

BC PENSION  
CORPORATION

25  
YEARS

# Rooted in Resilience



Annual Report 2024/25





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## Territorial land acknowledgment

Our offices are located on the traditional territory of the ɫəᑭʷəŋən (Lekwungen) People, known today as the Songhees and Esquimalt Nations. We acknowledge that we live, work and play as visitors on lands belonging to the ɫəᑭʷəŋən People since time immemorial, and we honour their ongoing connection to the land.





## WELCOME

## CEO message

When I reflect on 2024/25, I see a year of progress, purpose and, most of all, resilience. This past year brought remarkable change—within our organization, across the pension sector and in the world at large. We embraced change not just as a necessity, but as a catalyst to deliver even better service and build a more inclusive, agile and future-ready organization.

A strong foundation is crucial for change to be successful and sustainable—we have that in our nine-year strategic plan, *Plan 20/30: Our Future is Insight*, our road map to the future. It allows us to be agile and adapt while remaining committed to our aspirations of operational excellence, service innovation and influence.

As you'll read in this *Annual Report*, we accomplished a lot in the first year of *Plan 20/30* Wave 2. We took bold steps forward: launched a new financial and human resources management system, expanded our AI capabilities, strengthened our accessibility practices and supported the plans' strategic growth. All while continuing to deliver high-quality, low-cost service to members, employers, trustees and employees in an increasingly complex environment. In the process, we proudly received multiple recognitions for our service excellence and workplace culture.



This year, we also celebrated our 25th anniversary. Leaders and staff gathered to reflect on our evolution from a pension administrator start-up to a trusted partner in retirement planning for one in eight British Columbians. Our purpose—to create peace of mind for those we serve—has never felt more important. It continues to guide every decision we make, every service we improve and every innovation we bring to life.

My sincere thanks to the board of directors for their thoughtful governance, to the plan boards for their enduring partnership and to the employees of Pension Corporation for their passion, professionalism and drive. Together, we are building a resilient organization that is not only ready for the future, but helping to shape it.

**Laura Nashman**  
Chief executive officer





## Board chair message

As the chair of the board of directors, I am pleased to share BC Pension Corporation's *2024/25 Annual Report*, which highlights the organization's many accomplishments over the last year.

Pension Corporation has built a strong foundation through its *Plan 20/30* initiatives, enabling the organization to be resilient and evolve in an increasingly complex world. The first year of Wave 2 of the strategic plan saw more transformation as leaders and employees took action, embraced change and adapted their tools, technology, training and processes to continue delivering excellent service.


We are proud of the recognition Pension Corporation has received once again as a leader in service excellence and organizational culture. The dedicated efforts of leaders and employees have supported plan innovation, improved accessibility, provided insights and cultivated an environment where everyone can thrive.

On behalf of the board of directors, I would like to thank Laura, her executive team and all Pension Corporation employees for their passion and commitment to plan members, employers and the boards of trustees.

I encourage you to read this annual report and share in the important work being done on behalf of BC's public sector pension plans.

A handwritten signature in black ink, reading "Chan-Seng Lee". The signature is stylized with a large, sweeping "C" and "L".

**Chan-Seng Lee**  
Chair, board of directors

A man with a beard and glasses, wearing a light-colored t-shirt, stands in profile looking out a large window. His hands are in his pockets. The window looks out onto a modern building and a clear sky.

“You can navigate changes, difficulties and stressful situations more easily when you try to think out of the box—you can accept new ideas and embrace the future positively.”

**Carlos Contreras**

Visual Communications Specialist  
Corporate and Plan Communications

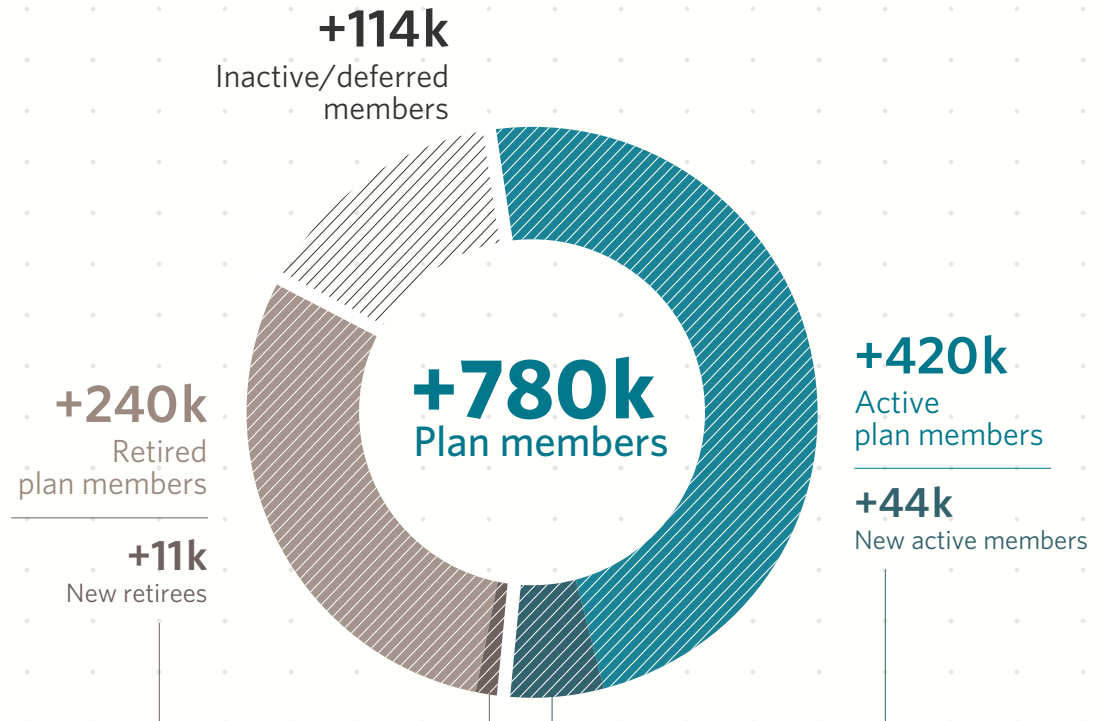


## WHO WE ARE

## BC Pension Corporation

We are BC Pension Corporation, experts in pension administration. As one of the largest pension service providers in Canada and the largest in British Columbia, we provide plan members, employers and boards with quality service and insights.

We serve one in eight British Columbians while fulfilling our purpose to create peace of mind.



**5**  
Pension plans  
we serve

**72**  
Average age  
of pensioner

**+1,000**  
Participating  
employers

**+\$0.5bn**  
Benefits paid  
out each month

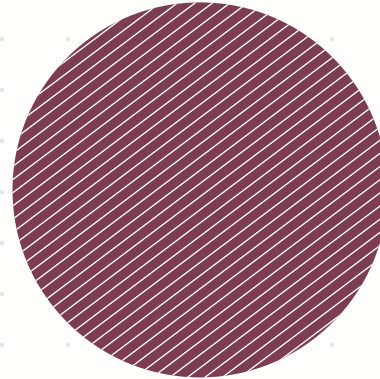
**+\$6.5bn**  
Benefits paid out  
over the year

## WHO WE SERVE

Pension Corporation serves multiple clients through strategic partnerships. We support over 780,000 plan members, providing the right information at the right time so they can make informed decisions about their pension. We provide five pension plans and one retirement benefit trust with pension services, including policy, financial and communication insights. We ensure over 1,000 plan employers have the tools and information to support their employees who are plan members. And we influence the pension industry with innovative and forward-thinking approaches.



**163,789**  
**Public Service**  
As of March 31, 2025



**37,790**  
**College**  
As of August 31, 2024



**472,076**  
**Municipal**  
As of December 31, 2024

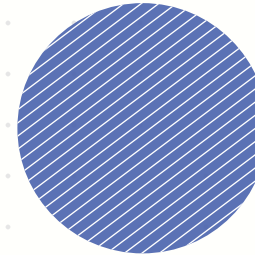
**7,553**  
**WorkSafeBC**  
As of March 31, 2025



**789,187**  
**Total membership\***

\*Refers to active, inactive and retired members. Figures are based on each plan's year-end reporting cycle.

**107,979**  
**Teachers'**  
As of December 31, 2024





## Our board of directors

The collective knowledge and experience of our board of directors informs our strategic planning and direction. Board members provide careful, thoughtful oversight and sound governance. The board of directors includes a plan member and plan employer representative from each of the following plan boards.

### Board of directors for the 2024/25 fiscal year:

#### College Pension Board of Trustees



Geraldine Hutchings



Cameron McRobb

#### Municipal Pension Board of Trustees



Gary Yee



Chris Rathbone

#### Public Service Pension Board of Trustees



Chan-Seng Lee, chair



Harpinder Sandhu

#### Teachers' Pension Board of Trustees



Elizabeth Baverstock, vice-chair



Cheryl Eason



## Our leaders

Our executive team carries out our strategic plan and keeps us focused on our operational and strategic goals. They guide us as we serve plan members, employers and trustees, and invest in our people (left to right in the images above).

- ◆ **Laura Nashman**, chief executive officer
- ◆ **Aaron Walker-Duncan**, vice-president, Member and Employer Experience
- ◆ **Erika Taylor**, vice-president, People and Culture
- ◆ **Joel Levinson**, vice-president, Information and Technology Services, and chief information officer
- ◆ **Karlena Lewis**, general counsel
- ◆ **Renee Bilodeau**, vice-president, Board and Communication Services
- ◆ **Trevor Fedyna**, vice-president, Strategy and Insights, and chief financial officer



“I’ve come to appreciate that resilience often draws on grit—the quiet perseverance and inner drive to keep going when the work is complex or the path isn’t clear.”

**Natallia Grib**

Manager, Data Analytics  
Corporate Analytics and Insights





## We're a BC Top Employer

For the sixth year in a row, BC Pension Corporation was chosen as one of BC's Top Employers, a special designation recognizing BC employers that lead their industry as exceptional places to work. Here are some of the reasons we were selected as a top employer for 2025:

- ◇ We support a variety of flexible work arrangements, including hybrid work options, flexible work hours, shortened workweeks and a formal earned-days-off program.
- ◇ We encourage our employees to stay healthy with well-being offerings and discounts, including subsidized access to an on-site fitness facility.
- ◇ We maintain excellent maternity and parental leave top-up policies for new and adoptive parents.



## We were recognized for our excellence

This year, we received the Order of Excellence, the highest level of achievement in Excellence Canada's *Awards for Excellence* program. This award recognizes our sustained practice of organizational excellence at the Platinum level and our evolution to world-class best practices. We are proud to be a recognized leader in all aspects of quality, innovation and wellness.







## 25 years of creating peace of mind

April 1, 2025, marked our 25th anniversary. BC Pension Corporation was created on April 1, 2000, with the proclamation of the *Public Sector Pension Plans Act*. Previously, member pensions were managed by the Superannuation Commission as part of the provincial government.

On April 10, we gathered to celebrate our silver anniversary at an all-staff town hall. Taking a trip down memory lane, we shared photos from the archives and heard stories from long-serving Pension Corporation staff—the longest tenure being 35 years! While the way we have worked has changed over the last 25 years, what remains constant is the importance and impact of our people and culture.

We have so many reasons to reflect proudly on our journey, celebrate our achievements and look to an even brighter future. Our continued pursuit of excellence is reflected in the work we do every day. It shows up in our interactions with members, the on-time and accurate payment of pensions, the thought leadership we provide the plan boards and how we support each other. It is validated by the recognition we've earned and enabled by the high-performing people who make us excellent while creating peace of mind for those we serve.





“I stay agile and resilient by listening to new ideas from the team and being open to change.”

**Dipti Chauhan**

Application Solutions Analyst  
IT Service Operations



## OUR STRATEGIC PLAN IN PROGRESS

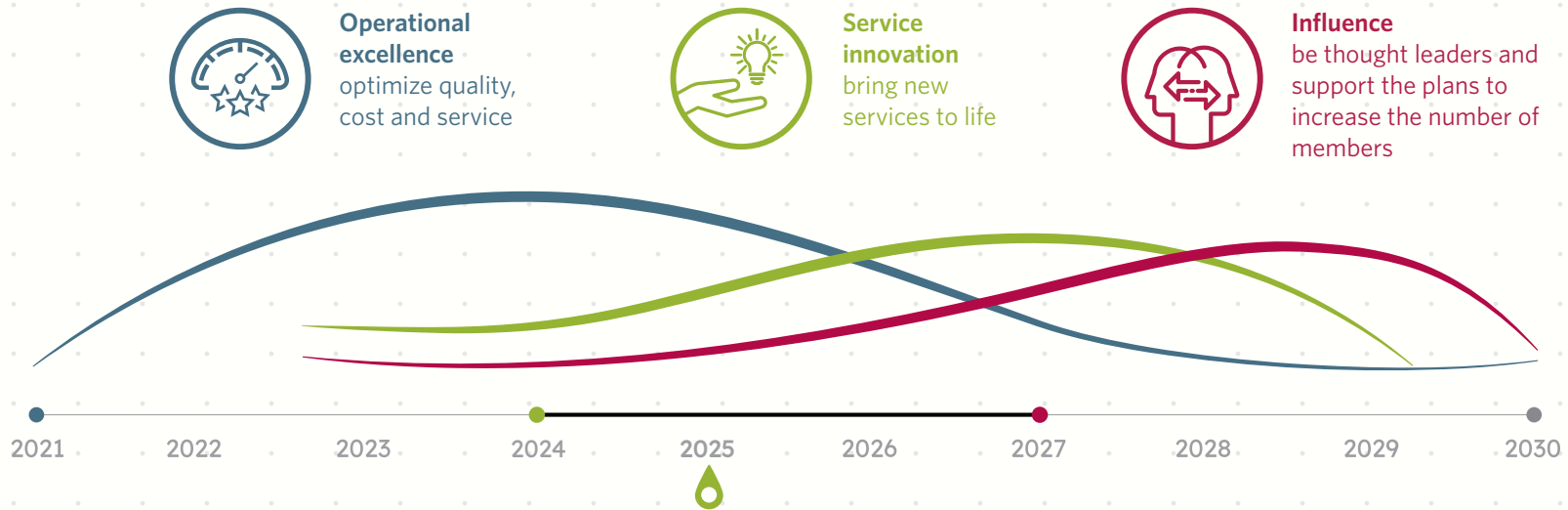
## Meeting our targets

This was the first year in Wave 2 of our nine-year strategic plan, *Plan 20/30: Our Future is Insight*. Throughout 2024/25, we were rooted in resilience. In an increasingly complex world, we continued to provide exceptional customer service to plan members; delivered insights to the plan boards; bolstered our systems and processes; embraced diversity, equity, inclusion and accessibility; and celebrated and upskilled our employees and leaders. As our transformational journey continues, we remain grounded in our aspirations of operational excellence, service innovation and influence, and feel confident in the strength of our foundations.

We assess our progress against 24 carefully chosen measures and set aggressive targets that reflect our forward-thinking attitude and commitment to excellence. We are pleased that we met or exceeded most targets this year.

For a full list of targets and results, see “How we measure our progress” in the appendices.

You can find details of *Plan 20/30* and Wave 2 on our [corporate website](#).







“To be resilient, ground yourself in what matters most and what you know to be true, remind yourself what’s not changing, stay curious and be open to growth and learning.”

**Taunya Hauff**

Assistant Director, Talent Strategies  
Performance and Talent Development





A photograph of three business professionals in a modern office setting. A man with glasses and a blue shirt is seated on the left, looking towards the center. A woman with blonde hair, wearing a grey blazer over a red patterned top, is seated in the middle, smiling and looking towards the right. A third person, seen from the back/side, is seated on the right, looking at a laptop. They are all seated at a light-colored wooden table. Large windows in the background offer a view of green trees outside. A semi-transparent yellow banner is overlaid on the top right of the image.

HOW WE ARE  
TAKING ACTION





## We delivered excellent service in an increasingly complex world

The world is changing rapidly, and we are adapting at speed. Throughout the past year, we continued to deliver top-quality service, driven by our commitment to operational excellence. We served plan boards, members and employers with insights and expertise. As the needs of members and employers evolve, we are prepared to take action.







## Gained recognition for our service excellence

### Our call centre recognized for its excellence

Our member services centre was once again recognized as a Certified Center of Excellence by BenchmarkPortal. This certification recognizes that our member services centre provides superior customer service compared with similar contact centres. We are dedicated to continuous improvement while delivering efficient and quality service to members.

BenchmarkPortal is a global leader in the contact centre industry that provides benchmarking, certification, training, industry reports and consulting. The organization is recognized internationally for its expertise and hosts the world's largest database of contact centre metrics.



This certification recognizes that our member services centre provides superior customer service compared with similar contact centres.



### **Achieved 100 per cent of our operational SDP targets**

For the 2024/25 fiscal year, we achieved 100 per cent of our operational service delivery plan (SDP) targets—our commitments to member and employer service as set out in the SDPs. We met these targets despite disruptions caused by the postal strike in November and December of 2024. This success can be attributed to the process efficiencies gained through our operational excellence program and the work done under the digitize program. These programs have enhanced our ability to


forecast and monitor work volumes, allowing us to react quickly to disruption without impacting service levels. They have also introduced additional options for members to engage with us, such as online services and digital communications.

### **Maintained high service scores in a complex environment**

Every year, we participate in the CEM pension administration benchmarking analysis. Consistent with previous years, we remain the lowest-cost service provider in our peer group while

operating in one of the most complex pension administration environments in the country. We also saw our service score, which remained above the peer average, increase again this year. The annual CEM report gathers data on cost, service levels and complexity for 78 of the world's leading pension systems. It provides insights into how we compare to other participants and to a peer group of six similarly sized Canadian pension plan administrators.





“Resilience is about staying true to who you are. Learn from the chaos instead of resisting it; there is no growth without discomfort. Staying curious and drawing strength from others keeps you grounded and helps transform adversity into momentum.”

**Pablo Gandara Vazquez**

Senior Communications Advisor  
Corporate and Plan Communications





## Made it easier for members to access our services

### Launched over-the-phone interpretation service

We contracted with Multilingual Community Interpreter Services (MCIS) to launch an over-the-phone interpretation service for plan members. MCIS provides access to over 5,000 certified interpreters who speak more than 300 languages, including Indigenous languages. When we receive a call in our member services centre and determine that the member needs the assistance of an interpreter, we contact MCIS to connect the member with a certified interpreter in the language preferred. The new interpretation service improves the experience for members whose first language is not English by making services more accessible.

### Improving online retirement through member feedback survey

We introduced a new feedback survey at the end of the online retirement application in My Account to gauge member satisfaction with the service, which is a key part of our digital adoption strategy. The data collected will help us assess member satisfaction, understand the reasons behind any dissatisfaction and establish a satisfaction metric for our digital services. We expect to gain valuable insights that will help us continue to improve members' retirement experience.

### Created educational videos for members

We continue to expand the learning resources available to members. This year, we posted new videos on the plan websites to help members update their banking information, attach documents in Message Centre, and review and download official tax slips. Learning videos allow members to self-serve with ease and remove barriers to accessing digital services.

The new interpretation service improves the experience for members whose first language is not English by making services more accessible.



## Supported the plans' strategic priorities

### Engaged with CPP and MPP on plan expansion

The College Pension Plan (CPP) and Municipal Pension Plan (MPP) are exploring options to expand plan membership. For MPP, we supported the establishment of a plan expansion program. We gathered data and insights into the experience of employees who choose to waive membership in the plan and those who choose to enrol. We are building our capabilities and capacity to source new employers and effectively communicate the value of the plan to employers interested in joining MPP. As part of this work, we launched a new *Join the plan* section on MPP's employer website to help potential employers understand the value of joining the plan and provide them with the tools they need to apply.

For CPP, we presented a plan rule amendment to expand the eligible classes of employees that can participate in the plan and engaged in discussions with interested parties on proposed changes to the employee enrolment rules. We also enrolled a new employee group for Simon Fraser University.

We are building our capabilities and capacity to source new employers and effectively communicate the value of the plan to employers interested in joining.



### Supported plan innovation

We completed 14 plan innovation projects that support the goals and requests of the plans we serve. Examples include:

#### Canadian Dental Care Plan tax requirements

With the introduction of the new Canadian Dental Care Plan, we are now required to report a dental access code on tax slips for retired plan members. We updated our tax reporting system and internal processes to accommodate this new requirement. We also communicated these changes to retired members and let them know how they would be affected.

#### TPP post-retirement group benefit changes

Following a successful engagement with plan members, the Teachers' Pension Plan (TPP) announced changes to its post-retirement group benefits effective January 1, 2025. We communicated with TPP members using various channels

to ensure they were aware of and understood the changes.

In addition, we provided speaking notes to trustees and Green Shield Canada, and monitored media, social media and calls to the member services centre.

### Adapted seamlessly to *Family Law Act* changes

At the end of March 2023, the provincial government announced proposed changes to the *Family Law Act*, including amendments to the division of pension benefits. The changes, which passed in July 2024, are part of a multi-phase modernization of the act and align with recommendations from a BC Law Institute report published in 2021. To adapt to the new rules, we updated our systems and processes, as well as the plan websites.





“My advice on how to remain resilient is to figure out who you can ask for help. You can’t know it all or do it all alone.”

**Reece Lennon**

Curriculum Designer  
Member Services and Experience





One of our communication goals was to increase MPP's AGM participation through print and online communications. This year, over 8,000 people registered for the event, with over 2,400 participating.

## Brought forward creative insights

### Supported a revitalized MPP AGM

In October, we supported MPP with another successful annual general meeting (AGM); once again, this event was held virtually. The meeting highlighted the theme "The plan is strong, steady and sustainable," and premiered a video featuring first-hand accounts from members and employers of what it means to be part of the Municipal Pension Plan. This year's panel discussion included information about the board's strategic plan and three objectives for 2023 to 2026. Two virtual information sessions with service providers helped educate participants—we hosted a general pension-questions session, and the Municipal Retiree Benefit Trust and Pacific Blue Cross co-hosted a health and dental session. One of our communication goals was to increase AGM participation through print and online communications. This year, over 8,000 people registered for the event, with over 2,400 participating.



### Hosted an insightful trustee education event

We hosted a trustee education event this year to strengthen trustees' understanding of pension communications.

This year's event provided education to help us embrace the shifting communications landscape. Our keynote speaker led us in a dynamic session on how to evolve our communications lens from tactical to strategic to build trust, engage members and better understand our audiences' needs and expectations. The presentation was followed by a lively fireside chat and Q&A session, which effectively connected research by the keynote speaker to our forward-looking approach to plan communications.

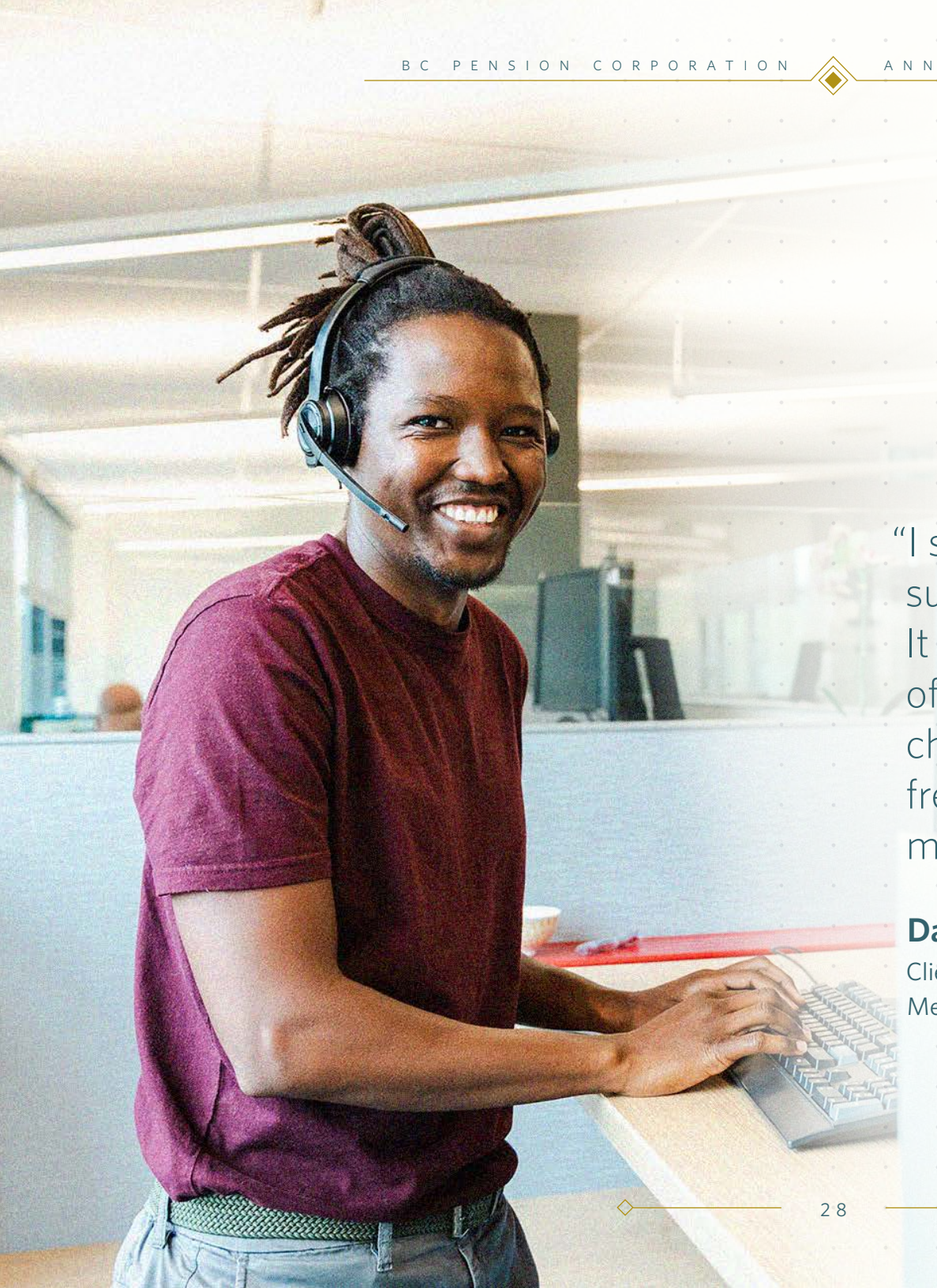
This year's event provided education to help us embrace the shifting communications landscape.

### Presented insights on PSPP future plan growth

At a Public Service Pension Plan (PSPP) strategic planning session in early 2025, we presented insights to the board on historical plan growth, the impact of maturing plan demographics and how future growth relates to the well-being of their plan.

Our presentation included a detailed analysis of historical membership growth, future-growth forecasts, how current enrolment provisions relate to membership growth, possible strategies for pursuing plan expansion, and financial and risk considerations. As a trusted advisor, we continue to inform the boards to support their decision making.





“I see resilience as building on past successes to face new challenges. It looks like reminding myself of what I am capable of during challenges, to confidently take on fresh opportunities to better my service.”

**David Mutuku**

Client Service Representative  
Member Services and Experience





## We strengthened our foundations for further innovation

Our resilience comes from strong foundations. As we welcomed year one of Wave 2, we bolstered our technology and processes to lay the groundwork for future growth. From a new financial and human resources (HR) management system to a transformed approach to communications, we embraced positive change.





## Levelled up our technology

### Implemented AI solutions, including Copilot

Last year, we launched a pilot program for Microsoft Copilot, an artificial intelligence (AI)-powered tool that can suggest sentences and paragraphs and produce the first draft of a document based on user input. This year, we completed the pilot and introduced the tool to a larger group and broader range of roles across the organization. Copilot is just one of the ways we're leveraging AI to create efficiency in our service to the plans. We also successfully piloted the use of AI natural language search within our knowledge base articles. The goal of this pilot was to reduce call handle and search times, and provide clearer, more accurate instructions for staff.

### Created a centralized knowledge base

We created an enhanced, centralized knowledge base for member and employer experience (MEE) division employees that's accessible through our intranet. Since maintaining accurate procedures is essential in the MEE division, we developed an application using tools in the Microsoft 365 platform that enables subject matter experts to create and maintain their own content. The enhanced knowledge base allows MEE subject matter experts to make updates, improve processes, manage content and maintain the quality of their work instructions.

### Modernized the retired member system platform

This fall, we began modernizing the retired member system platform—the application we use to ensure members receive their pensions on time—to enhance security, reduce risk, and provide a new look and feel for a more user-friendly, efficient employee experience. Thanks to the hard work of the project team, the implementation was smooth.

### Launched modern financial and HR management system

In October, we successfully launched Fusion, our new streamlined HR, learning, finance and procurement software. Fusion enhances our operational efficiency and data-driven decision making across the organization. The project team's careful planning ensured a smooth transition, with critical tasks implemented before launch and ongoing support established for post-launch operations. The integration and modernization of our core systems position us well for future growth, allowing us to adapt in an ever-changing business landscape.





“Resilience means having the courage to ask questions to try and understand the bigger picture and how decisions are made. When I understand the ‘why’ behind things, I feel more like I’m part of the change.”

**Adrienne Dunton**

Manager, Executive Operations  
Corporate and Plan Communications





## Evolved how we communicate with plan members

### **Made the *Report to Members* more accessible**

We took a fresh look at how to improve the readability, accessibility and engagement of the plans' annual *Report to Members*. Insights gained from our new and younger member research show this member segment likes communications that are bite-sized and brief, with simplified investment information. We made the financial and demographic data more interesting and easily consumable for members, adding member photos and quotes to help members see themselves in their plan's story. These changes align with our member-centric communication principle to make it simple, relevant and impactful.

### **Increasing the impact of our communications**

Last fall, we began a comprehensive review of key communication products, processes and outcomes to identify opportunities to increase the impact of our communications. The review showed us that while we excel in showcasing our expertise on detailed, complex pension topics, we will better engage plan members, including younger audiences, by focusing on storytelling, simplifying our materials and targeting specific communications to audience segments. We began incorporating the review's findings in our communication products and services.

### **Examined how MPP members value their plan**

We examined recent MPP member communication surveys to assess how members value their plan, what they have confidence in and what they are uncertain about. Our findings showed plan members (especially retirees) value their pension, but they are less confident about their pension being there for the long term. We also identified areas where additional research could give further insights, especially about unknowns such as what members think sustainability is and what governance and stewardship mean to them.

## Expanded how we serve members and employers

### Developed our financial literacy approach

We want plan members to feel confident and empowered to take control of their financial future as they approach retirement. This year, we worked with the plan boards to outline an approach to improving plan members' financial literacy. An incremental, measured approach to financial literacy will allow us to refine our tools and resources based on member feedback and real-world application. We received positive support from the plan boards and are moving ahead with next steps.

### Streamlined the purchase-of-service process

We enhanced the tools and learning resources that employers use to complete purchase-of-service requests. We streamlined the form and made it more accessible on the plan websites and in My Account. We also updated relevant educational tools, such as standard messages, employer online learning modules and the employer instruction manual. A simpler process makes it easier for employers to give us the complete and correct information we need to efficiently process purchase-of-service requests.

### Simplified access to digital communications

We simplified members' access to the digital delivery of pension communications. Now, when a member registers for My Account, they will automatically be set up to receive digital communications. Members can adjust their preferences at any time by updating their account settings. Increasing the number of members who receive digital communications will improve member outreach, boost member engagement and reduce administrative costs.

We want plan members to feel confident and empowered to take control of their financial future as they approach retirement.



“You can remain resilient by not being afraid to ask for help. I’ve always believed your ‘village’ wants you to succeed, and chances are someone else has already faced the challenge you’re dealing with.”

**Unni Damodaran**

Senior Planning and Performance Advisor  
Corporate Planning and Analysis





## We cultivated an environment where everyone can thrive

Our people are our bedrock. To ensure everyone can thrive, we embraced diversity, equity, inclusion and accessibility.

We empowered our staff and leaders with targeted training and recognized the achievements of outstanding employees. And we sought ways to deepen our connection with the communities that surround us.





## Advanced diversity, equity, inclusion and accessibility

### Creating a safe and inclusive environment

We are committed to making the corporation a safe and inclusive environment for plan members, employers, employees and others who interact with us. Following an assessment by a local diversity, equity and inclusion (DEI) consultancy, we developed a new five-year DEI plan. Our plan features 20 initiatives we will be undertaking over the next five years. Our goal is to continue to foster a diverse and high-performing workforce and create an inclusive work environment.

One of the first initiatives completed in our DEI plan was the establishment of a DEI committee, which met for the first time in January. The committee includes a diverse group of employees from across the corporation, who provide input on inclusion actions and decisions. Other recent DEI and accessibility (DEIA) initiatives include introducing a new DEIA leader competency and launching a dedicated DEIA page for employees.

Our goal is to continue to foster a diverse and high-performing workforce and create an inclusive work environment.

### Improved the accessibility of our organization

Last year, we published our first accessibility plan; this year, we took action on that plan to improve the accessibility of our organization. We launched Fusion, our new financial and HR management software, which leverages best practices in accessibility standards. We began to update our corporate templates with accessibility in mind and created a checklist to support more accessible meetings and events. We also completed a building assessment for two of our buildings and installed automatic door openers on all bathrooms, resulting in accessibility improvements for employees and guests. Finally, we updated meeting room technologies to improve in-person and hybrid accessibility needs, including visual and audio improvements.





“I practise self-care and have developed coping skills. Taking a walk, yoga, music and connection with co-workers and friends are some of my coping skills.”

**Susan Dumas-Ryan**

Client Service Representative  
Plan Operations





## Came together for learning and celebration

### Gathered to celebrate our organizational community

We continue to use virtual town halls as an opportunity to connect, deepen our corporate community and share timely and important information. In March, we gathered to celebrate Pension Corporation's 25th anniversary, with longstanding staff members sharing stories of the old days, and to announce the 2025 ACE Award winners. Staff leave these events feeling a stronger sense of pride and connection to their work and to the organization.

### Recognized exceptional employees with ACE Awards

ACE Awards recognize the significant achievements of our employees in six categories. Winners were invited to attend a celebration in May; building on last year's success, the celebration was a casual late afternoon event. Nominators were given the opportunity to say a few words about the winners. We continued the tradition of members of the executive team presenting trophies to the winners, ensuring the recognition was given in a memorable and meaningful way.

In March, we gathered to celebrate Pension Corporation's 25th anniversary, with longstanding staff members sharing stories of the old days, and to announce the 2025 ACE Award winners.



### Hosted a day of collaboration and learning

On October 23, we celebrated Staff Day, where all staff gather for a full day of connection, reflection and inspiration. The purpose of Staff Day is to inspire, motivate and develop our people, and strengthen our corporate culture. At the event, we announced our Order of Excellence award from Excellence Canada and were pleased to have the Honourable Janet Austin, Lieutenant Governor of British Columbia, in attendance. We were also delighted to have corporate board chair Chan-Seng Lee join us and hear his remarks on behalf of the corporate board.

Several employees presented on topics ranging from inspiring life and career stories to workplace best practices. Staff left the day feeling grateful for their experience and pride in the organization's accomplishments this year.

### Celebrated employees' long service

Twelve Pension Corporation employees were recognized at Government House in October for reaching long-service milestones of 25, 30 and 35 years in the BC public service. The Long Service Award recipients participated in a special event including dinner, an awards ceremony and live music. We are pleased to recognize and celebrate the commitment and dedication of our long-service employees.

The purpose of Staff Day is to inspire, motivate and develop our people, and strengthen our corporate culture.



“One way to best remain resilient is by embracing change and taking the challenges as an opportunity to keep learning and adapting. Also knowing your ‘why’ helps during uncertainties.”

**Munmun Bhati**

Project Coordinator  
Project and Portfolio Management





## Focused on education and growth

### Growing the future of our workforce

Each year, we welcome co-op students into a variety of business areas, such as finance, project management, communications, information technology, client service, data analytics, information management, HR, office administration and more. We provide students with a work placement that allows them to expand their skills and experience by working on projects that enhance their field of study. Co-op students are also enrolled in our Skills for Success program, which fosters connection and community with other co-op students in a monthly virtual event.

### Upskilled our leaders

We are dedicated to developing and growing leaders with the capabilities to lead others and deliver on our business priorities. We offer leaders a range of training, including on-demand courses, live sessions, coaching and assessments. This year, training included mental fitness workshops and a conference on creating effective leadership habits.

We provide students with a work placement that allows them to expand their skills and experience by working on projects that enhance their field of study.





## Supported our community

### Gave back to the local community

During the annual Provincial Employees Community Services Fund (PECSF) campaign, employees raised over \$63,000 to support organizations that matter to them. Established in 1965, PECSF is a public service-wide fundraising program that makes donating to charity easy through payroll deductions. Pension Corporation employees join in every year because it helps build a strong community both inside and outside the organization. One hundred per cent of pledges go to the charities supported. We are very proud of our employees' commitment to this initiative.

We were also pleased to support the Victoria Disability Resource Centre (VDRC) with a corporate donation. The VDRC is a cross-disability, grassroots, not-for-profit organization run by and for persons with disabilities. We chose the VDRC because it aligns with our focus on diversity, equity, inclusion and accessibility.

In December, we supported the Burnside Gorge Community Association with a clothing, toy and food drive. Several of our employees also helped serve food at the community association's holiday dinner. Additional fundraising initiatives this year included the Jean Up campaign in support of BC Children's Hospital Foundation, Pink Shirt Day, International Women's Day and Orange Shirt Day.

### INVESTED in children's higher education

This year, 10 children of our employees were awarded scholarships through our INVESTED Scholarship for Children of Employees program. This initiative supports the pursuit of post-secondary education—whether vocational training, college or university—to help successful applicants gain the necessary skills and knowledge for their future careers. We received a record 19 applications, each accompanied by a self-reflective essay detailing the student's community involvement and how they plan to use their education to achieve their aspirations. The scholarships range from \$500 to \$2,500.

### Promoted health and wellness

October was Healthy Workplace Month. Along with organizations across Canada, we took up the challenge to empower our employees to do their best, take care of themselves and help others. This year's theme was "Finding calm in the middle of YOUR storm." We observed World Mental Health Day on October 10, launched our new *My Wellness* page on The Hub, and shared resources, such as employee and family services.



# RISK MANAGEMENT DISCUSSION





In the fiscal year 2024/25, we continued to prioritize effective risk management to help us achieve operational and strategic goals. Our enterprise risk management program monitors the external and internal environments and identifies, analyzes and manages risks. We report our findings to the corporate board's audit, finance and risk committee. Responsive risk management plans have helped us reduce key risks or maintain them at a stable level despite increases in external threats. Over the past year, we have been particularly proud of our risk mitigation in three key areas.





## Improved information security

The frequency and sophistication of cyberattacks continue to increase. We have outpaced these increases and successfully protected critical information and data with enhanced cybersecurity controls. For example, we strengthened password standards, introduced multifactor authentication and increased the frequency and impact of cybersecurity training for all employees, with scenario-based videos designed to reinforce phishing knowledge and associated cybersecurity awareness.

We strengthened password standards, introduced multifactor authentication and increased the frequency and impact of cybersecurity training for all employees.

## Prepared for business interruption

We addressed the risk of business interruption with a business continuity management program. This program increases resilience and ensures we're prepared to continue operations amid various challenges. Through regular training and validation of continuity and incident response plans, we ensure we are ready to manage all types of business interruptions.

## Assuring quality and compliance

Our rigorous adherence to compliance standards and continuous monitoring of benefits calculations ensured all aspects of our operations were legislatively compliant and completed to a high standard. Large-scale population testing helped us validate the accuracy of pension payments and adherence to internal policies and standards. This commitment to compliance and quality not only minimized risk but also enhanced our reputation for reliability and integrity.

Last year, we continued to appropriately mitigate our highest-priority risks. We enhanced our information security controls and proactively reduced the risk of an interruption to our critical services. Additionally, we further embedded quality and assurance controls into our pension operations. Overall, our risk management program helps us successfully deliver on our *Plan 20/30* strategic plan.





“In recruitment, things can change quickly and priorities shift, so it’s about staying calm, thinking on your feet and not letting the pressure get to you. It’s about maintaining focus and professionalism while supporting my hiring managers.”

**Michelle Boulos**

Talent Acquisition Specialist  
Employee Services Centre



# FINANCIAL DISCUSSION





We take seriously our obligation to provide services in a fiscally responsible way. We do not receive direct funding from the Province of British Columbia or any other level of government. We operate on a cost-recovery basis, as we receive funds from each pension plan for services provided. Every dollar we receive from the plans goes to support services for plan members, employers and boards of trustees, and to sustain those services. In 2024/25, we continued to be the lowest-cost service provider relative to our peers.

## On track to budget

For the year ended March 31, 2025, our overall budget objectives were met. Core services exceeded their budget primarily due to salaries and benefits, while strategic projects were under budget because some work for the IT modernization plan was deferred to 2025/26. Enhanced services were under budget because less work than expected was initiated on MPP member expansion, and secretariat services were also under budget due to the timing of MPP growth objectives.

Below is a summary of total service delivery charges to the pension plans and boards we serve. The statement is a management report that represents our performance against our approved budget and reflects 2024/25 charges to the plans for core services, strategic projects, enhanced services and secretariat requirements.

Every dollar we receive from the plans goes to support services for plan members, employers and boards of trustees, and to sustain those services.



### Total service delivery charges to the pension plans

For the year ended March 31, 2025

	2024/25 actual (\$ thousands)	2024/25 budget (\$ thousands)	Budget variance (\$ thousands)	Budget variance (%)
Core services	87,072	83,062	4,010	4.8
Strategic projects	17,905	20,938	(3,033)	-14.5
Enhanced services	77	438	(361)	-82.4
Secretariat services <sup>1</sup>	2,697	3,267	(570)	-17.4
Total charges to pension plans	107,751	107,705	46	0.0

1. The above costs for secretariat services exclude executive director costs.

**Core services**, or the day-to-day operations, exceeded the budget, mainly due to increased expenditures on salaries and benefits. Higher employee retention rates and variable one-time costs were the main factors contributing to this budget overrun.

**Strategic projects** are the charges to implement projects to improve our organizational performance. Strategic projects concluded under budget due to changes in project scope and timeline. These changes result from the complexities involved in implementing our IT modernization plan. To ensure thorough completion of cloud migration and information management/security enhancements, we deferred some work to 2025/26.

**Enhanced services** are charges in addition to our main service delivery plan budgets. These are charges approved off-cycle by plan boards for unique items.

**Secretariat services** are charges to carry out day-to-day plan board operations and to serve as liaisons between plan boards and others.



“I learn something new every day, and learning is the antidote to uncertainty.”

**John Horn**

Director  
Performance and Talent Development





## Audited financial statements

The audited financial statements, starting on page 62, give a different perspective than the total service delivery charges to the pension plans. The audited statements, which align with Canadian accounting standards, present a view where some charges are capitalized and amortized over the period that assets provide value. We present both views in this *Annual Report* for transparency.

In the audited financial statements for the current fiscal year ended March 31, 2025, total revenue and expenses increased relative to 2023/24. This variance can be attributed to increased salaries and amortization. Increased salaries were primarily driven by the BC General Employees' Union collective agreement and were included in the budget. As capitalized projects are completed, those amounts on the statement of financial position as an asset are amortized over time. We expect that amortization will continue to increase as the corporation continues to invest in strategic projects and more are completed. A reconciliation between the total charges to the plan and the audited financial statements is provided in notes 11 and 12 of the audited financial statements.

## Financial outlook

As we look to the future, we will continue to provide excellent service to plan members, employers and boards in a fiscally responsible manner. To manage cost pressures, we will continue to use technology to automate our services and cultivate a value-conscious culture. We are confident we will maintain our position as a low-cost provider compared to our peers.

We will continue to provide excellent service to plan members, employers and boards in a fiscally responsible manner.





## WHERE WE ARE HEADED

◇

This year marked the start of Wave 2 and the fourth year of the *Plan 20/30* strategy. Operational excellence, service innovation and influence remain our grounding aspirations, and our five strategic objectives bring them to life. We will continue to inspire the trust and confidence of members, employers and boards, and live our purpose—to create peace of mind for those we serve.

For details on our aspirations, objectives and strategic plan, please visit [our website](#).





A group of seven people, four women and three men, are seated on blue modular sofas in a bright, modern lounge. They are arranged in a circle, facing each other, suggesting a group discussion or meeting. The room features large floor-to-ceiling windows that offer a panoramic view of a river and a large dam in the background. A large, rectangular, light-colored pendant lamp hangs over the seating area. In the foreground, a white coffee table holds two water bottles. The overall atmosphere is professional yet relaxed.

## APPENDICES



## How we measure our performance

The table below summarizes our performance measures and shows we achieved or exceeded many of our targets for fiscal 2024/25.

### Objective 1:

#### Efficiency and quality

	ACTUAL	TARGET
Cost per member	\$146	\$145
Security maturity	3.4	3.5
Pension accuracy	99.9%	99.9%
Business events/hr	0.63	0.63
SDP operational targets	100%	100%
Employer data submission	95%	97%
Technical debt measure	46%	46%
Benefits realization	3.3	3.3
Self-serve analytics	2.7	2.7
Corporate compliance	2.0	2.0

### Objective 2:

#### People and culture

	ACTUAL	TARGET
Performance enablement	81%	86%
Culture of belonging	73%	75%
Retention rate	93%	90%
Employer promoter	76%	83%



## Objective 3:

**Member and employer experience**

	ACTUAL	TARGET
Member satisfaction	91%	85%
Employer satisfaction	84%	85%
Service score	79	81
Digital adoption	77%	75%

## Objective 4:

**Supporting plan needs**

	ACTUAL	TARGET
SDP commitment	99%	100%
Thought leadership	93%	80%
Trustee satisfaction	98%	90%
Board material accuracy	97%	95%
Board material quality	88%	85%

## Objective 5:

**Plans' membership growth**

	ACTUAL	TARGET
Membership growth activity	100%	100%





“Resilience means having patience and empathy for our members when I am answering their questions. You never know what the person on the other end is going through.”

**Taninder Dhillon**

Client Service Representative  
Member Services and Experience



## Board compensation

The Pension Corporation Board of Directors oversees governance of BC Pension Corporation. Board members are remunerated through an annual retainer and per diem fee for board and committee meetings. The retainer and fees are paid to board members or the organization that employs them while they serve on the board. In addition, members are reimbursed for travel expenses.

Name	Position	Remuneration (\$)	Expenses <sup>1</sup> (\$)	Total (\$)
Elizabeth Baverstock	Vice-chair	11,769	5,190	16,959
Cheryl Eason	Chair, audit, finance and risk committee	13,127	1,423	14,550
Geraldine Hutchings	Board member	9,134	0	9,134
Chan-Seng Lee	Chair	21,986	10,942	32,928
Cameron McRobb	Board member	8,909	4,318	13,227
Chris Rathbone	Board member	6,699	2,000	8,699
Harpinder Sandhu	Board member	9,134	7,382	16,516
Gary Yee	Chair, HR and governance committee	13,587	1,948	15,535

1. Additional cost on behalf of members of the Board of Directors (employer portion Employment Insurance, Canada Pension Plan, etc.) not included.



Board members also serve on the board's audit, finance and risk committee, and the HR and governance committee.

## Audit, finance and risk committee

The audit, finance and risk committee helps the board fulfil its oversight responsibilities in the areas of financial administration and risk management, such as reviewing the audited financial statements and monitoring and reporting on management of principal risks.

Name	Position
Cheryl Eason	Committee chair
Geraldine Hutchings	Member
Chan-Seng Lee	Member
Chris Rathbone	Member
Ex officio members	Board chair and vice-chair

## Human resources and governance committee

The HR and governance committee helps the board fulfil its responsibilities for HR strategy and provides a focus on board governance to enhance board performance, such as making recommendations on HR practices, policies and procedures, and best practices and current issues related to board governance.

Name	Position
Gary Yee	Committee chair
Elizabeth Bayerstock	Member
Cameron McRobb	Member
Harpinder Sandhu	Member
Ex officio members	Board chair and vice-chair





## Board and committee meeting attendance

In 2024/25, the Pension Corporation Board of Directors held eight board meetings;<sup>1</sup> three audit, finance and risk committee meetings; and four HR and governance committee meetings.

Name	Board meetings attended	Audit, finance and risk committee meetings attended	HR and governance meetings attended	Total meetings attended
Elizabeth Baverstock	8	3	4	15
Cheryl Eason	8	3	4	15
Geraldine Hutchings	7	3	3	13
Chan-Seng Lee	8	3	4	15
Cameron McRobb	8	2	3	13
Chris Rathbone	7	3	4	14
Harpinder Sandhu	8	2	4	14
Gary Yee	8	3	4	15

1. As the December board meeting occurred over two days, it has been counted as two meetings.



## Executive compensation

Pension Corporation has six divisions, each led by a vice-president with a focused portfolio. This ensures we effectively execute core business functions along with our transformational efforts.

The board determines the chief executive officer's compensation, and the executive team falls under the *Public Service Act* and its relevant compensation framework.

Name	Position	Base salary (\$)	Incentive (\$)	Employer pension contributions <sup>1</sup> (\$)
Laura Nashman	Chief executive officer	450,651 <sup>2</sup>	161,044	44,082
Aaron Walker-Duncan	Vice-president, Member and Employer Experience	275,188 <sup>3</sup>		27,106
Brett Emmerton <sup>4</sup>	Vice-president, Information and Technology Services	142,601		14,046
Erika Taylor	Vice-president, People and Culture	242,501		23,886
Joel Levinson	Vice-president, Information and Technology Services, and chief information officer	290,759 <sup>5</sup>		28,640
Karlana Lewis	General counsel and privacy officer	263,025		25,908
Renee Bilodeau	Vice-president, Board and Communication Services	33,333 <sup>6</sup>		3,283
Trevor Fedyna	Vice-president, Strategy and Insights, and chief financial officer	273,593		26,949

1. The pension is at an employer contribution rate of 9.85 per cent of base salary. There are other forms of benefits, not included, such as medical and health benefits, estimated to be 6.84 per cent of salary, as well as parking and vehicle allowances and other payouts, such as for unused vacation time.
2. The base salary for Laura Nashman has been pro-rated based on a salary change effective January 1, 2025.
3. The base salary for Aaron Walker-Duncan has been pro-rated based on a role/salary change effective February 3, 2025.
4. The base salary for Brett Emmerton has been pro-rated based on an exit date of October 16, 2024.
5. The base salary for Joel Levinson has been pro-rated based on a role/salary change effective February 3, 2025.
6. The base salary for Renee Bilodeau has been pro-rated based on a start date of February 3, 2025.





“I think we can gain so much from prioritizing strong relationships with our family, friends and colleagues so that we have a support system to lean on.”

**Sarah Milligan**

Content Management Specialist  
Architecture, Information Management and Security





# Audited financial statements





## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The financial statements and information in the Annual Report are the responsibility of management of British Columbia Pension Corporation (Corporation) and have been approved by management and the Board of Directors (Board).

Management is responsible for the integrity and fairness of the data presented, including significant accounting judgments and estimates. This responsibility includes selecting appropriate accounting policies in accordance with Canadian accounting standards for not-for-profit organizations. Other financial information contained in the Annual Report conforms to these financial statements.

In discharging its responsibility for the integrity and fairness of the financial statements, management maintains the internal controls necessary to provide reasonable assurance that relevant and reliable financial information is produced and that assets are properly safeguarded. The Board, primarily through its Audit, Finance and Risk Committee (Committee), is responsible for ensuring that management fulfils this responsibility. The Committee reviews the financial statements and recommends them to the Board for approval. The Committee meets with management and external auditors to discuss internal controls, auditing matters and financial reporting issues.

The firm of KPMG LLP has been appointed the independent auditor of the Corporation by the Board. The role of the auditor is to perform an independent audit of the financial statements of the Corporation in accordance with generally accepted auditing standards in Canada. The resulting audit opinion is set out in the Auditors' Report attached to these financial statements.



**Trevor Fedyna, CPA, CGA, C.Dir**

Vice-president, Strategy and Insights, and  
Chief Financial Officer

British Columbia Pension Corporation



**Allan Chen, CPA, CA**

Controller, Financial Services

British Columbia Pension Corporation





**KPMG LLP**

PO Box 10426 777 Dunsmuir Street  
Vancouver BC V7Y 1K3  
Canada  
Telephone 604 691 3000  
Fax 604 691 3031

## **INDEPENDENT AUDITOR'S REPORT**

To the Shareholder of British Columbia Pension Corporation

### ***Opinion***

We have audited the financial statements of the British Columbia Pension Corporation (the "Corporation"), which comprise:

- the statement of financial position as at March 31, 2025
- the statement of operations for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies (Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.





## ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

## ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.





- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants

Vancouver, Canada  
June 30, 2025



# Statement of Financial Position

(\$ thousands)

As at March 31	Note	2025	2024
<b>Assets</b>			
Current			
Cash and cash equivalents	4	\$ 7,746	\$ 12,592
Due from pension plans	5	484	4,232
Accounts receivable		3,936	426
Prepaid expenses		2,900	2,375
		15,066	19,625
Computer systems and other assets			
Intangible assets	6	42,709	35,339
Tangible assets	6	2,838	3,654
		45,547	38,993
<b>Total assets</b>		<b>\$ 60,613</b>	<b>\$ 58,618</b>
<b>Liabilities</b>			
Current			
Accounts payable		\$ 3,925	\$ 9,080
Accrued salaries and benefits	7	10,942	10,405
		14,867	19,485
Deferred capital funding	8	45,547	38,993
		45,547	38,993
<b>Net assets</b>			
Share capital		-	-
Surplus		-	-
Internally restricted net assets		199	140
<b>Total liabilities and net assets</b>		<b>\$ 60,613</b>	<b>\$ 58,618</b>

Commitments (note 9)

Contingent liabilities (note 10)

The accompanying notes are an integral part of these financial statements.



British Columbia Pension Corporation  
Board of Directors



British Columbia Pension Corporation  
Board of Directors



## Statement of Operations

(\$ thousands)

For the year ended March 31	Note	2025	2024
<b>Revenues</b>			
Pension services	11	\$ 98,570	\$ 90,955
Pension boards' secretariat services	12	3,623	3,323
Investment income	13	945	954
<b>Total revenues</b>		<b>\$ 103,138</b>	<b>\$ 95,232</b>
<b>Expenses</b>			
Salaries and benefits		68,382	63,510
Professional services		7,613	7,474
Information services and systems		9,714	9,105
Amortization		8,532	6,924
Premises		4,860	4,671
Other	14	3,978	3,491
<b>Total expenses</b>		<b>\$ 103,079</b>	<b>\$ 95,175</b>
<b>Excess of revenues over expenses</b>		<b>\$ 59</b>	<b>\$ 57</b>

## Statement of Changes in Net Assets

(\$ thousands)

For the year ended March 31, 2025	Share capital	Surplus	Internally restricted
Opening balance	\$ -	\$ -	\$ 140
Excess of revenues over expenses	-	59	-
Transfers	-	(59)	59
<b>Closing balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 199</b>
<b>For the year ended March 31, 2024</b>			
Opening balance	\$ -	\$ -	\$ 83
Excess of revenues over expenses	-	57	-
Transfers	-	(57)	57
<b>Closing balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140</b>

The accompanying notes are an integral part of these financial statements.



## Statement of Cash Flows

(\$ thousands)

For the year ended March 31	Note	2025	2024
<b>Operating transactions</b>			
Excess of revenues over expenses		\$ 59	\$ 57
Add (deduct) items not involving cash			
Amortization of computer systems and other assets		8,532	6,924
Amortization of deferred capital funding		(8,532)	(6,924)
		59	57
Changes in non-cash working capital balances			
Decrease (increase) in due from pension plans		3,748	(44)
(Increase) decrease in accounts receivable		(3,510)	87
Increase in prepaid expenses		(524)	(785)
Decrease in accounts payable		(5,155)	(810)
Increase in accrued salaries and benefits		536	998
Total operating activities		\$ (4,846)	\$ (497)
<b>Investing transactions</b>			
Acquisition of computer systems and other assets		(15,086)	(15,812)
Total investing activities		\$ (15,086)	\$ (15,812)
<b>Financing transactions</b>			
Decrease in obligations under lease		-	(306)
Deferred capital funding received		15,086	16,118
Total financing activities		\$ 15,086	\$ 15,812
<b>Decrease for the year</b>		<b>\$ (4,846)</b>	<b>\$ (497)</b>
Cash and cash equivalents at beginning of year		12,592	13,089
<b>Cash and cash equivalents at end of year</b>	4	<b>\$ 7,746</b>	<b>\$ 12,592</b>

The accompanying notes are an integral part of these financial statements.

# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 1. AUTHORITY

British Columbia Pension Corporation (Corporation) was established as a corporation on April 1, 2000, under section 5 of the *Public Sector Pension Plans Act*, S.B.C. 1999 c. 44 (Act). The Act describes the composition, appointment, powers, functions and duties of the Board of Directors (board) for the Corporation.

## 2. NATURE OF OPERATIONS

The Corporation operates on a not-for-profit-organization (NFPO) basis providing pension services as agent for the boards of trustees responsible for the College, Municipal, Public Service and Teachers' pension plans. It may also provide services to other British Columbia public sector pension clients. The Corporation's board consists of eight directors, two directors from each of the four boards of trustees above. The chair and vice-chair of the board are elected by the directors.

Services provided by the Corporation include collecting and recording contributions, calculating and paying benefits, communicating to employers and plan members, and providing services to support the pension boards as well as other services specifically approved by the individual boards of trustees. These services are provided pursuant to service agreements with each pension plan.

The Corporation charges each pension plan for its respective share of the Corporation's operating expenses, computer systems and other asset purchases, less investment and miscellaneous income and amortization.

The issued share (\$10.00 dollar par value) of the Corporation is held by the Province of British Columbia (Province), and accordingly the Corporation is exempt from income taxes. The Corporation collects and remits GST on the provision of services and recovers eligible taxes paid through the input tax credits.

## 3. SIGNIFICANT ACCOUNTING POLICIES

### a) Basis of presentation

These financial statements are prepared in accordance with Canadian accounting standards for NFPOs under Part III of the Chartered Professional Accountants (CPA) Canada Handbook—Accounting.

### b) Cash and cash equivalents

Cash and cash equivalents consist of cash and short-term highly liquid investments, such as pooled money market funds, that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes of value.

### c) Computer systems and other assets

Computer systems and other assets are classified into four categories:

- Major business application software consists of the Corporation's pension administrative systems, financial systems, and websites
- Computer systems include the Corporation's servers, networking systems, and computer hardware and software
- Furniture consists of the Corporation's furniture and other miscellaneous equipment
- Tenant improvements include changes and improvements to current accommodations



# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 3. SIGNIFICANT ACCOUNTING POLICIES (continued)

### c) Computer systems and other assets (continued)

In determining the total cost of computer systems and other assets, the following criteria are applied:

- Computer systems and other assets acquired or constructed are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets; the cost includes overhead directly attributable to construction
- Salaries and benefits costs incurred directly in the development, improvement, betterment or implementation of computer systems or other assets are recorded at cost

Computer systems and other assets under development are not amortized until the project is completed and implemented, and the asset is ready for use.

Computer systems and other assets are adjusted to fair value or replacement cost when conditions indicate they no longer contribute to the ability of the Corporation to provide services, or when the value of future economic benefits associated with the sites and buildings are less than their net book value. The adjustments are accounted for as expenses in the statement of operations.

The cost, less residual value, of computer systems and other assets is amortized on a straight-line basis over the estimated useful life of the asset. These useful lives are reviewed on a regular basis or if significant events initiate the need to be revised. Estimated useful lives for computer systems and other assets are as follows:

Major business application software	3 to 10 years
Computer systems	3 to 5 years
Furniture	10 years
Tenant improvements	5 to 10 years

Or over the term of the underlying lease, whichever is shorter.

### d) Revenue recognition

The Corporation receives cash funding in advance from the pension plans that receive services from the Corporation. Service revenue is recognized as operating expenses are incurred and as assets are amortized. The Corporation defers capital funding received in advance for computer systems and other asset purchases. This deferred capital funding is recognized as service revenue on the same basis as the related assets are amortized. Investment income is recorded on an accrual basis.

### e) Foreign currency translation

Transactions denominated in foreign currencies are recorded in Canadian dollars at exchange rates in effect at the related transaction date. Monetary assets and liabilities denominated in foreign currencies are adjusted to reflect year-end exchange rates at the statement of financial position date. Any resulting exchange gains and losses are included in the determination of income.

# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### f) Employee pension plan

The Corporation and its employees contribute to a multi-employer contributory defined benefit pension plan. Defined contribution plan accounting is applied, as the pension plan exposes current participating organizations to actuarial risks associated with employees of current and former participating organizations, with the result that there is no consistent and reliable basis for allocating the pension plan obligation, assets or cost to individual participating organizations in the pension plan.

### g) Use of estimates

The preparation of financial statements, in conformity with Canadian accounting standards for NFPOs, requires management to make estimates and assumptions that affect the reported amounts on the statement of financial position and statement of operations at the date on the financial statements. Actual results could differ from these estimates. The significant area requiring the use of management estimates relates to the estimated useful lives and impairment of computer systems and other assets.

### h) Internally restricted net assets

Non-statutory plans will be assigned a negotiated charge for intangible assets and long-term infrastructure costs. Funds generated from this charge will be held as internally restricted net assets and used to improve service and/or operational excellence.

## 4. CASH AND CASH EQUIVALENTS

Cash equivalents consist of direct ownership in units of pooled investment portfolios managed by British Columbia Investment Management Corporation (BCI). Each unit gives its holder a proportionate share in the value of the net assets of the pooled investment portfolio. The pooled investment portfolios consist of Canadian money market securities, such as financial, government and corporate commercial paper. These investments are recorded at fair value.

	2025	2024
Cash	\$ 1,238	\$ 2,317
Cash equivalents	6,508	10,275
	<u>\$ 7,746</u>	<u>\$ 12,592</u>



# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 5. DUE FROM PENSION PLANS

Due from pension plans represents total charges to pension plans less operating and capital funding received as follows:

	2025	2024
Beginning balance, due from pension plans	\$ 4,232	\$ 4,188
Total charges to pension plans for:		
Pension services (note 11)	105,054	100,036
Pension boards' secretariat services (note 12)	3,635	3,379
Operating funding received	(97,351)	(87,253)
Deferred capital funding received	(15,086)	(16,118)
Ending balance, due from pension plans	\$ 484	\$ 4,232
Comprised of:		
Municipal Pension Plan	\$ 392	\$ 2,983
Public Service Pension Plan	(78)	1,002
Teachers' Pension Plan	107	481
College Pension Plan	42	(85)
WorkSafeBC Pension Plan	2	(79)
Municipal Retiree Benefit Trust	19	(70)
Due from pension plans	\$ 484	\$ 4,232

## 6. COMPUTER SYSTEMS AND OTHER ASSETS

	2025			2024
	Cost	Accumulated amortization	Net book value	Net book value
Intangible assets				
Major business application	\$ 127,560	\$ (84,851)	\$ 42,709	\$ 35,339
Tangible assets				
Computer systems	\$ 20,329	\$ (18,816)	\$ 1,513	\$ 1,702
Furniture	5,592	(5,046)	546	882
Tenant improvements	3,892	(3,113)	779	1,070
Computer systems under capital lease	4,667	(4,667)	—	—
Total tangible assets	\$ 34,480	\$ (31,642)	\$ 2,838	\$ 3,654
Total	\$ 162,040	\$ (116,493)	\$ 45,547	\$ 38,993

# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 6. COMPUTER SYSTEMS AND OTHER ASSETS (CONTINUED)

The Corporation has entered into a contract for the provision of services to maintain and manage its data centre operations (note 9b). Under the agreement, assets purchased for use in the data centre are held in the name of the service provider and can be either funded directly by the Corporation or by way of lease with a third party. The assets are dedicated to the provision of services to the Corporation, and the Corporation has the option to take possession of the assets on termination of the master agreement with the service provider.

Funding obtained from the pension plans to acquire capital assets are recorded as unamortized deferred capital funding. The recovery of costs is recognized on the same basis as the capital assets are amortized.

## 7. ACCRUED SALARIES AND BENEFITS

	2025	2024
Accrued salaries and benefits	\$ 4,007	\$ 7,143
Leave liability	3,305	3,262
Accrued retirement allowance	3,630	—
	\$ 10,942	\$ 10,405

Prior to October 2024, accrued salaries and benefits were due to the BC Provincial Government Public Service Agency (PSA), which administered payroll for the Corporation. After October 2024, the Corporation assumed responsibility for payroll administration. Leave liabilities primarily consist of earned but unused vacation time. Accrued retirement allowances, previously managed by the PSA, are now overseen by the Corporation, which is responsible for these liabilities upon employee retirement. Included in accounts receivable is \$3.5 million from PSA for retirement allowances previously funded.



# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 8. DEFERRED CAPITAL FUNDING

	2025	2024
Opening balance	\$ 38,993	\$ 29,799
Computer systems and other assets additions	15,086	15,812
Net changes in obligations under lease	—	306
Capital funding received	15,086	16,118
Amount amortized into revenue	(8,532)	(6,924)
Ending balance	\$ 45,547	\$ 38,993

## 9. COMMITMENTS

### a) Contractual obligations—operating lease commitments

The Corporation has two primary locations with minimum future lease payments under leases as follows:

For the year ending March 31	Lease total
2026	\$ 4,679
2027	2,991
2028	2,440
2029	2,451
2030	2,463
	<u>\$ 15,024</u>

### b) Contractual obligations—data centre operations

In fiscal 2014, the Corporation entered into a contract for the provision of services to maintain and manage its data centre operations. The terms of the agreement fall within the master agreement that the service provider has negotiated with the Province.

A new amending agreement was signed to extend the initial term data centre services for a period of five years expiring on March 31, 2029. Projected contract costs are as follows:

For the year ending March 31	Support services drawdown	Data centre services	Total
2026	\$ 10	\$ 112	\$ 122
2027	10	116	126
2028	10	120	130
2029	10	121	131
	<u>\$ 40</u>	<u>\$ 469</u>	<u>\$ 509</u>

# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 9. COMMITMENTS (CONTINUED)

### c) Contractual obligations—application management and support services

In December 2024, the Corporation entered into a contract for the provision of application management and support services (AMS) for the Corporation's Fusion platform, supplied by Oracle Canada ULC. These services encompass all current and future modules and environments. Estimated services cost are as follows:

For the year ending March 31	Support services	Quarterly testing	Expenses	Total
2026	\$ 147	\$ 80	\$ 10	\$ 237
2027	112	80	10	202
2028	63	60	10	133
	\$ 322	\$ 220	\$ 30	\$ 572

### d) Contractual IT obligations—other contracts and commitments

The Corporation has committed \$2.3 million (2024: \$1.2 million) for various IT services, software licences, maintenance fees and other cloud applications on April 1, 2025; most of these obligations are ending on March 31, 2026.

## 10. CONTINGENT LIABILITIES

From time to time, the Corporation is named in litigation in the normal course of providing pension services to pension plans. Management has evaluated all outstanding claims and believes that the outcomes of any claims are preliminary and not determinable, and accordingly believes that no provision is required in the financial statements for legal claims.



# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 11. PENSION SERVICES

The Corporation's pension services consist of charges to the pension plans for the Corporation's operating expenses, and computer systems and other asset purchases, less capital funding received, plus amortization of deferred capital funding.

	2025	2024
Total pension services	\$ 98,570	\$ 90,955
Intangible and long term infrastructure charge	(59)	(57)
Total pension services before intangible charge	98,511	90,898
Purchase of computer systems and other assets	15,075	15,756
Lease obligation funding received, net of disposals	-	306
	15,075	16,062
Capital funding recognized as service revenue:		
Amortization of deferred capital funding	(8,532)	(6,924)
Total charges to pension plans for pension services and purchase of assets. See (a) below	\$ 105,054	\$ 100,036

### (a) Total charges to pension plans for pension services

Municipal Pension Plan	\$ 59,628	\$ 56,059
Public Service Pension Plan	21,696	20,900
Teachers' Pension Plan	15,424	15,014
College Pension Plan	5,257	5,100
WorkSafeBC Pension Plan	1,494	1,389
Municipal Retiree Benefit Trust	1,555	1,574
	\$ 105,054	\$ 100,036

# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 12. PENSION BOARDS' SECRETARIAT SERVICES

The Corporation's pension boards' secretariat services consist of charges to the pension plans for the pension boards' secretariat operating and computer systems, and other asset purchases, less capital funding received. Pension boards directly approve the pension boards' secretariat operating and capital expenditure budgets, which the Corporation recovers.

	2025	2024
Municipal Pension Plan	\$ 2,185	\$ 1,906
Public Service Pension Plan	475	481
Teachers' Pension Plan	472	481
College Pension Plan	503	511
Total secretariat services	3,635	3,379
Purchase of computer systems and other assets	(12)	(56)
Total charges to pension plans for pension boards' secretariat support services	\$ 3,623	\$ 3,323

## 13. INVESTMENT INCOME

	2025	2024
Interest from cash	\$ 67	\$ 79
Interest from cash equivalents	878	875
	\$ 945	\$ 954

## 14. OTHER EXPENSES

	2025	2024
Communication products and distribution	\$ 1,337	\$ 1,037
Travel and business expenses	893	680
Staff training	454	543
Office supplies	250	254
Bank charges and regulatory fees	494	488
Insurance	382	374
Corporate board	168	107
Lease financing	—	8
	\$ 3,978	\$ 3,491



# British Columbia Pension Corporation

Notes to the financial statements for the year ended March 31, 2025

(\$ thousands except as otherwise noted)

## 15. EMPLOYEES' PENSION PLAN AND RETIREMENT BENEFITS

The Corporation and its employees contribute to the Public Service Pension Plan (plan), a jointly trusteesd pension plan. The plan is a multi-employer contributory defined benefit pension plan.

Members pay a contribution rate of 8.35% of salaries, and employers pay 9.85% of members' salaries. Employee and Corporation contributions include 1.25% and 2.75% of salaries, respectively, to fund contingent benefits such as future pension indexing and retired member group benefits that are subject to the availability of specified funding arrangements.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The latest actuarial valuation as at March 31, 2023, indicated a funding surplus of \$4.5 billion for basic pension benefits. The plan does not attribute surplus or unfunded liability to individual employers; however, valuation results are used to determine future contribution rates.

As at March 31, 2025, the Corporation has approximately 689 (2024: 681) employees contributing to the plan, which has approximately 75,800 active plan members and 56,500 retired plan members.

In 2025, the Corporation paid \$5.8 million (2024: \$5.4 million) for employer contributions to the plan. Employer contributions to the plan are included in salaries and benefits and represent the amount of pension expense for the year.

Employees are entitled to specific retirement benefits, and the cost of these future benefits is included in salaries and benefits expense as well.

## 16. RELATED PARTY TRANSACTIONS

The College, Municipal, Public Service and Teachers' pension plans and BCI are related parties to the Corporation. The pension boards appoint members to the corporate board, and the Corporation provides services to the pension plans. These transactions are in the normal course of operations and consist of the recovery of the Corporation's operating expenses, and computer systems and other asset purchases.

The Corporation engages in transactions with the Province. These transactions are considered to be in the normal course of operations and include some limited supporting services: payroll, building occupancy and some information technology support services. Included in accounts payable and accrued salaries and benefits is \$3.4 million (2024: \$16.0 million) due to the Province of BC.

## 17. FINANCIAL INSTRUMENTS

The Corporation's financial instruments recorded at amortized cost consist of cash; accounts receivable, including due from pension plans; accounts payable; accrued salaries; and benefits. The fair value of these financial instruments approximates their carrying values.

Cash equivalents are recorded at fair value using current market yields held in a pooled investment fund managed by BCI and regularly monitored by management. Risks associated with financial instruments include market risk, credit risk and liquidity risk.

**17. FINANCIAL INSTRUMENTS (CONTINUED)**

Fair value measurements of the investment assets and liabilities are based on inputs from one or more levels of a fair value hierarchy. Each level is based on the transparency of the inputs used to measure the fair values of assets and liabilities. The three levels of the fair value hierarchy are:

- Level 1—Inputs that are unadjusted quoted prices in active markets for identical assets or liabilities
- Level 2—Inputs other than unadjusted quoted prices that are observable for the asset or liability either directly or indirectly
- Level 3—Inputs that are not based on observable market data

Cash equivalents, which total \$6.5 million, are classified as level 1 (2024: \$10.3 million as level 1).

The Corporation's other financial instruments, which are carried at amortized costs, are classified as level 2 as, while quoted prices are available, there is no active market for these instruments.

Market risk is the risk that the fair values of an investment will fluctuate as a result of changes in market conditions. Market risk is composed of foreign currency risk, interest rate risk and price risk. Market risk is minimal as all investments are short term.

Credit risk is the risk that a loss may occur from the failure of another party to perform according to the terms of a contract. Credit risk is managed for investments by establishing specific investment criteria, such as minimum credit ratings for investees.

The majority of cash equivalents held within pooled investment portfolios have a credit rating of AAA/AA, as defined by the Standard & Poor's rating agency. Obligations rated AAA/AA have the highest rating assigned in such cases. The lender's capacity to meet its financial commitment on the obligation is very strong. The credit risk associated with the receivable from pension plans is minimal.

Liquidity risk is the risk of not being able to meet the Corporation's cash requirements in a timely and cost-effective manner. The Corporation's financial investments consist of highly liquid cash and units in money market funds. The Corporation forecasts its cash requirements over the near term to determine whether sufficient funds are available to meet forecast expenditures. The Corporation's primary source of liquidity is amounts charged to pension plans. The Corporation has a short-term unsecured bank facility of up to \$1.5 million in place should it be required to meet temporary fluctuations in cash requirements. As at fiscal 2025 (2024: nil), the bank facility had not been drawn upon. The Corporation's accounts payable and accrued salaries and benefits are due within one year of the Corporation's year-end.

It is management's opinion that the Corporation is not exposed to significant risks arising from financial instruments.