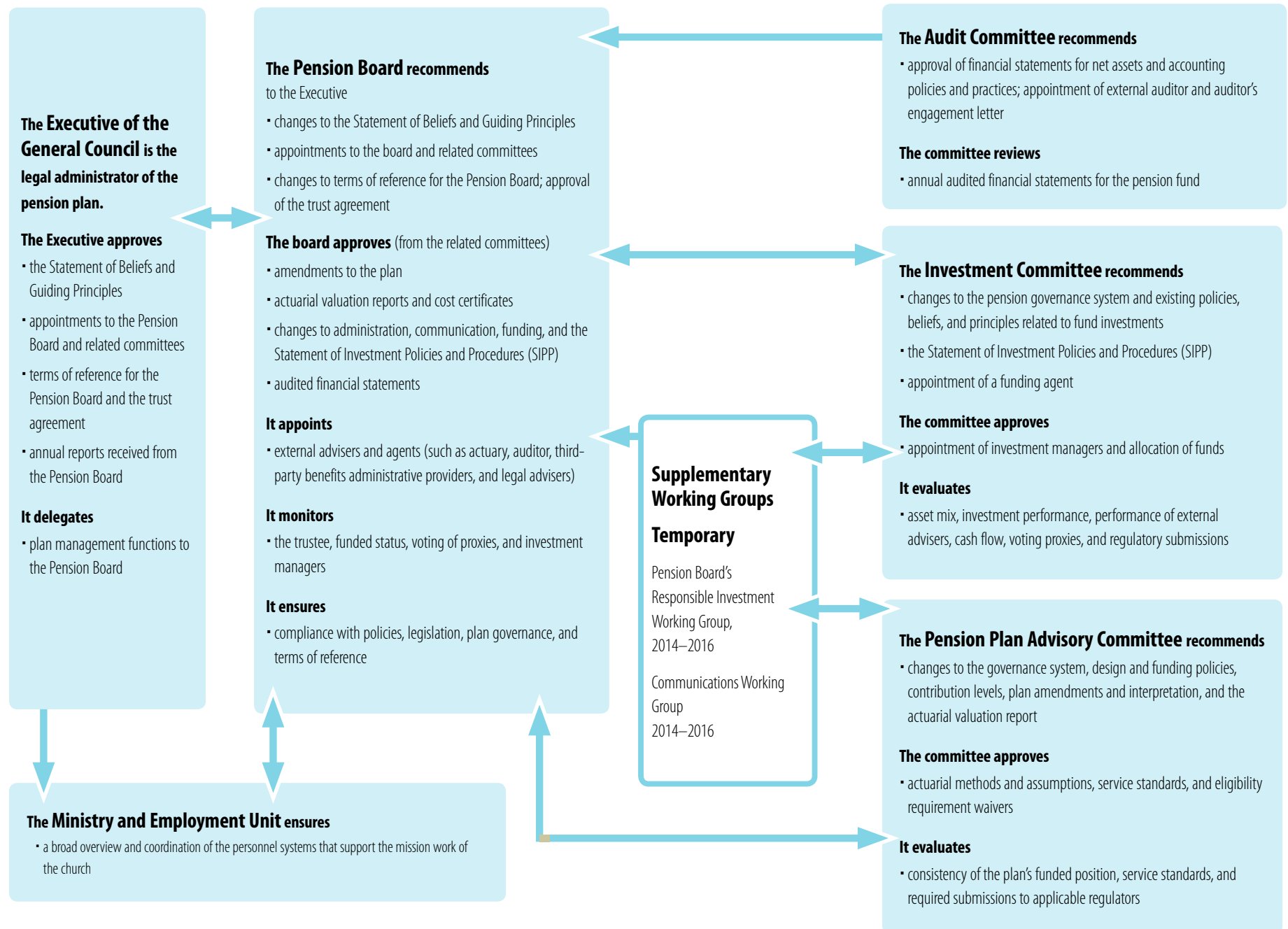


Pension Plan of The United Church of Canada: Governance Structure



Note: This chart presents a broad summary of the responsibilities of each level of the governance structure of the pension plan.

Other Advisers and Management Tools

1. Financial statements are reviewed by the auditor, PricewaterhouseCoopers, and by the Audit Committee of the United Church before being recommended to the Pension Board for adoption. This scrutiny helps ensure that proper and adequate financial controls are employed.
2. Actuarial valuations and additional analyses, such as asset liability studies, are provided by the actuarial adviser, Mercer. These analyses guide the Pension Plan Advisory Committee, the Investment Committee, and the Pension Board. They provide the basis for decisions made about contribution levels and benefit improvements, and assist with asset mix decisions.
3. Day-to-day investment activities for most of the plan are handled by third-party managers who are carefully overseen and reviewed by the Investment Committee. They operate within the framework of the Statement of Investment Policies and Procedures (SIPP) and are expected to achieve a specified performance level. Each manager has a mandate in a specific area of investment expertise (e.g., Canadian equities).
4. Other service providers to the pension plan include RBC Investor Services, which holds and protects the assets in the fund; Hicks Morley, which provides legal advisory services; and Shareholder Association for Research & Education, Sustainalytics, and Glass Lewis & Co., which provide expert advice and assistance on, respectively, shareholder engagement, portfolio screening, and proxy voting.

Board Accountability: Code of Conduct and Compliance Certificate

The Pension Board, established by the Executive of the General Council in 2004, has been delegated the performance of certain functions for the day-to-day management of the plan under the guidance of the Statement of Beliefs and Guiding Principles.

All members of the Pension Board and its two committees, members of other related committees and task groups that may be formed from time to time, and staff are required to certify, in writing, on an annual basis, an understanding of the provisions of the Code of Conduct. The Compliance Certificate was reviewed by Hicks Morley, the plan's legal adviser, and has been read and signed by all members associated with the Pension Board.