

CalPERS Enterprise Risks Summary

Risks	Risk Category	Risk Statement	Executive Owner	Board Committee Oversight
Compliance	Strategic	Failure to comply with laws, regulations, and policies resulting in penalties, loss of delegated authority, and compromises CalPERS credibility.	CFO	Risk & Audit Committee
Health Care Administration	Strategic	Inability to offer high quality accessible health care at a competitive price.	DEO - BPPP	Pension & Health Benefits Committee
Long Term Care	Strategic	Sufficient funding to provide services expected, including performance of third-party administrator and overall fund status.	DEO - BPPP	Pension & Health Benefits Committee
Pension Funding	Strategic	Failure to meet benefit obligations to current and future members and beneficiaries.	CFO Chief Actuary CIO	Finance & Administration Committee Investment Committee
Stakeholder Confidence	Strategic	Inability to maintain stakeholder confidence and preserve CalPERS status as a trusted fiduciary.	DEO - CSR	Finance & Administration Committee
Talent Management	Strategic	Inability to effectively recruit and retain a highly-skilled workforce to support the achievement of CalPERS business objectives.	DEO - OPT	Performance, Compensation, & Talent Management Committee
Business Continuity	Operational	Inability to recover timely and resume critical business functions following an internal, third party, physical, or natural catastrophic event.	DEO - OPT	Finance & Administration Committee
Data and Technology Management	Operational	Inability to develop and maintain technology infrastructure and data governance that is adequate to support current and future business objectives	DEO - OPT	Finance & Administration Committee
Information Security	Operational	Failure to protect and secure information assets from cyber-attack or unauthorized access and use could result in financial loss or harm to CalPERS and its members.	DEO - OPT	Finance & Administration Committee
Operational Efficiency	Operational	Inability to meet CalPERS strategic and business objectives in a cost-effective and efficient manner.	CFO CIO DEO - OPT	Finance & Administration Committee Investment Committee
Pension and Health Benefit Administration	Operational	CalPERS members, retirees, and beneficiaries may not receive accurate benefits.	DEO - CSS	Pension & Health Benefits Committee