MEETING

STATE OF CALIFORNIA

PUBLIC EMPLOYEES' RETIREMENT SYSTEM

BOARD OF ADMINISTRATION

RISK AND AUDIT COMMITTEE

OPEN SESSION

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM

FECKNER AUDITORIUM

LINCOLN PLAZA NORTH

400 P STREET

SACRAMENTO, CALIFORNIA

TUESDAY, JUNE 17, 2025 10:00 A.M.

JAMES F. PETERS, CSR CERTIFIED SHORTHAND REPORTER LICENSE NUMBER 10063

APPEARANCES

COMMITTEE MEMBERS:

Malia Cohen, Chairperson, also represented by Deborah Gallegos

David Miller, Vice Chairperson

Fiona Ma, represented by Frank Ruffino

Jose Luis Pacheco

Kevin Palkki

Ramón Rubalcava

Mullissa Willette

BOARD MEMBERS:

Theresa Taylor, President

Michael Detoy

Dr. Gail Willis (Remote)

STAFF:

Marcie Frost, Chief Executive Officer

Matthew Jacobs, General Counsel

Kevin Fein, Chief Compliance Officer

Beliz Chappuie, Chief Auditor

ALSO PRESENT:

Dev Berger, Retired Public Employees Association

Margaret Brown, Retired Public Employees Association

APPEARANCES CONTINUED

ALSO PRESENT:

John Eng

Cathy Jeppson, Retired Public Employees Association

Bill Kim, BDO

Keith Miller, BDO

Dipika Nagin, BDO

Nelly Van Lommel, Retired Public Employees Association

Lauren Vetter, Retired Public Employees Association

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1 PROCEEDINGS

ACTING CHAIR GALLEGOS: All right. I will call to order the Risk and Audit Committee meeting today, June 17th, 2025. Could we have the call to order and roll call, please?

BOARD CLERK ANDERSON: Deborah Gallegos for Malia Cohen.

ACTING CHAIR GALLEGOS: Here.

BOARD CLERK ANDERSON: David Miller.

VICE CHAIR MILLER: Here.

BOARD CLERK ANDERSON: Frank Ruffino for Fiona

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ACTING COMMITTEE MEMBER RUFFINO: Present.

BOARD CLERK ANDERSON: Jose Luis Pacheco.

COMMITTEE MEMBER PACHECO: Present.

16 BOARD CLERK ANDERSON: Kevin Palkki.

17 COMMITTEE MEMBER PALKKI: Good morning.

18 BOARD CLERK ANDERSON: Ramón Rubalcava.

19 COMMITTEE MEMBER RUBALCAVA: Here.

20 BOARD CLERK ANDERSON: Mullissa Willette.

COMMITTEE MEMBER WILLETTE: Here.

22 ACTING CHAIR GALLEGOS: Great. Thank you very

23 | much. All right we will move on to Item 2, Executive

24 Report. Mr. Kevin Fein.

25 CHIEF COMPLIANCE OFFICER FEIN: Thank you. Good

morning, Madam Chair, Mr. Vice Chair, and Committee members. I'm Kevin Fein, CalPERS team member and Chief Compliance Officer. Today, you will be asked to approve the Enterprise Compliance, Risk, and Governance Annual Plan for fiscal year 2025-26, also the Office of Audit Services plan for fiscal year 2025-26, and the independent auditor's annual plan for fiscal year 2025-26. I will also be presenting the 2024-25 annual compliance report. I'd also like to provide an update regarding the RFP for the next contract period for independent auditor.

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CalPERS issued the RFP on May 20th, 2025. We have received 86 clarifying questions from potential respondents. And CalPERS staff is in the process of drafting answers to those. Responses to written questions will be posted to the public on June 20th, 2025. The final filing date for all respondents is July 7th, 2025 by 3 p.m. After the submission deadline is passed, a subcommittee of the RAC will evaluate the proposals that pass minimum qualifications. The RAC subcommittee will then present the recommended candidate firm to the Board of administration in September or November 2025 for approval.

The next Risk and Audit Committee is scheduled for September 2025. This concludes my report. Happy to answer any questions.

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ACTING CHAIR GALLEGOS: Great. Thank you.
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             Any questions from the Committee?
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             Okay. Terrific. We will move on then to Item 3,
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    action consent items.
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             COMMITTEE MEMBER PACHECO: I'll move.
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             CHAIR COHEN:
                           Thank you.
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             ACTING COMMITTEE MEMBER RUFFINO:
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                                               Second.
             CHAIR COHEN: Mr. Pacheco, second Mr. Ruffino.
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             Do we do a roll call vote or general?
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             All in favor?
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             (Ayes.)
             ACTING CHAIR GALLEGOS: Any opposed?
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             Great.
                     The motion passes. Thank you so much.
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             BOARD CLERK ANDERSON: And Deborah --
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             ACTING CHAIR GALLEGOS: Yes.
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             BOARD CLERK ANDERSON: -- Dr. Willis is now
   online.
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             ACTING CHAIR GALLEGOS: Okay. Great.
                                                     Thank you.
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             All right, Dr. Willis, I'm going to read some
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    language. The Chair for each open session -- oh. Good
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   morning.
             BOARD MEMBER WILLIS: Good morning.
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             ACTING CHAIR GALLEGOS: Good morning, Board
   members. Because we are not all present in the same room
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    and Board members are participating from remote locations
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that are not accessible to the public, Bagley-Keene
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    requires the remote Board members to make certain
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    disclosures about any persons present with them during
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    open session. Accordingly, the Board members
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    participating remotely must each attest either that, one,
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    they are alone or, two, if there are one more persons
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    present with them who are at least 18 years old, the
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    nature of the Board member's relationship to each person.
    At this time, I will ask the remote Board member, Ms.
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    Willis to verbally attest accordingly. Please conduct the
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    roll call attestation.
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             BOARD CLERK ANDERSON: Dr. Gail Willis.
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             BOARD MEMBER WILLIS: Yes. Good morning.
                                                         I do
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    attest to the fact that I am alone. Thank you.
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             ACTING CHAIR GALLEGOS: Great.
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                                             Thank you, Dr.
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    Willis. Okay. We can move on now to item 4, information
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    consent items.
             Any discussion?
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             Okay. We will proceed then to Item 5, the action
    agenda items. 5a, Mr. Kevin Fein.
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             (Slide presentation).
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CHIEF COMPLIANCE OFFICER FEIN: Thank you, Madam Chair and good morning again, Committee members.

Today, I'm presenting for your review and approval Agenda Item 5a, the fiscal year 2025-26

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Enterprise Compliance, Risk and Governance Office annual plan. I will highlight for you the areas that we intend to focus on in the coming fiscal year, as we continue to further mature the Compliance and Risk Program and work through enhancements outlined in the multi-year plan previously discussed.

[SLIDE CHANGE]

CHIEF COMPLIANCE OFFICER FEIN: Our goal remains consistent with prior years to mature and strengthen our means for identifying, managing, and mitigating compliance and ethics risks across the organization with a focus on people, processes, and technology. With regards to people, we have made great strides in partnership with HR in building out our team, but we have a little bit more to do, so we will continue to look for individuals with the right skill sets to move our program in the correct -- in the direction needed.

As to our processes, we continue to identify and monitor key employee activities and expand our risk assessment, and assurance and monitoring undertakings. Finally, in technology, we are continuing in our efforts to further expand the use of our electronic governance risk and compliance platform with the addition -- with the implementation of additional risk management tools.

Next slide.

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[SLIDE CHANGE]

CHIEF COMPLIANCE OFFICER FEIN: On slide three we have an updated roadmap outlining our strategic focus over this past fiscal year and heading into the coming fiscal year. As we work to expand and mature our compliance and risk management program, and use technology to make those processes more effective and efficient, we will also focus on providing education on the roles and responsibilities across the three lines of defense, and further fostering a culture in which everyone understands their part in staying compliant and managing risk. This will be key to the ongoing success of the program.

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[SLIDE CHANGE]

CHIEF COMPLIANCE OFFICER FEIN: Moving to slide four, here, we have the first two specific initiatives. Again, these are multi-year initiatives, so they are continuous as we build out our program. In the coming fiscal year, we will expand our use of the GRC platform with the implementation of the risk management module known as, "Know Your Obligations".

Under initiative two, in addition to continuing -- pardon me -- continuing work to roll out the risk and control self-assessment program across CalPERS divisions, we are also focused on formalizing on our

process for identifying new or amended regulations impacting CalPERS and working with the relevant business areas to identify the need for new or updated processes, to help ensure we remain compliant with those regulations.

These processes go hand in hand as we build out our regulatory library. We can more easily identify those business areas and processes affected by given regulation change, and therefore have insight into where and how business processes may need to be updated and any impact to risk as a result.

On the next slide --

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[SLIDE CHANGE]

Initiative 3, which is focused on minimizing risk by enhancing our assurance and monitoring activities, including issues management. We have already begun efforts to enhance our incidence and issues management process with formalized guidance, trackers, and reporting tools, and have piloted the program as a natural progression from the risk and control self-assessment results.

Finally we move to slide six, which demonstrates our commitment to further supporting compliance and risk management across CalPERS by providing greater compliance and risk training across the organization, and seeking to

provide heightened compliance and risk advice, guidance, and challenge aligned with the specific needs of each division. That brings me to the end of our review of the compliance and risk initiatives for fiscal 2025-26.

And with that, I'm happy to answer any questions.

CHAIR COHEN: Thank you very much. Good morning everyone. Colleagues are there any questions.

All right, I see Frank Ruffino.

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ACTING COMMITTEE MEMBER RUFFINO: Good morning, Madam Chair. And thank you, Mr. Fein. I've got a quick -- a couple quick questions. First of all, any specific what specific lessons or gaps perhaps from the fiscal year 2024-2025 plan were addressed or carried forward into this year's plan.

three approaches to people, process, and technology stays consistent over this multi-year plan. As you saw, and I'll speak to that in the -- when I present the annual compliance report for fiscal year now ending, we've implemented new pieces of the electronic process. We've built out the assessment process for risk and control, although we've just begun with a few divisions. We finished one full branch by the end of this month and then we'll be moving on to several others in the new fiscal year. So there is a lot of continuation, where new pieces

of the process are built, tested, deployed, and then we move on and add additional.

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In the main, this is all parts of processes that have existed, but what we're doing is modernizing, trying to make them more efficient, use technology and automation, because most of this has been very paper and very manual intensive, which in and of itself is a risk to not be as comprehensive a process. So that's what we're doing is taking what we have, and building on that, maturing the program, and bringing it up to what would be recognized as best practices, for example, in the private sector industries.

ACTING COMMITTEE MEMBER RUFFINO: And to follow up really quick on your last comment about best practices. Can you describe how the industry standards, which are referenced in the plan is defined or benchmarked for a public pension system like Calpers?

CHIEF COMPLIANCE OFFICER FEIN: There are a number of sources to review that. For example, myself and my team engage with other compliance and risk specialists from pension services, not only throughout California, but across the country. I would say that by the nature of Calpers being the size it is with the history that it has, there aren't a lot of analogs for us, because there -- most of the systems we talk to are quite a bit smaller,

and certainly are struggling with the same issues we have, but having a more difficult time applying technology and skilled resources to solving those issues.

So I tend to fall back, and I still have a number of folks I talk to in the private sector, and looking at what those standards were to meet the regulation and regulators' expectations. But we certainly -- we just recently -- I think a month and a half ago, I was engaged with CALAPRS for their compliance and risk folks in a roundtable discussion. And we try to take as much advantage of those types of opportunities as we can.

ACTING COMMITTEE MEMBER RUFFINO: Excellent. Well, thank you, sir. And that's it for me Madam Chair. Thank you.

CHAIR COHEN: Thank you.

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Now. Okay. Very good. Thank you. Thank you, sir. Thank you very much for your -- for your presentation. I just want to ask you a question about issue you number four, educating and cultivating the ethically -- ethical and risk intelligent practices among CalPERS team members. How has that been? How has the -- how has team -- how are the team members -- CalPERS team members feel about what's -- you know, all these -- with respect to these practices?

CHIEF COMPLIANCE OFFICER FEIN: I would say engagement has been very good and has only increased over the last couple of years. We talk about some of the pieces of the program that we've already rolled out, for example the gift reporting module. It has generated a lot more conversations. People are paying attention to the requirements and where they play off against the activities they're conducting. They're much more willing to come proactively to us and ask for advice, engage us on, you know, is this okay, how can we do this? scene that also in outside business activities, as well as some of the regular activities we go through every year, the team leader review of Form 700. The engagement is just -- you know, the more we talk about it, the more people are beginning to put the pieces together and understand how these things impact their day-to-day We're seeing a really good uptick. functions.

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We also continue to focus on education, not only with our onboarding training, but we do a refresher for anybody who is promoted into a new role and still is a covered -- or Form 700 filer. And again, it just seems the uptake is continuously positive. Our survey, which I think we discussed in February, I think indicates that things are definitely moving in the right area. The job is not done, nor will it ever be, but I've been pretty

pleased with the ark over the last couple years.

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COMMITTEE MEMBER PACHECO: You would fee like basically the members -- CalPERS members are being more proactive in terms of being more -- engaging with the Compliance Office and so forth.

CHIEF COMPLIANCE OFFICER FEIN: Right, which has always been my goal. You know, in my career, the three things that this type of activity needs to support is guidance, advice, and oversight. And the oversight is just the third. The biggest chunk of what we do is helping folks --

COMMITTEE MEMBER PACHECO: Right.

CHIEF COMPLIANCE OFFICER FEIN: -- avoid pitfalls, understand where the issues are, understand what they can do to make changes, whether that's a business line, changing its controls to reduce risk, whether it's redeploying resources. That -- you know, that's my goal is to be seen as a trusted advisor, who can help folks navigate and still accomplish their business goals.

COMMITTEE MEMBER PACHECO: Excellent. Thank you for that comment. Appreciate it. That's all I have CHAIR COHEN: Any other questions?

Questions?

No. Thank you. Thank you very much for your presentation.

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Good morning to you and welcome.
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             CHIEF AUDITOR CHAPPUIE: Good morning.
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             COMMITTEE MEMBER PACHECO: I'll move the item.
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             CHAIR COHEN: Before we move any further, Beliz,
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    with your presentation, there's an action item.
    there's been a motion by Jose Luis.
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             Is there a second?
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             VICE CHAIR MILLER: Second.
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             CHAIR COHEN: A second by Mr. David Miller.
             Can we do a roll call vote or can we do it -- by
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    acclamation?
             By acclamation. Okay.
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             VICE CHAIR MILLER: Is Gail online?
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             CHAIR COHEN: All right. Let the record reflect
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    that member Gail Miller -- Gail is not -- oh, she is
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    online. Dr. Gail Will is online. Okay.
             BOARD MEMBER WILLIS: Yes, I am.
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             CHAIR COHEN: Thank you.
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             So all those in favor say aye?
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             (Ayes.)
             CHAIR COHEN: All right. Opposed?
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             All right. Seeing none.
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             The ayes have it. Motion passes unanimously.
             All right. Ms. Chappuie, thank you.
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   morning.
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CHIEF AUDITOR CHAPPUIE: Good morning, Madam

Chair, members of the committee. Beliz Chappuie, Office

of Audit Services. Agenda Item 6b, correct? Yes, 6b -
CHIEF COMPLIANCE OFFICER FEIN: 5b.

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CHIEF AUDITOR CHAPPUIE: 5b. Sorry correct. 5b is an action item. Staff requests the Risk and Audit Committee to approve the Office of Audit Services proposed audit plan for the fiscal year '25-'26.

As required by the internal auditing standards, the Office of Audit Services prepared a risk-based audit plan to determine the priorities of the internal audit activity for the next fiscal year. In conducting the risk assessment, the Office of Audit Services, as a third line of defense, coordinated its efforts with the second line of defense, the Enterprise Compliance, Risk, and Governance.

We interviewed CalPERS executive and senior management teams and sought input from the Board members through surveys. In identifying the internal audit assignments and activities, staff evaluated multiple risk factors, such as the organization's strategic goals, concerns raised by CalPERS management and the Board, information from prior audits, coverage provided by other assurance functions.

For the employer compliance reviews, the Office

of Audit Services plans to complete four review cycles covering one compliance area per cycle. Using data analytics, staff will identify agencies for review for each cycle. As required by the internal auditing standards, we'll remain responsive to the changes in the organization's operations, programs, and we will review and update the audit plan as necessary. Any modification to the audit plan will be communicated to the Committee through the quarterly status reports. This concludes my presentation and I'm happy to answer any questions.

CHAIR COHEN: All right. Are there any questions?

COMMITTEE MEMBER PACHECO: Yes.

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I see no names. Okay. I see one name.

Yes. Thank you. Thank you, Madam Chair Cohen.

I have one question, Ms. Beliz. With respect to the human -- to the -- on the report on the Human Resource Division, the reasonable accommodations, evaluate the effectiveness of controls over the reasonable accommodation process. Is that -- are you working with HR in terms of the engagement process on engaging with HR or I'm just trying to understand that statement.

CHIEF AUDITOR CHAPPUIE: So that's the scope of our assignment. What we do is we -- there's two levels of risk assessment that we perform. The one is to identify

the assignments that we put on the audit plan. And then when we engage with the Human Resources for that assignment, the respective division, we perform another level of risk assessment that we refer to as the assignment level risk assessment to then further refine where we would like to review, and audit, and test the operations or the process of that area.

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COMMITTEE MEMBER PACHECO: Oh, I see. So -- and so you look at more additional documentation to --

CHIEF AUDITOR CHAPPUIE: We will refine what it is that we will be testing related to the reasonable accommodation when we start the engagement.

COMMITTEE MEMBER PACHECO: I see now. Now, I understand the process then. And that's usually what -- that's usually the process --

CHIEF AUDITOR CHAPPUIE: Yes.

17 COMMITTEE MEMBER PACHECO: -- that we do every 18 year. Okay

CHIEF AUDITOR CHAPPUIE: With every audit assignment, correct.

COMMITTEE MEMBER PACHECO: Very good then. Well, that's it. Thank you.

CHAIR COHEN: Okay. Good. Thank you.

I have a question for you. How does this year's plan differ from last year or the previous year?

CHIEF AUDITOR CHAPPUIE: It all depends on the risk assessment that we complete every year. We just -- as I stated earlier, we interview the executive team members and then the senior leadership members, and then reach out to the Board members to get an update on what did -- what are the risks every year that we're dealing with, that we're facing, that the executive team is facing dealing with, the organization collectively is facing.

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So that process stays the same. The risks may vary from year to year. And based on the outcome of those meetings and our prior knowledge of the assignments that we completed, we just basically rate the assignments. And then the ones that trickle up to the surface are then carried on to the audit plan, that we present to the Risk and Audit Committee.

CHAIR COHEN: Have there been some themes that you've seen that have been consistent in previous assessments of not only the executive staff but also of trustees that have -- themes, when I'm saying themes of risks that need attention. No?

CHIEF AUDITOR CHAPPUIE: No.

CHAIR COHEN: Every year or every plan has a unique set of risks?

CHIEF AUDITOR CHAPPUIE: It really depends on that year, the circumstances external and internal.

1 CHAIR COHEN: Um-hmm.

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CHIEF AUDITOR CHAPPUIE: Like I said, whatever the organization or the executive team members are facing. And that's why we'd like to get different levels of perspectives starting with the Board members. That's why we reach out with the surveys to say, okay, you know, your vantage point is different than the executive teams and then the operations. So it just trickles down from there on.

CHAIR COHEN: Okay. All right. Thank you. I don't have any other questions and this is an action item. Is there a motion?

COMMITTEE MEMBER PACHECO: I'll move.

ACTING COMMITTEE MEMBER RUFFINO: Second.

CHAIR COHEN: Okay. A motion made by Jose Luis and a second by Frank Ruffino. Motion made by Jose Luis, second Frank Ruffino.

We can -- I believe we can take without objection, is that correct, colleagues? Is that by acclamation?

All those on in favor?

(Ayes.)

CHAIR COHEN: Any opposed?

All right. Great. Thank you. That motion

25 passes --

1 CHIEF AUDITOR CHAPPUIE: Thank you.

CHAIR COHEN: -- unanimously.

Thank you.

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All right. Our next item, independent auditor's annual plan.

Excuse me.

CHIEF AUDITOR CHAPPUIE: Thank you, Madam Chair.

CHAIR COHEN: Madam, before we continue, I'm going to go ahead and take public comment.

CHIEF AUDITOR CHAPPUIE: Sure.

CHAIR COHEN: Thank. Welcome. You have three minutes.

MARGARET BROWN: Thank you so much. My name is Margaret Brown, representing the Retired Public Employees Association of California. Good morning, Madam Chair, members of the RAC. Ms. Chappuie, good to see you.

I'm looking at the Office -- the Audit Services audit plan and it looks good to me. I just want to make sure that when these audits are complete that they're available to the public. You know, all the audits you do of the employers are laid bare for everyone to see. And I think CalPERS should have the same transparency of theirs, unless there's some security risk. Other than that, I think the audit should be made available to the public. Thank you.

CHAIR COHEN: All right. Thank you very much.

Ms. Chappuie.

CHIEF AUDITOR CHAPPUIE: Thank you, Madam Chair.

It's Beliz Chappuie again, Office of Audit Services.

Agenda Item 5c is an action item. Staff requests the Risk and Audit Committee to approve the Board's independent auditor, BDO's, audit plan to audit CalPERS financial statements for the fiscal year ending June 30, 2025.

The presentation will allow the Risk and Audit Committee to hear from the independent auditor regarding their approach, objectives, scope, and deliverables for the financial statement audit. BDO staff are here -- staff are here presenting with me today and I would like to turn it over to them.

(Slide presentation).

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BILLY KIM: Good morning, Madam Chair, Vice
Chair, and members of the Committee. Thank you for having
us here. For the record, Billy Kim, BDO Principal.

I'm joined here with colleagues Dipika Nagin, BDO Director as well as Keith Miller BDO Principal.

I will walk you through the highlights of our audit plan presentation today, and we'll -- focusing on specific items for your attention.

If we can go to slide five, please.

[SLIDE CHANGE]

BILLY KIM: Thank you.

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The scope of our services includes performing a financial statement audit of CalPERS financial statements, also includes performing audits over the GASB 68 and 75 employer allocation schedules as well, and then lastly, also it does include issuing a report over the census data related to the California Agent Multiple-Employer Defined Benefit Pension Plan.

Also, as part of our audit of CalPERS, we'll report to you the results of our work as well as other required auditor communications and internal control recommendations that we have in the November meeting.

Next slide, please.

[SLIDE CHANGE]

BILLY KIM: This slide is highlighting responsibilities, including BDO's responsibility, which is to perform our audit in accordance with government auditing standards. And as a reminder, for management is ultimately responsible for the preparation and fair presentation of the financial statements of CalPERS.

At the same time, you as the Risk and Audit

Committee is responsible with the oversight of management

over their financial statement process, as well as the

related internal controls.

Also, as part of our audit, you know, we are

required, under our professional standards, to be independent of our clients. And specifically for CalPERS, want to confirm with you today that we are independent of CalPERS.

Next slide, please.

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[SLIDE CHANGE]

BILLY KIM: This slide and the next few slides provides an overview of our audit strategy, which is driven by a risk assessment process that we end up executing upon. And as part of that planning process, what that actually entails is we assess risks of material misstatement on the financial statements, and then design specific audit procedures to respond to those risks.

We'll be walking you through that process and then also sharing with you the results of it.

One of the things to keep in mind is that our risk assessment process is an iterative process, meaning we continuously update our risk assessment as we are performing the audit. So, for instance, in the execution phase of our audit, if we identify any new information about a certain area, we will then assess whether that should change our risk, and whether then that then entails additional audit procedures to be performed.

If any of those type of changes do occur, especially if it is significant, we will communicate that

to you and share that with you during the November meeting.

Next slide, please.

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[SLIDE CHANGE]

BILLY KIM: The process of identifying and performing our risk assessment takes into account many considerations. This slide lays out a lot of these different factors, but not limited to reviewing prior audit results, any recent developments, inherent risk considerations, significant accounting policies, assessing the control environment, which includes the information systems.

Also, as part of our risk assessment process, we do hold meetings with management across the organization. And that is to inquire them of any updates, anything that potentially could impact the financial statements for the year, and anything that could impact the related internal controls.

Next slide, please.

[SLIDE CHANGE]

BILLY KIM: Next slide.

[SLIDE CHANGE]

BILLY KIM: Yeah, this slide here is basically giving us a summary of what the significant risks that we've identified that we'll be focusing on for this year's

audit. Now, these three areas specifically related to significant risks, just to make sure I define it here, the risks that have a -- both a higher likelihood of occurrence and then also a higher magnitude of effect.

And therefore, it requires more of our audit attention.

So that does include: one, management override of internal controls over financial reporting; two, valuation of investments; and then three, valuation of estimated future policy liability. And we'll actually be going through this in a little bit more detail in the next few slides.

Next slide, please.

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[SLIDE CHANGE]

BILLY KIM: Next slide.

[SLIDE CHANGE]

BILLY KIM: All right. The first risk is risk of management override of internal controls over financial reporting. And so this is an area that we focus on as a significant risk on all of our audits that we do. For Calpers, our plan is to first understand of any internal controls, updates, specifically over the financial reporting process, including over the process for journal entries. Two, we also perform fraud increase across the organization, not just limited to executive management, but also to others as well. Third, we'll also examine tip

line activity. And then fourth, we also perform risk based journal entry testing.

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So what we end up doing there is we set specific criterias that we believe should be looked at from a fraud risk perspective, and then we identify the specific journal entries that meet those criteria, and then we end up testing all of them. So then the result of that is to assess whether there are proper journal entries, properly approved, and then also whether there's any indication of fraud.

Lastly, we also incorporate elements of unpredictability into our audit. And that could include expanding sample sizes to various different tests, also performing any additional validation procedures in different areas.

With that said, I'll pass it off to Keith who will walk us through valuation of investments.

[SLIDE CHANGE]

KEITH MILLER: Thank you, Billy.

For investments, our primary audit risk concerns are twofold. Firstly, ownership and existence, i.e., whether Calpers actually owns the investments that are shown in its financial statements, and secondly, valuation, so whether the investments are fairly presented at fair value in accordance with GAAP.

The CalPERS investment portfolio is broadly broken into two buckets, firstly, the marketable public securities and, secondly, the private commingled fund investments, which comprise private equity and real estate interests. As part of our audit work on ownership and existence, we send confirmations to the custodians of securities and the underlying fund operators of the commingled fund investments, and we reconcile these to the CalPERS accounting records and financial statements.

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In terms of valuation audit work, for the public securities, we can access observable publicly traded, last traded prices on the relevant exchange or market, and we can compare those to the valuation marks used by CalPERS. For the private commingled fund investments, most of these are typically valued at fair value at the ending capital balance reported by the underlying fund or NAV, as it's also called. And so we ensure that this ties the valuation marks that CalPERS is using.

We also examine the audited financial statements that are prepared for these commingled fund investments. Because many of the private equity investee funds have a calendar year-end, as of which, they are audited, while CalPERS has a June 30 year-end, a portion of our work will be devoted to auditing this time gap between the audited 12-31 year-end and CalPERS own 6-30 year-end. And this is

something that is -- we'll pay particular close attention to this year, as the markets are more volatile and forces affecting valuation of investments, for example tariffs, which we'll consider as part of that lag testing work.

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And finally, we will also address and test during our audit field work, areas including realized gains, investee fund, capital calls and distributions, and dividend and interest income received from investments.

And we test and corroborate the investment information that is presented in the investment section of the financial statements and disclosures.

DIPIKA NAGIN: Okay. Next, I will cover another significant risk, and that's the long-term care liability for future policy benefits. And this is related to the long-term care fund.

[SLIDE CHANGE]

DIPIKA NAGIN: This is essentially an estimate of the present value of the costs the Long-Term Care Fund will pay out in benefits to policyholders. Our actuarial specialists will assist us in reviewing the actuarial valuation report, including review of management's estimation methodology, and any key assumptions used. We will also perform testing over the assumptions used within the related role forward, as well as obtain comfort over the completeness and accuracy of the underlying census

population.

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Next slide.

3 [SLIDE CHANGE]

DIPIKA NAGIN: Okay. This slide represents other areas we focus on as part of our audit, typically due to materiality of the balance or complexity and judgment involved in the accounting. For the other areas that we focus on, we start by understanding how the internal controls and systems work, especially those that impact financial reporting. We then perform substantive testing using a combination of detailed testing of samples or analytical procedures.

We -- where actuarial estimates are involved, we engage our in-house actuarial team to perform a review of the actuarial methodology. In addition, we perform testing over the completeness and accuracy of any data input.

Next slide.

[SLIDE CHANGE]

DIPIKA NAGIN: Next slide.

[SLIDE CHANGE]

DIPIKA NAGIN: This slide shows our audit timeline and key milestones. Throughout the year, we meet regularly with management to update them on our progress, get their feedback, and lastly to discuss any changes in

the organization that might affect our audit.

If anything significant comes up, we adjust our risk assessment as needed. Currently, we're finishing up our audit planning and interim testing. There are no issues to report at this time. We'll share the final results of our audit with you prior to issuance of the financial statements in mid-November.

Next slide, please.

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[SLIDE CHANGE]

DIPIKA NAGIN: One more.

[SLIDE CHANGE]

DIPIKA NAGIN: This slide here contains information regarding BDO's quality management process, and to remind you, that we are subject to quality management standards as well. And we strive to ensure that we adhere to these standards. Now, I'll pass it back to Billy.

BILLY KIM: That concludes our presentation and we're open for any questions.

CHAIR COHEN: Thank you, Mr. Kim and team I appreciate your presentation. We've got some questions for you.

Jose Luis Pacheco, you're up.

COMMITTEE MEMBER PACHECO: Yes. Thank you.

25 | Thank you very much. So let me just get to my question

right now. So I want to get back to slide number -- it is the page 13 of 20 is the valuation of the investments.

And I just wanted to ask a question regarding the calendar year. You were mentioning the differences between our calendar year -- or fiscal year, which is June 30th and the -- and the calendar year with respect to the investment funds themselves, and the challenges associated. How are -- how do you for see that in the next couple of months, because we're it's going to be ending -- you know, we're going to be finishing up the audit in November. Do you feel this would be challenge or you would have all the resources available to complete that process.

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KEITH MILLER: Yeah. This is something that we do every year. It's a consideration, because the private equity vehicles in particular have a 12-31 year-end. So you've got a six-month lag. And so, they are effectively providing Q2 marks in their world, which we, for us, is year-end, and it's unaudited. So we -- you -- we lean on our internal audit valuation group who have a wealth of data about private equity and asset management from publicly traded vehicles -- publicly traded shops that operate such vehicles, and also other data by industry, for example, within private equity.

And so, part of our audit every year is to ensure

that those Q2 unaudited marks are reasonable. And we scrutinize that at a individual fund and at a industry level. And that's all the same as last year. I think this year, we will see whether there are any further market shocks that might impact in the nature of those valuations, and -- but we are planning to -- we always scrutinize it, you know, carefully. But this year, in particular, there will be an even stronger emphasis on making sure that the marks and the first six months performance of those private equity vehicles make sense and it's -- and it's both consistent with the macro data that we can obtain, and also at an individual fund level investee fund level that that -- that those marks make sense.

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So, yeah, it's not a new step for us, but certainly I think it deserves a strong focus this year just because the markets are more volatile than they normally would be.

on that question. You mentioned that these particular Q2s are unaudited. How would you be able to account for them, because of their -- their books are unaudited and we're doing the audit, how would you be able to account for that. I feel that's a challenge. Is that going to be a challenge or...

KEITH MILLER: Well, valuation is the subjective part. The debits and credits are easy. They -- it's -- they use -- they call it the practical expedient. And so what you're effectively doing is marking the investment at the Q2 capital balance of CalPERS investment in this private equity vehicle, that it's -- that it's invested in.

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So the challenge is the, you know, valuation is somewhat subjective, and therefore, the increase or decrease in the value of those investments since its last audit, which would be 12-31. That does that -- does that change in valuation make sense? Is it consistent with the observable data that we can obtain, and then also considering the nature of the individual investments and knowing the industries that they may focus on to make sure that the change in that valuation, you know, is reasonable, and that it -- we can understand and obtain information and explanations that make us comfortable that that valuation makes sense.

COMMITTEE MEMBER PACHECO: Very good.

KEITH MILLER: And that's something that you're also going from one year to the next. So we look back to the prior audit, so that we can -- we can assess the movement over a longer than an annual period, because obviously we've got that data behind us. It's already

happened to use to understand whether there are aggressive valuations, whether they, you know, overshoot, undershoot. So we can look at -- we can look at that data that we were already -- that we know is historical to -- again to compare against our own analysis and the marks that Calpers is using.

COMMITTEE MEMBER PACHECO: Very good then. Thank you very much for that elegant --

KEITH MILLER: Sure.

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COMMITTEE MEMBER PACHECO: -- articulation of that process. I know it's very complicated and -- but I -- it is -- it is extremely important to make sure -- KEITH MILLER: Yes.

COMMITTEE MEMBER PACHECO: -- that we identify the right NAV -- is that -- NAV value.

KEITH MILLER: Correct.

COMMITTEE MEMBER PACHECO: Thank you so much.

KEITH MILLER: Sure. You're welcome.

CHAIR COHEN: All right. Good. Thank you very much, Mr. Pacheco.

I would agree that BDO, the team has put together a really tight plan, very narrow and easy to understand.

I don't have any other questions. I see no other questions with my colleagues. Thank you.

Now, this is an action item plan. Let's see if

there's anyone for public comment that would like to speak 1 on this item? 2 All right. Seeing none. 3 Colleagues, is there a motion to accept the --COMMITTEE MEMBER PACHECO: I'll move approval. 5 CHAIR COHEN: All right. A motion has been made 6 by Trustee Jose Luis Pacheco. 7 8 Is there a second? VICE CHAIR MILLER: Second. 9 CHAIR COHEN: All right. Second by Vice Chair 10 David Miller. 11 Colleagues, we can -- I think we can take this be 12 acclamation. Would all those in favor say aye? 1.3 14 (Ayes.) CHAIR COHEN: Any opposed? 15 16 Okay. Thank you. The motion passes unanimously. 17 Thank you very much. Okay. Now, we're going to move on to the 18 information agenda items. This item 6a, the annual 19 20 compliance report. Welcome back, Mr. Fein. CHIEF COMPLIANCE OFFICER FEIN: Thank you, Madam 21 Chair. Good morning again, Committee. 2.2 23 CHAIR COHEN: Would you mind pulling the mic. CHIEF COMPLIANCE OFFICER FEIN: 24 Sorry. This is the presentation of the current fiscal

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year-end 2024-25 annual compliance report.

(Coughing).

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CHIEF COMPLIANCE OFFICER FEIN: Pardon me.

The purpose of the annual compliance report is to demonstrate effective risk management and oversight by both ECRG and the first line of defense, business partners, across the organization and to provide the Board with a collective view of risk management activities and allow for effective Board oversight.

CalPERS continues to employ the three lines of defense model to implement compliance risk and governance practices, which emphasizes collaboration and accountability through clearly defined roles and responsibilities.

(Clears throat).

CHIEF COMPLIANCE OFFICER FEIN: Pardon me.

I think we've completed a very positive year with a lot of great progress. If you've already read the report, hopefully you agree. I would like to highlight some key accomplishments on our main categories, not just for the Enterprise Compliance, Governance, and Risk group, but also our partners in the first line across the organization.

As it relates to conflict of interest oversight, ECRG successfully completed a full year of the gift and

entertainment attestations using the GRC platform, which was well received by team members. The program has strengthened awareness and understanding of the gift and entertainment rules. We also enhanced the disclosure of team members outside business activities to identify and manage potential conflicts with their CalPERS job duties.

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We also developed and we are piloting a third party agreement conflict check process to protect against potential conflicts of interest between decision-makers, personal or financial interests, and third parties engaging with CalPERS.

There were several enhancements noted in monitoring an assurance across CalPERS, including Customer Service And support's use of artificial intelligence to automate compliance reviews, comparing elements of memorandum of understandings against labor agreements and enabling more accurate and timely reviews.

Health Policy and Benefits Branch collaborated with the Office of Audit Services to complete a health contribution review for non-PERS agencies, which validated that employer health contribution collection processes and procedures were in alignment with applicable resolutions and statutes.

In addition, the Investment Office validated user access requirements and standards for their trade order

management system to ensure compliance with information control standards.

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Moving now to advice and education. ECRG improved tracking and reporting of the Attorney General's ethics training and continued compliance advisory sessions with new hires to ensure understandings of CalPERS conflict of interest rules and ethical standards. The Customer Service and Support team enhanced member education by making resources available in multiple languages and the Investment Office delivered training on investment related conflicts of interest, regulatory matters and other topics specific to INVO's business model.

With regards to risk assessment and mitigation, the IT Branch continued to partner with Enterprise Compliance, Risk and Governance to complete an additional 12 risk and control self-assessments and they are on target to complete RCSAs for all business units by the fiscal year end, in a couple of weeks. Customer Service and Support completed a significant project to assess and reduce overpayment risk in three areas, retirement benefits, refunds and death benefits. The Human Resources Division developed an executive succession planning model to reduce key man risk and support a smooth transition of knowledge and skills when key personnel leave CalPERS,

whether planned or unplanned.

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Under data privacy and protection, Health Policy and Benefits enhanced user data protection with the implementation of two factor authentication for the long-term care member portal and the electronic visit verification tool. HR is partnering with IT to enhance user access compliance as part of the Oracle HCM Cloud Migration Project. This provides for roll-based user access that can be closely monitored for compliance and data privacy and protection standards. Projected completion is the upcoming fiscal year 2025-26.

In the area of part -- pardon me -- fraud risk manage, the Customer Service team reduced failed authentications among Contact Center agents by 50 percent and achieved a 96 percent authentication success rate, among teams that participated in an authentication workshop pilot.

Health Policy and Benefits collaborated with its long-term care third-party administrator to implement a new and enhanced fraud, waste and abuse detection tool that analyzes claim data against various risk factors to identify potentially fraudulent activities.

Finally, in the area of third-party risk management, Health Policy and Benefits established a new performance and quality improvement team in the contract

section, reflecting a broader effort over recent years to strengthen contract requirements and align more closely with Covered California and the Department of Health Care Services.

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These enhancements are expanding HPBB's ability to provide comprehensive oversight and auditing to verify contract compliance by all health plans. As you can see, the organization made some significant strides in strengthening the CalPERS compliance and risk management practices. And it's been great seeing the collaboration across multiple divisions. And with that, I'm happy to answer any questions.

CHAIR COHEN: All right. Thank you very much for that presentation.

Jose Luis, I don't see your name on the list, but do you have a question?

COMMITTEE MEMBER PACHECO: No.

CHAIR COHEN: No question.

Okay. Well, I'm stumped. There's no question.

Okay. Well, that's just an information item. Thank you very much. That's how thorough your presentation was.

Let's keep moving forward. Let's see if there's any public comment on this item?

All right. Let's see here.

All right. Seeing none, let's go ahead to 6b.

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CHIEF COMPLIANCE OFFICER FEIN: Madam Chair, I
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   noted no direction.
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             CHAIR COHEN: Your right. It says information
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    item. Is there -- No.
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             CHIEF COMPLIANCE OFFICER FEIN: Nothing is
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   required to be approved.
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             CHAIR COHEN: Excuse me?
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             CHIEF COMPLIANCE OFFICER FEIN: The annual
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    compliance report is not required to be approved. This
    our report to you.
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             CHAIR COHEN: Right. Okay. Thank you.
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   Appreciate that.
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             So can we Item B.
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             CHIEF COMPLIANCE OFFICER FEIN: 6b, the
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   summary --
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             CHAIR COHEN: Summary of Committee direction.
             CHIEF COMPLIANCE OFFICER FEIN: I noted no
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   direction.
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             CHAIR COHEN: Oh, okay. I misunderstood what you
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   were saying. Okay. Well, thank you very much.
             CHIEF COMPLIANCE OFFICER FEIN: Unless I
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   misunderstood.
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             CHAIR COHEN: All right. Seeing that there's no
   public comment, let's go ahead. Well go to 6b now to
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25
   public comment.
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I've got a few folks on the phone. Ms. Margaret Brown, are you -- you're in the chamber. Come on down.

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And then I have a Cathy Jeppson and Dev Berger.

MARGARET BROWN: Good morning again, Madam Chair, members of the RAC. My name is Margaret Brown, President of the Retired Public Employees Association of California.

I'm here today speaking on behalf of RPEA members and the 769,000 CalPERS retirees and inactive members whose personal data was compromised in the massive May 2023 data breach involving your third-party vendor PBI.

I'm here today to say one thing clearly, CalPERS must continue to provide Experian credit monitoring and identity protection for those impacted, because the risk to our identities didn't end when the headlines faded.

Let's be honest, the notice sent to retirees after the breach was insufficient. If you didn't open the envelope the came from CalPERS, you didn't know your credit was breached, your identity was breached and we have many comments talking about the expiration coming up and people didn't even though their data had been breached.

A one-time notification and short-term credit monitoring do not offer -- does not match the magnitude of the threat. Identity theft is not a one- or a two-year risk. It's a lifetime risk and retirees, many of who are

living on fixed incomes are especially vulnerable. We cannot afford the financial and emotional toll of dealing with fraud stolen identities, or wrecked credit down the line.

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By continuing the Experian credit monitoring services, CalPERS shows that it is willing to take real responsibility for protecting its members, not just in word, but in deed. This is more than security. It's about trust; trust that CalPERS is protecting our futures, not just our pensions, but our identities; trust that when a crisis happens, CalPERS will stand with its members and not leave them to figure it out alone; and trust that this Committee, and ultimately the Board, understands the scope of the harm and is committed to doing the right thing.

So I respectfully urge you to continue Experian credit monitoring and identity protection for the 769,000 members affected by the 2023 data breach. Our information was exposed through no fault of our own and we deserve lasting protection. Thank you.

CHAIR COHEN: Thank you very much, Ms. Brown.

Next, we'll hear from Cathy Jeppson.

CATHY JEPPSON: Good morning, Madam Chair, and members of the Risk and Audit Committee, and the CalPERS staff. My name is Catherine Jeppson. I am the Secretary Treasurer of retired public employees of California.

I am one of the 769,000 members whose data was breached. I am here to respectfully ask you that you continue the credit monitoring for the sole reason that it doesn't end when the two-year monitoring is over. This is something that I have to deal with for the rest of my life. And I know that I can put a lock on the credit, but then it's difficult to get it off, especially if I travel, which I do a lot, outside of the United States.

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It's very frustrating to me, because through no fault of my own, I am having to continually check on the monitoring for the rest of my life. And so I would respectfully ask that CalPERS continue for a minimum of two more years with the Experian credit and do the right thing. Thank you very much.

CHAIR COHEN: Thank you very much. Next speaker is Dev Berger.

DEV BERGER: Good morning, Madam Chair and members of the Committee. For the record, my name is Deg Berger. And I'm the managing editor of the RPEA publications. Older adults are disproportionately impacted by internet and phone scams and the 769,000 retirees and their beneficiaries were sentenced to a lifetime now of vigilance over their data. This vigilance was confirmed when I attended a recent FBI sponsored fraud -- elder fraud conference. So it is not stated

lightly. It is something that has to be done.

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CalPERS was criticized for its lack of expediency in informing members about the May 2023 breach and also that the letter that was sent, which was very long and ignored by many, didn't emphasize the dangers and the immediacy of having to have credit monitoring.

So I'm urging, as two other people have right now, to have additional two years of credit monitoring. It is your fiduciary responsibility to protect members. And if you're going to do this, you've got to do it in a much smarter outreach that is concise and understanding -- understandable to those you're trying to reach. I would urge you to contact Experian who has had a credit -- had a data breach. I would ask you to copy the methods that AT&T used to have outreach to members, which was concise, and consistent, and easily understood.

If CalPERS can spend over \$360,000 for the Pathways for Women's Conference, and yes, it did have an \$80,000 receive and return, then it certainly can consider spending money to protect members who are facing a lifetime of fraud and abuse. I'm asking you to protect members, to do your fiduciary responsibility to the 769,000 people impacted.

Thank you for your time.

CHAIR COHEN: Thank you.

Okay. At this time, we are going to recess now into close --

BOARD CLERK ANDERSON: Chair Cohen, sorry. We do have a public comment on the phone.

CHAIR COHEN: Oh.

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STAFF SERVICES MANAGER I FORRER: Yes, Chair Cohen. We have Lauren Vetter to speak to Item 6c.

CHAIR COHEN: Okay.

STAFF SERVICES MANAGER I FORRER: Go ahead, Lauren.

CHAIR COHEN: Speaker.

LAUREN VETTER: Good morning, Madam Chair and the Board. I speak to you as a member of the field. I'm secretary for one of our local RPEA chapters, and I can tell you that when this whole thing broke, the confusion in the field was really, really a problem. People didn't understand what was happening and why. Some of them are starting to really understand the implications, especially those who have been hacked in one way or another. I think it's really important for seniors and our vulnerable population that you continue the coverage for at least another two years.

I thank you for your consideration. Bye.

CHAIR COHEN: Thank you very much.

Marcie, may I ask you a question just about the

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public comment that we've heard. Do the members that
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    have -- that are requesting an extension in this coverage,
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    do they have the ability to assume that on their own?
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             CHIEF EXECUTIVE OFFICER FROST: We would have to
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    check collect with --
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             LAUREN VETTER: A lot of them do not.
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             CHAIR COHEN: Thank you, caller. Your time is
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    up.
             CHIEF EXECUTIVE OFFICER FROST: Sorry. We would
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   have to check with Experian around the assumption.
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    assuming that's about continuing the current rate that
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    we're getting. We could check with Experian on that.
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             CHAIR COHEN: That would be helpful. And then my
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    follow-up question is Experian gave us some kind of a
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    discounted rate for that service, correct?
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             CHIEF EXECUTIVE OFFICER FROST: Correct.
             CHAIR COHEN: And then we, of course, extended
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    it, the coverage to our members, our retirees in
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    particular. And loved to just know if that is an
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    extension that can -- that -- you know, much like when you
    stop work you have COBRA that continue with your health
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CHIEF EXECUTIVE OFFICER FROST: Yeah, we transfer.

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coverage.

CHAIR COHEN: Yeah. That would be --

CHIEF EXECUTIVE OFFICER FROST: I'll check.

CHAIR COHEN: All right. I think --

BOARD CLERK ANDERSON: Sorry, there is one more that came through.

BOARD CLERK ORTEGA: All right.

STAFF SERVICES MANAGER I FORRER: Yes, Chair Cohen. We have on more caller. Nelly Van Lommel to speak to item 6c.

Go ahead, caller.

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NELLY VAN LOMMEL: Good morning, Madam Chair and the Board. Thank you for taking my call. I am the Retired Public Employees Association Area Director 6, which is in the Inland Empire, Southern California, San Bernardino County and Riverside County. Those are two large counties here in Southern California.

We've helped many of our members get onto the Experian site to do their monitoring. I have no complaints about the free monitoring of my credit report. I bought a new car and right away my email, there was an inquiry made concerning my purchase. I just want to say considering the climate at this time of the tariffs on cars and on goods, that we should, at this time, continue two years of monitoring, to be fair. It is a bad time to stop this. Large purchases are not being made, such as a car, which I bought. So I request that you extend it

another two years and I would like to thank you for your consideration.

> CHAIR COHEN: All right. Thank you.

NELLY VAN LOMMEL: That's it.

CHAIR COHEN: All right. We have one more. John Eng, are you here? Good morning. Come on down, Mr. Eng.

JOHN ENG: Good morning. Hello, Committee members. My name is John Eng. I'm a CalPERS retiree, and I also would like to ask that the Experian coverage be extended for another two years. I feel that doing that would be in compliance with the culture of compliance that was expressed in the annual compliance report. that CalPERS has placed great value in keeping the data of its members private. Now, although the data has now been breached, it would show how much value that CalPERS place in extending the coverage. I know that you can't do this forever, but I think the additional two years would allow for greater outreach to those people who have not signed up for this Experian coverage. Maybe we work with, as Dev

> That's all I have and thank you for listening. Thank you, Mr. Eng.

was mentioning earlier, additional methods to contact

Are there any other members of the public online

or in the chamber? 25

those affected.

CHAIR COHEN:

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Anyone with any last --
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             STAFF SERVICES MANAGER I FORRER: No callers
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    online.
             CHAIR COHEN: Thank you. Any last minute thought
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    lingering?
             All right. We're going to close public comment
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    at this time and we are going to recess now into closed
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    session for items 1 through 3 from the closed session
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    agenda. We will immediately reconvene in open session
    after the closed session.
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             Thank you.
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             (Off record: 11:04 a.m.)
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             (Thereupon the meeting recessed
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             into closed session.)
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             (Thereupon the meeting reconvened
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             open session.)
             (On record: 11:28 a.m.)
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             CHAIR COHEN: All right. Good morning, ladies
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    and gentlemen. We are back in open session. And this
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    adjourns this meeting. Thank you.
             (Thereupon the California Public Employees'
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             Retirement System, Board of Administration,
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             Risk & Audit Committee open session
             meeting adjourned at 11:29 a.m.)
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CERTIFICATE OF REPORTER

I, JAMES F. PETERS, a Certified Shorthand
Reporter of the State of California, do hereby certify:

That I am a disinterested person herein; that the foregoing California Public Employees' Retirement System,

Board of Administration, Risk & Audit Committee open

session meeting was reported in shorthand by me, James F.

Peters, a Certified Shorthand Reporter of the State of

California;

That the said proceedings was taken before me, in shorthand writing, and was thereafter transcribed, under my direction, by computer-assisted transcription.

I further certify that I am not of counsel or attorney for any of the parties to said meeting nor in any way interested in the outcome of said meeting.

IN WITNESS WHEREOF, I have hereunto set my hand this 23rd day of June, 2025.

1.3

fames & Potter

JAMES F. PETERS, CSR

Certified Shorthand Reporter

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