

HOOPP'S OPERATIONAL RESILIENCE

PROTECTING THE PENSION PROMISE

OUR JOURNEY TO 2021 AND BEYOND

In 2016, HOOPP's Information Technology & Facilities Services (IT&FS) division embarked on a digital transformation journey to modernize our workplace and enhance our operational resilience.

The goal was to:

- Improve access to our systems and applications, anytime and from anywhere.
- As much as possible, predict, prevent and react quickly to business disruptions, like natural disasters or cybersecurity threats.

OUR OPERATIONAL RESILIENCE THROUGH COVID-19 WAS NOT AN ACCIDENT; IT WAS A RESULT OF THE JOURNEY WE HAVE BEEN ON.

Beginning our journey

- **Agile methodologies** leveraged to deliver solutions faster within a flat team structure.
- Planning commenced to migrate **HOOPP applications to the cloud**.

2016

2017

Preparing and improving

Moved to **client-centric IT teams** to improve alignment with business objectives and the speed of service and solutions.



Enhancing business continuity plans



Network modernized to help reduce technological dependency on HOOPP's office by enhancing core digital infrastructure, digital collaboration, remote capabilities and cloud utilization.

2018

2019

The year of the cloud

- **99% of applications migrated to the cloud**.
- **Cloud-based virtual machines**, data protection and database real-time replication leveraged for investment management.

2020

- **Operational resilience became a key pillar in the IT strategy**.
- **Microsoft Teams** launched to enhance communication and collaboration across the organization.

March 12, 2020: World Health Organization declares COVID-19 a global pandemic. HOOPP mandated employees to work remotely, for their safety.



With a strong foundation in place, we were technologically prepared for the unknowns of COVID-19.

Re-prioritization and flipping the switch:

- Moved 700+ employees from a single office to **700+ home offices** in **72 hours**.
- **100% of desktop tools and capabilities** accessible remotely.
- **Client Services fully operational remotely**, maintaining consistent level of service to members and employers.

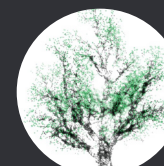


Adapting to our new virtual reality:

- **Cybersecurity program** improved with **artificial intelligence and machine learning**.
- **Increased cyber-resilience** amongst employees through **virtual sessions, phishing simulations and communications**.
- **Cloud-based disaster recovery** implemented for critical investment applications.
- **Virtually onboarded** 187 new employees.
- Continued supporting employees by delivering **wellness and learning programs online**.

Looking ahead:

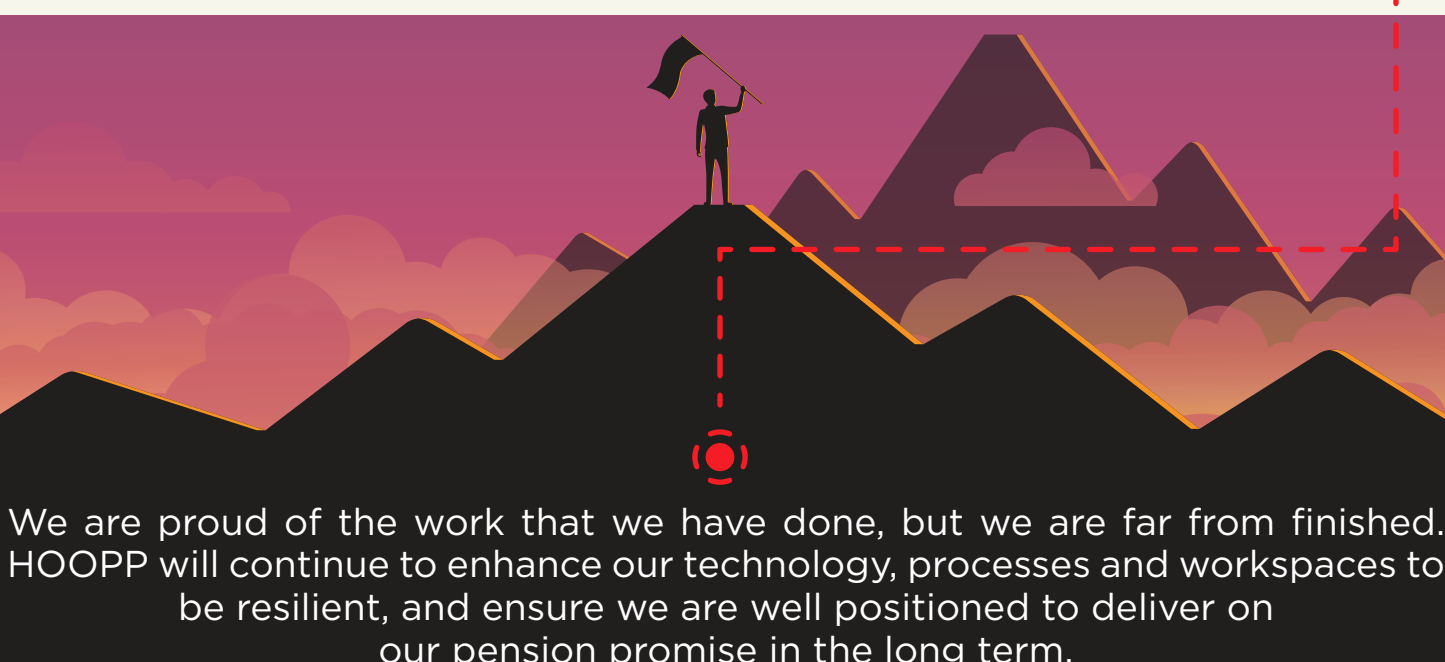
- IT **3-year strategy** developed to continue striving for innovation, modernization and resilience at HOOPP.



Enhance resiliency at HOOPP and prepare for a hybrid workforce

- ✓ Identify and **mitigate emerging risks** within new technologies before deployment.
- ✓ **Prepare HOOPP's workplace and workforce** for hybrid work environments in future.
- ✓ **Continue to mature our application and network architecture** as cloud technologies evolve.
- ✓ **Leverage new and emerging technologies** to improve the detection and response of cyber incidents; cultivate a **cyber-resilient and remote workforce**.

- ✓ **Implement disaster recovery** for 100% of applications.
- ✓ Further validate recovery capabilities as part of **Business Continuity Management program**.



We are proud of the work that we have done, but we are far from finished. HOOPP will continue to enhance our technology, processes and workspaces to be resilient, and ensure we are well positioned to deliver on our pension promise in the long term.