San Marcos.** Worked with CSUSM's Chief Diversity Officer and the university's Diversity & Inclusion Strategic Plan Working Group to prepare a comprehensive diversity and Inclusion strategy and action plan. Ferdman worked with the group for over five months, designing and facilitating the meetings, integrating input from Working Group members (who represented all areas of the university), and drafting and editing the plan. The resulting work—which was fully aligned with Proposition 209—has served as the foundation and core of CSUSM's approach to DEI and inclusive excellence since 2016.
- **San Diego Community College District (SDCCD).** Designed and conducted two half-day workshops with SDCCD's Educational Services Leadership Team and the Vice Chancellor leading the team to support them in learning about inclusive leadership—in ways that aligned with Proposition 209 and continued to enhance and foster diversity, equity, and inclusion---and to create a shared mission and vision for the team aligned with the district's focus on equity and student success.

Denise Robinson has advised a U.S. Federal Circuit Court on DEI best practices that align with applicable laws and ethical rules. She is particularly skilled at helping organizations identify legally permissible strategies to support DEI, while proactively managing reputational risk and political scrutiny.

Dr. Carliss Miller led legal/reputational risk audits at **The Toro Company** (including for its operations in California), ensuring DEI programs complied with Prop 209 and related statutes. She also taught public sector HR, EEO/ADA compliance, and employment law as a faculty member at Sam Houston State University, incorporating attention to practical public sector application. Finally, she has government contract and compliance experience via **Worley** and **Tetra Tech**.

Effenus Henderson has deep expertise in designing race-neutral, legally compliant DEI strategies that advance equity in public sector contexts. They integrate alignment with Proposition 209 and similar provisions while addressing systemic barriers, embedding inclusive opportunity frameworks, and maintaining transparency and legal defensibility

13. Developing communication strategies highlighting the importance of DEI.

We have helped organizations craft internal and external communications that articulate the rationale, goals, and value of DEI efforts in a way that resonates with diverse stakeholders and aligns with organizational values. With all or most clients, across sectors, we emphasize the importance of developing and communicating clear and relevant rationales for focusing on and working on DEI, in connection with the organization's mission, vision, values, and strategic plan.

Dr. Bernardo Ferdman experience includes the following:

- **Public Sector: Central Contra Costa Sanitary District.** Worked with Central San's General Manager, DEI Officer, and DEI Task Force to develop and implement effective strategies for communicating the importance of DEI and rationale for making it core to Central San.

Dr. Sarah Maxwell's relevant experience includes the following:

- **Private Sector: Mitchell International.** Pertaining to the launch of a DEI Committee and strategic plan, Dr. Maxwell was responsible for integrating all internal communications related to Mitchell's DEI and talent development programs, including executive presentations, Town Hall updates, manager toolkits, and multimedia employee news channels.
- **Private Sector: IKEA.** While consulting on the launch and strategy integration of a global Centre of Expertise for Inclusive Design, Equity and Accessibility within IKEA's global digital function (6,000 employees), developed a communication plan highlighting the importance of applying inclusive design principles at work and in everyday decision-making.

Denise Robinson has extensive experience shaping DEI communications strategies for internal and external audiences. With **CorePower Yoga**, she advised communications staff on messaging during a time of heightened social awareness and scrutiny. At **O'Melveny & Myers LLP**, she led the development of an internal educational series on inclusion, catalyzing greater employee engagement and cultural awareness.

Dr. Carliss Miller led internal and external DEI communications, explainer series, and learning hubs at **Worley, Toro**, and **Transformation Architects**. She designed and delivered DEI learning resources, reports, and messaging for Boards, staff, and public audiences, and she developed communication and toolkit strategies for driving courageous and compliant DEI storytelling, balancing legal guardrails and strategic impact.

Effenus Henderson has helped clients shape compelling internal and external narratives that advance DEI as a strategic, values-driven imperative. From communication audits to storytelling frameworks and public messaging, he equips organizations to articulate their DEI commitments authentically and effectively—especially in polarized or high-stakes environments.

Important Note. Please see Attachment A for detailed resumes for each of our key personnel: Dr. Bernardo Ferdman, Effenus Henderson, Dr. Sarah Maxwell, Dr. Carliss Miller, Denise Robinson, and Dr. Kumea Shorter-Gooden.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. *Disabled veteran*** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. *DVBE*** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A - DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**
- B. Option B - No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or oscd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

☐ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.

☐ 1% - 1.99%

☐ 2% - 2.99%

☐ 3% - 3.99%

☐ 4% - 4.99%

☐ 5% or Over

☒ **Option B** - I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % _____

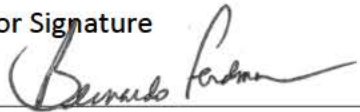
Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed



June 30, 2025

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photocopy of this form is acceptable if additional sheets are required.)

- ☐ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☒ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name: Transformation Architects

Contact Name: Carliss Miller, Ph.D.

Telephone Number: (214) 293-5155

Street Address, City, State and Zip Code:

8902 Vineyard Valley Ct, Tomball, TX 77375

Description of Work to be Performed by Subcontractor:

Partnering with Principal Consultant on all aspects of the work, including leadership interviews, program review and assessment, generation of action plan recommendations, and action plan implementation

Percentage of Total Agreement Amount ¹:

18%

Company Name: Shorter-Gooden Consulting

Contact Name: Kumea Shorter-Gooden, Ph.D.

Telephone Number: (202) 652-1900

Street Address, City, State and Zip Code:

1736 Holly St., NW, Washington DC 20012

Description of Work to be Performed by Subcontractor:

Partnering with Principal Consultant on all aspects of the work, including leadership interviews, program review and assessment, generation of action plan recommendations, and action plan implementation

Percentage of Total Agreement Amount ¹:

13%

Company Name: HenderWorks Inc.

Contact Name: Effenus Henderson

Telephone Number: (253) 229-3691

Street Address, City, State and Zip Code:
135 South 300th Place ▪ Federal Way, WA 98003

Description of Work to be Performed by Subcontractor:
Partnering with Principal Consultant on multiple aspects of the work, especially program review and assessment, and generation of action plan recommendations

Percentage of Total Agreement Amount ¹:
11%

Company Name: Sarah Maxwell, Ph.D.

Contact Name: Sarah Maxwell, Ph.D.

Telephone Number: (619) 342-5984

Street Address, City, State and Zip Code:
San Diego, CA 92130

Description of Work to be Performed by Subcontractor:
Data analysis, research, environmental scan and benchmarking support, report preparation, other support and communication

Percentage of Total Agreement Amount ¹:
9%

Company Name: The Still Center LLC

Contact Name: Denise Robinson, J.D.

Telephone Number: (301) 244-9070

Street Address, City, State and Zip Code:
9466 Georgia Ave. #106, Silver Spring, MD 20910

Description of Work to be Performed by Subcontractor:
Partnering with Principal Consultant on multiple aspects of the work, especially program review and assessment (environmental scan of potential legal and reputational risks) and generation of action plan recommendations

Percentage of Total Agreement Amount ¹:
12%

1 If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: Ferdman Consulting

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days.		
b. A statement expressing the Proposer's willingness to perform the services as described in this RFP.		
c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.		
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked "Master Copy" containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked "Reproduction Copy." All pages containing proprietary information should be removed and a cover sheet must be included which provides:	☒ Yes ☐ No	☐ Yes ☐ No
1. the firm's names;		
2. total number of pages; and		
3. identification of all pages removed due to proprietary information.		
Note: Entire proposal may not be marked confidential and proprietary.		
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Small Business certified?	☒ Yes ☐ No	
DVBE certified?	☐ Yes ☒ No	
Micro Business certified?	☒ Yes ☐ No	

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☐ No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes ☐ No _____ % Claimed Option C – Elected no DVBE participation? ☒ Yes ☐ No Option D – California Certified Micro Business? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) Non-Small Business Preference Claimed? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☒ Yes ☐ No Non-Small Business Preference claimed? ☐ Yes ☐ No Target Area Contract Preference Act claimed? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☐ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by [YOUR COMPANY NAME]."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 3 of 3

Comments:

Signature of CalPERS Reviewer

Date



(916) 370-5594



Ebonycm@healinggracestudios.org



healinggracestudios.org

June 30, 2025

Technical Proposal Cover Page

**CalPERS RFP# 2024-9420
Diversity, Equity, and Inclusion (DEI) Consulting Services**

**Submitted by:
Healing Grace Studios, LLC.**

Total Number of Pages (including this cover sheet): 26

Pages Removed Due to Proprietary Information: 4–10, 21, 24–37

Reason for Removal:

- **Contains personal addresses and/or contact information**
- **Includes partner organization listings**

Sincerely,

A handwritten signature in black ink that reads "Ebony Chambers".

Ebony Chambers

Principal Consultant
Healing Grace Studios, LLC.



(916) 370-5594



Ebonycm@healinggracestudios.org



healinggracestudios.org

June 30, 2025

California Public Employees' Retirement System
P.O. Box 942702
Sacramento, CA 94229-2702

RE: Proposal Submission for Diversity, Equity, and Inclusion (DEI) Consulting Services (RFP#: 2024-9420)

Dear CalPERS RFP Evaluation Committee,

Healing Grace Studios, LLC. is pleased to submit our proposal in response to the CalPERS Request for Proposal for Diversity, Equity, and Inclusion (DEI) Consulting Services (RFP#2024-9420).

Healing Grace Studios is a Sacramento-based consulting firm with over eight years of experience specializing in equity-centered leadership development and system-level capacity building. Our work focuses on advancing culturally responsive practices, embedding equity into strategic planning, and transforming organizational culture to be more inclusive and just. We are confident that our qualifications, expertise, and values-aligned approach uniquely position us to support CalPERS in achieving its DEI goals.

We are pleased to confirm the following:

- This proposal constitutes a firm and irrevocable offer valid for one hundred eighty (180) calendar days from the date of submission.
- Healing Grace Studios is fully prepared and willing to perform all services and deliverables described in the RFP.
- Our team has the necessary staff capacity, experience, and resources to fulfill the requirements outlined in the RFP and to partner with CalPERS in this important work.

We look forward to the opportunity to collaborate and support CalPERS in fostering an equitable, inclusive organizational culture that serves all stakeholders.

Sincerely,

Ebony Chambers

Principal Consultant
Healing Grace Studios, LLC.

California Public Employees' Retirement System

Diversity, Equity, and Inclusion Consulting Services

Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

Authorized Signature

Healing Grace Studios, LLC

Bony Chambers

Name of Firm

Ebony Chambers, Principle Consultant

Name and Title (Please Print)

6/29/2025

Date

Attachment C



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name **Healing Grace Studios, LLC.**

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

Ebony Chambers
Authorized Signature

6/27/2025

Date

Ebony Chambers, Principal Consultant

Name and Title (Please Print)

Attachment D



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☒ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☒ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☒ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☒ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A. § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☒ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☒ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

Ebony Chambers
Authorized Signature

Ebony Chambers, Principal Consultant

Name and Title (Please Print)

6/27/2025
Date

Healing Grace Studios, LLC.

Firm Name (Please Print)

Attachment E

Page 1 of 4



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

N/A

b. Proposer or Contractor Name:

N/A

c. Name of Individual Authorized to bind the Proposer or Contractor:

N/A

d. Contact Person (if different than above):

N/A

e. E-mail Address:

N/A

f. Phone No:

N/A

g. Name of CalPERS Contact (if applicable):

N/A

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐	N/A	
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.

N/A

3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

N/A

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

N/A

5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

N/A

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.



Authorized Signature

6/29/2025

Ebony Chambers, Principal Consultant

Date

Name and Title

**Proposal in Response to
RFP #: 2024-9420**

DIVERSITY, EQUITY, & INCLUSION (DEI) CONSULTING SERVICES

Prepared by Healing Grace Studios, LLC, a Sacramento-based consulting firm with 5+ years of experience specializing in equity-driven leadership development and system-level capacity building. This proposal outlines our qualifications, experience, and approach to providing comprehensive DEI consulting services to CalPERS.



CONTACT INFORMATION:

Ebony Chambers, Lead Consultant
Healing Grace Studios, LLC.
916) 370-5594
healinggracestudios.org





TABLE OF CONTENTS

Section:	Page:
• Organization and Background.....	21
• Mission Statement.....	22
• DEI Consulting Services Capabilities.....	23
• Experience with DEI Advisory Services.....	24
• Board of Trustees Education & Training Experience.....	25
• DEI Program Assessment Experience.....	26
• Board Engagement Methodology Experience.....	27
• Executive Leadership Engagement.....	28
• Action Plan Development Approach.....	29
• DEI Research and Analysis Capabilities.....	30
• Procurement Best Practices.....	31
• Equitable Hiring Practices.....	32
• Healthcare Delivery Equity Experience.....	33
• Investment Industry Diversity Practices.....	34
• Public Sector DEI Compliance.....	35
• DEI Communication Strategies.....	36
• Our Team.....	37



Mission Statement

Healing Grace Studios exists to partner with organizations to create equitable systems that foster wellness, belonging, and opportunity for all.

Healing Grace Studios was founded with a mission to advance equity, healing, and justice by guiding organizations and leaders through transformative change. The firm specializes in strategic consulting, equity-driven leadership development, and system-level capacity building across sectors including child welfare, education, mental health, and public service.

Our Core Focus Areas

- Strategic DEI consulting and implementation
- Equity-driven leadership development
- System-level capacity building
Organizational transformation
- Healing-centered approaches to institutional change

Sectors We Serve

- Public agencies and government entities
- Educational institutions
- Healthcare and behavioral health organizations
- Nonprofit organizations
- Foundations and philanthropic institutions

Our approach is grounded in the belief that effective DEI work requires both strategic vision and practical implementation. We combine evidence-based methodologies with lived experience to create sustainable change that addresses systemic inequities while fostering organizational wellness and growth.

DEI Consulting Services Capabilities

Healing Grace Studios, in collaboration with our trusted project partners, delivers comprehensive Diversity, Equity, and Inclusion (DEI) advisory services across public, private, and nonprofit sectors. Our work is grounded in supporting organizations to design and implement strategic DEI plans that are contextually responsive and aligned with each organization's mission, vision, and values.



Organizational Equity Assessments

Comprehensive evaluations of policies, practices, and culture to identify strengths, gaps, and opportunities for advancing equity.



Culturally Responsive Listening Sessions

Facilitated dialogues that center the experiences of diverse stakeholders and inform equity-centered strategy development.



Interactive Training & Technical Assistance

Customized learning experiences that build organizational capacity for inclusive leadership and equitable practice.



Policy & Practice Reviews

Detailed analysis of organizational frameworks to ensure alignment with equity principles and best practices.



Inclusive Leadership Development

Targeted coaching and capacity-building to equip leaders with the skills to advance equity across all organizational functions.

We use a collaborative, data-informed approach that centers the lived experiences of historically marginalized communities. This ensures that our work leads to sustainable, systems-level transformation rather than one-time interventions.

Attachment G



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. **Disabled veteran** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. **DVBE** means a business concern ~~certified by OSDS~~ as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A - DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**
- B. Option B - No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or oscd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.

Attachment G, Exhibit 1

Page 1 of 3



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

☐ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.

☐ 1% - 1.99%

☐ 2% - 2.99%

☐ 3% - 3.99%

☐ 4% - 4.99%

☐ 5% or Over

☐ **Option B** - I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

ContactName:

Fax Number: (XXX) XXX-XXXX

StreetAddress, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % _____

Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

6/30/2025

Ebony Chambers

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

ContactName:

Fax Number: (XXX) XXX-XXXX

StreetAddress, City, State and Zip Code:

Pleasecheck the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Workperformed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

ContactName:

Fax Number: (XXX) XXX-XXXX

StreetAddress, City, State and Zip Code:

Pleasecheck the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Workperformed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

ContactName:

Fax Number: (XXX) XXX-XXXX

StreetAddress, City, State and Zip Code:

Pleasecheck the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Workperformed or goods provided for this contract:

Attachment H

Page 1 of 1

List of Proposed Subcontractors (N/A - No Subcontractors)

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☐ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name:

Contact Name:

Telephone Number:

StreetAddress, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount¹:

Company Name:

Contact Name:

Telephone Number:

StreetAddress, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount¹:

¹ If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: **Healing Grace Studios, LLC.**

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days.		
b. A statement expressing the Proposer's willingness to perform the services as described in this RFP.		
c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.		
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " Reproduction Copy. " All pages containing proprietary information should be removed and a cover sheet must be included which provides:	☒ Yes ☐ No	☐ Yes ☐ No
1. the firm's names;		
2. total number of pages; and		
3. identification of all pages removed due to proprietary information.		
Note: Entire proposal may not be marked confidential and proprietary.		
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Small Business certified?	☒ Yes ☒ No	
DVBE certified?	☐ Yes ☒ No	
Micro Business certified?	☐ Yes ☒ No	

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☒ No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes ☒ No _____ % Claimed Option C – Elected no DVBE participation? ☐ Yes ☒ No Option D – California Certified Micro Business? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☐ Yes ☒ No Non-Small Business Preference Claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☐ Yes ☒ No Non-Small Business Preference claimed? ☐ Yes ☒ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as “FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by [YOUR COMPANY NAME].”	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☒ No

Comments:

Date

Signature of CalPERS Reviewer



June 30, 2025

Contracts Officer
California Public Employees' Retirement System
Request for Proposal No. 2024-9420
P.O. Box 9422702
Sacramento, CA 94229-2702

Dear Members of the Selection Committee,

We are pleased to submit our proposal to provide Diversity, Equity, and Inclusion (DEI) consulting services (RFP No.2024-9420) to the California Public Employees' Retirement System (CalPERS). Our joint venture between Kerry Mitchell Brown, LLC (kmb Consultancy) and Richwife, LLC (Manley Consultancy Group) combines decades of expertise in social justice, strategic organizational transformation, and evidenced-based equity-focused strategies.

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June 26, 2025



Contracts Officer
California Public Employees' Retirement System
Request for Proposal No. 2024-9420
P.O. Box 9422702
Sacramento, CA 94229-2702

Dear Members of the Selection Committee,

We don't just consult on DEI, we've lived it, transformed it, and mastered it.

Our joint venture between kmb Consultancy and Manley Consulting Group brings CalPERS something rare: Black women who've spent 60+ years fighting for equity and justice. We've navigated, disrupted, and fundamentally transformed white-male-dominated enterprises. We evolved from survival strategies to revolutionary leadership, turning our lived experience into your strategic advantage.

Why We're Different

We are both the architects and subjects of systemic change. This dual perspective gives us insight into what actually works versus what sounds progressive but fails in practice. We've led national racial justice initiatives and transformed hostile environments into thriving ecosystems. We know how to navigate California's Proposition 209 constraints while maximizing equity opportunities.

Our Track Record

kmb Consultancy has transformed Fortune 100 companies, nonprofits, government agencies, and higher education institutions for over two decades. Dr. Brown led SEIU's Racial Justice Center, architecting strategies that shifted how 2 million members understand and combat structural racism. Her revolutionary methodology integrates management theory, organizational theory, and social movement theory to create approaches that deliver explosive results.

Manley Consulting Group stands at the intersection of financial excellence and social impact. Renaye Manley brings multi-billion-dollar initiative expertise as former SEIU Pension Fund trustee, Council of Institutional Investors board member, and Center for Labor and A Just Economy Fellow at Harvard Law School. We understand CalPERS' unique position in the investment ecosystem.

Our Approach to CalPERS' DEI Transformation

Phase I: Leadership Interviews

We'll conduct comprehensive interviews with your 12-member Board of Administration and five key executives (CEO, COO, Chief Health Director, HR Director, and Chief Operating Investment Officer). We know the questions to ask because we've sat on both sides of the table. Our approach goes beyond standard leadership interviews to include broader stakeholder engagement, as CalPERS welcomes. Beyond the required leadership interviews, we recommend expanding stakeholder engagement to include broader staff perspectives. Our experience shows that authentic transformation requires input from all organizational levels, not just leadership. This comprehensive approach ensures our recommendations resonate across your entire ecosystem and identifies barriers that executive-only interviews might miss.

As Black women who've navigated these power dynamics personally, we create psychological safety that allows leaders to share real concerns and resistance points others won't voice. We practice radical care in these conversations, understanding that sustainable change requires leaders to feel supported, not attacked. Our approach builds authentic buy-in rather than performative compliance.

Phase II: Program Review & Assessment

Our benchmarking will measure CalPERS against California state and local agencies operating under the same legal framework who have successfully implemented DEI within Proposition 209 constraints. We'll conduct gap assessment and evaluation of your DEI Framework, including environmental scan of legal and reputational risks. The Board receives our findings in open session with no sugarcoating.

We assess through both data and lived experience. Our framework identifies not just what's missing, but why it's missing and what organizational antibodies resist change. We understand the difference between policies on paper and culture in practice because we've experienced both sides. Our assessments reveal truth with care, providing actionable insights rather than academic criticism.

Phase III: Action Plan Recommendations

We present evidence-based recommendations aligned with your fiduciary duty and 5-year strategic plan. Our actionable goals address growth opportunities internally and externally while fully complying with Proposition 209 and evolving legal landscape.

Our recommendations emerge from integrating management theory, organizational theory, and social movement theory with our lived experience navigating systemic barriers. We design strategies that work within existing power structures while fundamentally shifting them. Our approach ensures recommendations feel achievable rather than overwhelming, building momentum through early wins that create appetite for deeper transformation.

Phase IV: Action Plan Implementation

We provide hands-on guidance to enhance program goals, develop measurement and reporting tools, and create communication strategies that position equity work strategically despite today's challenging climate.

We stay until transformation takes root. Our implementation approach recognizes that sustainable change requires ongoing cultivation, not just initial planning. We practice radical self-care as revolutionary act, modeling the sustainability needed for long-term success. We help organizations develop internal capacity to continue the work without constant external support, creating lasting institutional change rather than consultant dependency.

Our Power Team

Dr. Kerry Mitchell Brown (kmb Consultancy): 20+ years transforming organizations through revolutionary methodology. Ph.D. in Organizations and Management. Expert in embedding equity as sustainable practice with measurable outcomes. Powerful media presence positioning equity as both visionary and practical.

Renaye Manley (Manley Consulting Group): Two decades driving innovation in financial systems. Former SEIU Pension Fund trustee, Council of Institutional Investors board member, Harvard Law Fellow. Proven track record influencing corporate policies and advancing diversity in multi-billion-dollar initiatives.

Dr. Charlene K. Sinclair (kmb Consultancy): 35+ years at the intersection of gender, race, economic justice, and democracy. Former VA Deputy Director of Housing. Strategist behind winning movements who transforms vision into victory.

Timarie Harrigan (kmb Consultancy): 15 years building relationships and uniting stakeholders around shared missions. Skilled storyteller who creates messages that resonate across diverse audiences and political divides.

Most team members lead multi-generational families, with some bringing immigration histories. These lived experiences deepen our understanding of navigating complex systems and connecting authentically across all backgrounds.

Meeting Your Requirements and Beyond

Both firms exceed all minimum qualifications:

- Well-established organizations
- 60+ years combined equity and justice transformation experience with progressively complex engagements
- Extensive experience with public, non-profit, and private sector organizations
- Multiple team members with pension fund and corporate board consulting experience
- Current public pension fund client (SEIU Pension Fund) and corporate clients

California Legal Framework Expertise

We understand Proposition 209 constraints and the evolving legal landscape. Our UC-Equity Research Institute partnerships and California-based client work demonstrate proven ability to advance meaningful equity within legal parameters. We help organizations continue critical work despite political headwinds through strategic approaches that maintain integrity while adapting to hostile climates.

What Makes Us Essential

CalPERS needs partners who understand that equity isn't a one-time initiative but sustainable practice. You need leaders who've dismantled systemic barriers from within, who embody courage and care, and who practice the radical self-care that sustains long-term transformation.

We turned our survival strategies into your transformation toolkit. Our scars became your roadmap.

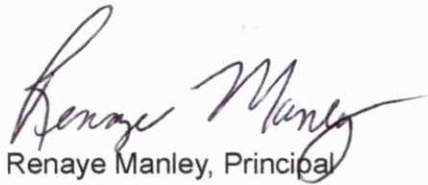
This proposal constitutes a firm, irrevocable offer valid for 180 calendar days. We have full availability of staff and resources to deliver all services specified in RFP No. 2024-9420.

We're ready to help CalPERS lead, not follow, in creating meaningful, sustainable change that complies with all legal requirements while maximizing equity impact.

Sincerely,



Dr. Kerry Mitchell Brown, Principal
Kerry Mitchell Brown, LLC
kmb Consultancy



Renaye Manley, Principal
Richwife, LLC
Manley Consulting Group

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

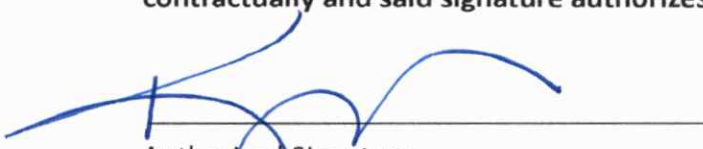
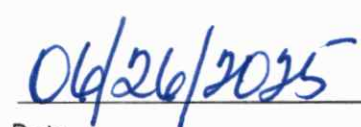
California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment A

Page 2 of 2

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.


Authorized Signature
Date

Kerry Mitchell Brown, LLC (kmb
Consultancy)

Name of Firm

Kerry Mitchell Brown, Principal & CEO

Name and Title (Please Print)

Evidence of Minimum Qualifications

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
Kerry Mitchell Brown, LLC (kmb Consultancy)	6

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
Race Forward	3	Organizational Transformation & Strategic Planning Scope: Led comprehensive multi-year change management process for the nation's leading racial justice organization, building from the ground up and aligning with their racial equity lens. Services Provided: ● Assessment: Conducted robust programmatic assessments surveying key	Cathy Abisa	917-971-8289

		internal and external stakeholders, auditing programmatic successes and gaps in field services ● Strategic Planning: Engaged stakeholders in comprehensive discovery process (interviewing staff, Board Members, funders, ecosystem partners) ● Financial Analysis: Conducted robust financial health assessment and built recommendations for organizational realignment and financial management ● Implementation: Developed Organizational Strengthening roadmap, fortifying the organization prior to strategic planning launch ● Leadership Development: Led Race Forward Executive Leadership and Board of Directors through robust strategic planning process alongside Dahlberg Global Development Advisors Complexity: National organization with complex stakeholder ecosystem requiring systems approach integrating equity, programmatic, financial, and governance considerations.		
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City University of New York - Law School	3	Academic Institution DEI Integration Scope: Provided comprehensive DEI consulting to advance institutional equity and inclusion within higher education legal framework. Services Provided: ● Assessment: Evaluated institutional policies and practices against best-practice DEI frameworks for academic institutions ● Curriculum Development: Collaborated on developing curricula promoting diversity and inclusivity in legal education ● Training: Delivered specialized workshops addressing systemic inequalities in academia ● Strategic Advising: Provided recommendations for creating more equitable policies and practices within legal education context Complexity: Major public university system requiring navigation of academic governance, legal education standards, and public sector constraints.	Rev. Dr. Yvette Wilson-Barnes	347-415-6498
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Demos	2.5	Strategic Leadership Development & Racial Equity Culture Enhancement 2019-2022 Scope: Focused on developing strategic, effective leadership practices with emphasis on enhancing the racial equity culture during new leader transition within progressive policy organization. Services Provided: ● Leadership Transition Support: Facilitated successful new leader transition while maintaining organizational effectiveness and racial equity focus ● Leadership Development: Designed and implemented strategic leadership practices focused on racial equity integration for policy organization leadership team during transition period ● Cultural Transformation: Enhanced organizational racial equity culture through systematic leadership practice development and implementation under new leadership ● Training Development: Created race, class, narrative workshops and training materials tailored for policy organization context and new leadership vision	Taifa Butler	tbutler@demos.org
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		● Strategic Planning: Assisted in developing broad-based advocacy teams aligned with enhanced racial equity culture and new leadership direction ● Program Assessment: Evaluated existing programs for equitable impact on diverse populations through racial equity lens during organizational transition ● Best Practices Implementation: Ensured programmatic delivery and leadership practices aligned with racial equity principles and community impact goals under new leadership structure Complexity: National policy organization requiring sophisticated understanding of intersectional analysis, policy advocacy frameworks, and leadership culture transformation during sensitive leadership transition within progressive movement context.		
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- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
re:power	3	Executive Leadership Development & Organizational Transition Scope: Led executive leadership development and organizational strengthening during critical leadership transition from predominantly-white leadership to Black woman, majority women of color leadership structure. Services Provided: ● Executive Leadership Development: Designed and implemented comprehensive leadership development program for new executive team during organizational transition ● Organizational Strengthening: Provided strategic advising and organizational transformation support to build capacity for new leadership structure	Karundi Williams	614-397-1940

		● Leadership Transition Management: Facilitated successful transition from predominantly-white leadership to Black woman and majority women of color leadership, ensuring organizational continuity and mission alignment ● Equity Infrastructure: Created the conditions for equity work by establishing systems, processes, and organizational culture that support sustained racial justice efforts ● Strategic Planning: Supported efforts to establish clear strategic direction and develop capacity for unfulfilled promise under new leadership ● Training & Development: Created educational frameworks for grassroots organizers on racial justice and economic equity Complexity: National grassroots organizing network requiring sensitive navigation of leadership transition while maintaining organizational effectiveness and movement relationships across multiple states and diverse organizing approaches.		
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Asian Health Services	3	Healthcare Racial Justice Leadership Development Scope: Conducted comprehensive organizational assessment and leadership development to advance racial justice practice within healthcare delivery organization serving underrepresented communities. Services Provided: ● Organizational Assessment: Conducted comprehensive assessment including interviews and focus groups with representative sample of staff and leadership, reviewing existing organizational information to understand racial justice needs and staff expectations ● Leadership Engagement: Facilitated focus groups with representative sample of leaders (including select board members) to identify what helps and hinders their ability to practice racial justice that staff need and expect from leadership ● Data Analysis & Reporting: Analyzed stakeholder feedback, identified root causes of organizational and racial justice	Julia Liou	510-432-8908
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		leadership challenges, capturing results in accessible report and presentation format ● Leadership Development: Facilitated work sessions with Asian Health Services leadership to present feedback, discuss findings, and translate expectations into actionable deliverables ● Competency Framework: Developed leader expectations framework defining what must take place during interactions with leaders, staff, and stakeholders, and related competencies combining skills, knowledge, characteristics, and traits for outstanding racial justice practice ● Implementation Guidance: Provided ongoing guidance to leadership team in using developed practices and competencies for sustained racial justice integration Complexity: Healthcare organization requiring sophisticated understanding of medical delivery systems, community health disparities, regulatory healthcare frameworks, and intersection of healthcare equity with racial justice practice.		
Race Forward	1.5	Chief Operational Officer	Cathy Abisa	917-971-8289

		Scope: Served as Fractional Chief Operational Officer for nation's leading racial justice organization, overseeing comprehensive operational, financial, and talent management functions during critical organizational growth period. Services Provided: ● Talent Management: Led comprehensive talent management strategy including managing executive searches for senior leadership positions, developing succession planning frameworks, and implementing performance management systems aligned with racial equity principles ● Financial Management: Oversaw organizational finances including budget development, financial planning and analysis, investment portfolio oversight, and financial reporting to board and stakeholders ● Investment Practices: Managed investment practices and portfolio decisions, ensuring alignment with organizational values and racial justice		
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		mission while maintaining fiduciary responsibility ● Board Governance: Facilitated board governance functions including board meeting preparation, governance policy development, board education and orientation, and coordination between executive leadership and board of directors on strategic and fiduciary matters ● Operations Functions: Directed day-to-day operations including facilities management, technology infrastructure, human resources systems, and operational efficiency initiatives ● Legal and Compliance: Managed legal and compliance functions including contract oversight, regulatory compliance, risk management, and coordination with legal counsel on organizational matters ● Strategic Operations: Integrated operations, finance, talent, and governance functions to support organizational mission and strategic objectives during period of significant growth and transformation		
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		Complexity: National racial justice organization requiring sophisticated understanding of nonprofit operations, fiduciary responsibility, board governance, talent management in mission-driven context, and integration of operational excellence with social justice principles.		
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- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
Service Employees International Union	16 (includes 8 internal)	Executive-Level Racial Justice Strategy & Pension Fund Consultation Scope: Inaugural Executive Director of Racial Justice Center reporting to International President, managing union-wide transformation for 2 million members and providing consultation services to SEIU pension fund boards on racial justice and economic justice integration. Services Provided:	Alphonso Mayfield	561-779-7370

		● Pension Fund Board Consultation: Provided specialized consultation services to SEIU pension fund boards (and local committees), leveraging foundational work from Racial Justice Center that linked racial justice to economic justice, advising on investment strategies and governance practices that advance equity while maintaining fiduciary excellence ● Strategic Planning: Developed union-wide policy and strategy of racial justice and inclusion aimed at ending anti-Black racism and structural racism across all SEIU operations, including pension fund governance ● Assessment: Led 15-month experiential learning journey examining structural racism across personal, interpersonal, institutional, and structural dimensions, with specific application to economic and investment decision-making ● Training & Development: Created comprehensive education and engagement processes to equip people to challenge and dismantle racist systems, including pension fund trustees and investment committee members		
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		● Program Implementation: Executed processes to create an anti-racist organization with dynamic analysis and actionable recommendations, extending to pension fund governance and investment practices ● Communication Strategy: Advanced racial justice analysis linking economic justice and race with members, public, elected officials, and pension fund stakeholders ● Investment Diversity: Created the foundation for the implementation of "Diversity & Dollars" initiative resulting in 20% increase in diverse asset manager utilization and corporate policy adoption at Facebook and Amazon, directly demonstrating successful integration of racial and economic justice principles Complexity: Second-largest labor union in the U.S., managing multimillion-dollar budgets, dozen direct reports, twenty contracted practitioners, coordinating with hundreds of local union presidents, and providing sophisticated consultation to pension fund boards on		
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		intersection of racial justice, economic justice, and fiduciary responsibility.		

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Firm	Type	Contact Person	Contact Information
Racial Justice Investment Coalition	Investment Industry DEI Strategy Scope: Conducted groundbreaking national landscape study on racial justice investment, mapping intersection of capital deployment and equity outcomes. Services Provided: ● Research & Analysis: Led comprehensive analysis identifying gaps, opportunities, and best practices for integrating racial equity into investment decision-making across asset classes ● Strategic Planning: Developed frameworks for coalition building and advocacy within investment industry ● Policy Development: Created standards and recommendations for diversity best practices in investment industry ● Stakeholder Engagement: Facilitated coalition coordination across diverse investment community stakeholders	Anandi Somasundaram	408-340-0992

	Complexity: Multi-stakeholder coalition requiring deep understanding of investment industry, fiduciary responsibilities, and regulatory frameworks.		

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services

Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.


Authorized Signature

June 26, 2025
Date

Richwife, LLC dba Manley Consulting Group
Name of Firm

Renaye Manley, Principal/CEO
Name and Title (Please Print)

Evidence of Minimum Qualifications

A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
Richwife LLC, dba Manley Consulting Group	2 years

B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
Harvard Trustee Leadership Forum	4	Developed tools to assist pension fund trustees understand DEI impacts in the investor ecosystem	Erin Shackelford	eshackelford@law.harvard.edu

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
SOC Investment Group	5	Provided strategic guidance on corporate governance issues related to DEI	Tejal Patel	tpatel@socinvestmentgroup.com
Interfaith Center for Corporate Responsibility	5	Provided strategic guidance on corporate governance issues related to DEI	Nadira Narine	nnarine@iccr.org

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
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Service Employees International Union	15	consultation services and former pension fund trustee	Edgar Hernandez	edgarhernandez@se iu.org

E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Firm	Type	Contact Person	Contact Information
Amalgamated Foundation	Corporate	Bill Dempsey	billdemp@gmail.com

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: Kerry Mitchell Brown, LLC (kmb Consultancy)

Contact Name and Title: Kerry Mitchell Brown, Principal & CEO

Address: 6031 Pine Valley Drive, Orlando, FL 32819

Phone Number: 312-509-5578

Fax Number: 312-888-2593

E-Mail Address: kerry@kerrymitchellbrown.com

2. Indicate your organization type:

☒ Limited Liability Company

☐ Partnership

☒ Joint Venture (If checked, attach required documentation. See "Exhibit 1")

☐ Limited Liability Corporation

☐ Corporation (Corporation Number _____)

☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 84-1826897

4. California Corporation Number:

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

a. California Small Business Yes ☐ No ☒

b. Disabled Veteran Business Enterprise Yes ☐ No ☒

c. California Micro Business Yes ☐ No ☒

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": _____ (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Kerry Mitchell Brown, Principal & CEO

Address: 6031 Pine Valley Drive, Orlando, FL 32819

Phone Number: 312-509-5578

Fax Number: 312-888-2593

E-Mail Address: kerry@kerrymitchellbrown.com

The name of the company officer authorized to sign this contract is:

Name and Title: Kerry Mitchell Brown, Principal and CEO

Address: 6031 Pine Valley Drive, Orlando, FL 32819

Phone Number: 312-509-5578

Fax Number: 312-888-2593

E-Mail Address: kerry@kerrymitchellbrown.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

Kerry Mitchell Brown, Principal & CEO

Name and Title (Please Print)



Date

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: Richwife, LLC dba as Manley Consulting Group

Contact Name and Title: Renaye Manley, Principal/CEO

Address: 760 Pheasant Run Drive, Hobart, IN 46342

Phone Number: 219-455-0988

Fax Number:

E-Mail Address: renayerich76@gmail.com

2. Indicate your organization type:

☒ Limited Liability Company

☐ Partnership

☒ Joint Venture (If checked, attach required documentation. See "Exhibit 1")

☐ Limited Liability Corporation

☐ Corporation (Corporation Number _____)

☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 88-4353806

4. California Corporation Number:

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

a. California Small Business Yes ☐ No ☒

b. Disabled Veteran Business Enterprise Yes ☐ No ☒

c. California Micro Business Yes ☐ No ☒

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": _____ (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Renaye Manley, Principal/CEO

Address: 760 Pheasant Run Drive, Hobart, IN 46342

Phone Number: 219-455-0988

Fax Number:

E-Mail Address: renayerich76@gmail.com

The name of the company officer authorized to sign this contract is:

Name and Title: Renaye Manley, Principal/CEO

Address: 760 Pheasant Run Drive, Hobart, IN 46342

Phone Number: 219-455-0988

Fax Number:

E-Mail Address: renayerich76@gmail.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature

6-29-25

Date

Renaye Manley, Principal/CEO
Name and Title (Please Print)



Attachment C

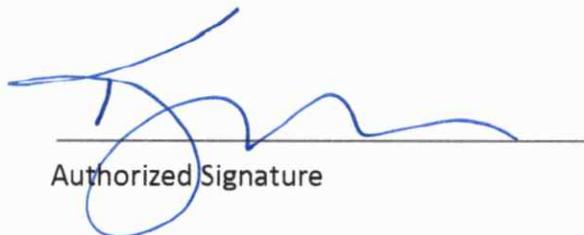
Page 1 of 1

California Public Employees' Retirement System
California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Kerry Mitchell Brown, LLC (kmb Consultancy)

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

A handwritten signature in blue ink, appearing to read "Kerry Mitchell Brown", written over a horizontal line.

Authorized Signature

A handwritten date "06/26/2025" in blue ink, written over a horizontal line.

Date

Kerry Mitchell Brown, Principal & CEO
Name and Title (Please Print)



Attachment C

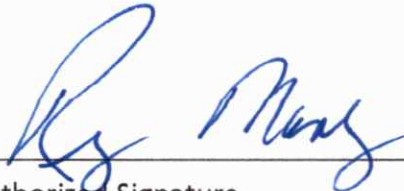
Page 1 of 1

California Public Employees' Retirement System
California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Richwife, LLC dba Manley Consulting Group

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.


Authorized Signature

6-29-25
Date

Renaye Manley, Principal/CEO
Name and Title (Please Print)



California Public Employees' Retirement System
Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ X This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ X This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A. § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- X This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.


Authorized Signature

Kerry Mitchell Brown, Principal & CEO
Name and Title (Please Print)


Date

Kerry Mitchell Brown, LLC (kmb
Consultancy)
Firm Name (Please Print)



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ X This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ X This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- X This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.


Authorized Signature

Principal/CEO
Name and Title (Please Print)

6-29-30
Date

Richwife, LLC dba Manley Consulting Group
Firm Name (Please Print)



Attachment E

Page 1 of 3

CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number: 2024-9420

b. Proposer or Contractor Name: Richwife, LLC dba Manley Consulting Group

c. Name of Individual Authorized to bind the Proposer or Contractor: Renaye Manely

d. Contact Person (if different than above):

e. E-mail Address: renayerich76@gmail.com

f. Phone No: 219-455-0988

g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420



Attachment E

Page 2 of 3

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.

N/A

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420



Attachment E

Page 3 of 3

3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

N/A



Attachment E

Page 4 of 3

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

N/A

5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

None

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.

Authorized Signature

Name and Title



Attachment E

Page 1 of 3

CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number: RFP No. 2024-9420

b. Proposer or Contractor Name: Kerry Mitchell Brown, LLC (kmb Consultancy)

c. Name of Individual Authorized to bind the Proposer or Contractor: Kerry Mitchell Brown

d. Contact Person (if different than above):

e. E-mail Address: kerry@kerrymitchellbrown.com

f. Phone No: 312-509-5578

g. Name of CalPERS Contact (if applicable):

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420



Attachment E

Page 2 of 3

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
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2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.



Attachment E

Page 3 of 3

3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

None

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.

California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420



Attachment E

Page 4 of 3

A handwritten signature in blue ink, appearing to be "Kerry Mitchell Brown", written over a horizontal line.

Authorized Signature

A handwritten date "06/26/2025" in blue ink, written over a horizontal line.

Date

Kerry Mitchell Brown, Principal & CEO
Name and Title



California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services

Proposal Questionnaire

As prescribed in Section V of the Request for Proposal, all Proposers are required to submit responses and documentation as requested on this questionnaire. The information requested must be provided in the prescribed format; all questions must be repeated in their entirety before the answers are given. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

Document current and planned level of compliance with Revised 508 standards for all deliverables to be provided by the successful Proposer, including any electronic content that may be posted to the CalPERS website. Proposer may document its compliance by providing (a) its policy and procedures for validating the accessibility of electronic content; (b) a narrative description of said policy and procedures; or (c) a written Accessibility Conformance Report (ACR) for each Information and Communication Technology (ICT) Standards item that is to be developed, updated, configured for, and delivered to CalPERS. Any documentation provided in responding to this question should be based on the latest version of the Voluntary Product Accessibility Template (VPAT) provided by the Industry Technology Industry Council (ITIC).

The response to all questions in the aggregate must be limited to twenty (20) pages maximum. Please note if a submission with more than twenty (20) pages is received only the first twenty (20) pages will be considered for scoring. Provide responses in the order the prompts are listed.

**A. ORGANIZATION and BACKGROUND
(Pass/Fail)**

1. **Name of your organization.** Joint Venture between Kerry Mitchell Brown, LLC (kmb Consultancy) and Richwife, LLC (Manley Consulting Group)
2. **Location of headquarters.** Chicago, IL (kmb Consultancy) and Hobart, IN (Manley Consulting Group)
3. **Location and address of branch which would provide services under this contract.** Services will be provided from 6031 Pine Valley Drive, Orlando, FL 32819 (kmb Consultancy) and 760 Pheasant Run Drive, Hobart, IN 46342 (Manley Consultancy Group), with team members traveling to CalPERS as needed for in-person meetings and presentations.
4. **Number of years your organization has been in business.** kmb Consultancy: 6+ years Manley Consulting Group: 2+ years Combined team experience: 60+ years in equity and justice work
5. **Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe.** No significant changes in ownership or principal business focus for either organization. Both firms have maintained consistent leadership and deepened their expertise, with kmb Consultancy expanding its revolutionary methodology integrating management, organizational, and social movement theory, and Manley Consulting Group strengthening its position in future-proofing and corporate governance.
6. **Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.**
 - a. **kmb Consultancy** - Engaging forward-thinking organizations and leaders committed to taking decisive steps towards building equitable spaces and amplifying their impact. We transform aspirational DEI values into measurable operational realities through evidence-based frameworks that integrate management theory, organizational theory, and social movement theory.
 - b. **Manley Consulting Group** - To drive meaningful change at the intersection of climate action, human capital management, and diversity, equity, and inclusion. We empower stakeholders within the investor ecosystem to create sustainable, equitable solutions that enhance long-term value and foster a more inclusive and resilient future for all.
 - c. **Joint Venture Mission:** Transform organizations by embedding equity directly into operational DNA through the lived experience and strategic expertise of practitioners who have navigated, disrupted, and fundamentally changed systems while achieving measurable results.

**B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES
(Pass/Fail)**

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices

The partnership of kmb Consultancy and Manley Consulting Group provides extensive experience on DEI program strategies and best practices across public, private, and non-profit sectors. We are both the architects and subjects of systemic change. This dual perspective gives us insight into what actually works versus what sounds progressive but fails in practice. What sets us apart is our unique approach of assessing all strategies, program functions, and organizational arcs through a racially equitable lens which also ensures economic mobility, not just in matters of DEI.

Our experience spans all levels and elements of DEI work, from conducting ground-level assessments to building and implementing multi-year improvement strategies for small nonprofits, to unions and national organizations, and all the way to Fortune 100 companies. We turned our survival strategies into transformation toolkits, with our lived experience as Black women who've navigated and disrupted white-male-dominated enterprises becoming your strategic advantage. We are committed to ensuring that all levels of processes, regardless of how granular it may seem, are done with rigor and integrity. Critically, our approach recognizes that DEI work must be strategically adapted for today's complex political and legal environment, ensuring sustainable progress regardless of external pressures.

Public Sector: The team has provided advisory support to consortiums of community organizations and legislators to craft policies that embody principles of fairness and justice, influencing legislation and public discourse. We've advised the Biden-Harris transition team and Federal Reserve Bank of Chicago on embedding equity into financial regulation. Our team has worked with the Federal Initiative for Racial Equity (FIRE), which demanded extensive evaluations of DEI strategies to ensure alignment with federal standards and objectives. Additionally, our collaboration with the University of California-Equity Research Institute demonstrates our understanding of public sector constraints and opportunities within complex legal frameworks. Our UC-Equity Research Institute partnerships and California-based client work demonstrate proven ability to advance meaningful equity within Proposition 209 parameters.

Private Sector: The collaborative works with corporations to create equitable workplace cultures, identifying structural impediments to diversity and implementing strategies to address these challenges. For instance, we worked with the Walt Disney Company in the co-creation and implementation of a global training intervention called "Respect and Value Everyone." This program, aimed at promoting inclusion and respect for diversity in the workplace, has been implemented across all of Disney's global offices. Our approach transforms workplace cultures while maintaining operational excellence, particularly important in today's environment where organizations must balance multiple priorities.

Labor/Non-Profit: Within the nonprofit sector, we have designed race, class, narrative workshops, and training materials that span a variety of organizational formations, from policy organizations (Demos) to unions (SEIU) to social movement networks and conferences (Netroots). Dr. Brown's leadership of SEIU's Racial Justice Center architected union-wide strategies that fundamentally shifted how 2 million members combat structural racism. Her revolutionary methodology integrates management theory, organizational theory, and social movement theory to create approaches that deliver explosive results. Implemented "Diversity & Dollars" at SEIU, resulting in major corporations like Facebook and Amazon adopting the Rooney Rule and leading to a 20% increase in diverse asset manager utilization within three years. Our work is designed to assist nonprofits in maintaining momentum for equity work even in challenging political climates, helping organizations continue critical work despite political headwinds through strategic approaches that maintain integrity while adapting to hostile climates.

In addition, kmb will engage Dr. Charlene K. Sinclair (35+ years at the intersection of gender, race, economic justice, and democracy, former VA Deputy Director of Housing) and Timarie Harrigan (15 years building relationships and uniting stakeholders around shared missions, skilled storyteller who creates messages that resonate across diverse audiences and political divides), both consultants within the kmb practice. Most team members lead multi-generational families, with some bringing immigration histories that deepen our understanding of navigating complex systems and connecting authentically across all backgrounds.

In particular, we worked with Race Forward to do an organization-wide assessment project, which we administered because our team was wary of potential gaps in programmatic delivery and their impacts on communities of color. Drawing from our diverse professional experiences across various sectors, our team epitomizes a unique and robust capability to build comprehensive evaluations, reports, and recommendations of established DEI programs.

2. Providing education and training on DEI matters to Boards of Trustees

Change processes are complex and it's critical we keep the investment and support of Trustees. Our team brings extensive, diverse experience in developing and delivering impactful education and training on Diversity, Equity, and Inclusion (DEI) matters to Boards of Trustees across all sectors (public, private, and non-profit). As Black women who've navigated these power dynamics personally, we create psychological safety that allows leaders to share real concerns and resistance points others won't voice. We practice radical care in these conversations, understanding that sustainable change requires leaders to feel supported, not attacked. We understand that engagement of Boards of Trustees is critical for two core reasons: knowledge and stewardship of operations, budgeting, strategy, stability, and health of the organization is often held in the hands of Trustees, and Trustee buy-in for organizational change strategies is critical for the success of any implementation strategy. Our approach recognizes that board education must be sophisticated enough to address both the strategic value of DEI and the complex environment in which these decisions are made.

Public Sector: Our appointment to the Biden-Harris transition team provided expert guidance on financial regulation during a pivotal time for the nation. Responsibilities included implementing comprehensive educational and engagement strategies designed to emphasize the critical importance of DEI implications within policy and governance frameworks. This included organizing workshops, creating informative materials, and facilitating discussions that brought together various stakeholders to ensure that the financial regulatory landscape is not only effective but also equitable and representative of all communities. As a Board Member for the Federal Reserve Bank of Chicago, we delivered insightful training sessions on fostering diversity and inclusion across varied sectors like small business, agriculture, and labor. Our public sector experience includes navigating complex regulatory and political environments, ensuring board training addresses both opportunities and constraints.

Private Sector: During Dr. Brown's leadership tenure at The Walt Disney Company, she adeptly managed a dynamic and diverse team, spearheading executive leadership and board development initiatives that directly advanced DEI globally. Dr. Brown brings 20+ years transforming organizations through revolutionary methodology, with a Ph.D. in Organizations and Management and expertise in embedding equity as sustainable practice with measurable outcomes. She maintains a powerful media presence positioning equity as both visionary and practical. She facilitated comprehensive education and training programs that empowered board members to champion DEI matters effectively, implementing targeted outcomes such as increasing cultural competency across leadership levels and embedding inclusive practices into strategic decision-making. Our efforts included implementing a comprehensive framework for DEI training, mandatory for all leadership positions, ensuring every leader recognized its significance and impact. These training sessions transcended traditional lectures; they

were interactive workshops that engaged participants through real-life scenarios and role-playing exercises. Our corporate board training emphasizes sustainable approaches that maintain momentum despite changing external conditions.

Labor/Non-Profit: Our commitment is illustrated through collaboration with national unions governing boards at AFL-CIO, SEIU, and various denominations to champion workplace justice. At SEIU, Dr. Brown developed comprehensive education and engagement processes to equip people to challenge and dismantle racist systems, including a comprehensive program to advance, embody, communicate, and advance racial justice analysis with members, with the public, and with elected officials – building the strongest, most effective conversation about how economic justice and race are inextricably linked. Our active participation in boards such as the 30% Coalition, Council of Institutional Investors, Needmor Foundation, New VA Majority Education Fund, and the BlackPAC Education Fund has underpinned our advocacy for gender and racial equity. Initiatives like the "Revisiting the Kerner Commission" project exemplify our ability to engage large audiences in critical discussions on racial and economic inequalities. The roles at the Center for Community Change and the Asylum Hill Organizing Project resulted in the federal expansion and refundability of the Child Tax Credit and the creation of over \$10 million in affordable housing development. We have proven expertise in helping boards maintain focus on equity goals while adapting strategies to changing political landscapes.

3. Conducting assessments of established DEI programs and produce reports of findings and recommendations

Our team boasts formidable experience in program assessments and the development of corresponding recommendations for building strategic, actionable policies and practices across public, private, and non-profit sectors. We assess through both data and lived experience. Our framework identifies not just what's missing, but why it's missing and what organizational antibodies resist change. We understand the difference between policies on paper and culture in practice because we've experienced both sides. Our assessments reveal truth with care, providing actionable insights rather than academic criticism. Our assessment methodology recognizes that organizations must be equipped to sustain and adapt their DEI efforts in complex and sometimes challenging environments.

Public Sector: Dr. Brown's leadership in shaping the 2016 Democratic Party National Platform was instrumental in creating actionable strategies that tightly interlinked economic justice with racial justice. Specifically, she co-authored sections on racial justice, including "Ending Systemic Racism" and "Closing the Racial Wealth Gap." Ms. Manley's role on the Biden-Harris transition team highlighted her ability to shape

financial regulation related to the Securities and Exchange Commission through a DEI perspective, ensuring that federal policies embraced principles of diversity and equity. Additionally, the kmb team has worked with the Federal Initiative for Racial Equity (FIRE), which demanded extensive evaluations of DEI strategies to ensure alignment with federal standards and objectives. Dr. Sinclair coordinated a national coalition of over sixty organizations dedicated to economic public policy intervention and served as the Director of Housing for the State of Virginia. Our public sector assessments include environmental scanning of political and legal risks, ensuring recommendations are both ambitious and sustainable.

Private Sector: Through stringent financial reporting and analysis efforts, we managed sizable budgets and operations at organizations like the Walt Disney Company, Prudential Financial, and Selective Insurance, showcasing exceptional skills in gathering and scrutinizing large-scale financial data. This experience translates directly into sophisticated DEI-related research and reporting. Our private sector assessments emphasize building resilient programs that maintain effectiveness despite external pressures and changing market conditions.

Labor/Non-Profit: Dr. Brown led a comprehensive 15-month experiential learning journey at SEIU exploring and examining the ways in which structural racism is alive, experienced, and self-sustained across personal, interpersonal, institutional, and structural dimensions – a systematic methodology directly applicable to CalPERS' assessment needs. After a leading comprehensive assessment and recommendation process, Renaye Manley implemented the "Diversity & Dollars" initiative at SEIU, which resulted in significant policy adoption across major corporations like Facebook and Amazon. Her leadership in increasing the utilization of diverse asset managers by 20% within three years showcases her commitment to inculcating diversity within financial frameworks. This dynamic and comprehensive process concluded with critical and robust analysis and learnings around anti-Black and structural racism, implications for the organization, and proposed recommendations for what was required to fulfill its vision for a just society. Our work on the strategic planning processes for Race Forward and the Government Alliance on Race and Equity included robust periods of racial equity programmatic assessments, which surveyed key internal and external stakeholders, audited programmatic successes and gaps in public sector field services, and served as the foundational recommendation materials for multi-year strategic plans. Recognizing that comprehensive DEI program assessments require a systems approach that anticipates and adapts to changing conditions, we collaborate with finance, tech, and operations to deduce areas of integration and opportunity.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process

As referenced above, we believe alignment with Trustees is a key component of change management. One way we ensure alignment is to gather critical insights from Trustees while also understanding what concerns they're holding that may be potential blockers to success. This engagement strategy creates the conditions for open lines of communication and clarity of process. Our approach recognizes that trustees operate in complex environments and must balance multiple stakeholder interests and external pressures.

Public Sector: We have spearheaded robust education and engagement initiatives that empower individuals to challenge and dismantle systemic racism and unjust outcomes. We build opportunities, whenever appropriate, to engage with Boards of Trustees in assessment and info-gathering processes to ensure a comprehensive understanding of societal dynamics, enabling us to guide strategic decisions that align with racial and economic justice. Specific accomplishments include leading evidence-based processes and passing resolutions linking racial justice with economic justice, and embedding public sector information gathering to find strategic improvements for cross-sector partnerships. Our public sector board engagement includes frank discussions about navigating legal constraints while maximizing equity impact.

Private Sector: Our team's deep and practical knowledge base on race and economic justice is exemplified in our track record of producing authoritative texts and highly referenced articles. Notable achievements include serving on the board of the Council of Institutional Investors, the leading corporate governance policy and advocacy organization in the U.S. As co-chair of the Shareholder Advocacy Committee, introducing innovative solutions based on assessing and gathering disparate issues impacting the investor community. We provide advisory support for the Harvard Trustee Leadership Forum, promoting a strong, peer-led approach by uniting diverse trustees from public and Taft-Hartley pension funds across the United States, Australia, and Canada. Our corporate governance experience includes helping trustees understand how to maintain fiduciary excellence while advancing equity goals, particularly important in today's complex regulatory environment.

Labor/Non-Profit: Key contributions include developing socially responsible investment strategies for non-profit finance alongside Boards of Trustees, and directing the development and integration of diverse justice initiatives at the Center for Community Change, collaborating with the Board to fortify Black-led grassroots organizing groups and advocate for systemic change. Our non-profit board engagement emphasizes building sustainable strategies that maintain impact regardless of external political pressures.

5. Meeting with executive leadership as part of the assessment and information-gathering process

Our team's robust and proven capability to engage with executive leadership is rooted in a profound understanding of organizational dynamics and transformative advocacy. This breadth of expertise is evident in the nuanced, strategic approach we bring to each sector. We ensure informed and impactful decision-making processes by drawing from extensive experience in navigating complex organizational and external environments.

Public Sector: Our team members' work involves close collaboration with elected officials, providing them with in-depth racial justice analysis essential for effective policy-making. Examples include work at the VA Department of Housing and Community Development as Deputy Director, managing a substantial \$40 million program budget and conducting detailed discussions with executive leadership to strategize housing development policies. The engagement of the Federal Reserve Bank of Chicago's advisory board involved influencing policy changes and strategic planning through direct engagement with top-tier leaders. Our public sector executive engagement includes helping leaders balance equity goals with regulatory requirements and political realities.

Private Sector: Several team members have authored or co-authored essential resources addressing anti-Black realities from historical and contemporary perspectives. Key examples include overseeing financial reporting for a \$2 billion operation at The Walt Disney Company, demanding frequent interactions with top-level executives to align financial strategies with corporate objectives. Work with corporate executives at SEIU involved discussing shareholder interests, corporate governance, and diversity policies, ensuring comprehensive information gathering and strategic decision-making. Our private sector executive engagement emphasizes building sustainable business cases for equity that withstand market pressures and changing business environments.

Labor/Non-Profit: Our significant contributions highlight our strategic leadership and ability to mobilize grassroots efforts. At SEIU, Dr. Brown managed a complex organization with dozen full-time direct reports and twenty contracted racial justice practitioners while coordinating with hundreds of local union presidents – demonstrating executive-level stakeholder management skills directly relevant to CalPERS' complex governance environment. Notable engagements include leadership roles at the Center for Community Change, Praxis, Center for Popular Democracy, and People's Action, developing and integrating a comprehensive justice portfolio and collaborating with executive stakeholders to design and implement impactful programs. Our expertise in managing institutional giving strategies and diverse grant portfolios underscores our proficiency in financial oversight and strategic planning when interfacing with executive leaders. Our non-profit executive engagement includes helping leaders maintain

organizational mission and impact despite challenging funding and political environments.

6. Preparing an action plan aligned to organizational core values and assessment findings

Drawing from our extensive professional experience, our team is exceptionally well-equipped to prepare action plans that rigorously align with organizational core values and assessment findings. Our recommendations emerge from integrating management theory, organizational theory, and social movement theory with our lived experience navigating systemic barriers. We design strategies that work within existing power structures while fundamentally shifting them. Our approach ensures recommendations feel achievable rather than overwhelming, building momentum through early wins that create appetite for deeper transformation. Our work spans public, private, and non-profit sectors, showcasing a consistent track record of impactful, values-driven strategies. Our action planning methodology emphasizes building resilient frameworks that maintain effectiveness and momentum regardless of external pressures or changing conditions.

Public Sector: We have influenced policy and narrative at the highest levels. Our contributions include co-authoring sections in the 2016 Democratic Party National Platform addressing systemic racism and the racial wealth gap. Our work with Race Forward and the Government Alliance on Race and Equity facilitated robust periods of racial equity programmatic assessments. During these assessments, we engaged with key internal and external stakeholders through comprehensive surveys that explored their insights and experiences. These strategic planning initiatives culminated in foundational recommendations instrumental in crafting multi-year strategic plans, aligning organizational goals with deep commitments to equity and justice. Our public sector action plans include sophisticated analysis of legal and political environments, ensuring recommendations can be implemented effectively within existing constraints while maximizing equity impact.

Private Sector: Our extensive work demonstrates our commitment to fostering inclusive and equitable workplaces. We have developed leadership processes and educational programs that embody racial justice in corporate settings, ensuring action plans are rooted in a solid understanding of intersectionality and economic justice. Our collaborations on institutional giving strategies and initiatives, such as those with The Walt Disney Company and Prudential Financial, showcase our ability to merge profit-oriented goals with value-driven policies. Our private sector action plans emphasize sustainable approaches that maintain business effectiveness while advancing equity goals, particularly important in competitive market environments.

Labor/Non-Profit: The kmb Team led a multi-year change management process for Race Forward, building from the ground up and aligning with the organization's racial equity lens. Drawing from Dr. Brown's experience leading SEIU's comprehensive transformation process – executing processes to create an anti-racist organization through systematic examination of structural racism across personal, interpersonal, institutional, and structural dimensions – we help organizations develop internal capacity for lasting change. The team conducted programmatic assessments; engaged key stakeholders in a robust discovery process; conducted a robust financial health assessment; and built recommendations for organizational realignment and financial management. This led to the development of an Organizational Strengthening roadmap for Race Forward, fortifying the organization prior to the launch of a strategic planning process. The kmb Team then led Race Forward Executive Leadership and the Board of Directors through a robust strategic planning process alongside Dahlberg Global Development Advisors. Our implementation approach recognizes that sustainable change requires ongoing cultivation, not just initial planning. We practice radical self-care as revolutionary act, modeling the sustainability needed for long-term success. We help organizations develop internal capacity to continue the work without constant external support, creating lasting institutional change rather than consultant dependency. Our non-profit action plans include strategies for maintaining mission focus and operational effectiveness despite challenging funding environments and external pressures.

7. Conducting DEI best practices research and provide analysis and reports

Drawing from extensive professional experience across the public, private, and non-profit sectors, our team has demonstrated outstanding competence in conducting DEI best practices research and providing comprehensive analysis and reports. Our research methodology includes environmental scanning of legal, political, and social contexts to ensure recommendations are both innovative and implementable in complex environments.

Public Sector: We have collaborated through our roles at Race Forward with GARE to manage complex, multi-stakeholder projects and landscape analyses, delivering rigorous DEI insights and strategies. Our involvement on the Biden-Harris transition team and the Federal Reserve Bank of Chicago's advisory board demonstrates our ability to harness extensive research in crafting regulatory frameworks and innovative financial strategies. During this period, our robust data analysis and insights proved invaluable, playing a crucial role in shaping contemporary economic policies prioritizing growth and stability. Our public sector research includes analysis of policy environments and legal frameworks, ensuring recommendations navigate complex regulatory landscapes while advancing equity goals.

Private Sector: Our experience includes critical roles at organizations like the Walt Disney Company, Prudential Financial, and Selective Insurance. Through stringent financial reporting and analysis efforts, we managed sizable budgets and operations, showcasing exceptional skills in gathering and scrutinizing large-scale financial data. This experience translates directly into sophisticated DEI-related research and reporting. Our private sector research emphasizes building evidence-based cases for DEI investments that demonstrate clear business value and sustainability.

Labor/Non-Profit: Dr. Brown's thought leadership includes co-authoring comprehensive books and webinars such as "Taking Freedom" and "Legacy and Leadership-Black Women in Home Care," with proven ability to communicate complex racial justice concepts to diverse audiences from union members to elected officials. Our thought leadership is evident through co-authoring critical sections of the 2016 Democratic Party National Platform on Ending Systemic Racism and Closing the Racial Wealth Gap. Key achievements include SEIU's "Diversity & Dollars" Initiative, spearheading the adoption of the "Rooney Rule" at major corporations such as Facebook and Amazon, driving corporate policy adjustments through robust diversity practice analyses. At Race Forward/Colorlines, we led the assembly of high-caliber executive teams and co-designed evaluation frameworks, enhancing DEI initiatives within the organization. Our non-profit research includes analysis of funding trends and political environments, ensuring organizations can maintain and adapt their equity work despite changing external conditions.

8. Advising on best practices in procurement

Our team has a proven track record of advising diverse institutions to enhance efficiency, cost-effectiveness, and strategic alignment with organizational goals within the public, private, and non-profit sectors. Our procurement advisory work emphasizes building sustainable processes that advance equity goals while maintaining operational excellence.

Public Sector: We have successfully managed large-scale programs and budgets, demonstrating advanced procurement strategies and policy development. At VA Department of Housing and Community Development, we rigorously managed a \$40 million program budget, ensuring efficient resource allocation. Our involvement with the University of California-Equity Research Institute has deepened our understanding of public sector procurement intricacies. Our public sector procurement expertise includes navigating complex regulatory requirements while implementing equity-focused vendor strategies.

Private Sector: We have honed our skills in navigating complex procurement processes to achieve socially and economically just outcomes. At Americans for the Arts, we revitalized corporate memberships and forged new connections, showcasing our adeptness at negotiating and maintaining strategic partnerships. At the Alliance for Young Artists & Writers, we collaborated with high-profile institutions like The Andy Warhol Museum of Art and the Mozilla Foundation.

Labor/Non-Profit: Our work underscores our commitment to gender and racial equity, ensuring procurement best practices champion diversity and inclusion. At The Center for Community Change, we executed pivotal national campaigns and mobilized grassroots organizations. At the Asylum Hill Organizing Project, we established robust working relationships with both private and public sector entities, orchestrating collaborations that boosted over \$15 million in community investment and resource allocation.

9. Advising on best practices in hiring

Drawing from a wealth of experience across public, private, and non-profit sectors, our team has established itself as a formidable authority in advising on best practices in hiring. Our hiring expertise emphasizes building inclusive recruitment and retention strategies that attract top talent while advancing equity goals.

Public Sector: We have direct experience implementing global diversity and inclusion solutions, significantly enhancing recruitment processes and leading to improved racial and gender diversity. Our initiatives included leadership coaching and engagement programs designed to elevate underrepresented groups into leadership positions. Our involvement with the Biden-Harris transition team and the Federal Reserve Bank of Chicago exemplifies our influence in financial regulation and labor advocacy. Our public sector hiring expertise includes navigating complex civil service requirements while maximizing opportunities for inclusive recruitment.

Private Sector: Our expertise in designing and executing blended learning management and leadership development programs has been pivotal in attracting and retaining top talent. Our efforts at major corporations like Facebook and Amazon, including implementing the "Rooney Rule," have contributed significantly to diversifying their workforce. Our strategic endeavors at Walt Disney Company, Prudential Financial, and Selective Insurance have aligned organizational goals with employee development strategies. Our private sector hiring expertise emphasizes building business cases for diversity that demonstrate clear talent and performance advantages.

Labor/Non-Profit: Deep partnerships and impactful initiatives characterize our work. Collaborations with over 50 partners and vendors have enabled us to establish and direct knowledge management and retention strategies. Our tailored developmental

tools have ensured meaningful feedback and accountability, resulting in higher retention rates and more effective hiring practices. Our strategic efforts led to a 20% increase in the utilization of diverse asset managers within three years.

10. Advising on best practices in healthcare delivery equity and accessibility

We pride ourselves on our extensive professional experience across sectors, which enables us to tackle the multifaceted challenges of healthcare delivery equity and accessibility. Our healthcare equity expertise recognizes the complex intersection of social determinants, policy frameworks, and operational realities.

Public Sector: Our collaboration with the University of California-Equity Research Institute underscores our ability to address complex healthcare disparities through change management and stakeholder relations. By realigning programmatic strategies, we enhanced support for marginalized groups and advocated for systemic reforms.

Private Sector: Our contributions to SEIU involved comprehensive assessments and the development of tailor-made initiatives for healthcare workers and patients. Our focus on racial, economic, social, cultural, and gender justice ensures that equity permeates every level of service delivery.

Labor/Non-Profit: Our consultancy with Asian Health Systems highlighted our critical acumen in socio-economic policy initiatives and community outreach. We implemented strategies to improve healthcare accessibility for underrepresented communities. Our work at The Center for Community Change provided strategic planning and technical assistance on a national scale, addressing economic development and welfare reform.

11. Advising on the inclusion of diversity best practices in the investment industry

Drawing from an extensive and diverse professional background, our team demonstrates profound expertise across public, private, and non-profit sectors, particularly advising on the inclusion of diversity best practices in the investment industry. Our investment industry expertise combines fiduciary excellence with equity advancement, recognizing the complex regulatory and market environments in which institutional investors operate.

All Sectors: As a trustee of the multibillion-dollar SEIU Pension Fund, Renaye Manley brings two decades driving innovation in financial systems as current SEIU Pension Fund trustee, Council of Institutional Investors board member, and Harvard Law Fellow with proven track record influencing corporate policies and advancing diversity in multi-billion-dollar initiatives. Ms. Manley has played a pivotal role in protecting the financial futures of countless service employees, ensuring the fund's long-term stability

and growth. Her tenure on the board of the Council of Institutional Investors and her role as co-chair of the Investor Activism Committee underscores her experience effecting meaningful change in corporate governance. Manley Consulting Group stands at the intersection of financial excellence and social impact, understanding CalPERS' unique position in the investment ecosystem. Ms. Manley also serves as a trustee mentor for the prestigious Harvard Trustee Leadership Forum, where she actively shapes the next generation of trustees.

In the private sector, our collaboration with corporations like Amazon, Facebook, Disney, Prudential Financial, and Selective Insurance Company illustrates our ability to integrate diversity best practices into large-scale operations. Our efforts led to tangible results, such as a 20% increase in utilizing diverse asset managers within three years and the successful adoption of the "Rooney Rule" at seventeen major companies.

Within the non-profit sector, our work with organizations like Majority Action, the Racial Justice Investment Coalition, SEIU, and Demos showcases our capability in driving coalition building and advocacy for racial, economic, social, cultural, and gender justice. Our investment industry work emphasizes building sustainable strategies that advance equity while maintaining fiduciary excellence and market competitiveness.

12. Advising on DEI best practices for public sector organizations that align with Section 31 of Article I of the California Constitution (commonly known as "Proposition 209")

Our extensive professional experience makes our team exceptionally well-qualified to advise on Diversity, Equity, and Inclusion (DEI) best practices across public, private, and non-profit sectors. Our work is meticulously aligned with Section 31 of Article I of the California Constitution, commonly known as Proposition 209. Our Proposition 209 expertise represents a core competency in navigating complex legal frameworks while maximizing opportunities for equity advancement.

Public Sector: We have delivered critical strategic guidance while navigating legal and constitutional mandates to promote equitable practices. Our collaboration with the University of California-Equity Research Institute has created inclusive environments without violating Proposition 209. By leveraging our in-depth understanding of compliance and strategic DEI implementation, we have successfully guided these institutions to foster inclusivity within legal constraints. Our approach includes sophisticated legal analysis and strategic communication to help organizations reframe equity initiatives in ways that maintain momentum while ensuring compliance.

Private Sector: Our collaborations include working with clients like Majority Action and BlackPAC/Black Progressive Action Coalition. We have developed corporate governance

strategies that embed DEI principles at their core, ensuring that organizational policies align with California's legal framework. Our approach balances regulatory compliance with robust DEI initiatives. Our private sector Proposition 209 work emphasizes building business cases for diversity that align with legal requirements while maximizing competitive advantages.

Labor/Non-Profit: Our commitment to driving systemic change is evident in our work with non-profit organizations such as Race Forward, SEIU, and the Racial Justice Investment Coalition. We have provided thorough assessments and consultations, enabling these entities to foster inclusive cultures while adhering to Proposition 209. Our team has spearheaded initiatives in multi-billion-dollar union and public pension funds, significantly impacting the private sector through pioneering corporate governance and shareholder engagements at entities like Facebook and Amazon. Our approach helps organizations maintain their equity mission while adapting strategies to work within legal parameters and changing political environments.

13. Developing communication strategies highlighting the importance of DEI

Our team's extensive experience across public, private, and non-profit sectors uniquely positions us to develop effective communication strategies emphasizing Diversity, Equity, and Inclusion (DEI). Our communication strategies are designed to build understanding and buy-in across diverse stakeholder groups while adapting to complex and sometimes challenging political environments.

Public Sector: Dr. Brown's experience developing union-wide policy and strategy of racial justice and inclusion aimed at ending anti-Black racism and structural racism demonstrates sophisticated understanding of policy frameworks that navigate legal constraints while maximizing equity impact. One of our team members spearheaded the "Diversity & Dollars" initiative at SEIU, leading to the implementation of the "Rooney Rule" at major corporations like Facebook and Amazon. Her work on the advisory board of the Federal Reserve Bank of Chicago and her involvement with the Biden-Harris transition team highlight her ability to influence and advocate for DEI in regulatory and financial spaces. Our public sector communication emphasizes building sustainable coalitions and messaging that maintains effectiveness across different political administrations and regulatory environments.

Private Sector: Another managed corporate membership portfolios and the Executive Board at Americans for the Arts, advocating for arts education legislation and aligning communication strategies with broader DEI objectives. Her role exemplified the ability to re-establish and strengthen relationships with over 40 corporate partners, ensuring all communications reflected a commitment to cultural equity. At Walt Disney Company,

one of our team members led a diverse group responsible for financial reporting and analysis, fostering an inclusive environment that encouraged diverse perspectives. Our corporate communication strategies emphasize building business cases for DEI that resonate with diverse stakeholder groups and maintain effectiveness despite market pressures.

Labor/Non-Profit: At Race Forward/Colorlines, we conducted a comprehensive landscape analysis of communication vehicles encouraging and challenging narratives of diversity, equity, and inclusion, analyzed the usership of Colorlines, and developed and implemented a strategic plan with evaluatory mechanisms designed to engage and inform DEI practitioners and social justice movement leaders. Our non-profit communication work includes strategies for maintaining mission focus and stakeholder engagement despite challenging funding environments and external political pressures.

Strategic Adaptation: Our communication strategies emphasize adaptive messaging that maintains core equity principles while adjusting approaches for different audiences and changing environments. We help organizations develop resilient communication frameworks that sustain momentum for DEI work regardless of external political climate, emphasizing long-term value creation and organizational excellence rather than purely compliance-driven approaches.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE or subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. *Disabled veteran* means a veteran of the military, naval, or air services of the United States with a service-connected disability of ten percent or more, who is a resident of the State of California.**
- B. *DVBE* means a business concern certified by OSDS as meeting all of the following:**
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.**
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.**
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.**

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. **Option A - DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.
- B. **Option B - No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or oscd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

☐ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.

☐ 1% - 1.99%

☐ 2% - 2.99%

☐ 3% - 3.99%

☐ 4% - 4.99%

☐ 5% or Over

☒ **Option B** - I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

- ☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % _____

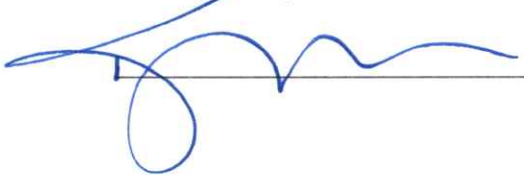
Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

_____

06/26/2025

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☒ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

¹ If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: _____

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	X Yes ☐ No	☐ Yes ☐ No
a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days.		
b. A statement expressing the Proposer's willingness to perform the services as described in this RFP.		
c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.		
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	X Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	X Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " Reproduction Copy. " All pages containing proprietary information should be removed and a cover sheet must be included which provides:	X Yes ☐ No	☐ Yes ☐ No
1. the firm's names;		
2. total number of pages; and		
3. identification of all pages removed due to proprietary information.		
Note: Entire proposal may not be marked confidential and proprietary.		
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	X Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	X Yes ☐ No	☐ Yes ☐ No
Small Business certified? ☐ Yes ☒ No		
DVBE certified? ☐ Yes ☒ No		
Micro Business certified? ☐ Yes ☒ No		

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	X Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	X Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	X Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	X Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes X No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes X No _____ % Claimed Option C – Elected no DVBE participation? X Yes ☐ No Option D – California Certified Micro Business? ☐ Yes X No	X Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☐ Yes ☐ No Non-Small Business Preference Claimed? ☐ Yes X No	X Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	X Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? X Yes ☐ No	X Yes ☐ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☐ Yes X No Non-Small Business Preference claimed? ☐ Yes X No Target Area Contract Preference Act claimed? ☐ Yes X No	X Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? X Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes X No	X Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by [YOUR COMPANY NAME]."	X Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

Comments:

Date

Signature of CalPERS Reviewer

JOINT VENTURE AGREEMENT

FOR CALPERS RFP NO. 2024-9420

DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES

BETWEEN

KERRY MITCHELL BROWN, LLC (kmb Consultancy) AND RICHWIFE, LLC dba MANLEY CONSULTING GROUP

This Joint Venture Agreement, effective as of June 26, 2025 is entered into by and between **KERRY MITCHELL BROWN, LLC (kmb Consultancy)**, a Florida corporation, with offices located at 6031 Pine Valley Drive, Orlando, FL 32819, and **RICHWIFE, LLC, dba Manley Consulting Group** with offices located at 760 Pheasant Run Drive, Hobart, Indiana, 46342 (hereinafter collectively referred to as "Joint Venture Partners" and individually as "Partner").

I. JOINT VENTURE FORMATION

WHEREAS, the Joint Venture Partners have determined that they would benefit from a joint venture arrangement to submit a proposal and perform services under California Public Employees' Retirement System RFP No. 2024-9420 - Diversity, Equity, and Inclusion Consulting Services (hereinafter referred to as "PROJECT"); and

WHEREAS, this Joint Venture Agreement is formed specifically for the purpose of submitting a bid and performing the contract if awarded by CalPERS for the PROJECT as co-partners;

NOW, THEREFORE, the Partners agree to form a joint venture ("Joint Venture") as co-partners for the exclusive purpose of pursuing and performing the CalPERS PROJECT.

II. DIVISION OF LABOR AND RESPONSIBILITIES

A. SHARED PROJECT LEADERSHIP (Co-Partnership - 75%/25% Share)

Both Partners will serve as co-leaders with shared authority and responsibility for project success. Kerry Mitchell Brown, LLC will serve as the primary coordinating partner given the larger team contribution, while both partners maintain co-leadership roles throughout all phases.

B. KERRY MITCHELL BROWN, LLC (kmb Consultancy) (Co-Partner - 75% Share)

Primary Coordination Responsibilities:

- Primary coordination of all project phases with team deployment
- Primary point of contact with CalPERS for administrative matters
- Lead project management and team coordination
- Primary invoicing and payment coordination

Phase I: Leadership Interviews (Co-Lead)

- Co-lead interviews with CalPERS Board of Administration leveraging team member's 35+ years of strategic experience with governance structures
- Deploy specialized team members for comprehensive interviews with key CalPERS leadership positions utilizing team expertise in stakeholder engagement
- Lead interview protocol development based on proven methodology with team's transformative strategy development experience

Phase II: Program Review & Assessment (Primary Coordinator)

- Coordinate comprehensive review of CalPERS DEI policies and processes using revolutionary methodology with team's public sector governance expertise from state government executive experience
- Lead benchmarking against leading organizations across public, private, and non-profit sectors leveraging team's diverse sector experience
- Coordinate environmental scan of legal and reputational risks, particularly Proposition 209 compliance, utilizing team's deep understanding of public sector regulatory frameworks
- Primary coordination of assessment findings report with full team expertise and communication strategy development capabilities

Phase III: Action Plan Recommendations (Co-Lead with Strategic Team Support)

- Co-lead development of actionable recommendations leveraging team's proven track record transforming vision into victory
- Deploy team expertise to ensure alignment with Board's fiduciary duty utilizing experience with complex governance structures
- Utilize team's storytelling and messaging expertise to create recommendations that resonate across diverse stakeholder groups

Phase IV: Action Plan Implementation (Strategic Support and Communication Leadership)

- Provide strategic implementation guidance leveraging team's movement-building expertise and transformation strategies

- Deploy team's relationship-building capabilities to unite stakeholders around shared implementation goals
- Utilize team's multi-generational and immigration experience perspectives to ensure authentic engagement across diverse CalPERS constituencies

Specialized Expertise and Team Capabilities:

- Revolutionary DEI methodology validated across Fortune 100 companies, nonprofits, government agencies, and higher education
- Extensive public sector experience including SEIU Racial Justice Center leadership and state government executive leadership
- Board advisory services with proven track record in governance structures across multiple sectors
- **Senior Strategic Leadership:** Team includes 35+ years experience crafting transformative strategies for social change organizations, with specific expertise in public sector governance, budget management (\$40 million state government experience), and movement building
- **Advanced Stakeholder Engagement:** Team includes 15 years expertise uniting diverse stakeholders around shared missions, with specialized communication skills that build understanding across political divides and create conditions for positive change
- Deep expertise in Proposition 209 compliance and California public sector constraints
- Multi-generational team with immigration histories providing authentic cultural competency and system navigation expertise

Key Team Experience:

- Led SEIU's Racial Justice Center architecting union-wide strategies for 2 million members
- Co-led Disney's global "Respect and Value Everyone" initiative operationalization
- State government Deputy Director role with executive-level public sector governance experience
- Extensive Fortune 100 corporate transformation experience
- Grassroots movement strategy development with proven winning track record
- Cross-sector coalition building and stakeholder engagement expertise

Key Team Experience:

- Led SEIU's Racial Justice Center architecting union-wide strategies for 2 million members
- Co-led Disney's global "Respect and Value Everyone" initiative operationalization
- Extensive Fortune 100 corporate transformation experience

C. RICHWIFE, LLC dba MANLEY CONSULTING GROUP (Co-Partner - 25% Share)

Specialized Contribution Areas:

Phase III: Action Plan Recommendations (Co-Lead)

- Co-lead development of actionable recommendations leveraging financial sector expertise
- Ensure alignment with Board's fiduciary duty and CalPERS' strategic plan utilizing pension fund trustee experience
- Co-present to Board and leadership with institutional investor credibility

Phase IV: Action Plan Implementation (Co-Lead)

- Co-lead implementation guidance leveraging Harvard Law School fellowship expertise
- Lead measurement and reporting tool development using Council of Institutional Investors board experience
- Coordinate ongoing program enhancement activities

Specialized Expertise Areas:

- Investment industry DEI best practices with direct pension fund experience
- Financial systems and corporate governance expertise
- Multi-billion-dollar initiative experience in investment environments
- Harvard Law School Center for Labor and A Just Economy Fellowship
- Council of Institutional Investors board member and Shareholder Advocacy Committee co-chair

Key Experience:

- SEIU Pension Fund trustee with direct pension fund governance experience
- Federal Reserve Bank of Chicago Board Member providing training on fostering diversity
- Led 20% increase in diverse asset manager utilization through "Diversity & Dollars" initiative
- Harvard Trustee Leadership Forum mentor
- Groundbreaking national landscape study on racial justice investment for Racial Justice Investment Coalition

D. Shared Co-Partnership Responsibilities

- Strategic planning and approach development utilizing combined 60+ years of equity and justice experience
- Quality assurance and review of all deliverables leveraging both academic rigor and practical application

- Client presentations and meetings with complementary expertise (public sector/board advisory + investment/financial)
- Problem-solving and issue resolution through diverse perspectives and experience
- Knowledge sharing and best practice exchange across sectors
- Contract compliance and reporting with shared accountability
- Client relationship management ensuring comprehensive service delivery

III. QUALIFICATIONS AND CHARACTERISTICS OF JOINT VENTURE PARTNERS

A. KERRY MITCHELL BROWN, LLC (kmb Consultancy) (Co-Partner - 75% Share)

Organization Background:

- **Headquarters:** Chicago, Illinois
- **Service Delivery Location:** Orlando, Florida
- **Years in Business:** 6+ years
- **Corporate Structure:** Limited Liability Company, IL
- **Primary Business:** Organizational Strengthening, Diversity, Equity, and Inclusion Consulting Services with revolutionary methodology

Team Composition and Leadership: The Kerry Mitchell Brown team brings 60+ years of combined experience with specialized team members providing comprehensive expertise:

Lead Principal and Project Director:

- Revolutionary DEI methodology integrating management theory, organizational theory, and social movement theory
- Multiple Ph.D.s including Organizations and Management specialization
- Extensive Fortune 100, government, and non-profit transformation experience

Senior Strategy Team Member:

- 35+ years at the intersection of gender, race, economic justice, and democracy
- Former state government Deputy Director role with \$40 million budget management experience
- Strategist behind winning movements who transforms vision into victory
- Deep expertise in public sector governance and executive-level strategic planning
- Proven track record crafting transformative strategies for social change organizations and visionary leaders

Stakeholder Engagement and Communications Team Member:

- 15 years building meaningful relationships and uniting stakeholders around shared missions
- Expert at cultivating connections and empowering teams at all organizational levels including boards and donors
- Skilled storyteller creating messages that resonate across diverse audiences and political divides
- Specialized in building understanding and creating conditions for positive change
- Deep commitment to racial justice with focus on integrity, follow-through, and fostering trust

Team Diversity and Cultural Competency:

- Most team members lead multi-generational families with immigration histories
- Diverse lived experiences that deepen understanding of navigating complex systems
- Authentic connection capabilities across all backgrounds and cultural contexts
- Multi-generational perspective bringing both historical context and contemporary innovation

Minimum Qualifications Satisfaction:

- **Experience:** 6+ years of progressively increased DEI consulting experience including assessment, advisory, strategic planning, training, and program development across Fortune 100 companies, nonprofits, government agencies, and higher education
- **Public/Private Sector Experience:** Extensive experience providing DEI consultation services across all sectors including public, private (Disney, Prudential), and non-profit (Race Forward, SEIU, DEMOS, Asian Health Services)
- **Key Personnel:** Team includes personnel with extensive board advisory experience
- **Current Clients:** Maintains multiple current clients across public, private, and non-profit sectors

Revolutionary Methodology and Core Competencies:

- Evidence-based frameworks integrating management theory, organizational theory, and social movement theory
- Specialized expertise in Proposition 209 compliance and California public sector constraints
- Board advisory services with proven track record in complex governance structures
- Organizational culture transformation with measurable outcomes
- Executive leadership coaching and strategic planning
- Public sector budget management and regulatory compliance expertise
- Stakeholder engagement and coalition building across diverse constituencies

Relevant CalPERS-Specific Experience:

- Led SEIU's Racial Justice Center developing strategies for 2 million members
- Disney global "Respect and Value Everyone" initiative co-leadership
- Virginia state government executive leadership with \$40 million budget oversight
- Multi-billion dollar operation oversight requiring C-suite alignment
- Democratic Party Platform co-author on "Ending Systemic Racism" and "Closing the Racial Wealth Gap"
- Grassroots movement strategy development with winning track record
- Cross-sector stakeholder engagement and coalition building expertise

Team Qualifications:

- Proven experience navigating complex public sector governance structures
- Executive-level strategic planning and implementation experience
- Board advisory and presentation expertise across multiple sectors
- Budget management and fiduciary responsibility experience
- Stakeholder engagement across diverse constituencies and political environments
- Communication strategies that build understanding across political divides

B. RICHWIFE, LLC dba MANLEY CONSULTING GROUP (Co-Partner - 25% Share)**Organization Background:**

- **Headquarters:** Hobart, Indiana
- **Principal:** Renaye Manley, Founder & Principal
- **Years in Business:** 2+ years
- **Corporate Structure:** Limited Liability Company
- **Primary Business:** Advancing diversity, equity, and inclusion within financial systems and corporate governance

Minimum Qualifications Satisfaction:

- **Experience:** Extensive DEI consulting experience with specific expertise in financial systems and investment industry, bringing multi-billion-dollar initiative expertise
- **Public/Private Sector Experience:** Direct experience across sectors with specialized focus on financial institutions, pension funds, and corporate governance
- **Key Personnel:** Unique combination of academic credentials (Harvard Law School fellowship) and practical pension fund governance experience
- **Current Clients:** Active engagement with institutional investors and corporate clients

Core Competencies and Unique Qualifications:

- Biden-Harris transition team member crafting regulatory frameworks for financial institutions
- Federal Reserve Bank of Chicago advisory board experience
- Investment industry DEI best practices with direct pension fund trustee experience
- Financial systems and corporate governance expertise bridging social impact and financial excellence
- Harvard Law School Center for Labor and A Just Economy Fellowship providing cutting-edge academic foundation
- Council of Institutional Investors board member and Shareholder Advocacy Committee co-chair
- Multi-billion-dollar pension fund governance experience

Relevant CalPERS-Specific Experience:

- SEIU Pension Fund trustee with direct experience in pension fund governance structures similar to CalPERS
- Federal Reserve Bank of Chicago Board Member delivering diversity training across financial sectors
- Led "Diversity & Dollars" initiative resulting in 20% increase in diverse asset manager utilization
- Conducted groundbreaking national landscape study on racial justice investment for Racial Justice Investment Coalition
- Harvard Trustee Leadership Forum mentor with governance expertise
- Council of Institutional Investors leadership providing direct institutional investor perspective

Financial Sector Expertise:

- Direct pension fund governance experience through SEIU trustee role
- Institutional investor community leadership through Council of Institutional Investors
- Shareholder advocacy and engagement expertise
- Proven track record in diverse asset manager utilization and ESG integration
- Experience with fiduciary duty frameworks and investment committee dynamics

Co-Partnership Qualifications:

- Co-partner contributor with specialized expertise directly relevant to CalPERS environment
- Unique combination of academic credentials and practical pension fund experience
- Proven track record in investment industry transformation
- Complementary expertise to primary partner enhancing overall joint venture capabilities

IV. FINANCIAL ARRANGEMENTS

- **Revenue Distribution:** Kerry Mitchell Brown, LLC (kmb Consultancy) (75%), Richwife, LLC dba Manley Consulting Group (25%) reflecting team size and coordination responsibilities
- **Cost Sharing:** All project-related costs will be shared in proportion to revenue distribution (75%/25%)
- **Invoicing:** Kerry Mitchell Brown, LLC will handle primary invoicing and payment coordination with distribution according to agreed percentages
- **Financial Reporting:** Quarterly financial reports will be shared between both co-partners
- **Decision Making:** Major financial and strategic decisions require mutual agreement of both co-partners

V. JOINT AND SEVERAL LIABILITY

Each Joint Venture Partner acknowledges and agrees that they shall be jointly and severally liable to CalPERS for all obligations under any contract awarded as a result of this Joint Venture arrangement.

VI. LEGAL COMPLIANCE

This Joint Venture Agreement and all services performed hereunder shall comply with:

- Americans with Disabilities Act (ADA) requirements
- Section 508 of the Rehabilitation Act accessibility requirements
- All applicable federal, state, and local laws and regulations
- California Government Code sections including conflict of interest provisions
- All CalPERS contract requirements and standards

VII. REPRESENTATIONS AND WARRANTIES

Each Partner represents and warrants:

1. Authority to enter into this Joint Venture Agreement
2. Good standing and qualification to do business in California
3. Compliance with all applicable laws and regulations
4. Accuracy of all information provided in qualifications and experience claims
5. Commitment to deliver high-quality services meeting CalPERS requirements

VIII. TERM AND TERMINATION

This Agreement shall commence upon execution and continue through completion of all obligations under any contract awarded by CalPERS, including any extensions or renewals, unless terminated earlier in accordance with the terms herein.

IX. GOVERNING LAW

This Agreement shall be governed by the laws of the State of Florida, with venue in Orange County, Florida, except as may be modified by CalPERS contract requirements.

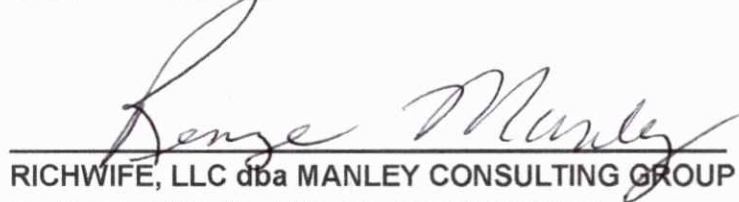
SIGNATURES



KERRY MITCHELL BROWN, LLC (kmb Consultancy)

By: Kerry Mitchell Brown Title: Founder & Principal

Date: June 26, 2025



RICHWIFE, LLC dba MANLEY CONSULTING GROUP

By: Renaye Manley Title: Founder & Principal

Date: June 26, 2025

This Joint Venture Agreement is specifically created to satisfy the requirements of CalPERS RFP No. 2024-9420 and shall be incorporated as part of any resulting contract award.



Secretary of State

Certificate of Status

I, SHIRLEY N. WEBER, PH.D., California Secretary of State, hereby certify:

Entity Name: Kerry Mitchell Brown LLC
Entity No.: 202463916523
Registration Date: 09/23/2024
Entity Type: Limited Liability Company - Out of State
Formed In: ILLINOIS
Status: Active

The above referenced entity is active on the Secretary of State's records and is qualified to transact intrastate business in California.

This certificate relates to the status of the entity on the Secretary of State's records as of the date of this certificate and does not reflect documents that are pending review or other events that may impact status.

No information is available from this office regarding the financial condition, status of licenses, if any, business activities or practices of the entity.



IN WITNESS WHEREOF, I execute this certificate and affix the Great Seal of the State of California this day of June 30, 2025.

SHIRLEY N. WEBER, PH.D.
Secretary of State

Certificate No.: 342959642

To verify the issuance of this Certificate, use the Certificate No. above with the Secretary of State Certification Verification Search available at bizfileOnline.sos.ca.gov.

State of Florida

Department of State

I certify from the records of this office that KERRY MITCHELL BROWN, LLC, is a limited liability company organized under the laws of the State of Florida, filed electronically on June 24, 2021, effective June 20, 2021.

The document number of this company is L21000293131.

I further certify that said company has paid all fees due this office through December 31, 2021, and its status is active.

I further certify that this is an electronically transmitted certificate authorized by section 15.16, Florida Statutes, and authenticated by the code noted below.

Authentication Code: 210624143206-100368859931#1

Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this the
Twenty Fourth day of June, 2021

Date of this notice: 05-21-2019

Employer Identification Number:
84-1826897

Form: SS-4

Number of this notice: CP 575 G

KERRY MITCHELL BROWN LLC
KERRY MITCHELL BROWN SOLE MBR
1000 W WASHINGTON BLVD UNIT 146
CHICAGO, IL 60607

For assistance you may call us at:
1-800-829-4933

IF YOU WRITE, ATTACH THE
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 84-1826897. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

A limited liability company (LLC) may file Form 8832, *Entity Classification Election*, and elect to be classified as an association taxable as a corporation. If the LLC is eligible to be treated as a corporation that meets certain tests and it will be electing S corporation status, it must timely file Form 2553, *Election by a Small Business Corporation*. The LLC will be treated as a corporation as of the effective date of the S corporation election and does not need to file Form 8832.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at www.irs.gov. If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS:

- * Keep a copy of this notice in your permanent records. **This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you.** You may give a copy of this document to anyone asking for proof of your EIN.
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is KERR. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.

CP 575 G (Rev. 7-2007)

CP 575 G

Best Time to Call

DATE OF THIS NOTICE: 05-21-2019

EMPLOYER IDENTIFICATION NUMBER:

FORM: SS-4

NOBOD

INTERNAL REVENUE SERVICE

45999-0023

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100

KERRY MITCHELL BROWN LLC

KERRY MITCHELL BROWN SOLE MBR

1000 W WASHINGTON BLVD UNIT 146

CHICAGO, IL 60607

Form **LLC-5.5**

**Illinois
Limited Liability Company Act
Articles of Organization**

FILE # 07822626

Secretary of State Jesse White
Department of Business Services
Limited Liability Division
www.cyberdriveillinois.com

Filing Fee: \$150

Approved By: KAH

FILED
MAY 20 2019
Jesse White
Secretary of State

1. Limited Liability Company Name: KERRY MITCHELL BROWN LLC
2. Address of Principal Place of Business where records of the company will be kept:
1000 W WASHINGTON BLVD UNIT 146
CHICAGO, IL 60607
3. The Limited Liability Company has one or more members on the filing date.
4. Registered Agent's Name and Registered Office Address:

UNITED STATES CORPORATION AGENTS, INC.
500 N MICHIGAN AVE STE 600
CHICAGO, IL 60611-3754
5. Purpose for which the Limited Liability Company is organized:
"The transaction of any or all lawful business for which Limited Liability Companies may be organized under this Act."
6. The LLC is to have perpetual existence.
7. Name and business addresses of all the managers and any member having the authority of manager:

BROWN, KERRY M
1000 W WASHINGTON BLVD, UNIT 146
CHICAGO, IL 60607
8. **Name and Address of Organizer**
I affirm, under penalties of perjury, having authority to sign hereto, that these Articles of Organization are to the best of my knowledge and belief, true, correct and complete.

Dated: MAY 20, 2019

CHEYENNE MOSELEY
101 N. BRAND BLVD., 11TH FLOOR
GLENDALE, CA 91203



DEI CONSULTING SERVICES

TECHNICAL PROPOSAL
REPRODUCTION COPY
CALPERS RFP NO. 2024-9420

June 30, 2025
RFP RESPONSE



TECHNICAL PROPOSAL: REPRODUCTION COPY

This document is Korn Ferry's complete Technical Proposal "Reproduction Copy," including our cover letter, attachments, and all other required documentation. No proprietary information is included. All pages containing proprietary information have been removed.

- Korn Ferry (US)
- Zero (0) proprietary pages removed
- Page titles removed: N/A

TECHNICAL PROPOSAL

CONTENTS	PAGE #
1. Cover Letter	4
2. Minimum Qualifications Certification (Attachment A)	6
A. DEI Program Review	
I. Leadership Interviews	
II. Program Review & Assessment	
III. Action Plan Recommendations	
IV. Action Plan Implementation	
B. Other Services	
3. Proposal / Proposer Certification (Attachment B)	27
4. California Taxpayer and Shareholder Protection Act Declaration (Attachment C)	30
5. Contracting Act Declarations (Attachment D)	32

CONTENTS	PAGE #
6. CalPERS Contract-Related Disclosure (Attachment E)	36
7. Proposal Questionnaire (Attachment F)	40
8. Disabled Veteran Business Enterprise Contract Participation & Incentive (Attachment G)	66
9. Subcontractors (Attachment H)	73
10. Required Attachments Certification Checklist (Attachment I)	75
11. Joint Venture Submittals (Exhibit 1)	79
12. Preference Programs	81
Appendix	83
B. Fee Proposal	Separate file

1. COVER LETTER

On behalf of the Korn Ferry team, we are honored to have the opportunity to respond to your request for a proposal for Diversity, Equity, and Inclusion (DEI) consulting services.

As a global leader with a fiduciary duty to deliver pension and health benefits to millions of public employees who serve California, we understand the importance of CalPERS' commitment to DEI. We recognize that, as an organization with an advanced approach to DEI, you have created an integrated approach to DEI that is a core part of how you operate, invest, and purchase health care. In addition, we applaud the addition in 2020 of the five pillars which expanded the focus of DEI integration to include culture, talent management, health equity, supplier diversity, and investments.

As you look to the future, Korn Ferry is well-positioned to serve as your trusted advisor and partner in helping you to further create a higher standard and model for DEI and its positive impact while at the same time being mindful of the limitations imposed on California state agencies with respect to DEI. As the world's largest consulting practice specializing in DEI, we understand the complexities of Diversity, Equity, and Inclusion. We have over 40 years of field experience assessing organizations and their leaders, creating roadmaps for transformations that include behavioral and structural components. Our groundbreaking research and thought leadership along with our dedicated DEI consultants enable us to bring to you a wealth of experience from across sectors.

As you read through the pages that follow, you will find our time-tested, research-based approach to assessing your current state of progress will serve to deliver on your objectives of creating equitable opportunities for all, improving financial performance, and setting a new standard for DEI integration and excellence for others to follow. This proposal is a firm and irrevocable offer good for 180 days. We have outlined our ability to perform the services as described in the RFP. Our team of experts is ready to engage and perform all services and provide all deliverables as described in this RFP.

Sincerely,



Kimberly Waller

North America DEI Practice Leader

Korn Ferry

In her role as the North America DEI Practice Leader, Kim Waller is authorized to contractually bind Korn Ferry.

2. MINIMUM QUALIFICATIONS CERTIFICATION

2. MINIMUM QUALIFICATIONS CERTIFICATION

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment A

Page 2 of 2

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.

A handwritten signature in cursive script that reads "Kimberly Waller".

June 27, 2025

Date

Authorized Signature

Korn Ferry (US)

Name of Firm

Kim Waller, Senior Client Partner

Name and Title (Please Print)

Evidence of Minimum Qualifications

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
Korn Ferry (US)	56 years

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
Broadridge	6+ year relationship	Training, DEI Diagnostic and Strategy, benchmarking	Naadia Burrows, Chief Impact Officer	Naadia.Burrows@broadridge.com

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
M&T Bank	1+ year relationship	DEI (Engagement & Belonging) Diagnostic and Strategy, including implementation support	Glenn Jackson, Head of Engagement & Belonging	gjackson@mtb.com

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.

Firm	Years of Experience	Type	Contact Person	Contact Information
Northern Trust	6+ year relationship	Corporate	Deidra Jenkins, SVP, Chief Diversity & Inclusion Officer – North America	daf@ntrs.com

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Firm	Type	Contact Person	Contact Information
Pennsylvania State Employees' Retirement System	Public pension fund	Brenda Cunard, Deputy Executive Director for the Office of Member and Participant Services	bcunard@pa.gov

2A. DEI PROGRAM REVIEW

WE TAKE A SYSTEMIC APPROACH TO BUILDING AN INCLUSIVE AND EQUITABLE ORGANIZATION.

IT STARTS WITH A DEI DIAGNOSTIC & STRATEGY

HR/DEI, ALL DEPARTMENTS

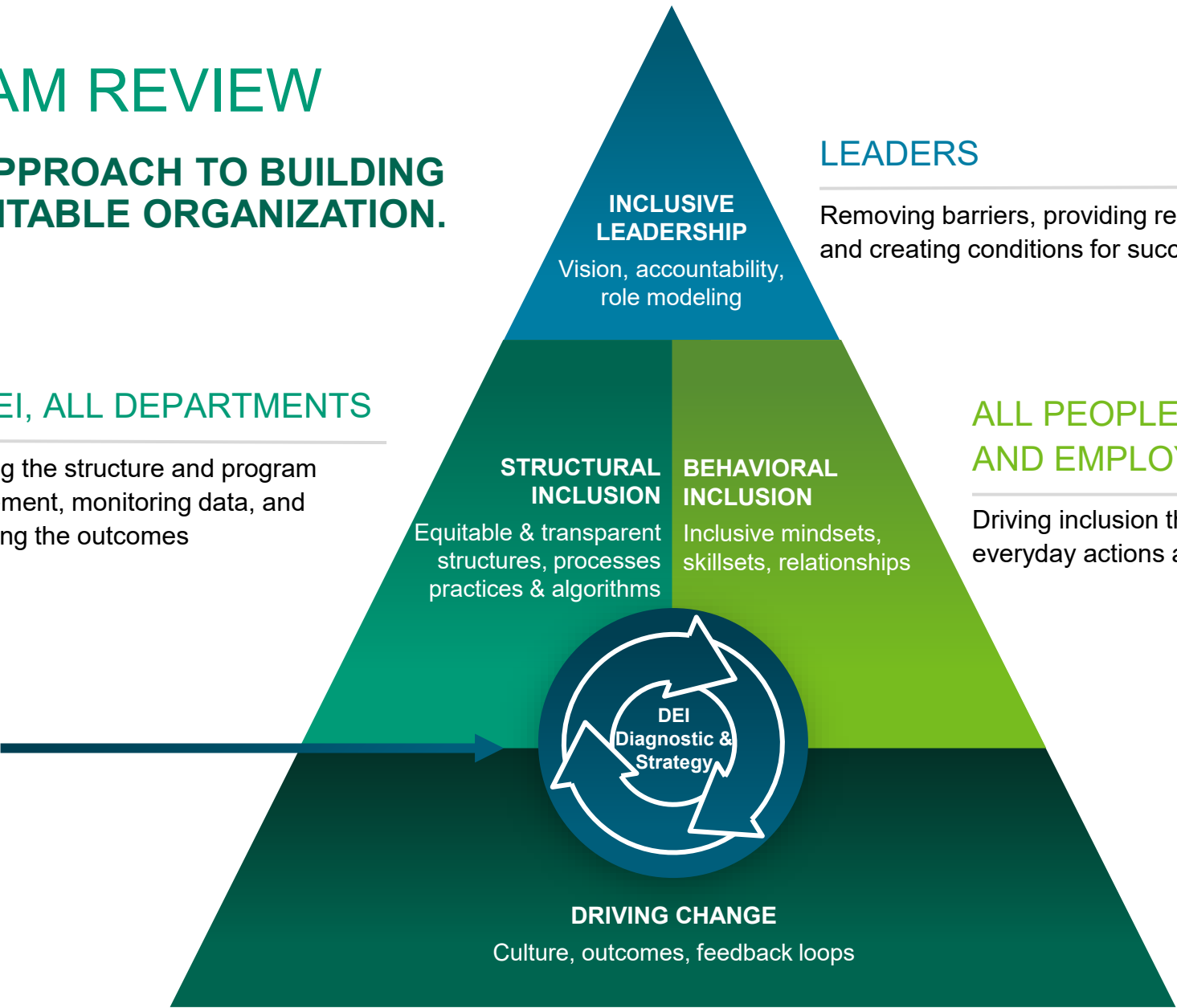
Providing the structure and program management, monitoring data, and measuring the outcomes

LEADERS

Removing barriers, providing resources, and creating conditions for success

ALL PEOPLE MANAGERS AND EMPLOYEES

Driving inclusion through everyday actions and decisions



2A. DEI PROGRAM REVIEW

THE DEI DIAGNOSTIC & STRATEGY

What it does

A DEI Diagnostic or current state assessment can help you build an effective DEI strategy, aligned to your talent and business priorities, and identify the root causes of your current challenges. It can answer important questions such as:

- How mature are your DEI efforts as compared to your peers?
- Is your employee experience inclusive and equitable for everyone?
- What structural and behavioral barriers do different talent groups face at your organization?
- How can diversity, equity, and inclusion accelerate your business plan initiatives?

How it's done

We can help you take stock of your current state on diversity, equity, and inclusion by performing an in-depth (but efficient) organizational analysis. In our approach, we focus on:

- Building on what is already strong.
- Identifying and closing key gaps.
- Crafting the path forward from strategy to implementation.
- Helping you accelerate change through clear governance, effective communication, and internal and external branding.

2A. HIGH LEVEL TIMELINE: GETTING TO IMPLEMENTATION

The following is a high-level view of how we might partner to complete Phases I through III outlined in the RFP (Phase IV will be determined by the previous phases). We will work at the pace that fits CalPERS' culture and align with your team on the final timeline and Board reporting. We recommend facilitating leader interviews shortly *after* the program review, so we are informed on the current state of policies, processes, and programs.

Activity	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				Month 7			
Kick off engagement																												
Gather data & documents																												
Conduct program review & scan																												
Prep for interviews																												
Socialize & facilitate introductions																												
Conduct leadership interviews																												
Draft findings report																												
Finalize findings report																												
Share findings w/ Board																												
Plan & run alignment workshop																												
Draft action plan																												
Plan & run strategy workshop																												
Present action plan to Board																												

Notes:

- In addition to the key activities listed above, we will have regular 30-min syncs with the core project team to review materials, discuss open items, and align on responsibilities.
- To ensure we are including the voices of those most impacted by this work, we will consider how to socialize and solicit input from a variety of stakeholders throughout the engagement. We would jointly determine the right approach to stakeholder management in subsequent scoping calls.
- For all activities, Korn Ferry will provide draft communications that CalPERS will finalize and own (i.e., full communications and change management is not included in this scope). If CalPERS would like more robust communications and change management support, we can discuss levels of support.

★ Board Meeting or workshop

2A. DEI PROGRAM REVIEW

DEI DIAGNOSTIC AND STRATEGY DEVELOPMENT PROCESS PER CALPERS RFP.



We will assess the current state of DEI at CalPERS with a Program Review and Leadership Interviews.

Review of Current DEI Programs and Efforts, Benchmarking, and Environmental Scan

Review your existing DEI policies, processes, and programs, including your DEI Framework against a benchmark of leading companies, and identify potential gaps and opportunities for additional success. This will include an environment scan of potential legal and reputational risks associated with DEI changes at the state and federal levels.

Leadership Interviews

Gather leaders’ perceptions on the impact and value of DEI on CalPERS’ business plan initiatives, current strengths, and opportunities for improvement.

2A.I. LEADERSHIP INTERVIEWS

INVITING DIVERSE PERSPECTIVES.

We help leaders articulate **the impact** of DEI on your **business plan initiatives**, rather than focusing on DEI as a set of standalone “activities.” We will interview CalPERS’ Board of Administration and Executives* to understand their expectations related to the DEI Framework, perceptions of the current state, and ideas for improvement.

In these interviews, we discuss:

- Leaders’ perceptions of strengths and challenges.
- Opportunities to generate greater momentum.
- Leaders’ expectations with respect to the five pillars of CalPERS’ DEI Framework.
- Input on the best ways to encourage DEI change adoption.

Sample sequence of events: Leadership interviews

Activity & Owner(s)	Approx. Timing
Korn Ferry drafts timeline, interview guide, and communications (building on insights from program review).	1-2 weeks
CalPERS updates communications and gets approval.	2-4 weeks
Korn Ferry and CalPERS partner to socialize the work, broker introductions, and schedule interviews.	2-4 weeks
Korn Ferry conducts up to 26 interviews*.	3-4 weeks
Korn Ferry synthesizes themes and shares informally with core team.	3 weeks
Korn Ferry incorporates into findings report.	1 week

*Note: The current scope assumes up to 26, 60-min leadership interviews with each Board member and Executive Officer. Based on further scoping conversations, we may decide to choose a subset of Executive Officers.

2A.II. PROGRAM REVIEW & ASSESSMENT

REVIEWING POLICIES, PROCESSES, AND PROGRAMS AGAINST BENCHMARKS.

We review your current DEI policies, processes, and programs, benchmarking against leading organizations.

Sample requested data and documentation:

- **Existing DEI strategy**, approach, framework, content, and outcomes.
- **Organizational Strategy** (e.g., mission, vision, values statements; key competences or leadership characteristics; strategy, goals, and metrics).
- **Employee engagement survey results**, preferably broken out by demographics (e.g., disability, veteran status).
- **Information on ERGs** and recent sentiment about DEI.
- **Exit interview data** (reasons for departure, departures by function, level, and any demographic breaks available).
- **Other relevant employee data** (broken out by demographics, if available) including hiring and promotion rates.
- **Existing inclusion / DEI training** for leaders and employees.
- **Onboarding materials**, current brand guidelines, and any recent DEI change plans or **communications samples**.
- Outputs of CalPERS internal review of **talent management policies** and practices (etc. recruiting and performance appraisals/evaluations).

Sample sequence of events: Program review and assessment

Activity & Owner(s)	Approx. Timing
Korn Ferry shares document and data request, sets up secure file transfer system.	1 week
CalPERS compiles and shares relevant documents and data.	4-6 weeks
Korn Ferry reviews and responds with written questions and organizes any follow up calls required.	2 weeks
Korn Ferry summarizes findings, compares to benchmarks, and incorporates into Findings Report.	3-4 weeks
CalPERS provides feedback and two rounds of reviews on Findings Report (prior to board meeting).	2-4 weeks

2A.II. PROGRAM REVIEW & ASSESSMENT (CONT.)

CONDUCTING AN ENVIRONMENTAL SCAN OF LEGAL AND REPUTATIONAL RISKS.

Although not currently scoped, we may bring in legal experts from Seyfarth Shaw to help assess potential legal and reputational risks associated with DEI changes at the state and federal levels. As relevant, attorneys could review:

- EEO compliance amidst EO changes
- Impact on federal contracts
- EO impact on the talent acquisition process and required documentation safeguards



2A.II. PROGRAM REVIEW & ASSESSMENT (CONT.)

CONDUCTING AN ENVIRONMENTAL SCAN OF LEGAL AND REPUTATIONAL RISKS

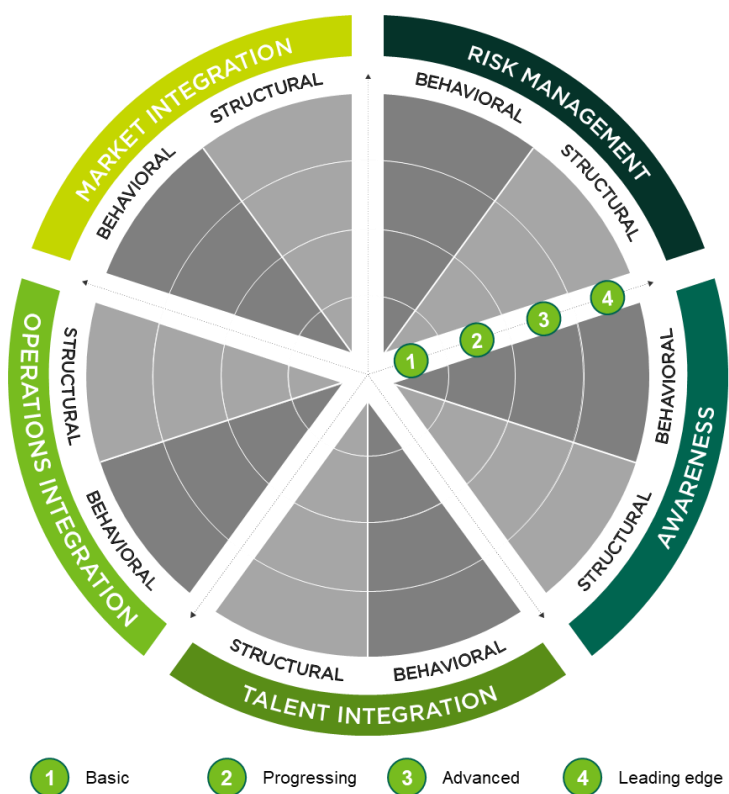
Why Seyfarth Shaw?

- Seyfarth is uniquely qualified to support this engagement given their industry leading capabilities in labor and employment and contractor compliance, as well as the breadth and depth of their DEI counseling practice.
- For decades, Seyfarth has provided legal advice to organizations as they navigate key shifts in the DEI landscape. Through each of these phases, Seyfarth has supported organizations as they navigate the evolving political, social, and legal pressures when implementing a DEI strategy.
- **We propose Annette Tyman** as the lead partner for legal review. Annette is the Chair of Seyfarth's People Analytics practice group and has extensive experience counseling employers on a range of issues, including DEI strategic initiatives and analyses, effective talent acquisition and management, pay equity and artificial intelligence. **Biography:**
<https://www.seyfarth.com/people/annette-tyman.html>
- Annette has extensive experience advising companies both before and after recent Supreme Court decisions and Executive Order 14173 on the legal issues as they relate to DEI strategic programs. She has key expertise working with federal and state government contractors as they navigate the current legal, regulatory and political framework.

If the decision is made to leverage Seyfarth Shaw as part of the assessment, their standard hourly rate is \$1,195. For this proposal, we are able to provide CalPERS with a discounted hourly rate of \$1,020.

2A.II. PROGRAM REVIEW & ASSESSMENT (CONT.)

We will use our **DEI Maturity Model** to map CalPERS’ current programs and efforts. We will benchmark your maturity against best practices in public, non-profit, and private sector settings, including California entities. For each of the five dimensions (illustrated and described below), we will plot CalPERS journey from Basic (1) to Leading Edge (4) where information is available.



DIMENSION

DEFINITION

Risk management

Measures the extent to which CalPERS has the infrastructure, capabilities, and behaviors to identify, mitigate, and prevent DEI-related risk in compliance with laws and regulations.

○ Awareness

Measures the extent to which leaders and staff are aware of and committed to DEI by creating conditions that promote it and demonstrate inclusive behaviors.

○ Talent Integration

Measures the extent to which 1.) DEI is embedded into all talent management processes and 2.) inclusive behaviors are reflected throughout the entire talent management lifecycle.

○ Operations integration

Measures the extent to which DEI efforts drive operational effectiveness, and how inclusion helps drive operational impact.

○ Market integration

Measures the extent to which DEI efforts enhance competitive advantage in the marketplace.

2A.III. ACTION PLAN RECOMMENDATIONS

ALIGNING WITH STAKEHOLDERS TO BUILD AN ACTION PLAN.

Alignment session with key stakeholders:



- Discuss findings and key themes.
- Build stakeholder alignment on the main “story.”
- Agree on root causes and explore implications for action.

Between the workshops:



- Collaborate with Korn Ferry to build the DEI Strategy roadmap and recommendations for its activation.

DEI Strategy Workshop with key stakeholders:



- Fine-tune the DEI Strategy Roadmap.
- Prioritize main initiatives.
- Align on high level implementation timeline, accountability, and governance.

Sample sequence of events: Action plan recommendations

Activity & Owner(s)	Approx. Timing
Korn Ferry presents Findings Report to Board.	1 week*
Korn Ferry plans and facilitates “Alignment” workshop.	4 weeks
Korn Ferry drafts action plan in collaboration with core team.	3 weeks
Korn Ferry plans and facilitates Strategy Workshop.	4 weeks
Korn Ferry presents action plan to Board.	1 week

2A.III. ACTION PLAN RECOMMENDATIONS

SAMPLE OUTPUT

Rationale	Key Activities	Impact	Cost	Timing	FTE
Organization-wide impact will require a thoughtful approach to the prioritization of investment decisions. While the full accountability cannot fall on one person or team, a dedicated resource will ensure the ongoing prioritization and progression of DE&I.	1. Develop a job description for Chief DE&I Officer (CDO) and align on desired approach based on proposed governance model options.				
	2. Develop charter for each body within the governance model that outlines purpose, objectives, leadership assignments, membership criteria, responsibilities, operational procedures. 1. Ensure participation in governance model has a cross-section of thought represent the full breadth of functional expertise including business, HR, individuals with DE&I expertise.	Supportive infrastructure and	Can be done internally or with support of	Start immediately	Requires leadership approvals and
Establishing a set of clear KPIs will provide visibility into progress and identify additional areas for attention or improvement in order to further drive accountability.	3. Consider how contributions to the DE&I Strategy implementation will be recognized (on utilization, bonuses, other incentives): contributions to executive sponsorship, groups and councils should be incorporated into performance management.	RACI chart: DE&I strategy execution governance			
	4. Develop a accountability	Assigned according to role in DE&I strategy execution			
Outcome - A governance structure that is responsive and metrics and that ultimately provides the necessary resources to deliver on DE&I strategy. - A strategy that is sustained through an appropriate communication and communication to entire employee base.	5. Utilize Corporate perception basis.	CEOs			
	6. Develop the recommendation	Board			
	7. Establish a cadence, metrics	CHRO			
		Chief DE&I			
		Division			
		CE Leaders			
		Partners			
		D&I Committee**			
		HR			
		Central Functions			
		I			
		C			
		C global input			
		I			
		C			
		R local execution			
		I			
		C			
		R global execution			
		I			
		C			
		R local execution			
		I			
		C			
		R global execution			
		I			
		C			
		C global input			
		I			
		C			
		R local execution			
		I			
		C			
		C local			
		I			
		</			



2A.IV. ACTION PLAN IMPLEMENTATION

ACTIVATING THE PLAN*.

Our approach is to collaborate with your team to help implement any actions arising from the assessment findings that CalPERS will prioritize in the Strategy Workshop. The overarching objective of the implementation phase is enhanced DEI program adoption, increased visibility, awareness, buy-in, and collective responsibility for CalPERS' DEI efforts.

While exact implementation activities will be based on the assessment findings and resulting DEI strategy, Korn Ferry recommends and has scoped:

- **Communications and change management** (e.g., collaborate to articulate the DEI narrative and identify engagement activities and communications to encourage the right mindset, abilities, structure, and systems in support of the Action Plan).

Additional potential implementation support, not currently scoped:

- **Training and people development** (e.g., draft enablement resources, design and facilitate workshops, assess and coach key leaders, conduct Train the Trainer).
- **Inclusive Talent Management Design** (e.g., examine, refine, or rebuild specific processes such as talent acquisition, performance management, succession planning with a lens of inclusion).
- **People analytics** (e.g., build integrated DEI dashboards to track talent flows and stakeholder sentiment to inform continuous improvement of Action Plan).

*Note: The sequence of events will depend on the Action Plan (determined in phase III).

2A.IV. ACTION PLAN IMPLEMENTATION

WE WILL HELP YOU BUILD A DEI ACTION PLAN THAT SPARKS BEHAVIOR CHANGE AT SCALE.

Although we do not know what specific actions will be prioritized in the final plan, we do know that communications and change management is critical to any successful DEI initiative. Our approach is to collaborate with your team to identify enhancements for DEI program adoption and ways we can increase visibility, awareness, belief, and collective action to support CalPERS' DEI efforts.



ENHANCEMENT AND DEVELOPMENT OF PROGRAM GOALS

We will help you review the DEI strategy and roadmap with a group of DEI influencers from key stakeholder groups to **invite inclusive input** on program goals and implementation ideas, adapting the DEI roadmap to understand priorities and needs of each group and **ensure responsiveness**.

MEASUREMENT AND REPORTING TOOLS

We will help you identify **success outcomes** for the DEI program and measurable KPIs, building a **DEI dashboard** to track progress and stakeholder sentiment that allows us to **celebrate and grow early “wins,” and keep listening** for ongoing improvement.

ACTIVITIES AND COMMUNICATION STRATEGY

Our team will collaborate with your senior leaders and identified influencers to articulate the **DEI narrative** and identify **engagement activities and communications** to encourage the right mindset, abilities, structure, and systems in support of the DEI roadmap.

2A.V. YOUR KORN FERRY TEAM* IS READY TO COLLABORATE



FAYRUZ KIRTZMAN

Senior Lead
Global DEI Diagnostic Lead,
New York City *(she/her)*



GUSTAVO GISBERT

Senior Principal,
Chicago *(he/him)*



IANNA FONG

Associate Consultant,
San Francisco *(she/her)*



KIM WALLER

Executive Sponsor,
DEI Leader, North America,
Chicago *(she/her)*



COLLEEN COX

Senior Lead
Principal
Chicago *(she/her)*

* Our final delivery team will be confirmed upon completion of contracting prior to project kick-off.

3. PROPOSAL / PROPOSER CERTIFICATION

ATTACHMENT B

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: Korn Ferry (US)

Contact Name and Title: Kim Waller, Senior Client Partner, North America DEI Leader / Power of All

Address: 233 Wacker Drive, Suite 700, Chicago, IL, 70707 USA

Phone Number: 1.312.532.6818

Fax Number: N/A

E-Mail Address: Kim.waller@kornferry.com

2. Indicate your organization type:

- ☐ Limited Liability Company
- ☐ Partnership
- ☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")
- ☐ Limited Liability Corporation
- ☒ Corporation (Corporation Number 4581607)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 41-0858903

4. California Corporation Number: 3169276

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

- | | | |
|---|------------------------------|--|
| a. California Small Business | Yes ☐ | No ☒ |
| b. Disabled Veteran Business Enterprise | Yes ☐ | No ☒ |
| c. California Micro Business | Yes ☐ | No ☒ |

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 92 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: Kim Waller, Senior Client Partner, North America DEI Leader / Power of All

Address: 233 Wacker Drive, Suite 700, Chicago, IL, 60606 USA

Phone Number: 312.532.6818

Fax Number: N/A

E-Mail Address: Kim.waller@kornferry.com

The name of the company officer authorized to sign this contract is:

Name and Title: Kim Waller, Senior Client Partner, North America DEI Leader / Power of All

Address: 233 Wacker Drive, Suite 700, Chicago, IL, 60606 USA

Phone Number: 312.532.6818

Fax Number: N/A

E-Mail Address: Kim.waller@kornferry.com

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



June 27, 2025

Date

Authorized Signature

Kim Waller, Senior Client Partner

Name and Title (Please Print)

4. CALIFORNIA TAXPAYER AND SHAREHOLDER PROTECTION ACT DECLARATION

ATTACHMENT C



California Public Employees' Retirement System
California Taxpayer and Shareholder Protection Act Declaration

Firm's Name Korn Ferry (US)

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

A handwritten signature in cursive script that reads "Kimberly Waller".

Authorized Signature

Kim Waller, Senior Client Partner
Name and Title (Please Print)

June 27, 2025
Date

5. CONTRACTING ACT DECLARATIONS

ATTACHMENT D



California Public Employees' Retirement System

Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☐ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☒ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract, has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A. § 78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).
- ☐ This firm has ceased to be regarded as a "scrutinized company" (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).

- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm's commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.



Authorized Signature

Kim Waller, Senior Client Partner

Name and Title (Please Print)

June 27, 2025

Date

Korn Ferry (US)

Firm Name (Please Print)

6. CALPERS CONTRACT-RELATED DISCLOSURE

ATTACHMENT E



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

2024-9420

b. Proposer or Contractor Name:

Korn Ferry (US)

c. Name of Individual Authorized to bind the Proposer or Contractor:

Kim Waller

d. Contact Person (if different than above):

N/A

e. E-mail Address:

Kim.waller@kornferry.com

f. Phone No:

312.532.6818

g. Name of CalPERS Contact (if applicable):

N/A

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment E

Page 2 of 3

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.
3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:

4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.
5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

Not applicable.

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.



Authorized Signature

Kim Waller, Senior Client Partner

Name and Title

June 27, 2025

Date

7. PROPOSAL QUESTIONNAIRE

ATTACHMENT F



CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM

DIVERSITY, EQUITY,
AND INCLUSION
CONSULTING
SERVICES

PROPOSAL
QUESTIONNAIRE



June 30, 2025

RFP

A. ORGANIZATION AND BACKGROUND

1. Name of your organization.

Korn Ferry (US)

2. Location of headquarters.

Korn Ferry's global HQ is located at:
1900 Avenue of the Stars, Suite 1225
Los Angeles, CA 90067
United States

3. Location and address of branch which would provide services under this contract.

The services under this contract will be performed by our San Francisco office located at:
One Montgomery Street
Suite 3250
San Francisco, CA 94104
United States

4. Number of years your organization has been in business.

Korn Ferry has been in business for 56 years.

5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe.

Yes. Over the past five years, Korn Ferry has gone through the following changes:

- In November of 2024, Korn Ferry acquired Trilogy International – a leading provider of digital interim talent across EMEA and in the United States.
- In 2023, Korn Ferry acquired Infinity Consulting Solutions and Salo LLC, in 2022 Korn Ferry acquired Patina Interim Solutions, and in 2021, Korn Ferry acquired Lucas Group which all bring substantial professional search and contracting expertise that is expected to enhance the firm's industry-leading search portfolio.
- In 2019, we further diversified our business acquiring Strategy Execution, Miller Heiman, and AchieveForum.
- In January 2019, Korn Ferry consolidated its US operations into a single company. Our Professional Search, Executive Search, and RPO businesses were merged into Korn Ferry Hay Group, Inc., which was renamed Korn Ferry (US).

6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm.

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people. (Note: incorporation documents is attached.)

One Korn Ferry Purpose/Mission, Vision, and Values are:

- Our purpose/mission is to enable people and organizations to exceed their potential.
- Our vision is to be the preeminent organizational consultancy.
- Our values are:
 - Inclusion – We embrace people with different points of view, from all backgrounds and we think and work as one team.
 - Honesty – We say what we mean and do what we say. We hold ourselves to the highest standards and we make it safe for people to speak out when they see something wrong.
 - Knowledge – We are insatiably curious, always learning new things, and we actively help our colleagues grow and develop too, with mentoring and support.
 - Performance – We never settle for the status quo. We always strive to be better today than we were yesterday and do our best for our clients, colleagues, and shareholders.

We believe diversity drives innovation and connects us to our colleagues, customers, and communities. Korn Ferry is committed to building strong teams of people with diverse experiences, backgrounds, and perspectives by working hard to build an environment of recognition. We strive to hire without bias and ensure all talent has equal opportunity across the firm. And we recognize colleagues in our global talent promotion process for: exceptional dedication and service to clients, embracing our firm's purpose and values, outstanding collaboration, and stretching to meet expectations.

Characteristics of our employee population include (as of our FY24 annual report):

- 8% of our employees are Boomers
- 31% of our employees are GenX
- 50% of our employees are Millennials or Gen Y
- 11% of our employees are Gen Z, iGen, or Centennials
- 56% diverse Board of Directors
- 50% diverse directors in Board leadership roles
- 65% of 2023 promotions are women
- 62% of our employees are women

Our external DEI initiatives include Leadership U for Humanity (launched in 2020 by the Korn Ferry Charitable Foundation) and the HBCU Leadership Accelerator Conference (designed to support college students heading into their first internship or job).

The Korn Ferry Charitable Foundation's primary focus is to help people exceed their potential. Whether that is in the boardroom, the classroom, or their living room. Initially, that means providing help, support,

and inspiration to those who need it most. The vision of the Foundation is:

"We believe in the power of potential, by providing opportunity. Potential is what drives us forward. Makes us smarter. Better. Kinder. It changes minds. It changes lives. Takes us to impossible places. Knocks down walls. Breaks glass ceilings. But many people never even get the chance to reach their incredible potential. To be more than. They simply lack opportunity. Our vision is to change that."

The Foundations' current objectives are to provide direct relief to those affected by a natural disaster, make grants to charitable organizations working to enhance our communities, and fund scholarships and programs.

B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES

Please provide a summary of the services that your firm provides in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices

Korn Ferry's DEI Practice is the largest of its kind and utilizes a science-based approach supported by extensive research and world-renowned expertise. As the largest consulting practice specializing in DEI in the world, we understand the complexities of Diversity, Equity, and Inclusion. We have over 40 years of field experience assessing organizations and their leaders and creating transformation roadmaps that include behavioral and structural components. We have codified research of best and next practices on our DEI maturity model (described in question 3) and many thought leadership pieces. Through our work, we help our clients determine the specific outcomes they can achieve if their root causes are identified and a well-thought-out strategic plan is implemented.

- **WE BRING AN EVIDENCE-BASED APPROACH:** We draw on research, experience, and data from our nearly 60 years of client work, our research arm, the Korn Ferry Institute, and the Korn Ferry Talent Suite to assess organizations' current DEI maturity, provide data-based roadmaps for change, and offer implementation strategies.
- **OUR INDUSTRY EXPERTS HAVE A PULSE ON THE LATEST TRENDS:** Not only do we have the largest DEI practice in the world, but we also have dedicated industry verticals – including public sector and financial services. We work with some of the largest public entities in the United States (including California) and around the globe and bring that holistic perspective to everything we do.
- **OUR EXPERTISE SPANS THE WHOLE TALENT JOURNEY:** We combine our deep expertise in talent acquisition, assessment, reward, leadership development, and organizational strategy and structure to help you build a sustainable DEI organization that enables the achievement of organizational goals.
- **WE BRING GLOBAL REACH WITH A LOCAL TOUCH:** Our experts offer deep scientific and industry knowledge, combining global insights with local expertise. We scale DEI globally by leveraging our extensive experience, research, and thought leadership.

Korn Ferry consultants are the most talented and astute in the industry. We select them based on their academic and professional credentials, technical expertise, business experience, and ability to apply knowledge in real-world client situations. They are renowned for being the best in the industry and are sought after by our clients and competitors. They:

- Combine a profound understanding of human behavior in terms of measuring and developing talent with practical knowledge.
- Practice and deliver multiple offerings to provide clients with truly integrated talent management.

- Participate in monthly Global Community of Practice Meetings to share learnings, discuss challenges and triumphs, develop competencies, and hone skills.
- Receive rigorous training, ongoing development, and global calibration to ensure top performance, accuracy, and consistency across the globe.

2. Providing education and training on DEI matters to Boards of Trustees

We have extensive experience providing consulting, training, assessment, coaching, and tools to enable our clients to build DEI initiatives that result in sustainable workplace culture change and contribute to enhanced business results. We provide education, training, and coaching to boards of directors, executive leaders, executive councils, executive sponsors, and many other boards of trustees.

Our high-caliber consultants, behavior-change expertise, world-class IP, and 40+ years of experience make us fully qualified to strategize, design, and deliver solutions to drive DEI learning and engagement. Built from our extensive portfolio of offerings, our recommendations are backed by the talent, resources, expertise, experience, and flexibility only Korn Ferry can offer.

For Boards of Trustees, we focus on building individuals' capabilities, ownership, and accountability; deepening their awareness of who they are as inclusive leaders; and strengthening their understanding of their cultural influences and preferences. We help sharpen Board members' skills to navigate complexities, bridge cultural gaps, and improve interactions with a broad range of colleagues, members, customers, suppliers, and other stakeholders. We provide leaders with impactful strategies to set an inclusive change vision, and cultivate a trusting, inclusive culture that is ready, willing, and able to transform and meet shifting business needs.

3. Conducting assessments of established DEI programs and producing reports of findings and recommendations

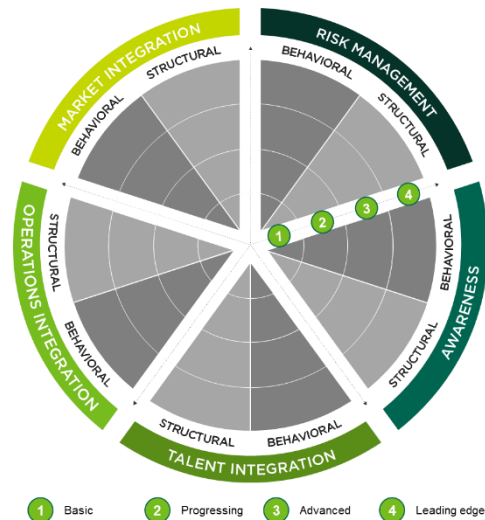
Korn Ferry takes a business and organizational value-focused approach to DEI, helping leaders, teams, and individual contributors to articulate the business impact of DEI, rather than focusing on DEI as a set of standalone "activities" or "programs" separate and apart from the organization's core endeavors, strategy, and purpose.

Korn Ferry partners with organizations to understand where they are now and where they want to be regarding DEI. We then use this insight to create a practical roadmap and inclusive change management plan to help our clients achieve their DEI transformation goals.

Through our DEI diagnostics, we look at both qualitative and quantitative data and use relevant leading benchmark data as well as our extensive expertise to make recommendations on how to drive high-impact and sustainable results. We collect all relevant data from an organization to thoroughly understand the level of DEI maturity, work environment, processes, procedures, and programs. We then synthesize all insights into a findings report.

The final findings report leverages our Korn Ferry DEI Maturity Model, shown to the right. This model measures the dimensions of diversity, equity, and inclusion within a culture across five dimensions—Risk Management, Awareness, Talent Integration, Operations Integration, and Market Integration. These dimensions are organized as wedges of a circumplex. Within each dimension, our DEI Maturity Model differentiates between behavioral and structural inclusion as an integrated and systemic means for assessing different elements of workplace inclusion:

- **Behavioral inclusion** is about mindsets, skillsets, and relationships; the conduct of individuals as they undergo a journey of self-discovery and become more alert to the biases that hamper their decision-making.
- **Structural inclusion** is about how equitable and transparent the systems, processes, and practices in place are to prevent unconscious bias from impacting decision making—and how bias is corrected systemically when it does crop up.



This provides a framework that aligns with companies' overall business and talent strategies and helps to understand current state and the potential gaps with the desired aspirational state. In our DEI Compass survey, we provide detailed industry-specific benchmarks. In our peer/competitor research review we benchmark organizations against different industries and workforce composition. We map all findings against our DEI Maturity Model to assess current state, strengths, and opportunities to mature further.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process

We work closely with our clients to select the best data collection methods for different key stakeholders and audiences. Korn Ferry collects qualitative and quantitative data through surveys, interviews, and focus groups with participants internal and external to the organization (e.g., employees across levels, customers, community members). With Boards of Trustees and other key leaders, we typically conduct selected interviews to help gather perceptions on the business value of DEI in the organization; current strengths and opportunities for improvement; and to generate greater momentum with the DEI strategy and structure. In some cases, we have specific project meetings with the Board of Trustees to inform them about and socialize the project, gather input on perceptions about DEI maturity and readiness, and prioritize areas of focus that are important to this group.

5. Meeting with executive leadership as part of the assessment and information-gathering process

See the response to question 4 above.

Given the criticality of executive alignment and sponsorship of DEI work, we typically facilitate an Executive Alignment session at the conclusion of the assessment phase to review findings and key themes. The session usually includes a roadmap and recommendations for the next steps and concludes with a facilitated discussion and fine-tuning of the strategic roadmap for change.

6. Preparing an action plan aligned to organizational core values and assessment findings

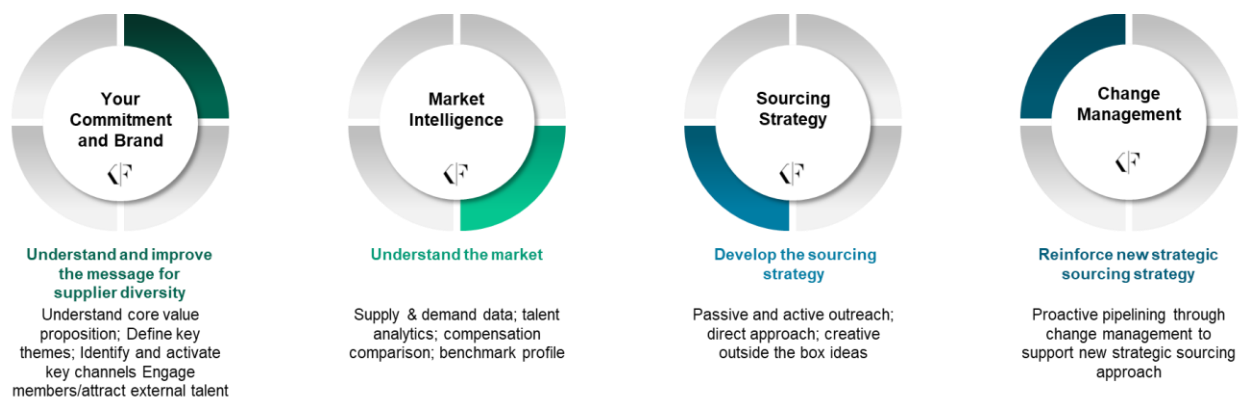
We partner with clients to create roadmaps with a clear action plan forward, anchored in the desired objectives, needs, priorities, and the larger business strategy. The roadmap can include several priority areas, goals, and core and additional recommended activities or actions, including evaluation and measurements. We co-design implementation plans while considering various structural and behavioral “building blocks” (e.g., enhanced DEI objectives and accountability, improved policies, awareness of dimensions of diversity, inclusive leader competencies and traits, cross-cultural competencies, etc.). We also bring our communication and change management expertise to align action plans and reinforce existing organizational values, leadership expectations, business expectations, or other accountabilities.

7. Conducting DEI best practices research and providing analysis and reports

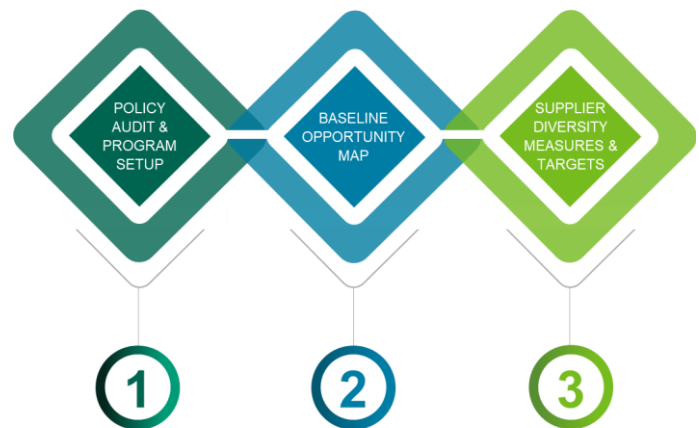
Korn Ferry has a vast library of research on effective DEI practices, as well as next-generation leading-edge practices. We work with our client organizations to identify effective practices from peer and/or best-in-class organizations that are aligned to both organizational DEI maturity and future aspirations. In addition to best practices aligned to our proprietary Korn Ferry DEI Maturity Model, we can conduct specific research, benchmarks, and reports on different areas, for example: HR policy and processes, talent pipeline, pay equity, social impact, health equity, ERGs, supplier diversity.

8. Advising on best practices in procurement

The full power of economic inclusion starts with a fresh procurement strategy to get you to your goals in alignment with your DEI strategy. We have experience working closely with our clients to bring to life the compelling story and value proposition that comes with sustaining a Supplier Diversity strategy amidst changing legal and regulatory requirements. The following components provide a snapshot of the types of activities that are typically included in our approach.



Our process for incorporating DEI best practices in procurement usually starts with a review of current spending, tracking methods, tools, and how an organization works with a variety of diverse suppliers. This review can reveal cases where a client might already be working with diverse vendors but haven't recognized or documented them as such. We then help map out new opportunities to expand supplier diversity, including Tier 2 spending. Together, we set up clear ways to measure and track spending with diverse suppliers, often by designing a dashboard that shows progress and highlights areas for improvement.



Shown here to the right is an illustration of our approach when assessing supplier diversity programs:

9. Advising on best practices in hiring.

We work with our clients to help them build a robust, broad talent pipeline and help them answer important questions throughout our assessment and diagnostic process:

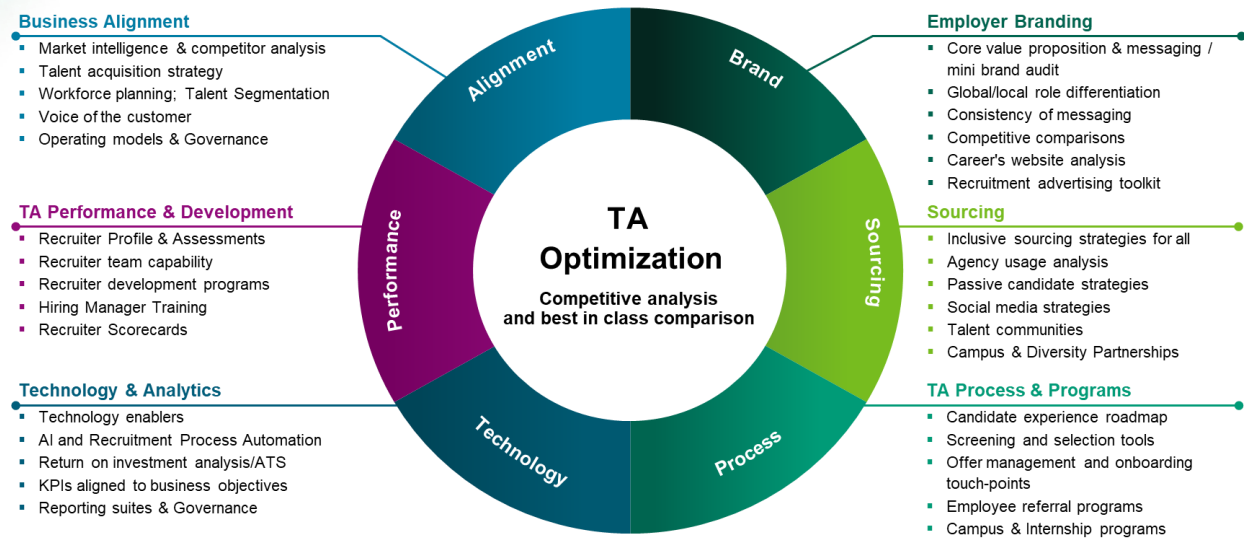
- Do you have the talent you need to meet your business goals?
- Do you have an inclusive culture?
- What barriers does talent face in your organization?
- Is a lack of diversity, equity, and inclusion holding you back from delivering on your strategy?

We conduct specific assessments to better understand gaps and potential areas of opportunity, including:

- Statistical analysis of the pipeline and talent flows.
- HR policy and processes review.
- Employee experience and engagement analysis.
- Pay equity audits and pay gap analysis.
- Inclusive EVP development.
- Inclusive leadership profiles.
- Sourcing, assessing, and recruiting of a broad range of talent groups.
- Onboarding of a broad range of talent.
- Building an inclusive recruitment process.

In addition, we have a comprehensive talent acquisition framework that involves multiple elements of talent acquisition effectiveness/optimization, as shown on the following page.

KORN FERRY TALENT ACQUISITION FRAMEWORK

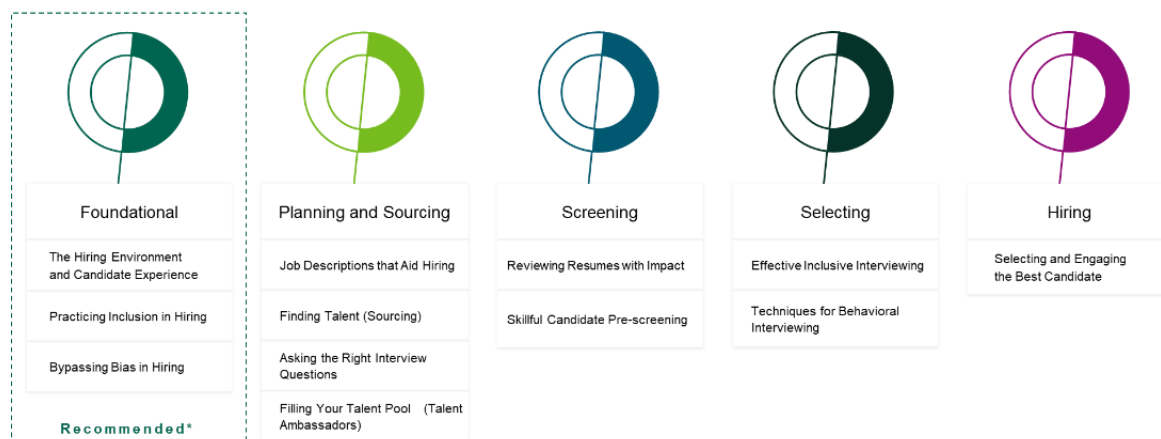


We offer multiple professional development trainings as part of our hiring and sourcing suite to enable hiring managers and talent acquisition staff to make key hiring decisions effectively and to help organizations target specific issues concerning building out their workforce. These programs include:

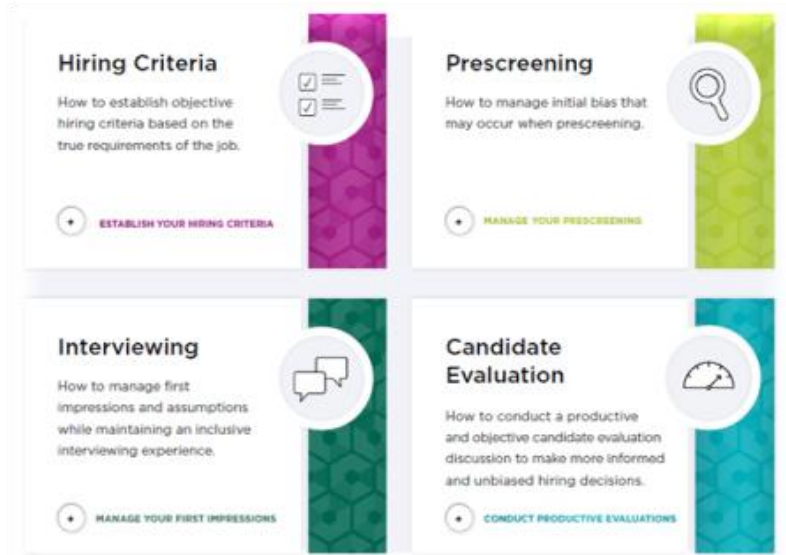
- Hiring Suite
- Hiring Suite Practice Labs
- Inclusive Hiring
- Talent Selection

HIRING SUITE

A configurable learning journey for anyone who hires talent



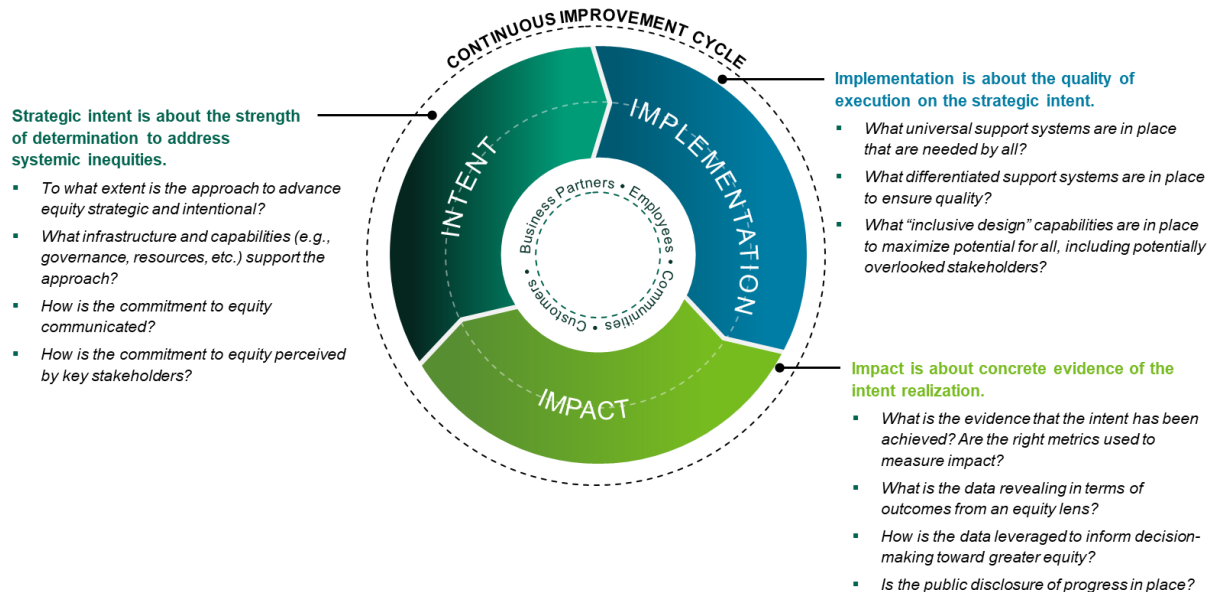
We also have digital just-in-time toolkits for hiring managers that can provide quick reminders and help mitigate unconscious biases in key moments (e.g. hiring criteria, prescreening, interviewing, candidate evaluation, etc.)



10. Advising on best practices in healthcare delivery equity and accessibility

Korn Ferry's approach to equity and accessibility is anchored in our differentiated philosophy that equality is the promise of equal access (to opportunities, services, advancement, support, and rewards) and equity is the fulfillment of that promise (which includes the removal of behavioral and structural barriers in fulfilling the promise). In our equity audits, we use our proprietary Equity 3i model, highlighted below.

The KF Equity 3i model helps organizations develop sustainable strategies to advance equity.



11. Advising on the inclusion of diversity best practices in the investment industry.

Korn Ferry brings deep, practical experience advising financial services organizations—including investment firms, wealth management institutions, and retail banks—on embedding diversity, equity, and inclusion into their core business strategies. Our work in this sector spans diagnostics, strategy development, leadership alignment, and implementation support, giving us a comprehensive understanding of the unique challenges and opportunities facing the investment industry.

Through this work, we have developed a nuanced understanding of issues such as the underrepresentation of some talent in investment decision-making roles, the need for inclusive client engagement strategies, and the importance of embedding DEI into investment governance, risk management, and performance evaluation frameworks.

Our consultants are well-versed in the evolving regulatory and reputational landscape surrounding DEI in the investment industry. We help clients navigate complex issues such as data transparency, equitable access to capital, and the ethical use of AI and algorithmic decision-making in investment processes. We also bring insights into how leading firms are addressing disparities in wealth-building opportunities and mitigating the unintended consequences of biased financial models.

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as “Proposition 209”).

Over the past 30 years, we have partnered with numerous California private and public entities to assess and strengthen their DEI strategies, organizational design, governance structures, roles, and accountability systems. Our work has supported the development and effectiveness of DEI Centers of Excellence (COEs), Councils, Employee Resource Groups (ERGs), and other DEI programs/initiatives. In addition to strategy development, we’ve helped these organizations implement inclusive practices and foster cultures of belonging and high performance for all, drawing from our experience of best practices and next-generation leading-edge practices. We’ve collaborated closely with leadership teams and Boards of Directors to ensure compliance with state and federal laws, while proactively managing risk in alignment with each organization’s strategic goals. Most recently (late 2024 through 2025), we’ve continued this work with California public agencies, providing strategic advice and consultation to their DEI and Civil Rights offices and initiatives in collaboration with experts and scholars on those areas.

We also work with the law firm Seyfarth Shaw, which is well known for its expertise in labor and employment law and for helping clients navigate the fast-changing legal and business landscape around federal and state regulations. However, we recommend that CalPERS’ legal team be involved and have the final say on all related decisions.

13. Developing communication strategies highlighting the importance of DEI

Korn Ferry’s Culture, Change, and Communications team works closely with our DEI experts to help organizations build lasting DEI programs, mindsets, and ways of working. We make sure all communications follow the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. § 12101 et seq.), which prohibits discrimination based on disability, to prevent discrimination and meet required guidelines.

Our team brings creative ideas to life, delivering DEI program changes in ways that capture attention, encourage belief, and inspire people to work together. We design communication strategies that are flexible and connected to the overall change plan, including regular feedback from stakeholders. This ensures everyone's voice is heard and supports new, inclusive ways of working and engaging.

We know from our leadership research that 70% of decision-making is based on emotion, not logic. So, we ensure DEI brand identity and communications campaigns capture hearts – not just minds. In today's world of constant social media and fast-paced communication, it's more important than ever to grab attention quickly. Research in neuroscience indicates that mirror neurons cause humans to mimic behaviors and follow the actions of people they interact with. Additionally, studies have shown that humans have an average attention span of 8.25 seconds, which is shorter than that of a goldfish.

To make our messages stick, we keep them clear, memorable, and easy for everyone to understand and participate in. We also design DEI programs that invite people to get involved at their own pace and in their own way. Our experience and neuroscience research tell us that people learn best with information delivered in short segments—like 20 or 90 minutes—using different methods, with breaks for reflection. This helps new ideas really take root.

Our research on DEI and leadership change also shows that people need support and a safe place to practice new ways of working. Having a coach who understands and relates to their experience makes it easier for them to grow and build confidence.



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

BUSINESS ADVISORS. CAREER MAKERS.

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Do not modify or create derivative works from contents.

Statement of Confidentiality: This proposal and supporting materials contain trade secrets and proprietary business information of Korn Ferry. This information may be photocopied by CalPERS for use in evaluating the project but is not to be shared with other organizations, consultants, or vendors without the express written permission of Korn Ferry.



BA20241629980



STATE OF CALIFORNIA
Office of the Secretary of State
STATEMENT OF INFORMATION
CORPORATION

California Secretary of State
1500 11th Street
Sacramento, California 95814
(916) 657-5448

For Office Use Only

-FILED-

File No.: BA20241629980

Date Filed: 9/11/2024

B3031-5464 09/11/2024 10:10 AM Received by California Secretary of State

Entity Details							
Corporation Name		KORN FERRY (US)					
Entity No.		3169276					
Formed In		DELAWARE					
Street Address of Principal Office of Corporation							
Principal Address		1900 AVENUE OF THE STARS STE 1500 LOS ANGELES, CA 90067					
Mailing Address of Corporation							
Mailing Address		1900 AVENUE OF THE STARS STE 1500 LOS ANGELES, CA 90067					
Attention							
Street Address of California Office of Corporation							
Street Address of California Office		None					
Officers							
Officer Name		Officer Address		Position(s)			
■ ROBERT ROZEK		1900 AVENUE OF THE STARS STE 2600 LOS ANGELES, CA 90067		Chief Executive Officer			
■ Jonathan Kuai		1900 AVENUE OF THE STARS STE 1500 LOS ANGELES, CA 90067		Secretary			
■ Ron Johnson		33 SOUTH SIXTH STREET STE 4900 MINNEAPOLIS, MN 55402		Chief Financial Officer			
Additional Officers							
Officer Name		Officer Address		Position		Stated Position	
None Entered							
Directors							
Director Name			Director Address				
None Entered							
The number of vacancies on Board of Directors is: 0							
Agent for Service of Process							
California Registered Corporate Agent (1505)			CSC - LAWYERS INCORPORATING SERVICE Registered Corporate 1505 Agent				
Type of Business							
Type of Business			Human resources consulting services				
Email Notifications							
Opt-in Email Notifications			Yes, I opt-in to receive entity notifications via email.				

Labor Judgment

No Officer or Director of this Corporation has an outstanding final judgment issued by the Division of Labor Standards Enforcement or a court of law, for which no appeal therefrom is pending, for the violation of any wage order or provision of the Labor Code.

Electronic Signature

☒ By signing, I affirm that the information herein is true and correct and that I am authorized by California law to sign.

Jonathan Kuai

Signature

09/11/2024

Date

Delaware

The First State

Page 1

*I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF
DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT
COPY OF THE CERTIFICATE OF INCORPORATION OF "KORN FERRY (US)",
FILED IN THIS OFFICE ON THE TENTH DAY OF OCTOBER, A.D. 2008, AT
5:10 O`CLOCK P.M.*


Jeffrey W. Bullock, Secretary of State

4581607 8100
SR# 20234231293

You may verify this certificate online at corp.delaware.gov/authver.shtml

Authentication: 204821169
Date: 12-14-23

State of Delaware
Secretary of State
Division of Corporations
Delivered 05:22 PM 10/10/2008
FILED 05:10 PM 10/10/2008
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**CERTIFICATE OF INCORPORATION
OF
PERSONNEL DECISIONS INTERNATIONAL CORPORATION**

To form a corporation pursuant to the General Corporation Law of the State of Delaware (the "General Corporation Law"), the undersigned hereby certifies as follows:

1. Name. The name of the corporation is "Personnel Decisions International Corporation."
2. Registered Office and Registered Agent. The address of the registered office of the corporation in Delaware is The Corporation Trust Company, Corporation Trust Center, 1209 Orange Street, Wilmington, DE 19801, County of New Castle, and the name of its registered agent at that address is The Corporation Trust Company.
3. Purposes. The purpose of the corporation is to engage in any lawful act or activity for which corporations may be organized under the General Corporation Law.
4. Capital Stock. The total number of shares that the corporation is authorized to issue is three hundred thousand (300,000) shares of common stock, par value \$0.01 per share, consisting of two hundred fifty thousand (250,000) shares of voting common stock ("Voting Stock") and fifty thousand (50,000) shares of Class B non-voting common stock ("Class B Stock"). The Voting Stock and Class B Stock shall have the following characteristics, and in all other respects shall be identical:
 - (a) Except as otherwise specifically provided by statute, the holders of Voting Stock shall have the sole and exclusive right of voting on all corporate questions, including the election of the Board of Directors, to the exclusion of the holders of the Class B Stock, and the holders of the Class B Stock shall not be entitled to notice of meetings of stockholders.
 - (b) The Class B Stock shall automatically be converted into Voting Stock: (i) upon a vote of the holders of a majority of the Voting Stock then outstanding to extend all voting privileges held by the Voting Stock to the Class B Stock, or (ii) immediately prior the sale of Voting Stock in a "public offering" (to other than employees of the corporation) which requires registration under state or federal securities laws.

In the event of liquidation, dissolution, or winding up of the affairs of the corporation, whether voluntary or involuntary, the total net assets remaining after payment of all debts and obligations of the corporation shall be distributed equally to the holders of Voting Stock and Class B Stock without any preference whatsoever.

Stockholders of the corporation shall not have any preemptive rights to subscribe for, purchase or receive any part of any new or additional issue of stock of the corporation and no stockholder will be entitled to cumulate votes at any election of directors.

5. Bylaws. The board of directors of the corporation is expressly authorized to adopt, amend or repeal bylaws of the corporation except for bylaws with regard to the number of directors on the board and the terms of the directors.

6. Limitation of Directors' Liability; Indemnification. The personal liability of a director of the corporation to the corporation or its stockholders for monetary damages for breach of fiduciary duty as a director shall be eliminated to the fullest extent permitted by law. The corporation is authorized to indemnify (and advance expenses to) its directors and officers to the fullest extent permitted by law. Neither the amendment, modification or repeal of this Article nor the adoption of any provision in this certificate of incorporation inconsistent with this Article shall adversely affect any right or protection of a director or officer of the corporation with respect to any act or omission that occurred prior to the time of such amendment, modification, repeal or adoption.

7. Elections of Directors. Elections of directors need not be by written ballot unless the bylaws of the corporation shall so provide.

8. Incorporator. The name and mailing address of the incorporator are William Backstrom of Dorsey & Whitney LLP, 50 South Sixth Street, Suite 1500, Minneapolis, MN 55402.

Dated: October 10, 2008

A handwritten signature in black ink, appearing to read 'William Backstrom', is written over a horizontal line.

William Backstrom, Incorporator

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF MERGER, WHICH MERGES:

"PERSONNEL DECISIONS INTERNATIONAL SINGAPORE CORPORATION", A MINNESOTA CORPORATION,

"PEARSON, CALDWELL & FARNSWORTH, INC.", A CALIFORNIA CORPORATION,

"NINTH HOUSE, INC.", A DELAWARE CORPORATION,

"KORN/FERRY INTERNATIONAL, FUTURESTEP (HOLDINGS) INC.", A DELAWARE CORPORATION,

"KORN/FERRY INTERNATIONAL WORLDWIDE, INC.", A DELAWARE CORPORATION,

"KORN/FERRY INTERNATIONAL HOLDING INDIA", A CALIFORNIA CORPORATION,

"KORN/FERRY INTERNATIONAL FUTURESTEP, INC.", A DELAWARE CORPORATION,

"JD, INC.", A DELAWARE CORPORATION,



A handwritten signature of Jeffrey W. Bullock in black ink, written over a horizontal line. Below the line, the text "Jeffrey W. Bullock, Secretary of State" is printed.

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Date: 12-14-23

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Page 2

"CONTINENTAL AMERICAN MANAGEMENT CORP.", A CALIFORNIA CORPORATION,

"AVERY & ASSOCIATES, INC.", A CALIFORNIA CORPORATION,

WITH AND INTO "KORN FERRY HAY GROUP, INC." UNDER THE NAME OF "KORN FERRY (US)", A CORPORATION ORGANIZED AND EXISTING UNDER THE LAWS OF THE STATE OF DELAWARE, AS RECEIVED AND FILED IN THIS OFFICE ON THE TWENTY-FIRST DAY OF DECEMBER, A.D. 2018, AT 12:41 O'CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE EFFECTIVE DATE OF THE AFORESAID CERTIFICATE OF MERGER IS THE FIRST DAY OF JANUARY, A.D. 2019 AT 12:01 O'CLOCK A.M.




Jeffrey W. Bullock, Secretary of State

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SR# 20234231350

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Authentication: 204821213
Date: 12-14-23

**STATE OF DELAWARE
CERTIFICATE OF MERGER OF
DOMESTIC CORPORATIONS AND FOREIGN CORPORATIONS
INTO A DOMESTIC CORPORATION**

Pursuant to Title 8, Sections 251(c) and 252 of the Delaware General Corporation Law, the undersigned corporation executed the following Certificate of Merger:

First: The name of the surviving corporation is Korn Ferry Hay Group, Inc., a Delaware corporation, and the names of the corporations being merged into this surviving corporation are as follows:

Korn/Ferry International, Futurestep (Holdings) Inc., a Delaware corporation
Korn/Ferry International Futurestep, Inc., a Delaware corporation
Personnel Decisions International Singapore Corporation, a Minnesota corporation
Ninth House, Inc., a Delaware corporation
Korn/Ferry International Worldwide, Inc., a Delaware corporation
Avery & Associates, Inc., a California corporation
Pearson, Caldwell & Farnsworth, Inc., a California corporation
Korn/Ferry International Holding India, a California corporation
Continental American Management Corp., a California corporation
JD, Inc., a Delaware Corporation

Second: The Agreement and Plan of Merger has been approved, adopted, certified, executed and acknowledged by the surviving corporation and each constituent corporation.

Third: The name of the surviving corporation is Korn Ferry Hay Group, Inc., a Delaware corporation, which name shall herewith be changed to Korn Ferry (US) upon the effectiveness of the merger.

Fourth: Upon the effectiveness of the merger, the Certificate of Incorporation of the surviving corporation shall be amended and restated to read in its entirety as set forth on Exhibit A attached hereto.

Fifth: The merger is to become effective at 12:01 a.m. Eastern Standard Time on January 1, 2019.

Sixth: The Agreement and Plan of Merger is on file at 1900 Avenue of the Stars, Suite 2600, Los Angeles, California 90067, the principal place of business of the surviving corporation.

Seventh: A copy of the Agreement and Plan of Merger will be furnished by the surviving corporation on request, without cost, to any stockholder of any constituent corporations.

IN WITNESS WHEREOF, said surviving Corporation has caused this Certificate of Merger to be signed by an authorized officer on the 21st day of December, 2018.

KORN FERRY HAY GROUP, INC.

By: /s/ Jonathan Kuai
Authorized Officer

Name: Jonathan Kuai

Title: Secretary

EXHIBIT A
**AMENDED AND RESTATED
CERTIFICATE OF INCORPORATION
OF
KORN FERRY (US)**

1. The name of the Corporation is Korn Ferry (US) (the “Corporation”).
2. The address of the Corporation’s registered office in the State of Delaware is 251 Little Falls Drive, Wilmington, 19808, County of New Castle. The name of its registered agent at such address is Corporation Service Company.
3. The nature of the business of the Corporation and the objects or purposes to be transacted, promoted or carried on by it are as follows: To engage in any lawful act or activity for which corporations may be organized under the General Corporation Law of the State of Delaware (the “DGCL”).
4. The total number of shares of all classes of stock that the Corporation is authorized to issue is one thousand (1,000) shares of Common Stock with a par value of \$0.0001 per share.
5. The Corporation, in accordance with Section 102(a) of the DGCL, hereby acknowledges that, as of the effectiveness of the filing of this Amended and Restated Certificate of Incorporation, its total assets, as defined in Section 503(i) of the DGCL, are not less than \$10,000,000.
6. The Board of Directors is expressly authorized to make, alter or repeal the Bylaws of the Corporation.
7. The stockholders are expressly authorized to make, alter or repeal the Bylaws of the Corporation.
8. Elections of directors need not be by written ballot unless the Bylaws of the Corporation shall so provide.
9. Whenever a compromise or arrangement is proposed between the Corporation and its creditors or any class of them and/or between the Corporation and its stockholders or any class of them, any court of equitable jurisdiction within the State of Delaware may, on the application in a summary way of the Corporation or of any creditor or stockholder thereof, or on the application of any receiver or receivers appointed for the Corporation under the provisions of Section 291 of the DGCL or on the application of trustees in dissolution or of any receiver or receivers appointed for the Corporation under the provisions of Section 279 of the DGCL order a meeting of the creditors or class of creditors, and/or of the stockholders or class of stockholders of the Corporation, as the case may be, to be summoned in such manner as the said court directs. If a majority in number representing three-fourths in value of the creditors or class of creditors, and/or of the stockholders or class of stockholders of the Corporation, as the case may be, agree to any compromise or

arrangement and to any reorganization of the Corporation as a consequence of such compromise or arrangement, the said compromise or arrangement and the said reorganization shall, if sanctioned by the court to which the said application has been made, be binding on all the creditors or class of creditors, and/or on all the stockholders or class of stockholders, of the Corporation, as the case may be, and also on the Corporation.

10. The Corporation reserves the right to amend, alter, change or repeal any provision contained in this Certificate of Incorporation, in the manner now or hereafter prescribed by statute, and all rights conferred upon stockholders herein are granted subject to this reservation.
11. To the fullest extent permitted by Delaware statutory or decisional law, as amended or interpreted, no director of this Corporation shall be personally liable to the Corporation or its stockholders for monetary damages for breach of fiduciary duty as a director. The corporation is authorized to indemnify (and advance expenses to) its directors and officers to the fullest extent permitted by law. No amendment to, or modification or repeal of, this Article 10 shall adversely affect any right or protection of a director of the Corporation existing hereunder with respect to any act or omission occurring prior to such amendment, modification or repeal. This Article 10 does not affect the availability of equitable remedies for breach of fiduciary duties.

* * *

8. DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION & INCENTIVE

ATTACHMENT G



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. *Disabled veteran*** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. *DVBE*** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A – DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**
- B. Option B- No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or oscd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

- ☐ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.
- ☐ 1% - 1.99%
- ☐ 2% - 2.99%
- ☐ 3% - 3.99%
- ☐ 4% - 4.99%
- ☐ 5% or Over
- ☒ **Option B** - I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☐ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % _____

Contractor Signature

Date Signed

☒ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed



June 27, 2025

9. SUBCONTRACTORS

ATTACHMENT H

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☒ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☐ The following subcontractors will be employed and will perform the work or services identified below.
- ☐ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

Company Name:

Contact Name:

Telephone Number:

Street Address, City, State and Zip Code:

Description of Work to be Performed by Subcontractor:

Percentage of Total Agreement Amount ¹:

¹ If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.

10. REQUIRED ATTACHMENTS CERTIFICATION CHECKLIST

ATTACHMENT I



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: **Korn Ferry (US)**

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days.		
b. A statement expressing the Proposer's willingness to perform the services as described in this RFP.		
c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.		
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " Reproduction Copy. " All pages containing proprietary information should be removed and a cover sheet must be included which provides:	☒ Yes ☐ No	☐ Yes ☐ No
1. the firm's names;		
2. total number of pages; and		
3. identification of all pages removed due to proprietary information.		
Note: Entire proposal may not be marked confidential and proprietary.		
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Small Business certified? ☐ Yes ☒ No		
DVBE certified? ☐ Yes ☒ No		
Micro Business certified? ☐ Yes ☒ No		

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 2 of 3

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☐ Yes ☒ No _____ % Claimed Option B - DVBE Incentive Claimed? ☐ Yes ☒ No _____ % Claimed Option C – Elected no DVBE participation? ☐ Yes ☒ No Option D – California Certified Micro Business? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☐ Yes ☒ No Non-Small Business Preference Claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☒ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☐ Yes ☒ No Non-Small Business Preference claimed? ☐ Yes ☒ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☐ Yes ☒ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by [YOUR COMPANY NAME]."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

California Public Employees' Retirement System (CalPERS)

Request for Proposal No. 2024-9420

Attachment I

Page 3 of 3

Comments:

Signature of CalPERS Reviewer

Date

11. JOINT VENTURE SUBMITTALS

EXHIBIT 1

11. JOINT VENTURE SUBMITTALS (EXHIBIT 1)

Not Applicable. Korn Ferry is the sole entity involved in this proposal for CalPERS and has the full capability to deliver on the entire scope of services for the DEI Program consultant.

12. PREFERENCE PROGRAMS

12. PREFERENCE PROGRAMS

Not Applicable. Korn Ferry does not qualify for the preference programs called out in the RFP.

However, in Attachment F, Question 6, we share about who we are; why diversity, equity, and inclusion matters to us; and how we are recognized for our work in this space.

APPENDIX



A FEW AWARDS WE'VE WON FOR OUR CULTURE



TOP COMPANIES FOR EXECUTIVE WOMEN

Korn Ferry earned a place on the 2024 list by Seramount (formerly Working Mother Media), for the fifth year in a row.



100 BEST COMPANIES FOR PARENTS

For the sixth year in a row, we are honored to be named on the 2024 100 Best Companies list by Seramount (formerly Working Mother Media).



BEST PLACE TO WORK FOR LGBTQ+ EQUALITY

The Human Rights Campaign (HRC) named Korn Ferry as a 2023-2024 “best place to work” for the fourth consecutive year.

[View our awards list.](#)



GOLD HIRE VETS MEDALLION AWARD

Korn Ferry received the U.S. Department of Labor’s 2023 Gold HIRE Vets Medallion Award to recognize our commitment to veteran hiring and retention.



LEADER IN MANAGING ENVIRONMENTAL STEWARDSHIP

In 2023, Korn Ferry received a top-level Leadership rating from CDP, an international nonprofit that oversees organizational environmental impact.



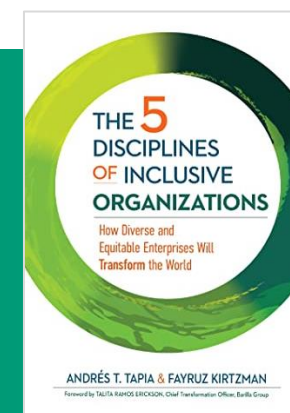
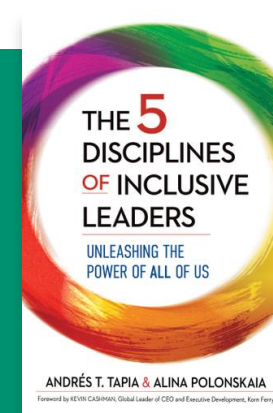
SILVER MEDAL SUSTAINABILITY RATING

EcoVadis recognized Korn Ferry with a silver medal, placing us among the top 15% of companies assessed globally in 2023.

WORLD-CLASS RESEARCH AND THOUGHT LEADERSHIP

OUR GROUNDBREAKING RESEARCH AND THOUGHT LEADERSHIP UNDERPINS BOTH THE DESIGN AND DELIVERY OF OUR SOLUTIONS.

For more information, please visit <https://www.kornferry.com/capabilities/business-transformation/diversity-equity-inclusion-programs>





Chicago, IL

Tel: +1 (312) 532-6818

Kim.Waller@kornferry.com

KIM WALLER

SENIOR CLIENT PARTNER & DEI LEADER, NORTH AMERICA

Kim Waller serves Korn Ferry clients by bringing strategic enterprise-wide solutions that deliver high impact. Her approach is to help organizations move from theory to action through the power of diversity, equity and inclusion.

She has built talent and risk management strategies for Fortune 500 companies with an industry focus that includes; tech, financial institutions, construction, manufacturing, retail and large governmental entities across North America. She is a skilled advisor across diversity and inclusion, risk management, organizational change management, HR process, team coaching, and skills development.

Kim has over thirty-years of leadership experience. She joins Korn Ferry from a global advisory firm, where, as an executive vice president she developed industry leading solutions on how to build strategic partnerships with high-performing women and minority owned firms across the United States.

Previously, she was a chief operating officer of new business development for a multinational professional services firm.

Kim is also a thought leader on cross industry discussions related to the power of DEI. She has received numerous awards for her work in creating innovative market leading solutions in this space.

In addition, she is a leader in national and global organizations that include:

- Gamma Iota Sigma Board of Directors
- Global Council member, Racial Justice Working Group - ISC
- Society of Insurance Research – VP – Diversity Inclusion

Kim holds a master's degree in Learning and Organizational Change from Northwestern University and a bachelor's degree in Economics from University of Wisconsin, Madison.



New York, NY USA

Tel: +1 718-974-1707

fayruz.kirtzman@kornferry.com

FAYRUZ KIRTZMAN

SENIOR CLIENT PARTNER & GLOBAL DEI DIAGNOSTIC LEAD

Fayruz Kirtzman is a Senior Client Partner and thought leader in Korn Ferry's Diversity, Equity & Inclusion Practice. She leads the diversity, equity, and inclusion diagnostic suite of solutions. Fayruz specializes in DEI consulting, organizational assessments, and strategy development. As part of her role, she helps clients across industries create data-driven DEI roadmaps that focus on both behavioral and structural inclusion.

She is part of the facilitation team at Cornell University's "Advanced Diversity Strategies" workshop for experienced diversity practitioners and has presented on diversity, equity, and inclusion at conferences such as The Conference Board and Linkage. She is a certified facilitator for Korn Ferry's signature Managing Inclusion™ and Conscious Inclusion™ programs.

Fayruz started her career as the Director of Language and Culture for a global communications agency, where she was in charge of all linguistic and cultural analyses as well as brand name and corporate identity analyses in more than 100 languages and oversaw the development of global marketing and advertising strategies to target specific markets.

She applies her professional and personal experiences—spanning three cultures, three countries, and three religions—to provide insights into managing and leveraging cultural differences and global diversity matters.

Fayruz was born and raised in Germany and holds a B.A. in Translation and Linguistics from the Fachhochschule Köln, Germany. She is fluent in German and English, conversant in French, and is currently learning Arabic.

She is certified in the Intercultural Development Inventory (IDI), Hermann Brain Dominance Instrument (HBDI™), The Inclusive™ Leader Assessment, Leadership Architect, KF 360, and viaEDGE.



Chicago, IL USA

Tel: +1 312.526.0520

gustavo.gisbert@kornferry.com

GUSTAVO GISBERT, PH.D. (ABD)

SENIOR PRINCIPAL

Gustavo Gisbert is a Senior Principal for Korn Ferry, based in the firm's Chicago office.

With over a decade of experience in management consulting with multinationals, non-profit organizations and higher education institutions, Gustavo is a seasoned consultant, partnering with his clients to design, develop and deliver strategies for their diversity, inclusion, talent optimization, and business transformation initiatives.

He has demonstrated effectiveness in delivering consulting services, facilitating workshops and providing coaching for leaders in organizations around the world, accelerating their growth and contributing to bottom-line results.

Gustavo leads organizational assessments, root cause analysis, and other data analytics processes. He is a certified coach in multiple assessments, such as KFLAP, Voices, ViaEdge, IDI, HBDI among others.

Prior to joining Korn Ferry, Gustavo worked in EAP Latina Corporation, providing organizational

consulting, cross-cultural coaching for expats in Latin America, facilitating critical incidents intervention, prevention of accidents and promotion of safety in the workplace. In his prior role at Taylor Nelson Sofres in Spain, he provided client analytic reports and managed field operations in the quantitative and qualitative shopper insights department. He gained hands-on experience in research and survey methods while interning with the Gallup Organization in Caracas Venezuela

Gustavo is founder and President Emeritus of the National Society of Hispanic MBAs (NSHMBA) Louisville Chapter, Board Officer of the Chicago Chapter, and advisor of the Board for the United Nations Association Chapter of Louisville Kentucky.

He holds a bachelor's degree in psychology from the Universidad Central de Venezuela, a master's degree in research in social psychology from the Universitat Autònoma de Barcelona, and a PhD (ABD) in social-organizational psychology. Gustavo is bilingual in English/Spanish and conversant in Catalan and basic Portuguese.



Chicago, IL

Tel: +1 (708) 655 2155

Colleen.Cox@kornferry.com

COLLEEN COX

PRINCIPAL, ORGANIZATIONAL STRATEGY

Colleen is a Principal on the Organizational Strategy team, partnering with clients across sectors to build inclusive cultures that unlock innovation.

Having lived in six countries across the Americas and Europe, Colleen is a cross-cultural communicator with a knack for inspiring informed action to drive business results. She is committed to helping teams collaborate better by tapping diversity as a source of growth and creativity.

Whether facilitating an executive strategy workshop, conducting focus groups with frontline workers, or digging into the data with HR teams, Colleen's priority is to adapt to meet people where they're at. By bringing together a mix of methodologies, from inclusive design to behavioral economics, Colleen works at both the individual and structural levels to help transform organizational cultures.

Prior to Korn Ferry, Colleen partnered with organizations of all sizes – from start-ups to Fortune 500s – as a senior organizational strategy and transformation consultant at a boutique firm. She began her consulting career at Mercer, a leading global advisory firm, after serving for two years as a Community Economic Development Specialist in the U.S. Peace Corps, based in Paraguay.

Colleen holds a Bachelor of Arts in International Development from McGill University in Montreal and a Master's in Public Policy from Duke University. She speaks conversational Spanish and rusty Italian, French, and Guarani.



San Francisco, CA

+1.925.389.1007

Ianna.Fong@KornFerry.com

IANNA FONG

ASSOCIATE CONSULTANT

Ianna Fong is an Associate Consultant on Korn Ferry's Organizational Strategy team, based out of the San Francisco office.

Ianna brings over three years of experience in delivery and project management across industries, supporting companies to develop ESG, DEI, organizational design, and sales effectiveness and achieve long-term sustainability. Ianna fuses her strong analysis and communications capabilities to support projects in various stages ranging from ideation and strategy to execution and reporting. Ianna has spearheaded various change and communications projects ranging from stakeholder engagement to transforming insights into internal and external reports.

Prior to joining Korn Ferry, Ianna worked at children's digital media company, focusing on distributing safe and educational content for kids. She worked on the Growth Development team and informed growth strategy and customer retention efforts through industry research, competitive analysis, and data analysis. Prior to this role, Ianna has experience in non-profits, government, and education.

During her time in the non-profit sector, Ianna supported safety and community-building initiatives through social media management, research, and program planning.

With a background in Social Entrepreneurship, Ianna is passionate about the integration of social impact into business ventures including collaboration of and visualizing end goals while ensuring each step is diligently thought out.

Ianna holds a MS in Social Entrepreneurship from the University of Southern California Marshall School of Business and a BA in Global Studies and Environmental Systems and Society from the University of California, Los Angeles.

A photograph of a woman with dark hair in a bun, wearing a light blue shirt, holding a baby. The baby is wearing a pink shirt and blue shorts. The woman is looking down at the baby. The background is a bright window with yellow curtains. The image is partially covered by a green overlay on the left side.

WE ARE **MORE THAN**

**WE UNLEASH THE POTENTIAL IN
PEOPLE, TEAMS, AND ORGANIZATIONS**



Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

BUSINESS ADVISORS. CAREER MAKERS.

thank you!

CONTACT

Kim Waller
Senior Client Partner
Kim.Waller@kornferry.com



KURO MENTORS, LLC.

July 21, 2025

California Public Employees' Retirement System (CalPERS)

Attn: RFP Evaluation Committee

Email: ossd_contractsadmin@calpers.ca.gov

SUBJECT: Proposal Submission for Diversity, Equity, and Inclusion (DEI) Consulting Services – RFP No. 2024-9420 (Amended from July 9, 2025)

Dear CalPERS Members of the Evaluation Committee:

Kuro Mentors, LLC, is honored to submit our proposal in response to CalPERS RFP No. 2024-9420. This Proposal is a firm and irrevocable offer valid for 180 days.

Kuro Mentors, LLC, is willing to perform services in this RFP.

Kuro Mentors, LLC availability of staff and other required resources for performing all services and providing all deliverables as described in CalPERS RFP No. 2024-9420.

Thank you for considering our proposal. We look forward to the opportunity to discuss our approach further.

We look forward to the opportunity of partnering with CalPERS.

Sincerely,



JASON I. KUROIWA, U.S. Army (Retired)

Table of Contents

1. Minimum Qualifications Certification (Attachment A)
2. Proposal/Proposer Certification Sheet (Attachment B)
3. California Taxpayer and Shareholder Protection Act Declaration (Attachment C)
4. Contracting Act Declarations (Attachment D)
5. CalPERS Contract-Related Disclosure Form (Attachment E)
6. Proposal Questionnaire (Attachment F)
7. Disabled Veteran Business Enterprise (DVBE) Contract Participation & Incentive (Attachment G)
8. List of Proposed Subcontractors (Attachment H)
9. Required Attachments Certification Checklist (Attachment I)
10. Technical Proposal
 - A. Introduction and Overview
 - B. Services to Be Provided
 - Phase I: Leadership Interviews
 - Phase II: Program Review & Assessment
 - Phase III: Action Plan Recommendations
 - Phase IV: Action Plan Implementation
 - C. Experience and Qualifications
 - D. Key Personnel (Initial)
11. Fee Proposal (Attachment J)
12. Appendices and Exhibits

2. Technical Proposal

Introduction and Overview

U.S. Army Retired Lieutenant Colonel, XXX, Principal of XXX, has been at the forefront of comprehensive People and Culture consulting for over 20 years and has successfully partnered with public, nonprofit, and corporate sectors. Our mission is to empower organizations to transform culture, refine strategic processes, and build resilient, diverse ecosystems. We view our role as both strategic advisers and implementation partners—working in close collaboration with your leadership to ensure that DEI is woven into every facet of CalPERS' operations.

I have personally created and managed policies and procedures toward attainable best practices for sustainable success. Based on U.S. Department of the Army statistics in June 2022, Asian and Pacific Islanders represented approximately 6.9% of the total active-duty population and 1.4% of all Army officers (<https://api.army.mil/e2/c/downloads/2022/08/05/90d128cb/active-component-demographic-report-june-2022.pdf>).

Our approach is fully aligned with the five pillars of CalPERS' DEI Framework. We blend qualitative insights with quantitative data to recommend actionable strategies that address both identified gaps and emerging opportunities for growth and transformation. It has been my passion to inspire, represent, and encourage the meaningful and sustainable success of inclusive and diverse organizations.

Services to be Provided

Our approach is structured around a modified ADDIE, incorporating a 4-phase design:

Phase 1 – Leadership Interviews (Analysis):

- **Task:** Engage with the CalPERS Board of Administration and key leadership.
- **Purpose:** Understand expectations and current perceptions of the DEI framework.
- **Approach:**
 - Develop a tailored interview guide.
 - Conduct confidential, insight-gathering workshops and one-on-one sessions.
 - Compile insights to inform subsequent phases.

Phase 2 – Program Review & Assessment (Design).

- **Task:** Conduct a comprehensive assessment of CalPERS' existing DEI policies, practices, and benchmarks against leading organizations across sectors.
- **Purpose:** Understand business processes and performance metrics to industry standards and review best practices, potentially measured in quality, time, and cost.
- **Approach:**
 - Perform a gap analysis to identify areas for improvement.
 - Execute an environmental scan to recognize potential legal and reputational risks.
 - Prepare a detailed assessment report to be reviewed in an open session with the Board.

Phase 3 – Action Plan Recommendations (Development).

- **Task:** Develop actionable recommendations for the DEI program enhancement.
- **Purpose:** Align DEI program enhancement with CalPERS' strategic priorities and fiduciary duties.
- **Approach:**
 - Propose short- and mid-term action items, measurable objectives, and training initiatives.
 - Include strategies that conform with applicable legal frameworks such as Section 31 of Article I of the California Constitution (Proposition 209).
 - Present the plan in a structured Board meeting.

Phase 4 – Action Plan Implementation (Implementation and Evaluation).

- **Task:** Assist in the practical implementation of the approved DEI action plan.
- **Purpose:** Continuous process empowering change management best practices to enable sustainable growth.
- **Approach:**
 - Provide ongoing guidance on program development, measurement tools, and communication strategies.
 - Support the integration of best practices in policy, training, and stakeholder engagement.
 - Ensure accessibility compliance according to the ADA, Section 508, VEVRAA, and ICT standards.

Our project management deliverables include regular status reporting and weekly progress meetings to ensure transparency, agility, and accountability, as required by organizations like CalPERS.

Company Overview and Qualifications

Name:

Business Structure:

FEIN:

Headquarters:

SAM UEI:

State of California Entity No:

Point of Contact:

3. Relevant Experience and Qualifications

XXXXXX, by design, is a modular organization that has enabled flexible and comprehensive organizational development services for more than 20 years. Serving in the second largest organization in the United States, the success of the total force mandated a diverse and inclusive mindset, through treating others with dignity and respect.

Our Team brings decades of expertise, which contributes to strategic planning, organizational development, and leadership. We provide strategic human resources and organizational development, with extensive experience overseeing workforce advancement for over 115,000 employees, retirees, and families at the largest U.S. Army base. Proven expertise in building and leading six specialized cross-functional organizations, each scaling up to 1,000 employees across healthcare, technology, supply chain, cybersecurity, and multidisciplinary operations. A trusted advisor in designing and delivering impactful training programs for state and local government agencies, ensuring compliance, leadership development, and workplace innovation. Adept in multi-site organizational strategy through blended learning models, including onsite workshops, virtual instructor-led sessions, and e-learning modules. Passionate about driving excellence by applying DEI best practices to elevate overall organizational performance.

PART III - DUTY DESCRIPTION			
a. PRINCIPAL DUTY TITLE: ACoS, G1 Corps (Rear)		b. POSITION AOC/BR: 42B00	
c. SIGNIFICANT DUTIES AND RESPONSIBILITIES: REFER TO PART IVa, DA FORM 67-9-1. Serves as the G1 Rear for the III Corps and responsible for the manning support of III Corps and tenant units for deployments to Iraq and Afghanistan. Provides personnel support assistance to the MNC-I CJ1 serving over 165,000 members conducting combat operations. Ensures the continued Soldier, Civilian and Family readiness, casualty reporting, R5 operations, evaluations, actions and HR support is provide to III Corps and Fort Hood units that include over 115,000 Soldiers and Families in the Corps' two Divisions, an Armored Cavalry Regiment, a Sustainment Command (Expeditionary) and ten separate Brigades. Responsible for the actions and taskings that impact the Corps G1 and for interaction with Army G1, FORSCOM, MNC-I and HRC. Responsible for the health, morale and welfare of 5 officers, 11 noncommissioned officers, 2 enlisted and 6 civilians and to include all Families in the Corps G1.			
PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM (Rater)			
CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions			
a. ARMY VALUES (Comments mandatory for all "NO" ratings. Use PART Vb.)		Yes	No
1. HONOR: Adherence to the Army's publicly declared code of values	☒	☐	☐
2. INTEGRITY: Possesses high personal moral standards; honest in word and deed	☒	☐	☐
3. COURAGE: Manifests physical and moral bravery	☒	☐	☐
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier	☒	☐	☐
5. RESPECT: Promotes dignity, consideration, fairness, & EO	☒	☐	☐
6. SELFLESS-SERVICE: Places Army priorities before self	☒	☐	☐
7. DUTY: Fulfills professional, legal, and moral obligations	☒	☐	☐

Expert from XXXX, Performance Appraisal, DA Form 67-9, dated August 8, 2008

4. Key Personnel

Our modular team is comprised of specialists dedicated to DEI strategy and implementation. We intend to potentially subcontract subject matter experts to enhance and build capabilities and functions to best support CalPERS.

5. Minimum Qualifications Certification

Please see Attachment A: Minimum Qualifications Certification

XXX hereby certifies that:

- Even though XXX, has been in continuous operation for almost 2 years; however, its Principal, XXX, has over 20 years of experience as a global Senior HR Officer in the U.S. Army and owner of small business enterprise opportunities in Hawai'i and Texas.
- We possess a minimum of three years' experience in DEI consulting with progressively increased responsibility.
- We have provided DEI consultation services to public, nonprofit, and private entities. Serving as a special government employee for the U.S. Department of Labor Advisory Committee for Veterans Employment, Training, and Employer Outreach (ACVETEO), I had the humbling opportunity to serve on the Underserved Populations Subcommittee. Our recommendations to the U.S. Labor Secretary and Members of Congress can be accessed on this link.
- XXX' extensive network of industry experts with recent experience (within the past five years) advising a Board of a pension fund. As a CHRO at Fort Hood, I've implemented training and education for a transition to the Blended Retirement System (BRS).

A detailed explanation of how each qualification is met accompanies this certification.

6. Proposal Requirements and Attachments

The following attachments are included as integral parts of this proposal package:

- **Attachment A:** Minimum Qualifications Certification
- **Attachment B:** Proposal/Proposer Certification Sheet
- **Attachment C:** California Taxpayer and Shareholder Protection Act Declaration
- **Attachment D:** Contracting Act Declarations
- **Attachment E:** CalPERS Contract-Related Disclosure Form
- **Attachment F:** Proposal Questionnaire
- **Attachment G:** Disabled Veteran Business Enterprise Contract Participation & Incentive (if applicable)
- **Attachment H:** List of Proposed Subcontractors (if applicable)
- **Attachment I:** Required Attachments Certification Checklist
- **Attachment J:** Fee Proposal

Each form has been duly reviewed, completed, and signed by an authorized representative of XXX.

7. Appendices and Exhibits

In addition to the primary attachments referenced above, the following appendices/exhibits are included for your review:

- **Exhibit 1:** XXX Joint Venture Procedures (if applicable)
- **Exhibit 2:** Detailed DEI Program Evaluation Methodology and Timeline
- **Exhibit 3:** Biographies and Certifications of Key Personnel
- **Exhibit 4:** Case Studies and Client Testimonials Demonstrating Past Successes

8. Conclusion and Commitment

XXX is fully committed to partnering with CalPERS to elevate its Diversity, Equity, and Inclusion initiatives. With our proven methodology, experienced team, and client-focused approach, we are confident that we will enhance CalPERS' DEI framework and contribute to sustainable, transformative outcomes.

Our robust methodology, experienced team, and dedication to fostering professional growth align with your strategic goals. We stand ready to participate in any finalist interviews and are available to provide additional clarifications on our proposal.

We appreciate your consideration of our submission and look forward to the opportunity to further discuss our approach.

Respectfully submitted,

JASON I. KUROIWA, U.S. Army (Retired)

**California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Minimum Qualifications Certification**

As prescribed in the Minimum Qualifications, Section IV, of the Request for Proposal (RFP), all Proposers are required to sign and return this Attachment, along with written evidence of how each qualification is met on Attachment A, Exhibit 1, Evidence of Minimum Qualifications. The undersigned hereby certifies that the firm submitting this response fulfills the minimum qualifications outlined below, as well as the requirements contained in the RFP.

Minimum Qualifications include:

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.
- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.
- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.
- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years.
- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

Kuro Mentors, LLC
California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment A
Page 2 of 2

The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature



Date

Kuro Mentors, LLC.

Name of Firm

Jason I. Kuroiwa, Principal

Name and Title (Please Print)

Evidence of Minimum Qualifications

- A. As of the RFP release date, the Proposer's organization must have been in operation for at least one (1) year.

Organization Name	Years of Operation
KURO MENTORS LLC	2023-Current

- B. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience with progressively increased scope, responsibility, and organized complexity in the field of DEI consulting that includes a combination of assessing, advising, strategic planning, training, and developing best-practice DEI programs.

Firm	Years of Experience	Type	Contact Person	Contact Information
U.S. DOL ACVETEO	3	Federal Government Special Government Employee	Lori Adams, NASWA, Senior Policy Director	ladams@naswa.org
NCCGRC	6	Veteran Retiree Nonprofit	MCPO David Swanson, USCG (Ret), NCCGRC Co-Chair	David.D.Swanson@outlook.com
PATRIOT TAFT, U.S. Army	25	U.S. State Department	CW4 Gerald L. Vance, U.S. Army (Ret)	thaad4u2@gmail.com

- C. As of the RFP release date, the Proposer must have a minimum of three (3) years of experience providing consultation services in the DEI field to public, non-profit, or private sector organizations related to their culture, talent management, and internal and external-facing business practices. Experience advising within the fields of investments and healthcare delivery are highly desired, as is current or past public sector experience.

Firm	Years of Experience	Type	Contact Person	Contact Information
III Corps G-1 (Rear) and Fort Hood, U.S. Army	25	U.S. Army Corps (Corporate Headquarters)	SGM Jerry A. Hernandez, U.S. Army (Retired), Installation Transition Assistance Program (TAP)	jerry.a.hernandez2.civ@army.mil
81st MMT, U.S. Army	3	U.S. Department of Defense Logistics Organization	Jennifer Paulik, VP Human Resources	jennifer.paulik@metis-tech.com
Golden Gate University	2	Academic Institution of Higher Learning (EMPA Candidate)	Teresa Virgen-Torres, VP Front of House Operations, Golden State Warriors	

- D. As of the RFP release date, at least one (1) of the Key Personnel dedicated to the CalPERS contract must have at least one (1) year of experience in providing consultation services to the board of a pension fund (public, non-profit, or private) or corporate board within the past five (5) years. **

Firm	Years of Experience	Type	Contact Person	Contact Information
81st MMT, U.S. Army	3	U.S. Department of Defense Logistics Organization	Jennifer Paulik, VP Human Resources	jennifer.paulik@metis-tech.com
III Corps G-1 (Rear) and Fort Hood, U.S. Army	25	U.S. Army Corps (Corporate Headquarters)	SGM Jerry A. Hernandez, U.S. Army (Retired), Installation Transition Assistance Program (TAP)	jerry.a.hernandez2.civ@army.mil
National Training Center, U.S. Army	2	U.S. Army Training Center	CH(COL) David E. Wake, Executive Director, Armed Forces Chaplains Board, U.S. Department of Defense	david.e.wake.mil@mail.mil

- E. As of the RFP release date, the firm must have at least one (1) current public pension fund client or corporate client. Public pension fund experience is highly desired.

**** As Senior Army HR Officer (42H), I administered our defined-benefit (DB) plan via HRIS and led the roll-out and education for the optional Thrift Savings Plan (TSP), which is a defined-contribution (DC) plan – similar to a 401(k). I developed communications, training materials, and timelines, and advised senior leaders on policy enhancements, guiding plan improvements, and member engagement despite not serving on the Federal Thrift Investment Board. In January 2018, the U.S. Department of Defense implemented a hybrid DB/DC model, as many servicemembers will not be eligible for the DB plan due to the 20-year minimum vesting. Additionally, the DC plan implemented a matching contribution mirroring established 401(k) plans which supported those who desire to separate before 20 years. However, the new DB plan reduced the monthly pension from 50% to 40% of High-3 at 20 years. ****

Firm	Type	Contact Person	Contact Information
III Corps G-1 (Rear) and Fort Hood, U.S. Army	U.S. Army Corps (Corporate Headquarters)	Jason Leaderfine, COO Cage Fury Fighting Championships	562.519.3896
University of San Francisco	Academic Institution of Higher Learning (EMBA Candidate)	Adam Bradford, MBA, Facilities Operations Manager, Lawrence Berkeley Laboratories	
7th Infantry Division, U.S. Army	U.S. Army Division (Regional Headquarters)	CW4 Sherren Roberts, U.S. Army (Ret), Program Manager CALIBRE	

PROPOSAL/PROPOSER CERTIFICATION SHEET

1. Designation of Official Contact Person

The individual to whom all information and correspondence regarding this RFP should be transmitted is:

Firm Name: KURO MENTORS LLC

Contact Name and Title: JASON KUROIWA, PRINCIPAL

Address: 260 FENNEL WAY, LIVERMORE, CA 94551

Phone Number: 760.267.5221

Fax Number:

E-Mail Address: JASON.KUROIWA@GMAIL.COM

2. Indicate your organization type:

- ☒ Limited Liability Company
- ☐ Partnership
- ☐ Joint Venture (If checked, attach required documentation. See "Exhibit 1")
- ☐ Limited Liability Corporation
- ☐ Corporation (Corporation Number _____)
- ☐ Sole Proprietorship

3. Federal Employer ID No. (FEIN): 93-4141259

4. California Corporation Number: 202359412622

5. Are you certified with the Department of General Services, Office of Small Business and DVBE Certification as:

- | | | |
|---|---|--|
| a. California Small Business | Yes ☐ | No ☒ |
| b. Disabled Veteran Business Enterprise | Yes ☒ | No ☐ |
| c. California Micro Business | Yes ☐ | No ☒ |

NOTE: A copy of your Certification is required to be included if either of the above items is checked "Yes"

6. Statement of Compliance

Proposer has, unless exempted, complied with the State of California's requirements pertaining to the development, implementation, and maintenance of the nondiscrimination program. (California Government Code section 12990 (a-f) and Title 2, California Code of Regulations, section 8103, et. seq.)

7. Does your Proposal contain Proprietary Information?

Yes ☐ No ☒ (If yes, attach a separate sheet to this certification which specifically itemizes the section(s) marked as "proprietary information". See "Submission of Proposals".)

8. Reproduction Copy

The total number of pages contained in the "Copy for Reproduction": 43 (See "Submission of Proposals".)

9. Contract Execution Information

If awarded a contract, the individual to whom the contract should be transmitted is:

Contact Name and Title: JASON KUROIWA, PRINCIPAL

Address: 260 FENNEL WAY, LIVERMORE, CA 94551

Phone Number: 760.267.5221

Fax Number:

E-Mail Address: JASON.KUROIWA@GMAIL.COM

The name of the company officer authorized to sign this contract is:

Name and Title: JASON KUROIWA, PRINCIPAL

Address: 260 FENNEL WAY, LIVERMORE, CA 94551

Phone Number: 760.267.5221

Fax Number:

E-Mail Address: JASON.KUROIWA@GMAIL.COM

Kuro Mentors, LLC
California Public Employees' Retirement System (CalPERS)
Request for Proposal No. 2024-9420
Attachment B
Page 3 of 3

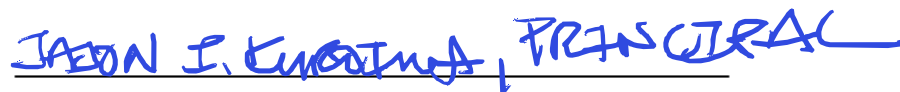
The undersigned hereby certifies that he/she is an individual authorized to bind the firm contractually and said signature authorizes verification of this information.



Authorized Signature



Date



Name and Title (Please Print)



California Public Employees' Retirement System

California Taxpayer and Shareholder Protection Act Declaration

Firm's Name KURO MENTORS, LLC

The firm named above certifies, that the firm is eligible to contract with the State of California and CalPERS, pursuant to the provisions of the California Taxpayer and Shareholder Protection Act of 2003 (Public Contract Code section 10286 et. seq.).

I, the official named below, hereby declare that I am duly authorized to make this declaration on behalf of the above named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

Authorized Signature

Date

Name and Title (Please Print)



California Public Employees' Retirement System Contracting Act Declarations

CalPERS is prohibited from contracting with individuals or firms who do business subject to the following statutes. By signing this form, you are certifying that you or your firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, a state agency.

Sudan Contracting Declaration:

Pursuant to Public Contract Code section 10477, a bidder or proposer who is a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476), is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm does not currently have, and has not had within the previous three years, business activities or other operations outside of the United States, and in accordance with Public Contract Code section 10478, this firm hereby certifies it is not a "scrutinized company" (as defined in Public Contract Code section 10476).
- ☐ This firm is a "scrutinized company" (as defined in Public Contract Code section 10476), but has received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with the firm's bid or proposal.
- ☐ This firm currently has, or has had within the previous three years, business activities or other operations outside of the United States, but hereby certifies that is not a "scrutinized company" due to specific activities in Sudan (as defined in Public Contract Code section 10476).

Iran Contracting Declaration:

Pursuant to the Iran Contracting Act of 2010 (Public Contract Code section 2201, et. seq.), if a bidder, at the time of the bid or proposal for a new contract, or renewal of an existing contract,

has engaged¹ in investment activities in Iran (as described in Public Contract Code section 2202.5) is ineligible, and shall not, bid on, submit a proposal for, or enter into or renew a contract with a public entity for goods or services for one million dollars (\$1,000,000) or more. (Public Contract Code section 2203(a)).

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm, or person, hereby certifies that it (or he or she) is not identified on the DGS list created pursuant to Public Contract Code section 2203(b) as a firm or person engaging in "investment activities" in Iran described in Public Contract Code section 2202.5(a) or 2202.5(b).
- ☐ The firm hereby certifies it is permitted to submit a bid or proposal to a public agency pursuant to Public Contract Code section 2203(c) because its investment activities in Iran were (1) made before July 1, 2010, (2) were not expanded or renewed after July 1, 2010, and (3) the firm has adopted, publicized, and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran.
- ☐ The firm hereby certifies that although it is a financial institution that extends twenty million dollars (\$20,000,000) or more in credit to another person, for 45 days or more, the person who will use the credit to provide goods or services in the energy sector in Iran is a person permitted to submit a bid or proposal to the public agency pursuant to Public Contract Code section 2203(c). (See Public Contract Code section 2202.3(d)).

Democratic Republic of the Congo Contracting Declaration:

Pursuant to Public Contract Code section 10490 and section 13 of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)), a scrutinized company (as defined in Public Contract Code section 10490(b)) is ineligible to, and shall not, bid on or submit a proposal for a contract with a state agency for goods or services related to products or services that are the reason the firm must comply with section 13(p) of the Securities Exchange Act of 1934.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This is not a "scrutinized company" or does not currently use any conflict mineral products that are necessary to the functionality or production of a product manufactured by the firm from the Democratic Republic of the Congo or an "adjoining country" (see 15 U.S.C.A §

¹ Or such person is identified on a list created by the Department of General Services pursuant to Section 2203(b) as a person engaging in investment activities in Iran.

78(m)(p)), and section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (Pub.L. No.111-203, (July 21, 2010) 124 Stat. 1376)).

- ☐ This firm has ceased to be regarded as a “scrutinized company” (as defined by Cal. Public Contract Code section 10490(b)) because (1) it is not in violation of section 13(p) of the Securities Exchange Act of 1934 (15 U.S.C.A. § 78(m)(p)); or (2) it has filed an amended or corrective filing under section 13(p) of the Securities Exchange Act of 1934, which filing corrected the violations; or (3) three years have passed since the date of the final judgment or settlement entered in a civil or administrative action brought by the Securities and Exchange Commission (SEC).
- ☐ Disclosure requirements have been temporarily waived by the SEC because the President of the United States has transmitted a determination that the waiver or revision is in the national security interest of the United States, or the disclosure requirements have been terminated because the President has determined and certified to the appropriate congressional committees that no armed groups continue to be directly involved and benefitting from this firm’s commercial activity involving conflict minerals.

Unruh Contracting Declaration:

Pursuant to Public Contract Code Section 2010, a bidder or proposer who proposes to enter into or renew a contract with a state agency with respect to any contract in the amount of \$100,000 or more must certify, under penalty of perjury, at the time the bid or proposal is submitted or the contract is renewed that they are in compliance with the Unruh Civil Rights Act and the California Fair Employment and Housing Act, and that any policy that they have against any sovereign nation or peoples recognized by the government of the United States, including, but not limited to, the nation and people of Israel, is not used to discriminate in violation of the Unruh Civil Rights Act or the California Fair Employment and Housing Act.

This firm is not prohibited from submitting a bid or proposal for a contract with CalPERS, because (check the applicable box):

- ☒ This firm certifies that it is in compliance with the Unruh Civil Rights Act, as defined in Public Contract Code Section 2010.

I, the official named below, hereby declare that I am duly authorized to make these declarations on behalf of the above-named firm. I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration was executed on the date listed below.

Authorized Signature

Date

Name and Title (Please Print)

Firm Name (Please Print)



CalPERS Contract-Related Disclosure Form

*(To be used if Contractor is not required to file a
Placement Agent Information Disclosure Form (2 CCR § 559))*

This form is to be used for all Contract-Related Disclosures, including Proposals.

Please refer to title 2 California Code Regulations section 559.1 (b)(1) through (b)(3), prior to completing this form.

a. Solicitation or Contract Number:

2024-9420

b. Proposer or Contractor Name:

KURO MENTORS, LLC

c. Name of Individual Authorized to bind the Proposer or Contractor:

JASON KUROIWA

d. Contact Person (if different than above):

e. E-mail Address:

JASON.KUROIWA@GMAIL.COM

f. Phone No:

760.267.5221

g. Name of CalPERS Contact (if applicable):

Have you, your firm or your firm's principals, employees, agents, or affiliates compensated or agreed to compensate, directly or indirectly, any Agent as defined in section 559.1(a)(1) (whether or not employed by you) or any entity to act as Agent in connection with this Solicitation or Contract? (§559.1 (b)(1))

☐ Yes. ☒ No.

If you checked Yes, please respond to questions 1 through 5 below, and sign and date the Form on the final page.

If you checked No, please respond to question 5 below, and sign and date this Form on the final page.

1. Please list the names and relationships for each Agent in connection with the CalPERS Solicitation or Contract, including a description of the relationship with the Proposer or Contractor. (Add an additional page if necessary.) Please check the box to the left if the Agent is a current or former CalPERS Board Member, Staff Member, consultant, or has a Familial Relationship with any such individual.

	Name	Relationship
☐		
☐		
☐		
☐		
☐		

2. Please attach a copy of all contracts, agreements, or other documents memorializing the relationship between the Proposer or Contractor and the Agent. When an *entity* is retained as an Agent, please also include the requested information for any officer, director, or employee actively providing Agent services with regard to CalPERS or receiving more than 15% of the Agent fees.

3. Provide a description of any financial or Familial Relationship(s) between the Agent and a Board Member or Staff Member, including the names of the Board Member(s) and/or Staff Members:
4. Describe any Things of Value given or offered by the Agent to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.
5. Describe any Things of Value given or offered by the Proposer or Contractor to a Board Member or Staff Member during the twelve (12) months preceding the date the Contract-Related Disclosure Form is due.

As a retired U.S. Army Senior Officer and former U.S. Department of Labor Special Government Employee, I am passionate in helping organizations accelerate growth by integrating an often-overlooked DEI pillar: veterans and military spouses.

By executing this form the undersigned represents and warrants the information set forth herein is true and correct. The undersigned agrees to update this information within 14 calendar days of the date Proposer or Contractor knows or reasonably should have known of any defect or changes to this information.

The Contract-Related Disclosure Form and attachments shall be a public record subject to disclosure under the California Public Records Act. No confidentiality restrictions shall be placed on information submitted by the Proposer or Contractor.

The undersigned represents and agrees it shall make a representation and warranty as to the continuing accuracy of this information in any final written agreement between it and CalPERS.

I, the official named below, acknowledge and declare I have read and understand CCR section 559.1, and that the above-named firm has provided information required by section 559.1 and this Form. I am duly authorized to make this declaration on behalf of the above-named firm, and declare the foregoing is true and correct as of the date of execution of this document. I further acknowledge my firm's responsibility to provide updates in the event this information is determined to be incorrect or has changed.

Authorized Signature

Date

Jason I. Kuroiwa, Principal

Name and Title

**California Public Employees' Retirement System
Diversity, Equity, and Inclusion Consulting Services
Proposal Questionnaire**

As prescribed in Section V of the Request for Proposal, all Proposers are required to submit responses and documentation as requested on this questionnaire. The information requested must be provided in the prescribed format; all questions must be repeated in their entirety before the answers are given. Responses that deviate materially from the prescribed format may lead to the rejection of the Proposal.

Document current and planned level of compliance with Revised 508 standards for all deliverables to be provided by the successful Proposer, including any electronic content that may be posted to the CalPERS website. Proposer may document its compliance by providing (a) its policy and procedures for validating the accessibility of electronic content; (b) a narrative description of said policy and procedures; or (c) a written Accessibility Conformance Report (ACR) for each Information and Communication Technology (ICT) Standards item that is to be developed, updated, configured for, and delivered to CalPERS. Any documentation provided in responding to this question should be based on the latest version of the Voluntary Product Accessibility Template (VPAT) provided by the Industry Technology Industry Council (ITIC). The response to all questions in the aggregate must be limited to twenty (20) pages maximum. Please note if a submission with more than twenty (20) pages is received only the first twenty (20) pages will be considered for scoring. Provide responses in the order the prompts are listed.

A. ORGANIZATION and BACKGROUND

(Pass/Fail)

1. Name of your organization. **Kuro Mentors, LLC.**
2. Location of headquarters. **Livermore, CA**
3. Location and address of branch which would provide services under this contract. **260 Fennel Way, Livermore, CA 94551**
4. Number of years your organization has been in business. **1.5 Years**
5. Within the past five (5) years, have there been any significant changes in your organization's ownership, corporate officers, or principal business? If yes, please describe. **No.**

6. Mission statement or statement of your organization's principal business. Please provide a copy of incorporation documents or other public documents that describe the primary focus of your firm. **(Attached)**

**B. DIVERSITY, EQUITY, AND INCLUSION CONSULTING SERVICES CAPABILITIES
(Pass/Fail)**

Please provide a summary of the services that your firm provided in the service categories below, in one or multiple of the following business sector(s); public, private, and/or non-profit; in which the work was performed. Clearly explain your experience in all business sector(s) for each category.

1. Providing advisory services on Diversity, Equity, and Inclusion (DEI) best practices.

I have hands-on experience delivering strategic DEI advisory services across a broad spectrum of organizations—including the federal and state government, private industries, and influential non-profits. My approach is rooted in working directly with executive teams to assess current practices and empower them by co-creating DEI strategies that yield sustainable outcomes. This experience is bolstered by my leadership role as Deputy Director at a modular, multifunctional Army Personnel Center, where I integrated operations across five divisions and collaborated with key sustainment and HR command centers to manage extensive human resources operations for a combined force of over 250,000 troops. In this capacity, I ensured effective information flow and synchronized planning efforts across diverse teams, while also delivering essential administrative support and upholding mission requirements. Additionally, my volunteer work demonstrates my commitment to broader community engagement and inclusion. This multifaceted background uniquely positions me to provide high-caliber DEI advisory services that are both strategic and operationally sound.

In order to best support CalPERS, Kuro Mentors leverages the expertise through a modular concept of networks and relationships. Two subject matter experts in negotiation with Kuro Mentors to provide sustainable solutions for CalPERS are Jonathan Mayes Consulting and Zwig Strategies.

- JONATHAN MAYES, a nationally recognized leader on diversity, equity, and inclusion topics, is the former Senior Vice President, Chief Diversity & Inclusion Officer for Albertsons Companies, which employs nearly 300,000 associates, and operates nearly 2,300 stores grocery stores and pharmacies, under 20 different banners, in 34 states and D.C. He led the company's award-winning DEI efforts, and is a Certified Diversity Executive. He is also a Certified Equity Coach with USC's Race & Equity Center. He's twice been named one of the Top 100 Diversity & Inclusion executives in the U.S. Jonathan began as an attorney in the San Francisco area and later joined Safeway Inc. in 1994, where he held a number of leadership positions including Senior Vice President of Government Relations, Public Affairs, Sustainability, and Philanthropy. He continued in that role when Safeway merged with Albertsons in 2015, before being named Chief Diversity & Inclusion Officer in 2017. He is a former professional musician and an accomplished endurance athlete, having completed Ironman triathlons, ultramarathons, and over 90 marathons.
- LEONA HIRAOKA gained more than a decade of training in strategic planning and organizational development on the Executive Staff of the National Education Association (3.2 million members), and served on the core executive team as the head of communications to lead the association

through major transition periods. She has trained with MIT's Daniel Kim ("The Systems Thinker") and Performance Partners, and worked closely with Talent Assessment & Development Advisors. As the President & CEO of a nonprofit serving older adults, she used her OD experience to lead the organization through a dramatic shift in mission, strategic goals, and tactics. While on the Board of Directors of a U.S.-Japan nonprofit, she worked directly with the President and her select committee to hone the organization's vision, strategic goals, and branding. This breadth of experience has resulted in Leona bringing a practical, results-oriented approach to strategic planning, organizational development and team building projects. She is a certified California naturalist and a practitioner of dahnmudo tai chi.

2. Providing education and training on DEI matters to Boards of Trustees.

Leveraging over two decades of senior, C-Suite, People and Culture leadership within complex, high-stakes environments, including direct people and culture support to multinational forces and oversight of strategic human resources operations. I've successfully developed and delivered customized DEI education and training programs within small to large organizations. My approach draws from hands-on applications designed through inclusive frameworks, implementing DEI initiatives, and advising leadership on policies that embed equity, understanding and accountability into governance practices. This foundation will best support CalPERS' effective framework: enhancing culture, talent management, health equity, supplier diversity and sustainable investments.

3. Conducting assessments of established DEI programs and produce reports of findings and recommendations.

Conducted thorough assessments of established DEI programs using a comprehensive methodology encompassing industry benchmarking, stakeholder interviews, and quantitative surveys. Produced data-driven reports featuring actionable recommendations and strategic roadmaps to enhance program effectiveness and long-term sustainability. Leveraged leadership experience as Director of the 81st Adjutant General Detachment as one of the first organizations to implement the Army's Sexual Harassment/Assault Response and Prevention Program (SHARP), cultivating a culture of accountability and inclusion through expert training and enforcement. These efforts that contributed to the unit's receipt of the Meritorious Unit Commendation. Actively advance DEI initiatives through board service with the Japanese American Veterans Association, Sea West Coast Guard Federal Credit Union, and the National Japanese American Memorial Foundation.

4. Meeting with Boards of Trustees as part of the assessment and information-gathering process.

I routinely conduct comprehensive meetings with Boards of Directors and organization leadership to capture leadership insights, clarify strategic objectives, and align our assessment with the organization's collective vision. In my former role as an appointed Special Government Employee for the U.S. Department of Labor, I provided leadership with insightful assessments and actionable recommendations. The U.S. Department of Labor led the application of the President's Diversity, Equity, Inclusion and Accessibility (DEIA) initiative for the federal government. Additionally, as an executive in the Japanese American Veterans Association and Chairman of the Communications Committee overseeing strategic marketing and communications, I have a strong track record of reviewing financial reports, administrative documents, budgets, appointments, and

scholarships to ensure holistic governance.

5. Meeting with executive leadership as part of the assessment and information-gathering process.

Our engagement process starts with targeted one-on-one interviews, executive roundtables, and focused group discussions with top leadership. This comprehensive approach uncovers your organization's critical strategic priorities and operational challenges, laying the foundation for a robust DEI assessment. My background in leading a multi-regional organization—spanning the Pacific region—has equipped me with the expertise to establish intricate employee relations and develop forward-thinking human capital strategies. This experience includes managing over 800 USPS (federal civilian and contractor employees) and 23 DoD employees, with responsibilities that spanned market analysis, budget oversight, and contingency planning, ensuring operations remained agile in a dynamic environment.

6. Preparing an action plan aligned to organizational core values and assessment findings.

When preparing an action plan, I begin by leveraging our comprehensive assessment outcomes to identify areas where our performance and values intersect. Through working sessions and one-on-one discussions, I translate these findings into tailored strategies that reflect our core organizational values. My approach includes establishing clear performance metrics, outlining phased initiatives, and setting resource allocation strategies that together ensure progress is both tangible and sustainable. In my role as a Board of Director Member for the Alameda Chapter Military Officers Association of America (MOAA) and as liaison to the Northern California Coast Guard Retiree Council (NCCGRC), I contributed to strategic decision-making and provided oversight in financial, administrative, and operational areas. This methodical process not only anchors our

initiatives in data-driven insights but also reinforces our commitment to excellence, a commitment that helped our chapter earn recognition as one of only five recipients of the 5-Star Level of Excellence in California.

7. Conducting DEI best practices and research and provide analysis and reports.

In our approach to DEI, we begin with a comprehensive research framework that includes desk research, competitive benchmarking, and trend analysis to identify industry-leading best practices. We then synthesize these insights into detailed analytical reports that guide both immediate tactical adjustments and the formulation of long-term strategic initiatives. Additionally, we advise organizations on integrating DEI into their procurement processes—developing guidelines around supplier diversity, establishing transparent vendor selection criteria, and implementing equitable contracting practices that open economic opportunities to a broader range of diverse suppliers. > > Complementing our DEI expertise is our robust HR support model. Our outstanding Senior HR Business Partner team provides dedicated support to over 8,500 employees across Colorado, Texas, Florida, Oklahoma, and Wisconsin, ensuring the continuous growth and development of our client organizations. This is further evidenced by our creation of a modular HR capability—culminating in the establishment of an HR Center of Excellence transformation, known as the Personnel Services Delivery Redesign (PSDR)—designed to deliver high-quality HR services at scale. Moreover, our successful implementation and troubleshooting of the Electronic Military Personnel Office (eMILPO), a cutting-edge Oracle HRIS, in Iraq's largest province underscores our ability to administer, facilitate, and enhance HR functions even in challenging and immature operational environments.

8. Advising on best practices in procurement.

We advise organizations on procurement best practices by helping them embed diversity, equity, and inclusion throughout their processes. Our guidance covers everything from establishing supplier diversity programs and transparent vendor selection criteria to crafting equitable contracting practices that foster broader economic opportunities. With program management experience serving over 804,000 customers and executing data-driven operations via the Automated Military Postal System (AMPS) across 2,083 retail locations, we combine cutting-edge logistics, technology, and finance capabilities to ensure our procurement strategies are both innovative and rigorously effective.

9. Advising our best practices in hiring.

Our DEI hiring advisory services focus on building inclusive recruitment frameworks, implementing bias-mitigating evaluation tools, and establishing processes that attract and retain diverse talent. As a Society for Human Resources Management – Senior Certified Professional (SHRM-SCP), we advocate for a hybrid approach to talent acquisition and management, integrating human expertise with automation for optimal results.

While AI-driven hiring tools offer efficiency, recent studies highlight concerns about data credibility and bias. These challenges persist despite ongoing improvements. For instance, a class action lawsuit against Workday, Inc. underscores the risks associated with AI-based applicant recommendation systems. The case, *Mobley v. Workday, Inc.*, alleges that Workday's AI tools disproportionately impacted job applicants based on race, age, and disability. In July 2024, the Northern District of California denied Workday's motion to dismiss, allowing claims under the Age Discrimination in

Employment Act (ADEA) to proceed. (Source: Guy Brenner, Jonathan P. Slowik, Dixie M. Morrison of Proskauer Rose LLP, The National Law Review, June 11, 2025).

10. Advising on best practices in healthcare delivery equity and accessibility.

I have worked closely with healthcare providers to identify and remove access barriers, enhance patient engagement across diverse populations, and shape policies that drive equitable healthcare outcomes while maintaining accessibility and compliance with established standards. Additionally, in my leadership role within one of only five HR Sustainment Centers in the Army, I led five functional direct reports, overseeing services for more than 200,000 individuals. My team of 84 managed critical operations in postal services, Human Resources Information Systems (HRIS), personnel accountability, and casualty operations—ensuring efficiency and adherence to organizational goals that align with accessibility and service excellence.

11. Advising on the inclusion of diversity best practices in the investment industry.

Framing: We know that diverse teams drive innovation and improve decision-making, which is critical in fast-changing environments which is defined through the U.S. Army War College concept of Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). A more inclusive and diverse workforce represents the global client base, enhancing financial outcomes and mitigating risk.

Adoption: Multi-pronged approach:

- **Inclusive and Diverse Talent Acquisition:** Implement unbiased hiring practices by partnering with diverse talent pools, training talent acquisition professionals and hiring managers, and using objective screening metrics.

- **Leadership Alignment:** Ensure top leadership promotes DEI but embeds it into strategic objectives and effectively communicates priority. Drawing from experiences like implementing the Army's SHARP program, where leadership and accountability were vital, helps illustrate how cultural change starts at the top.

- **Ongoing Training & Mentorship:** Introduce regular training on unconscious bias, cultural education and understanding, and establish mentorship programs to nurture diverse talent, ensuring they have effective pathways to leadership positions.

- **Measurable Goals & Accountability:** Set clear diversity goals, track progress with transparent reporting metrics, and connect progress and effective application into performance reviews.

Integration: Embed diversity initiatives into every layer of an organization, from recruitment and client engagement using level of effort (LOE) components CalPERS framework of enhancing culture, talent management, health equity, supplier diversity, and sustainable investments Use data-driven insights to inform decisions and adjust strategies as needed.

Adapt and Adopt: Our financial industry is homogeneous and presents challenges, but also opportunities to lead in differentiating service offerings and innovative strategies by leveraging diverse perspectives. This not only attracts a broader range of investors but also drives competitive advantage in an evolving market. As an investor, similar to CalPERS DEI, a diverse approach also applies to fiduciary success. In a recent, June 11, 2025 RIC Report from Bank of America Global Research (Corrected), takeaways include a structural shift away from a "2% world" where there is a wider range of possible market outcomes, statics allocations to drifting markets is challenging, and May economic and market data presents a bullish outlook.

Vision and Action: Inclusion and Diversity best practices are about creating a more resilient, innovative, and client-centric organization. By embedding a culture of inclusion, establishing structural supports, and consistently measuring progress, the industry can harness diversity as a strategic asset. Another component for the success of DEI is providing the tools and resources as a bridge employee's personal and professional growth through education and experience. In the U.S. Army, there was a pathway toward unlimited potential through the application of education and roles. For example, in order to become a middle manager, one would need to have a civilian education and military education and successfully led 10+ employees for at least 2 years.

This comprehensive approach not only addresses the ethical imperatives but also creates tangible business value, ensuring that the investment industry can adapt and thrive in today's complex, dynamic environment.

12. Advising on DEI best practices for public sector organizations that are consistent with federal and state law, including Section 31 of Article I of the California Constitution (commonly known as "Proposition 209").

Below is an approach, "A Way", that blends legal compliance with practical DEI initiatives for public sector organizations—ensuring that all programs are both effective and aligned with federal law, state law, and Proposition 209:

- **Legal Framework:** We must build a foundation by mapping legal boundaries. Federal anti-discrimination laws and California's Proposition 209 (Section 31 of Article I of the California Constitution) require that public sector DEI efforts are race- and gender-neutral, meaning no preferential treatment is allowed. This means that while an organization can and will strive for an inclusive work environment, all practices

must be based on merit-based, objective, criteria such as skills, experience, and performance.

- **Data-Driven Assessment:** A comprehensive review of workforce demographics without targeting specific groups for preferential treatment. In an environment of big-data leveraging Machine Learning (ML) and Artificial Intelligence (AI), this becomes the expectation. CalPERS must collect and analyze quantitative and qualitative data on recruitment, talent acquisition, talent management, and retention processes. As part of this employee lifecycle, the onboarding and offboarding process is important. This helps CalPERS identify previously unknown barriers or gaps and ensures that subsequent interventions are fundamentally grounded in actual discrepancies in opportunity rather than assumptions.
- **Transparent DEI Strategy:** Formulate a DEI plan that addresses cultural inclusivity, professional development for all employees (not just managers), and equitable opportunity for all employees.

Key elements to consider

- **Inclusive Recruitment:** Design job descriptions and hiring processes that focus on competencies and skills and if possible, remove barriers such as college education.
- **Unbiased Performance Metrics:** Implement transparent criteria for evaluations, promotions, and professional development. Continuous Mentorship, effective communication, and regular feedback (performance counseling) are important.
- **Accountability:** Set clear, quantifiable objectives with regular reporting mechanisms that enable leadership to adjust practices as needed. It is important that clear, quantifiable objectives must be realistic and attainable otherwise accountability will be challenging.

- **Invest in training programs:** Education and experience focused on reducing unconscious bias and promoting cultural competence at all levels of the organization. This includes resourcing education and certification to promote employee personal and professional growth and retention in CalPERS.
- **Engage External Expertise and Benchmarking:** Consider collaborating with diversity experts, legal counsel, or external consultants who routinely work with government bodies.
- **Continuous Improvement:** Adopt a dynamic approach to developing and codifying systems of reviewing and updating DEI policies. In coordination with legal counsel, maintain a clear record of how decisions are made to defend against any claims of preferential treatment which reinforces CalPERS's commitment to both diversity and equal opportunity.

By balancing these levels of effort (LOE) with robust legal safeguards and ML/AI guardrails, CalPERS will effectively continue the growth of an inclusive workplace culture while remaining fully compliant with Proposition 209 and other statutory requirements. This approach not only enhances organizational effectiveness in a VUCA environment but also reinforces public trust by demonstrating a commitment to equitable practices for all employees and stakeholders.

13. Developing communication strategies highlighting the importance of DEI.

My approach to developing effective DEI communication strategies is both data-driven and collaborative. We must start with a foundation by grounding strategy in our organizational values and real experiences. It is important to gather comprehensive insight and employee candor through surveys, focus groups, and one-on-one conversations so that I truly understand where the gaps and opportunities lie. With that

foundation, working closely with diverse stakeholders, ranging from employee resource groups to senior leadership, toward buy-in for messaging that resonates on an authentic, human level. Combining storytelling with key data points, this visualizes tangible and real benefits of the comprehensive application of diversity, equity, and inclusion. This results in enhanced creativity, improved problem-solving, better performance and, most importantly, employee and customer success. A multi-channel communication plan using CalPERS executives and employees at town halls, digital media, internal newsletters, and even informal discussion forums. This ensures the message reaches every segment of the organization in a language and format that resonates with them. As we are data-driven, clear metrics and feedback loops to continuously assess the effectiveness. If not effective, responsive adjustments and flexibility are key to success. Finally, codifying progressive DEI programs establishes systems for the future. This iterative approach not only reinforces our commitment to DEI but also empowers every employee to feel engaged, heard, and valued.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

CalPERS Board of Administration requires contract participation from certified Disabled Veteran Business Enterprises (DVBEs) in its contract process, unless specifically exempted. Only State of California, Office of Small Business and DVBE Services (OSDS) may certify a DVBE. The DVBE must perform a commercially useful function relevant to this solicitation to be considered compliant with the DVBE program requirements. In order to obtain DVBE incentive participation credit, the contractor must be a certified DVBE **or** subcontract with a DVBE, certified by OSDS, **no later than** the Final Filing Date as specified in the Schedule of Events.

Please read the following requirements carefully. Completion of this document is required regardless of intent to pursue DVBE incentive participation.

I. DEFINITIONS

For the purpose of this DVBE incentive participation, the following definitions apply:

- A. *Disabled veteran*** means a veteran of the military, naval, or air services of the United States with a **service-connected disability of ten percent or more**, who is a resident of the State of California.
- B. *DVBE*** means a business concern certified by OSDS as meeting all of the following:
 - 1. A sole proprietorship at least 51 percent owned by one or more disabled veterans; or in the case of a publicly owned business, at least 51 percent of its stock is owned by one or more disabled veterans; a subsidiary which is wholly owned by a parent corporation, but only if at least 51 percent of the voting stock of the parent corporation is owned by one or more disabled veterans; or a joint venture in which at least 51 percent of the joint venture's management and control and earnings are held by one or more disabled veterans.
 - 2. The management and control of the daily business operations are by one or more disabled veterans. The disabled veterans who exercise management and control are not required to be the same disabled veterans as the owners of the business concern.
 - 3. It is a sole proprietorship, corporation, or partnership with its home office located in the United States, which is not a branch or subsidiary of a foreign corporation, foreign firm, or other foreign based business.

Note: View certification information at <https://www.dgs.ca.gov/PD/About/Page-Content/PD-Branch-Intro-Accordion-List/OSDS/OSDS> or contact the OSDS at (916) 375-4940.

C. *Commercially Useful Function* A DVBE contractor, subcontractors, or supplier is considered performing a commercially useful function when it meets all of the following criteria:

1. The business concern is:
 - (a) Responsible for the execution of a distinct element of the work of the contract;
 - (b) Carries out its obligation by actually performing, managing, or supervising the work involved;
 - (c) Performs work that is normal for its business, services and function; and
2. The business concern is not further subcontracting a greater portion of the work that is greater than would be expected by normal industry practices.

A contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the contractor's, subcontractor's, or supplier's role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of small business, microbusiness, or DVBE participation. When subcontracting to small, micro, or DVBE subcontractors, the intent is for the subcontractor to provide goods or services required for the performance of the contract rather than artificial or incidental participation that provides an "appearance" of participation to meet the socio-economic objectives of these programs.

II. DVBE PARTICIPATION OPTIONS AND DOCUMENTATION REQUIREMENTS

In order to be **responsive** to the incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation and select one of the following options:

- A. Option A – DVBE Incentive.** A bidder may submit DVBE participation percentages to receive and qualify for the incentive program. Bids that fail to submit the required form and confirm the level of DVBE participation will not be eligible to receive the DVBE incentive. **Refer to RFP, Section V Proposal Requirements, A(8) Technical Proposal/Disabled Veteran Business Enterprise Contract Participation and Incentive.**

- B. Option B- No DVBE Incentive Participation.** A bidder may opt out of participation in the DVBE incentive program.

USE/SUBSTITUTION OF PROPOSED DVBE

If awarded the contract, the successful bidder must use the DVBE subcontractor and/or supplier proposed in their final bid/proposal unless the contractor requests substitution via prior written notice to CalPERS and CalPERS approves such substitution. At a minimum, the request must include:

- A. A written explanation for the substitution;
- B. The identity of the person or firm substituted;
- C. Any change in the work or dollar/percentage amount caused by the substitution; and
- D. A revised DVBE Contract Participation (Attachment G, Exhibit 1) and applicable certification(s).

The request and CalPERS approval or disapproval of the substitution shall not affect compliance with any other provision of law, or any other contract requirements relating to substitution of subcontractors.

III. QUESTIONS

The information below is provided to answer commonly asked questions and clarify potential misconceptions of the contract participation goal requirement. If further clarification is necessary, you may contact CalPERS Contracts Officer at (916) 795-3020 or ossd_contractsadmin@calpers.ca.gov for assistance.

Meeting the Goal

- 1. Proposing incentive goal attainment is a commitment to use disabled veteran business enterprises for the established percent of the contract amount. If awarded a contract, CalPERS expects the DVBE subcontractors or suppliers to be utilized as identified in your proposal, unless a substitution is approved by CalPERS.
- 2. An expression of intent to subcontract with unidentified DVBE firms at some future date is insufficient to comply with DVBE incentive participation. Commitments must be finalized upon submission of your contract participation documentation to CalPERS.
- 3. **Out-of-state firms** are not excluded from participating in the DVBE incentive program. To do business with CalPERS, completion of this document is required for all bidders.



DISABLED VETERAN BUSINESS ENTERPRISE CONTRACT PARTICIPATION

In order to be responsive to incentive participation, bidders will complete and submit Attachment G, Exhibit 1, DVBE Contract Participation. Check the appropriate box to indicate the option with which you choose to comply. Please read all instructions carefully prior to completing this form. **Only California certified DVBEs who perform a commercially useful function relevant to this solicitation may be used to satisfy the DVBE program requirements.**

This solicitation does **not** have a DVBE participation requirement; however, you may still commit to an incentive percentage to obtain preference points.

- ☐ **Option A** - I commit to the percent listed below to qualify for the DVBE incentive program.
- ☐ 1% - 1.99%
- ☐ 2% - 2.99%
- ☐ 3% - 3.99%
- ☐ 4% - 4.99%
- ☒ 5% or Over
- ☐ **Option B** - I opt out of participating in the DVBE incentive program.

In order to meet the DVBE participation requirement, list one or more DVBE vendors and the work to be performed.

DVBE Company Name: Kuro Mentors, LLC.

E-mail (if available):

DVBE Certification Number: 2037477

Telephone Number:

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☒ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

DVBE Company Name:

E-mail (if available):

DVBE Certification Number:

Telephone Number: (XXX) XXX-XXXX

Contact Name:

Fax Number: (XXX) XXX-XXXX

Street Address, City, State and Zip Code:

Please check the following if the vendor is Small Business or Micro Business:

☐ SB ☐ MB

Work performed or goods provided for this contract:

☒ I commit to utilizing one or more of the DVBEs listed above in order to meet the total claimed DVBE% indicated, and certify that the DVBE vendor(s) listed above have been notified and agree to provide services for this contract.

Total DVBE % 100

Contractor Signature

Date Signed

☐ I opt out of participation in the DVBE incentive program.

Contractor Signature

Date Signed

List of Proposed Subcontractors

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this attachment. Please check the applicable box. (A photo copy of this form is acceptable if additional sheets are required.)

- ☐ No subcontractors will be used.
- ☐ No subcontractors will be used other than the DVBE firms identified on Attachment G, Exhibit 1.
- ☒ The following subcontractors will be employed and will perform the work or services identified below.
- ☒ Non-small business preference to be applied by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.
-

Company Name: Jonathan Mayes Consulting

Contact Name: Jonathan Mayes, Esq.

Telephone Number: 925-699-9209

Street Address, City, State and Zip Code:

301 Main St Unit 11A, San Francisco, CA 94105-5037

Description of Work to be Performed by Subcontractor:

DEI Consultation (Legal), Strategic Management

Percentage of Total Agreement Amount ¹:

40%

Company Name: Zwig Strategies

Contact Name: Leona Hiraoka

Telephone Number: 202-352-3232

Street Address, City, State and Zip Code:

46 Peninsula Ctr Ste E Rolling Hills Estates, CA, 90274-3562

Description of Work to be Performed by Subcontractor:

Executive strategic planning and organizational development

Percentage of Total Agreement Amount ¹:

15%

- 1 If your firm is claiming the non-small business preference by committing to subcontract at least twenty-five percent (25%) of your net bid to one or more California-certified small business(es) or micro business(es), identify the percentage of work that will be performed by the subcontractor.



Required Attachments Certification Checklist
Diversity, Equity, and Inclusion Consulting Services
Request for Proposal No. 2024-9420

Firm's Name: KURO MENTORS, LLC

As prescribed in Section V of the Request for Proposal, all Proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your Proposal. CalPERS staff will use the shaded "CalPERS Verification" column to confirm receipt of all required documents.

Attachment Name/Description	Proposer Certification	CalPERS Verification
Submitted Cover Letter signed by an individual authorized to bind the Proposer contractually. a. A statement to the effect that the proposal is a firm and irrevocable offer good for 180 calendar days. b. A statement expressing the Proposer's willingness to perform the services as described in this RFP. c. A statement expressing the Proposer's availability of staff and other required resources for performing all services and providing all deliverables as described in the RFP.	☒ Yes ☒ No	☐ Yes ☐ No
Submitted one (1) PDF attachment of Proposal packages as specified in the RFP.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF marked " Master Copy " containing original signatures.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted one (1) PDF attachment marked " Reproduction Copy. " All pages containing proprietary information should be removed and a cover sheet must be included which provides: 1. the firm's names; 2. total number of pages; and 3. identification of all pages removed due to proprietary information. Note: Entire proposal may not be marked confidential and proprietary.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Minimum Qualifications Certification (Attachment A) signed by an individual authorized to bind the Proposer contractually.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Proposal/Proposer Certification Sheet (Attachment B) signed by an individual authorized to bind the Proposer contractually. Small Business certified? ☐ Yes ☒ No DVBE certified? ☒ Yes ☐ No Micro Business certified? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No

Submitted California Taxpayer and Shareholder Protection Act Declaration (Attachment C) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contracting Act Declarations (Attachment D) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Submitted Contract-Related Disclosure Form (Attachment E) signed by an individual authorized to make the declaration on behalf of the Proposer.	☒ Yes ☐ No	☐ Yes ☐ No
Proposal Questionnaire (Attachment F)	☒ Yes ☐ No	☐ Yes ☐ No
Disabled Veteran Business Enterprise Contract Participation (Attachment G, including Exhibit 1) Option A - Meets DVBE Participation? ☒ Yes ☐ No 100% Claimed Option B - DVBE Incentive Claimed? ☒ Yes ☐ No _____% Claimed Option C – Elected no DVBE participation? ☐ Yes ☐ No Option D – California Certified Micro Business? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
List of Proposed Subcontractors (Attachment H) ☐ Yes ☐ No Non-Small Business Preference Claimed? ☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
Required Attachments Certification Checklist (Attachment I)	☐ Yes ☐ No	☐ Yes ☐ No
Submitting a Joint Venture proposal? If yes, was documentation submitted describing the responsibilities of each party in the Joint Venture, Exhibit 1? ☐ Yes ☐ No	☐ Yes ☒ No	☐ Yes ☐ No
Submitting a Preference Program request? Small Business Preference claimed? ☒ Yes ☐ No Non-Small Business Preference claimed? ☐ Yes ☒ No Target Area Contract Preference Act claimed? ☐ Yes ☒ No	☒ Yes ☐ No	☐ Yes ☐ No
Is the Corporation registered and in good standing to do business? ☒ Yes ☐ No Submit current copy of a Secretary of State Certification or Business License (Check the California Secretary of State website at https://bizfileonline.sos.ca.gov/search/business to verify status) Is the company an LLP? ☐ Yes ☐ No	☒ Yes ☐ No	☐ Yes ☐ No
Submitted the Fee Proposal (Attachment J) in a separate document in the Proposal package email. Fee Proposal clearly labeled as "FEE PROPOSAL FOR RFP NO. 2024-9375, submitted by KURO MENTORS, LLC."	☒ Yes ☐ No	☐ Yes ☐ No

Verifications Performed by CalPERS Staff	CalPERS Verification
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at https://oal.ca.gov/publications/notice_register/)	☐ Yes ☐ No

Comments:

Signature of CalPERS Reviewer

Date