

Strategy: 2022-2024

PENSIONS AND LIFETIME SAVINGS ASSOCIATION – OUR NEXT THREE YEARS

2022 IS OUR 99TH YEAR SUPPORTING OUR MEMBERS. HERE'S WHAT YOU CAN EXPECT AS WE MOVE INTO OUR CENTENARY AND BEYOND.

THE PLSA IS THE VOICE OF WORKPLACE PENSIONS.

WE AIM TO HELP EVERYONE ACHIEVE A BETTER INCOME IN RETIREMENT.

We are committed to doing everything we can to improve the retirement incomes of savers in the UK. That means making sure they save adequately through their working lives, investing their money responsibly, ensuring the schemes they belong to can meet the highest standards, improving regulation so it works in the interests of our members and their members, and helping people to understand their options when they come to retire. We do this for, with and through our members.

OUR OBJECTIVES

..... **IMPROVING PENSIONS POLICY**

We will champion a policy framework that means most people will have an adequate income in retirement. We aim to ensure the regulatory and operating environment is appropriate for our members.

Over the next three years we'll:

- Set out our vision for the right pensions policy framework via thought leadership reports, research projects and major policy initiatives.

THE PLSA'S RETIREMENT LIVING STANDARDS NOW REACH 15 MILLION SAVERS

- Support our membership by arguing for the right regulatory environment and responding to government initiatives.

IN 2021 WE RESPONDED TO 44 CONSULTATIONS ON PENSIONS INDUSTRY REGULATION

- Use our profile with the media and key stakeholders to communicate on behalf of our members.

IN 2021 WE ACHIEVED MORE THAN 1,500 PIECES OF MEDIA COVERAGE WITH A TOTAL REACH EXCEEDING 150 MILLION

..... **BRINGING THE INDUSTRY TOGETHER**

We will bring together our members and key commentators through inspiring events and effective networking activities to discuss best practice and key issues. We create and share insights that enable them to play a full role in the pensions and savings community. We add value to the work they do for savers.

Over 2022-2024 we'll:

- Hold high-quality and highly-rated major industry conferences and smaller events to discuss major themes and practical issues for our members.
- Use a range of digital events and community platforms to add extra value for our members.

WE WELCOMED 4,635 DELEGATES TO PLSA EVENTS IN 2021

"I have missed the live Annual Conference which for me is a big part of what the PLSA gives its members."

PLSA Fund Member

..... **ENGAGING OUR MEMBERS EFFECTIVELY**

We will help and support our members by ensuring they receive expert communications that are easily accessible, and by engaging with them to understand their needs. We will develop our digital content and services to help them succeed.

Over the next three years we'll:

- Implement and increase member engagement scoring and a robust member data and market intelligence system.
- Seek to improve your feedback on everything we do.
- Increase the percentage of the industry we represent.

81% OF MEMBERS RATE OUR COMMUNICATIONS HIGHLY

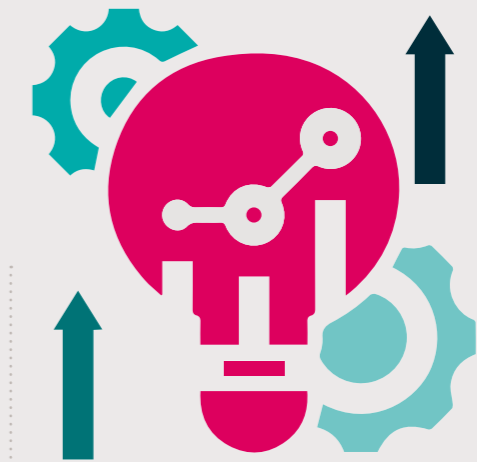
TOGETHER, PLSA MEMBERS PROVIDE A RETIREMENT INCOME TO MORE THAN 30 MILLION SAVERS IN THE UK AND INVEST MORE THAN £1.3 TRILLION IN THE UK AND ABROAD

..... **INVESTING IN OUR PEOPLE AND SYSTEMS**

We have a great team who work incredibly hard for our members. We will invest in developing and retaining them and equipping them with tools to have the maximum impact for members. We will prioritise doing the right things in the right way.

By 2024 we'll:

- Invest in new platforms to deliver better digital services to our members.



- Acquire and develop the technology resources we need to support our ambitious plans.
- Ensure high levels of staff engagement in key areas of focus.

75% OF MEMBERS RATE OUR DIGITAL SERVICES HIGHLY

..... **FINANCIAL SUSTAINABILITY**

We will maintain an operating surplus and adequate reserves through developing and targeting incremental revenue growth. That means we can invest in our work on behalf of our members.

Over the next three years we'll:

- Increase our income and contribution so we can continue to invest in our services and maintain healthy reserves.
- Implement our phased three-year member subscription increases to ensure a stable income base and reflect changes in the industry.
- Increase our member retention rates by providing quality and value for money in our services.

"Excellent representation of the pensions industry."

PLSA Fund Member