



New York State
Teachers'
Retirement
System

MWBE

MINORITY- AND
WOMEN-OWNED
BUSINESS
ENTERPRISES

Asset Management and Financial Institution Strategy Report

FISCAL YEAR 2024–2025

Table of Contents

About NYSTRS..... 2

Governance Structure..... 3

Funding..... 3

Investments..... 4

Asset Allocation 4

NYSTRS Financial Highlights 5

New York’s MWBE Asset Management and Financial Institution Strategy 6

Advancement of MWBE Guidelines 7

Traditional MWBE..... 7

Substantially Owned and/or Operated MWBE 7

MWBE Certification 7

Pursuit of MWBE Guidelines..... 8

Ongoing Initiatives 8

Participation in MWBE Events 9

MWBE Participation by Asset Class 10

Domestic, International and Global Equities 10

Fixed Income 11

Real Estate Equity and Real Estate Debt..... 13

Private Equity and Private Debt 14

2025 MWBE Investments and Professional Services Conference 15

Furthering NYSTRS’ MWBE Strategy 15

Appendix A 16

Appendix B 17

NYSTRS has commenced an enterprise-wide review of its MWBE and DEI strategy, including the development, enhancement and design of publications such as this one. The review process remains ongoing and encompasses an examination of internal methodologies and outreach strategies toward broader alignment of MWBE and diversity, equity and inclusion initiatives. The System anticipates changes to this document will be captured in the 2027 MWBE Report.

About NYSTRS

Established in 1921 by the New York State Legislature, the New York State Teachers’ Retirement System (“NYSTRS” or the “System”) administers the fund from which New York state public school teachers and administrators (excluding those in New York City) receive retirement, disability and death benefits.

NYSTRS is one of the 10 largest public retirement systems in the nation and 30 largest in the world. We serve approximately 460,000 active and retired members, including beneficiaries.

A 10-member Board of Trustees representing various constituents sets policy and oversees System operations. By law, the Board’s composition is as follows:

- Three teacher members are elected from the membership, one each year, by delegates to the System’s Annual Meeting.
- One NYSTRS retiree is elected (if more than one candidate) by a mail or electronic vote of all retired members.
- Two school administrators are appointed by the state Commissioner of Education.
- Two present or former school board members, experienced in the fields of finance and investment, are elected by the Board of Regents based on recommendations of the New York State School Boards Association. At least one of these individuals must have experience as an executive of an insurance company.
- One present or former bank executive is elected by the Board of Regents.
- The State Comptroller or a designee.

Trustees serve three-year terms, except the State Comptroller (or designee) who serves while in office.



NYSTRS Board Members <i>as of June 30, 2025</i>		
David P. Keefe, President Retired Teacher Member Elected by NYSTRS Retirees Trustee since 2004		Dr. L. Oliver Robinson, Vice President School Administrator Appointed by Commissioner of Education Trustee since 2010
Juliet C. Benaquisto Teacher Member Elected by NYSTRS Delegates Trustee since 2021		Dr. Phyllis S. Harrington School Administrator Appointed by Commissioner of Education Trustee since 2010
Eric J. Iberger Teacher Member Elected by NYSTRS Delegates Trustee since 2021		Donald A. Little III Teacher Member Elected by NYSTRS Delegates Trustee since 2024
Jennifer J. Longtin School Boards Association Representative Elected by Board of Regents Trustee since 2019		Ruth Mahoney Bank Executive Elected by Board of Regents Trustee since 2021
Paul Farfaglia School Boards Association Representative Elected by Board of Regents Trustee since 2023		Nicholas Smirensky State Comptroller Appointee Trustee since 2007

Governance Structure

Members of the NYSTRS Board, who serve without pay, have a fiduciary responsibility to safeguard the fund used to pay guaranteed retirement and ancillary benefits to the System’s members and beneficiaries. The Board receives counsel from staff, advisory committees and investment consultants to help formulate its investment policy. Board members are entrusted to invest funds at an appropriate long-term rate of return consistent with appropriate levels of diversity and risk. The funds must be invested with the care, skill and diligence that a prudent person familiar with such matters would use. Prudent management of System assets helps to ensure that sufficient assets are on hand to pay promised benefits when they come due. System assets are managed at a low cost to participating employers.

Funding

Funds used to pay promised benefits come from employer contributions, member contributions and investment income. Assets are professionally managed and invested on a long-term basis using sound investment policies. Over the past 30 years, investment income has accounted for 85% of all NYSTRS income.

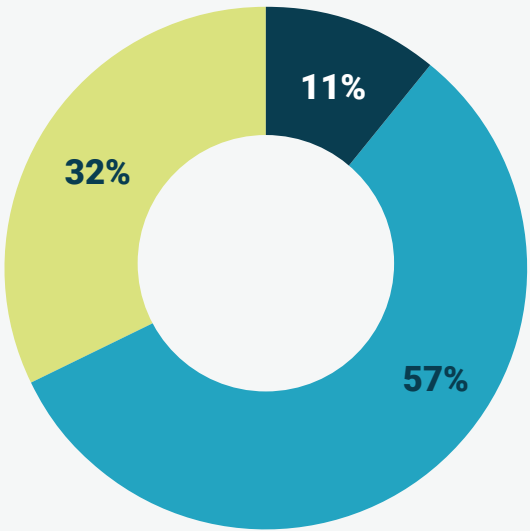
As of June 30, 2025, System net assets totaled \$153.6 billion, with total assets under management of \$151.3 billion.*

The design, implementation and administration of appropriate internal controls protecting the security of assets are the responsibility of System management. To ensure the validity of these controls, a system of both external and internal checks and balances exists. Financial information and internal controls are subject to audit by the New York State Department of Financial Services and the System’s Internal Audit Department. In addition, Plante Moran, an independent certified public accounting firm, audits the System’s financial statements annually. The System consistently receives favorable audit opinions.

During the fiscal year ended June 30, 2025, the System’s annual benefit payroll for its approximately 185,000 retirees and beneficiaries was approximately \$8.7 billion. These payments serve as an important economic stimulus across New York state. A breakdown of total benefits paid to NYSTRS members and beneficiaries residing in New York state will be included in our follow-up MWBE report, issued at the end of the calendar year.

Assets Under Management

as of June 30, 2025*



More than half of the System’s assets are managed internally, directly by NYSTRS staff.

	SYSTEM ASSETS IN BILLIONS	
● Internally Managed	57%	\$86.3
● Externally Managed - Active	32%	\$48.9
● Externally Managed - Passive	11%	\$16.1
Total Assets Under Management		\$151.3

*Figures are based on preliminary numbers as of June 30, 2025 and are subject to change based on market value adjustments.

Investments

The System’s assets are invested in a prudent manner in order to achieve an appropriate long-term total return with an appropriate level of risk. The System is committed to a disciplined, risk-controlled investment approach that focuses on thoughtful and prudent diversification of assets across a broad spectrum of capital market segments. The allocation of assets within the portfolio, as well as the fund’s overall structure, are continuously reviewed and adjusted as appropriate to achieve these goals.

NYSTRS’ diversification of assets helps the System earn an appropriate long-term rate of return within appropriate risk levels. In turn, this helps enable the System to pay guaranteed benefits to retirees and beneficiaries. System assets are managed at a low cost to participating employers and the taxpayers that fund them.

Asset classes in which NYSTRS invests include: domestic equity; international equity; global equity; real estate equity; private equity; domestic fixed income; high yield bonds; global bonds; real estate debt; private debt; and cash equivalents.

Approximately 57% of the System’s investments are managed internally by the System’s own investment professionals. These investments primarily consist of index-matching domestic equity funds and fixed income instruments. Internal management allows the System to control fees and helps reduce the System’s cost of operation. NYSTRS administers the plan at a very low cost in comparison to the value of assets managed.

Asset Allocation as of 6/30/25*	
Domestic Equity	32.8%
International Equity	15.7%
Global Equity	4.5%
Real Estate Equity	10.6%
Private Equity	9.5%
Total Equity	73.1%
Domestic Fixed Income	14.9%
High-Yield Bonds	0.9%
Global Bonds	2.0%
Real Estate Debt	5.9%
Private Debt	1.8%
Cash Equivalents	1.4%
Total Debt	26.9%
Total Plan Assets	100.0%

*Based on preliminary numbers as of 6/30/25.



Providing our members with a secure pension is a shared responsibility. Over the past 30 years, earnings on investments and member contributions produced the bulk of NYSTRS’ income. Taxpayers contribute by way of employer contributions. The result of this shared commitment is a well-funded plan.

NYSTRS Financial Highlights – As of June 30, 2025*

Total assets under management**	\$151,349,590,537	
Total assets internally managed	\$86,309,641,503	57%
Total assets externally managed - active	\$48,927,774,098	32%
Total assets externally managed - passive	\$16,112,174,936	11%
Total MWBE assets under external management***	\$5,040,919,111	7.75%
Total fees paid to external firms	\$444,492,475	
Total fees paid to MWBE firms	\$30,772,277	6.92%

MWBE Assets Under External Management (by Asset Class)
(As a percentage of externally managed***)

Asset Class	Market Value	Percent of Externally Managed***
Fixed Income	-	-
Private Equity & Private Debt	\$2,069,356,420	3.18%
Domestic, International & Global Equities	\$2,409,646,903	3.70%
Real Estate Equity & Real Estate Debt	\$672,087,067	0.86%

Breakdown of Private Equity and Private Debt Committed Capital

	Number of Firms	Committed Capital	Percent of Committed Capital
All Firms	65	\$27,712,312,232	100%
MWBE Firms	7	\$2,880,825,000	10.40%

Breakdown of Real Estate Equity and Debt Committed Capital

	Number of Firms	Committed Capital	Percent of Committed Capital
All Firms	49	29,317,660,532	100%
MWBE Firms	3	985,825,016	3.36%

Breakdown of Fees by Category

Category	Asset Management	Financial Institutions	Professional Services
Total Fees Paid to All Firms	\$428,069,336	\$473,238	\$15,949,901
Total Fees Paid to MWBE Firms	\$30,647,700	\$11,745	\$112,832
Percent of Fees Paid to MWBE Firms	7.16%	2.48%	0.71%

*Figures are based on preliminary numbers as of June 30, 2025 and are subject to change based on market value adjustments. This report only includes firms that completed the Lenox Park survey and were certified as MWBE by Lenox Park on behalf of NYSTRS as of Jan. 10, 2025.
**System net assets as of June 30, 2025 are \$153.6 billion, which includes assets under management of \$151.3 billion, other assets and liabilities.
***Reflects percentage of externally managed assets (active and passive).

New York’s MWBE Asset Management and Financial Institution Strategy

The New York State Minority- and Women- Owned Business Enterprise (MWBE) Asset Management and Financial Institution Strategy (Chapter 171 of the Laws of 2010) was established to codify and replicate best practices for the inclusion of MWBE asset managers, investment banks, and financial and professional service providers. The strategy encourages greater utilization of the services of MWBEs by fiduciary-controlled entities established by New York State law. Such entities include the New York State Common Retirement Fund (“CRF”) under the sole trusteeship of the Office of the State Comptroller, the New York State Insurance Fund (“NYSIF”), the New York State Deferred Compensation Plan and NYSTRS.

The System’s Retirement Board adopted the NYSTRS MWBE Asset Management and Financial Institution Guidelines (“Guidelines”) for the certification of all business entities providing asset management investment-related business or services as a provider of financial and professional services. Any actions taken by NYSTRS must be consistent with its overriding fiduciary responsibility to its members, retirees and beneficiaries.

The Guidelines, as provided in Appendix B of this report, outline the strategy under the law to:

- Periodically advertise and make MWBE firms aware of opportunities to conduct business with NYSTRS.
- Provide a report to the Governor, Legislature and the State Chief Diversity Officer, within 60 days from the close of NYSTRS’ fiscal year, on MWBE provision of services to the System.
- Work with CRF and NYSIF in creating a database of MWBEs utilized by respective parties.
- In conjunction with other fiduciary entities, hold an annual MWBE conference to promote the System’s MWBE strategy and educate MWBE firms on business opportunities with the System.

In accordance with the Strategy and Guidelines, NYSTRS, continues to review best practices and the ongoing certification process. Further, NYSTRS submits this annual report to the Governor, Legislature and Chief Diversity Officer on the utilization of MWBEs.



Advancement of MWBE Guidelines

NYSTRS, as well as the Common Retirement Fund (“CRF”) under the sole trusteeship of the Office of the State Comptroller and the New York State Insurance Fund (“NYSIF”), uses Lenox Park to survey and certify asset managers, financial institutions, and financial and professional service providers (in the areas of accounting, banking, financial advisory, insurance, legal, research, valuation, and other financial and professional services) to determine which existing business partners qualify as MWBEs. NYSTRS works with Lenox Park to update NYSTRS’ MWBE certification survey each year.

In accordance with the New York statutory provisions and the NYSTRS MWBE Asset Management and Financial Institution Guidelines, the business entities may qualify as a traditional MWBE firm or a substantially owned and/or operated firm.

Traditional MWBE

A traditional firm is at least fifty-one percent owned by one or more minority group members, or least fifty-one percent owned by one or more women, in each case, who have significant experience in the relevant area.

Substantially Owned and/or Operated MWBE

A substantially owned and/or operated firm includes firms with at least thirty-three percent ownership and/or operation by members of minority groups and/or women and of the thirty-three percent have at least twenty-five percent ownership by minority group members and/or women. Under substantially owned and/or operated, each individual counted in determining percentage of ownership or operation is counted once.

MWBE Certification

NYSTRS worked with Lenox Park, an MWBE firm, to update the certification survey and conduct the certification review process of firms established as business partners with NYSTRS during the 2024-25 fiscal year. This report only includes firms that completed the Lenox Park survey and were certified as MWBE by Lenox Park on behalf of NYSTRS as of Jan. 10, 2025.

The System maintains an ongoing process to conduct an MWBE certification review of asset managers, financial institutions, and financial and professional service providers doing business with NYSTRS for the relevant fiscal year. The System is currently conducting outreach to firms that did not participate in the survey by Jan. 10, 2025.

By late December, this report will be updated to reflect the System’s audited financial figures as of June 30, 2025, which will correspond to its *Annual Comprehensive Financial Report*. The updated report will include all firms that complete the MWBE certification survey for the fiscal year ended June 30, 2025, including those that complete it after Sept. 1, 2025.



Pursuit of MWBE Guidelines

NYSTRS Diversity, Equity and Inclusion division continued implementation of an enterprise-wide diversity, equity and inclusion strategy during 2024-25. Highlights from new initiatives of fiscal year 2024-25 include an internal training focus on workplace empowerment, an enhancement in public pension plan peer engagement, hallmarked by NYSTRS’ MWBE Investments and Professional Services Conference and Emerging Manager Week (2025) partnership, and an expansion of employee community initiatives supporting workplace culture.

Ongoing Initiatives for Fiscal Year 2024-25

- NYSTRS emphasized workplace empowerment as a core learning objective for leadership and staff development. Building upon the previous year’s training priority of workplace psychological safety, NYSTRS’ annual all-employee required training focused on diversity, equity and inclusion centered skills such as delegation, inclusive strategies in decision-making, and effective communication to support workplace culture and performance.
- The System sustained a robust portfolio of voluntary and supplemental learning opportunities for staff and leaders related to diversity, equity and inclusion. The varied training offerings span various learning strategies and modalities to meet the complex needs of adult learners.
- Building upon prior workforce assessments, the System launched the Exceptional Team Assessment to measure how the System is achieving its strategic objective to produce exceptional teams. This survey examines employees’ sense of community, workforce support, effectiveness of leadership, and perceptions of inclusion and equity.
- NYSTRS held its annual Minority and Women-Owned Business Enterprises Investments & Professional Services Conference on February 13, 2025. The conference was planned in coordination with the inaugural Emerging Manager Week initiative; a partnership with New York City Comptroller Brad Lander, New York State Comptroller Thomas P. DiNapoli, and the Teacher Retirement System of Texas. The week shined a spotlight on the important role diverse and emerging asset managers play in delivering strong risk adjusted returns for public pension funds.
- The System continued leadership and coordination of the Diversity, Equity and Inclusion Consortium, a quarterly engagement with public pension plan peers focused on diversity, equity and inclusion best practices within the industry.
- NYSTRS welcomed two new fellows to the Investment Fellowship Program. The program offers recent college graduates paid, hands-on experience working in the System’s investment departments: Fixed Income, Private Equity, Public Equities and Real Estate. Fellows also participate in several partnership projects collaborating with the Investment Operations and Stewardship departments.
- The inaugural class of Investment Fellows completed their two-year Fellowship in June 2025 with three Fellows accepting permanent positions in NYSTRS’ Real Estate, Private Equity and Fixed Income departments.
- NYSTRS continued enhancement of internship and career pathway initiatives expanding internal internship opportunities and continuing key partnerships with organizations such as Girls Who Invest, an organization dedicated to bringing more women into portfolio management and leadership; and SEO Careers, an organization providing students with training and resources necessary for industry leadership.
- NYSTRS’ manager-of-managers specialize in manager research and due diligence on smaller and emerging firms. Public Equities staff routinely meet with our manager-of-managers partners to review their annual research of the competitive landscape facing MWBE and emerging managers.
- The Real Estate team continued to pursue MWBE relationships through its Emerging Manager Program with GCM Grosvenor. To date, the team has committed \$600 million to the Emerging Manager Equity Program and \$600 million to the Emerging Manager Debt Program. In addition, the team continued to engage in introductory meetings with MWBE managers sourced through the Grosvenor relationship, the annual NYSTRS MWBE conference and industry organization participation.

- Real Estate department staff are active in the Pension Real Estate Association (PREA), which partners with the Robert A. Toigo Foundation to grant an annual PREA/Toigo scholarship to minority and women students. During the summer of 2025, the Real Estate team hosted its ninth intern through the PREA Foundation/Sponsors for Educational Opportunity internship program, which provides career opportunities to women and minority students in the industry.
- The Fixed Income team continued to hold introductory meetings with MWBE external portfolio managers as appropriate. They also continued to research and include MWBE firms in external manager searches when appropriate.

Participation in MWBE Events for Fiscal Year 2024-25

- In support of the inaugural Emerging Managers Week, System staff from Stewardship and Real Estate attended the New York City Comptroller’s Annual Diverse & Emerging Managers Conference in New York City on February 12, 2025. The conferences conducted during this week provided diverse and emerging asset managers with the unique opportunity to engage with senior leadership of each pension plan, gaining valuable insight into the plans’ priorities for initiating and increasing investments with emerging asset managers.
- In support of the Emerging Manager Week partnership, System staff attended the New York State Common Retirement Fund’s Emerging Manager & MWBE Conference on February 14, 2025. The conference provided attendees the opportunity to hear from industry leaders, System staff, and investment consultants about critical industry topics, as well as a chance to network with asset managers from across the industry.
- Representatives from NYSTRS’ DEI and Public Equities teams attended CATALYST, California’s Emerging & Diverse Investment Manager Forum from May 12-13, 2025. The conference brought together allocators, emerging and diverse investment entrepreneurs, consultants, and industry experts to discuss best practices of allocating to today’s top emerging talent.
- The Real Estate team attended the 10th annual Women Investors’ Forum hosted by AIF Global in September 2024. The Forum brings together influential thought leaders to discuss current investment strategies and trends and to highlight key initiatives for leadership and advancement for women in investment roles.
- Members of the Real Estate team attended the inaugural RE:CONNECT conference hosted by GCM Grosvenor hosted in May 2025. This gathering of real estate limited partners and general partners focused on conversations relating to the evolution and trajectory of the investment practice with scalable emerging managers featuring formal and informal discussions, content and networking designed to connect influential investors with the next generation of investment talent.

MWBE Participation by Asset Class

The following summarizes, by asset class, the status of NYSTRS’ MWBE relationships.

Domestic, International and Global Equities
(53.1% of all invested assets as of 6/30/25)

External Strategies

NYSTRS’ public equity investments include allocations to domestic, international and global markets consistent with the System’s asset allocation targets. The portfolio is invested in both passive and active strategies. A significant portion of the domestic equity allocation is managed internally at low cost. Externally managed passive strategies are used in international markets where internal capabilities currently do not exist. The System also invests in complementary externally managed active strategies across its domestic, international and global allocations with the objective of generating positive returns against the relevant policy benchmarks, after fees and at acceptable levels of risk.

Throughout the 2024-25 fiscal year, the NYSTRS public equities portfolio maintained significant investments managed by MWBE firms. Details regarding our MWBE partners and investments are summarized in the following table.

Firm	Program Type	Market Value
Ariel Investments	International Equity Direct Mandate	\$439,241,581
Leading Edge Investment Advisors	Global Equity Manager-of-Managers	\$693,153,875
Rhumblin Advisors	International Equity Direct Mandate	\$1,277,251,447

Public Equity Brokers

During NYSTRS’ 2024-2025 fiscal year, a total of \$11,745 commission dollars was paid to MWBE trading partners.

Fixed Income

(19.2% of System assets as of 6/30/25. Includes internally managed domestic fixed income, cash equivalents, externally managed global bonds and high yield bonds.)

During NYSTRS’ 2024-2025 fiscal year, fixed income staff remained committed to strengthening relationships with MWBE counterparties and asset managers. This was accomplished through multiple channels, including but not limited to outreach at the annual NYSTRS MWBE conference, regular interaction with approved MWBE counterparties for the System’s internally managed portfolios, and meetings with MWBE external asset managers to discuss capabilities and product offerings. Ongoing communication helps MWBE firms expand their understanding of System objectives as they relate to fixed income and improves System relations with MWBE fixed income counterparties and asset managers.

Fixed Income MWBE Counterparties

- Academy Securities Inc.
- ASL Capital Markets Inc.
- Blaylock Van, LLC
- Mischler Financial Group

For the most recently completed fiscal year, the face amount traded with MWBE counterparties represented 10.9% of trading within the cash equivalents portfolio, 7.0% within the domestic fixed income portfolio, and 10.4% combined.

In the domestic fixed income portfolio, the fixed income team continues to execute side orders on new issue deals with MWBE counterparties. The team also utilizes the sole MWBE primary dealer for Treasury auction orders and, when appropriate, includes MWBE counterparties when executing secondary trades for the domestic fixed income portfolio.

NYSTRS’ Fixed Income Trading Volume

	7/1/24-6/30/25
Total Trading Volume (face amount)	\$49,764,855,770
MWBE Trading Volume (face amount)	\$5,173,210,000
DVBE Trading Volume (face amount)	\$45,500,000
MWBE %	10.4%

For the cash equivalents portfolio, the team continues to use MWBE counterparties for Supranational, Sovereign, and Agency discount note window orders. For approved corporate commercial paper programs with MWBE counterparties as approved dealers on the programs, the team has focused on executing trades with MWBE counterparties while maintaining trading relationships with other non-MWBE dealers.

NYSTRS’ Fixed Income Trading Volume by Portfolio

	7/1/24-6/30/25	
	Cash Equivalents Portfolio	Domestic Fixed Income Portfolio
Total Trading Volume (face amount)	\$43,412,636,000	\$6,352,219,770
MWBE Trading Volume (face amount)	\$4,731,304,000	\$441,906,000
DVBE Trading Volume (face amount)	\$35,000,000	\$10,500,000
MWBE %	10.9%	7.0%

In the case of externally managed portfolios, staff have actively engaged with MWBE asset managers both during the annual MWBE conference hosted by the System, and directly, through individual meetings to discuss capabilities and product offerings. Where appropriate, the team has performed additional due diligence with these firms to determine the possibility for inclusion in the asset class’s roster of external managers.

Real Estate Equity and Real Estate Debt
(16.4% of all invested assets as of 6/30/25*)

As of June 30, 2025, existing MWBE asset manager relationships include Adelante Capital Management, managing \$310.8 million in public market securities in real estate investment trusts (REITs) and real estate operating companies (REOCs); Penwood Real Estate Investment Management, managing \$110.2 million (\$325.0 million in commitments) in four value-add equity real estate funds; and Raith Capital Partners, managing \$251.1 million (\$350.0 million in commitments) in a separate account focused on public and private real estate debt investments.

Firm	Market Value*
Adelante Capital Management	\$310,825,016
Penwood Real Estate Investment Management	\$110,171,279
Raith Capital Partners	\$251,090,772
Total	\$672,087,067

**Figures are based on preliminary numbers as of 6/30/25 and are subject to change based on market value adjustments. Final figures for the fiscal year ended 6/30/25 will be provided in an updated report by the end of the calendar year.*

Private Equity and Private Debt
(11.3% of all invested assets as of 6/30/25*)

NYSTRS’ investments in private equity and private debt are managed externally. In line with its fiduciary obligations to members, retirees and beneficiaries, NYSTRS targets top quartile performance funds for investment.

As of June 30, 2025, private equity and private debt investments accounted for approximately \$27.7 billion in committed capital. Of this total, the System has committed approximately \$2.9 billion across 27 funds which are managed by seven minority-and women-owned firms.

NYSTRS’ private equity staff will generally seek to make direct commitments to MWBE qualified funds.

**Figures are based on preliminary numbers as of 6/30/25 and are subject to change based on market value adjustments. Final figures for the fiscal year ended 6/30/25 will be provided in an updated report by the end of the calendar year.*

2025 MWBE Investments and Professional Services Conference

NYSTRS hosted its 15th annual Minority- and Women-Owned Business Enterprises (MWBE) Investments & Professional Services Conference on Thursday, Feb. 13, 2025, at the Marriott Albany. Over 200 guests attended the day-long conference, which was held this year as a part of the inaugural Emerging Managers Week.

The theme for the event, “A Seat at the Table,” celebrated the System’s commitment to access and opportunity, and offered continuity of our internal training priority, workplace empowerment.

The conference sessions included offerings designed to acquaint potential asset managers and brokers, and professional and financial service providers, with the System. Speakers featured during the event included Cathy Marcus, co-chief executive officer and global chief operating officer of PGIM Real Estate, and Maggie Arvedlund, CEO and Managing Partner of Turning Rock Partners. Each joined NYSTRS Executive Director & CIO Thomas K. Lee for a fireside chat to discuss their careers, challenges for investment professionals, and their path to acquiring a seat at the table.

Furthering NYSTRS’ MWBE Strategy

In support of NYSTRS’ commitment to expanding access and increasing opportunities for MWBE firms, the System continues to provide opportunities to the growing pool of MWBE managers, both through outreach efforts and the pursuit of MWBE guidelines – each of which contributes to NYSTRS’ success as one of the largest public pension funds in the country.

This effort aligns with NYSTRS’ focus on prudent diversification of investments across a broad spectrum of asset classes and its ongoing search for sound investment opportunities that will contribute to the stability of the portfolio.

The System continues to work with the other fiduciary-controlled entities, the Common Retirement Fund under the sole trusteeship of the Office of the State Comptroller and the New York State Insurance Fund, to review the certification recommendations of business enterprises certified as MWBEs.

NYSTRS will host its 16th annual Minority- and Women-Owned Business Enterprises Investments & Professional Services Conference in 2026. The conference is a gateway for MWBE firms to gain knowledge about NYSTRS and to be introduced to the System as it continues to seek investment managers and service providers to further enhance its MWBE strategy. NYSTRS looks forward to providing participants with the opportunity to learn about the System’s investment philosophy, and to network with its managing directors and investments and professional staff.



New York State Teachers’ Retirement System

MWBE 2025 Investments & Professional Services Conference

A Seat at the Table

Appendix A

10:00 a.m.-11:00 a.m. General Registration & Check-in	Entrance Table
11:00 a.m.-11:15 a.m. Conference Welcome	Ballroom
11:15 a.m.-11:30 a.m. Opening Remarks <i>Thomas K. Lee, Executive Director & Chief Investment Officer</i>	Ballroom
11:30 a.m.-12:00 p.m. ED & CIO Opening Fireside Chat <i>Featured Speaker – Cathy Marcus, PGIM Real Estate</i>	Ballroom
12:00 p.m.-1:00 p.m. Lunch Break <ul style="list-style-type: none">Boxed Lunches in Long HallwayAttendees can take lunch to Ballroom	Long Hallway Ballroom
1:00 p.m.-1:30 p.m. ED & CIO Fireside Chat <i>Featured Speaker – Maggie Arvedlund, Turning Rock Partners</i>	Ballroom
1:30 p.m.-2:00 p.m. Networking Session	Long Hallway
2:00 p.m.-2:30 p.m. Miscellaneous Breakout Sessions <ul style="list-style-type: none">Gender Equity in Finance Roundtable (<i>Emily Ekland</i>)Culture Building & DEI (<i>Danny Malavé</i>)Private Debt Seminar (<i>Endurance Aku & David Maye</i>)Cont. Networking (<i>Business Partner Tabling</i>)	Albany Room Troy Room Big Breakout Long Hallway
2:45 p.m.-4:15 p.m. Asset Class Breakouts <ul style="list-style-type: none">Private EquityFixed IncomeReal EstatePublic Equities	Ballroom Albany Room Troy Room Big Breakout
4:30 p.m. Closing Speaker/Remarks	Ballroom

Appendix B

**NEW YORK STATE TEACHERS' RETIREMENT SYSTEM
MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISES ("MWBE")
ASSET MANAGEMENT AND FINANCIAL INSTITUTION GUIDELINES
FOR CERTIFICATION, REPORTING AND COOPERATION
WITH OTHER FIDUCIARY-CONTROLLED ENTITIES**

- I. PURPOSE. In accordance with subdivisions 4, 5, 6, 7, 8 and 9 of section 176 of the Retirement and Social Security Law and section 508-a of the Education Law, the Retirement Board, acting as trustees of the New York State Teachers' Retirement System ("NYSTRS"), establishes these guidelines for the purpose of increasing the utilization of MWBE Asset Managers, MWBE Financial Institutions and MWBE Financial and Professional Service Firms.

These guidelines shall be implemented in accordance with, and subject to, the Retirement Board's fiduciary duties and obligations as trustees of NYSTRS to the members, retirees and beneficiaries of NYSTRS and in accordance with, and subject to, such other investment limitations as may be prescribed by the Education Law, the Retirement and Social Security Law and any other law or rule as may be applicable, including but not limited to the regulations of the Commissioner of Insurance.

These guidelines shall relate to the following activities:

- A. Contracting with MWBE Asset Managers to invest assets of NYSTRS;
- B. Subject to Best Execution:
1. Conducting trades of public equity securities with MWBE Financial Institutions; and
 2. Conducting trades of fixed-income securities with MWBE Financial Institutions;
- C. Allocating investments of assets of NYSTRS either:
1. Directly through investments in the equities and debt securities of MWBEs; or
 2. Indirectly through programs involving MWBE Asset Managers; and
- D. Awarding contracts for accounting, banking, financial advisory, insurance, legal, research, valuation and other financial and professional services to MWBE Financial Institutions and other MWBE Professional Service Firms.

- II. DEFINITIONS. For the purposes of these guidelines, the following terms are defined as follows:

- A. The terms "Asset Manager" and "Asset Management" shall mean the person, or activity by such person, who provides a comprehensive and structured approach to short-term and long-term management of funds of NYSTRS.
- B. The term "Best Execution" shall refer to the obligation of Broker or Broker Dealer to ensure the optimal mix of price improvement (getting a better price than is currently quoted), speed and likelihood of execution.
- C. The terms "Broker" and "Broker Dealer" shall mean an individual or firm, registered in accord with state or federal law, who acts as an intermediary between a buyer and seller.
- D. The term "Business Enterprise" may include, without limitation:
1. A sole proprietorship;
 2. A partnership;
 3. A limited partnership;
 4. A limited liability partnership;
 5. A limited liability company;
 6. A corporation; or
 7. Another similar entity whether domestic or foreign.
- E. The term "MWBE Asset Manager" may include, without limitation:
1. An Asset Manager in any of the following asset classes:
 - a. Public Equity or Fixed Income Securities;
 - b. Hedge Funds;
 - c. Fund of Hedge Funds;
 - d. Private Equity (including Venture Capital);
 - e. Fund of Private Equity funds;
 - f. Real estate investment funds;
 - g. Fund of real estate funds; or

- h. Any other asset class for which NYSTRS might engage external asset managers; and
- 2. An Asset Manager that is:
 - a. An MWBE;
 - b. A registered Investment Advisor or an Investment Advisor exempt from such registration; and
 - c. Certified in a manner consistent with subdivision 3 of section 423-c of the Retirement and Social Security Law.
- F. The term "Minority Group Member" shall mean a United States citizen or permanent resident alien who is and can demonstrate membership in one of the following groups:
 - 1. Black persons having origins in any of the Black African racial groups;
 - 2. Hispanic persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American of either Indian or Hispanic origin, regardless of race;
 - 3. Native American or Alaskan native persons having origins in any of the original peoples of North America; or
 - 4. Asian and Pacific Islander persons having origins in any of the Far East Countries, South East Asia, the Indian Subcontinent or the Pacific Islands.
- G. The term "MWBE" for the purpose of engaging in business with NYSTRS shall mean:
 - 1. A Business Enterprise:
 - a. That is at least fifty-one percent owned by one or more minority group members, or at least fifty-one percent owned by one or more women, who, in each case, have significant experience in asset management, brokerage, other financial services or related professional services such as accounting, valuation or legal services; or
 - b. That is substantially owned and/or operated by women or minority group members who have significant experience in asset management, brokerage, other financial services or related professional services such as accounting, valuation or legal services; and
 - 2. A Business Enterprise:
 - a. In which such minority or women ownership or operation is real, substantial and continuing;

- b. In which such minority or women ownership or operation has and exercises the authority to control independently the day-to-day business decisions of the enterprise;
- c. Authorized to do business in this State; and
- d. Certified in a manner consistent with subdivision 3 of section 423-c of the Retirement and Social Security Law.

H. The term "Financial and Professional Services" shall include, but not be limited to:

- 1. Banking;
- 2. Financial Advisory;
- 3. Financial Research;
- 4. Insurance;
- 5. Law; and
- 6. Valuation.

I. The term "MWBE Financial Institution" shall mean:

- 1. As it relates to brokerage services, a Broker or Broker Dealer that is an MWBE certified in a manner consistent with subdivision 3 of section 423-c of the Retirement and Social Security Law; and
- 2. As it relates to any other financial services, a Business Enterprise that is an MWBE certified in a manner consistent with subdivision 3 of section 423-c of the Retirement and Social Security Law that provides banking, financial advisory, insurance, financial research, valuation or other financial services.

J. The term "Other Fiduciary-Controlled Entities" shall mean:

- 1. The New York State Common Retirement Fund;
- 2. The New York State Insurance Fund; and
- 3. The New York State Deferred Compensation Plan.

III. CERTIFICATION. The Retirement Board hereby establishes and adopts the following certification process for the purpose of identifying and reporting on MWBE firms providing asset management, brokerage or other financial or professional services with or for NYSTRS:

A. Business Enterprises providing asset management, brokerage or other financial or professional services with or for NYSTRS shall be invited to provide the following information:

1. A copy of financial form(s), if any, filed with the federal Securities and Exchange Commission, including, but not limited to, the uniform application for investment advisor registration (ADV) and the uniform application for broker-dealer registration (BD);
2. A copy of application forms and supporting documentation, if any, filed with the Division of Minority and Women-Owned Business Development (“DMWBD”) within the New York State Department of Economic Development and any subsequent certification issued by DMWBD of MWBE status;
3. A copy of any form(s) filed with any other state or federal entity for the purpose of seeking certification by such entity as an MWBE, along with any certification issued by such governmental entity of MWBE status, if any;
4. Any registration form as the Retirement Board or the Executive Director of NYSTRS, within his or her discretion, may require; and
5. Such other information as any such Business Enterprise may deem relevant to or of assistance in determining whether such Business Enterprise is an MWBE within the meaning of these guidelines.

B. Additionally, Business Enterprises providing asset management, brokerage or other financial or professional services with or for NYSTRS are invited to provide the Retirement Board, the following information relating to any position (held by an owner, officer, manager or employee of the Business Enterprise) that the Retirement Board or the Executive Director of NYSTRS, within his or her discretion, may determine necessary, including, but not limited to, with respect to any managing director, managing principal, principal, operating principal, chief financial officer, operating vice-president, vice-president, partner and owner, or equivalent positions, for the accurate identification of a Business Enterprise as an MWBE:

1. 51%-Owned by Minority Group Members or by Women:
 - a. Title;
 - b. Position;
 - c. Ownership percentage;
 - d. History of ownership;
 - e. History of ownership percentage;
 - f. Ethnicity;
 - g. Gender; and

h. Length of service.

2. MWBEs Substantially Owned or Operated by Minorities or Women:

- a. Title;
- b. Position;
- c. Ownership percentage;
- d. History of ownership;
- e. History of ownership percentage;
- f. Ethnicity;
- g. Gender;
- h. Length of service; and
- i. The role of individual employees and whether such individual will be performing services with or for NYSTRS and if so, to what extent such performance will occur.

C. Documentation. All information and documentation shall be provided on a form developed by NYSTRS and, pursuant to these guidelines, shall be certified as to accuracy by an Owner or Officer of the Business Enterprise, authorized by the business to make the representations contained thereon. If a Business Enterprise seeks confidential treatment of proprietary business information, such information must be clearly labeled as confidential, and denial of release thereof will occur in accordance with and to the extent permitted by applicable law. The Retirement Board or the Executive Director of NYSTRS, or their designees, may make such inquiries as he, she or they may deem appropriate to determine the accuracy of the information provided, including, but not limited to, in his, her or their discretion, field visits and/or other means of substantiation.

D. Certification of MWBE status. Separate determinations of MWBE status shall be made for Business Enterprises pursuant to subdivisions 1 and 2 of this Paragraph.

1. In determining that a Business Enterprise is at least fifty-one percent owned by one or more minority group members, or at least fifty-one percent owned by one or more women, NYSTRS may rely on bona-fide determinations of state or federal government entities or of the Other Fiduciary-Controlled Entities, or on certified filings with the Federal Securities and Exchange Commission, in addition to the responses submitted by the Business Enterprise.
2. In determining that a Business Enterprise is substantially owned and/or operated by women or minority group members, these guidelines interpret the term “substantially” as meaning at least thirty-three percent (ownership and/or operation). The thirty-three percent shall include at least twenty-five percent ownership by women or minority group members. Each individual counted in determining percentage of ownership or operation may only be counted once (e.g., an owner who is also a senior manager may not be counted as both).

- E. Decertification. Any Business Enterprise previously certified as an MWBE which no longer meets the applicable certification criteria shall be decertified. All Business Enterprises certified as MWBEs must promptly inform the Retirement Board or the Executive Director of NYSTRS, or his or her designee, of any changes in ownership, management and/or control that could impact the entity's MWBE certification.
- F. Documentation of determination. In all cases, NYSTRS shall maintain a written record of the reason(s) for its determination and subsequent certification or decertification of an entity's MWBE status.
- G. Finality of determination. All determinations relating to MWBE status made under these guidelines are made solely for the purposes of identification and reporting and for no other purpose. All determinations shall be final and not appealable. However, any Business Enterprise that believes it should be certified as an MWBE is welcome to submit information demonstrating that it is eligible for certification as an MWBE.
- H. Submission of false information. Any individual who submits false information on behalf of a Business Enterprise, and/or any Business Enterprise that submits false information, may be barred from doing business with NYSTRS for a period of time based on the nature and extent of the false information. False submissions shall also be reported to appropriate law enforcement entities.

IV. REPORTING. Within 60 days of the end of each fiscal year commencing with the July 1, 2010-June 30, 2011 fiscal year, NYSTRS shall report to the Governor, Legislature and the Chief Diversity Officer of the State of New York on the participation of MWBE firms providing asset management, brokerage or other financial or professional services for NYSTRS.

A. Such Report shall include:

- 1. A comparative analysis of such activity relative to such activity with all asset managers, financial institutions and professional service providers for the relevant period; and
- 2. The progress and success of the efforts undertaken during the plan fiscal year in pursuit of these guidelines.

B. Such Report shall be simultaneously published on the NYSTRS website for not less than 60 days following its release to the Governor, Legislature and the Chief Diversity Officer of the State of New York.

C. Such Report shall separately document the utilization of:

- 1. Entities that are at least fifty-one percent owned by one or more minority group members or at least fifty-one percent owned by one or more women; and

- 2. Entities that are substantially owned and/or operated by women or minority group members.

V. COOPERATION WITH OTHER FIDUCIARY-CONTROLLED ENTITIES.

In implementing these guidelines, NYSTRS may, in its discretion, utilize or participate in any MWBE certification process established by any Other Fiduciary-Controlled Entity for the purpose of identifying and reporting on MWBE firms providing Asset Management, Brokerage, or other Financial or Professional Services.

- A. NYSTRS shall work with the Other Fiduciary-Controlled Entities to create a Database of Business Enterprises certified as MWBEs pursuant to or in a manner consistent with subdivision 3 of section 423-c of the Retirement and Social Security Law.
- B. In addition to such advertising as NYSTRS shall implement so that MWBE Asset Managers, MWBE Financial Institutions and other MWBE Professional Service Firms are made aware of the opportunities with NYSTRS, NYSTRS shall periodically, but not less than annually, hold a conference to promote the utilization of MWBE Asset Managers, MWBE Financial Institutions and MWBE Financial and Professional Service Firms. Such conference shall be scheduled and coordinated to the extent reasonably practicable with Other Fiduciary-Controlled Entities.
- C. NYSTRS shall meet periodically with the Other Fiduciary-Controlled Entities to discuss best practices and to consider such changes to these guidelines as may be appropriate or advisable.



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