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TEACHERS RETIREMENT BOARD - REGULAR BOARD MEETING

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Thursday, September 17, 2026

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Teachers Retirement System of New York City, New York

55 Water Street, 16th Floor

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New York City, New York 10041

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3:32 pm

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William Montague

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Digital Reporter

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APPEARANCES

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CHAIR: Patricia Reilly

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BOARD MEMBERS:

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Thomas Brown

Victoria Lee

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Christina McGrath

Ahmer Qadeer

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Amy Slattery

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On behalf of NYC TEACHERS RETIREMENT SYSTEM:

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LIZ SANCHEZ, ESQ.

NYC TEACHERS RETIREMENT SYSTEM

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APPEARED VIA In Person

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1 (Proceedings commenced.)
2 MS. REILLY: Good afternoon. Welcome to the
3 Board meeting of the Teachers Retirement Board for
4 September 17th, 2026. I'll start by calling the roll.
5 Thomas Brown?
6 MR. BROWN: Here. Good afternoon, Patricia.
7 MS. REILLY: Victoria Lee.
8 MS. LEE: Present. Good afternoon.
9 MS. REILLY: Christina McGrath.
10 MS. MCGRATH: Good afternoon, Patricia.
11 Present.
12 MS. REILLY: Ahmer Qadeer. I almost -- pretty
13 close, pretty close.
14 MR. QADEER: Present.
15 MS. REILLY: Ahmer.
16 MR. QADEER: You talk about it too much.
17 MS. REILLY: Yeah, I did.
18 MR. QADEER: Before, right?
19 MS. REILLY: All right, next -- next one. Amy
20 Slattery?
21 MS. SLATTERY: Present. Good afternoon.
22 MS. REILLY: Okay. And [inaudible 00:01:19] .
23 So the first item on the agenda is an update from TRS
24 operations, and Susannah Vickers is going to give us
25 that update.

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1 MS. VICKERS: Good afternoon, trustees.
2 Kavita is out of the office today, so I'll be giving
3 the operational update.
4 Over the summer, TRS member education team
5 conducted 32 educational programs, including two on
6 site here at TRS in the Melvin Aronson [phonetic]
7 Member Education Center. A total of 4,000 members
8 attended the summer sessions.
9 Over 1,400 members retired over the summer
10 with a retirement date in July or August. 97 percent
11 of those members are now receiving payments, including
12 49 percent who are receiving finalized benefits as of
13 the September payment.
14 MR. QADEER: Nice.
15 MS. VICKERS: Also, so far this full year, TRS
16 has welcomed over 3,800 new members into our system.
17 New members receive a welcome letter soon after
18 appointment or enrollment with instructions on signing
19 up for an online account, and tips on maximizing their

20 membership in TRS. Welcome to all the new members.
21 MS. REILLY: Great. Thank you. Thank you.
22 MR. BROWN: Susannah, would you be able to
23 send that to the trustees electronically?
24 MS. VICKERS: Sure. Yeah.
25 MR. BROWN: Thank you. Appreciate it.
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1 MS. REILLY: The next item on the agenda is
2 the executive director's report. And the first item on
3 that is the matter of the next meeting, which has been
4 scheduled for Thursday, October 15th, 2026.
5 Next is a resolution for the authorization to
6 the controller of the City of New York to invest
7 certain QPP funds.
8 MS. MCGRATH: Can you skip to the resolve?
9 MS. REILLY: Well, the whole resolution has
10 been resolved. Resolved by the Teachers Retirement
11 Board as trustees of the Teachers Retirement System,
12 and in accordance with Section 13-513 and Section
13 13-534 of the Administrative Code of the City of New
14 York.
15 The controller of the City of New York is
16 hereby authorized and requested in accordance with
17 Section 13-702 of the Administrative Code of the City
18 of New York to invest consistent with the investment
19 policies of the Teachers Retirement System of the City
20 of New York, the Contingent Reserve Fund, the Pension
21 Reserve Fund, the Annuity Savings Fund, and the Annuity
22 Reserve Fund referred to in Section 13-520 of the
23 Administrative Code of the City of New York, other than
24 the portion thereof held for current needs pursuant to
25 Section 13-538, subject to the terms and limitations
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1 set forth in.
2 MS. MCGRATH: Will you please [inaudible
3 00:04:11]?
4 MS. REILLY: Thank you.
5 MR. BROWN: Great. Thank you.
6 MS. REILLY: All right.
7 MR. BROWN: Glad we got that on the record,
8 but did I hear a motion to -- to move this rezo?
9 MS. MCGRATH: So moved.
10 MR. BROWN: And is there a second?
11 MS. LEE: Second.
12 MR. BROWN: Great. Any questions, statements,
13 comments?
14 So we're voting to authorize the controllers
15 of the City of New York to invest certain QPP funds.
16 All those in favor, please say aye.
17 (Ayes were heard.)
18 MR. BROWN: Oppose, say nay. And let the
19 record show that this rezo has passed. Thank you.
20 MS. REILLY: And the next rezo is
21 authorization to the controller of the City of New York

22 to invest certain tax deferred annuity funds. And it's
23 reading --

24 MS. LEE: Can you state the result?

25 MS. REILLY: Well, that is the result.

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1 MS. LEE: Oh.

2 MR. BROWN: Yeah.

3 MS. LEE: Will you waive the reading?

4 MS. REILLY: Sure.

5 MS. LEE: Thank you.

6 MS. REILLY: Okay.

7 MR. BROWN: Thank you. So do I --

8 MS. LEE: I wanted to hear an official reading

9 as well.

10 MR. BROWN: Yeah. It -- it was a good

11 reading.

12 MS. REILLY: It was a little long, like --

13 MR. BROWN: Right. It was a good read

14 reading.

15 MS. REILLY: Yeah, a good reading.

16 MR. BROWN: Do I hear a motion to move this

17 rezo forward?

18 MS. MCGRATH: So moved.

19 MR. BROWN: And is there a second?

20 MS. LEE: Second.

21 MR. BROWN: Okay. So any questions or

22 comments or statements? So what we're voting on now is

23 to authorize the controller of the City of New York to

24 invest certain tax deferred annuity funds. All those

25 in favor say aye.

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1 (Ayes were heard.)

2 MR. BROWN: Opposed say nay. Extensions? The

3 rezo has passed. Thank you.

4 MS. REILLY: So the next item on the agenda is

5 the calendar. And the first item is the approval of

6 the following minutes: the June 4th, 2026, investment

7 meeting minutes, the June 25th, 2026, Board meeting

8 minutes, and the June 25th, 2026, special investment

9 meeting minutes.

10 MR. BROWN: Great. So did we hear a motion to

11 accept the -- the Board minutes?

12 MS. MCGRATH: So moved.

13 MR. BROWN: It's been moved. Is there a

14 second?

15 MS. LEE: Second.

16 MR. BROWN: All right. So what we're voting

17 on now will be altogether accepting the investment

18 meeting minutes of June 4th, 2026, the Board meeting

19 minutes of June 25th, 2026, and the special investment

20 meeting that we conducted on June 25th of 2026, and all

21 those in favor accepting these three sets of minutes,

22 please say aye.

23 (Ayes were heard.)

24 MR. BROWN: Those opposed, say nay.
25 And let the record show that the Board minutes
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1 for those indicated meetings have been accepted and
2 approved. Thank you.
3 MS. REILLY: Okay. So the next item is the
4 calendar items. Oh --
5 MS. MCGRATH: Both? [inaudible 00:06:54] .
6 MS. LEE: Yeah.
7 MS. REILLY: Yeah.
8 MS. LEE: All right.
9 MS. REILLY: So the next item is the calendar
10 items. You all received an electronic copy of that,
11 so --
12 MS. MCGRATH: So waive the reading?
13 MS. REILLY: I waive the reading of the
14 calendar.
15 MS. MCGRATH: Okay.
16 MR. BROWN: Great. And all those in favor of
17 accepting the calendar items, please say aye.
18 (Ayes were heard.)
19 MR. BROWN: All right. Those opposed say nay.
20 Abstentions, and the calendar items have been
21 accepted. Thank you.
22 MS. REILLY: So under other business, Suzannah
23 is just going to bring you up-to-date on an RFP that
24 was vaccinated utility.
25 MS. VICKERS: Thanks, Patricia. We wanted to
0010
1 provide a brief introduction regarding TRS's upcoming
2 strategic planning process. So looking ahead to the
3 successful completion of our modernization project, we
4 are preparing to undertake a comprehensive strategic
5 planning effort to help ensure that our priorities and
6 activities remain aligned with our mission and the
7 needs of our members and stakeholders.
8 The process will be inclusive. The Board will
9 be part and parcel of the process, and give us an
10 opportunity to assess where we are today, consider the
11 challenges and opportunities ahead, and establish clear
12 priorities and objectives for the coming years.
13 As part of the effort, TRS is currently
14 developing a request for proposals or RFP to engage a
15 qualified consultant to support the strategic planning
16 process, and we anticipate issuing the RFP at the end
17 of the month. We wanted to make the Board aware of
18 this upcoming procurement and the broader initiative.
19 We look forward to keeping the trustees
20 informed as the process moves forward. Thank you in
21 advance for your participation and support.
22 MR. BROWN: Thank you.
23 MS. VICKERS: Any questions?
24 MR. BROWN: I appreciate it. Thank you.
25 Next -- I'm sorry.

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1 MS. REILLY: Okay. Thank you.

2 MS. VICKERS: You're welcome.

3 MS. REILLY: So next, we have a presentation
4 by CEM, administration benchmark report for those new
5 trustees. The Teachers Retirement System belongs to an
6 organization called CEM, and they -- they benchmark us
7 against our peer retirement systems.

8 So Christopher Doll is going to provide --
9 from -- from CEM is going to provide a overview of how
10 we did this year.

11 MR. DOLL: Good afternoon, everyone. My name
12 is Christopher Doll. Just want to confirm in the room,
13 are my slides up, or would you like me to share from
14 my -- my computer here?

15 MS. SLATTERY: You can share from your
16 computer.

17 MR. DOLL: Sounds good. I've got them right
18 here. Are they up in the room now?

19 MR. BROWN: Yes.

20 MS. REILLY: Yes.

21 MR. DOLL: Great. Thank you. Again, thank
22 you for having me. My name is Christopher Doll. I'm
23 the co-head of client coverage with CEM. I've been
24 with CM for about three and a half years now.

25 Just by way of quick introduction, CM helps

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1 as -- CM exists to help plans do better for their
2 members. We're a fully independent third-party company
3 that is employee-owned, and provides data and
4 actionable insights to institutional investors for over
5 30 years.

6 Historically, this has taken the form of
7 global benchmark reporting on cost and performance to
8 participating plans, but more recently, this has
9 evolved to include communities that provide
10 peer-to-peer exchange of insights and data driven
11 research.

12 Today, I will present a review of your pension
13 administration costs and performance as measured by
14 service versus a peer group. I will be sure to leave
15 time for questions.

16 And let's start with the high level overview.
17 The -- these are the key takeaways for the period
18 ending June 2025, your service score was 85. This was
19 two points above the peer median and driven by a couple
20 of areas of strength, your contact center, member --
21 issuing member statements, and outbound communications.
22 It was impacted by salary and service credit and
23 assisted service for pension estimates. Your service
24 score has increased by eight points from 77 to 85 over
25 the last eight years.

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1 On the cost side of the story, your costs were

2 \$252 per active member and annuitant. After adjusting
3 for your scale disadvantage, these costs were \$85 above
4 the peer average of 167. Your costs were driven by
5 having more FE per 10,000 members, and you had a higher
6 major cost -- co -- major project spend.

7 Your costs were stable for the last eight
8 years, while peers saw increases of 5.2 percent per
9 annum, and CPI was up 3.6 percent over the same period.
10 Over the year over year period, we saw your costs
11 decrease by 10.5 percent, while peers saw increases of
12 12 percent, so quite a bit of a -- a difference there
13 between what's going on within your organization
14 cost-wise and what's going on within the universe.

15 When we look at these two items together, we
16 get what we call the cost effectiveness. Overall, you
17 have higher costs, but also higher service than the
18 average participant in the CM universe.

19 There are a number of things that are driving
20 that cost higher, and we'll look at those as I walk
21 through the presentation, but first, let's start with
22 an overview of how we developed the insights. The
23 insights included in the report are based on the 81
24 pension plans spread across the U.S., Canada, and
25 Europe. Nearly half of those, about 34 of the 81, are

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1 based in the U.S.

2 During my presentation, when I reference the
3 universe or all average, I will be referring to this
4 group of 81 plans. In addition to the broader
5 universe, we do build a custom peer group that includes
6 these 12 peers. For the purposes of peer comparison
7 for pension administration costs, we look to build peer
8 groups based on median size, including active and
9 annuitant members that are similar in size to you.

10 We see that your size at 262,000 members
11 (coughs), excuse me, is a little bit smaller than the
12 peer median for this group at 336,000. And we do make
13 adjustments for them, and I'll walk through them as I
14 get through the presentation. I would note that there
15 were two changes to your peer group last year.

16 So your costs per member were \$252. This was
17 \$95 above the peer average of 157. This is before
18 adjusting for any economies of scale disadvantage that
19 you have because you're smaller than your peer group.

20 Your business as usual costs were \$202. This
21 was \$68 above the peer average. While your major
22 project spend was \$50, this was \$27 above the peer
23 average. Again, this is all before adjusting for those
24 economies of scale.

25 When we take a look at your economies of

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1 scale, we see that your plan is about 18 percent
2 smaller than the weighted average within your peer
3 group. We know that there are economies of scale for

4 larger plans, so this is why we benchmark your results.
5 So when we benchmark your results, we see that you are
6 at that scale disadvantage.

7 Based on s that we ran on 370 global pension
8 plans, we've determined that your -- you have a scale
9 disadvantage in relation to your peers of \$10 per
10 member. This means on a scale adjusted basis, you're
11 now \$85 above your peer benchmark costs, down from the
12 unadjusted number that we discussed on the previous
13 page of \$95.

14 Over the next few slides, I'll break down the
15 business as usual costs, major project spend, along
16 with providing a cost trend, but first, let's look at
17 the attribution of what's driving your differences in
18 costs versus your peers. So we break this down across
19 five categories.

20 We do see that you have more staff in front
21 office per 10,000 members than your peers. You were at
22 7 and peers are at 4.1. This is resulting in \$48 in
23 difference. I should highlight here that, that 7 is
24 down from 7.9 last year, so then quite a bit of an
25 improvement on that number year over year.

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1 You have lower third-party costs than peers.
2 You're spending \$1, peers is spending 13. This is
3 aver -- this is resulting in about \$13 in difference.
4 There's some rounding in -- in there.

5 You have higher cost per FTE, about \$15 worth.
6 This was driven by higher salary and benefits,
7 understandable given your location, and I'll dig into
8 that in a moment. Higher building and utility costs,
9 also understandable given your location, but offset by
10 higher -- by lower HR costs and IT desktop, and network
11 telecom costs.

12 The fourth category is the higher support cost
13 per member, you are \$45 -- \$44 higher. You are higher
14 across most categories with major projects, actuarial
15 legal, and audit driving most of the difference from
16 your peers.

17 And then the fifth category for you is that
18 scale disadvantage where you are disadvantaged by about
19 \$10. When we bundle up these five items, this is how
20 we're coming up with that \$85 difference versus your
21 peers.

22 Looking at the costs on a business as usual
23 basis, your business as usual costs per member were
24 above the peers, peer median and the peer averages, as
25 you can see in the chart on the left. On the chart in

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1 the right, in the front office, you had higher member
2 transactions and collection and data and maintenance
3 costs than peers, while your member communications were
4 slightly lower than peers.

5 In your governance and support costs, they

6 were above peers, with the biggest contributors being
7 your building and other support services and governance
8 and financial controls. I should note that you were
9 lower costs for information technology, actuarial, and
10 legal and audit costs.

11 In looking at your major project spend, we do
12 know that you're going through some significant
13 modernization efforts, so your spend was a bit higher
14 than your peers, this is expected. In 2025, your major
15 project spend was reported to us as \$50 per member.
16 You should note that this is down from \$61 from last
17 year. It's still \$27 above your peer average of 23,
18 but not all your peers are going through such extensive
19 modernization efforts as you are, so this, like I
20 mentioned before, this is expected.

21 The two items driving your costs were system
22 modern -- system modernization project and other
23 various non-IT projects. And you can see the costs
24 associated with each of those in the bottom right.

25 Your 8-year multiyear average was unavailable
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1 because you have not participated in our reporting in
2 each of the last eight years, and so that's why you're
3 seeing a NA on the 8-year average there.

4 I'm going to talk a little bit over the next
5 couple of slides on what's contributing or driving some
6 of your higher costs. The first area is around
7 complexity, and -- and you remain one of the most
8 complex pension plans within our universe. As you can
9 see by the chart on the left, you are the fourth most
10 complex. In addition to being high overall, you have
11 higher complexity than peers in 11 of the 13 categories
12 that we measure listed on the right-hand side of this
13 chart.

14 All except customized choices and divorce
15 rules, you are higher than your peers. A couple of the
16 areas I want to highlight that are driving this, so
17 pension payment options, your score was 73 versus peers
18 at 42, multiple plan types and overlays, you're at 55
19 versus 31, multiple benefit formulas, you're at 69
20 versus 54, and external reciprocity, you have the
21 highest or most complex of all the plans in our
22 universe., you're at 100 versus 31.

23 So we know that complexity can have a negative
24 impact on service, can reduce the front office
25 productivity, and it generally increases costs. So

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1 this is why I'm highlighting this here for you
2 specifically.

3 The next item that we look at that's driving
4 costs higher is your staffing levels. And here we see
5 that your FTE across -- you have higher FTE across most
6 categories, driven by the member transactions group,
7 major projects, member communications, collection and

8 data, and governance and financial controls.

9 It's interesting. I would note, that you are
10 lower on a staffing level basis for IT and support
11 services. I should also note, and I mentioned this
12 before, that your FTE per 10,000 members has fallen
13 from 7.9 last year to just seven this year, so trending
14 in the right direction overall there.

15 The next area that we look at that's
16 contributing to some of your higher costs is your
17 transaction volumes. You -- overall, you do three
18 times more transaction volumes per 1,000 members than
19 your peers do, with purchases and transfers in and all
20 member communication activities except incoming mail,
21 higher than peers. You can see that you're running at
22 307 percent, or three times higher the average volume
23 of your peers per 1,000 members.

24 And then finally, the last area that we look
25 at that's driving your cost is your cost environment.

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1 We base this from the statistics from the Department of
2 Labor. Your cost environment is the highest amongst
3 your peers and over twice the U.S. average, and close
4 to twice your peer average. This is having a -- a
5 direct impact on your higher cost status.

6 Pipping a little bit, but staying within the
7 cost story, just looking at IT security. We did start
8 separating and isolating IT security costs from IT
9 spend overall. This was driven predominantly because
10 plans are spending more time focusing on protecting
11 member information against cybersecurity attacks. We
12 see that your IT security spend per member was \$1.96
13 versus a peer average of \$4.31 and the universe average
14 of \$3.19.

15 Closing out the cost story, as I mentioned at
16 the outset, your costs were flat over the last eight
17 years. You can see only 0.1 percent per annum
18 difference over that period. During the same period,
19 peers saw their -- their costs increased by 5.2 percent
20 per annum while CPI was up 3.6 percent, so a big
21 difference between what's going on with your peers
22 versus what's going on within your organization.

23 On a year over year basis, we do see your
24 costs came down quite a bit, about 10 percent,
25 predominantly driven by the -- the lower costs in major

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1 project spend last year versus the 2024 year-end. So
2 you're down 10 percent, while peers saw increases of
3 12.5 percent, and inflation was up by 3 percent, so a
4 bit of a deviation there as well, good results.

5 So we're going to move from the cost story now
6 into the service score story. Your service score was
7 85. This was two points higher than the peer median.
8 The table on the bottom right highlights your service
9 score by each of the four member journeys.

10 For the next four slides, I'll dig into each
11 of those individually, so I'm not going to address that
12 sl -- that chart on this slide. Your active member
13 service score was 81, this was two points higher than
14 the peer median of 79, driven by a number of various
15 strengths, as you can see listed there.

16 So outbound communications, you have almost
17 all active member email addresses, and you engage your
18 members with an active outbound communication strategy.
19 On member statements, your member statements are
20 comprehensive and generated with real-time data, and
21 you send notice when they are available.

22 On your secure website, your members access
23 your secure site at a higher rate than peers. On --
24 within your contact center in general, your contact
25 center metrics are strong with low call wait times and

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1 undesirable call outcomes. Plus, your first contact
2 resolution is very high at 96.7 percent.

3 On meeting members, you have a high
4 availability for both one-on-one and group
5 presentations. And then finally, on feedback, you have
6 a strong survey program with surveys across
7 transactions for most of the journeys. And again, that
8 feedback item touches on all four of the member
9 journeys, as does that contact center metric.

10 The one opportunity that we identified here
11 was your salary and service credit information. Your
12 peers offer access to information online. 93 percent
13 of peers provide a complete annual history of salary
14 and service credit information online, you currently do
15 not.

16 Moving forward to the inactive member service
17 score, your service score was 75. This was equal to
18 the peer meeting and driven by a number of various
19 strengths. So tracking inactive members, you have a
20 high number of email addresses. Only 1 percent of
21 inactive members haven't received the retirement
22 benefits yet because mail was returned, so that's a
23 great result.

24 Website accessibility. Again, your -- your
25 members are accessing your website, your inactive

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1 members are accessing your website at a higher rate
2 than peers. We talked about contact center, some of
3 the general accessibility metrics on the previous
4 slide.

5 We also talked a little bit about call
6 quality. And so -- and again, this -- this item is
7 avail -- applicable to all the member journeys. You
8 have very high first call resolution, and you review
9 staff calls regularly using recorded and listening
10 live, so that -- making sure the agents are
11 representing the information correctly out to members.

12 Very good quality from what we can see.

13 On the opportunities, transfers out, it takes
14 you 180 days to complete a transfers out, compared to
15 about 43 for peers. And then on feedback, most of your
16 peers survey their inactive members and a third survey
17 when leaving the plan. This is one area around
18 feedback that you do not.

19 Moving to the retired member -- or retiring
20 member experience, your service score is 85, one point
21 higher than the peer median. Areas of strengths of
22 outbound communications, you communicate proactively
23 with active and inactive members as they approach the
24 age of retirement.

25 On pension estimates assisted service, you

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1 send written estimates within two days versus seven for
2 peers, so good result there. On pension inceptions,
3 100 percent of pensions are incepted without a cash
4 flow interruption of one month. For disability
5 inception, a decision is returned within two months,
6 where with peers, it's taking about three months. And
7 we talked about meeting members, this continues to be
8 an area of a strength. It also applies here on the
9 retiring member experience.

10 A couple of items to address on the
11 opportunity side. So pension estimates assistance
12 service, most of your peers offer estimates linked to
13 member data over the phone or during one-on-one
14 counseling sessions, you currently do not. And then
15 salary and service credit, you do not provide salary
16 and service credit information online for retiring
17 members.

18 The fourth and final of the four member
19 journeys is the annuitant experience. Your service
20 score was 90. This was equal to the peer median.
21 Listed a number of areas of strength here.

22 We talked about outbound communications,
23 again, this applies here. You have more than 80
24 percent of annuitant email addresses, and you
25 communicate regularly through newsletters and when

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1 pension amounts change, or when someone is new to
2 retirement.

3 On pension payments, you do the core of paying
4 the payments on time, and offering several tools to
5 members to change and view relevant information through
6 your secure portal. Your website, a higher number of
7 annuitants, actual website, at least once, and we
8 talked about feedback. This continues to be an area of
9 strength where you do survey annuitants over the web
10 and over the phone.

11 Looking at the service score trend, your
12 service score has increased by eight points over the
13 last eight years. On a year over year basis, we see

14 positive impacts within your contact center. Improved
15 call wait times, now 101 second versus 244 for peers,
16 and undesirable call outcomes, now 2 percent versus 4
17 percent for peers.

18 The long-term impacts, we see feedback. We
19 talked about this at a couple of points in the journey,
20 but that feedback surveying program expanded quite a
21 bit over the last number of years, so this is
22 contributing to that increased trend. And your secure
23 website, both the accessibility and the functionality
24 have -- have increased over the last eight years, and
25 that's driving a good portion of the improvement of

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1 your results during that period.

2 When we put this together, your -- your costs
3 and your service, we come together with what we call
4 our cost effectiveness chart, which is designed to
5 illustrate the plan's relative service score against
6 its relative cost. Ideally, you want to plot in the
7 top left-hand quadrant, this indicates high relative
8 service and low relative cost versus peers. The peers
9 are highlighted by the light blue circles and the
10 universe are highlighted by the green circles.

11 Your 2025 results are illustrated by that
12 black circle and plotted in the top right-hand
13 quadrant, again, indicating high relative service, but
14 equally that higher relative cost, and we talked about
15 the drivers for that cost in earlier in the
16 presentation. Your improved service score over the
17 last eight years has resulted from your results moving
18 up from that purple triangle, which would have
19 represented your 2018 results eight years ago, to that
20 black circle, so the service score is causing the trend
21 to go up. Your costs haven't really moved much as
22 we've talked about earlier as well.

23 So putting this together, service score is
24 good, two points higher than the peer median and driven
25 by those areas of strength that we talked about. Your

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1 service score has increased by eight points over the
2 last eight years. The cost story, costs of \$252 per
3 active member annuitant.

4 When adjusting for your scale disadvantage,
5 this is \$85 above the peer average of 167. We talked
6 about what's impacting that -- those cost story. Your
7 costs were stable over the last eight years while peer
8 saw per annum increases of 5.2 percent, and the big
9 divergence in costs year over year, where your -- your
10 costs decreased by 10 percent. Peer saw increases of
11 12 percent.

12 Again, the cost effectiveness, bringing these
13 two stories together, higher costs, higher service than
14 the average purchaser with the numbers. Those are my
15 prepared remarks. I'm happy to pause and take any

16 questions, if there are any from the room.
17 MR. BROWN: Thank you. Chris. Any questions
18 for Chris? We're good. Thank you, Chris, for a good
19 report.
20 MR. DOLL: Thank you very much, and I hope
21 everyone has a great day.
22 MR. BROWN: Thank you very much.
23 MS. MCGRATH: Okay.
24 MR. BROWN: I think --
25 MS. MCGRATH: And that's the end of the
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1 agenda.
2 MR. BROWN: -- that brings us to the end of
3 our public session. Do you have any comments, or
4 anybody that need to add something?
5 Great, so, do we hear a motion to go into
6 executive session.
7 MS. MCGRATH: So moved.
8 MR. BROWN: It's been moved. Is there a
9 second?
10 MS. LEE: Second.
11 MR. BROWN: No comments or questions, so all
12 those in favor of going into executive session please
13 say aye.
14 (Ayes were heard.)
15 MR. BROWN: Oppose say nay.
16 Abstentions? We're now in executive session.
17 Thank you.
18 (Exit Public Session; enter Executive
19 Session.)
19 (Exit Executive Session; enter Public
20 Session.)
21 MR. BROWN: Great. We are back in Public
22 Session. Welcome back. And with that, Komil John
23 [phonetic], are you ready?
24 MR. ATEEV: Yes.
25 MR. BROWN: Hey, Komil, how --
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1 MR. ATEEV: (Audio interruption.)
2 MR. BROWN: -- are you?
3 MR. ATEEV: Good. Thank you. How are you?
4 MR. BROWN: Good, good, thanks. Go ahead.
5 MR. ATEEV: So in the executive session of the
6 September 17th Board meeting, there was a resolution on
7 excluding companies list. Resolution has passed.
8 Details to be made public pending further action and at
9 the appropriate time.
10 A resolution was passed regarding an action of
11 the proxy committee, details of which will be made
12 available at the appropriate time.
13 MR. BROWN: Thank you, Komil.
14 MR. ATEEV: Okay.
15 MR. BROWN: Appreciate it. And with that,
16 that brings us -- an end to our public session agenda.

17 And as always, I want to thank Will, our recorder, and
18 our -- Janice [phonetic] our TRS tech. Thank you guys,
19 appreciate it.

20 And with that, is there a motion to adjourn?

21 MS. MCGRATH: So moved.

22 MR. BROWN: It's been moved. Is there a
23 second?

24 MS. LEE: Second.

25 MR. BROWN: Any questions, comments? All

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1 those in favor of adjourning, please say aye.

2 (Ayes were heard.)

3 MR. BROWN: Oppose say nay.

4 We are adjourned. Thank you, everybody. I
5 appreciate it.

6 (Proceedings concluded.)

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CERTIFICATE OF REPORTER

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10 That the said testimony was accurately
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11 I further certify that I am not related to
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13 and that I am not interested in the outcome of this
14 matter, financial or otherwise.

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IN WITNESS THEREOF, I have hereunto set my
hand this 29th day of September 2026.

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William Montague
Digital Reporter
Commission No.: 01MO0009174
Commission Expiry: 6/7/2027

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IN WITNESS THEREOF, I have hereunto set my
hand this 29th day of September 2026.

Paula Schmidt