



What we do and why we do it

We connect people to their pensions at all stages of their life. We pay pensions, and provide expert pension services and trusted thought leadership to create an exceptional service experience. We are leaders; we drive innovation in our industry.



At Our Best values

At our best, we are professional and forward-thinking with a strong sense of community inside and outside the organization. We **take action** and we're **courageous**. We ask tough questions; we continuously learn and adapt to change. We **build bridges** within and outside the organization. We **seek to understand**, and by doing so, we create new possibilities. Above all, we **deliver on promises**; we are 100 per cent accountable for playing our part.



Where we're going

Plan 20|30 is grounded in three aspirations:



Operational excellence

optimize quality, cost and service



Service innovation

bring new services to life








Influence

be thought leaders and support the plans to increase the number of members

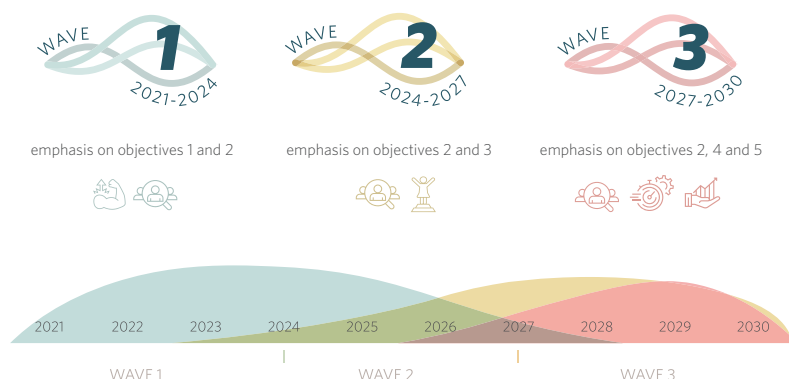


Five objectives will bring these aspirations to life

-  1. Strengthen efficiency and quality in everything we do
-  2. Focus on our people and culture
-  3. Elevate the member and employer experience
-  4. Proactively support the evolving needs of the plans
-  5. Partner with plans to increase their membership



Our approach to deliver on these objectives and achieve our aspirations will span three waves. Each wave is three years with its own specific outcomes, actions and measures of success.



Our future state

In 2030, we will achieve our objectives and realize our aspirations for operational excellence, service innovation and influence. We will be a recognized expert and influential voice in the pension landscape while serving more members. Our outcomes will show higher quality, more efficiency, better value and service, and increased satisfaction from all stakeholders.

