

## **DRIVING INNOVATION**

- Mark Fuller: I see a bright future for the Public Service Pension Plan. We're in a very good position presently, having navigated through the last 10 years since the financial crisis very effectively; accomplished a 98% funding ratio, while maintaining very affordable contribution rates; and preserving our benefits. That's a unique accomplishment over the last 10 years among pension plans one we're very proud of.
- Jill Pepall: In 2015, we saw significant return to volatility in financial markets globally. The Plan performed well, and it had a solid return. What's important to the members of the Plan is that the assets are being managed on a long-term, conservative basis.

In 2015, we bought 30% of the TD Centre. That asset didn't go to market. Cadillac Fairview approached us, and we negotiated privately with them. And that wouldn't have happened if we were not considered a trusted partner and had a long, positive relationship.

Trust is essential in a partnership. Other pension plans are also looking for trusted partners – for a partner that is flexible, that is responsive, that can act quickly and will do what they say they're going to do. That really is integrity.

**Peter Shena:** The value that the member gets from working with a client service advisor is that the client service advisor helps the member understand all the options that they have in front of them.

Digital is important to us because it allows members to do simple transactions online, from wherever they want, whenever they want. Our tools draw the members back into us to have a conversation. So in the digital space what we want to do is continue to grow our tools. That's where we're going to get the most help for our clients, and be able to focus on advisory services once they contact us.

What's been really amazing for us is watching our client satisfaction scores steadily increase since the introduction of our Advisory Services program. And that's a validation of the service delivery model we put in place for our clients.

Mark Fuller: The pension promise and delivering on the pension promise is really the table stakes for any pension plan administrator. It means paying the pensions that have been earned on time and in full. The Plan Sponsor, employers and the citizens of Ontario support and are behind this pension plan. We need to make sure that their interests are protected, which means making sure that the Plan remains affordable over the long term. We're committed to making further innovations, to achieving and contributing to the long-term health of the Plan, and maintaining a strong Public Service Pension Plan for today's and tomorrow's public servants.

Driving innovation means recognizing a changing environment and adapting to that environment in a way that guides the Plan to success in the future.