



ENTERPRISE RISK MANAGEMENT DASHBOARD

RISK CATEGORY / RISK STATEMENT		16/17	17/18	18/19	RISK ↑/↓	Comments
High Impact High Probability	INFORMATION SECURITY DEO, OPT Finance & Administration Committee Failure to protect and secure information assets.				↔	No change in risk score.
	BUSINESS CONTINUITY DEO, OPT Finance & Administration Committee Inability to recover timely and resume business functions following a business interruption event.				↓	Decrease in probability risk score due to the completion and implementation of the Phase II Enterprise Business Continuity Plan.
High Impact Low Probability	GOVERNANCE & CONTROL ENVIRONMENT CCO, CFO Risk & Audit Committee Lack of a strong internal control environment could result in increased non-compliance and litigation risk, operational risks due to inefficiency and improper activity, loss of authority or reputation, and/or incurred penalties.				↔	No change in risk score.
	STAKEHOLDER CONFIDENCE DEO, CSR Finance & Administration Committee Inability to maintain stakeholder confidence in CalPERS as a trusted fiduciary.				↑	Increase in inherent risk score associated with the external environment.
	TALENT MANAGEMENT DEO, OPT Performance, Compensation, & Talent Management Committee Inability to recruit and retain a diverse and qualified workforce compromises the ability to meet business objectives.				↔	No change in risk score.
	PENSION FUNDING CFO, Chief Actuary, CIO Finance & Administration Committee, Investment Committee Failure to meet pension benefit obligations.				↓	Decrease in probability risk score due to current risk reduction efforts and improved funded status.
	HEALTH CARE ADMINISTRATION DEO, HPBB Pension & Health Benefits Committee Inability to offer high quality, accessible, affordable, and sustainable health care at a competitive price.				↓	Decrease in probability risk score due to successful contract negotiations and less political uncertainty.
	BENEFIT ADMINISTRATION DEO, CSS Pension & Health Benefits Committee CalPERS members, retirees, and beneficiaries may not receive timely and/or accurate benefits.				↔	No change in risk score.