

**Board of Governors
PENSION & BENEFITS COMMITTEE
Friday 20 March 2020
9:30 a.m. to 12:00 noon**

**This meeting will be by teleconference only
Coordinates sent to members under separate cover**

OPEN SESSION		ACTION
9:30	1. Approval of the 21 February 2020 Minutes (Open Session)* and Business Arising a. Update re: Communication of RPP Changes to Members [Hornberger]	Decision Information
	2. Execution Against the Work Plan* [Grivicic]	Information
	3. Update on Government Pension Plan Initiatives [Shapira]	Information
9:35	4. Group Benefits Program – Annual Renewal* [Hornberger] a. Life Insurance – Premium Rate b. Long Term Disability i. Premium Rate ii. Maximum Insured Salary (Indexing) c. Healthcare Benefits – ASO Fees/Charges d. Healthcare Benefits – Budget Rates	Decision Information Decision Decision
9:50	5. Actuarial Valuation Results (RPP and PPP) and Review of Contribution and Protocol Calculations (RPP and PPP)* [Byron/Shapira] a. Change to Mortality and Retirement Assumptions b. Potential for Filing Based on 1 January 2020 Valuation	Discussion / Potential Decision
10:15	6. University of Waterloo Pension Plan, Suggested Wording Change to Article 12 – Transfers of Monies to and from Pension Fund* [Shapira]	Discussion / Potential Decision
10:25	7. Other Business a. Annual Committee Self-Assessment* [Grivicic]	
CONFIDENTIAL SESSION		
	8. Approval of the 21 February 2020 Minutes (Confidential)+ and Business Arising	Decision

Next Meeting: Friday 15 May 2020, 9:30 a.m. – 12:00 noon in NH 3318

*attached
** to be distributed
+ distributed separately

16 March 2020

Mike Grivicic
Associate University Secretary

Please convey regrets to Melissa Holst at 519-888-4567 x36125 or mjholst@uwaterloo.ca

Future Agenda Items

- a. Pension Contribution for Members of LTD
- b. Level of LTD coverage vs. practical requirements

University of Waterloo
Board of Governors
PENSION & BENEFITS COMMITTEE
Minutes of the 21 February 2020 Meeting
[in agenda order]

Present: Peter Barr, Terrence Birmingham, Ted Bleaney, Mike Grivicic (secretary), Michael Herz, Dennis Huber, Ranjini Jha, David Kibble, Jim Rush, David Saunders, Michael Steinmann, Mary Thompson, Marilyn Thompson

Absent: Ken Vetzal*

*regrets

Consultant: Linda Byron, Allan Shapira

Resources: Sarah Hadley, Lee Hornberger

Organization of Meeting: Peter Barr took the chair, and Mike Grivicic acted as secretary. The secretary advised that a quorum was present.

1. APPROVAL OF THE 17 JANUARY 2020 MINUTES (OPEN SESSION) AND BUSINESS ARISING

A motion was heard to approve the minutes as distributed. Bleaney and Saunders. Carried.

a. Actuarial Assumptions (Updated). Byron confirmed the discount rate is 5.60%, and that additional changes to the slides were made per members' suggestions. Shapira noted that it is likely advantageous to file the valuation this year.

b. Shapira indicated that upon examining the various protocols associated with the plan, it appears that a number are out of date or not longer apply; Aon will bring this item back to a future meeting.

2. EXECUTION AGAINST THE WORK PLAN

This item was received for information.

3. UPDATE ON GOVERNMENT PENSION PLAN INITIATIVES

Shapira indicated that there has been no government activity of note re: pension/benefits since the last meeting.

4. PENSION PLAN TRANSFER-IN PROVISION: CLARIFICATION ON ADMINISTRATION OF ELIGIBILITY CRITERIA

Hornberger provided an overview noting the aim to obtain committee confirmation on how the purchase of additional credited service in the pension plan occurs, and confirm related administrative practices based on the plan text. Shapira observed that the intent of the provision is to transfer eligible service from the previous employer, and not to indirectly aggregate previously earned benefits at another plan(s). Members discussed: text of *Income Tax Act* and the *Ontario Pension Benefits Act*; the industry term "participant" is construed to mean someone earning benefits and with ties to an employment relationship; the six month transfer window is common for pension plans; working in plan appears to be ambiguous; value of transfers into the plan can fluctuate, and HR can recall no rejections of transfers that have occurred in recent memory; in development of price for pension plan transfers, it should be understood that these are cost-neutral but are not risk neutral as the incoming plan takes on the risk of the accrued service; it would be unreasonable for HR to provide the calculation factors for members to do their own calculation, this is very onerous upon staff and not at all the intention of this provision in the pension plan; functional definitions have been in working use for decades, and it is unclear why these would be changed; any applications to make a transfer into the plan should follow the university's established processes. A motion was heard to reaffirm the existing operational practices pertaining to transfer-in provisions to the pension plan, and to direct the plan consultant Aon to prepare clarified pension plan text for this provision. Bleaney and Jha. Carried.

5. ANNUAL COST OF LIVING ADJUSTMENTS

a. Cost-of-living Increase for Pensioners. Received for information.

b. Pensions for Deferred Members. A motion was heard to approve a COLA increase of 1.95% for pension benefits earned up to 31 December 2013 and a COLA increase of 1.46% for pension benefits accrued after 31 December 2013. Jha and Mary Thompson. Carried.

c. Salaries for Pension Purposes for Individuals on Long-term Disability. The range increase on 1 May 2020 is 2.15%, while 100% of COLA would be 1.95%. In line with the guiding principles, a motion was heard to index the salaries for pension purposes for members on LTD by the lesser of 100% of COLA and the range increase for active employee, that being 1.95%. Huber and Kibble. Carried.

6. FOLLOW-UP ACTIVITY RE: APPROVED INCREASES TO CONTRIBUTION RATES

Shapira observed that legislation requires formal notice of the plan amendments be given to members, and that while the regulator seems to prefer mail delivery other modes are being examined. Aon will file the amendment with the regulator, and HR will implement the changed contribution rate for 1 May.

7. INVESTMENT FUND PERFORMANCE REPORTS FROM AON – Q4 2019

Huber noted that RPP returns were 13% at year end. The PIC is now established; a work plan and orientation session for members is in development.

8. 2019 REPORT TO THE COMMUNITY (DRAFT)

Members suggested adding content re: becoming signatory to UN PRI, and minor text edits.

9. UPDATE RE: HOLISTIC BENEFITS WORKING GROUP

Byron related that the group received additional analysis of the survey with respect to respondents with single vs. family coverage, and no new insights were gleaned.

10. OTHER BUSINESS

There was no other business.

With no further business in open session, the committee proceeded into confidential session.

NEXT MEETING

The next meeting is scheduled for Friday 20 March 2020, 9:30 a.m. – 12:00 noon in NH 3318.

13 March 2020
revised 20 March 2020

Mike Grivicic
Associate University Secretary

Execution against Work Plan

Pension & Benefits Committee, Board of Governors, University of Waterloo

The below represents the annual responsibilities of the P&B Committee and has been prepared as an aid to planning only. The committee's activities are much broader, however, and include: legislative changes, plan changes and improvements; selection of managers and service providers; and requests from the UW community regarding pension and benefits plans.

Task	Frequency (Target month)	8 Mar 2019	16 May 2019	14 June 2019	20 Sept 2019	18 Oct 2019	15 Nov 2019	13 Dec 2019	17 Jan 2020	21 Feb 2020	20 Mar 2020
Approval of Actuarial Valuation Assumptions	Annual (Jan)								✓		
Investment Status of PPP	Annual (Jan)								✓		
Cost-of-living Increase for Pensioners	Annual (Feb)									✓	
Pensions for Deferred Members	Annual (Feb)									✓	
Salaries for Pension Purposes for Individuals on Long-term Disability	Annual (Feb)									✓	
Actuarial Valuations (RPP and PPP), with posting to website once approved	Annual (Mar)	✓									✓
Review of Contribution and Protocol Caps (RPP and PPP)	Annual (Mar)	✓									✓
Benefits Plan Premium Renewals	Annual (Mar)	✓									✓
Indexing of Long-term Disability Plan Benefits and Maxima	Annual (Mar)	✓									✓
Annual Committee Self-Assessment	Annual (Mar)	✓									✓
Budget Overview	Annual (May)		✓								
Previous Years' Fees and Expenses	Annual (May)		✓								
Annual Audit of the Pension Plan Fund Financial Statements	Annual (May)		✓								

D = deferred

Task	Frequency	8 Mar 2019	16 May 2019	14 June 2019	20 Sept 2019	18 Oct 2019	15 Nov 2019	13 Dec 2019	17 Jan 2020	21 Feb 2020	20 Mar 2020
Benefits Utilization Report	Annual (June)			✓							
Annual review re: benefits added/removed from insured plans in the market	Annual (June)			✓							
Review of Committee Terms of Reference	Annual (June)										
Indexing of Plan Maxima – Health, Dental, Retiree Life Insurance	Annual (Nov)						✓				
Employee and Family Assistance Program – report on utilization	Annual (Nov)						✓				
Maximum pension limits and caps adjustments, based on average industrial wage increase (AIW)	Annual (Dec)							✓			
Total Fund Overview	Quarterly		✓			✓		✓			
Investment Manager Review	Semi-annually										
Approval of the Statement of Investment Policies and Procedures (SIPP)	Annual						✓				
Annual Report to the Community	Annual									✓	
Actuarial Filing Minimum every three years - most recent filings in 2017 and 2018											

Group Benefits Program
Annual Renewal effective May 1, 2020

a. Life Insurance – Premium Rate

The University participates in the University Life Insurance Plan (ULIP) which is insured by Sun Life Financial. The underwriting method utilized is experience-rated for rate determination and refund accounting for the funding of ULIP. Premium rates are established based on claims experience and the participating universities have a share in the financial results.

Claims experience analysis indicates that a 6.9% decrease to the contract rate for Basic Life is warranted for the upcoming year; no changes are required for the Optional Life rates.

Basic Life Volume	Current		Effective May 1, 2020		Change	
	Contract Rate	Annual Premium	Contract Rate	Annual Premium		
\$983,802,100	\$0.116 per \$1,000	\$1,369,452	\$0.108 per \$1,000	\$1,275,008	(\$94,445)	-6.9%

Note: Rates do not include any applicable taxes

As of April 30, 2019, the University's share of the Claims Fluctuation Reserve (CFR) continues to be fully funded and the CFR for the overall ULIP plan is fully funded. The Unrestricted Deposit Account (UDA) is \$2,103,867 (was \$2,369,785 at April 30, 2018; April 30, 2020 estimate is \$1,830,867). The full amount in the UDA is available for withdrawal by the University; alternatively, based on the amount available, a complete premium holiday for the upcoming fiscal year would be possible.

The University has been remitting premium to Sun Life Financial based on a rate that is subsidized by the UDA, the "paid rate". At present, the paid rate is \$0.093 per \$1,000 which is 20% lower than the contract rate. Due to the balance in the UDA, the University has some flexibility with respect to the paid rate to be implemented effective May 1, 2020.

	Option 1 Maintain 2019/20 Paid Rate		Option 2 Maintain 20% Subsidy		Option 3 Implement 30% Subsidy	
	Rate per \$1,000	Annual Premium	Rate per \$1,000	Annual Premium	Rate per \$1,000	Annual Premium
Contract	\$0.108	\$1,275,008	\$0.108	\$1,275,008	\$0.108	\$1,275,008
Paid	\$0.093	\$1,145,146	\$0.086	\$1,015,284	\$0.076	\$897,228
Difference	\$177,085		\$259,724		\$377,780	

Notes: "Difference" is funded through the UDA; rates do not include any applicable taxes

The University pays 100% of the premium for a Basic Life benefit of 1 times earnings and 67% of the premium for 2 or 3 times earnings. Optional Life is 100% employee paid. All employer paid life insurance premium results in a taxable benefit for employees.

Action Required: Decision

Pension & Benefits Committee
March 20, 2020

b. Long Term Disability (LTD) – Premium Rate

The LTD benefit is insured by Canada Life (formerly Great-West Life) and the underwriting method utilized is an experience-rated, non-refund arrangement. Premium rates are established based on claims experience but the University does not have a share in the financial results. The LTD benefit is fully paid for by employees and as a result, in the event of a claim, benefit payments are non-taxable.

A two-year rate guarantee was negotiated for the May 1, 2019 renewal and as such, no change is required for the upcoming year.

Insured Earnings	Current		Effective May 1, 2020		Change	
	Rate (% of earnings)	Annual Premium	Rate (% of earnings)	Annual Premium		
\$439,111,872	0.971%	\$4,263,800	0.971%	\$4,263,800	\$0	0%

Note: Rates do not include applicable taxes; insured earnings based on projected 2018/19 volumes

Illustration of Employee Impact

Sample Salary	LTD Monthly Premium for Employees*		
	May 2019-April 2020	May 2020-April 2021	Difference
\$35,000	\$28.32	\$28.32	\$0
\$65,000	\$52.60	\$52.60	\$0
\$100,000	\$80.92	\$80.92	\$0
\$125,000	\$101.15	\$101.15	\$0
Maximum Insured Salary	\$179,471	\$145.22	\$0
	\$182,971 ¹	\$145.22**	\$2.83

**Based on rates that exclude any applicable taxes*
***Premium is capped at the insured earnings maximum of \$179,471*

¹The LTD plan design includes an annual indexing provision for the maximum insured earnings; the provision applies 100% of the COLA adjustment as calculated under the pension plan text methodology (i.e. COLA of 1.95% effective May 1, 2020).

Action Required: None

c. Healthcare Benefits – ASO Fees/Charges

The healthcare benefits (i.e. prescription drugs, paramedical practitioners, out-of-country, hospital, medical services & supplies, and dental) are provided by Canada Life on an Administrative Services Only (ASO) basis. With an ASO arrangement, the University is responsible for paying Canada Life for all claims paid plus their fees for providing this coverage. A pooling charge applies so that claims in excess of \$50,000 per year per individual are not charged to the University. Global Medical Assistance (GMA) provides individuals outside of the country with assistance in the event of a medical emergency; GMA is provided on a fully pooled basis with the same rates applied throughout Canada Life’s book of business.

With the exception of the pooling and GMA charges, a two-year expense level guarantee was negotiated with the May 1, 2019 renewal and as such, no changes are required to these charges for the upcoming year. Non-negotiable changes are required for the GMA charge. In addition, Canada Life’s initial proposal included an increase of 12.7% for the pooling charge; however, Aon was able to negotiate a lesser increase of 9.5% effective May 1, 2020.

ASO Fee/Charge		Current		Effective May 1, 2020		Change	
		Charge	Annual Cost	Charge	Annual Cost		
General Administration		0.75%	\$145,978	0.75%	\$145,978	\$0	0%
Profit		0.41%	\$79,801	0.41%	\$79,801	\$0	0%
Claims Settlement	Drug	2.70%	\$224,604	2.70%	\$224,604	\$0	0%
	Other Medical	5.79%	\$295,248	5.79%	\$295,248	\$0	0%
	Dental	3.25%	\$196,474	3.25%	\$196,474	\$0	0%
Individual Pooling		6.00% ¹	\$805,100	6.57%	\$881,584	\$76,484	9.5%
GMA		\$0.45	\$39,500	\$0.50	\$43,900	\$4,400	11.1%
<i>Combined</i>			<i>\$1,786,705</i>		<i>\$1,867,589</i>	<i>\$80,884</i>	<i>4.5%</i>

Note: Calculated as a percentage of paid claims except for GMA which is a monthly charge per covered employee or retiree; exhibit is based on projected claims experience and headcounts

¹ 7.15% had been agreed to effective May 1, 2019 but the two large claims that were being tracked at that time did not end up impacting the plan; as such, as per the renewal agreement negotiated by Aon, the rate was decreased in September 2019 to 6% retroactively to May 1, 2019 (estimated savings of \$140,000)

Action Required: Decision

d. Healthcare Benefits – Budget Rates

Budget rates are calculated each year by Aon using underlying claims experience, ASO fees/charges, recent plan amendments, and loss ratio against budget.

These budget rates are used to determine applicable cost sharing (with affiliates and part-time employees) and to generate funds in the account which is used to pay the monthly ASO bill from Canada Life. The healthcare benefits are fully employer paid with the exception of part-time employees who have a share in the cost relative to their full-time equivalency (e.g. an employee who works 50% of the standard workweek pays 50% of the monthly rate).

Projected claims analysis indicates changes to the budget rates for the extended health and dental benefits for the upcoming year. The trend factors used by Aon for extended health has decreased from 8% to 7.125% and for dental, has decreased from 6% to 4%.

Benefit		Current		Effective May 1, 2020		Change	
		Monthly Rate	Aggregate Annualized	Monthly Rate	Aggregate Annualized		
Extended Health	Single	\$69.80	\$1,741,370	\$70.71	\$1,764,073	\$209,997	1.3%
	Family	\$222.74	\$14,385,440	\$225.64	\$14,572,734		
Dental	Single	\$47.81	\$593,226	\$45.80	\$568,286	(\$317,252)	(4.2%)
	Family	\$143.85	\$6,961,765	\$137.81	\$6,669,453		
Combined		\$23,681,801		\$23,574,546		(\$107,255)	(0.5%)

Note: Rates include a margin for tax; based on projected claims experience and December 2019 headcounts

Action Required: Decision



Actuarial Valuation Results as of January 1, 2020

Pension & Benefits Committee Meeting on March 20, 2020
Posted With Permission of Aon

Prepared by Retirement & Investment

Presentation to University of Waterloo



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Understanding the Actuarial Process

- Ultimate cost of Pension Plan equals the sum of benefits paid
- Cost is funded by University and member contributions and investment earnings, net of expenses
- Actuarial process from a funding perspective:
 - Using actuarial estimates to make periodic funding contributions in a systematic manner to meet the ultimate cost

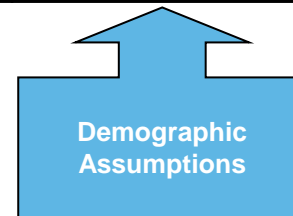
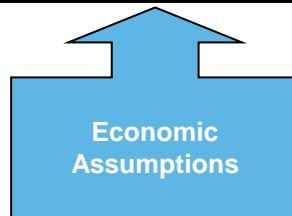
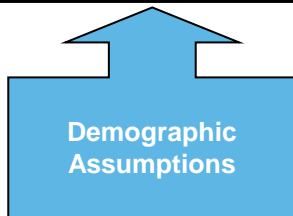
Understanding the Actuarial Process (Cont'd)

- Elements of an actuarial valuation:

Pension Plan:	Contractually promises to pay benefits defined by the plan formula(s) on retirement, death, disability and termination
Plan Members:	Current employees, retirees and beneficiaries in this group will be or are entitled to the benefits promised by the plan. Specific data is gathered and validated for all members
Actuarial Assumptions:	Actuary uses these to estimate who will receive a benefit, what the amount of benefit will be, when the benefit will start, and how long it will be paid
Actuarial Cost Method:	Used to allocate the cost of the estimated benefits (determined using the member data and actuarial assumptions) to various time periods

Actuarial Assumptions for Going Concern Valuation

Assumptions to Estimate:			
When Pension Benefits Are Payable	Amount of Pension Benefits Payable	How Long Pension Benefits are Payable	How Much Money to Set Aside
<ul style="list-style-type: none"> ▪ Termination Rates ▪ Disability Rates ▪ Preretirement Mortality Rates ▪ Retirement Ages 	<ul style="list-style-type: none"> ▪ Increases in CPP Wage Base ▪ Increases in ITA Maximum Pension ▪ Increases in Salaries ▪ Inflation 	<ul style="list-style-type: none"> ▪ Postretirement Mortality Rates 	<ul style="list-style-type: none"> ▪ Investment Return on Pension Fund



Pension Liability/Asset Relationship

Growth in Liabilities From Year to Year	Growth in Assets From Year to Year
Liabilities at beginning of year (representing discounted present value of pension benefits earned in respect of service up to the valuation date)	Value of pension fund assets at beginning of year
Plus	Plus
Interest on liabilities at rate used to discount the liabilities	Rate of return on pension fund assets
Plus	Plus
New liability for benefits earned by members in the year (current service) and increase/(decrease) in liability from experience losses/(gains)	Contributions made by members and University
Less	Less
Pension payments and lump-sum transfers	Pension payments, lump-sum transfers, fees and expenses

Highlights of January 1, 2020 Valuation Results

- This material includes the going concern valuation results for the Registered Pension Plan (RPP) and the Payroll Pension Plan (PPP) as at January 1, 2020
- This January 1, 2020 actuarial valuation of the RPP is not required to be filed with the regulators, but expectation is that it will be filed.
- The going concern results have been determined using the set of assumptions discussed with the Pension & Benefits Committee on January 17, 2020 and includes:
 - Impact of adopting Canadian Institute of Actuaries CPM 2014 Public Mortality Table
 - Impact of adopting a new retirement assumption with rates by age

Highlights of January 1, 2020 Valuation Results

- The impact of the following recently-approved changes to member contributions and the RPP cap are also included:
 - The hard dollar cap of \$3,200 per year is increased to \$3,400 at January 1, 2021 and then increases each year (beginning January 1, 2022) by 1/3 of the increase in the Average Industrial Wage (AIW)
 - Required member contributions will increase as follows:

Date	On Pensionable Earnings Up to YMPE	On Pensionable Earnings Between YMPE and 2 times YMPE	On Pensionable Earnings Over 2 times YMPE
Current	6.25%	8.95%	9.95%
May 1, 2020	6.95%	9.95%	9.95%
May 1, 2021	7.40%	10.60%	10.60%
May 1, 2022	7.80%	11.20%	11.20%

Plan Members – Demographics

	January 1, 2019	January 1, 2020
Active Members (Including Leaves)		
Number	4,733	4,891
Average age	46.8	46.8
Average years of credited service	9.8	9.9
Average pensionable earnings ¹	\$ 99,487	\$ 102,157
Total pensionable earnings ¹	\$ 470,870,000	\$ 499,650,000
LTD Members		
Number	91	90
Average age	55.9	55.4
Average years of credited service	16.8	16.9
Average pensionable earnings ¹	\$ 63,221	\$ 66,791
Total pensionable earnings ¹	\$ 5,753,000	\$ 6,011,000
Suspended Members		
Number	3	2
Average age	34.6	34.4
Average years of credited service	2.1	3.0

¹ Year following valuation date

Plan Members – Demographics (Cont'd)

	January 1, 2019	January 1, 2020
Pensioners and Survivors		
Number	2,024	2,092
Average age	74.5	74.6
Average annual pension	\$ 30,980	\$ 31,643
Total annual pension	\$ 62,705,000 ¹	\$ 66,196,000 ¹
Deferred Members: Eligible for COLA on All Service		
Number	301	305
Average age	56.8	57.8
Average annual pension	\$ 8,039	\$ 8,056
Deferred Members: Eligible for COLA on Pre-2008 Service		
Number	109	115
Average age	46.1	46.9
Average annual pension	\$ 8,946	\$ 9,575
Deferred Pensions: Not Eligible for COLA		
Number	150	164
Average age	42.3	40.4
Average annual pension	\$ 4,246	\$ 4,262

¹ Does not reflect increase as of May 1, 2019 or 2020, as applicable

Actuarial Assumptions for Going Concern Valuation – Economic Assumptions

Economic Assumptions	January 1, 2019	January 1, 2020
Increase in Consumer Price Index (CPI)	2.00% per year	No change
Increase in Year's Maximum Pensionable Earnings under Canada Pension Plan	2.75% per year (CPI + 0.75%)	No change
Increase in <i>Income Tax Act</i> maximum pension	\$3,025.56 in 2019; increased after 2019 at 2.75% per year up to \$3,200 ¹	\$3,092.22 in 2020; increased after 2020 at 2.75% per year subject to dollar cap of \$3,400 which increases at 0.92% per year beginning in 2022 ¹
Increase in salaries ²	4.00% per year (CPI + 2.00%)	No change
Increase in salaries (disabled)	2.00% per year (CPI + 0.00%)	No change
Interest rate used to discount liabilities	5.70% per year (CPI + 3.70%)	5.60% per year (CPI + 3.60%)
Interest rate used to calculate 50% rule	1.60% ³ per year for 10 years; 1.70% per year thereafter	1.20% ³ per year for 10 years; 1.20% per year thereafter
Interest rate for crediting on required member contributions	3.00% per year	2.50% per year
Loading for administrative expenses	Explicitly added to current service cost	No change
Provision for Adverse Deviation (PfAD)	8.50% of non-indexed liabilities and current service cost	9.00% of non-indexed liabilities and current service cost

¹ PPP limit of \$3,400 in 2019 and 2020

² Across the board increases plus grid steps / merit / promotion

³ 1.90% / 2.10% for 75% indexed benefits in 2019; 1.50%/1.60% for 75% indexed benefits in 2020

Actuarial Assumptions for Going Concern Valuation – Demographic Assumptions

Demographic Assumptions	January 1, 2019	January 1, 2020																								
Retirement age	Age 64, but no earlier than one year after valuation date	Retirement Rates as follows: <table border="1" data-bbox="1236 385 1690 785"> <thead> <tr> <th>Age</th> <th>Rates Per 100</th> </tr> </thead> <tbody> <tr><td>60</td><td>5</td></tr> <tr><td>61</td><td>5</td></tr> <tr><td>62</td><td>25</td></tr> <tr><td>63</td><td>10</td></tr> <tr><td>64</td><td>10</td></tr> <tr><td>65</td><td>50</td></tr> <tr><td>66</td><td>25</td></tr> <tr><td>67</td><td>25</td></tr> <tr><td>68</td><td>25</td></tr> <tr><td>69</td><td>50</td></tr> <tr><td>70</td><td>100</td></tr> </tbody> </table>	Age	Rates Per 100	60	5	61	5	62	25	63	10	64	10	65	50	66	25	67	25	68	25	69	50	70	100
Age	Rates Per 100																									
60	5																									
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68	25																									
69	50																									
70	100																									
Mortality rates	2014 Canadian Pensioners Combined Table (“CPM2014 Combined”) with Improvements under Scale MI-2017	2014 Canadian Pensioners Public Table (“CPM2014Public”) with Improvements under Scale MI-2017																								
Termination rates	<table border="1" data-bbox="637 971 1091 1263"> <thead> <tr> <th>Age</th> <th>Rates Per 100</th> </tr> </thead> <tbody> <tr><td>20</td><td>10.0</td></tr> <tr><td>25</td><td>10.0</td></tr> <tr><td>30</td><td>5.6</td></tr> <tr><td>35</td><td>3.2</td></tr> <tr><td>40</td><td>2.2</td></tr> <tr><td>45</td><td>1.7</td></tr> <tr><td>50</td><td>1.2</td></tr> <tr><td>55</td><td>0.7</td></tr> </tbody> </table>	Age	Rates Per 100	20	10.0	25	10.0	30	5.6	35	3.2	40	2.2	45	1.7	50	1.2	55	0.7	No change						
Age	Rates Per 100																									
20	10.0																									
25	10.0																									
30	5.6																									
35	3.2																									
40	2.2																									
45	1.7																									
50	1.2																									
55	0.7																									

Reconciliation of Plan Assets (Market Value)

	Total
Market Value of Assets, January 1, 2019 (Unaudited)	\$ 1,694,301,000
Plus	
Member contributions	\$ 35,175,000
University contributions	59,427,000
Flex contributions	0
Transfers in from other plans	1,697,000
Investment income	228,261,000
Net transfers from other accounts	<u>0</u>
	\$ 324,560,000
Less	
Pensions and lump-sum refunds paid	\$ 74,981,000
Expenses and fees	<u>3,077,000</u>
	\$ 78,058,000
Market Value of Assets, December 31, 2019 (Unaudited)	\$ 1,940,803,000
Rate of return (net of expenses and fees)	13.2%

Development of Actuarial Value of Assets

- The Actuarial Value of Assets as of January 1, 2019 and January 1, 2020 is set equal to the Market Value of Assets at that date, net of adjustments for amounts payable/receivable

Pension Fund Asset Mix as of January 1, 2020

Asset Class	Current Asset Mix	Target Asset Mix
Cash and short term	11%	2%
Fixed-income	35%	33%
Equities	45%	55%
Infrastructure	6%	5%
Real estate	<u>3%</u>	<u>5%</u>
Total	100%	100%

Going Concern Valuation Results as of January 1, 2020— Registered Pension Plan – Past Service

	January 1, 2019	January 1, 2020 (After Plan Changes and Assumption Changes ¹)
Past Service		
Actuarial value of assets	\$ 1,694,301,000	\$ 1,940,803,000
Less: Accrued liability		
Active members	\$ 909,769,000	\$ 1,014,559,000
Disabled and suspended members	17,103,000	17,412,000
Pensioners and beneficiaries	732,786,000	779,799,000
Deferred vested members	37,288,000 ²	40,261,000 ³
Additional voluntary contribution balances	604,000	491,000
Members flex contribution balances	1,090,000	967,000
Cost of living increase effective May 1	<u>16,699,000</u>	<u>15,218,000</u>
Total	\$ 1,715,339,000	\$ 1,868,707,000
Going concern position	\$ (21,038,000)	\$ 72,096,000
Provision for Adverse Deviation (PfAD)	<u>(126,243,000)</u>	<u>(145,837,000)</u>
Funding excess/(unfunded liability)	\$ (147,281,000)	\$ (73,741,000)
Market value of assets	\$ 1,694,301,000	\$ 1,940,803,000

¹ Reflects changes in assumptions, RPP cap, PfAD, and required member contributions

² Reflects actual indexation as of May 1, 2019 of 2.27% (1.70% for 75% indexed benefits), and expected indexation in following two years

³ Reflects actual indexation as of May 1, 2020 of 1.89% (1.42% for 75% indexed benefits), and expected indexation in following two years

Going Concern Valuation Results as of January 1, 2020— Registered Pension Plan – Current Service

	January 1, 2019 to December 31, 2019		January 1, 2020 to December 31, 2020	
	\$ Amount	% of Pensionable Earnings	\$ Amount	% of Pensionable Earnings
Current Service				
Total current service cost	\$ 71,711,000	15.05%	\$ 81,378,000	16.09%
Provision for non-investment expenses	1,560,000	0.33%	1,500,000	0.30%
PfAD in respect of current service cost	5,526,000	1.16%	6,611,000	1.31%
Less: Members' required contributions	<u>(34,998,000)</u>	<u>(7.34%)</u>	<u>(39,855,000)</u>	<u>(7.88%)¹</u>
University current service cost	\$ 43,799,000	9.20%	\$ 49,634,000	9.82%
As a % of members' required contributions	125.2%		124.5%	
Pensionable earnings	\$ 476,623,000		\$ 505,660,000	
January 1, 2021 to December 31, 2021				
	\$ Amount	% of Pensionable Earnings	\$ Amount	% of Pensionable Earnings
Current Service				
Total current service cost	\$ 84,633,000	16.09%	\$ 88,019,000	16.09%
Provision for non-investment expenses	1,560,000	0.30%	1,622,000	0.30%
PfAD in respect of current service cost	6,875,000	1.31%	7,180,000	1.31%
Less: Members' required contributions	<u>(44,269,000)</u>	<u>(8.42%)¹</u>	<u>(48,463,000)</u>	<u>(8.86%)¹</u>
University current service cost	\$ 48,799,000	9.28%	\$ 48,328,000	8.84%
As a % of members' required contributions	110.2%		99.7%	
Pensionable earnings	\$ 525,886,000		\$ 546,922,000	

¹ Reflects increase in members' required contributions at May 1, 2020, May 1, 2021 and May 1, 2022

Going Concern Valuation Results as of January 1, 2020— Development of Special Payments

- Under new funding rules, going concern deficits are amortized over 10 years, with any adjustment to the annual special payment deferred 12 months from the valuation date
- The going concern unfunded liability of \$73,741,000 as of January 1, 2020 must be amortized in minimum annual special payments as follows:

Effective Date	Annual Payment	Present Value as of January 1,2020
January 1, 2020 to December 31, 2020	\$ 8,772,000 ¹	\$ 8,518,000
January 1, 2021 to December 31, 2021	\$ 8,954,000	<u>65,223,000</u>
		\$ 73,741,000

¹ Special payment required under most recently-filed valuation at January 1, 2018

Analysis of Experience – Past Service

	In \$ Millions
Funding excess/(unfunded liability) as of January 1, 2019	\$ (147.3)
Plus: University contributions for current service	45.6
Member contributions for current service	35.2
Special payments	13.8
Less: Total current service cost	(77.2)
Plus: Interest at 5.70% per year	<u>(7.9)</u>
Equals: Expected funding excess/(unfunded liability) as of January 1, 2020	\$ (137.8)
Plus: Gains (losses) due to:	
Return on actuarial value of assets	128.3
COLA adjustment lower than assumed	0.9
Salary increases lower than assumed	0.6
Change in ITA maximum pension and YMPE lower than assumed	0.4
Mortality experience	(0.4)
Retirement experience	6.6
Termination experience	(1.1)
Additional year of COLA for deferred members	(0.6)
Data adjustments	(1.5)
Miscellaneous experience	<u>(0.4)</u>
Equals: Funding excess/(unfunded liability) as of January 1, 2020, before change in assumptions and Plan provisions	\$ (5.0)
Plus: Impact of change in discount rate from 5.70% to 5.60%	(24.7)
Impact of increase in PfAD from 8.50% to 9.00%	(6.7)
Impact of change in RPP Hard Dollar Cap	(54.2)
Impact of change in mortality rates	(13.4)
Impact of change in retirement rates	<u>30.3</u>
Equals: Funding excess/(unfunded liability) as of January 1, 2020	\$ (73.7)

Analysis of Experience – Current Service

	Total	Member	Employer
Current Service Cost as % of Pensionable Earnings Before Changes	16.58%	7.36%	9.22%
Impact of Change in Discount Rate	+ 0.30%	-	+ 0.30%
Impact of Change in Mortality Assumption	+ 0.09%	-	+ 0.09%
Impact of Change in Retirement Assumption to Rates by Age	(0.41%)	+ 0.09%	(0.50%)
Impact of Increase in RPP Hard Dollar Cap	+ 1.14%	-	+ 1.14%
Impact of Change in Required Member Contributions (pro-rated for 8 months in 2020)	<u>0.00%</u>	<u>+ 0.43%</u>	<u>(0.43%)</u>
Current Service Cost as % of Pensionable Earnings After All Changes	17.70%	7.88%	9.82%
Total Current Service Cost at January 1, 2020	17.70%		9.82%

Going Concern Valuation Results as of January 1, 2020— Payroll Pension Plan

	January 1, 2019 ¹	January 1, 2020 ¹ (After Plan Changes and Assumption Changes)
Past Service		
Market value of assets	\$ 38,920,000	\$ 43,660,000
Less: Accrued liability		
Active members	\$ 28,683,000	\$ 7,956,000
Pensioners and beneficiaries	18,392,000	20,536,000
PfAD	N/A	N/A
Total	\$ 47,075,000	\$ 28,492,000
Funding excess/(unfunded liability)	\$ (8,155,000)	\$ 15,168,000
Current Service		
University current service cost	\$ 1,963,000	\$ 174,000
As a % of pensionable earnings	0.41%	0.04%

¹ Reflects maximum benefit in 2019 and 2020 of \$3,400 per year of credited service

Analysis of Experience – Payroll Pension Plan

	Liability	Current Service Cost	
		\$ Impact	% of Earnings
Current Plan Provisions and Assumptions	\$ 49,441,000	\$ 2,049,000	0.41%
Impact of Change in Discount Rate	+ 716,000	+ 47,000	-
Impact of Change in Mortality Assumption	+ 474,000	+ 21,000	-
Impact of Change in Retirement Assumption to Rates by Age	(2,131,000)	(337,000)	(0.06%)
Impact of Change in RPP Cap	<u>(20,008,000)</u>	<u>(1,606,000)</u>	<u>(0.32%)</u>
Current Service Cost and Liability After All Changes	\$ 28,492,000	\$ 174,000	0.03%

Total Current Service Cost for 2020

	RPP		PPP		Total	
	\$ Amount	% of Pensionable Earnings	\$ Amount	% of Pensionable Earnings	\$ Amount	% of Pensionable Earnings
Total current service cost ¹	\$ 89,489,000	17.70%	\$ 174,000	0.03%	\$ 89,663,000	17.73%
Less: Members' required contributions	<u>(39,855,000)</u>	<u>(7.88%)</u>	<u>-</u>	<u>-</u>	<u>(39,855,000)</u>	<u>(7.88%)</u>
University current service cost	\$ 49,634,000	9.82%	\$ 1,74,000	0.03%	\$ 49,503,000	9.85% ²

¹ Including PfAD and provision for non investment expenses in the RPP only

² Total University contributions shown on following page

Contributions for 2020 – Based on 2020 Filed Valuation

Member Contributions:	\$ 39,855,000	7.88% of pensionable earnings
University Contributions:	1.58 x \$ 39,855,000	12.45% of pensionable earnings
	= \$ 62,971,000	
	\$ 49,634,000	Allocated to pay University current service cost under RPP in 2020 (124.5% of member contributions)
	8,772,000	Allocated to pay University statutory special payments to amortize unfunded liability
	<u>4,565,000</u>	Additional contributions allocated to fund the unfunded liability
	\$ 62,971,000	Total University contributions

- Assumes no contribution to Payroll Pension Plan
- Average of 1.69 times member contributions for first 4 months of 2020 and 1.53 times member contributions beginning May 1, 2020
- Statutory special payments increase to \$8,954,000 in 2021 and 2022

Solvency and Wind Up Valuations

- The solvency and wind up valuations are performed at January 1, 2020 using assumptions that are prescribed by legislation and actuarial standards
- The solvency and wind up valuations are both performed assuming the plan were to wind up on the valuation date and all benefits are settled either through an annuity purchase or the payment of lump-sum (commuted) values to members
- The solvency valuation excludes the value of indexation from the liabilities; solvency deficit is subject to funding requirements
- The wind up valuation represents the estimated liability of all benefits to be settled; wind-up deficit is calculated for reporting purposes but is not required to be funded
- The wind up valuation is based on the premise that a market for fully-indexed annuities exists, which may not be practical for a pension plan of this size

Actuarial Assumptions for Solvency and Wind Up Valuations

Assumptions	January 1, 2019	January 1, 2020
Retirement Ages	Age between 55 and 65 that produces highest value	No change
Mortality Rates	CPM2014 Combined with Generational Improvements Under Scale CPM-B	No change
Interest Rates— Solvency Valuation (Per Year)		
Active Members Age 55 and Over, Pensioners and Deferred Pensioners ¹	3.23%	2.96%
Active Members Under Age 55 ²	2.80% for 10 years; 3.20% thereafter	2.50% for 10 years; 2.60% thereafter
Interest Rates— Wind Up Valuation (Per Year)		
Active Members Age 55 and Over, Pensioners and Deferred Pensioners ¹	0.08% ³ (100% indexed) 0.87% ³ (75% indexed)	-0.29% (100% indexed) 0.52% (75% indexed)
Active Members Under Age 55 ²	1.60% for 10 years; 1.70% thereafter (100% indexed) 1.90% for 10 years; 2.10% thereafter (75% indexed)	1.20% for 10 years; 1.20% thereafter (100% indexed) 1.80% for 10 years; 1.60% thereafter (75% indexed)

¹ Settled through annuity purchase

² Settled through commuted value

Solvency and Wind Up Valuation Results as of January 1, 2020

	January 1, 2019		January 1, 2020	
	Solvency Valuation	Wind Up Valuation	Solvency Valuation	Wind Up Valuation
Market Value of Assets	\$ 1,694,301,000	\$ 1,694,301,000	\$ 1,940,803,000	\$ 1,940,803,000
Less: Wind up expenses	<u>(500,000)</u>	<u>(500,000)</u>	<u>(500,000)</u>	<u>(500,000)</u>
Solvency/wind up assets	\$ 1,693,801,000	\$ 1,693,801,000	\$ 1,940,303,000	\$ 1,940,303,000
Solvency/Wind Up Liabilities				
Active members	\$ 1,080,215,000	\$ 1,556,201,000	\$ 1,235,747,000	\$ 1,651,387,000
Disabled and suspended members	21,029,000	31,603,000	23,248,000	32,039,000
Pensioners and beneficiaries	775,614,000	1,036,388,000	831,844,000	1,124,826,000
Deferred vested members	47,047,000	89,306,000	53,740,000	100,039,000
Voluntary contribution balances	604,000	604,000	491,000	491,000
Member flex contribution balances	<u>1,090,000</u>	<u>1,090,000</u>	<u>967,000</u>	<u>967,000</u>
Total	\$ 1,925,599,000	\$ 2,715,192,000	\$ 2,146,037,000	\$ 2,909,749,000
Solvency Excess/(Deficiency)	\$ (231,798,000)	\$ (1,021,391,000)	\$ (205,734,000)	\$ (969,446,000)
Transfer ratio (market value of assets/wind up liabilities)	N/A	0.62	N/A	0.67
Solvency ratio (market value of assets/solvency liabilities)	0.88	N/A	0.90	N/A

Note: Difference between Solvency and Wind Up Valuation is that Wind Up Valuation includes indexation under Plan, whereas Solvency Valuation excludes the indexation.



Protocol Calculations

Past Service Liabilities – Impact of Indexing RPP Cap to Full Increase in ITA Limit – No Indexing of PPP Cap

- The chart below shows the increase in Accrued Liability at January 1, 2020 if the current RPP cap is indexed at the full increase in the ITA limit rather than 1/3 of the increase in the AIW:

	RPP Cap Indexed at 1/3 of AIW Increase ¹	RPP Cap Indexed at Full Increase in ITA Limit	Increase
RPP	\$ 2,014,544,000	\$ 2,057,496,000	\$ 42,952,000
PPP	\$ 28,492,000	\$ 28,492,000	\$ -
Total	\$ 2,043,036,000	\$ 2,085,988,000	\$ 42,952,000

¹ Current \$3,092.22 RPP cap indexed annually subject to a dollar limit of \$3,400 which increases at 1/3 of the increase in the ITA limit

² Current \$3,092.22 RPP cap indexed annually at the same increase as ITA limit

Current Service Cost – Impact of Indexing RPP Cap to Full Increase in ITA limit – No Indexing of PPP Cap

- The chart below shows the increase in Current Service Cost at January 1, 2020 if the current RPP cap is indexed at the full expected increase in the ITA limit rather than 1/3 of the increase in the AIW:

	RPP Cap Indexed at 1/3 of AIW Increase ¹	RPP Cap Indexed at Full Increase in ITA Limit	Increase
RPP ¹	\$ 89,489,000	\$ 94,126,000	\$ 4,637,000
PPP	<u>\$ 174,000</u>	<u>\$ 174,000</u>	<u>\$ -</u>
Total	\$ 89,663,000	\$ 94,300,000	\$ 4,637,000
As a % of Pensionable Earnings	17.73%	18.65%	0.92%

¹ Includes PfAD and provision for expenses



Appendix

Definition of Terms

Accrued liability	The actuarial present value of the benefits earned by members in respect of their service prior to the valuation date. For active and disabled members, the accrued benefits reflect anticipated future salary increases. For pensioners, the accrued liability reflects the actuarial present value of future benefit payments.
Actuarial value of assets	The method for this valuation assumes the actuarial value of assets is set equal to the market value of assets.
Funding excess/(unfunded liability)	Amount by which the actuarial value of assets exceeds/(is less than) the accrued liability.
Funding reserve	The amount by which the market value of assets exceeds/(is less than) the actuarial value of assets.
Members' pensionable earnings	The covered earnings (see definition under "Plan Provisions") for active and disabled members accruing service at the valuation date.

Definition of Terms (Cont'd)

Current service cost

The actuarial present value of the benefits expected to be earned by active and disabled members in respect of service during the year following the valuation date. The required member contributions are subtracted from the total current service cost to derive the University current service cost. For funding purposes, the University current service cost is expressed as a percentage of the required member contributions. This amount is also shown as a percentage of members' pensionable earnings.

Solvency liability

The actuarial present value of benefits earned for service prior to the valuation date, determined as if the Pension Plan were terminated on the valuation date. The solvency liability excludes liabilities for future escalated adjustments (indexation).

Wind up liability

Equal to the solvency liability, but including liabilities for future escalated adjustments.

Transfer ratio

The ratio of market value of assets to the wind up liability.

Definition of Terms (Cont'd)

Personnel Data

Active members

Members contributing to the Pension Plan as of the valuation date. Includes both full-time and part-time members and members on a paid or unpaid leave of absence who have elected to pay their required member contributions.

Disabled members

Members who are certified to be totally disabled by a medical doctor and in receipt of disability income under the University's long-term disability income plan. Such members continue to accrue benefits but do not make the required member contributions.

Pensioners and surviving beneficiaries

Members who have retired as of the valuation date, or surviving beneficiaries of such members, and are in receipt of a pension from the trust fund.

Deferred vested members

Members who have terminated employment as of the valuation date and who are entitled to a monthly pension commencing at normal retirement date.

Suspended members

Members who have previously joined the Plan but elected to cease making further contributions to the Plan until age 35.

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UNIVERSITY OF WATERLOO PENSION PLAN SUGGESTED WORDING CHANGE TO ARTICLE 12 – TRANSFERS OF MONIES TO AND FROM PENSION FUND

The Article 12 wording is shown below with the suggested changes shown in bold/strikeout:

12.01 Transfers To Pension Fund

A **Member Employee** who was an **active member participant** in a **Canadian** registered pension plan of a previous employer within six (6) months prior to the **Member Employee** entering the service of the University, may transfer to the Pension Fund monies payable from such registered pension plan provided the following conditions are met:

- (a) the Pension Committee consents to the transfer;
- (b) the **Member Employee** submits an application for such transfer to the Pension Committee within the later of:
 - (i) six (6) months of entering the service of the University; and
 - (ii) six (6) months of being first permitted to transfer the monies pursuant to the terms of the previous employer's registered pension plan and any applicable legislation;
- (c) the **Member Employee** has provided:
 - (i) certification from the previous employer that after the transfer to the Pension Fund, no benefits will remain payable to the **Member Employee** from the previous employer's registered pension plan; and
 - (ii) a summary from the previous employer of the **Member's Employee's** pensionable service and pension adjustment history under that employer's registered pension plan;
- (d) if, in the six (6) months prior to entering the service of the University, the **Member Employee** was a participant in more than one **Canadian** registered pension plan, the **Member Employee** may only apply to transfer to the Pension Fund monies payable from the **Canadian** registered pension plan in which the **Member Employee** most recently participated prior to entering the service of the University; and
- (e) the transfer is not from an Affiliated Organization as such a transfer must be made pursuant to Sections 20.03 and 20.04 of the Plan.

12.02 Credited Past Service and Calculation of Pension Benefits

As a result of the transfer to the Plan under Section 12.01 and subject to the certification of any past service pension adjustment (as defined under the Income Tax Act), the Member shall be granted the amount of Credited Service which can be purchased by the transferred amount, based on the recommendation of the Actuary, calculated using the financial and demographic assumptions used for the purpose of performing the last actuarial valuation of the Plan, using the service history of the Member with the previous employer, using Earnings of the Member, and using the assumption that the maximum pension described in paragraph 6.07(a)(i) will be indexed to increases in the Average Industrial Wage to the Member's Normal Retirement Date, as permitted by the Income Tax Act. For purposes of this Section 12.02, and Section 12.04, if applicable, such Credited Service shall be classified as Credited Past Service.

Notwithstanding any other provisions of the Plan:

- a) Credited Past Service under the Plan shall not be granted in excess of the pensionable service granted to the Member under the registered pension plan of the previous employer; and
- b) Upon the Member's subsequent Retirement, termination of employment or death, the Member shall be entitled to receive a benefit equal to:
 - i) the benefit payable in accordance with Articles 6, 10, or 11, as applicable, for Credited Service to the date the termination of the Member's employment, exclusive of the Member's Credited Past Service granted under this Section 12.02, and under Section 12.04, if any; plus
 - ii) the benefit payable under Articles 6, 10, 11, as applicable, for the Member's Credited Past Service granted under this Section 12.02, and Section 12.04, if any.

In no event shall the commuted value of the benefit with respect to the Credited Past Service be less than the amount transferred into the Plan pursuant to Section 12.01, plus the amount contributed to the Plan pursuant to Section 12.04 if any, credited each Plan Year with interest calculated at a rate equal to the rate of return as can reasonably be attributable to the Pension Fund, excluding the portion of the Pension Fund invested in real return bonds, net of expenses.

The benefit payable to a Member under this Section 12.02(b) shall be payable in the form and manner provided under Articles 6, 10 or 11, as applicable, except as provided in Section 12.03.

Any monies transferred pursuant to Section 12.01 and any contributions made by a Member pursuant to Section 12.04, and any Credited Past Service granted in respect thereof, shall be excluded in determining the Member's Excess Contributions for purposes of Section 6.06 and Section 11.05.

This self-assessment survey is designed for members of the Board of Governors to provide feedback on their experience with Board committees. Your feedback is essential to understanding the strengths of the Board, as well as to identify specific areas where improvement can be made.

This survey is intended to be anonymous. **Please do not include any information to identify yourself.** Data from respondents will be compiled and aggregated to provide the Board with a high-level overview of how members as a group view the various facets of Board governance at the University of Waterloo.

For all questions, please indicate your response by circling a value on the corresponding rating scale from 1 to 5, where a rating of 1 is strong disagreement with the question/statement, 3 is neutral, and 5 is strong agreement. You will also have the opportunity to offer any additional feedback.

This survey relates to:

- Audit & Risk Committee
- Building & Properties Committee
- Executive Committee
- Finance & Investment Committee
- Governance Committee
- Pension & Benefits Committee

I am:

- An internal Member of the Board
- An external Member of the Board
- A non-Board member of the Committee

Service:

- New member
- 1-2 years
- 3-4 years
- Subsequent term

Committee membership and orientation – Board committees (*Audit & Risk, Building & Properties, Executive, Finance & Investment, Governance, Pension & Benefits*) rely on the abilities of members to address general and specific elements of university business. This section explores your perceptions of whether the structure and membership mix are effective in doing so. This section also seeks your views on how new members are identified and integrated into our board.

- | | | | | | |
|--|-------------------|---|----------------|----------------|---|
| | Strongly Disagree | → | Strongly Agree | | |
| 1. The committee has the right range of talents, experience, and knowledge to accomplish its role. | 1 | 2 | 3 | 4 | 5 |
| 2. The scope and level of responsibility delegated to the committee by the Board is appropriate. | 1 | 2 | 3 | 4 | 5 |
| 3. The committee uses its members' talents and skills effectively. | 1 | 2 | 3 | 4 | 5 |
| Strongly Disagree | → | | | Strongly Agree | |

- | | | | | | | |
|----|--|---|---|---|---|---|
| 4. | The committee brings in specific technical expertise when required. | 1 | 2 | 3 | 4 | 5 |
| 5. | New members are provided with a detailed explanation of the committee's role when they join the committee. | 1 | 2 | 3 | 4 | 5 |
| 6. | New members receive adequate orientation to their role and what is expected of them. | 1 | 2 | 3 | 4 | 5 |
| 7. | Please offer suggestions relating to any areas of concern you have identified above. | | | | | |

Meeting preparation and logistics – *Meetings of the Board and its committees are intended to operate efficiently and effectively. This section examines how members prepare for and operate within meetings.*

Strongly Disagree → Strongly Agree

- | | | | | | | |
|-----|---|---|---|---|---|---|
| 8. | The agenda materials are received sufficiently in advance to adequately prepare for meetings. | 1 | 2 | 3 | 4 | 5 |
| 9. | The amount of information received in agenda packages is appropriate for discussion and decision-making purposes. | 1 | 2 | 3 | 4 | 5 |
| 10. | I carefully review all meeting materials prior to meetings. | 1 | 2 | 3 | 4 | 5 |
| 11. | The content of meetings ensures effective governance and accomplishes the committee/council's work. | 1 | 2 | 3 | 4 | 5 |
| 12. | The number, length and frequency of committee meetings is appropriate. | 1 | 2 | 3 | 4 | 5 |
| 13. | Committee meetings address issues of substance. | 1 | 2 | 3 | 4 | 5 |
| 14. | Committee meetings run well. (e.g., they start/end on time.) | 1 | 2 | 3 | 4 | 5 |
| 15. | Staff support before, during, and after meetings is effective. | 1 | 2 | 3 | 4 | 5 |

16. Please offer suggestions relating to any areas of concern you have identified above.

Group dynamics at meetings – *Relationship dynamics influence the effectiveness of Board governance. This section explores your perception of how members relate to each other and with members of the University administration.*

	Strongly Disagree Strongly Agree				
	1	2	3	4	5
17. Meeting dynamics encourage critical dialogue and discussion.					
18. Member disagreement is viewed as a search for solutions rather than a “win/lose”.					
19. Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.					
20. At committee meetings, I actively participate in discussions and deliberations.					
21. At committee meetings, I ask questions and provide input based on my knowledge, experience, analytical skills and common sense.					
22. At committee meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.					
23. At committee meetings, I ask tough questions when the need arises.					
24. At committee meetings, I have the freedom to express a dissenting opinion in a constructive manner.					
25. At committee meetings where I participate by teleconference, I feel that it is an effective way for me to contribute to the meeting if I am unable to attend in person.					
26. At committee meetings where I participate by teleconference, I feel that the chair engages me appropriately (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).					
27. Please offer suggestions relating to any areas of concern you have identified above.					

Overall experience – *Please provide your observations on your overall experience as a member of the Board, as well as any other observations you would like to share.*

	Strongly Disagree Strongly Agree				
	1	2	3	4	5
28. I find my responsibilities as a Board committee member stimulating and rewarding.					

Strongly Disagree  Strongly Agree

1 2 3 4 5

29. Involvement in committee work provides a connection between my efforts and the success of the University.

30. Please offer suggestions relating to any areas of concern you have identified above.

Please provide any additional comments you would like to offer.