



Strategic Plan

Created: April 2013
Revised: April 2015

Nova Scotia Pension Services Corporation (Pension Services Corp.) is a non-profit corporation jointly owned by the Teachers' Pension Plan Trustee Inc. (TPPTI) and the Public Service Superannuation Plan Trustee Inc. (PSSPTI). We administer the pension benefits and investment assets of the Teachers' Pension Plan (TPP), the Public Service Superannuation Plan (PSSP), the Members' Retiring Allowance (MRAA) and the three former Sydney Steel pension plans.

Pension Services Corp. is accountable to a corporate Board of Directors consisting of directors from the TPPTI and PSSPTI. The Board ensures our continued use of strong controls and risk management practices, transparent reporting and prudent management of the pension plans expenses.

The board of directors and employees of Pension Services Corp. are committed to implementing a vibrant strategic planning process that provides actionable and measurable momentum across our business. This document is designed to provide a high level framework, early stage objectives and a vision for the Corporation to build upon.

Strategic Framework

The board of directors is responsible for setting the strategic vision and objectives of Pension Services Corp. The launch of the corporation on April 1, 2013 provided the board with the opportunity to design and implement its own strategic planning process.

The process begins with the creation of a strategic vision for Pension Services Corp. The vision serves the requirements and expectations of our shareholders/plan trustees, plan members and beneficiaries, plan employers and employees of the corporation. The vision sets the future direction of Pension Services Corp.

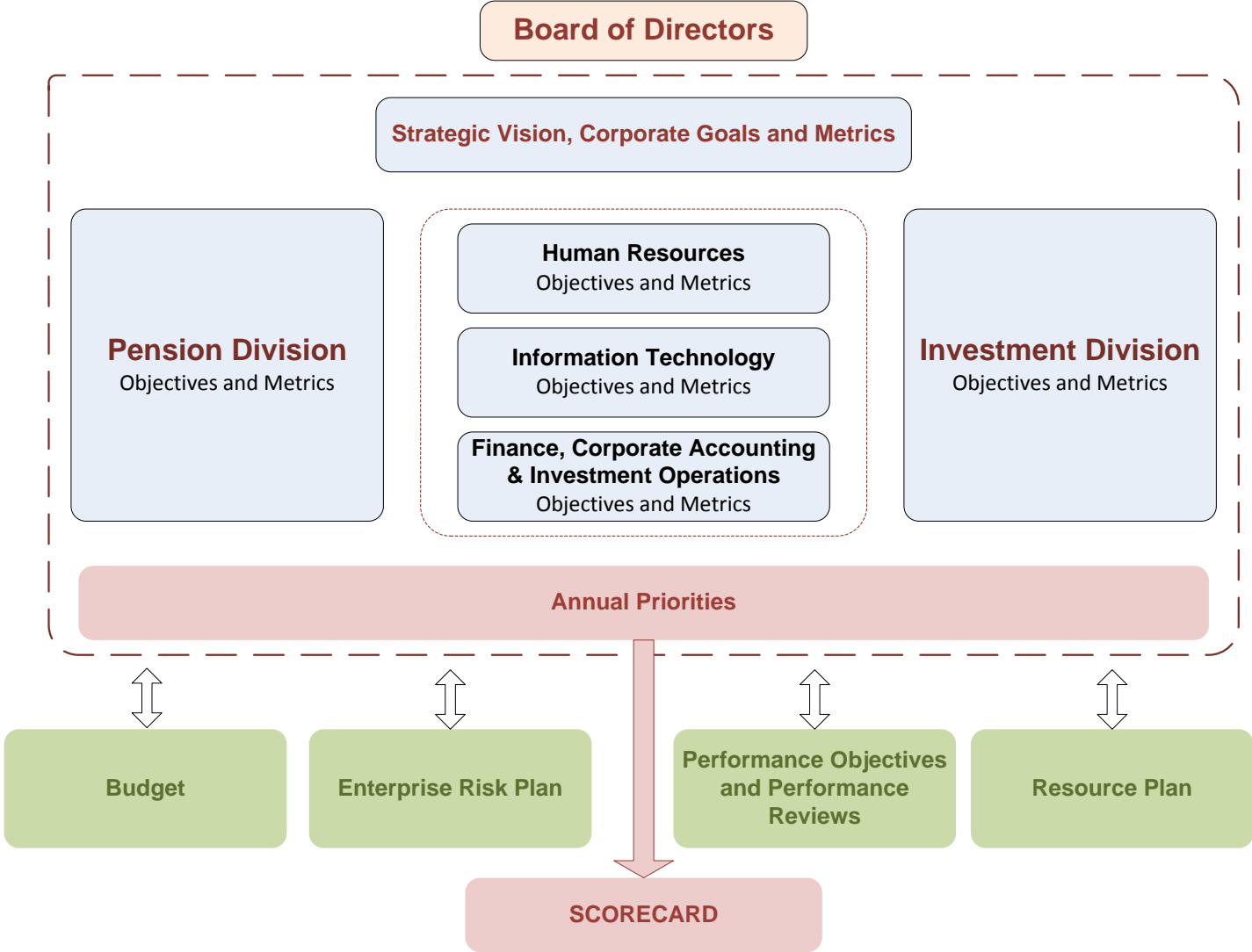
Sitting beneath the vision are corporate goals. These goals focus on a three to five year time horizon and fundamentally support the vision. Achievement of the goals will drive Pension Services Corp. forward for the years to come.

The corporate goals synthesize the strategic vision with a high level risk scan and with functional strategic objectives that have been developed by the management team. To maximize our organizational performance, the corporate goals and functional objectives are integrated with core business processes, including the setting of performance objectives and completion of annual performance reviews.

The board reviews and enhances the strategic plan annually. As part of its annual strategic review, the board determines the strategic priorities for the coming year.

The board and the management team have developed a strategic scorecard to measure the corporation's quarterly progress against the strategic plan and the priorities that have been identified for the year ahead. The scorecard communicates our progress to shareholders and employees and will be summarized in the corporation's annual report.

Strategic Framework and Execution



Mission Statement

To deliver high quality pension, investment, communication and educational services to Plan Members, Plan Trustees, Beneficiaries, and Employers through careful planning, effective management, and strong collaborative efforts

Strategic Vision

To become the leading institutional investor and public pension plan administrator in Atlantic Canada by strengthening our team, our corporate culture, our business processes and our technology

Corporate Goals

- Deliver outstanding service, accessible communication and practical education to assist members as they prepare for retirement, in support of Plan Trustees in their promotion of public pension plans
- Enable Plan Trustees to achieve targeted investment performance by supporting them with expert resources, robust processes, reliable technical advice and timely information
- Deliver excellent value for Plan Trustees and shareholders by providing cost effective, strongly resourced and well-managed processes and services
- Services and processes embed strong risk controls and industry best practice while providing for scalability and flexible design
- Strive to implement sustainable and thoughtful corporate and investment strategies that provide economic and cultural benefits through environmental responsibility and stewardship
- Ensure a high performing workforce by attracting and retaining diverse talent, building organizational capacity and engaging employees

Priorities: Revised for 2015-16

Trustees

- Work with Public Service Superannuation Plan Trustee Inc. (PSSPTI) to complete its comprehensive five year review of plan funding, benefits and contribution rates
- Under the direction of the PSSPTI, explore opportunities to expand plan membership
- Support the Teachers' Pension Plan Trustee Inc. (TPPTI) as they strive to improve the long term sustainability of the TPP

Investments

- Under the direction of Plan Trustees, implement the recommendations within the 2015 asset liability studies for the PSSP and TPP
- Integrate the new Investment Risk Framework into all our decision making processes

Service

- Deliver outstanding service to Plan trustees, Plan members, beneficiaries and employers
- Leverage new technologies to expand upon the format and delivery of information we provide to members, retirees and employers
- Develop and implement new processes and services to effectively onboard new employers and employee groups into the PSSP
- Implement and rollout the new *My Retirement Plan* website to over 30,000 active plan members

Communication and Education

- Produce clear, concise, and timely communication material that educates plan members and employers regarding pension benefit and transparently highlights the financial information of the plans we administer
- Update www.novascotiapension.ca so that information is accessible and more readily understood

Technology Project

- Ensure successful deployment of FileNet business process automation
- Use new technologies to support refinement of our operating model , improving synergies and obtaining efficiencies

- Identify and appoint a financial management system and support provider to improve reporting and enhance decision making for the Funds' real estate portfolios

Risk Framework

- Enhance the compliance and enterprise risk management frameworks through implementation of complementary risk control initiatives including introduction of a controls audit program

Human Resources

- Enhance the workforce planning process to mitigate the critical retention risk identified in the succession planning process
- Support the talent development of our employees through professional and career development and improved performance management
- Develop strategies to address priority areas identified in the How's Work Going Survey
- Engage the Joint Consultation Committee in constructive, proactive, strategic discussions on employee relations issues and approaches