



Office of
Diversity, Equity and Inclusion
CITY OF PHILADELPHIA

Diversity, Equity, and Inclusion Plan

FY 2023

Department Name:

 **FINANCE**

Unit Name:

 **BOARD OF PENSIONS AND RETIREMENT**

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DEPARTMENT FUNCTIONAL DETAILS

Name of Department:

 **FINANCE**

Name of Business Unit:

 **BOARD OF PENSIONS AND RETIREMENT**

Point of Contact Name:

 **TERESA R. GRAY**

Point of Contact Title:

 **PENSIONS ADMINISTRATIVE SERVICES
DIRECTOR**

GOAL 1

SUSTAINABLE DEPARTMENT INFRASTRUCTURE

The Mayor's Office of Diversity, Equity and Inclusion provided City Departments with a DEI Plan template that included a list of recommended strategies and performance measures that would allow departments to fulfill and measure the performance of each citywide DEI objective. In their DEI plans, departments identified which of the Citywide DEI strategies and performance measures they are using or plan to adopt during the current fiscal year. Departments also identified their own strategies for achieving each Citywide DEI objective.

1. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates diversity, equity, and inclusion.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Develop a DEI vision and mission statement and communicate it to all employees.
- Identify the role of inclusion in the mission of your department.
- Dedicate staff, existing budget, time to management and coordination of internal DEI strategy.
- Integrate DEI principles into all decision-making processes.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Completed Vision and Mission Statement
 - » Yes
 - » This Board's mission is to continue to partner with the ODEI in support of the Mayor's commitment to creating a more equitable Philadelphia and pledges to continue its collaborative efforts of intentionally implementing policies and practices that foster and create a diverse and inclusive workforce and that are aimed at fulfilling fiduciary and other legal duties that have the effect of advancing diversity in the investment management space.
- Number of staff communications related to DEI objectives
 - » 1

- » The Board's vision and mission statement was communicated to staff on 6/9/22.
- Budget and resource allocation for DEI objectives
 - » Yes
 - » This Board continues to allocate resources, including funding, to advance its efforts to implement and maintain initiatives developed to improve diversity and create a more inclusive workplace.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

2. CITYWIDE DEI OBJECTIVES

Transform the executive leadership capacity to shift DEI practices, processes, and power dynamics that influence impact.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- DEI coaching for executive or senior departmental leadership to develop leadership behaviors that promote inclusiveness, every three years, at a minimum.
- Quarterly collaboration and communication with the Mayor's Office of Diversity, Equity and Inclusion.

METRICS AND PERFORMANCE INDICATORS

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- Number and types of coaching provided to leadership
 - » 2
 - » This Board has approved and funded attendance by diverse employees at educational and networking conferences that seek to educate, encourage, and empower diverse employees in the pension plan investment and administration space. Management staff has also undergone D&I training.

GOAL 1

- Frequency of meetings with Mayor's Office of DEI and identification of issues resolved through collaboration
 - » Quarterly
 - » We have quarterly collaboration and communication with the Mayor's Office of DEI. There have not been issues to resolve.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » The Board is active in multiple affinity organizations (e.g., National Association of Securities Professionals, The Thirty-Percent Coalition and National Association of Investment Companies) whose programs, engagements, and initiatives are designed to increase opportunities for, development of and investments with diverse investment firms and to increase diversity in senior leadership and boardrooms and in companies. The Board also uses its shareholder power to support the advancement of diverse persons in the financial industry. These efforts include but are not limited to the filing of proposals at various corporations seeking greater diversity on their Boards and/or further disclosure of employee demographic data.

GOAL 2

WORKFORCE EQUITY & WORKPLACE INCLUSION

1. CITYWIDE DEI OBJECTIVES

Build and retain a workforce that better reflects and serves the residents of Philadelphia - across all functions and leadership levels - inclusive of race, ethnicity, religion, disability, age, gender, gender identify and sexual orientation.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Build and sustain a diverse and inclusive leadership team.
- Complete the annual Exempt Workforce Planning Document and track the anticipated hiring and vacancies in the departmental workforce for the next fiscal year, including hiring opportunities in the exempt workforce as required by EO 1-20.
- For each position, develop and implement a plan for recruitment from a diverse, qualified group of applicants designed to achieve equitable representation across all functions and levels: leadership, management, and staff.
- Ensure advertising reaches diverse communities where a wide variety of candidates are more likely to look for job postings.
- Identify civil service positions where it is difficult to source diverse candidates and work with the Office of Human Resources to attract applicants from diverse groups.
- Identify positions and categories of diversity (race, gender, identity, etc.) where department has achieved progress in hiring diverse, qualified candidates.
- Ensure job requirements and classifications are evaluated for bias and eliminate barriers to recruitment - such as unnecessary education requirements and experience.
- Create a diverse hiring panel (of gender, age, race/ethnicity) to assist with assessing candidates at all levels of the hiring process (resume review, interviews, etc.). This key step in the process better ensures that equity will be built into the process and mitigates the impact of implicit biases.
- Create an assessment process that not only includes traditional interviews but other tools. OHR and Human Resources & Talent ("HR&T") can assist in developing your selection process.
- Utilize Exempt Diversity Handbook and partner with DEI/OHR where helpful to identify talent across diverse communities.
- In partnership with the Office of Human Resources, ensure training to conduct interviews with cultural humility.

METRICS AND PERFORMANCE INDICATORS

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- List of recruitment efforts and recruitment opportunities
 - » Yes
 - » We had one exempt position, Audit Manager, we filled effective 11/14/22 as the former employee occupying the position retired. We have 2 other exempt position that we are looking to fill: Senior Investment Officer and Operations Officer and Data Analyst. We partnered with HR & Talent to advertise and promote all three positions.
- Diverse hiring panel attestations
 - » Yes
 - » The hiring panel for the Audit Manager position consisted of The Executive Director (White male), Deputy Director, (AA woman), the CIO (White Male), the Compliance Manager (White male) and the Pensions Administrative Services Director (AA woman). The hiring panel for the other two positions consists of the CIO (White male), the Deputy CIO (White male), the Audit Manager (Asian woman) and the Pensions Administrative Services Director (AA woman).
- Exempt workforce metrics
 - » Yes
 - » The plan to recruit, developed and implemented by HR & Talent will yield a pool of diverse, qualified applicants from which a selection could be made.
- Diversity of executive leadership team
 - » Yes
 - » This Board's Exempt staff is 61% diverse and 44% female.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

2. CITYWIDE DEI OBJECTIVES

Require and sustain a workplace culture of inclusion that values and promotes respect, belonging and opportunity for all.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

GOAL 2

- Consistent with the strategies set forth under Goal 3 (Impactful Learning and Professional Development), ensure that executive leadership and managers receive training on supporting a diverse, inclusive work environment.
- Identify barriers to inclusive culture through employee assessment or engagement surveys and develop specific strategies to promote inclusiveness.
- Discuss the importance of creating an inclusive working culture during staff meetings or other forums.
- Track the number of formal complaints or informal concerns related to Equal Employment Opportunity ("EEO") or DEI matters, including contacts with the Employee Relations Unit.
- Encourage the creation of internal/departmental City Resource Groups, and formation of department-specific inclusion committees with representation across leadership levels.
- Promote participation in Citywide and internal/departmental City Resource Groups or affinity groups.
- Promote the use of the Employee Self Identification Census in OnePhilly, with which employees can voluntarily self-identify using expanded sexual orientation and gender identity options.
- Create an accommodating workplace environment for employees with disabilities, including a strategy for accommodating employees with disabilities.
- Involve the department's management team in the department's diversity, equity, and inclusion goals.
- Develop a process to identify and address microaggressions or micro-inequities that have occurred within the department.
- Develop a strategy or policy that supports transgender employees who may be transitioning.
- Listen, acknowledge, and respond to employee stress generated by pandemic, social unrest, equity, violence, etc.

METRICS AND PERFORMANCE INDICATORS

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- Compliance with DEI workforce plan and progress toward goals identified in plan
 - » Yes

GOAL 2

- » In the next fiscal year, this Board will focus its efforts on filling vacancies resulting from retirements. It is our goal to bolster our customary hiring process with best practices from the ODEI and HR and Talent to promote from within our own diverse workforce when possible and to work with the OHR through its certification process, to recruit and attract from a diverse group of applicants.
- Progress toward identification and elimination of barriers to retaining and promoting diverse staff
 - » Completed
 - » Some barriers to retaining and promoting staff are experience and rank on the City's eligible lists. To eliminate these barriers, we promote from within, when possible, encourage employees to cross train to gain experience and to help employees to appeal denials by the OHR to apply to progressive positions.
- Identification of efforts done to create an inclusive environment
 - » Completed
 - » This Board continues its efforts to create and maintain an inclusive environment as evidenced by its promotion of diverse employees to key management positions and approved and funded attendance by diverse employees at educational and networking conferences that seek to educate, encourage, and empower diverse employees and provides mentors and role models for diverse employees. To advance diversity, a hallmark of its workforce plans, this Board has made internal promotions of diverse employees to key management positions and conducted a utilization study to assess and advance the use of diverse investment managers. Under this Board's Investment Policy Statement (IPS), MWDBE firms are granted flexibility to apply using reduced initial screening criteria and staff is mandated to consider at least one (1) MWDBE manager in each search. Further, when screening, interviewing, and evaluating all managers, this Board ensures that at least one (1) staff member is diverse by race, ethnicity and/or gender.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

3. CITYWIDE DEI OBJECTIVES

Improve the retention of diverse employees.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess opportunities to continue developing strategies to retain qualified, diverse talent.
- Identify onboarding processes and identify opportunities within those processes to effectively integrate diverse employees into the organization.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number of stay interviews
 - » 7
 - » We often solicit advice from diverse departmental employees on eligible lists on what can be done to retain their services as well as those that are not on where we can improve.
- Number of exit interviews
 - » 7
 - » Most employees exit the department due to retirements and promotions to specialized positions outside of this Board's scope such as Youth Detention Counselor, Police Officer, etc.
- Results of exit interviews by race/ethnicity, gender, etc.
 - » Yes
 - » There has never been an instance where an exiting employee left because they were unsatisfied with working conditions here.
- Onboarding policy
 - » Yes
 - » We do our own onboarding as well as refer new and returning employees to the City's Virtual Onboarding hosted by HR and Talent.
- Employee satisfaction survey results
 - » No

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

4. CITYWIDE DEI OBJECTIVES

Improve the promotion of diverse employees.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess existing promotion strategies to increase opportunities for diverse persons.
- In partnership with the Office of Human Resources, ensure that managers and supervisors identify strategies to assist diverse employees to become qualified for progression into mid-management positions.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of initiatives and reforms generated in response to assessment of existing policies
 - » At least 5
 - » In response to the assessment of existing policies, this Board has initiated reforms that advance racial equity and fostered a diversely inclusive workforce.
- Number and types of advancement opportunities
 - » 3
 - » This Board's overall workforce is 69% diverse by race/ethnicity and 69% by gender. We have approved at least 3 internal promotions to key management positions by diverse employees.
- Mid-management strategy
 - » Yes
 - » This Board employs a diverse workforce and encourages all employees to apply for City promotional positions. These promotional positions often provide the necessary experience for progression into mid-management positions. Our workforce has more than a handful of instances of attainment of mid-management and other promotions by diverse employees.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

GOAL 3

IMPACTFUL LEARNING & DEVELOPMENT

1. CITYWIDE DEI OBJECTIVES

Deepen staff capacity and develop a culture of learning to embed diversity, equity, and inclusion strategies in everyday work.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Periodic training for managers and supervisors on how to manage diverse, inclusive teams.
- Provide all employees with access to professional development or mentorship opportunities.
- Provide professional development opportunities that are directly related to building leaders from diverse underrepresented talent.
- Train employees on implicit bias.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of trainings
 - » 1
 - » New employees and leadership are required to complete city sponsored DEI training. We have also approved and funded attendance by diverse employees at educational and networking conferences that seek to educate, encourage, and empower diverse employees.
- Number of staff participating in training and DEI initiatives
 - » >50% of staff
 - » There are numerous budgeted personnel dedicated to working on and resolving DEI issues in the event they arise. All new hires participate in the City's DEI training, and we will continue to work with the ODEI to develop additional in-house training.
- Number and types of DEI specific staff communications
 - » 1

GOAL 3

Impactful Learning & Development

- » This Board's DEI vision and mission statement was communicated to staff on 6/9/22.
- Employee inclusion surveys
 - » No
 - » This Board has not adopted an official survey but remains willing to work with the ODEI to develop one.
- Number and types of initiatives and reforms generated in response to trainings, surveys
 - » 5
 - » This Board continues its efforts to actively seek employee input regarding decisions that affect them. Staff is encouraged to take advantage of continuing education and career advancement opportunities.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

1. CITYWIDE DEI OBJECTIVES

Develop a departmental budget that centers and accelerates racially equitable impact, diversity, and inclusion.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Take a leadership role in annual racial equity budget process.
- Advance racial equity as part of the core work the department performs.
- Administer critical programs or policies with the department's existing budget to improve racial equity.
- Use some of the department's existing budget to create an inclusive, anti-racist workplace.
- Involve internal and/or external stakeholders, including marginalized communities of color and other underrepresented community groups, in the department's budget process and program/policy design.
- Allocate existing resources to the recruitment of diverse, qualified candidates.
- Allocate existing resources to professional development for employees.
- Evaluate performance measures reported in the City's Five Year Financial and Strategic Plan to identify where data is currently or could possibly be disaggregated by race and develop a path to achieve disaggregation to uncover disparities in performance outputs and outcomes.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Allocation of resources to equity, recruitment, and training initiatives
 - » Yes
 - » Extensive focus on racial equity given during City and departmental budget preparation and recruitment efforts.
- Number and types of inclusion and anti-racist workplace initiatives
 - » 6

GOAL 4

- » This Board continues to seek and accept input from staff regarding anti-racist workplace initiatives. Concerns are evaluated and when necessary appropriate corrective measures are taken. Staff has undergone the D&I training to further its resolve to promote, create and maintain an environment of respect, fairness, and justice.
- Number and types of community engagement events used to inform budget priorities
 - » 0
 - » This Board doesn't interact with the general public and has not been involved in any type of community engagement events. Public related measures don't apply.
- Records of attendance/outreach at events used to inform budget priorities
 - » No
 - » This Board doesn't interact with the general public and has not attended outreach events. Public related measures don't apply
- Disaggregated data and metrics relevant to the department's Five Year Financial and Strategic Plan performance measures
 - » I am unaware of any disaggregated data and metrics.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- N/A

1. CITYWIDE DEI OBJECTIVES

Advance economic opportunities for diverse business enterprises.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Pursuant to EO 1-21, submit an annual Compliance Plan that includes Benchmarks and an overall strategy for providing maximum opportunities for M/W/DSBE participation.
- Maximize the utilization of M/W/DSBE firms for contracting.
- Meet or exceed department's annual M/W/DSBE benchmark for inclusive contracting.
- Allot time (quarterly) to meet with OEO staff to monitor progress toward achieving the Department's annual Benchmark, discuss challenges to inclusive contracting, and identify solutions to ensure inclusive contracting.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Submission of completed, approved Compliance Plan
 - » No
 - » We are currently working with the OEO and the Law department on finalization of the Compliance plan.
- Annual participation levels of Minority, Women, Disabled Owned Business Enterprises
 - » Above goal
 - The Board conducted a utilization study to assess and advance the use of diverse investment managers in pursuit of its fiduciary and legal duties. The study revealed that only 8.7% of the universe of investment management firms who meet the investment screening criteria are diverse under EO 1-21's definition of a M/W/DSBE. Through September 30, 2022, the Board's lineup of investment managers includes 30% diverse managers, far surpassing the universe of available qualifying diverse firms.

- Furthermore, as of September 30, 2022, nearly 57.5% or roughly \$3.64 billion of the assets of the Retirement System's Fund ("Fund") administered and managed by the Board was held by MWDBE investment firms. Based on available reported data as of end of FY 21, diverse firms had earned more than \$6.8 million or 30.2% of total investment management fees paid out by the Board.
- Another initiative by this Board is its policy and practice to encourage and monitor whether investment managers, subject to investment management agreements, use approved, diverse brokers to meet a goal of directed broker commissions of at least 35% during a calendar year. As a result, as of end of June 2022, the Fund's equity managers had directed 47% to diverse/local brokers for the quarter and 53% YTD; and the fixed income managers had directed 37% for the quarter and 36% for YTD to diverse/local brokers.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » Additionally, under the Board's Investment Policy Statement (IPS), MWDBE firms which otherwise qualify are granted dispensation to apply if they meet reduced initial screening criteria and staff is mandated to consider at least one MWDBE manager in each search. Also, when screening, interviewing, and evaluating all managers, the Board ensures that at least one staff member is diverse by race, ethnicity and/or gender. Finally, the Board carefully monitors all existing and prospective managers regarding diversity and inclusion in their workforce by requesting and analyzing demographic data reports at various levels in the organization.

GOAL 6

EQUITABLE CITY SERVICES & COMMUNITY ENGAGEMENT

1. CITYWIDE DEI OBJECTIVES

Ensure fairness and equitable services, resources, and opportunities so that all Philadelphia residents reach their full potential.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate resources and capacity to consult with non-profit organizations that are actively engaged in identifying critical diversity issues and committed to making the City more inclusive.
- Evaluate resources and capacity to survey community needs and responses to Department initiatives.
- Review community survey data or survey reports to determine the needs of the community.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Number and types of engagement with community organizations
 - » 0
 - » This Board does not interact with the general public, therefore, public related metrics don't apply.
- Community survey results
 - » No
 - » This Board does not interact with the general public, therefore, public related metrics don't apply.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

2. CITYWIDE DEI OBJECTIVES

Enhance City customer service being provided by the department.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Evaluate quality of customer service being provided by department
- Conduct department outreach in diverse communities.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Community/customer satisfaction survey results
 - » No
 - » While this Board has not conducted community surveys, we aggressively focus on customer service for retirees and current employees and promptly respond to areas of concern or inquiry.
- Number, types, and location of outreach events
 - » 0
 - » This Board does not interact with the general public, therefore, public related metrics don't apply.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

3. CITYWIDE DEI OBJECTIVES

Produce more racially equitable outcomes for all Philadelphians.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

GOAL 6

- Identify and move forward opportunities for the department to decrease the percentage of people of color living below the poverty line in Philadelphia.
- Identify and move forward opportunities for the department to increase the educational attainment of a bachelor's degree or higher for people of color.
- Identify and move forward opportunities for the department to increase the percentage of people of color working quality jobs, i.e., jobs that guarantee family sustaining wages or a competitive salary; health, dental and other benefits; and promotion and career advancement opportunities.

METRICS AND PERFORMANCE INDICATORS

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- Identification and progress of department strategies identified to create more racially equitable outcomes
 - » The Board of Pensions is not involved in community engagements.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

4. CITYWIDE DEI OBJECTIVES

Full integration of people with disabilities in all aspects of community life.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Increase accessibility to meetings, events, opportunities for people with disabilities to engage with the City.
- Empower ADA liaison to track inquiries, grievances, and resolutions.

METRICS AND PERFORMANCE INDICATORS

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GOAL 6

- Track how people engage with the department: how many times American Sign Language interpretation provided; utilization of closed captioning; call in options
 - » 0
 - » We have a plan and capacity to provide those service but there have not been any requests to access them.
- Department compliance with Mayor's Office for People with Disabilities guidance
 - » Yes
 - » We are fully accessible to people with disabilities
- Number and types of inquiries and grievances handled by ADA liaison
 - » 0
- Number and types of resolutions of inquiries and grievances handled by ADA liaison
 - » 0

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

5. STRATEGIES

Ensure meaningful language access for Limited English Proficient residents in Philadelphia.

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Update department's Language Access Plan as needed.
- Track performance of language access policies and procedures.
- Work with the Office of Immigrant Affairs to improve language access policies and procedures.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

GOAL 6

- Maintenance of Language Access Plan
 - » Yes
 - » Board updates plan as necessary.
- Number and types of requests for language access assistance
 - » 0
- Outcome of requests for language access assistance
 - » N/A

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » N/A

GOAL 7

RACIAL EQUITY ACTION PLAN PROGRESS

1. CITYWIDE DEI OBJECTIVES

Implement and strengthen the department's Racial Equity Action Plan

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Complete Racial Equity Action Plan cohort process.
- Identify racial equity priorities for department.
- Identify and advance strategies to address each racial equity priority area.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Racial Equity Action Plan implementation progress
 - » In Progress
- List of new priority strategies or areas of concern identified since conclusion of racial equity cohort process
 - » In Progress

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » In Progress

2. CITYWIDE DEI OBJECTIVES

Adopt a departmental policy and practice infrastructure that centers and accelerates sustained redress of racial disparities internally

KEY STRATEGIES

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key strategies to meet this citywide DEI objective. The full list of recommended DEI strategies is available on the City's DEI website. Below are the strategies that this department committed to adopting in FY 23.

- Assess and identify internal racial disparities on an annual basis and as need
- Identify where departmental policies, practices, attitudes, and cultural messages are resulting in differential outcomes by race on an annual basis and as needed.

METRICS AND PERFORMANCE INDICATORS

The Mayor's Office of Diversity, Equity and Inclusion provided City departments with a list of key performance measures and metrics to track progress toward this citywide DEI objective. Each performance measure or metric included a dropdown menu of options. The full list of recommended DEI performance measures and dropdown menu options are available on the City's DEI website. Below are the statuses of this department's performance measures and metrics.

- Reduction and/or elimination of disparities and differential outcomes by race
 - » Yes
 - » Although not public facing or serving, this Board has adopted and implemented policies and practices that have created and fostered a diverse and inclusive workforce and that advanced diversity in the investment management space.

ADDITIONAL STRATEGIES

Describe any additional strategies the department is using or plans to use to advance the citywide objective.

- » See Above