

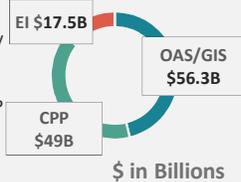


Transforming Service Delivery while Renewing Technology



Canadians Rely on ESDC's Services...

- 2M EI beneficiaries
- 7.9M monthly OAS and CPP beneficiaries (including CPP Disability)



In 2019-20, ESDC delivered \$135.2B in direct benefits to Canadians, representing 6.15% of Canada's Gross Domestic Product

But Decades of Under-Investment Have Put the Services We Deliver at Risk...

Chronic underinvestment has created technical debt leading to:

- Outdated networks, hardware and software – only **41%** of applications are considered healthy
- Core systems well beyond expected life
- Increased outages –**159%** increase over past 4 years
- Inadequate protection against cybersecurity threats and fraud



Limiting Our Ability to Serve Canadians Effectively

- Reduced ability to implement policy and legislative policy quickly. EI takes 6-18 months to prepare, test and launch
- Maintenance and upgrade costs are now unsustainable
- Client experience is fragmented and service delivery is jeopardized
- Opportunities for processing efficiencies are limited



Advancing our Integrated Plan – Remediating Technical Debt and Implementing Benefits Delivery Modernization (BDM)

Integrated Plan: Technical Debt Remediation and Benefits Delivery Modernization (BDM)

Tech Debt is the difference between the technology we have and what we require at minimum for a modern and functioning system. The Tech Debt Remediation initiative mitigates risks to service delivery by upgrading network capacity and updating the hardware/software used by ESDC's programs. It ensures that ESDC's technology can support existing systems and the needs of the new BDM platform, and establishes disaster recovery solutions to minimize service disruptions that negatively impact Canadians.

BDM is a multi-year transformation that implements modern technology designed to streamline benefits processing, offer new digital services and enhanced service management capabilities. It offers, an enterprise platform for existing and new benefits and service delivery continuity.

Action Taken

- ✓ Investment in BDM and Tech Debt started in 2017 and 2019 respectively; funding is in place until 2024
- ✓ Detailed planning around remediation, enterprise platform and the incremental onboarding of benefits to BDM is complete and the core technology has been selected
- ✓ Execution has been initiated in collaboration with the private sector

Making Progress

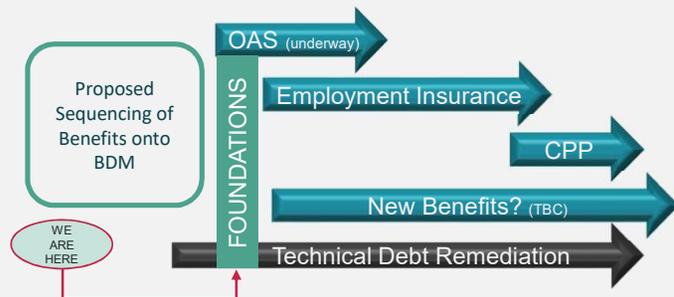
Achievements to Date:

- ✓ Stabilized aging IT systems with initial focus on Pensions benefits continuity
- ✓ Leveraged best practices and contracting with a network of globally-recognized systems specialists
- ✓ Accelerated BDM based on lessons learned from successful delivery of COVID benefits (17 weeks, 2 payments)
- ✓ Launched ongoing citizen co-design process (Service Canada Labs)

Moving Forward

- ✓ Continue to address tech debt, including root causes, and remediate business systems more broadly
- ✓ Continue to operate existing benefit systems until the BDM platform is implemented
- ✓ Continue with Tranche 1 work that is well underway, including the build of BDM Foundations and onboarding OAS
- ✓ Seek decisions on priorities and sequencing of benefits delivery platform onboarding beyond OAS

What BDM Means for our Clients, Our Employees, and the Government of Canada



Improved Client Satisfaction:

- ✓ Ability for all clients to self-serve in a way that is easy and intuitive
- ✓ Single sign-in with a "tell us once" principle (potential expansion to GC)
- ✓ Digital identity with enhanced security features
- ✓ Digital assistance



More Flexible Delivery:

- ✓ Increased delivery flexibility enabling Service Canada to deliver more services on behalf of other GC departments (e.g. Digital ID, Digital Services, Call Centre Support)
- ✓ Improved multi-channel integration - no wrong door



Enhanced Security:

- ✓ Better protection against fraud and cyber threats



Increased Responsiveness:

- ✓ Increased policy agility
- ✓ Faster implementation of new policies and legislation
- ✓ Enterprise platform to deliver a wide range of benefits

BDM: a once in a generation opportunity to continue the transformation journey on how the Government delivers services to Canadians.