Washington State Investment Board

September 17, 2026

Administrative Committee Meeting

2100 Evergreen Park Dr SW, Olympia, WA 98502

The link to view the meeting virtually can be found at www.sib.wa.gov/meetings.html

1. **Call to Order/Roll Call (8:00 am)**

2. **Adoption of Minutes (8:00-8:05)**

   A. Adoption of the June 18, 2026, Meeting Minutes

3. **Budget (8:05-8:10)**

   A. Quarterly Budget Update

4. **CEO Compensation Comparator Group Review (8:10-8:25)**

   A. CEO Compensation Comparator Group Review

5. **Board Self-Evaluation Process, Document Discussion, and Recommendation (8:25-8:40)**

   A. Board Self-Evaluation Process and Documents

6. **Policy Review and Discussion (8:40-8:55)**

   A. Introduction to New Policy

   B. Policy Review

7. **Executive Session (8:55-9:05)**

   A. Confidential Secretary Compensation Discussion (5 min)

   B. Non-Voting Board Member Term Expirations (5 min)

8. **Executive Session Report and Action Items (9:05-9:10)**

   A. Confidential Secretary Compensation Discussion

9. **Other Items (9:10-9:15)**

10. **Adjourn (9:15 am)**

Washington State Investment Board

QUARTERLY BUDGET UPDATE

SEPTEMBER 17, 2026

Cliff Hicks

Budget Officer

FISCAL YEAR (FY) 2026 QUARTERLY BUDGET UPDATE

QUARTER ENDED JUNE 30, 2026

Appropriated Budget

	FY 2026					FY 2025				
	Budgeted Amount*	Expenditures Through June 30, 2026		ACTUAL EXPENDITURES		Budgeted Amount	Expenditures Through June 30, 2025		ACTUAL EXPENDITURES	
	FY 2026	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended	FY 2025	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended
Salaries	$29,394,140	$23,944,890	81.5%	$23,944,890	81.5%	$29,278,301	$23,023,691	78.6%	$23,023,691	78.6%
Benefits	5,974,039	4,857,011	81.3%	4,857,011	81.3%	5,448,001	5,212,028	95.7%	5,212,028	95.7%
Professional Service Contracts	1,194,293	401,154	33.6%	401,154	33.6%	1,509,293	427,927	28.4%	427,927	28.4%
Goods and Services	6,335,598	6,036,729	95.3%	6,036,729	95.3%	5,838,271	4,790,786	82.1%	4,790,786	82.1%
Travel	1,168,345	567,909	48.6%	567,909	48.6%	1,214,759	501,065	41.2%	501,065	41.2%
Equipment	177,985	52,018	29.2%	52,018	29.2%	185,985	764,802	411.2%	764,802	411.2%
Debt Service (Treasury Note)	85,461	0	0.0%	0	0.0%	0	0	0.0%	0	0.0%
Total	$44,329,861	$35,859,711	80.9%	$35,859,711	80.9%	$43,474,610	$34,720,299	79.9%	$34,720,299	79.9%

* Please note that the budget surplus of $8,470,150 from FY 2026 will carry over into FY 2027.

Non-Appropriated Budget – Fluctuating Costs

	FY 2026					FY 2025				
	Budgeted Amount	Expenditures Through June 30, 2026		ACTUAL EXPENDITURES		Budgeted Amount	Expenditures Through June 30, 2025		ACTUAL EXPENDITURES	
	FY 2026	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended	FY 2025	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended
Public Equity	$90,257,000	$77,219,667	85.6%	$77,219,667	85.6%	$90,507,000	$72,306,598	79.9%	$72,306,598	79.9%
Private Equity	521,000,000	480,270,025	92.2%	480,270,025	92.2%	521,000,000	475,613,699	91.3%	475,613,699	91.3%
Real Estate	20,875,000	3,442,205	16.5%	3,442,205	16.5%	20,875,000	11,322,329	54.2%	11,322,329	54.2%
Tangible Assets	120,910,000	99,856,374	82.6%	99,856,374	82.6%	120,910,000	102,075,127	84.4%	102,075,127	84.4%
Innovation Portfolio	25,500,000	19,466,008	76.3%	19,466,008	76.3%	20,500,000	21,329,264	104.0%	21,329,264	104.0%
Securities Lending	4,500,000	3,072,321	68.3%	3,072,321	68.3%	4,500,000	2,499,884	55.6%	2,499,884	55.6%
Cash Management	5,500,000	5,113,990	93.0%	5,113,990	93.0%	5,500,000	3,707,664	67.4%	3,707,664	67.4%
Cash Overlay	1,000,000	655,615	65.6%	655,615	65.6%	1,000,000	602,654	60.3%	602,654	60.3%
Subtotal	$789,542,000	$689,096,205	87.3%	$689,096,205	87.3%	$784,792,000	$689,457,219	87.9%	$689,457,219	87.9%

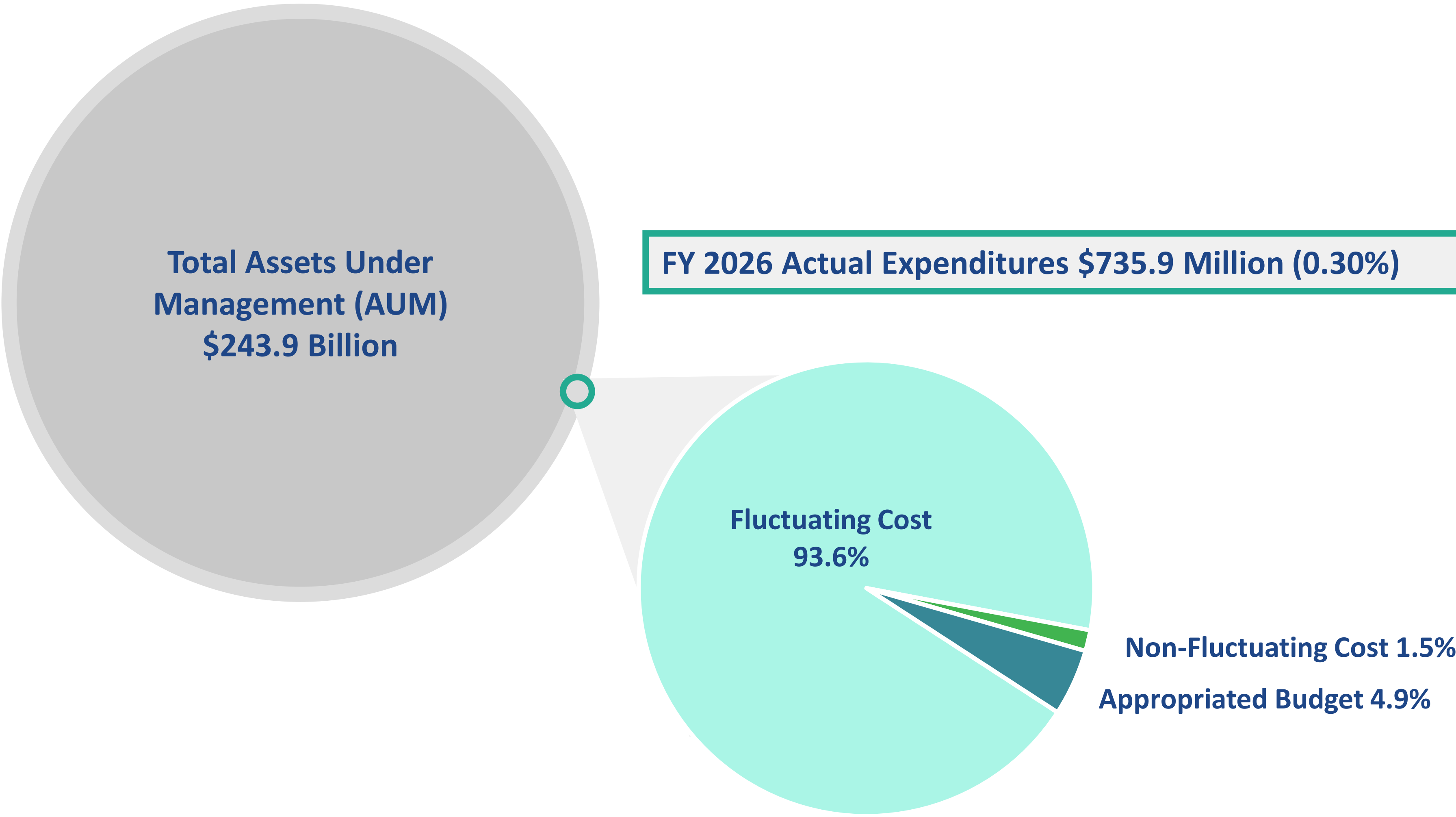
Non-Appropriated Budget – Non-Fluctuating Costs

	FY 2026					FY 2025				
	Budgeted Amount	Expenditures Through June 30, 2026		ACTUAL EXPENDITURES		Budgeted Amount	Expenditures Through June 30, 2025		ACTUAL EXPENDITURES	
	FY 2026	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended	FY 2025	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended
General Consultants	$1,265,000	$383,830	30.3%	$383,830	30.3%	$1,015,000	$421,300	41.5%	$421,300	41.5%
Staff Consultants and Contractual Services	4,264,000	1,730,584	40.6%	1,730,584	40.6%	4,264,000	2,155,940	50.6%	2,155,940	50.6%
Legal Fees	3,000,000	656,600	21.9%	656,600	21.9%	3,000,000	498,860	16.6%	498,860	16.6%
Custodian Bank Fees	3,105,000	3,105,000	100.0%	3,105,000	100.0%	3,020,000	2,930,000	97.0%	2,930,000	97.0%
Portfolio Verification	2,060,000	694,920	33.7%	694,920	33.7%	693,000	696,186	100.5%	696,186	100.5%
Memberships	252,000	150,550	59.7%	150,550	59.7%	252,000	199,647	79.2%	199,647	79.2%
Research Services and Analytical Tools	4,634,000	4,294,750	92.7%	4,294,750	92.7%	4,442,000	4,096,254	92.2%	4,096,254	92.2%
Subtotal	$18,580,000	$11,016,234	59.3%	$11,016,234	59.3%	$16,686,000	$10,998,187	65.9%	$10,998,187	65.9%

Total Budget

	FY 2026					FY 2025				
	Budgeted Amount	Expenditures Through June 30, 2026		ACTUAL EXPENDITURES		Budgeted Amount	Expenditures Through June 30, 2025		ACTUAL EXPENDITURES	
	FY 2026	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended	FY 2025	Expenditures	% of Budget Expended	Expenditures	% of Budget Expended
Appropriated	$44,329,861	$35,859,711	80.9%	$35,859,711	80.9%	$43,474,610	$34,720,299	79.9%	$34,720,299	79.9%
Non-Appropriated	$808,122,000	$700,112,439	86.6%	$700,112,439	86.6%	801,478,000	700,455,406	87.4%	700,455,406	87.4%
Total	$852,451,861	$735,972,150	86.3%	$735,972,150	86.3%	$844,952,610	$735,175,705	87.0%	$735,175,705	87.0%

FY 2026 Actual Expenditures $735.9 Million (0.30%)



Appropriated Budget

Salaries	Ending balance of $5,449,250. Due to savings from staff vacancies.
Benefits	Ending balance of $1,117,028. Due to benefit savings associated with staff vacancies.
Professional Service Contracts	Ending balance of $793,139. Due to savings in information technology (IT) consulting services.
Goods and Services	Ending balance of $298,869. Due to savings in office supplies, employee development, subscriptions, as well as deferral of non-essential expenditures in response to the current fiscal climate.
Travel	Ending balance of $600,436. Due to less Investment Officer (IO) travel in part due to IO vacancies and the deferral of non-essential travel in response to the current fiscal climate.
Equipment	Ending balance of $125,967. Due to management's decision to defer equipment purchases in response to the current fiscal climate.
Debt Service (Treasury Note)	Ending balance of $85,461. Due to not financing IT equipment this fiscal year.

Non-Appropriated Budget – Fluctuating Costs

Public Equity	**Ending balance of $13,037,333. Due to less-than-anticipated fees.**
Private Equity	**Ending balance of $40,729,975. Due to less-than-anticipated fees.**
Real Estate	**Ending balance of $17,432,795. Due to less-than-anticipated consulting engagments and investment fees.**
Tangible Assets	**Ending balance of $21,053,626. Due to less-than-anticipated consulting engagments and investment fees.**
Innovation Portfolio	**Ending balance of $6,033,992. Due to less-than-anticipated consulting engagments and investment fees.**
Securities Lending	**Ending balance of $1,427,679. Due to less-than-anticipated securities lending fees.**
Cash Management	**Ending balance of $386,010. Due to less-than-anticipated cash balance growth and cash availability needs.**
Cash Overlay	**Ending balance of $344,385. Due to less-than-anticipated fees.**

Investment management fee structures for private markets are established when contracts and agreements are signed. The variability in cost is a function of asset values, investment contribution, and distribution pace, none of which can be controlled by the WSIB budget.

Non-Appropriated Budget – Non-Fluctuating Costs

General Consultants	Ending balance of $881,170. Due to less-than-anticipated consulting engagements.
Staff Consultants and Contractual Services	Ending balance of $2,533,416. Due to less-than-anticipated utilization of consultants.
Legal Fees	Ending balance of $2,343,400. Due to less-than anticipated legal consulting engagements and fees.
Custodian Bank Fees	Spent total budgeted amount.
Portfolio Verification	Ending balance of $1,365,080. Still in process of looking for a potential new vendor.
Memberships	Ending balance of $101,450. Due to less-than-anticipated membership fees.
Research Services and Analytical Tools	Ending balance of $339,250. Due to less-than anticipated utilization of services and fees.

Appropriated Budget

We ended FY 2026 with a balance of $8,470,150. The final balance equates to a 19.1 percent savings.

The ending balance of $8.5 million, or 19.1 percent, will carry over into the second year of the biennium.

Non-Appropriated Budget

We ended FY 2026 with a balance of $108,009,660. The final balance equates to a 13.4 percent savings.

The ending balance of $108 million, or 13.4 percent, will not carry over into the second year of the biennium.

Washington State Investment Board

Chief Executive Officer Compensation Report

WE HELP OUR CLIENTS CHANGE THE WORLD, ONE LEADERSHIP TEAM AT A TIME™

2026

Presentation by: Renee Neri, Lauren Arthur and Liam O'Leary

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Proposed List of Comparators

Proposed Comparator Group Refinement

We recommend replacing Colorado Public Employees Retirement Association (Colorado PERA) with Massachusetts Pension Reserves Investment Management (MassPRIM) as a comparator. MassPRIM provides a closer organizational analogue to WSIB, as both are investment-focused public entities governed by investment boards and primarily responsible for the management of public assets. By contrast, Colorado PERA operates as an integrated retirement system, with responsibility for both investment management and the administration and delivery of pension and other benefits to members.

MassPRIM also offers meaningful comparability in terms of scale and investment sophistication. Both organizations oversee significant, diversified pools of assets and employ professional investment teams responsible for complex portfolios across public and private markets. While WSIB is larger at approximately $234 billion in AUM, MassPRIM manages approximately $130 billion and operates a similarly sophisticated institutional investment model.

As a result, we believe MassPRIM provides a more relevant benchmark for the scope, investment orientation, governance structure, and leadership responsibilities of the WSIB CEO role than Colorado PERA.

Proposed List of Comparators

Name of Fund	AUM (Billion USD)	Rationale for Inclusion
California Public Employees Retirement System	$637.1B	Largest Pension in the US, Scale of AUM and West Coast Location
California State Teachers Retirement System	$414.4B	Second Largest Pension in the US, Scale of AUM and West Coast Location
Florida State Board of Administration	$306.8B	Third Largest Pension in the US, Scale of AUM, Perception of Sophistication, Diversity of Funds Overseen
New York State Common Retirement System	$295.4B	Forth Largest Pension in the US, Scale of AUM rounds out coverage of large pensions. As a sole-fiduciary, there is no CEO.
Teachers Retirement System of Texas	$255.3B***	Scale of AUM, Perception of Sophistication
UC Regents	$190B	Scale of AUM, Breadth of Stakeholders Engaged, Significance of Retirement assets to the total portfolio
State of Wisconsin Investment Board*	$161.6B	Scale of AUM, Perception of Sophistication
Massachusetts Pension Reserves Investment Management*	$129.5B	Scale of AUM, Perception of Sophistication
Oregon Public Employees Retirement System	$110B	Geographic proximity
University of Texas Investment Management Company*	$93.4B	Scale of AUM, Breadth of Stakeholders Engaged
University of Washington Investment Management Company	$9.4B**	Geographic proximity

Notes:
All totals converted and listed in USD
*Denotes plans with combined CIO/CEO Roles
**AUM as of 6/30/25
***AUM as of 8/31/25

Proposed List of Comparators

Name of Fund	AUM (Billion USD)	Rationale for Inclusion
British Columbia Investment Management Corporation**	$226.8B (Gross AUM)	Scale, Perception of Sophistication, Diversity of Funds Overseen, Geographic proximity
Alberta Investment Management Corporation	$152.7B	Scale, Perception of Sophistication, Diversity of Funds Overseen, Geographic proximity
ATP	$112.2B	Scale, Perception of Sophistication, Diversity of Funds Overseen
Ontario Municipal Employees Retirement System	$109.9B	Scale, Perception of Sophistication, Diversity of Funds Overseen

Notes:
All totals converted and listed in USD
*Denotes plans with combined CIO/CEO Roles
**AUM as of 6/30/25
***AUM as of 8/31/25

Previous List of Comparators

Previous List of Comparators

Name of Fund	AUM (Billion USD)	Rationale for Inclusion
California Public Employees Retirement System	$637.1B	Largest Pension in the US, Scale of AUM and West Coast Location
California State Teachers Retirement System	$414.4B	Second Largest Pension in the US, Scale of AUM and West Coast Location
Florida State Board of Administration	$306.8B	Third Largest Pension in the US, Scale of AUM, Perception of Sophistication, Diversity of Funds Overseen
New York State Common Retirement System	$295.4B	Forth Largest Pension in the US, Scale of AUM rounds out coverage of large pensions. As a sole-fiduciary, there is no CEO.
Teachers Retirement System of Texas	$255.3B (as of 8/31/25)	Scale of AUM, Perception of Sophistication
UC Regents	$190B	Scale of AUM, Breadth of Stakeholders Engaged, Significance of Retirement assets to the total portfolio
State of Wisconsin Investment Board**	$161.6B	Scale of AUM, Perception of Sophistication
Oregon Public Employees Retirement System	$110B	Geographic proximity
University of Texas Investment Management Company	$93.4B	Scale of AUM, Breadth of Stakeholders Engaged
Colorado Public Employees Retirement Association	$82.7B (as of 12/31/25)	Geographic proximity
University of Washington Investment Management Company	$9.4B (as of 6/30/25)	Geographic proximity

Notes:
All totals converted and listed in USD
** Denotes plans with combined CIO/CEO Roles

Previous List of Comparators

Name of Fund	AUM (Billion USD)	Rationale for Inclusion
British Columbia Investment Management Corporation	$226.8B (Gross AUM)	Scale, Perception of Sophistication, Diversity of Funds Overseen, Geographic proximity
Alberta Investment Management Corporation	$152.7B	Scale, Perception of Sophistication, Diversity of Funds Overseen, Geographic proximity
ATP	$112.2B	Scale, Perception of Sophistication, Diversity of Funds Overseen
Ontario Municipal Employees Retirement System	$109.9B	Scale, Perception of Sophistication, Diversity of Funds Overseen

Notes:
All totals converted and listed in USD
** Denotes plans with combined CIO/CEO Roles

State Investment Board Leadership Structures

State Investment Board Leadership Structures

Name of Fund	AUM (Billion USD)	Leadership Model	Current Structure
Florida State Board of Administration	$306.8B	Separate	- Executive Director: Chris Spencer - CIO: Lamar Taylor
Washington State Investment Board	*$233.9B*	*Separate*	- *CEO: Allyson Tucker* - *CIO: Chris Hanak*
North Carolina Investment Authority	$219.5B	Separate	- State Treasurer: Brad Briner - CIO: Kevin SigRist
State of Wisconsin Investment Board	$178B*	Combined	- CEO & CIO: Edwin Denson
Minnesota State Board of Investment	$157.1B	Combined	- Executive Director & CIO: Jill Schurtz
Massachusetts Pension Reserves Investment Management Board	$129.5B	Combined	- Executive Director & CIO: Michael Trotsky
Oregon State Treasury	$148.1*	Separate	- State Treasurer: Elizabeth Steiner - CIO: Rex Kim
New Jersey Division of Investment	$85.9B	Combined	- Director & CIO: Shoaib Khan
New Mexico State Investment Council	$74.8B	Separate	- State Investment Officer (ED): Jon Clark - CIO: Kristin Varela
South Carolina Retirement System Investment Commission	$53.6B	Separate	- CEO: Michael Hitchcock - CIO: Bryan Moore

*AUM as of 12/31/25

www.heidrick.com

One Vanderbilt Avenue
25th Floor
New York, NY 10017
United States

Thank you

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