



Strategic Plan

A five-year strategy for Plannera Pensions and Benefits

2025 - 2029





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Executive Summary

Plannera Pensions and Benefits (Plannera) is a new company, though our history goes back to 1983.

We serve more than 100,000 members, who are at the centre of everything we do. Every year, we answer over 50,000 calls and process tens of thousands of requests. We meet with members one-on-one and in workshops, and we work with almost 900 different employers.

Those plan members have entrusted Plannera with administering over \$17 billion in assets, and we process over \$500 million in contributions and payments every year. All of this requires our front-line and back-office functions to work together. Our excellent governance function complements this and supports our work with all our boards.

At the root of everything we do is trust. Trust is the lifeblood of our organization across our stakeholders: members, employers, board members, and the Government of Saskatchewan.

What follows is how Plannera will continue to earn that trust. This strategic plan outlines four priorities guiding how we will invest our resources over the next five years. Think of this as a “Toward 2030” plan. Those priorities are:

1. Deliver an exceptional member experience;
2. Foster a dynamic work environment;
3. Balance business excellence and fiscal stewardship; and
4. Pursue thoughtful growth.

Delivering an exceptional member experience is our first priority. We are committed to building a member journey, from enrolment to post-retirement, that aligns our products, services and interactions with what our members expect and deserve. This will drive satisfaction and loyalty and build on the reputation we have developed over decades.

Fostering a dynamic environment focuses on the people who serve our members. We will strive to offer competitive compensation, intentional career growth and leadership development. We want a workplace characterized by professionalism, continuous learning and inclusion. This will help us attract and retain top talent and drive operational excellence and innovation. Our people matter, so we will invest in our people and our culture.

It is essential to balance our improvement efforts with fiscal stewardship. We will continue to offer innovative and personalized services with secure digital platforms and back-end systems to ensure we are mitigating enterprise and operational risk. It is vital that we balance being progressive and being prudent, and we will do this guided by our corporate board.

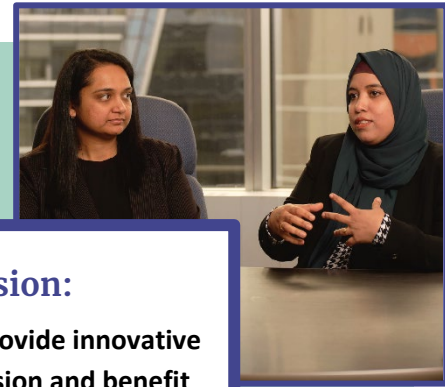
Finally, we have a new priority as we look out over the next five years: to grow in a thoughtful way, ensuring we grow at a pace that supports long-term success. We want to leverage our scale and our experience to explore growth that builds value for members, whether that is new products and services or growing our membership base with new client plans. This will drive value for all members: either the same services at a lower cost per member or new services where the cost is distributed across a larger membership base. We will also remain adaptable to continue delivering value to our members.

These four priorities will guide how we invest our corporate resources as we pursue our vision – to partner with members for a secure financial future.

Strategic Direction

Our **mission** is our core purpose and what we do. Our **vision** pictures the future and describes what long-term success looks like. Our **values** are the principles that guide how we operate and the standards for how we behave.

Together, Plannera's mission, vision, and values guide our outlook for 2025 and beyond.



Mission:

To provide innovative pension and benefit services

Who we are:

Plannera was established in 2024 as a not-for-profit corporation to administer Saskatchewan public pensions and benefits. With more than 160 dedicated staff, Plannera administers 11 pension plans and 16 benefits programs for more than 100,000 members across 900 employers. The plans serve government employees, most provincial Crown corporations, and municipal governing bodies.

Plannera aims to be a chosen, trusted and respected partner. Serving the needs and best interests of pension and benefits members, we are committed to growth and innovation, pushing boundaries, questioning conventions and exceeding expectations.

Vision

Partners for a secure financial future.

Values

Member Focused

As a not-for-profit organization, we are focused on the well-being of our members – not on generating profits for shareholders. We understand and meet members' needs, provide excellent service, and continually look for ways to improve.

People Centered

People are at the heart of everything we do. We work collaboratively and with integrity in a respectful, supportive and inclusive environment.

Results Driven

As an organization and as individuals, we set goals and dedicate ourselves to achieving them. We are dependable and feel personally responsible for delivering on our commitments.



Strategic Priorities

The strategic priorities support Plannera's mission, vision and values. Each priority identifies goals to focus our efforts, pursue opportunities and mitigate risks.



Priority 1

Deliver an exceptional member experience

Goals

- Leverage member journey insights to meet evolving member needs
- Optimize services to build member confidence and decision-making
- Build member loyalty to support long-term financial wellness
- Deliver diversified and modern investment strategies
- Provide leading-edge governance services to support plan boards

Goals

- Build a strong talent pipeline and workplace culture
- Champion diverse, collaborative and innovative teams
- Enhance workplace efficiency and effectiveness
- Equip our teams with tools, training and communication

Priority 2

Foster a dynamic work environment



Goals

- Optimize technologies to enhance operations and security
- Enhance systems to provide personalized experiences
- Monitor and respond to enterprise and operational risks
- Implement robust financial practices to drive client value



Priority 3

Balance business excellence and fiscal stewardship

Goals

- Offer enhanced retirement income options
- Build a comprehensive business development strategy
- Grow pension plan clients and assets under management
- Explore opportunities to deliver innovative products and services

Priority 4

Pursue thoughtful growth





Deliver an exceptional member experience

An exceptional member experience, from enrolment to post-retirement, will drive satisfaction, loyalty and organizational reputation by aligning member products, services and interactions with growing member preferences/expectations.

Goal 1: Leverage member journey insights to align products, services and interactions with evolving member needs

The member journey covers every interaction we have with our members and varies across our plans under management. Journey mapping will help us to understand our processes and identify opportunities for improvement.

Goal 2: Equip members with knowledge and resources to make informed pension decisions through accessible education and multi-channel support

We will actively engage members with enhanced personalized support and deliver clear, relevant information through workshops, consultations, digital platforms, and printed materials. Through collaboration with unions and employers, we will expand our reach and ensure members confidently navigate their pension options.

Goal 3: Build member loyalty to support their long-term financial wellness by proactively addressing members' needs and ensuring a smooth transition from active employment to retirement

To remain a trusted partner post-retirement, we will foster loyalty throughout members' careers. We will do this by enhancing our understanding of who our members are, anticipating changing needs and providing excellent service to meet evolving needs.

Goal 4: Deliver strong, long-term, risk-adjusted investment returns utilizing a diversified and modern portfolio approach that balances growth and risk management

We will continue to drive long-term asset growth by offering investment strategies that focus on optimizing returns, integrating sustainable principles and seizing growth opportunities to enhance stability of plan assets.

Goal 5: Strengthen plan boards' ability to represent plan members through the provision of leading-edge governance services

Plan boards are the voice of members. As plan administrators, we will enhance board effectiveness by delivering comprehensive education, expert executive management and robust structures and processes, ensuring plan boards can advocate for members with confidence and expertise.



Foster a dynamic work environment

By offering competitive compensation, fostering career growth and creating a work environment rooted in agility, continuous learning and inclusion, we will retain and attract top talent, drive operational excellence and innovation and ensure long-term organizational success.

Goal 1: Build a strong talent pipeline by offering compelling career development opportunities, competitive compensation and a workplace culture that encourages growth and well-being

Attracting and retaining high-performing employees is one of the key drivers of operational success. We will achieve this by implementing targeted development programs, offering competitive and transparent compensation structures, and fostering a thriving workplace culture.

Goal 2: Foster a culture where diversity, collaboration and innovation are celebrated, and leaders champion high performance and team success

We will achieve this by encouraging open communication, promoting inclusive decision-making, and recognizing diverse perspectives. Leaders will actively support collaboration and teamwork, ensuring we embrace innovative ideas and value individual contributions. Employee feedback and performance metrics will guide these efforts, driving high performance and collective success.

Goal 3: Enhance workplace efficiency and effectiveness by leveraging technologies and refining processes to meet the evolving needs of our employees and business

Through continuous improvement efforts, we will document and standardize workflows, identify bottlenecks and implement targeted solutions to save time and resources. Leadership training and recognition programs will help embed these values into our daily operations, while providing teams with the tools and processes needed to achieve business objectives.

Goal 4: Equip our teams with the tools, training and communication needed to navigate and implement change smoothly, ensuring that transitions are well-supported and aligned with organizational goals

Through a structured change management strategy, we will support our teams by focusing on preparedness, ongoing support, and engagement. This will foster a resilient, adaptable workforce that confidently embraces change and contributes to our shared success.



Balance business excellence and fiscal stewardship

Diligent financial management, efficient processes and secure digital platforms will drive member satisfaction, reduce operational risks and respond to an evolving technological landscape.

Goal 1: Optimize technologies and digital platforms to enhance operational efficiency, enable data-driven decision-making and ensure robust security compliance

By enhancing our internal technologies and digital platforms, we will improve efficiency, make informed decisions, and strengthen security measures. This will enable us to serve our members more effectively and adapt to changing technological trends.

Goal 2: Enhance systems to provide personalized experiences and streamline interactions, meeting the evolving expectations of members and staff

Upgrading our systems to personalize services and streamline interactions will meet the changing needs of members and staff, leading to higher satisfaction and stronger engagement.

Goal 3: Monitor the risk landscape and respond to both enterprise and operational risks

Utilizing industry best practices and international frameworks, Plannera will continually mature its risk management program to ensure strategic priorities and operations are within an acceptable risk appetite.

Goal 4: Enhance financial practices and systems by optimizing administrative controls to deliver innovative, value-driven solutions to our clients

As stewards of our clients' assets, Plannera will uphold rigorous financial practices, controls, and reporting. By investing in professional financial staff, modern financial systems and strong risk management practices, we will ensure effective asset management and drive optimal client outcomes.



Pursue thoughtful growth

Plannera will leverage its scale and experience to explore growth opportunities that build member value through new products and services, expanding the scale of PEPP and MEPP and offering services to new clients.

Goal 1: Offer enhanced retirement income options for pension plan members

Offering additional retirement income options will support the modernization of the suite of retirement options and member retention, strengthen our reputation and competitive position, and ensure the long-term stability of the plan.

Goal 2: Build a comprehensive business development strategy

A comprehensive strategy will ensure purposeful and thoughtful growth aligned with the overall strategic direction and articulated growth objectives.

Goal 3: Grow pension plan clients and assets under management

Plannera aims to grow its membership by seeking opportunities to administer new pension plans and expand PEPP and MEPP membership. We will explore new demographics, underserved markets, and new employer partnerships to expand assets under management, build economies of scale, and support long-term financial stability.

Goal 4: Explore opportunities to deliver innovative products and services to pension and benefits members

Developing innovative products and services that align with emerging market trends will enhance member value and asset retention, strengthening our competitive position.



Corporate Key Performance Indicators

Plannera's corporate key performance indicators (KPIs) are critical to the organization's success and have been developed based on the Balanced Scorecard Framework. They are intended to measure the Corporation's progress toward achieving its strategic objectives and drive performance improvements.

| Indicator | Target | Collection Method/Where Reported | Frequency of Collection |
|--|--|---|-------------------------|
| Priority 1: Deliver an exceptional member experience | | | |
| Member satisfaction | >80% | Pulse survey results Annual survey results | Annually |
| Client satisfaction | >80% | Management Services survey results | Annually |
| Investment performance | Beat benchmarks by 0.30% or 30 basis points over rolling 4-year period | MEPP ¹ and PEPP ² investment monitoring reports | Annually |
| Priority 2: Foster a dynamic work environment | | | |
| Workplace culture and inclusion index | >80% | HRCC ³ quarterly dashboard | Annually |
| Talent excellence index | >80% | HRCC quarterly dashboard | Annually |
| Priority 3: Enable business excellence and fiscal stewardship | | | |
| Administration costs | +2% to -5% | Financial reports Annual reports | Annually |
| Administrative cost per member – MEPP | Between 8% to 12% | MEPP financial report MEPP annual report | Annually |
| Administrative cost per member – PEPP | Between 8% to 12% | PEPP financial report PEPP annual report | Annually |
| Cybersecurity maturity | Level 3 ISO ⁴ 27001 | ISO certification project reports | Annually |
| Operational goals achieved | >80% | Plannera operational plan | Annually |
| Priority 4: Pursue thoughtful growth | | | |
| Project delivery | >80% | Plannera project reports | Annually |

¹ Municipal Employees' Pension Plan

² Public Employees Pension Plan

³ Human Resources and Compensation Committee

⁴ International Organization for Standardization

Appendix A: Environmental Scan

The environmental scan (E-Scan) provides insight into shifting trends in technology, demographics, politics, the economy and regulations. These trends may impact the strategic and operational goals of the Corporation, the pension and benefits plans, and their members. Key highlights from the 2025 E-scan are:

Digital Evolution



Rapid advancement in artificial intelligence and technology:

- Creating exciting new opportunities to use technology to serve clients.
- Increasing risks of data mishandling and cybersecurity threats.
- A rise in the use of technology for malicious purposes.
- May cause difficulty keeping pace with evolving technologies.

Implications:

- As an organization it is important to be transparent in how we protect data.
- There is an opportunity to improve services and reduce cyber risks by leveraging AI.
- There is a growing demand and opportunity for personalized services.

Societal Dynamics



Significant demographic trends and an affordability crisis:

- Reduced spending, driven by high inflation and high interest rates.
- A rise in subscription-based consumption that emphasizes convenience, value for money and the ability to personalize offerings.
- A national crisis in housing affordability.
- A generational shift as Baby Boomers exit the workforce and Gen Z enters.
- Mental health conditions becoming a leading driver of long-term disability claims.
- Canada's economy vulnerable to stagnation and recession due to changing immigration policies.

Implications:

- Shifting pension and benefits demands and preferences.
- Job-hopping and the gig-economy have led to smaller, more fragmented pension funds and increasing plan transfers.
- Members who want financial support through improved information and new retirement income products.
- Opportunity to embrace a comprehensive approach to financial well-being.

Global Landscape



Shifts in the global landscape, persistent inflation and ongoing global instability:

- Continued global and economic instability with political uncertainty in major democracies, ongoing conflicts and continued economic recovery.
- Shifting values and interest in climate change and expectations to utilize responsible investment practices.
- Stabilizing inflation and lowering interest rates.

Implications:

- Increasing cost of living and decreased disposable income may result in delayed retirement and reduced saving.
- Potential shift in investment preferences focused on ethical and social values.
- Financial strain on members.

Appendix B: Enterprise Risk Management

Plannera is responsible for safeguarding others' financial assets and is committed to integrating risk management into all operational and governance processes. Plannera has adopted an international risk management framework (ISO 31000) to develop a robust enterprise risk management (ERM) program.

| | Risk | Mitigation Strategies |
|---------------------------|--|---|
| Governance/ Leadership | Strategic Adaptability | <ul style="list-style-type: none"> Plannera leadership framework Monthly leadership forums, evaluation mechanisms, delegated authority and periodic department re-organizations |
| Legal | Protection of Personal and Private Information | <ul style="list-style-type: none"> Privacy policy and procedures Privacy officer-provided training |
| Operations | Project Execution | <ul style="list-style-type: none"> Project management policy, framework and governance practices Portfolio project approach |
| | Service Execution | <ul style="list-style-type: none"> Process documentation, standardization and staff training Internal audit Operational risk management plan |
| | Quality Delivery by Key Service Providers | <ul style="list-style-type: none"> Semi-annual assessments of key service providers Robust procurement practices |
| | Business Continuity Plan | <ul style="list-style-type: none"> Business continuity management system (BCMS) Third party testing and assessment of the BCMS |
| People | Recruitment and Retention | <ul style="list-style-type: none"> Succession planning for employee growth Investing in employee learning opportunities and training New compensation strategy development |
| | Culture | <ul style="list-style-type: none"> Culture and engagement surveys Internal communications strategy Modeling mission, vision and value from the top |
| | Organizational Leadership and Development | <ul style="list-style-type: none"> New hiring processes Plannera leadership framework New compensation and classification for out-of-scope roles |
| Reputation | Significant Event | <ul style="list-style-type: none"> BCMS Local, industry and social media monitoring |
| Technology | Cyber Security | <ul style="list-style-type: none"> Multi-layered cyber security program, moving to ISO 27001 Virtual Chief Information Security officer Cyber insurance |
| | Data Management | <ul style="list-style-type: none"> Procedures and processes for review of actuarial data |