

# Message from the CEO

It is with great pride and optimism that I share OPB's new Strategic Plan—'Client Focused. Future Ready. Our Path to 2035.' Our plan is a roadmap that reflects an unwavering commitment to our mission, vision, values, and purpose. In developing this plan, we committed to building an outlook that authentically reflects who we are today and where we're headed, positioning OPB for long-term success. This plan is more than a statement of intent; it is a promise to our members to protect the sustainability of the plan, safeguard their benefits, and continuously strive to be a premier pension delivery organization.

We operate in a world shaped by demographic shifts, rapidly accelerating technological change, heightened expectations for client service, and a growing imperative for sustainable investments that deliver strong returns. These realities demand that we not only maintain our standards but set new benchmarks for excellence.

Our Executive Leadership Team took a thoughtful, collaborative, and inclusive approach to developing this plan, while ensuring it was grounded in real-world insights. We leveraged external expertise, and most importantly, we listened—to our clients, our stakeholders, and our team. We analyzed external trends, established a strong governance model, secured alignment from our Board of Directors, and defined how the strategy will be used internally to guide decisions and priorities.

At the core of this plan are our strategic objectives, which provide clarity and direction for how we will deliver on our commitments. These objectives ensure that every action we take supports our long-term vision, while addressing immediate priorities. Our horizon-based approach allows us to balance what we need to do today with what we must achieve for the future. Our commitment to the pension promise remains steadfast, and we will continue to strive to provide a fully funded plan that ensures benefits are protected today and secured for generations to come.

At the heart of this plan are our people. With a culture rooted in diversity, innovation, and accountability, we will empower our team to embrace new opportunities and achieve operational excellence. Their dedication and resilience are the driving force behind our success.

I am deeply grateful for the support of our Board and the contributions of our Executive Leadership Team, management, employees and partners throughout this process. Together, we are ready to navigate the complexities ahead with confidence in our collective ability to achieve remarkable outcomes.

Thank you for your trust as we embark on this exciting journey.



**Darwin Bozek**  
President & Chief Executive Officer