



# 2025 – 2027 Business Plan

Alberta Pensions Services Corporation

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## Treaty Land Acknowledgement

Alberta Pensions Services Corporation (APS) is situated in the heart of Treaty Six territory.

We respect the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples throughout Alberta and across Canada, whose presence continues to enrich our community.





## Message from the Board of Directors – Engaging Partnerships

The 2025-2027 Business Plan has been prepared under the guidance of the Board of Directors and the President and Chief Executive Officer (CEO) for APS. The Board sets the overall strategic direction for APS to execute its mandate of providing pension administration services and serving the needs of our clients – including LAPP Corporation, PSPP Corporation, SFPP Corporation and the Crown Trustee Plans. We also are accountable to our sole Shareholder, the President of Treasury Board and Minister of Finance, representing the Government of Alberta, regarding the legislative and regulatory framework that governs APS.

APS is focused on providing our clients with high-quality, accurate, and valued services through consultative and strategic planning. We look forward to proudly delivering on our commitments to our clients. Collaborating with our clients, we are committed to achieving this success.

**Colin P. MacDonald, K.C., ICD.D**  
Chair, APS Board of Directors



## Message from the CEO – Collaborating with our Clients

As APS embarks on the next exciting chapter, the 2025-2027 Business Plan emphasizes collaboration and sustainable growth alongside our clients. This plan underscores our commitment to building and nurturing relationships that foster mutual success.

### Building on Relationships

Our corporate values of service, quality, and accountability are at the heart of everything APS does and are integral to helping our clients achieve their goals. Our focus remains on building relationships and partnerships, ensuring that evolving needs are understood and met. By working closely together, we can achieve remarkable outcomes and lasting value.

### Empowering Our Organization

To provide the best possible service, APS prioritizes strengthening the capabilities of our team. We are committed to exploring new technologies, refining our meeting culture, and investing in our people. This focus on capacity building positions APS to serve our clients even better.

### Delivering on the Strategic Plan

Commitment to delivering on the strategic plan and measuring its success is crucial to our continuous improvement. As clients focus on growth, APS must support these efforts and provide the high level of service expected.

Looking ahead, APS is moving towards more advanced long-term plans to help articulate desired outcomes and the steps needed to achieve them. Aligning efforts with our clients' goals ensures that everyone is moving forward in the same direction.

### Celebrating 30 Years of Excellence

As we celebrate our 30th anniversary in 2025, APS reflects on its journey with pride and gratitude. Our commitment to evolving the client engagement model ensures APS has the resources, skills, and capacity to say “yes” to client requests. Clients can rely on APS for its diverse expertise and unwavering support as we work together towards common goals.

Together, APS and our clients will continue to grow and achieve great things.

**Doug Woloshyn**, CA, ICD.D  
President and Chief Executive Officer



## Executive Summary

This three-year business plan outlines the core priorities and planned initiatives for APS during the period 2025 to 2027. This plan aligns with and further explains the goals and commitments outlined in our recently published documents:

- [The Strategic Plan](#); and
- The Client Corporation & Trustee Plan 5-Year Shared Roadmap (Shared Roadmap), previously known as [The Client Strategic Roadmap](#)

Our Strategic Plan recognizes that our environment can change rapidly, and it mandates continued transformation in our business operations to achieve our goal of being a leader in pension administration services and a strategic business partner with our clients. The Strategic Plan reaffirms our purpose as expressed in our mission, vision, and value statements. APS continues to focus on excellence in the services we provide to our clients and their members, pensioners, and employers, which are supported by effective, ethical, innovative, and risk-managed business practices. The Shared Roadmap was jointly created with our clients. It sets out guiding principles and addresses future desired services, service levels, functionality, and capacity over five years from 2025 to 2029.

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## Challenges and Opportunities We Face

Central to the success of APS are the people who provide the services to our clients and their members, pensioners, and employers. With demographic shifts and the digital transformation of our working world, our workforce and their expectations are evolving. We face reduced employee tenure, an urgency to build new digital-focused internal skills and capabilities, and a competitive landscape for talent.

At APS, we must refine our culture, work methods, and agility of internal processes to attract and retain a high-performing workforce. Today's employees expect a technology-supported work environment with modern applications and accessible tools. To meet these evolving needs, APS is committed to fostering a service-focused culture that advances our Strategic Plan through diversity, equity, inclusion, high-performing teams, and shared purpose. Our human resource and business policies and practices must adapt to attract and retain the kind of employees APS needs for our dynamic environment.

APS continues to forge strong partnerships with clients to meet the evolving needs and expectations of plan members and employers. Understanding how to deliver meaningful and valued services within the constraints of the pension administration system is crucial. As new generations enter the workforce, adopting an agile approach is essential to adapt to changing preferences.

APS is recognized as a low-cost, high-service provider in the pension administration industry. Balancing cost considerations while investing in value-added services with a strong return on investment (ROI) remains vital to meeting stakeholder expectations. Prioritizing and measuring the performance of our resource investments is key to creating capacity and delivering value for our clients, members, and employers.



## Our Plan

The 2025 – 2027 Business Plan is forward-looking, balanced, and sustainable. We are shaped and informed not only by external factors such as demographics and economics, but also by the needs and expectations of external parties (clients, members, pensioners, employers, and our shareholders) and our people (employees who provide the services). Our key focus for the next three years includes people and culture initiatives, operational support and growth, implementing Shared Roadmap initiatives, and continued emphasis on risk management to sustain and achieve Strategic Plan objectives.

We anticipate growth as pension plan membership continues to increase (4.0% increase from Q3 2023 to Q3 2024), which results in increasing work volumes. In addition, new employers continue to join the pension plans, and the complexity and level of services are expected to increase. APS has been positioned as a low-cost, high-service provider amongst benchmarked peers for several years, and additional investments and operational support are required to sustain this competitive advantage.

APS is enhancing its collaboration with clients by creating a new division focused on Client Relations and Strategy. This division will work closely with clients to understand their needs and expectations,

ensuring that our services are aligned with their goals. By engaging in strong partnerships, we aim to deliver tailored solutions that support the success of public sector pension plans in Alberta.

To further support the Shared Roadmap initiatives, an expansion of the information technology (IT) function is planned. Many initiatives and process improvements over the next few years relate to online services, electronic options, and automation. Moreover, building sufficient resources with this skillset in-house will create a foundation for future initiatives, the sustainment of products, and the assessment and adoption of new technologies such as generative AI and continued transition to cloud-based services.

APS is dedicated to building professional excellence and collaborating with our clients. We will continue to enforce our values-based culture and share our expertise and professionalism to support our clients.

Pensions are complex, but our vision is to work with our clients to make the pension experience easier. Our efforts to improve our operational capabilities will further help us achieve operational excellence. Our client-focused approach to pension services will help us maintain strategic business partnerships with our clients.

**We anticipate growth as pension plan membership continues to increase year over year (4.0% increase from Q3 2023 to Q3 2024), which results in increasing volumes.**



## Mission – Vision – Values

Our mission, vision, and values have remained consistent, and they continue to represent our outlook for 2025 and into the future.

Overall, we want to deliver a great client experience to the stakeholder we serve.

### Our Mission

#### Our purpose.

As a pension administrator serving Albertans, we are knowledgeable, caring professionals committed to guiding the pension experience, delivering the highest standard of accurate, cost-effective service.

### Our Vision

#### What we strive to achieve.

Relentlessly pursuing excellence in pension benefits administration, to serve those who serve Albertans.

### Our Values

#### Drive us to do the right thing.

We are driven by our values to always “do the right thing.”

**Service:** Make every interaction count.

**Quality:** What we do, we do well.

**Accountability:** We take responsibility.



## Who We Are and What We Do

APS guides the pension experience on behalf of Alberta’s public sector pension plans. APS was incorporated in 1995 under Alberta’s *Business Corporations Act* with the Government of Alberta as the sole Shareholder.

We provide pension administration services to more than 500 participating employers across Alberta. We also provide pension-related services to over 430,000 members and pensioners around the world. We manage over \$6.7 billion in pension plan funds annually through receipts and disbursements to and from employers, members, pensioners, and other pension plans.

**500 +**  
participating employers

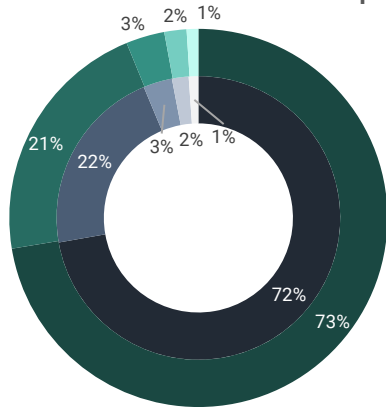
**430,000 +**  
members and pensioners

**> \$6.7 billion**  
in pension receipts and disbursements

## Who We Serve

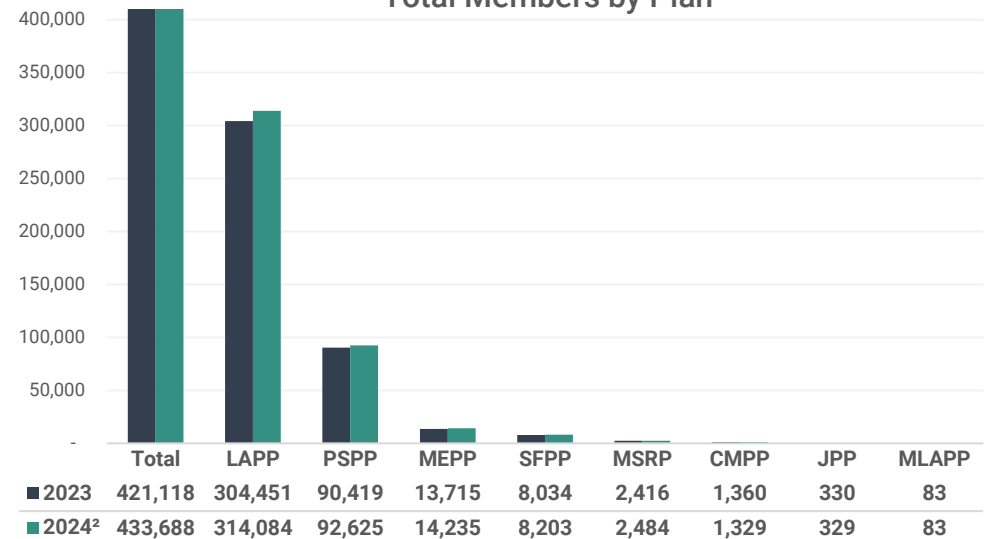
APS works alongside its clients to help guide the pension experience for members, pensioners and employers. In collaboration and consultation with the clients we serve, we deliver services on behalf of seven public sector pension plans and two supplementary plans.<sup>1</sup>

Total Percentage Based on Pension Plan Membership



2023	■ LAPP	■ PSPP	■ MEPP	■ SFPP	■ Other Crown Trustee Plans
2024 <sup>2</sup>	■ LAPP	■ PSPP	■ MEPP	■ SFPP	■ Other Crown Trustee Plans

Total Members by Plan



<sup>1</sup> See Appendix 2 for full name of each pension plan    <sup>2</sup> 2024 figures are as of Q3 2024



## Key Themes

The three themes of APS—reliability, innovation, and people and culture—remain steadfast and will lead APS toward the ultimate goal of operational excellence. Success lies in the quality of services and support we provide clients, members, pensioners, and employers and will be achieved through continued collaboration with our clients by committed, diverse, and skilled employees.



### Reliability

#### Strengthening a solid and dependable foundation

To ensure we are delivering our core pension administration services in a cost-effective, efficient, and high-quality manner.



### Innovation

#### Exploring ways to improve

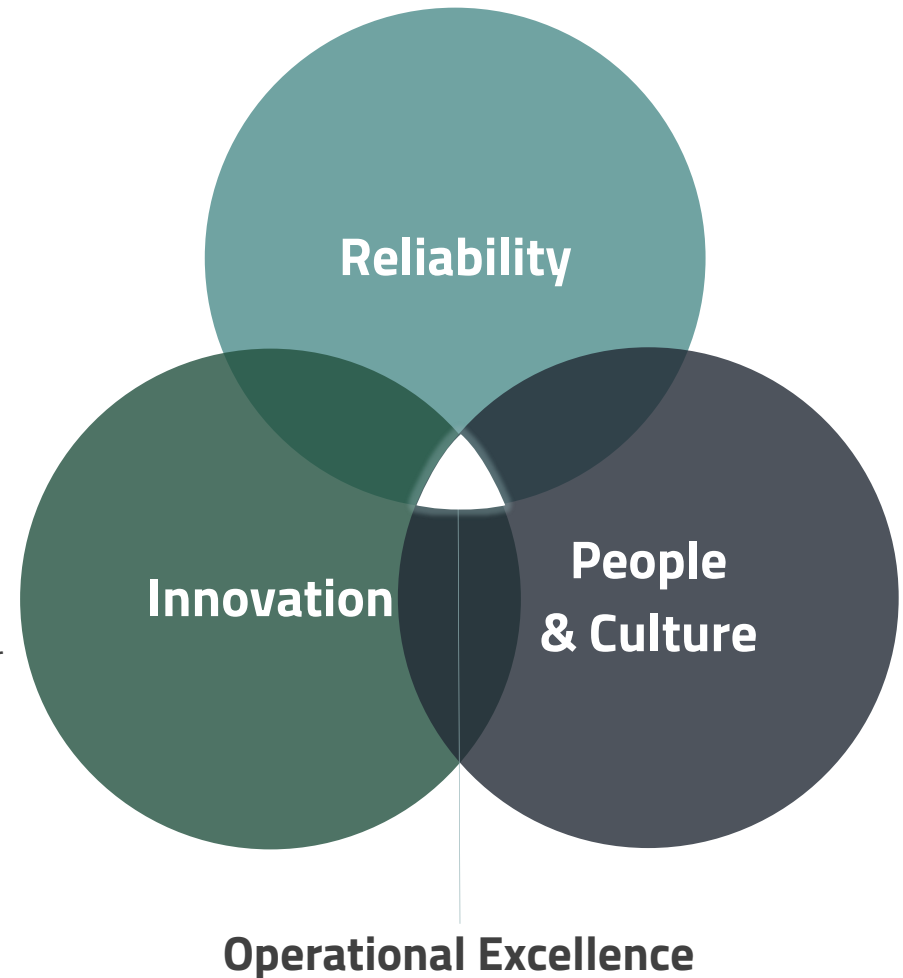
To explore new ideas, methods, and capabilities for process improvements. Implement solutions with business outcomes to deliver efficient and effective service. Target programs and projects that deliver value, environmental stewardship, and positive results for the people we serve and support and our employees.



### People & Culture

#### Elevating a culture of service with a highly engaged workforce

To foster an environment where collaboration and service come naturally because our people are inspired, empowered, and values driven.





## Strategic Objectives

We are committed to our Strategic Plan and will focus on the five strategic objectives to deliver high-quality client services. We aim to be reliable, innovative, and collaborative with our clients, aligning our objectives with our mission and key themes. These objectives set the foundation for APS to remain a leading service provider and an employer of choice while building our capacity for future success.

This section outlines our strategic objectives, target outcomes, and core priorities. It includes brief descriptions of significant planned initiatives developed in collaboration with our clients and aligned with the Strategic Plan and Shared Roadmap. These initiatives aim to enhance efficiency and cost-effectiveness in partnership with our clients, supporting our Strategic Plan vision and client Pension Service Agreements. The descriptions provide a brief overview of how our priorities and initiatives reflect our key themes. Also included are the initiative progress as of Jan. 13, 2025, and which clients are involved in completing the initiative.



### 1. Strengthen alignment with our clients as a strategic business partner

Our target outcomes for this strategic objective are:



1. We successfully implement our Strategic Plan through collaboration and engagement with our clients



2. We are a proactive, knowledgeable strategic partner to our clients



3. We proactively provide data and analysis to clients to support their strategic decision-making



4. We are positioned as a leader in the pension administration system



## 1.1 Core Priority: Deliver on the commitments in the APS Strategic Plan and the Shared Roadmap and conduct ongoing reviews to ensure alignment and prioritization to meet client needs

### • 1.1.1 Amend PSA (Pension Services Agreements)

**Description:** Review and amend existing PSA with clients to provide enhanced clarity regarding roles and responsibilities for all parties.

**Target Outcome:** ▲ 1. We successfully implement our Strategic Plan through collaboration and engagement with our clients

**Timeline:** 2025

**Key Theme:** Reliability

**Progress:** 51% - 75%

**Impacted Clients:** LAPP, PSPP, SFPP

### • 1.1.2 Enhance Client Relations Strategy

**Description:** Review and assess the existing client relations strategy in conjunction with the corporate communications strategy to identify areas of strength and opportunities.

**Target Outcome:** ▲ 1. We successfully implement our Strategic Plan through collaboration and engagement with our clients

**Timeline:** 2025 – 2026

**Key Theme:** Reliability

**Progress:** 0% - 25%

**Impacted Clients:** All plans

### • 1.1.3 Monitor Shared Roadmap Progress

**Description:** Follow the annual formal process to modify, review, and monitor the progress and achievement of Shared Roadmap objectives and initiatives.

**Target Outcome:** ▲ 1. We successfully implement our Strategic Plan through collaboration and engagement with our clients

**Timeline:** Ongoing

**Key Theme:** Reliability

**Progress:** 0% - 25%

**Impacted Clients:** All plans

## 1.2 Core Priority: Continue to evolve the data analytics program to support our clients' priorities

- **1.2.1 Enhance Data Management Program**

**Description:** Build on the current data management and innovation strategies to create a Centre of Excellence, utilizing generative AI and increasing client self-service for accessing their data, including enhanced security of client and member data.

**Target Outcome:** ▲ 3. We proactively provide data and analysis to clients to support their strategic decision-making

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation    **Progress:** 0% - 25%    **Impacted Clients:** All plans

## 1.3 Core Priority: Invest in ongoing engagement with local and global pension thought leaders

- **1.3.1 Continue Ongoing Engagement with Pension Industry Peers**

**Description:** Participate in CEM Benchmarking Inc. surveys and Canadian pension peer forums to stay abreast of pension industry changes and share knowledge.

**Target Outcome:** ▲ 4. We are positioned as a leader in the pension administration system

**Timeline:** Ongoing    **Key Theme:** Reliability    **Progress:** 0% - 25%    **Impacted Clients:** All plans

## 1.4 Core Priority: Align and grow our expertise and capabilities in support of our clients to drive strategic value in the development and execution of services

- **1.4.1 Develop and Implement Knowledge Management Strategy**

**Description:** Develop a strategy encompassing all facets required to create, organize, and share knowledge effectively within the corporation, including applications and tools to support the strategy.

**Target Outcome:** ▲ 2. We are a proactive, knowledgeable strategic partner to our clients

**Timeline:** 2025 – 2026    **Key Theme:** People & Culture    **Progress:** 0% - 25%    **Impacted Clients:** None



- **1.4.2 Create Comprehensive Career Development Program**

**Description:** Define and establish the expertise and capabilities required for a comprehensive career development and training program.

**Target Outcome:** ▲ 2. We are a proactive, knowledgeable strategic partner to our clients

**Timeline:** 2025, ongoing    **Key Theme:** People & Culture    **Progress:** 0% - 25%    **Impacted Clients:** None

### 1.5 Core Priority: Enhance the client experience through a proactive relationship-based approach

- **Enhance Client Relations Strategy (see Core Priority 1.1 under planned initiative 1.1.2)**

**Description:** Work collaboratively with clients to elevate the member journey.

**Target Outcome:** ▲ 1. We successfully implement our Strategic Plan through collaboration and engagement with our clients

**Timeline:** See Core Priority 1.1 under planned initiative 1.1.2                      **Key Theme:** Reliability



## 2. Work collaboratively with our clients to elevate the member journey

Our target outcomes for this strategic objective are:

- ▲ 1. We anticipate and understand the needs and expectations of plan members
- ▲ 2. We deliver innovative solutions to meet the evolving needs of plan members
- ▲ 3. Online tools are enhanced or developed in support of the member journey
- ▲ 4. Plan members trust and rely on our self-service options



### 2.1 Core Priority: Understand and enhance the member journey in collaboration with our clients

- **2.1.1 Process Member Experience Reviews and Process Improvements for Key Life Events and Activities**

**Description:** Implement process improvements for retirements, including related online tools, based on results from the process review completed in 2023. Complete member experience reviews as prioritized under the Shared Roadmap; based on results, develop and implement online tools, communications enhancements, process improvements, etc., to support the member experience

**Target Outcome:** ▲ 1. We anticipate and understand the needs and expectations of plan members

**Timeline:** 2025 – 2027

**Key Theme:** Reliability

**Progress:** 0% - 25%

**Impacted Clients:** All plans



- **2.1.2 Improve Plan Member Education**

**Description:** Enhance learning programs for pension plan members to support clients' endeavours to help members better understand their plan and support options to utilize a digital-first approach in the delivery of programs.

**Target Outcome:** ▲ 1. We anticipate and understand the needs and expectations of plan members

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation **Progress:** 0% - 25%    **Impacted Clients:** LAPP, MEPP, SFPP

## 2.2 Core Priority: Enhance the member journey through a data analytics and AI strategy

- **2.2.1 Enhance Data Management Program (see Core Priority 1.2 under planned initiative 1.2.1)**

**Description:** See Core Priority 1.2 under planned initiative 1.2.1.

**Target Outcome:** ▲ 3. We proactively provide data and analysis to clients to support their strategic decision-making

**Timeline:** See Core Priority 1.2 under planned initiative 1.2.1    **Key Theme:** Reliability, Innovation

- **2.2.3 Develop and Implement an AI Strategy**

**Description:** Create a vision, identify opportunities, and develop a generative AI strategy to implement tools to enhance and expand automated processes, gain better insights into data analytics, and elevate client and employee engagement.

**Target Outcome:** ▲ 2. We deliver innovative solutions to meet the evolving needs of plan members

**Timeline:** 2025 – 2026    **Key Theme:** Innovation, People & Culture    **Progress:** 0% - 25%    **Impacted Clients:** LAPP, SFPP





## 2.3 Core Priority: Improve training programs to enhance knowledge and capabilities within APS

- **2.3.1 Develop Knowledge Management Strategy (see Core Priority 1.4 under planned initiative 1.4.1)**

**Description:** See Core Priority 1.4 under planned initiative 1.4.1

**Target Outcome:** ▲ 3. Online tools are enhanced or developed in support of the member journey

**Timeline:** See Core Priority 1.4 under planned initiative 1.4.1

**Key Theme:** Reliability, People & Culture

- **2.3.2 Improve Employee Training**

**Description:** Continue to enhance the training program which provides employees with ongoing information, skills, and tools to support services for plan members.

**Target Outcome:** ▲ 3. Online tools are enhanced or developed in support of the member journey

**Timeline:** 2025 – 2027

**Key Theme:** Reliability, People & Culture

**Progress:** 0% - 25%

**Impacted Clients:** None

## 2.4 Core Priority: Strengthen a culture of innovation through continuously improving products built by APS

- **2.4.1 Promote and Grow Innovation Program**

**Description:** Increase awareness of the corporate innovation program through open, effective communication and engagement activities.

**Target Outcome:** ▲ 4. Plan members trust and rely on our self-service options

**Timeline:** Ongoing

**Key Theme:** Innovation

**Progress:** 0% - 25%

**Impacted Clients:** None



- **2.4.2 Pension Benefits Administration System (Compass) Upgrade**

**Description:** Continue with Compass release strategy to advance the software with a major release biennially; the Compass D8 upgrade delivery covers a two-year period with planned production release by end of 2026.

**Target Outcome:** ▲ 4. Plan members trust and rely on our self-service options

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation **Progress:** 0% - 25%    **Impacted Clients:** All plans

- **2.4.3 XpertDoc Solution**

**Description:** Execute migration of Compass artifact templates to a cost-effective, efficient solution (XpertDoc is a Template Management tool). Work with clients to prioritize plan-specific template customizations.

**Target Outcome:** ▲ 4. Plan members trust and rely on our self-service options

**Timeline:** 2025 – 2027    **Key Theme:** Innovation    **Progress:** 0% - 25%    **Impacted Clients:** All plans

- **2.4.4 Automation of Cash Receipts**

**Description:** Modernize the cash receipting process and achieve automation of electronic online payments which will produce improved efficiency and result in convenience and enhanced experience for members and employers.

**Target Outcome:** ▲ 3. Online tools are enhanced or developed in support of the member journey

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation **Progress:** 0% - 25%    **Impacted Clients:** All plans

## 2.5 Core Priority: Continue our pension simplification process by embracing digital technologies

- **2.5.1 Develop and Implement a Technology and Applications Roadmap**

**Description:** Create a comprehensive technology and applications roadmap that outlines the infrastructure and application requirements that align and support the corporation's vision for digital online services.

**Target Outcome:** ▲ 3. Online tools are enhanced or developed in support of the member journey

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation **Progress:** 26% - 50%    **Impacted Clients:** All plans



### 3. Enhance the employer journey in partnership with our clients

Our target outcomes for this strategic objective are:



1. Our compliance program balances the need for accurate and timely data with employer effort



2. Employers are equipped with the pension resources they require



3. Data is collected and leveraged to support service delivery and business process improvements that can be measured and evaluated



4. The employer portal is a seamless experience for employers to fulfill their role in pension administration



#### 3.1 Core Priority: Improve and develop employer education and training delivery

- **3.1.1 Employer Education Updates and Ongoing Improvements**

**Description:** Complete review and implement holistic improvements to the employer education and training programs to reflect the vision for the programs; maintain a continuous improvement process. The timing and scope of process improvements will depend on the review's results.

**Target Outcome:** ▲ 2. Employers are equipped with the pension resources they require

**Timeline:** 2025 – 2027

**Key Theme:** Reliability, Innovation

**Progress:** 0% - 25%

**Impacted Clients:** LAPP, PSPP, SFPP, MEPP, JPP



- **3.1.2 Enhance Relationships with Employers**

**Description:** Collaborate with clients to strengthen relationships with employers via various means including continuous feedback and monitoring processes and surveys.

**Target Outcome:** ▲ 2. Employers are equipped with the pension resources they require

**Timeline:** 2025 – 2027    **Key Theme:** Reliability    **Progress:** 0% - 25%    **Impacted Clients:** LAPP, PSPP, SFPP, MEPP, SRP, JPP

### 3.2 Core Priority: Review the employer compliance program

- **3.2.1 Employer Compliance Program Review and Improvement Implementation**

**Description:** Complete a review of the employer compliance program process and identify and prioritize improvement opportunities to revise compliance requirements and produce a simplified experience for employers.

**Target Outcome:** ▲ 1. Our compliance program balances the need for accurate and timely data with employer effort

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation    **Progress:** 26% - 50%    **Impacted Clients:** LAPP, PSPP, SFPP, MEPP, SRP, JPP

### 3.3 Core Priority: Perform a holistic review of data validations

- **3.3.1 Employer Portal Validation Improvements**

**Description:** Implement advancements to the employer portal validation process to improve overall employer experience and data quality.

**Target Outcome:** ▲ 3. Data is collected and leveraged to support service delivery and business process improvements that can be measured and evaluated

**Timeline:** 2025 – 2026    **Key Theme:** Reliability, Innovation    **Progress:** 26% - 50%    **Impacted Clients:** All plans



### 3.4 Core Priority: Strengthen a culture of innovation through continuously improving products built by APS

- **3.4.1 Promote and Grow Innovation Program (see Core Priority 2.4 under planned initiative 2.4.1)**

**Description:** See Core Priority 2.4 under planned initiative 2.4.1.

**Target Outcome:** ▲ 4. The employer portal is a seamless experience for employers to fulfill their role in pension administration

**Timeline:** See Core Priority 2.4 under planned initiative 2.4.1

**Key Theme:** Innovation

### 3.5 Core Priority: Complete and roll out employer hub, including follow-up feedback sessions and annual content reviews

- **3.5.1 Employer Hub continuous improvements**

**Description:** Identification and implementation of technical and content improvements and enhancements to the Employer Hub; expanding and refining resources based on feedback received through employer compliance program, review of employer education program, etc.

**Target Outcome:** ▲ 4. The employer portal is a seamless experience for employers to fulfill their role in pension administration

**Timeline:** 2025, ongoing

**Key Theme:** Reliability

**Progress:** 0% - 25%

**Impacted Clients:** LAPP, PSPP, SFPP, MEPP, SRP, JPP



## 4. Continue to deliver value through sustainable, innovative, and efficient operations

Our target outcomes for this strategic objective are:



1. We leverage our improved data capabilities to enable insight-driven and benefits-based decision-making



2. We have enhanced the adaptability and scalability of the core pension administration software application



3. We are recognized within the pension administration industry, and with our shareholder and our clients, as an innovative, value-driven service provider



4. We demonstrate quality, security, compliance and risk management practices



### 4.1 Core Priority: Complete compliance reviews of plan texts, address priority risk areas, and evolve our enterprise risk management program

- **4.1.1 Compliance Risk Mitigation**

**Description:** Continue reviews of plan texts to identify compliance risks and gaps; implement remediation as required.

**Target Outcome:** ▲ 4. We demonstrate quality, security, compliance and risk management practices

**Timeline:** 2025 – 2026

**Key Theme:** Reliability

**Progress:** 26% - 50%

**Impacted Clients:** LAPP, PSPP, SFPP



- **4.1.2 Enhance Enterprise Risk Management (ERM) Program**

**Description:** Enhance the existing ERM program by refreshing the risk appetite framework and continuously strengthening the risk culture and maturity of the program.

**Target Outcome:** ▲ 4. We demonstrate quality, security, compliance, and risk management practices

**Timeline:** 2025 – 2026      **Key Theme:** Reliability      **Progress:** 51% - 75%      **Impacted Clients:** None

- **4.1.3 Plan Changes**

**Description:** Implement mandatory legislative and plan text changes into systems and processes, including client-specific change requests.

**Target Outcome:** ▲ 4. We demonstrate quality, security, compliance and risk management practices

**Timeline:** Ongoing      **Key Theme:** Reliability      **Progress:** Ongoing      **Impacted Clients:** All plans

## 4.2 Core Priority: Enhance our initiative prioritization framework by assessing and highlighting benefits and improve on our efficient delivery of those benefits

- **4.2.1 Improve Business Planning Process**

**Description:** Conduct a review of existing frameworks regarding project management and business case processes to produce consistency through standardized criteria.

**Target Outcome:** ▲ 1. We leverage our improved data capabilities to enable insight-drive and benefits-based decision-making

**Timeline:** 2025 – 2027      **Key Theme:** Reliability      **Progress:** 0% - 25%      **Impacted Clients:** None



### 4.3 Core Priority: Continue the development and roll-out of the innovation strategy, continually seeking ways to improve our services, automation and efficiencies

- **4.3.1 Promote and Grow Innovation Program (see Core Priority 2.4 under planned initiative 2.4.1)**

**Description:** See Core Priority 2.4 under planned initiative 2.4.1.

**Target Outcome:** ▲ 3. We are recognized within the pension administration industry, and with our shareholder and our clients, as an innovative, value-driven service provider

**Timeline:** See Core Priority 2.4 under planned initiative 2.4.1

**Key Theme:** Innovation

- **4.3.2 Develop and Implement a Technology and Applications Roadmap (see Core Priority 2.5 under planned initiative 2.5.1)**

**Description:** See Core Priority 2.5 under planned initiative 2.5.1.

**Target Outcome:** ▲ 3. We are recognized within the pension administration industry, and with our shareholder and our clients, as an innovative, value-driven service provider

**Timeline:** See Core Priority 2.5 under planned initiative 2.5.1

**Key Theme:** Reliability, Innovation

- **4.3.3 Planned IT Initiatives**

**Description:** Proactively implement multiple initiatives to replace and update IT infrastructure and applications as required.

**Target Outcome:** ▲ 3. We are recognized within the pension administration industry, and with our shareholder and our clients, as an innovative, value-driven service provider

**Timeline:** Ongoing

**Key Theme:** Reliability, Innovation

**Progress:** Ongoing

**Impacted Clients:** None



#### 4.4 Core Priority: Review the APS operating model considering agility, flexibility and scalability, and implement improvements to better support the pension ecosystem

- **4.4.1 Develop an Organization Effectiveness Strategy**

**Description:** Assess and identify opportunities to create systems that enable greater flexibility, scalability, and agility to better support the pension ecosystem and ensure organizational effectiveness as well as the ability to adjust to client needs and support service requirements.

**Target Outcome:** ▲ 2. We have enhanced the adaptability and scalability of the core pension administration software application

**Timeline:** 2025 – 2027      **Key Theme:** Reliability      **Progress:** 0% - 25%      **Impacted Clients:** None

#### 4.5 Core Priority: Enhance our ability to tell our success stories internally and externally

- **4.5.2 Enhance Client Relations Strategy (see Core Priority 1.1 under planned initiative 1.1.2)**

**Description:** See Core Priority 1.1 under planned initiative 1.1.2.

**Target Outcome:** ▲ 3. We are recognized within the pension administration industry, and with our shareholder and our clients, as an innovative, value-driven service provider

**Timeline:** See Core Priority 1.1 under planned initiative 1.1.2      **Key Theme:** Reliability



## 5. Invest in and prepare our people and culture for the future

Our target outcomes for this strategic objective are:

- ▲ 1. Our focus on diversity, equity, and inclusion (DEI) has unlocked capabilities that enable employees to feel valued, engaged and empowered
- ▲ 2. Employees understand how their role supports the delivery of APS' purpose
- ▲ 3. We continue to build a high-performing workforce by investing in our staff through defined career pathing, development and succession planning processes
- ▲ 4. We have a well-defined, values-based culture that is understood and demonstrated by all employees in how we do business and enables the success of our workforce



### 5.1 Core Priority: Develop and roll out a culture strategy in collaboration with employees

- **5.1.1 Develop and Implement a Culture Strategy**

**Description:** Ongoing integration of desired APS culture into all aspects of the employee experience.

**Target Outcome:** ▲ 4. We have a well-defined, values-based culture that is understood and demonstrated by all employees in how we do business and enables the success of our workforce

**Timeline:** 2025 – 2027

**Key Theme:** People & Culture

**Progress:** 0% - 25%

**Impacted Clients:** None

## 5.2 Core Priority: Launch an improved performance management approach emphasizing consistent and fair evaluation, career development opportunities, coaching and skill-building opportunities

- **5.2.1 Review and Augment Performance Management Process**

**Description:** Revise current performance management system to ensure fairness and consistency in employee performance evaluations while providing opportunities to support career development.

**Target Outcome:** ▲ 3. We continue to build a high-performing workforce by investing in our staff through defined career pathing, development, and succession planning processes

**Timeline:** 2025 – 2027    **Key Theme:** People & Culture    **Progress:** 0% - 25%    **Impacted Clients:** None

## 5.3 Core Priority: Enhance our career development and training program to attract, retain, and develop talent

- **5.3.1 Develop a Talent Acquisition Strategy**

**Description:** Develop a proactive plan that focuses on finding and attracting talent that aligns with current and future workforce requirements.

**Target Outcome:** ▲ 3. We continue to build a high-performing workforce by investing in our staff through defined career pathing, development, and succession planning processes

**Timeline:** 2025 – 2026    **Key Theme:** People & Culture    **Progress:** 26% - 50%    **Impacted Clients:** None

- **5.3.2 Review and Enhance Onboarding Program**

**Description:** Improve the onboarding program to ensure the successful transition of new hires into APS and the desired corporate culture.

**Target Outcome:** ▲ 3. We continue to build a high-performing workforce by investing in our staff through defined career pathing, development, and succession planning processes

**Timeline:** 2025    **Key Theme:** People & Culture    **Progress:** 76% - 100%    **Impacted Clients:** None

- 5.3.3 Continue Development of Succession Planning Program**

**Description:** Complete plan to assess and develop specific high-potential employees to fill key roles in the organization.

**Target Outcome:** ▲ 3. We continue to build a high-performing workforce by investing in our staff through defined career pathing, development, and succession planning processes

**Timeline:** 2025 – 2027     **Key Theme:** People & Culture     **Progress:** 26% - 50%     **Impacted Clients:** None

#### 5.4 Core Priority: Prepare our people for the future of work by identifying and developing future capability requirements

- 5.4.1 Create Comprehensive Career Development Program (see Core Priority 1.4 under planned initiative 1.4.3)**

**Description:** See Core Priority 1.4 under planned initiative 1.4.3.

**Target Outcome:** ▲ 2. Employees understand how their role supports the delivery of APS’ purpose

**Timeline:** See Core Priority 1.4 under planned initiative 1.4.3     **Key Theme:** People & Culture

- 5.4.2 Enhance Leadership Development Program**

**Description:** Continue to deliver and enhance the current leadership program that focuses on developing current and future leaders within APS.

**Target Outcome:** ▲ 2. Employees understand how their role supports the delivery of APS’ purpose

**Timeline:** 2025 – 2026     **Key Theme:** People & Culture     **Progress:** 51% - 75%     **Impacted Clients:** None

- 5.4.3 Complete Workforce Planning**

**Description:** Strategically plan for people needs into the future that aligns organizational goals to the skills and abilities required.

**Target Outcome:** ▲ 2. Employees understand how their role supports the delivery of APS’ purpose

**Timeline:** 2025, Ongoing     **Key Theme:** People & Culture     **Progress:** 0% - 25%     **Impacted Clients:** None

## Corporate Scorecard

The corporate scorecard provides a structure in which performance in achieving our strategic objectives can be evaluated wholistically. APS reports quarterly results against targets and aims to optimize resource allocation to continuously improve the results. See the next page for a summary of the measures we have included in our scorecard.

- 1.0** | **Strengthen alignment with our clients**  
as a strategic business partner
- 2.0** | **Work collaboratively with our clients**  
to elevate the member journey
- 3.0** | **Enhance the employer journey**  
in partnership with our clients
- 4.0** | **Continue to deliver value**  
through sustainable, innovative  
and efficient operations
- 5.0** | **Invest in our people and culture**  
for the future





## Corporate Scorecard

Strategic Objectives	Key Performance Measure/Index	Frequency	Description	2024 Target	2025 Target
<b>#1: Strengthen alignment with our clients as a strategic business partner</b>	<b>Client Satisfaction (NEW)</b>	Annually	Client responses to an external satisfaction survey. Survey to be developed and baseline to be established.	N/A	Establish baseline
	<b>Adherence to Client Fee Budgets</b>	Annually	Costs should not exceed agreed fee budget in Service Delivery Plan without prior approval.	Yes	Yes
	<b>PSA Compliance</b>	Quarterly	Importance and quantity of compliant vs non-compliant items in the PSAs*. <i>*APS will review Target metric in 2025 after completion of new PSA agreements.</i>	High	High
<b>#2: Work collaboratively with our clients to elevate the member journey</b>	<b>Member and Pensioner Satisfaction</b>	Daily	The ongoing external survey of members & pensioners interacting with the Member Contact Centre.	84%	84%
	<b>Key Pension Administration Services Index</b>	Quarterly	Equal weighting of Operations and Member Services.	100%	99%
	<b>CEM Total Service Score (NEW)</b>	Annually	CEM Benchmarking Inc., an external survey organization that aggregates various overall performance and service of APS and Canadian peers based on CEM criteria in order to calculate a score.	N/A	Meet or exceed Canadian peers



Strategic Objectives	Key Performance Measure/Index	Frequency	Description	2024 Target	2025 Target
#3: Enhance the employer journey in partnership with our clients	Employer Engagement	Annually	Equal weighting of employer satisfaction survey, employer portal survey and employer compliance score.	80%	80%
	Key Pension Administration Services Index (Employer Services)	Quarterly	Equal weighting of percentage of employers closed and reconciled by April 30, and Member Annual Statements sent by June 30*. *previously a combination of Operations, Member Services and Employer Services	100%	99%
#4: Continue to deliver value through sustainable, innovative and efficient operations	System Availability	Annually	Aggregate score of Compass/Employer portal (50%), Online Applications (30%), Client websites (20%).	99.5%	99.5%
	System Reliability	Quarterly	The number and average duration of unscheduled outages of Compass/Portals/Client websites (an outage is 10 minutes or more).	≤2 hours per quarter	≤2 hours per quarter
	Key Pension Administration Services Index	Quarterly	Comprised of three key areas: 40% weighting of Operations, 20% Employer Services and 40% Member Services.	100%	99%
	Payout Calculation Accuracy	Quarterly	The accuracy of calculations payouts for members and post-retirement death for pensioners based upon a random ongoing sampling methodology.	99%	99%
	CEM Cost Per Member	Annually	CEM Benchmarking Inc., an external survey organization that aggregates various operational costs to calculate the cost per member.	\$172	Meet or exceed Canadian peers
	Key Risk Indicator Index (KRI) (NEW)	Annually	Percentage of corporate risks within risk tolerance or targets.	N/A	Establish baseline

Strategic Objectives	Key Performance Measure/Index	Frequency	Description	2024 Target	2025 Target
<b>#5: Invest in our people and culture for the future</b>	<b>Employee Engagement</b>	Annually	APS employee responses to an external engagement survey.	73%	75%
	<b>Voluntary Turnover Rate</b>	Quarterly	The number of voluntary employee terminations divided by the total number of employees.	7%	7%
	<b>Internal Promotion Rate</b>	Annually	The percentage of recruitments for new or existing roles at APS that are filled by existing APS employees	55%	55%





## Budget

The APS operating budget for 2025 has increased from 2024 (~\$4.1M or ~6.4% increase) mainly due to inflationary impacts on salary and expenses and increasing resources added in the following areas:

- ▶ **Client Relations and Strategy division** – A new division has been created to focus on strengthening service to our clients. This division will be responsible for consulting with our clients to acquire a comprehensive understanding of strategic priorities and identifying opportunities for service enhancements.
- ▶ **Innovation and technology solutions** - The 2025 budget includes placeholders for initiatives resulting from the AI strategy work and approach to cloud solutions currently being developed.
- ▶ **Expansion of Data Management team** – With additional and existing resources in this area, the team will reorganize to focus less on self-serve and more on data quality, data analysis, and client service requests.
- ▶ **Strategic roadmap initiatives** – APS will use an agile approach and implement online service improvements multiple times during the year. We are enhancing our test automation capabilities to detect and resolve issues early, ensuring a more reliable user experience. The IT Applications team was expanded and will continue to work on prioritized initiatives stemming from the experience reviews in the strategic roadmap.
- ▶ **Risk management** – Resources are being added to address identified risk areas, including information and records management, internal audit, and compliance.

Capital investment increased slightly to \$4.0 million (2024 – \$3.7 million) and relates to the continuous upgrades to APS' main pension benefits administration software, including the Employer Portal, process automation, and enhancements identified from experience reviews.

We anticipate continued growth in the number of plan members by 4% per year, as well as an increase in employers, which, in turn, will cause an expected increase in our services and it is likely the complexity of administering our services will increase as well. We continue our journey to increase innovation and automation to deliver more online services and simplified processes, allowing APS to effectively and efficiently manage our growth. Further, future plans for capital and operating initiatives will be impacted by several of our initiatives currently underway, including any client-requested projects and services that support their long-term plans and vision.



(\$ Millions)	2023 Actual	2024 Budget	2025 Budget
<b>APS OPERATING EXPENSES</b>			
Salaries and Benefits	\$ 36.4	\$ 42.1	\$ 44.3
Contract Services	2.6	2.8	2.9
Software Licensing and Support	5.3	5.3	6.2
Office Related Expenses	5.3	4.3	4.6
Amortization	6.1	6.5	7.2
<b>SUB-TOTAL</b>	<b>\$ 55.7</b>	<b>\$ 61.0</b>	<b>\$ 65.2</b>
Operating Projects	1.3	2.1	2.2
Crown Trustee Plans	0.7	1.3	1.1
<b>TOTAL APS OPERATING EXPENSES</b>	<b>\$ 57.7</b>	<b>\$ 64.4</b>	<b>\$ 68.5</b>
<b>TOTAL APS CAPITAL INVESTMENT</b>	<b>\$ 2.2</b>	<b>\$ 3.7</b>	<b>\$ 4.0</b>

	2023 Actual	2024 Budget	2025 Budget
CEM* Cost Per Member	\$ 160	\$ 172	\$ 176
<b># of Active Members and Pensioners (excludes deferred members)</b>	<b>338,552</b>	<b>372,819</b>	<b>387,732</b>

\*CEM refers to Cost-Effectiveness Measurement (see detailed description in Appendix 1.2)

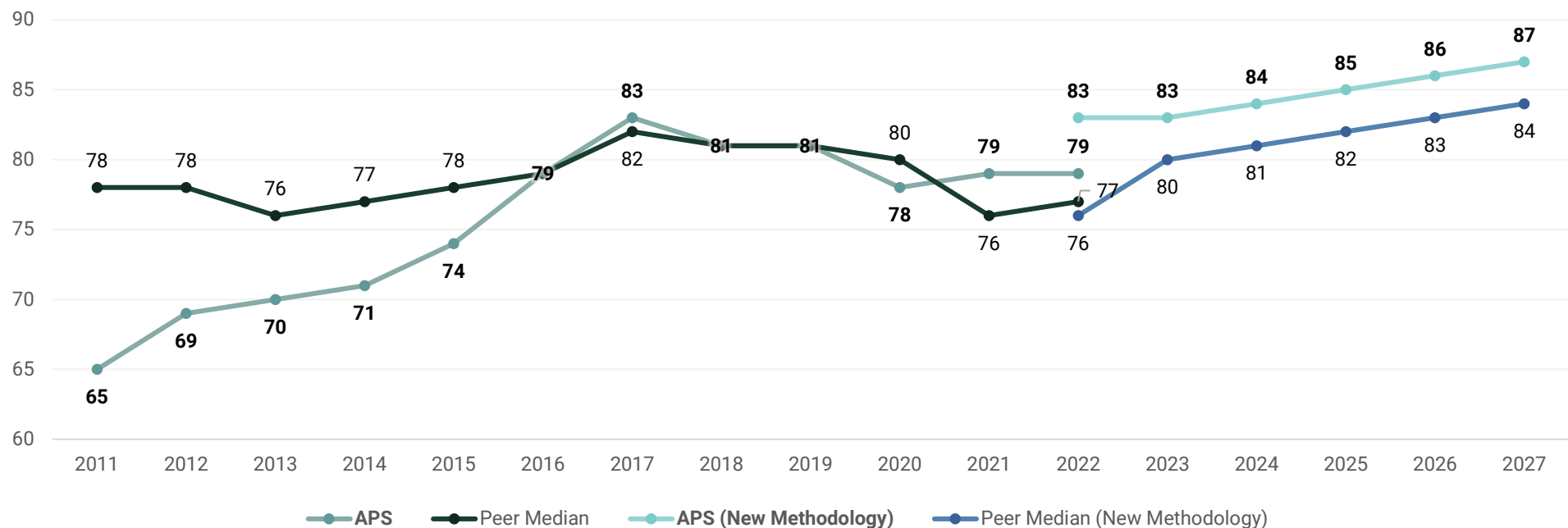
# Appendix

## 1. CEM Comparison

APS' operating costs, membership numbers, and transactional information are submitted annually to Cost Effectiveness Measurement (CEM) Benchmarking Inc. for comparison with our peer group in a comprehensive survey. While our peer group includes Canadian public sector pension administrators of similar size to APS, some of the largest in Canada, APS operates in a more complex pension environment than most.

### 1.1 Total Service Score

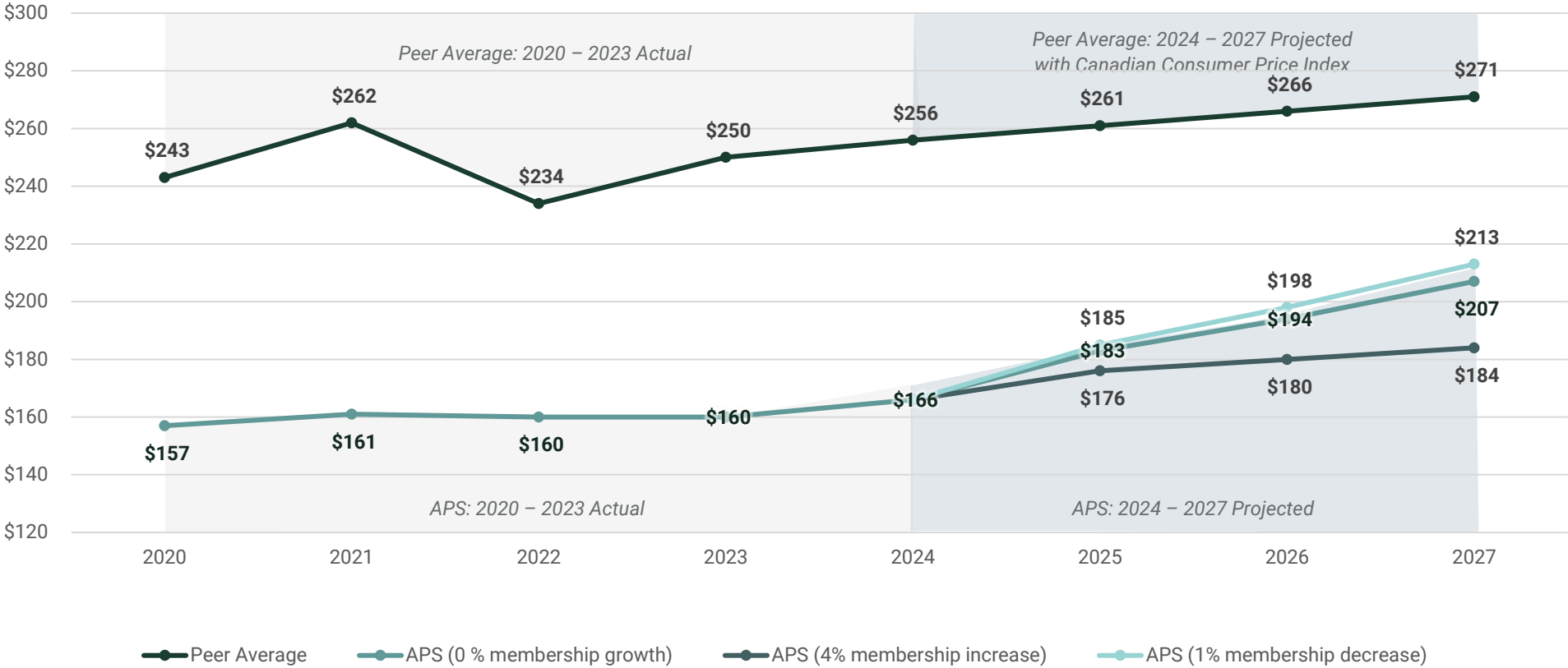
One of the CEM Benchmarking Inc. measures is overall performance and service compared to our national peers. As shown in the chart below, APS has made significant progress on service metrics and now operates at the peer median for pension benefits administration services and expected to continue throughout 2025-2027. In 2022, CEM revised their total service score metric, with an expanded focus on online services.





### 1.2 Cost Per Member

Based on the most recent (2024) CEM Benchmarking Inc. survey, APS service costs are \$90 (56%) per member lower than the peer average. APS cost per member is projected to remain well below the peer average in 2024. CEM cost per member will likely trend upward in 2025 due to anticipated inflationary increases slightly outpacing overall membership growth. Should plan membership decrease slightly, APS should continue to maintain a cost advantage over our peers in the survey, as shown in the scenarios below.





## Pension Plan Glossary

Full Name	Acronym
Local Authorities Pension Plan	LAPP
Public Service Pension Plan	PSPP
Management Employees Pension Plan	MEPP
Special Forces Pension Plan	SFPP
Public Service Management (Closed Membership) Pension Plan	PSM(CM)PP
Members of the Legislative Assembly Pension Plan	MLAPP
Supplementary Retirement Plan for Public Service Managers	SRP
Provincial Judges and Applications Judges (Registered) Pension Plan and Provincial Judges and Applications Judges (Unregistered) Pension Plan	JPP

