

Best Practices in Transparency & CalPERS Future Efforts

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CEM Global Pension Transparency Benchmark

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Agenda:



Transparency



Investments

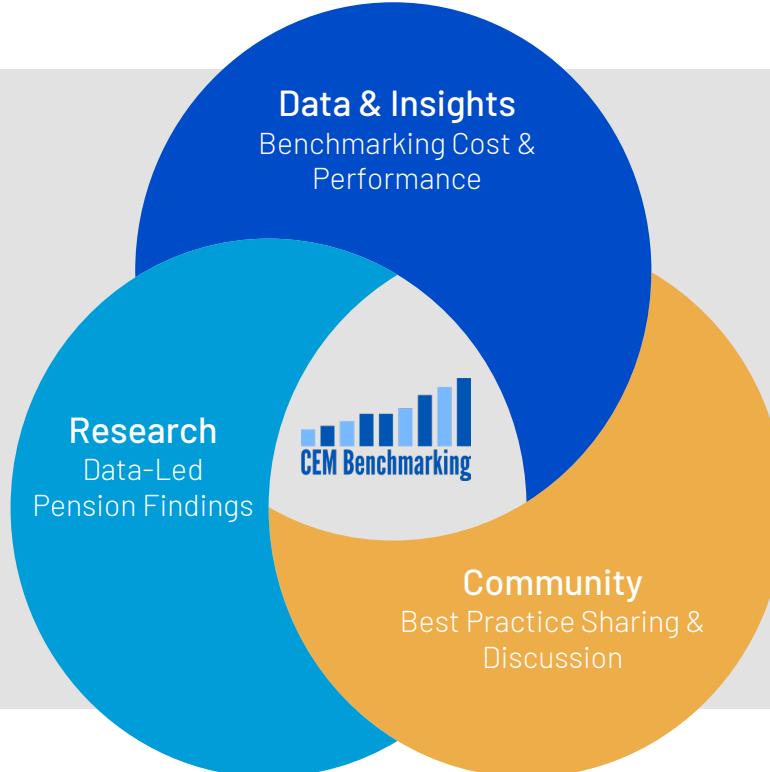


Pension Administration

CEM provides actionable insights for institutional investors

Our mission:

We aspire to meaningfully improve the lives of pensioners globally.



- 34 years
- 20+ countries
- 500 institutional investors
- 150 of the world's top 300 funds
- \$14T in assets under management
- 50M members and pensioners

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The Global Pension Transparency Benchmark is the world's first global benchmark for transparency.

It scores and ranks the five largest pension organizations in 15 countries on their public disclosures.



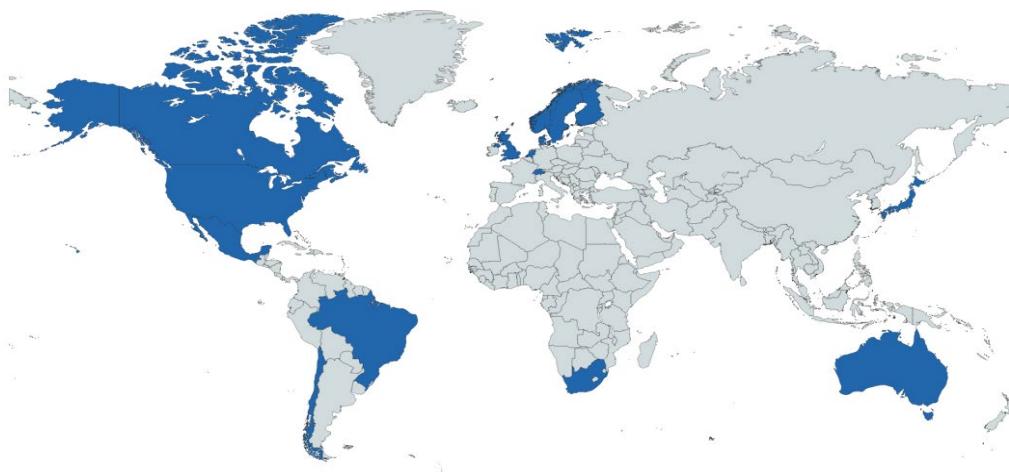
USA Canada



Mexico



Chile Brazil



Norway



Sweden



Finland



United Kingdom



Netherlands



Denmark



Switzerland



Japan



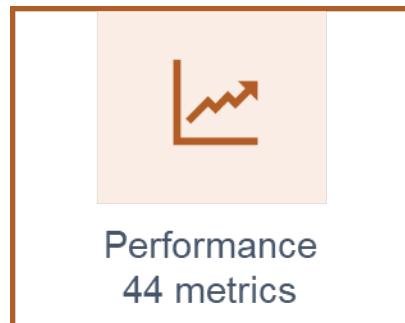
South Africa



Australia

CEM comprehensively assess CalPERS public disclosures based on 156 metrics across four factors.

- Transparency scores (0–100) are calculated for each factor.
- Each factor gets a weight of 25% to calculate a total score.
- Only disclosure is required – results are not scored.



Canada averaged a total transparency score of 92 – 8 points better than Australia and the Netherlands.

Performance

1.  92/100

Canada

2.  89/100

USA

Costs

1.  90/100

Netherlands

...

4.  70/100

USA

RI

1.  96/100

Canada

...

10.  64/100

USA

Governance

1.  99/100

Canada

...

12.  61/100

USA

This benchmark compares the transparency of CalPERS public disclosures to domestic and global peers.

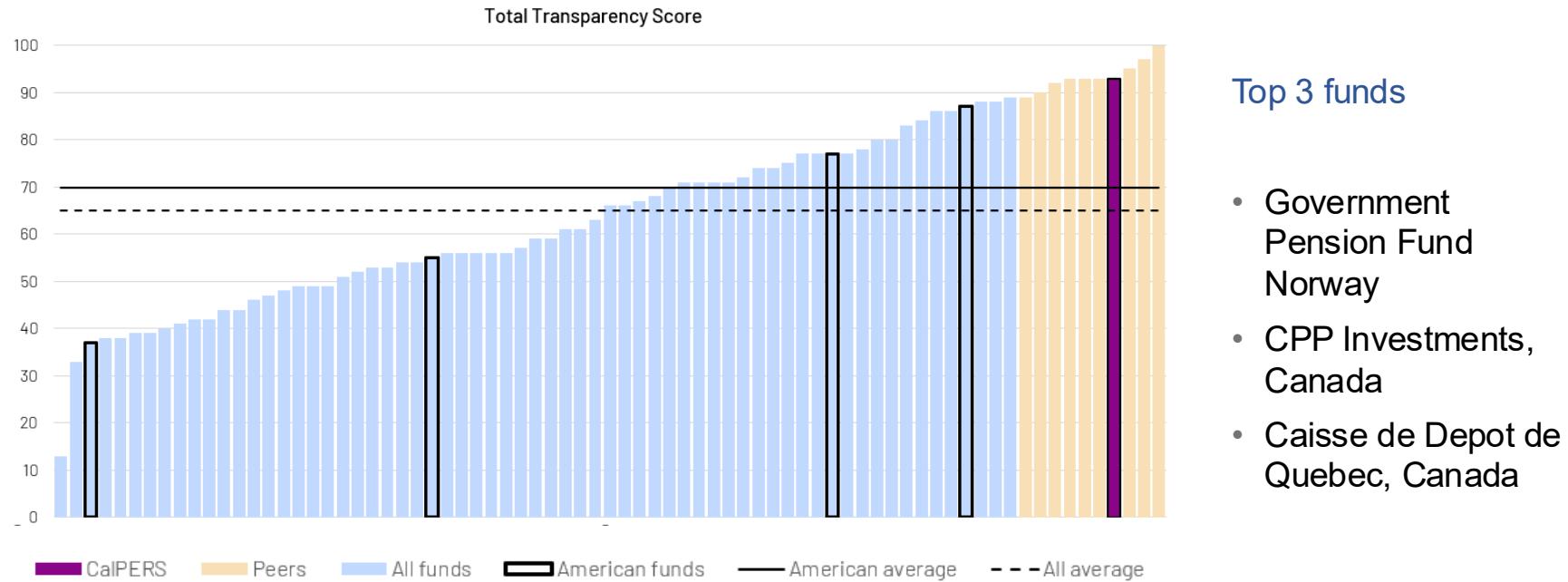
Domestic peers:

- **CalPERS**
- CalSTRS
- Federal Thrift
- NY State and Local RS
- NY City RS

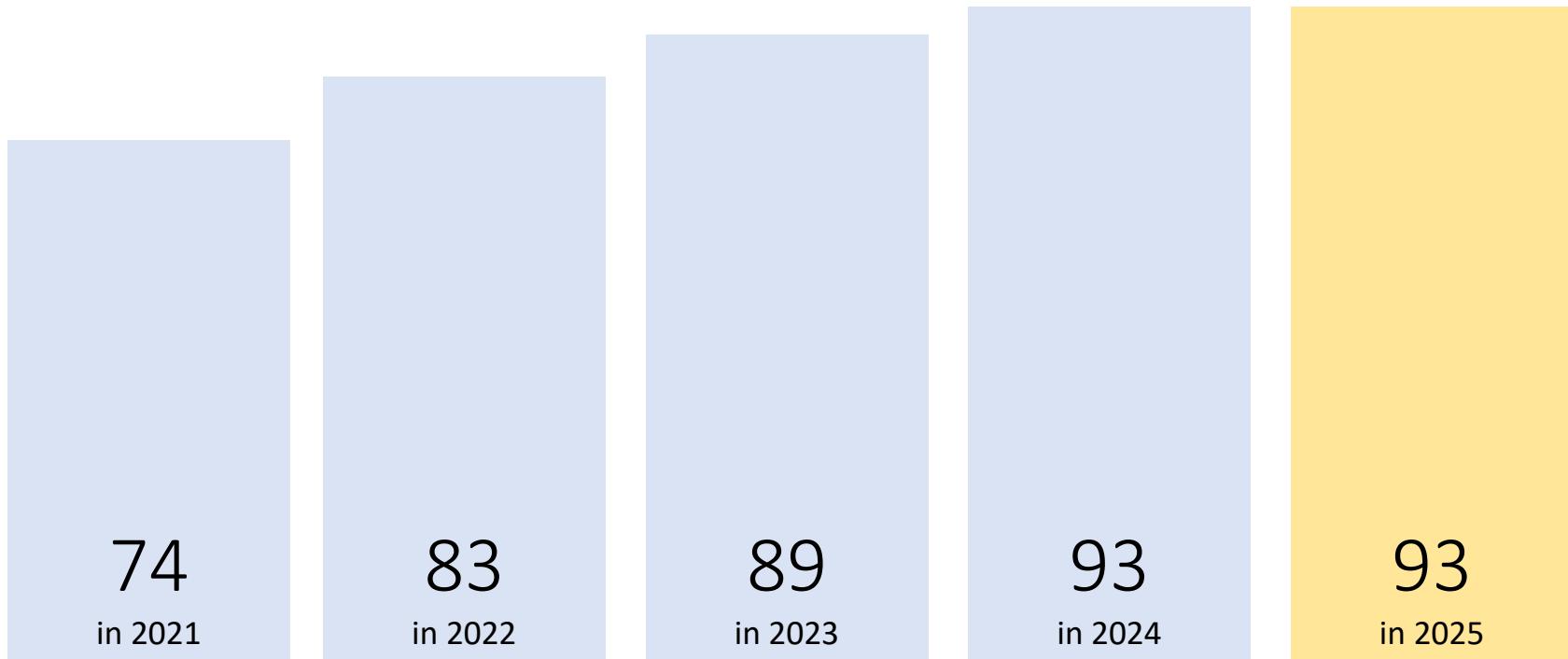
Global peers:

- **CalPERS**
- Government Pension Fund Global, Norway
- CPPIB, Canada
- CDPQ, Norway
- BCI
- Norway Domestic Fund
- Australian Super
- Australian Retirement Trust
- OTPP, Canada
- ABP, Netherlands

In 2025, CalPERS' score of 93 ranked number 4 globally for the transparency of public disclosures.



CalPERS total transparency score has increased from 74 in 2021 to 93 in 2025.



CalPERS performance disclosure score was 94. This compared to a peer average of 80.

Category	Weight	You	Performance disclosure components		
			Peer average	American average	Global average
Return and value-added	42%	100	69	97	57
Risk	5%	100	100	80	88
Performance context	24%	90	84	75	69
Member service	20%	80	91	90	66
Liabilities	9%	100	100	100	90
Total	25%	94	80	89	66

CalPERS cost disclosure score was 95. This compared to a peer average of 75.

Category	Cost disclosure components				
	Weight	You	Peer average	American average	Global average
Total Fund Cost Disclosure	35%	100	87	69	68
Member Service Cost Disclosure	10%	100	79	73	70
Asset Class Disclosure	15%	67	61	64	37
External Management Fees	40%	100	69	61	31
Total	25%	95	75	65	49

CalPERS responsible investing disclosure score was 90. This compared to a peer average of 91.

Responsible Investing disclosure					
Category	Weight	You	Peer average	American average	Global average
RI Framework & Reporting	30%	100	91	70	71
RI Governance	15%	60	87	47	66
RI Implementation					
i) Exclusion	10%	80	70	69	61
ii) Active Ownership	20%	100	99	79	74
iii) Impact Investing	10%	80	90	48	67
iv) ESG Integration	15%	100	94	58	77
Total	25%	90	91	64	70

CalPERS governance disclosure score was 94. This compared to a peer average of 89.

Category	Governance disclosure components				
	Weight	You	Peer average	American average	Global average
Governance Structure and Mission	40%	100	99	86	91
Board Competencies and Qualification	20%	85	77	37	54
Compensation, HR and Organization	25%	100	81	41	64
Organizational Strategy	15%	83	94	62	82
Total	25%	94	89	61	75

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Summary of Key Takeaways - Investments

Risk:

- CalPERS asset risk of 11.7% was above the U.S. Public median of 11.5%.

Performance:

- CalPERS 5-year net total return was 6.3%. This was below the U.S. Public median of 7.5% and above the peer median of 5.3%.

Net Value Added:

- CalPERS 5-year net value added was 0.0%. This was below both the U.S. Public median of 0.8% and the peer median of 0.3%.

Cost:

- CalPERS investment cost of 30.3 bps was below its benchmark cost of 39.9 bps. This suggests that the fund was low cost compared to its peers. CalPERS fund was below benchmark cost because it paid less than peers for similar services.

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Summary of Key Takeaways – Pension Administration

Cost:

- CalPERS total pension administration cost of \$199 per active member and annuitant was \$61 above the peer average of \$138. This is mainly because CalPERS had higher support costs per member.
- CalPERS total pension administration costs per active member and annuitant increased by 0.6% p.a. over the last 8 years, lower than peers which had increases of 3.8.

Service:

- CalPERS total service score was 85. This was above the peer median of 81.
- CalPERS scored well for service in feedback, targeted communication, online retirement, salary and service credit
- CalPERS scored below peers in pension estimates - self/ assisted service, member statements, purchases
- CalPERS service score has increased slightly from 84 to 85 between 2017 and 2024.

Cost Effectiveness:

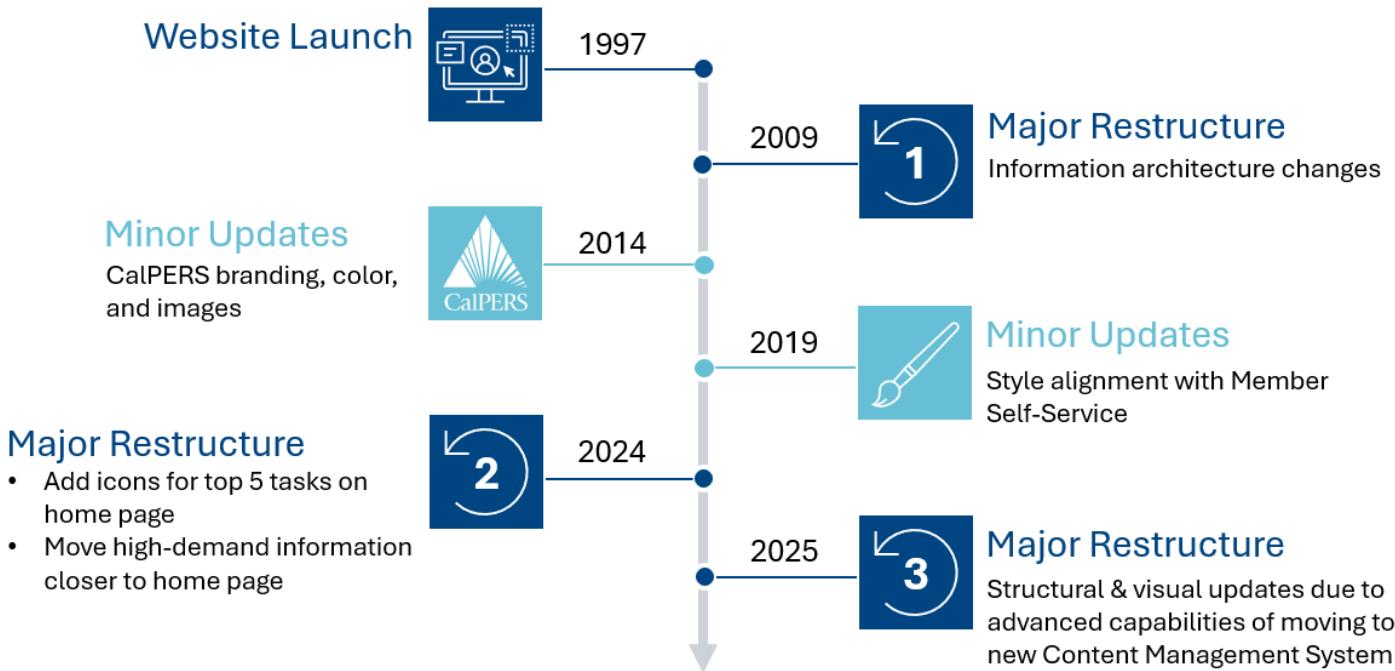
- CalPERS were higher cost and higher service than the average participant in the CEM universe.

CalPERS Future Efforts

Brad Pacheco

Deputy Executive Officer, Communications &
Stakeholder Relations, CalPERS

Website History

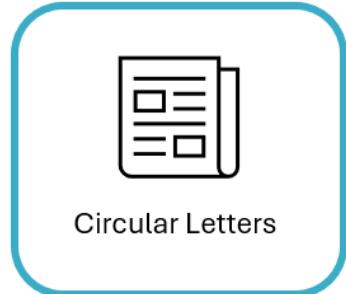
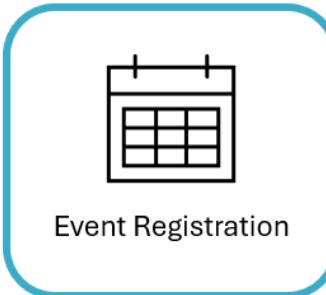


Project Objectives

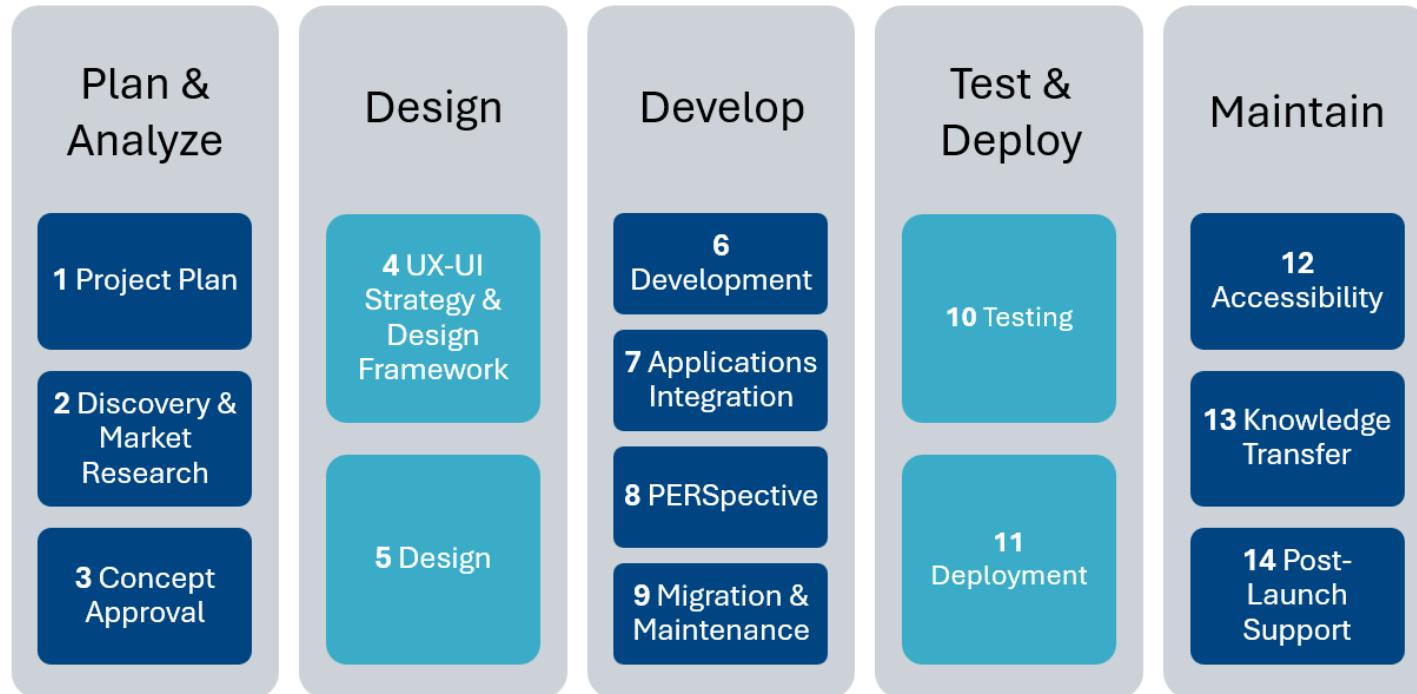
	User-Centric Design	Communications Enhancement	
	Performance Optimization	Accessibility Compliance	
	Enhanced Security	Applications Integration	
	Artificial Intelligence Integration	Modernized Features	

Custom Applications

Custom applications will be integrated with new site:



Deliverables





Questions?