Risk Refinement Mapping

November 2015 June 2016 **Enterprise Risks Enterprise Risks** Compliance **CalPERS Governance** Fraud Detection & **Policies & Procedures** Prevention Compliance **Ethical Conduct & Investment Controls & Standards Systems Financial Controls &** Systems **Health Plan Health Care Health Care Costs** Administration Management **Long-Term Care Long-Term Care Pension Funding ALM Asset Allocation Participating Employer Investment Risk** Hardship Management **Pension Funding Actuarial Policies & Practices Stakeholder Confidence Stakeholder Perception**

Risk Refinement Mapping

November 2015 June 2016 **Enterprise Risks Enterprise Risks Human Resources Talent Management** Management **Business Continuity Business Continuity Technology & Systems Data Integrity &** Data & Technology Management Management Management **Cyber Security Information Security Strategic Planning &** Organization **Implementation Operational Efficiency Business Planning Pension & Health Customer Service Benefit Administration Physical Security Financial Reporting Managed Through Controls Internal Operations, No Longer Reported as Procurement Contract Financial Planning Enterprises Risks** Management **Determined to be Risk** Legislative & Laws, Rules & **Drivers, No Longer** Regulatory Reported as Enterprise Regulations Risks