Edition 40
Nov/Dec 2021

Pensions Aspects

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Leading the UK's pensions schemes since 1976'

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YEAR ANNIVERSARY

EDUCATION IS NEVER FINISHED

PLANNING FOR RETIREMENT SHOULD LEAD TO IMPROVED MEMBER OUTCOMES

FROM TRAINEE TO TRUSTEE

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1976-2021
Pensions Management Institute
Moving pensions forward

EDUCATION IS NEVER FINISHED

By Gareth Tancred, Chief Executive, PMI

"What do you want to be when you leave school?" I'm sure that's a question we've all been asked and maybe asked of others. Yet the reality is that very few of us really know what career we want when we're at school.

Careers are seen more and more not as 'chosen' but as being constructed through the various choices about learning and work that people make throughout their lives. Whether we choose a career, fall into it, or construct it, the fact is that no one is born brilliant at their job. Most successful people have been learning and working at their skills for a long time, taking advantage of development opportunities over the entirety of their career: lifelong learning.

Why is lifelong learning important?

The professional world is becoming increasingly competitive and is constantly changing, so lifelong learning is more important than ever in being successful and achieving career goals. Technologies and best practices are evolving and progressing in every industry, making it crucial for both new and experienced professionals to continue developing their skills and honing their knowledge. However, the truth is that even before COVID-19, many people generally did not invest in their career development. According to one university study, about a third of professionals say they do nothing to upgrade or improve their current skill set. By planning your education and future career, you already have an advantage on a third of your peers. This ownership means you're more likely to achieve career growth.

Unfortunately, during the pandemic, many people have put their learning on hold. Yes, we've all become more busy and many are struggling to find the time to do their normal day job, but putting your learning on hold could not only be detrimental to your employer and their clients in the short term, but to your career and earning potential in the long term.

What are the benefits of lifelong learning?

Keeping current on industry trends. A commitment to lifelong learning is a great way to stay up-to-date with industry knowledge and trends. Our industry is constantly evolving, so employees should use professional development and training opportunities to learn new practices and techniques, get up to speed with changing regulation and legislation, and embrace new technology.

Expand your knowledge. Whether you're just entering the profession, or you have decades of experience, lifelong learning can expose you to new ideas, strengthen your knowledge, and increase your expertise. Those seeking out learning opportunities are more likely to benefit than those who don't.

Boost your confidence and credibility. By increasing your expertise, your confidence can grow. You won't feel you're missing important skills or knowledge. As you acquire new skill sets and professional designations your credibility can also improve. Many of our learners comment on how their professional education boosts their credibility.

Increasing your earning potential and desirability. It is a fact that lifelong learning offers professionals opportunities to boost their earning potential and attractiveness to employers. Over 90% of respondents in our recent survey said their qualification had earned them a salary increase and/or a promotion. However, there is a trend for many to defer their education. The earlier you get that promotion and pay rise, the better off you'll be in the longer term.

Growing your network. Many learning opportunities such as workshops, conferences, and other networking events allow professionals to branch out and meet other people who may be able to help with career opportunities in the future. When you decide you want a change or are ready to move up in your career, your professional network can be key.

How can I improve my lifelong learning?

There is no universally correct way to plan career development. A good way to start is with your career goals. Once you have defined these, seek out and take advantage of the learning opportunities that are right for you.

- **Develop a timeline with career milestones** and discuss this with your manager at your reviews.
- **Take advantage of training programs** your company offers that you think would be helpful to your career.
- **Join PMI's mentoring scheme** and learn from someone else's experience. This can give you an edge over other professionals.
- **Consider a lateral move** to broaden your experience. Having an understanding of, and being able to perform multiple related jobs, can be very helpful as you progress in your career.

Most importantly, have a career plan. A career plan should include your timeline and milestones mentioned above, along with your career goals and how you plan to achieve them.

Most successful people in any industry who are satisfied in their careers proactively planned what they wanted from the beginning. As your career progresses and you gain a better understanding of the industry and what you want from a career, be sure to update your career plan. And remember, we have a range of help, advice and resources, regardless of what stage of your career you're at.

For more information, please visit the Academy and Knowledge sections of our website.

Features Section

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Pensions Management Institute
Academy

Lifelong Learning (Qualifications Department)

The Autumn 2021 exams have commenced, with all learners taking their exams online, via remote invigilation.

The exams were a success with no major issues reported. We have received lots of great feedback and welcome any constructive criticism from learners or companies.

Please email us here: **PMIQualifications@pensions-pmi.org.uk**

- Thank you. Helpful as always!
- Please do pass my thanks on to James for all his support and prompt responses to my questions about doing the Unit 1 exam with a raging fever; happily, it wasn't COVID, even if it felt like it!
- I just wanted to say thanks for the quick responses to my CPC queries over the past couple of weeks, some of which were pretty 'last minute'. I appreciate that it is a very busy time for you but the quick responses you gave meant the impacted candidates were better prepared for the exams and their minds were more at ease, which is always a good thing.
- Just wanted to thank you and the team for your help last week at such short notice. I appreciate you went outside of normal protocols to help and it's very much appreciated.
- All of the senior examiners seem perfectly happy with the process, and marking via the new marking portal is much easier than previous years
- Thank you so much for being so efficient and replying to my emails so quickly. I understand you are going through exam season currently and did not expect to hear from anyone for quite a while!

Spring 2022 exam dates

Bookings for the following exams are now open:

Certificate in Pensions Calculations (CPC): 21-25 March 2022

Retirement Provision Certificate (RPC): 30 March 2022

Award in Pension Trusteeship (APT): 30 March 2022

Advanced Diploma in Retirement Provision (ADRP): 11-14 April 2022

We will hold revision sessions for the Retirement Provision Certificate and Advanced Diploma in Retirement Provision exams, and dates for these will be made public in due course.

Autumn exams results

Certificate in Pensions Calculations: w/c 15 November

Advanced Diploma in Retirements Provision: w/c 20 December

Exam results are issued via email. If you do not receive your results, please contact the qualifications department: **PMIQualifications@pensions-pmi.org.uk**

Certificate in Pension Trusteeship (CPT)

The Certificate in Pension Trusteeship will give those wishing to become Accredited Trustees the necessary qualification to prove their knowledge and their application of this knowledge in their role as an Accredited Trustee.

CPT unit 2 exam dates:

- **17 December 2021 -** bookings open 15 November 2021 at **9am** and close 1 December 2021 at **4pm.**

Diploma in Pension Trusteeship (DPT)

The Diploma in Pension Trusteeship is a new, standalone award, designed to show judgement when dealing with complex pensions issues, above and beyond technical knowledge.

The aim of this qualification is to increase professionalism further and highlight the distinction between lay/member-nominated trustees and professional trustees qualified at the same level. The Diploma is the PMI's first qualification to integrate environmental, social and governance factors into its course material, making it a markedly more advanced qualification.

To find out more please go to: **www.pensions-pmi.org.uk/dpt**

DPT Exam dates:

- **15 December 2021 -** applications opened 7 October 2021

Pensions Management Institute
Membership

Continuing Professional Development (CPD)

Congratulations to all Associates and Fellows who have started to complete their 2021 CPD. Fellows and Associates are reminded that their CPD becomes due on 1 January 2022. Meeting the PMI CPD requirement is compulsory (except where retired/non-working). Under our CPD Scheme, PMI members are required to record at least 25 hours during the year. Please log on to your member portal and update your CPD record.

2021/22 Membership renewals

Affiliate Membership

Affiliate memberships were due for renewal on the 1 November 2021. Subscription renewal notices have been sent out to all Affiliate members by email. If you have not received your renewal notice, a copy of this can be located in the My Transaction area of your membership portal. Alternatively, please contact the Membership department at **membership@pensions-pmi.org.uk**

PMI Trustee Group Membership

Individual Trustee membership is due for renewal on 1 January 2022 and subscription renewal notices have been sent out by email. If you have not received your notice a copy of this can be found in the My Transaction area of your membership portal. Alternatively, please contact the Membership department at **membership@pensions-pmi.org.uk**

If you are a Trustee Group Board Scheme member, please contact the Secretary to the Trustees or the responsible person to ensure that your subscription is paid to renew your membership.

- Visit https://my.pensions-pmi.org.uk/ and login
- Click the **Renew Now** button and proceed to checkout

If you have not received a reminder, or you do not see a renew now button or invoice in your membership portal, please contact the membership team at **membership@pensions-pmi.org.uk**

PMI Membership fees

Membership category	Fees 2021/22
Affiliate	£100
Trustee (Individual)	£165

Membership upgrades

Members wishing to upgrade in September 2021 will be required to pay the annual subscription for the new upgraded membership at the appropriate rate. To check if you are eligible, or to upgrade your membership, please contact the Membership team at **membership@pensions-pmi.org.uk**

Certificate Membership

Certificate membership is open to those who have completed one of our qualifications at the Certificate level; for more information please see the PMI's website. We are pleased to announce that the following people have been elected to Certificate membership and can now use the designatory initials **'CertPMI':**

Jahangir Hussain
Jamie Baldock
Joshua Ward
Kristopher Connelly
Kristopher Ritchie
Laurie Brown
Liam Hodgson
Lloyd Stallebrass
Salah Bader
Theo Birks
Thomas Wong
Carol Graves
Charlotte Pyke
Emma Ashley
Sarah Franks
Wendy Drake
Julia Sorvoja
Marian Gill
Tracy Kite
Lewis Drew
Troy Ramsey
Dennis Mincher
Lindsay Pentland
Rebecca Ferris
Jonathan Boyd
James Pension
Sarah Mitchell

Membership update

Pensions Management Institute
Membership

Diploma Membership

Diploma membership is open to those who have completed one of our qualifications at the Diploma Level; for more information please see the PMI's website. We are pleased to announce that the following person has been elected to Diploma membership and can now use the designatory initials **'DipPMI':**

Amy Bloomfield

Associate Membership

Associate Membership is open to those have completed the Advanced Diploma in Retirement Provision and have worked in the pensions industry for at least three years. We are pleased to announce that the following people have been elected to Associate membership and can now use the designatory initials **'APMI':**

Alexander Mann **Zoe Kennedy**

Fellow Membershipp

Fellowship is open to Associates with five years' membership and five years' logged CPD.

We are pleased to announce that the following eligible Associate has been elected to Fellowship and is now entitled to use the designatory initials **'FPMI'**:

Julian Russell

To find out if you are eligible for PMI Fellowship please contact the membership department at **membership@pensions-pmi.org.uk**

Corporate subscription

PMI Corporate membership is a great way to get involved with the PMI network. It offers you and all your employees and colleagues member access to research, events, networking and representation at key groups. You can also use your membership to share your knowledge with other member businesses and promote a stronger sense of community cooperation.

Find out more: **www.pensions-pmi.org.uk/membership/new-members/become-a-member/corporate**

Membership by experience (EPMI)

Open to senior professionals who do not have a PMI qualification but can successfully demonstrate their professional competence, and have a minimum of 10 years' specialist pension knowledge.

Find out more: **www.pensions-pmi.org.uk/membership/new-members/become-a-member/membership-by-experience**

Do you know of anyone who fits this description?

You can recommend a colleague or friend by contacting the Membership team at **membership@pensions-pmi.org.uk**

Regional news

Pensions Management Institute
South West

On Thursday 16 September, the PMI South West Regional Group met at Bambalan for their annual dinner, which had moved dates many times from when this was first anticipated to happen in May 2020. Thanks to Kevin Wesbroom of Capital Cranfield Trustees who provided an interesting after dinner speech. Further to ticket sales for the dinner, and a raffle on the night, £810 was donated to Age UK Bristol which will be put to very good use in their work with older people. Thanks to all who attended; it was great to see so many people enjoying time together. Let's hope we are now truly on our way out of the worst of the pandemic.

There are plans afoot to arrange a seminar later in 2021 with more details to follow. If you would like to be added to our mailing list to receive an email with details of this and other future events please contact: **david.saunders@willistowerswatson.com**

Pensions Management Institute
Southern

We finish this year in the Southern Group with meetings being held virtually. We hope to return to meeting in person in 2022.

On Wednesday 13 October 2021, Shipra Gupta from Scottish Widows gave a very engaging and thought, provoking talk on the 2020 Stewardship code; the commitment to stewardship as we emerge from the pandemic and address significant environmental and social challenges. This was well received with over 20 members attending virtually.

Our final meeting for 2021 will be held on Thursday 25 November: The Pan-European Pension Product – with changing demographics and modern forms of labour, this is a new cross-border pension that may be the start of a new form of international pension. Full details will be provided to members nearer the time.

The speaker will be Professor Hans van Meerten from the University of Utrecht.

This meeting will be held jointly with the International Employee Benefits Association.

Pensions Management Institute
London

The PMI London Group Committee hopes our members are keeping well and have been able to attend some of the many pensions events that are now taking place in person. We're delighted to let members know that our annual pub quiz will be taking place on 24 November, as an in-person event, at Willy's Wine Bar. We're really looking forward to seeing some familiar faces and saying hello to members that have joined us over the last 18 months, so please hold the date in your diaries. Our LinkedIn Group will be updated with booking details in due course.

The PMI London Group would also like to thank Ian Andrews, Tamara Calvert, Andrew Cheseldine, Rosalind Connor, Adam Gregory and Tim Middleton for their time and effort in hosting revision classes to help London Group Students with their Advanced Diploma in Retirement Provision studies.

The best way to keep in touch with us and find out details of our upcoming social events and business meetings is via the PMI London Group LinkedIn Group.

Pensions Management Institute
Events

All events are subject to change; please visit pensions-pmi.org.uk/events for the latest updates.

16 Nov — **RetirementMatters Training Course: the Fundamentals of Retirement Savings**
Online

24 Nov — **PensTech & Admin Summit**
Online

2 Dec — **Pensions Aspects Live**
In person and online

06 Dec — **Lessons Learned from the WASPI Campaign**
Online

Moving Pensions Forward

The UK's leading pension schemes

This month's feature articles include:

Planning for retirement should lead to improved member outcomes

By Jonathan Watts-Lay, Director, WEALTH at work

The past year and a half has been a challenge for many of us in one way or another, with many people suffering from ill health, financial or mental wellbeing issues. However, for those approaching retirement, one of the biggest problems faced during the pandemic has been the impact it has had on their retirement plans.

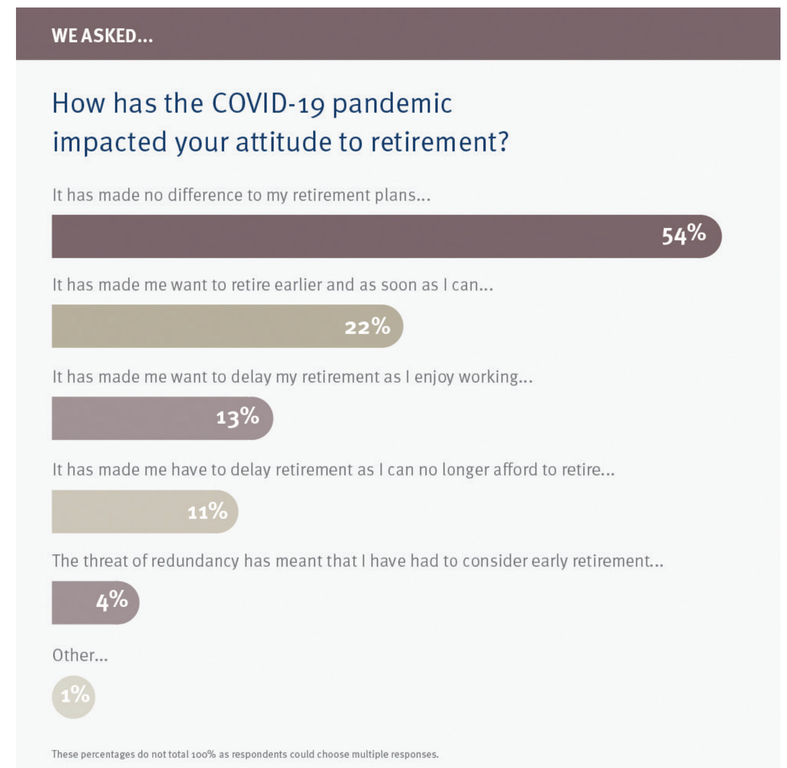
Our latest survey has provided some insight into this and indicates that the pandemic has affected people's retirement plans in different ways. It revealed that more than a fifth (22%) of workers approaching retirement (age 50+) say it has made them want to retire earlier and as soon as they can. Conversely, 13% want to delay retirement because they have realised they enjoy working. However, just over one in ten (11%) have had to delay retirement as they can no longer afford to retire, perhaps as a result of their savings taking a hit due to reduced household income, or a fall in the value of their pensions and investments.

Whilst all this uncertainty can make retirement planning very challenging, what is certain is the more people prepare for retirement and review and adjust their plans as their circumstances change, the more likely they are to be able to deal with all eventualities. Whether that is realising that they can't yet afford to retire so have to work for longer, or even that retirement is more affordable than they thought.

Many employers and Trustees recognise that their pension scheme members will need help with their retirement planning and are putting support in place including financial education, guidance and regulated financial advice.

As part of an overall wellbeing strategy, many companies are seeing the benefit of sourcing specialist retirement providers to help with this. Carrying out due diligence on providers can make the process far more robust. This should include checking that any financial education and guidance providers are workplace specialists with experience in providing support to members. Due diligence on regulated advice firms should cover areas such as; qualifications of advisers, the regulatory record of the firm, compliance process e.g. compliance checks of 100% of cases, pricing structure, and experience of working with employers and Trustees.

Ultimately, supporting members by providing them with access to appropriate retirement specialist support, should lead to improved member outcomes.



From trainee to trustee

By Mike Crowe, Professional Trustee, Dalriada Trustees

When you think about what a professional pension scheme trustee should look like, what comes to mind? Someone with a 'bit of grey' as the saying goes? That's not quite how we see it (although I have to admit to fitting that stereotype). At Dalriada, we want to do something that is a bit different in our industry – build career professional trustees.

We try to be unique in the market by developing our professional trustees in-house and that starts with our Pension Management Graduate Programme. The Programme is about identifying great potential and providing the knowledge, skills and opportunities to build a great career in professional trusteeship. It also gives our clients access to a diverse range of trustees who will work as a team to understand them, their schemes and their members to get the best outcomes. Martin, Caitlin and Kirsty, three of our graduates at different points in their careers, give us their thoughts on their journey to professional trusteeship.

M

What is required of a good trustee continues to evolve hand-in-hand with the ever changing puzzle which is pensions. A trustee is now expected to be competent across an expansive list of areas such as actuarial, investment, covenant and governance etc., with each and every area, in its own way, being vitally important to ensure the best outcome for members. I believe this varied and significant duty is now influencing the individuals sitting on, or assisting, trustee boards.

Career trusteeship, as a dedicated role, is arguably a relatively new path for pensions professionals. Further to an actuarial degree, I wished to immediately pivot into trusteeship and experience the varied areas of work entailed in such a role. Dalriada presented this opportunity, allowing me to work alongside individuals of multiple professional backgrounds and start to build my own view of the pensions landscape.

As a trustee is now faced with issues as old guaranteed minimum pension (GMP), but also threats as new as cyber attacks, a varied background and exposure to all aspects of the pensions industry is arguably an increasingly effective way of ensuring sufficient Trustee Knowledge and Understanding (TKU).

Career trusteeship at Dalriada not only delivers this wide ranging experience, but it is also accompanied by educational support in terms of professional exams. Acquiring my Associate PMI membership just under five years ago, I can't help but think that a good way to build a career as a trustee is very similar as to how one may start to build a well valued pension pot ... by starting early.

C

Very rarely do I speak to anyone who always dreamt of working in the pensions industry. But many of those who join the industry seem to stay for their whole career. When I graduated university with a degree in Economics and Business Law, I didn't know what industry I wanted to work in; but I did know what I wanted from a workplace environment to allow me to thrive. I found Dalriada to be the perfect size and fit for me. With a diversity of age and experience across the business, the environment was ideal for learning both technical knowledge and professional skills. Working with Dalriada for the last three years has helped me realise why people stay in the pensions industry.

Having originally started my journey in the administration function and learning more about the business, I expressed an interest in working with the trusteeship team. This has allowed me to interact and learn from a variety of staff, on a daily basis. Every colleague I've spoken with has expressed the willingness to help me in any way possible, which has fuelled my desire to seize the opportunities to further my career in such a supportive environment. I've been included in projects and client work that is providing me with the knowledge and skills to build a great career.

The freedom and responsibility on offer has allowed me to progress within my team and has supported my continual development. Dalriada has also encouraged and supported me through pensions exams with an overall goal of becoming an Associate member of the Pensions Management Institute.

Reflecting on my journey through the graduate scheme, it has allowed me to accelerate my career to becoming a professional trustee by providing continual development opportunities, giving exposure to many different types of project and client work, and supporting my professional qualification journey.

K

When I first embarked upon a new career as a pensions management graduate, I had little knowledge of pensions and trusteeship. I am now entering my second year of the graduate programme and my experience and breadth of knowledge of this sector has grown immensely. In turn, this has allowed me to appreciate the ample opportunities available for career progression within the pensions industry.

Throughout my first year of the graduate programme, I was fortunate enough to not only gain experience working within pensions delivery, and, in doing so, working directly with pension scheme members, but also in facilitating the onboarding process of new clients within the company. This enabled me to work across a range of departments, from actuarial to consultancy, and see how they all tie together. On top of this, I have been working towards obtaining my PMI qualifications and have just sat my second set of CPC exams. Whilst coming from a legal background, the prospect of sitting pensions calculations exams was initially daunting but the study leave afforded to graduates has helped me prepare and progress. Moving forward, I am keen to continue developing my knowledge and understanding of this sector and gaining a deeper insight into trusteeship.

ESG viewpoint:
five challenges for net zero investing

By Vicki Bakhshi, Director, Climate Strategist, Responsible Investment, BMO Global Asset Management

The Intergovernmental Panel on Climate Change gave the world a stark warning in 2018 of the dangers of failing to limit the global temperature rise from climate change to 1.5 degrees. This year has seen some of the physical impacts of climate change emerge even sooner than many scientists had predicted, including deadly flooding in Europe and China, and the North American 'heat dome' that triggered widespread wildfires.

Interesting in learning more about the challenges we've identified and the solutions we see? The road to net zero may seem daunting for investors, but the work being done by individual investors and through collaboration is rapidly making progress. Download the full viewpoint to discover more.

In the run-up to the rescheduled COP26 climate negotiations, we have seen momentum gather behind the ambition of 'net zero' greenhouse gas emissions by 2050, consistent with a 1.5 degree trajectory. The investment community has joined the push, and at BMO Global Asset Management, we've been working on how to fulfil our commitment. We've also been contributing to industry knowledge on net zero investing, particularly through co-chairing the Implementation Working Group for the Net Zero Investment Framework. We have also been discussing our progress with clients, as the net zero journey needs to be a partnership between asset owners and managers.

Through our own work and our collaboration, we have identified five of the challenges faced by us and other investors:

Selecting a methodology

There is no single 'net zero investing' methodology. Several approaches have been developed by different groups. In our view, this is a healthy reflection of innovative activity on an issue that has emerged incredibly rapidly, almost from a standing start barely a year ago, but it does create the potential for confusion.

Avoiding perverse incentives

A concern with emissions targets of any kind is that they can encourage decisions that are aimed just at meeting the target, rather than achieving real-world emissions reductions. This risk exists both for companies and for investors.

Dealing with data gaps

The use of forward-looking, company-specific data points helps provide a more meaningful analysis of net zero alignment in terms of addressing the challenge above… but the approach carries significant challenges in terms of patchy data.

Account for solutions providers

Many companies involved in the manufacture of emissions-savings technologies may have a significant carbon footprint of their own, as compared with some other sectors; but looking just at these direct emissions does not capture the emissions savings they create though their products.

Expanding to all asset classes

The commitments made by investors, including BMO GAM, under the Net Zero Asset Managers Initiative mean transitioning all our assets under management to net zero emissions by 2050. However, whilst methodologies are becoming increasingly available for some asset classes, notably equities, credit and direct real estate, they are significantly less mature for others, such as sovereign debt, private equity, and multi-manager funds.

Six questions before hedging longevity

By Howard Kearns, Longevity Pricing Director, Insight Investment

As pension schemes de-risk, many are finding longevity risk is now their most significant risk. Many are now looking to mitigate this risk using longevity swaps. For schemes considering this route, there are key decisions to be made. Understanding these decisions could smooth the path for an effective longevity hedge, ultimately increasing the certainty of achieving a scheme's target endgame.

1. Which lives to cover?

As longevity swaps are unfunded, meaning no large upfront payment is required, it is possible for a swap to cover a very large group of scheme members without having a significant impact on the scheme's finances. Traditionally this has meant that schemes have implemented longevity swaps that cover all pensioner members, rather than just a subset.

Recent innovation means that longevity swaps can now cover deferred pensioners as well, but as the cost of these is much higher than that of pensioners, we would expect most schemes to restrict coverage to their pensioner population.

2. Which reinsurer to use?

Price will be a leading factor when selecting a longevity reinsurer, but there are others to consider:

- **Collateral structure:** longevity swaps use collateral to reduce exposure to counterparty risk. It is essential that a scheme understands and is able to accommodate their chosen reinsurer's preferred collateral structure.
- **Eligible collateral assets:** reinsurers may accept corporate bonds as collateral, which can be very efficient for a scheme's investment strategy. However, it is important to ensure the reinsurer has the operational set-up to return collateral assets in a timely fashion so that the scheme can still manage those assets effectively.
- **Termination provisions:** it is important to ensure that termination provisions are not disadvantageous to the scheme. For example, 'hair trigger' default clauses that can lead to the termination of a swap following a minor payment delay should be avoided.

3. Onshore or offshore insurance intermediary?

As reinsurers can only transact with insurers, the scheme must find an insurance company to sit between it and the reinsurer. There are two potential routes, both of which are well-tested:

- **Onshore:** a traditional UK-domiciled insurer is used as the intermediary between the scheme and the reinsurer.
- **Offshore:** this typically involves the use of a dedicated Guernsey-domiciled Incorporated Cell Company (ICC) as the insurer.

The onshore route is typically seen as slightly simpler to implement and more familiar for trustees, whereas the offshore route can be cheaper to run and gives the scheme more control and transparency. Exercising greater control could be important if a scheme is considering multiple future transactions, or a future buy-in or buy-out.

4. Is the longevity swap good value?

Comparing the fixed cashflows payable by the scheme under the longevity swap against the expected pension cashflows is perhaps the simplest way of assessing value. For example, the fixed cashflows might be 5% higher than the expected pension cashflows. We can then determine what this increase equates to in terms of a higher life expectancy, or how much more investment risk must be taken to meet this increased cost.

5. Who to use for collateral management?

A scheme's existing liability-driven investment (LDI) manager is well placed to act as collateral manager for the swap; they already manage a pool of collateral assets and will have some of the required processes and infrastructure in place.

However, as collateralisation of a longevity swap can be very different to that of an LDI portfolio, it is important to check that the LDI manager is able to support the operational requirements of the potential reinsurers before a reinsurer is ultimately selected, and vice-versa.

6. What are the implications for a pension scheme's target endgame?

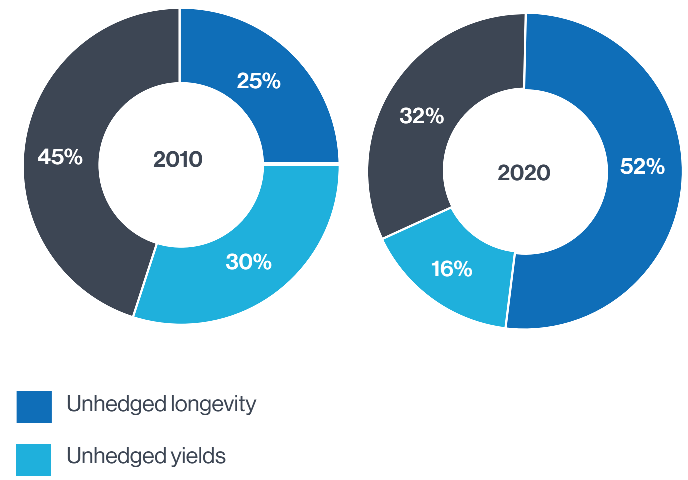
In recent years, some longevity swaps have been 'novated' to a buy-in or buy-out provider. When a swap is novated, the pension scheme enters into a bulk purchase annuity contract with a new insurer and the existing longevity reinsurer remains in place, but now provides longevity protection to the new insurer. The use of an offshore longevity insurance intermediary potentially makes this novation more straightforward than if an onshore intermediary was used.

Longevity swaps: an effective and efficient option for hedging longevity risk

Leaving your pension scheme's longevity risk unhedged could have significant implications: it could lead to a delay in reaching target funding or increased deficit contributions.

A longevity swap could help a scheme avoid these outcomes. By understanding how longevity swaps work and the key decisions underpinning them, their effectiveness and efficiency can be maximised, helping support your scheme's journey to its ultimate objective.

Figure 1: Longevity risk is now the dominant risk for most pension schemes



Source: Club Vita, April 2021 (with risk being measured at the 95th percentile level).

Towards **resilient pensions**

By Emiko Caerlewy-Smith, Capital Markets Advisor, and Kerry Perkins, Head of Capital Markets, The Prince's Accounting for Sustainability Project (A4S)

As the Intergovernmental Panel on Climate Change (IPCC) and COP26 recently underlined, this decade of climate action is urgent and non-negotiable. IPCC's latest report painted a catastrophic picture of what could happen if we fail to limit global average temperature increases to 1.5°C above pre-industrial levels. Global greenhouse gas (GHG) emissions need to halve by 2030, reach net zero around mid-century, and be negative during the second half of the century. The financial sector can make or break our ability to achieve a net zero economy by 2050 and the pension industry, with some of the world's largest asset owners, has a crucial role to play.

Climate change presents a significant financial risk factor to pension funds, threatening the scheme's ability to provide long-term, risk-adjusted returns to its scheme members. "From a traditional risk and return perspective, it unquestionably falls within a trustee's fiduciary duty to consider and integrate climate impacts into investment decisions." (Russell Picot, Chair of HSBC Bank (UK) Pension Scheme). As guardians of over £2.5 trillion in UK pension assets, trustees are essential to financing the transition to a net zero economy, and driving capital towards positive outcomes and climate resilience. This article focuses on practical steps that trustees can take.

The risk of doing nothing

Notwithstanding the regulation that came into play this October – section 124 of the Pension Schemes Act 2021 – setting out requirements on climate change governance and reporting, there is more than just compliance to motivate pension schemes to act.

Pension investments carry extensive and complex exposure to climate outcomes. Two key climate-related risks to underlying investments are:

- Physical risks of extreme weather (e.g. damage to buildings and infrastructure), which can halt supply chains and/or close operations in vulnerable locations
- Transition risks that could result in GHG intensive businesses (or those slow to respond to the net zero transition) suffering from reduced demand, obsolescence and/or high regulatory overheads.

Both risks may result in significant business disruption, stranded assets and a resultant devaluation of the investment. For defined benefit (DB) schemes, they could also affect the prospects of the sponsor.

Litigation risk is also something that needs to be factored into investment decisions, including: scheme compliance with regulations; potential litigation faced by investee companies failing to mitigate, adapt or disclose; and potential litigation against pensions themselves.

Therefore, trustees should consider a range of responses towards net zero alignment, protecting savers' money from the potential economic shocks of climate change, and leveraging investment opportunities created by the global transition to a net zero economy.

Top tips for pension scheme trustees

1. Getting started

Whatever your scheme's size and set up, there are tools, guidance and networks out there to help you take the steps to net zero alignment.

- **Define the business case for action -** build your evidence base, e.g. research articles, speak to peer trustees, or contact insurance companies to gain insights around the pricing of climate risk. Translating this into your scheme's risk register will help you frame the case for action.
- **Get key decision makers on the same page -** provide a safe space for your board to explore options, ask questions and build a collaborative assessment of where the scheme currently sits on climate-related integration. The A4S ESG Maturity Map[1] lays out a series of example behaviours for pension trustees across the broad spectrum of environmental, social and governance (ESG) issues. Hear from a professional trustee on using this resource to "put the trustees back in control of the ESG agenda" here: **www.accountingforsustainability.org/en/knowledge-hub/blogs**
- **Leverage your peer support network -** the best insights will be from your peers who have road-tested approaches to address similar challenges you are facing. There are many platforms to gain insights, whether through published case studies, third-party-led networks or peer-led networks such as the A4S Asset Owners Network.[2]
- **Be bold and clear in setting out your intent** - your 'why' for net zero alignment could be multifaceted, so create a consistent narrative for trustees to use when communicating this intent, whether internally, with members or with media.

2. Taking action

Many schemes who have commenced their net zero journey perceive it as an evolution of their existing ESG practice, alongside emerging Task Force on Climate-related Financial Disclosure (TCFD)[4] regulation.

- **Don't reinvent the wheel -** there are plenty of established processes to support your action plans. Use the TCFD framework and scenario modelling to: help understand your exposure to climate risk and identify your net zero targets and metrics; test out different asset class approaches with the IIGCC 's Net Zero Investment Framework[3]; and embed identified objectives and milestones into your established internal processes, e.g. investment beliefs and mandates with service providers.
- **Be detailed, not vague -** sort out the details and make key decisions early. This will include the approach and interim milestones for GHG reduction and your stewardship approach. Some decisions will be challenging to make, and are often impeded by a lack of substantial data or evidence, or considered controversial. Bring in external experts and peers who have gone through similar decision-making processes and set aside enough time to debate with fellow trustees.
- **Establish methods to measure and report on your progress -** use existing reporting drivers and initiatives (e.g. mandatory TCFD requirements). Agree a clear definition of success with stakeholders, with some adopting 'net zero scorecards' to ensure they and their asset managers stay on target. Leverage peer experiences and best practice (e.g. through A4S's suite of case studies).[4]
- **Be confident of the ESG capabilities of your service providers -** ensuring your investment consultants and fund managers have the right capabilities to deliver your net zero objectives is critical. However, understanding what 'good performance in action' should look like is not always easy. Some steps can include:

  - Introducing set criteria to the procurement process, e.g. evidence of the candidate's own TCFD implementation, net zero alignment and signatory status to, for example, UK Stewardship Code and net zero alliances.

  - Use contract mandate templates to save time, ensuring net zero objectives are clearly set out.

  - Test out your current service providers' capabilities by asking them to respond to challenges such as assessing investments when different asset classes use different methodologies and GHG emission calculations; and sense-checking they can provide required reporting.

The A4S ESG Maturity Map[5] can also provide a useful tool for trustees to challenge and probe further into previous statements and responses from their investment consultants. The Investment Consultants Sustainability Working Group's Guide for assessing climate competency of Investment Consultants[6] also provides useful climate competency criteria on what trustees should expect of their investment consultants.

3. Maturing your approach

With the foundations in place, schemes can look to drive capital towards climate resilience in addition to mitigation, as well as applying these principles to the wider ESG agenda.

- **Engage, engage, engage -** be an active shareholder, demonstrating strong engagement and stewardship either directly, through collaborative initiatives (e.g. Climate Action 100+)[7] or through asset managers. Create an open dialogue with your sponsor and members about the scheme's climate ambitions. Talking openly about experiences as an active shareholder can encourage and provide confidence for peers to take a similar approach.
- **Be an ambassador for change -** support your peers to move towards net zero alignment by communicating your story through case studies, events and informal chats. If you are a Chair of Trustees, help to amplify the influential voice of the pension chair community by joining your peers in signing the A4S's Pension Fund Chair Net Zero Statement of Support.[8]

Invest in opportunities that will accelerate the transition and build resilience - review your investment strategy and identify opportunities appropriate to your pension scheme to: support the net zero transition of certain industries and economies; increase resilience, for example, through investment in natural capital, and be a catalyst for innovation.

The A4S Asset Owners Network is a grouping of pension fund chairs to share insights into integrating sustainability into investment decision making.

[1] www.accountingforsustainability.org/en/activities/projects/pensions-toolkit/pensions-maturity-map.html

[2] www.accountingforsustainability.org/en/about-us/our-networks/asset-owners-network.html

[3] www.iigcc.org/download/net-zero-investment-framework-implementation-guide/?wpdmdl=4425&refresh=61547836a248b1632925750

[4] www.accountingforsustainability.org/en/activities/projects/pensions-toolkit/pensions-case-studies.html

[5] www.accountingforsustainability.org/en/activities/projects/pensions-toolkit/pensions-maturity-map.html

[6] /www.aon.com/getmedia/d45704df-efc8-4530-9037-c4d0120f6503/ICSWG-Consultant-Climate-Competence-Framework-(January-2021).aspx

[7] www.climateaction100.org

[8] www.accountingforsustainability.org/en/activities/net-zero-activities/pension-fund-chair-net-zero-statement-of-support.html

45th Anniversary

Pensions Management Institute
Moving pensions forward

Founded in 1976, the Pensions Management Institute (PMI) is the UK's largest and most recognisable professional body for pensions professionals, supporting over 7000 members. We are so excited to have hit our 45th anniversary this year. The PMI have been dedicated to establishing, maintaining and advancing the highest levels of pensions knowledge. Hear from our admirable PMI presidents and their journey in ensuring 45 years of successful operation in pensions.

Lesley Alexander, Current President, 2020-present

"I have never known a time without the PMI. When I started my career, PMI was in its infancy and I was encouraged to join this new and exciting organisation to get my professional qualifications. It's been there for me throughout - a constant backdrop - knowledgeable, trusted, supportive, and I have gained so much from my involvement.

Never in my wildest dreams, did I imagine that one day I would be its President. I'm humbled by it, and at the same time so proud to be part of an organisation that is forward-looking, always striving to improve standards, and puts people at the heart of everything it does. Happy 45th Birthday, dear PMI."

Lesley Carline 2018-2020

"In the second year of my presidency, COVID-19 struck, and the PMI, like every organisation, was hit hard. The PMI team were remarkable - and still are - in how they coped with not only the transition to home working, but getting our services online. The PMI was always moving to digital by design but COVID made us move a bit quicker; from seminars and conferences to exams – all were up and running due to the sheer hard work of the teams.

My two favourite initiatives were the mentoring programme, now in its second year, and the student essay writing competitions. Both were designed to help motivate and support students on their career paths. I think I learnt as much from my mentee as they did from me, and the essays showed the imaginative ways our students think, demonstrating that the future is in safe hands."

Robert Branagh 2017-2018

"During my presidency we transformed our external brand and position, moving to the Pensions Aspects brand from the previous Pensions News publication; revamping the main conference and dinner, and launching the widely acclaimed Pension Aspects magazine.

During my presidency we reviewed and relaunched the Institute Governance and published a new governance manual which set the template for the increasingly 'professional' nature of the Institute's members, as well as the running of the organisation."

Kevin LeGrand 2015-2017

"My presidency began at a time when the Institute was reviewing its place in the changing pensions world. The majority of members had confirmed support for continuing as an independent organisation, so the need was for a renewed focus on ensuring relevance, and in demonstrating that to the wider world.

Long-serving Vince Linnane decided to pass on the Chief Executive baton, which was taken up by Gareth Tancred. The new-look management team then set about taking the PMI into a challenging pensions future, including the establishment of the Fellowship Network, and moving out of the old PMI House in Artillery Lane.

The Institute has since ably demonstrated its credentials to continue as the independent membership organisation of choice for most pensions professionals. I congratulate it on the 45-year milestone; an impressive achievement which owes much to the contributions of the many unsung members who have worked to support it during that time.

I have no doubt that such support will continue and look forward to celebrating the next milestone."

Mike Sullivan 2009-2011

"I am very pleased to wish the PMI congratulations on its 45th birthday. I remember well when the institute was established and never imagined that I would one day be its president.

It was an honour to serve as president from 2009 to 2011. During that time, we moved to a new governance model for the running of the Institute, with the creation of the Executive Board to manage the financial and commercial affairs of the Institute, and to deliver the strategy that was set by council."

Stephen J Delo 2007-2009

"The PMI has been at the heart of UK Pensions for 45 years, delivering quality qualifications and dynamic training that have served this industry extremely well. In this time, there must have been millions of scheme members whose pensions have been touched in some way by the work of a PMI qualified practitioner. Congratulations, PMI!

Working with Vince Linnane, the CEO, we reinvigorated the public profile of the PMI and reclaimed the PMI's pivotal role in influencing policy and practice. Vince and I had an enjoyable and professionally satisfying time taking the message to the wider world, and to government.

I endeavored to ensure that the PMI remained relevant to the next generation of pensions professionals in the wake of the financial crisis, which pretty much coincided with my presidency. I promise I was not to blame for that! But it was certainly a period that had a significant impact on the direction of travel for pension funds and where we are today."

Penelope A Green 2005-2009

"Congratulations on 45 years of excellence in pensions education and qualifications. I am honoured to have been involved and wish you well for the next 45 years.

To have laid the ground work of the transformation of the Institute from an organisation that was losing its relevance to potential students and their employers, and was starting to struggle financially, to one that is increasingly relevant to its members and the wider pensions world, and is financially robust.

To have started the transformation of the tuition and examination methods from those firmly rooted in the 1970s, to methods much more aligned to the needs of students, and much more flexible in reducing barriers to learning."

Ian R Eggleden 2001-2003

"I can't believe how quickly 45 years goes by but the PMI has made an enormous impact on the world of pensions, and has provided a professional and educational structure which had never previously existed. Congratulations to everyone at the PMI.

I was president just after the millennium and the bursting of the technology bubble. With the bleak prospects due to the closure of final salary schemes, the new stakeholder and defined contribution schemes required a complete rethink to ensure PMI's future in the 21st century.

A full-scale strategic rethink resulted in a new category of membership, and laid the ground for a new approach for sponsorship and commercial ventures, both of which have strengthened the PMI brand."

Norman J Braithwaite 1997-1999

"For my part, in my time as vice president and president, I sought to raise the professional standing of the Institute with pension professionals, but also with the government, so that we were seen as on a par with the Institute of Actuaries and the NAPF (as were). As VP I made a formal visit to the International Foundation of Employee Benefits in Milwaukee, US, and came away with the view that there was an opportunity for an international qualification to be added to our offering. I kick-started the process which led to the Diploma in International Employee Benefits. I also worked hard at developing a good working relationship, particularly with John Denham, Pensions Minister, and also started a professionalism course for recent qualifiers. This course was closely based on a course run by the Institute of Actuaries, but fell by the wayside after a few years; the actuaries were able to make their course compulsory, but we were not."

Richard M D Malone 1995-1997

"I am delighted to be asked to contribute to the marking of the PMI's 45th anniversary. I cannot now recall any major new developments in our range of services for our members during my term of office, but it was as a much respected, professional and politically-neutral body that we were able to make a substantial contribution to the big pensions issues of the day. I know this continues to be one of our great attributes today. In my time the two main issues were encouraging the pensions world to embrace the emerging regulation following the Maxwell episode as a positive development rather than something to fear or resist, and successfully to see through the introduction of 'pensions and divorce' legislation. working with the late Donald Dewar MP. I congratulate the PMI for its continuing success as the preeminent professional body in its field."

Ian Aiken 1993-1995

"Over the years, the Government of the day has made the legislation of pension benefits more complex. Hence the PMI is to be applauded on its persistent task of making pension legislation simpler. Further, the PMI is to be congratulated on its continual challenge to make the legislation more readable and understandable to the members. The Goode Report on pensions was published in September 1993. This report was one of the consequences of Robert Maxwell squandering money taken from the Mirror pension scheme. The report made many recommendations on the effective administration of schemes.

In the first instance, the PMI encouraged pension scheme trustees to provide us with their views on the report. Thereafter, the PMI consolidated these opinions and submitted the collective view on the report to the Government. This was well received by the Secretary of State for Social Security, Peter Lilley.

The PMI worked tirelessly with the civil servants to create the forthcoming legislation. This resulted in the Pensions Act 1995."

Howard Gracey 1983-1985

"The establishment of the Institute was fraught with opposing views. Some maintained that the city was overcrowded with similar bodies and a good pair of shears was needed. Happily, the opposition were quickly overcome and by the time I was retiring from office the Institute was already far larger than its older predecessors.

I was the first past president to be rejected in the first trawl for new fellows. Rejection came about because of my security pass. I failed because I was 6th in seniority in the firm and only 6 could enter from the same firm that year. My security pass, of which I had been proud up to then, was '007'!

I introduced two principles for dinners; the speakers should be royalty or judiciary, or, if not, a very amusing and talented speaker. One, Baron Nicholls of Birkenhead, the prominent judge, called me to task: he pointed out that it was not a judge's duty to send anyone away happy!

My predecessor was needed by his employer so he left office 12 months early. The first task I inherited was to find a new chief executive. This is the one thing of which I am justifiably proud: the appointment of Sue Howlett who led the administration forward for years to come."






PMI Mentoring & Development programme boat party

Delivered in conjunction with the Institute of Leadership and Management, and sponsored by The People's Pension

On Thursday 30 October, the PMI and The People's Pension hosted its very first face-to-face event, celebrating year two of the Mentoring & Development programme.

We took mentors, mentees, PMI Fellows and delegates alongside the River Thames on the luxury Elizabethan vessel charter as we enjoyed live entertainment, music, an awards ceremony, food and drinks.

Congratulations again to the award winners:

Most engaged mentee -
Corey Cook, Quatchi Consulting

Most professionally improved mentee -
Rapinder Dhillon, PMI

Most committed mentor -
Sukhjit Dhillon, RATP REV London

Pair of the year -
Nicola Morgan, Marks and Spencer and Mark Ormston, Retirement Line


THE INSTITUTE OF LEADERSHIP & MANAGEMENT APPROVED

the people's pension

Your events are changing: what to expect in 2022

By Jessica Taylor, Events Manager, PMI

The pandemic has changed the way we do many things, and events are no exception. For almost two years, all of our events have been virtual, but as the world slowly starts to resume some normality, the natural next step is to start bringing back in-person events.

Virtual events do, though, have many advantages, such as allowing you to join from any location and to choose which parts of an event to join. In a recent membership survey, you told us that you would like to see more virtual events going forward, but that you also value the networking opportunities in-person events offer. So, what's the solution?

In 2022, some of our events will be going hybrid, meaning you'll be able to choose your experience: virtual or in-person. We have an exciting new online platform which will offer virtual attendees many of the benefits in-person attendees will get, such as online networking and exhibition, and we'll be live streaming our speakers direct to you. We also have some fantastic venues and enhanced experiences lined up for those wishing to come in person.

And what's more, the majority of our events, which have been free since going virtual, will remain free for members*, whether virtual or in-person. For the first time ever, you'll be able to enjoy Pensions Aspects Live, DC and Master Trust Symposium, Trustee Workbench and more for no extra fee.

Keep an eye out for more information on your 2022 events. We look forward to seeing you there!

*Excluding affiliate and corporate members.

What you said: a sample of your feedback on events from our membership survey...

"All of the webinars I have attended have provided insight and imparted knowledge. They have been worthwhile uses of time and I will continue to access these."

"Keeps me up-to-date on current changes in pensions environment and gives us all an opportunity to interact with pension professions we wouldn't normally have the chance to."

"I value your short, focused webinars which seek to educate, stimulate discussion and provide CPD."

"Very useful to get the wider industry view on topics. My role involves dealing with regulatory policy/change and I feed back learnings from the sessions to my colleagues to inform the development of our response."

Getting small to medium sized schemes ready for buyout

By Graham Newman, Scheme Actuary, Spence

The Pension Schemes Act 2021 has put in place the legislative framework for the new defined benefit (DB) scheme funding regime, which will include the requirement for trustees to set a long-term objective (LTO) for their scheme. For many trustees, the LTO will still mean buy-out.

As the pensions landscape changes and more schemes look to buy-out, the sheer volume of demand will mean that insurers will simply be unable to quote on every case that comes their way. Trustees of smaller schemes may find that insurers are not interested in them and/or not willing to offer terms, at least not until they have taken steps to make their scheme as attractive as possible to the insurer and demonstrate that they are serious about doing a deal.

So, what are the key issues that trustees of small to medium sized schemes should consider when starting to engage with insurers? What gives maximum 'bang for buck' when trying to make a scheme attractive to a prospective insurer?

- **It's never too early.** Even two to three years out from buy-out, schemes should look to start discussions with insurers to understand the process and begin to plan for the end game. Insurers want to help make the process as smooth as possible for both trustees and sponsors, and will be more keen to work with those that come to them early in the process.
- **Get to know the key issues involved.** Two of the key areas of the insurer triage process are:
- Affordability – do trustees have an idea of the buy-out premium and how this will be paid? Are the assets liquid? Will the scheme need a sponsor contribution? Is the sponsor on board?
- Scheme design – make sure there is a documented benefit specification which has been signed off by the scheme's legal advisers and is in line with the scheme's rules. If the scheme has any unusual benefits, engage early on with the insurer regarding potential solutions to help achieve the most competitive buy-out premium possible.

Some practical actions trustees of small to medium sized schemes can take when starting to plan for the end game include:

- Developing a clear and well documented journey plan that has a defined time horizon and keeping this under continual review
- Working in collaboration with the insurer, the sponsor and the respective advisers. Deals can be derailed at the final hurdle if all parties are not on the same page
- Identifying the risks involved, taking steps to mitigate these and/or putting in place contingency plans
- Understanding the buy-out premium, which can be estimated by the scheme actuary
- Identifying any additional contributions that may be required, and how and when these will be paid
- Implementing an investment strategy incorporating de-risking actions
- Formalising the benefit specification, and making decisions on any discretionary benefits
- Cleansing the scheme's data to improve data quality.

Planning ahead and engaging at an early stage with insurers, sponsors and your advisers will give trustees of small to medium sized schemes credibility, and help make them attractive to insurers when seeking buy-out terms in what will surely be a very challenging market.

Why to consider **taking the Advanced Diploma in Retirement Provision** (ADRP)

By Ruth Cresdee, Assistant Pensions Operations Manager, Nuclear Decommissioning Authority

I was a pensions consultant working in Aon's retirement department. I spent my time providing scheme secretarial and consulting expertise to my portfolio of clients with a particular focus on scheme governance. I have worked at Aon for the past 13 years and my career journey in that time has been far from linear.

Joining the Aon team in 2008, my first role consisted of general secretarial services; supporting my colleagues in pulling together meeting packs for trustee meetings and typing various letters to members. Prior to taking this role I had no experience of the pensions industry. Aon encouraged me to take the PMI exams to further my knowledge and personal development, and in 2010 my journey with the Pensions Management Institute began.

The Advanced Diploma in Retirement Provision (ADRP) consists of a series of core units followed by specialist tier exams, and a compulsory professionalism and governance exam. The syllabus of the PMI modules covers all the main areas of pensions and benefit provision. Once you have completed the core units, you are given the option to choose the modules of most interest, allowing you to complete the ADRP in a way that works best for you. The exams are held biannually which gave me sufficient time for a break in between each exam cycle to prepare for the next.

Aon have a flexible approach to personal development, and this allowed me to take the exams at my own pace. I was even allocated study days which enabled me to fit my studies around my work. My colleagues were always more than happy to help if I had any queries relating to any of the study material and were incredibly supportive. They also very generously shared their approach to the exams and their study techniques. I found this extremely helpful and tried many different study techniques before I found the perfect one that worked for me.

With each exam I passed, I could see a significant improvement in my technical ability allowing me to apply the knowledge and skills I had learnt to my daily work.

Since becoming PMI qualified (APMI) it has enabled me to take on more responsibility at work and I've also been able to mentor other colleagues who are starting on their qualification journey. Without taking these exams, this would not have been possible.

I think having professional qualifications is important when working in the pensions industry. It's one way that employers and clients can spot if a professional in the industry has met a particular standard in skills, knowledge and ethics set out by a recognised professional body (in this case, the Pensions Management Institute). This is partly the reason I choose to take the ADRP. Additionally, it helps open the door to more opportunities. In my case, I feel much more confident in terms of my technical knowledge and very proud to be an Associate member of the PMI. I believe undertaking the ADRP will help me to progress my role further within the pensions industry and I am excited to see where the next few years will take me.

My advice to anyone considering taking the ADRP would be to go for it. I actually wish I had started taking the exams as soon as I started at Aon as I believe this would have helped me to progress quicker, giving me a sound foundation of pension knowledge. It is a big commitment in terms of time management but the benefits of completing the ADRP far outweigh the sacrifices in this area. Employers also really value these qualifications so if you are looking for a job in the pensions industry then completing the ADRP will definitely make a good impression on your CV.

A **career** in what ... ?

By Dr Keith Hoodless, Director of Lifelong Learning, PMI

The last question I would ever have expected when I attended my careers days all of those years ago, is “why not try a job in pensions?”

Not because I wasn't any good at maths; in fact I was really quite good. Not because I was poor at delivering on administration type activities; I could do that as well (we didn't have computers or word processors 'back in the day). It's becaue I never even knew that they existed and, if I had, what on earth could have attracted me to want to do it?

> **The attraction was the the bright lights and big city!**

The wisdom of age can only ever suggest to me now that those types of activity would never last for long, were not sustainable as a career, and as soon as responsibility set in then the idea of the '24 hour party people person' I had become had to go. And so did my life at the Hacienda.

Those were the days when it started to seem like the only way to get your foot in the door to get that 'respected' job or career was by having a string of letters after your name, or a degree, and it was not always possible to reach that point for a lot of people.

Whilst it is true to suggest that a degree does not prepare you for working life, it is also fair to suggest that it does provide a good start, and the theoretical knowledge and analytical skill to show 'why something does not work'. What is also true though, is that experience is now increasingly as opportunities for development of the person whilst in employment, and teaches them that 'doing it that way does not work'. In the 'modern' workplace there is a need for both.

With the cost of education now making some think twice about pursuing higher learning, plus grumblings from some quarters that university graduates aren't prepared for the workplace, then this is the time that work experience and learning 'on the job' has to become the preferred option for employers, and the qualifications they gain provide for a better employee.

> **There is plenty of empirical evidence around the sector that suggests if employers invest in their employees, then they are more likely to want to stay with that organisation.**

Similarly, if they start them early enough then the same outcome applies, as loyalty and a career path are the two most important factors when looking at retention.

What is often the case is that employees wait until they have a new job in hand before talking about career development or career planning with their managers. Once an employee gets too far down the path of finding new employment, it becomes hard to maintain a positive relationship with the employer. At that point, the talented employee is going to quit, even if that person never really wanted to leave in the first place. We should be in a position of nipping that in the bud and giving the employee what it is they are asking for.

If an employee decides they want to explore other career options, there should be career planning in place so that the company, if it so desires, has the opportunity to offer a more appealing job or role. A sort of policy that suggests the 'right of first conversation.'

The PMI, over the whole of its existence, has been providing qualifications so that people working in the sector can not only gain experience through the job, but can gain education through the qualifications we offer. This enhances the retention of experienced professionals and helps guide them throughout their careers.

At the start of 2020, we introduced a competency framework for people coming into the sector, and those already there, to see where their educational profile was in relation to the role they were performing. We have also introduced new qualifications to enhance the role profiles, and we are restructuring qualifications to make the process of lifelong learning a reality. The recent launch of trustee qualifications, starting with the Certificate in Pension Trusteeship, and now the Diploma in Pension Trusteeship, are examples of that 'career' approach.

Our commitment does not stop there. We also recognise the value that being a member of the PMI brings to peoples' careers in the sector. Not everyone, after years of working in pensions, feels the need to take qualifications to substantiate their role. This is why we introduced Membership by Experience; to allow more people to be recognised for the work they have done. This level of membership recognises professional capability and previous qualifications, and is proof of a commitment to enhancing sector knowledge by engaging with the people who have it. In the same understanding, we have launched accreditation routes, initially for professional trustees, but also now for lay, and member-nominated trustees, in order for them to demonstrate a high degree of competence in driving best practice decision-making.

> **The PMI, and PMI education and qualifications, are evolving, as much as the pensions workplace and sector is evolving. You have asked and we have listened; now we are delivering.**

Next year will see changes that we have been working on for the last two years. Our exams will not only be more relevant, but more accessible and more focussed on the needs of individuals and organisations as we move forward together as a sector.

Improving neurodiversity in the industry to bring a fresh perspective

By Laura Stewart-Smith, Head of Workplace Savings & Retirement, Aviva

Diversity is the presence of differences within a given setting. In the workplace that can mean differences in race, ethnicity, gender; something that can easily be visually assessed. However, there are also several other aspects such as religion, sexual orientation and neurodiversity that can bring positive and diverse thinking into an organisation.

With the rise in Environmental, Social and Governance (ESG) investing and increased regulatory strength across the pensions and investments industry, the focus on diversity and inclusion has never been greater. Understanding how a business can attract, and more importantly, retain talent, could be key to the future growth of an organisation.

Neurodiversity describes people who experience the world differently to others in social, education and workplace environments. It can include people with autism, dyslexia, ADHD and dyspraxia. It is likely that many of us will know a friend or family member who is neurodiverse and will be familiar with the challenges that individual can face. In the UK, it is estimated that one in 100 people[1] have an autism diagnosis, but it is thought the number could actually be much higher since many may have gone undiagnosed. Neurodiversity covers a broad spectrum of abilities and characteristics and it is important that organisations recognise the value that individuals can bring across a variety of roles.

The Equality Act 2010, which replaced previous anti-discrimination laws with a single Act, legally protects people from discrimination in the workplace and in wider society. However, we know there is more that can be done to make our workplaces truly inclusive. We know that diverse organisations that reflect society make more informed decisions, leading to better outcomes for our customers and our employees. Inclusion is about ensuring that all employees feel a sense of belonging and support from the organisation and, for those with neurodiversity, that can sometimes be a challenge.

Being neurodiverse can affect an individual's interaction on a day-to-day basis and, unfortunately, it can also have a significant impact on their employment prospects. Neurodiverse individuals are under-represented in the workplace, and just 22% of autistic adults[1] are in any kind of employment. This lack of representation impacts neurodiverse individuals themselves, but it also means employers are missing out on a largely untapped source of talent.

Office environments can prove challenging to neurodiverse individuals. Open plan offices can be noisy and distracting, and navigating the unwritten rules of the office can also be confusing to neurodiverse employees. Most workplaces are set up without neurodiversity taken into consideration. Neurodiversity can provide a competitive advantage when the individuals are in a supportive environment; an environment that makes use of their strengths, instead of constantly trying to overcome challenges.

Until now, employment support for neurodiverse people has been limited but, thankfully, industry and organisations are waking up to the need for greater action in this area.

Forward-thinking organisations are working to create these inclusive workspaces as they recognise that neurodiverse people can bring particular skills to the workplace, including strong technical skills, problem solving and pattern recognition. These inclusive workspaces enable learning and reduce disabling factors.

At Aviva, we have recently launched a placement programme, specifically designed to attract neurodiverse individuals to the organisation. The programme was developed by a group of data scientists, HR representatives and neurodiverse employees who worked with the University of Cambridge's Think Lab to help attract and support neurodiverse people at Aviva. The interns were recruited into 12-month placements in high quality, skilled roles in our quantum data science practice. The placement programme was designed with neuroinclusivity at its heart; from adapting the recruitment process, interview format and assessment, to developing an ongoing coaching programme that supports career development and allows neurodiverse people to demonstrate their skills.

"At Aviva, we have gathered some invaluable feedback and insight from our placement programme which we will use to improve the ways we recruit, onboard and performance manage employees. This includes making sure our recruitment advertisements, colour schemes and fonts are clear for dyslexic people to read. We have adapted our interview process, providing more information ahead of an interview, and adjusted the way we measure a candidate's engagement. Ongoing support is also vital. A coach or mentor can be particularly helpful to neurodiverse individuals to provide on-the-job assistance as new employees navigate the world of work, and to provide support for their future career development." Owen Morris, MD, Personal Lines, Aviva General Insurance

This autumn has seen the launch of the Group for Autism, Insurance and Neurodiversity (GAIN), which aims to highlight the advantages and opportunities of a neurodiverse workplace, of which Aviva is proud to be a founding member. This should lead to some simple but fundamental changes that need to be made to recruitment and interview processes across the industry, and to raise awareness, particularly among leaders, of neurodiverse conditions.

Creating neuro-inclusive workplaces across the industry that better reflect our diverse society will improve outcomes and opportunities for those who are neurodiverse. But it will benefit all employees and allow us to provide better products and services to the communities we serve.

By working collaboratively, sharing knowledge, and taking some important steps, we can make the insurance industry an attractive place to work for everyone.

The PMI Mentoring and Development Programme, sponsored by The People's Pension, is delivered in conjunction with the Institute of Leadership & Management.

Mentor update

By Patrick Heath-Lay, Chief Executive Officer, B&CE

I am delighted to be a PMI mentor and to have the opportunity to share my expertise and experience. I have worked in the pensions industry for over 30 years and have been Chief Executive Officer at B&CE since 2012. Our auto-enrolment workplace pension – The People's Pension – is one of the largest Master Trust workplace pensions in the UK.

I have found being a mentor an extremely rewarding experience. My mentee, Sarah, works in pensions administration, so there has been a good deal of common ground to our discussions.

Our focus, so far, has been on leadership, management and career development rather than the more technical aspects of pensions administration.

Sarah has worked through the ILM modules, which has enabled a good mix of practical and personal experience to be reflected in our discussions.

Our meetings have always been relaxed and informal, although we have had to meet virtually due to the pandemic. We're hoping to be able to meet up face-to-face soon.

I have found it enjoyable to talk through different scenarios I've faced throughout my career and to reflect on what I would do now in similar situations. Sarah is very committed to putting ideas into practice, and we talk through how she has found that and any learnings from the experience.

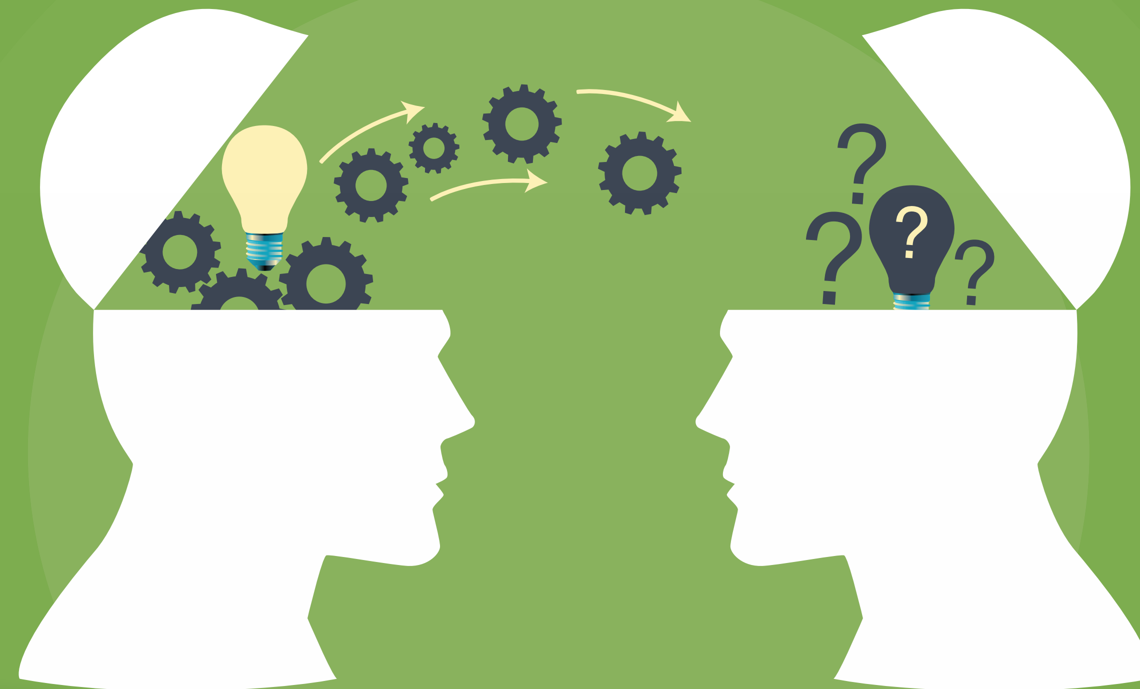
While the mentoring process has enabled me to share my experience, I have also had the chance to reflect, which I have found immensely worthwhile. When first considering being a mentor, you might think about how much time it would involve, however I have found it very rewarding to step out of the day job periodically, not only to support the career development of my mentee, but also to gain a different perspective.

I would encourage anyone thinking of being a mentor with the PMI to sign up, and to enjoy the significant benefits to both mentee and mentor.

Mentee update

By Sarah Allard, Client Relationship Manager, Barnett Waddingham

Participating in the Pension Management Institute's Mentoring and Development Programme is proving to be an interesting and enlightening experience, giving me a great opportunity to learn new skills, increase my confidence and be partnered with an experienced mentor.



When I saw the advertisement for the programme, I had only recently returned to work following maternity leave. A couple of months into my leave, the world was impacted by COVID-19 and it became clear that we would all need to adopt new ways of working. This had made me consider what elements of my current role I really enjoyed and where I wanted to go next. I have been with my employer for my entire career and have taken advantage of their support in studying for qualifications, having completed the PMI's Advanced Diploma.

However, I felt I lacked direction in driving my own development. Eager to continue to progress, the programme is offering me an opportunity to develop my own management and leadership skills.

Starting the programme in March 2021, the continuing restrictions of the pandemic have meant that, to date, it has not seemed sensible to meet with my mentor face-to-face. To be honest, I don't feel that this has affected my experience in the least. By the time that we started our mentoring sessions, working virtually had become second nature and not needing to travel has made it easier to fit sessions into my working life. Having said this, I would still aim to meet in real life at least once before the programme ends.

One of the most valuable aspects of being partnered with a mentor is being able to hear about their experiences, and how they have dealt with change and challenges in their own career. Having time set aside to concentrate on my own development has also been great, as having support from outside of my employer has allowed me to be more honest about my own strengths and weaknesses. My mentor has been able to draw out aspects of my personality which clearly have a strong bearing on my work ethic and management approach. This has made me challenge my own perceptions of what I am capable of, encouraging me to be more confident in my own abilities.

The structure of the Institute of Leadership and Management's MyLeadership programme is split into 49 components which are spread across 5 dimensions of leadership. Each component is presented as a bite-size standalone unit which can be studied in a single study session, with the assessment giving instant feedback and confirmation that that component has been recorded as complete.

Empowering LGBT+ talent and leadership through mentoring

By Matt Cameron, Global Managing Director, LGBT Great

Mentoring is an effective way our industry can support, empower and encourage minority groups. Participation in an industry-focused LGBT+ mentoring programme is a quantifiable way of increasing organisational commitment to the community and another way for our industry to work together.

Why is mentoring for LGBT+ talent important within our industry?

- **The industry in under-represented.** Approximately 3% of employees identify as LGBT+ in our industry, yet in society this is estimated to be one in seven.
- **Our talent is seeking it.** 90% of LGBT+ employees in our industry say that they want to be involved in mentoring.
- **Executive sponsorship is requested.** 84% also said that senior level sponsorship is important to them.
- **The community wants to advance.** 83% said that they would like to access specific LGBT+ focused talent development programmes.
- **Empathy and support is needed.** 30% of respondents are not 'out' to senior colleagues because they fear a risk to their career progression.
- **To address a culture of fear.** 22% of LGBT+ respondents believe that if they 'came out' at work, this would affect their promotion prospects.

What are the benefits for a mentee?

Becoming a mentee is a hugely beneficial process that enables individuals to develop and improve their skillset, and progress their career development. By connecting with a mentor, mentees are able to learn from their experiences and develop thinking, whilst also sharing their knowledge. There are 5 main benefits for mentees:

What are the benefits for a mentee?

Becoming a mentee is a hugely beneficial process that enables individuals to develop and improve their skillset, and progress their career development. By connecting with a mentor, mentees are able to learn from their experiences and develop thinking, whilst also sharing their knowledge. There are 5 main benefits for mentees:

1. Develop and expand their career skills and thinking
2. Learn strategies for overcoming challenges and barriers
3. Increase knowledge of leadership and their mentor's journey
4. Gain a structured approach to own personal development
5. Connect with professionals from other organisations and expand their network.

How does LGBT Great's Mentoring Programme work?

- Our mentoring programme is designed to support LGBT+ talent to reach its full potential and to act as a 'Talent Accelerator' for the community in our industry specifically. Commitment to the Mentoring Programme was announced alongside our Global Top 100 Executive Allies initiative for Pride in June 2020. This followed the request from our Project 1000 role models and members to be involved in mentoring
- Through the Mentoring Programme, we aim to provide executives with a specific way in which they can demonstrate The 5 Traits of Impactful Allyship: self-discovery, empathy, courage, responsibility and persistence
- The programme works by connecting mentees with senior mentors (LGBT+ or allies) who can provide support and guidance on their career development and 'life at work'. The specific focus of each paring is mutually agreed by the mentor and mentee
- The programme aims to challenge stereotypes and increase awareness of the LGBT+ lived experience at work. With the permission of both mentors and mentees, pairings will be role modelled through LGBT Great's flagship visibility initiative called Project 1000.

About LGBT Great

LGBT Great is an innovative global diversity and inclusion organisation specialist in supporting financial services firms. To join our push to achieve an LGBT+ equal industry visit **www.lgbtgreat.com**

Keeping Up with **TKU**

By Lucy Bennett, Associate, Sacker

Trustee Knowledge and Understanding (TKU) is not a new concept: introduced in 2006, it is a vital aspect of the modern trustee role, ever developing in scope. With further changes fast approaching, trustees need to be mindful of those which will impact them and when they come into force.

What TKU requirements currently apply?

Broadly, under the Pensions Act 2004, trustees are required to understand the law relating to pensions and trusts as well as principles relating to investment and funding. Trustees must also be 'conversant' with their scheme documentation, having a 'working knowledge' of those documents such that they are able to use them effectively when carrying out their duties.

All new pension scheme trustees are required to complete the Pensions Regulator's (TPR's) Trustee Toolkit within six months of their appointment. TPR also encourages regular self-assessments of trustee boards' combined TKU, to evaluate knowledge gaps and to put in place appropriate development plans. TPR advises trustees to review their individual TKU annually against updated guidance, with trustees of defined contribution (DC) schemes required to formally report on TKU as part of their annual chair's statement.

And of course, as pension law changes, trustees must keep up. This year's Pension Schemes Act has given trustees plenty to get their heads around. Amongst other things, this autumn's changes to transfer requirements, an attempt to better protect members against scams, will need to be digested and enacted by trustees swiftly – particularly in light of a recent Ombudsman decision[1].

What are the upcoming changes to TKU?

(i) Climate risk

Very large schemes (those with net assets of £5bn plus) and authorised Master Trusts have recently seen changes from 1 October 2021 by virtue of the Occupational Pension Schemes (Climate Change Governance and Reporting) (Miscellaneous Provisions and Amendments) Regulations 2021. These regulations require trustees to have an "appropriate degree of knowledge and understanding" of how to "identify, assess and manage risks" to schemes arising from the effects of, and opportunities relating to, climate change.

These requirements will be phased in for smaller schemes. Schemes with £1bn or more of assets will be next in scope, from October 2022.

(ii) DC value for members

Towards the other end of the scale, DC and hybrid pension schemes with less than £100 million in total assets will be required to undertake a "value for members assessment" including commentary regarding the level of trustee knowledge, understanding and skills to operate the scheme effectively. This must be reported on in the annual chair's statement.

This will apply to relevant schemes in their first scheme year ending after 31 December 2021.

(iii) Future of trusteeship and governance

Last year, TPR published its response on the" future of trusteeship and governance" where it confirmed that TKU is to be kept firmly on the radar. It plans to update its expectations for the "content and level" of TKU that trustees need to attain so these remain appropriate for safeguarding the interests of savers.

Once these new standards are in place, TPR intends to run a regulatory initiative to test levels of TKU and has threatened action where levels fall below its expectations. Trustees of all schemes will want to keep a watching brief for further details on the requirements and timings for TPR's proposals.

[1] Mr R (PO – 24554) (No maladministration where transfer finalised within one month of publication of Scorpion guidance) - Sackers

Spotlight: pension scheme governance specialists

By Lucy Cresswell, Principal and Senior Pension Management Consultant, Barnett Waddingham

Everyone reading this will be familiar with the role of a pension scheme secretary. It has become a recognised and respected career in its own right. But this is by no means all pension scheme governance specialists do: the range is wide and incudes, for example, trustee executive services and secondments.

Pension scheme governance specialists have often had a previous career. For example, our specialist pension scheme governance team at Barnett Waddingham - our Pension Management team – is comprised of individuals with very varied backgrounds, including actuarial, pension administration, legal, and in-house pensions. Significant pensions knowledge is required, which has, in most cases, been acquired through these specialist roles, but we also train people within the team who are completely new to pensions.

The resulting diversity of thought and approach results in a team that is ideally placed to help clients. For example:

- Former pension managers have effectively 'walked a mile' in their clients' shoes. They have a good understanding of industry workings, and what it's like dealing with active members
- Former lawyers tend to be precise and understand complex details. They can provide good counsel and will often think outside the box
- Actuaries excel at all things mathematical. Many are also used to interpreting complicated scheme rules (although this will not be a substitute for advice from a scheme's legal advisers)
- Former administrators bring a wealth of expertise relating to member issues and benefit calculations.

I'd like to highlight one particular area of work we do that I feel is less well known; that of project management.

You might be wondering whether it is really necessary to ask people to manage professionals, say for a guaranteed minimum pension (GMP) equalisation exercise or change in administrators. In a word, yes! Projects can go wrong even when professionals are involved. Fundamentally, the main aim of governance is about having the right structures and processes to enable effective, timely decisions and risk management, and to provide clear scheme objectives. Sounds very similar to the fundamentals of good project management, doesn't it?

Much of the work undertaken in specialist pension scheme governance teams involves working on large projects. Projects that are tightly managed by people who have the time and the ability to do so are more likely to be successful than those where fingers have been crossed, and damage from any problems is likely to be more limited. Many of our team have significant experience in this area and some hold the PRINCE2 project management qualification.

If you are organised, a great communicator, and perhaps have other useful skills such as project management expertise, maybe the role of a pension scheme governance specialist would suit you? And if you have a pension scheme which requires these skills and attributes, and perhaps has some significant projects to manage, you know what sort of person to ask.

Lucy Cresswell is a principal and governance specialist within Barnett Waddingham's Pension Management team. This 30+ strong team supports trustee boards of all sizes by providing a range of services including project management and fully outsourced trustee executive services. Lucy supports a number of large projects and is Barnett Waddingham's GMP Project Delivery Lead.

The Pensions Ombudsman: journey so far and future plans

By Anthony Arter, Pensions Ombudsman and Pension Protection Fund, Ombudsman

It is an understatement to say that the last 18 months have been challenging as we adapted to the demands of the COVID-19 pandemic. Despite these challenges, during 2020/21 we closed 4,853 complaints, representing an increase of almost 6%, when compared to 2019/20.

The top three subject areas of closed adjudication pension complaints have remained fairly static over the last two years: retirement benefits, transfers and misquotes/misinformation. Although complaints concerning transfers have gone down, they are still a significant percentage of our complaints.

Our main challenge now is dealing with the increasing number of complaints received within our limited resource. For the last three years, we have seen a sustained increase in demand for our service. This upward trend is expected to continue, with increases of 10% plus expected during 2021/22 and 2022/23.

There are many reasons for the increase in people needing to utilise our service and why this will continue. For example, our customers have increased awareness of their pensions and what it means for them: structural changes in the pensions market; pension freedoms; auto enrolment; and guaranteed minimum pensions (GMP) equalisation. Brexit and the economic disruption caused by the COVID-19 pandemic will also continue to increase pressure on businesses, and on people's changing financial circumstances.

It can sometimes take time for changes in the pensions landscape and the economy to translate into complaints to The Pensions Ombudsman (TPO), but we are already starting to see some predicted increase.

In response to these challenges, we have reviewed our processes to realise further efficiencies. In 2020, we introduced a new case handling complaints process to further improve our focus on resolving complaints as early as possible, while ensuring our quality service will not be affected.

We have already made significant improvements to the customer journey with our newly developed website and the introduction of Live Chat. These initiatives make it easier for our customers to find the information they need to submit a valid complaint and improve the channels through which they can contact us. This enhanced use of technology will create efficiencies by freeing up staff time to focus on progressing complaints received, driving down customer journey times.

As well as an increase in the volume of complaints, we are also dealing with an increasing number of more complex cases, especially those relating to pensions dishonesty.

The Norton Determination, involving trustee wrongdoing, was a very significant decision during 2020/21. I upheld the applicants' complaints and joined the Pensions Regulator's (TPR's) appointed independent trustee, Dalriada, to the complaint. In my Determination of 23 June 2020, I found that Mr Garner had committed multiple breaches of trust and maladministration. By joining Dalriada as a complainant, I was able to direct that Mr Garner was personally liable to repay the funds, amounting to around £11 million, to the three pension schemes in respect of all the 227 members, not just the 31 complainants.

I directed Dalriada to calculate the amount of the lost funds and Mr Garner was directed to pay that amount, with interest, within 28 days. I also directed Mr Garner to pay each of the 31 applicants £6,000 for the distress and inconvenience caused to them by his maladministration.

Mr Garner is now being prosecuted by TPR for breaching Employer Related Investment Regulations by investing more than 5% of assets from each scheme into his business (Section 40(5) PA 1995).

This case demonstrated an important change in approach for us and one that helps hold to account those responsible for pensions dishonesty. As a result, we are piloting a dedicated unit to deal with these specialist cases. The main aim of the pilot is to recover scheme members' money, without relying on public funds for repayment. This is an important advance for the industry and I am looking forward to overseeing the positive impact it will have.

Resolving complaints is not the only way we help our customers. Working collaboratively with key strategic partners and our stakeholders remains a priority for us in improving standards in dispute resolution across the pensions industry.

Our focus over the coming year will be to address the feedback from the Stakeholder Satisfaction survey (2020) which includes providing further advice and guidance on our website. Increasing the relevant information will help customers to decide on next steps and help stakeholders resolve complaints without the need for us to be involved.

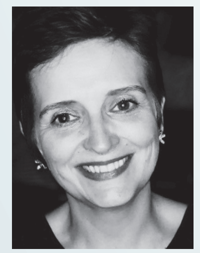
Regardless of the complaint category, in reality, most complaints are actually about the way in which the administration is conducted, whether it is a transfer, a quote or a benefit payment.

Communication in all its various forms is key to reducing the number of complaints at source. Simple steps can make all the difference: using clear, straightforward language; ensuring disputes are handled promptly with response timescales given; rectifying errors as quickly as possible; and apologising. In the long run, those involved in the pensions industry will save time and money, and it will help to protect the reputation and integrity of trustees, administrators, and those providing services to pension providers.

It is vital for TPO to address the challenges we face, and we will continue to adapt to the changing and challenging world of pensions, refining our processes to improve the customer journey and helping to raise standards in dispute resolution across the industry.

Around the world in pensions and back!

By Tina Oversby, Head of Master Trust and Consolidation Consulting, Go Pensions



It was August 1999. Everyone was talking about the upcoming last total solar eclipse of the millennium and Y2K. But I was more excited about starting my first job in pensions!

I hadn't set out to work in pensions. I was studying French at university and was looking at graduate opportunities in HR and finance. A chance conversation at a graduate recruitment day about a role which was described as 'a little bit HR, a little bit finance' piqued my interest, and started me off on a journey that would eventually take me to the other side of the world and back again.

My first role was in an in-house administration team. It wasn't fun entering hundreds of new joiners into the admin system. However, I craved knowledge and was surrounded by management who encouraged me to take the PMI exams. The opportunity to learn and the constant variety in the work kept me interested.

Before long I had achieved the PMI Associateship and moved into my first pensions and benefits management role for an international news agency. Here I was first exposed to international pensions and benefits which gave me the opportunity to continue learning and to study for the Diploma in International Employee Benefits.

> I was lucky enough to meet several inspirational people in this role and did most of my practical 'on the job learning' here.

This was particularly with regard to project management and problem solving. It was in this role that I first became acquainted with the GO team, who made a lasting impression.

I subsequently moved on to an international pensions and benefits role with a global mining company. During the 10 years I spent with this organisation I travelled extensively. Working in Europe, the USA, Asia, and spending over 5 years living in Australia; in roles spanning international pensions, benefits and broader reward.

By 2019 I was ready for a change from in-house roles and returned to the UK. I took up a consulting role with Go Pensions in early 2020. Having known the team at GO for 15 years, I was excited to work with them and to add value to different types of client projects.

I was delighted when I was invited to become a director at GO where truly exciting things are happening. I'm particularly proud of the work we have done in the Master Trust and consolidation space. We've developed great relationships with the providers, and it's an interesting time to be on the frontline. I can't wait to develop our consulting services further in this area and share our findings with the industry at the PMI Pensions Aspects Live on 2 December.

Despite all the diversity I have experienced in my career to date, there are really two constants: the variety in pensions and benefits which always brings opportunities to learn, and the great people we have in our industry. Without the people who have inspired me throughout my career I would not have experienced nearly as much. This variety of experience helps me understand and address the differing needs of our clients.

> My advice to anyone starting out in pensions is to take every opportunity you are presented with. It might be a chance conversation, but you never know where it will take you!

TPR calls on industry to respond to its latest consultation on how it will use new powers to protect savers

By David Fairs, Executive Director of Regulatory Policy Analysis and Advice, The Pensions Regulator

Here, David Fairs illustrates how TPR listens and responds to its regulated community and how it wants to encourage rich and diverse views from the industry on its latest consultation: how it will use its new powers in relation to high fines and information gathering.

The recent publication on how we will use our new criminal powers under the Pensions Act 2021 is an excellent example of how we listen carefully to our regulated community as we work to protect savers.

Among the changes made by the Act are the introduction of two new criminal offences: the offence of avoidance of employer debt, and the offence of conduct risking accrued scheme benefits. Those offences came into force last month.

The publication of the Pensions Regulator's (TPR's) policy on how we'll approach enforcing these two new offences followed a six-week consultation which received 49 responses.

Following that feedback, we've strived to provide greater clarity to our regulated community on how exactly we will use our powers.

The policy now includes a detailed case study illustrating how the regulator expects to consider use of its new criminal powers, as well as identifying some common scenarios where it would not usually expect to consider them.

We've made clear in our consultation and resulting policy that we would not use these powers in a way that targets ordinary commercial activity. We'll use our powers for the most serious examples of intentional or reckless conduct. We are a clear, quick, tough and risk-based regulator ready to act in order to protect savers where necessary.

During the summer, we also conducted a six-week consultation on changes to our Code of Practice 12. This looked at the circumstances in which the new 'act' tests in relation to its Contribution Notice (CN) power – also introduced by the Pension Schemes Act 2021 - will be engaged, as well as updating the circumstances in which the existing 'material detriment' act test will be met. In total, we received 17 responses.

Those new 'act' tests - the employer insolvency test, and the employer resources test - introduced two additional ways in which

we can assess the impact of an act for CN purposes, in addition to the existing main purpose and material detriment tests.

These new powers also took effect last month and, as already confirmed by the Government, they will not apply to acts taking place before then.

Further consultation

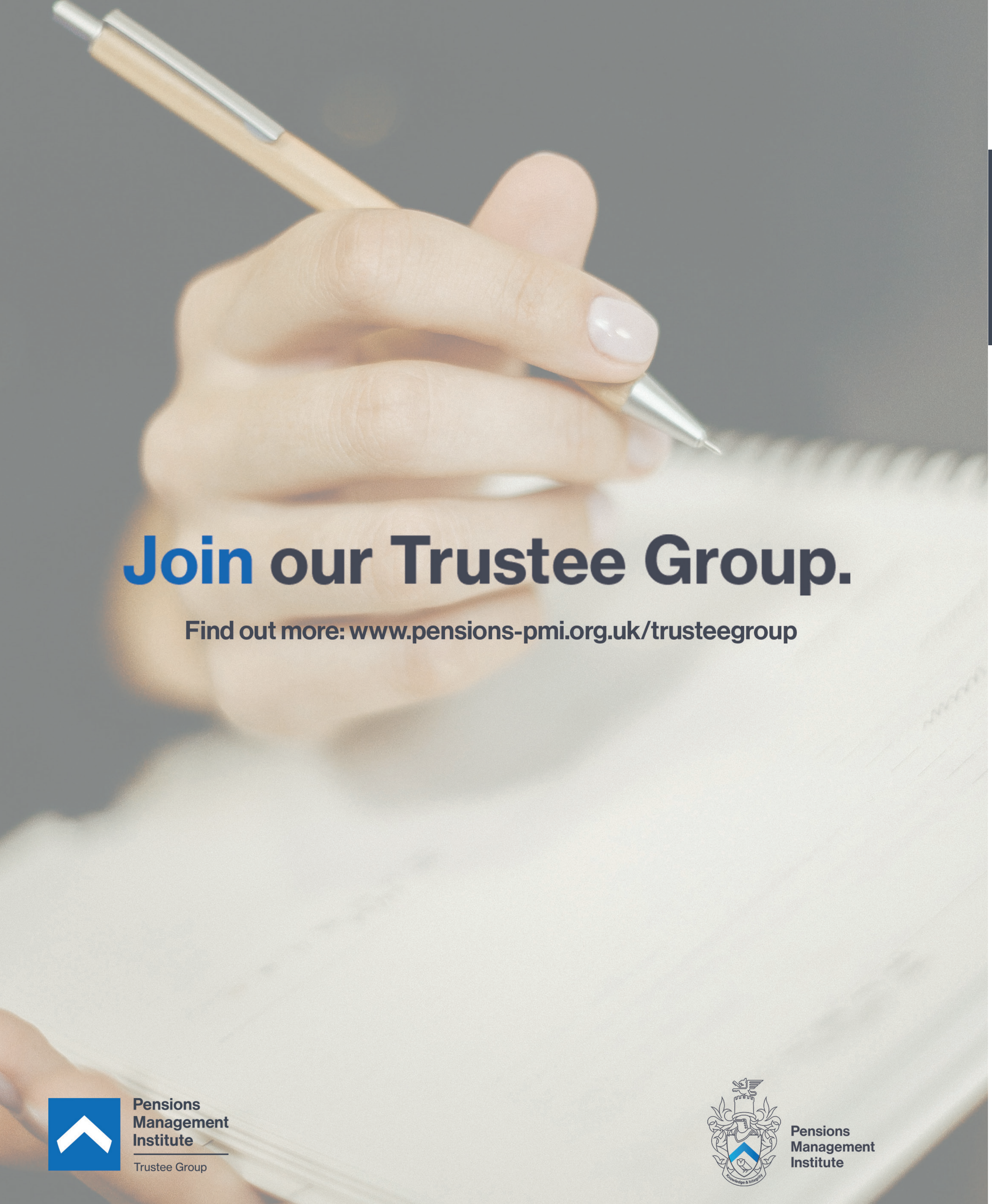
Responses to the Criminal Offences consultation reinforced that it would be helpful for our criminal powers to be put into context in relation to its CN and financial penalty powers, and the interaction with its broader approach to enforcement. We also want to ensure that people understand how it will approach situations where more than one of its powers could be engaged and there is choice about how it will proceed. In addition to the new criminal powers and 'act' tests, the Pension Schemes Act 2021 has introduced other new powers, including high fines of up to £1m and expanded powers relating to the gathering of information. Many of these new powers also took effect from last month.

We are therefore publishing a new consultation that contains three draft policies which explain our approach to:

- Overlapping powers – where TPR has the options to pursue both criminal and/or regulatory powers in respect of the same set of circumstances
- Monetary penalty powers – the ability to impose high fines related to information requirements and avoidance related scenarios
- Information gathering powers – the use of section 72 notices, the new interview power and broader inspection power, in the context of enforcement cases, including TPR's approach to the new fixed and escalating penalty powers for non-compliance.

Our consultation on our criminal powers policy allowed us to listen to the industry and make changes. We therefore encourage industry to engage in our second consultation on our three further policies so we can have a rich and diverse set of views.

This latest consultation lasts 12 weeks and will close on 22 December. We plan to finalise these policies early in the new year.



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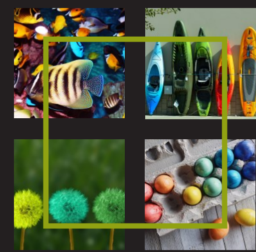

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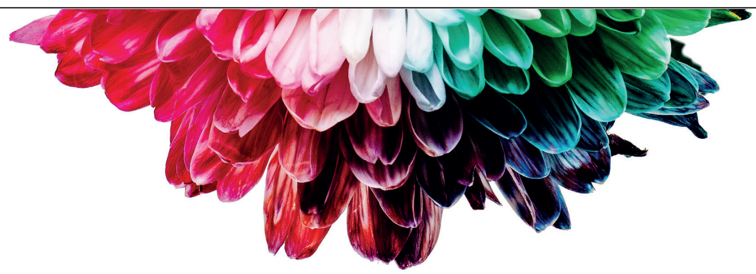

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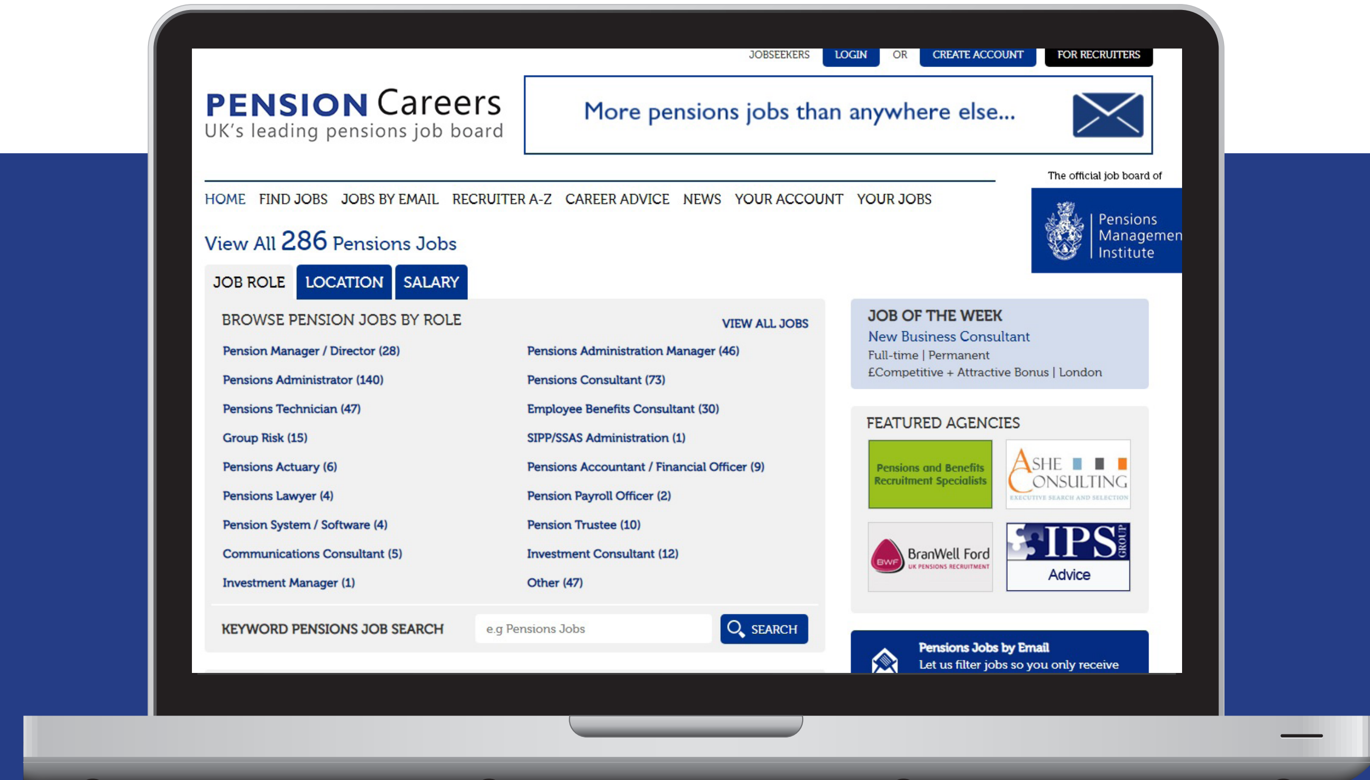

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- Flagship In house opportunity
- Design/review/improvement of technical processes
- Excellent DB/DC /Hybrid technical knowledge essential
- Stakeholder management & communications skills required

Contact: Dan.Haynes@ipsgroup.co.uk - Manchester Ref:DH145791

DB Pension Administration Manager

£ Excellent Package – Leeds

- Managing multi-employer DB Administration function
- Strong people management skills highly advantageous
- Must have experience DB administration background
- Mix of strong technical and operational skills essential

Contact: Dan.Haynes@ipsgroup.co.uk - Manchester Ref:DH145919

We also have a large selection of interim and contract vacancies available. Please contact Andrew Gartside - London Office Andrew.Gartside@ipsgroup.co.uk

London	Leeds	Birmingham	Manchester
Tel: 020 7481 8686	Tel: 0113 202 1577	Tel: 0121 616 6096	Tel: 0161 233 8222

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Pensions & Legal Recruitment

EXPERT ADVISERS IN PENSIONS RECRUITMENT

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Recruitment & Employment Confederation

Senior Pensions Administrator
Ref: CB17994 Liverpool £Negotiable
In addition to providing a full cradle to grave administration on DB schemes, you will also co-ordinate and manage projects and ensure the completion of the annual report and accounts. This is a proactive client-facing role where you will attend client meetings and build strong and effective client and team relationships and so enhancing these skills.

Pensions Senior Business Analyst
Ref: CB17931 W. Midlands £28,000 - £34,000 pa
The successful candidate will have proficient technical understanding of pension schemes, ideally within TPA, along with relevant experience of working within Operations and in project/implementation work. This is a really exciting time to join a thriving organisation and have the option to work from home 2 days a week.

Member Relationship Officer
Ref: HB17983 Midlands £25,000 - £34,000 pa
Central role in brokering meaningful relationships with scheme members providing support on various pension-related subjects, such as inductions, pension roadshows, individual pension consultations and pre-retirement workshops via a variety of channels.

Pensions Project Specialist
Ref: CB17966 Home Based £35,000 - £40,000 pa
Commercial acumen along with technical pensions and data projects knowledge is essential for this role, working for this award-wining pensions consultancy. You will take ownership of specific work-streams, create and maintain centralised data management plan processes, completion and review of calculations for pensions benefit data and undertake and review rectification actions to member benefits.

Pensions Team Manger
Ref: CB17716 West Midlands Up to £45,000 pa
You will have proven experience of managing a team and strong technical knowledge for pension scheme legislation. Working with client relationship managers, you will also introduce new services to existing clients and ensure you have team development plans in place.

Scheme Manager
Ref: HB17997 Avon Up to £55,000 pa
Co-ordinating services for a small portfolio of Trustee clients with a bias towards DB Pension Schemes. Key skills will be the ability to take a strategic oversight of the day to day running of DB and DC Trustee based schemes providing scheme secretariat and governance services.

Pension Technical Analyst
Ref: CB17958 Home Based £28,000 - £36,000 pa
You will be installing both DB and DC clients onto the system and within an installation project, you will be responsible for technical leadership contributing to the successful completion of the project. This is a hands-on role where you will also participate in the review and development of processes, suggesting and making improvements.

Pensions Administration Specialist
Ref: HB17999 Lancashire Up to £26,000 pa
This will involve calculating all types of member benefits, visiting company sites to provide pension clinics and preparing recommendations on ill-health and death cases. Experience within a similar role and sound technical knowledge on Defined Benefit schemes is essential.

Pensions Trust Officer
Ref: HB17991 South West £35,000 - £42,000 pa
Diverse role within trustee services and governance where you will help manage, retain and develop a portfolio of clients, improving member outcomes via effective governance.

Christine Brannigan: christine@branwellford.co.uk Hayley Brockwell: hayley@branwellford.co.uk

BranWell Ford Associates Ltd
Suite 8, The Chestnuts, 4 Stortford Road, Dunmow, CM6 1DA
T 01279 859000 E recruit@branwellford.co.uk

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Sammons Pensions Annual Salary Survey
We need your help

Now in its 20th edition, our survey provides a source of information for employers and employees benchmarking salaries and benefits in the UK's pensions industry, trends and opinions across remuneration, most valued benefits and employment factors, reasons for moving employers and views on the pensions industry's current key challenges.

Your contribution is invaluable. All respondents receive a copy of the survey published early 2022 and entry into a prize draw.

Access the survey via www.sammonspensions.co.uk

Trustee Associate
London/South East/hybrid **to £45,000 per annum**
Superb Trustee-facing role with a growing, specialist consultancy. Happy to consider DB professionals from an administration, consultancy or Trustee support background. Ref: 1373918 FR

Scheme Events Team Leader
Surrey, 2-3 days from home **to £45,000 per annum**
Innovative and progressive consultancy seek a like-minded individual to lead a specialist projects team. Ref: 1372176 FR

Pensions Administrators, all levels
London **£in line with experience**
Superb opportunity to join this multi-award-winning consultancy, that offers excellent scope for progression and study support. Ref: 1374302 NMJ

Pensions Deputy Admin Manager
Essex **£in line with experience**
Are you an established Pensions Administration professional looking for your next challenge? Join this multi-award-winning Pensions Consultancy as a Deputy Administration Manager. Ref: 1377082 NMJ

Pensions Trustee Executive Administrator
London or Manchester **£competitive**
A progressive opportunity with this highly respected Pensions industry specialist for a junior Pensions professional. Ref: 1375918 NMJ

Pensions Trainee Systems Analyst
Home-based **to £35000 per annum**
Are you a pensions administrator looking for a change? Are you keen to develop a technical specialism in systems and data analysis? This may be the role for you! Ref: 1377091 NMJ

Director, Trustee Executive
Remote/travel as required **c.£6 figure**
Exceptional senior appointment with a highly respected niche independent Pensions specialist, working on a varied client portfolio whist supporting ongoing business growth. Ref: 1377038 SB

Senior/Investment Consultant
Berkshire/hybrid **c.£6 figure**
Hiring due to growth, this offers a highly-varied and progressive Investment consulting opportunity with a well-respected firm. Ref: 1377045 SB

Professional Trustee
Offices Countrywide/hybrid **£6 figure package**
Progressive career move taking on a portfolio of pension scheme clients, for a skilled Pensions industry professionally qualified actuary/lawyer/consultant or similar. Ref:1364522 SB

Governance Consultant
London/2-3 days from home **£excellent**
Fantastic opportunity to join a growing Pensions Consulting team, deliver exceptional governance advice and support to both trustees and sponsors Ref: 1377008/9 BC

Senior Investment Consultant
Home-based **£70000 - £100000 per annum**
Joining this renowned Pensions Consultancy you will deliver across all areas of investment consulting for corporate and trustee clients. Ref: 1376742 BC

Data Project Manager
Offices Countrywide/hybrid **£excellent**
Excellent opportunities for experienced PM's with data led expertise, strong DB knowledge essential, Prince2 desirable. Ref: 137534 BC

Pensions Manager
Offices Countrywide/hybrid **£excellent**
Fantastic opportunity to work across a diverse, wide range of pensions projects and to support our Trustees and Governance committees. Ref: 1376784 JW

Pensions Communications and Project
London/work from home **£in line with role**
Take responsibility for delivery of all communication materials, member engagement and process improvement projects. Ref: 1376472 JW

DC Pensions Consultant
Nationwide/hybrid **£competitive**
Excellent opportunity to join this forward-thinking consultancy and undertake a varied, client-facing role, utilising your DC experience. Ref: 1376516 FR

Pensions Technical Consultant
Manchester/work from home **£in line with experience**
Joining this in-house team in this newly created role, you will support the Head of Pensions and provide secretarial services for the Trustees. Ref: 1377003 JW

Working in partnership with employer and employee

Abenefit2u
Pensions & Benefits Recruitment

For all your recruitment and career needs in **2022** contact us

0207 243 3201
abenefit2u.com

July

Wk	Mo	Tu	We	Th	Fr	Sa	Su
26					1	2	3
27	4	5	6	7	8	9	10
28	11	12	13	14	15	16	17
29	18	19	20	21	22	23	24
30	25	26	27	28	29	30	31

August

Wk	Mo	Tu	We	Th	Fr	Sa	Su
31	1	2	3	4	5	6	7
32	8	9	10	11	12	13	14
33	15	16	17	18	19	20	21
34	22	23	24	25	26	27	28
35	29	30	31				

September

Wk	Mo	Tu	We	Th	Fr	Sa	Su
35				1	2	3	4
36	5	6	7	8	9	10	11
37	12	13	14	15	16	17	18
38	19	20	21	22	23	24	25
39	26	27	28	29	30		

October

Wk	Mo	Tu	We	Th	Fr	Sa	Su
39						1	2
40	3	4	5	6	7	8	9
41	10	11	12	13	14	15	16
42	17	18	19	20	21	22	23
43	24	25	26	27	28	29	30
44	31						

November

Wk	Mo	Tu	We	Th	Fr	Sa	Su
44		1	2	3	4	5	6
45	7	8	9	10	11	12	13
46	14	15	16	17	18	19	20
47	21	22	23	24	25	26	27
48	28	29	30				

December

Wk	Mo	Tu	We	Th	Fr	Sa	Su
48				1	2	3	4
49	5	6	7	8	9	10	11
50	12	13	14	15	16	17	18
51	19	20	21	22	23	24	25
52	26	27	28	29	30	31	

Abenefit2u
Recruitment Specialist

Pensions & Benefits Recruitment

- In-House
- Third Party
- Consultancy
- Provider
- Permanent
- Contract
- Day rate

Administration level through to Executive Management

0207 243 3201
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January

Wk	Mo	Tu	We	Th	Fr	Sa	Su
52						1	2
1	3	4	5	6	7	8	9
2	10	11	12	13	14	15	16
3	17	18	19	20	21	22	23
4	24	25	26	27	28	29	30
5	31						

February

Wk	Mo	Tu	We	Th	Fr	Sa	Su
5		1	2	3	4	5	6
6	7	8	9	10	11	12	13
7	14	15	16	17	18	19	20
8	21	22	23	24	25	26	27
9	28						

March

Wk	Mo	Tu	We	Th	Fr	Sa	Su
9		1	2	3	4	5	6
10	7	8	9	10	11	12	13
11	14	15	16	17	18	19	20
12	21	22	23	24	25	26	27
13	28	29	30	31			

April

Wk	Mo	Tu	We	Th	Fr	Sa	Su
13					1	2	3
14	4	5	6	7	8	9	10
15	11	12	13	14	15	16	17
16	18	19	20	21	22	23	24
17	25	26	27	28	29	30	

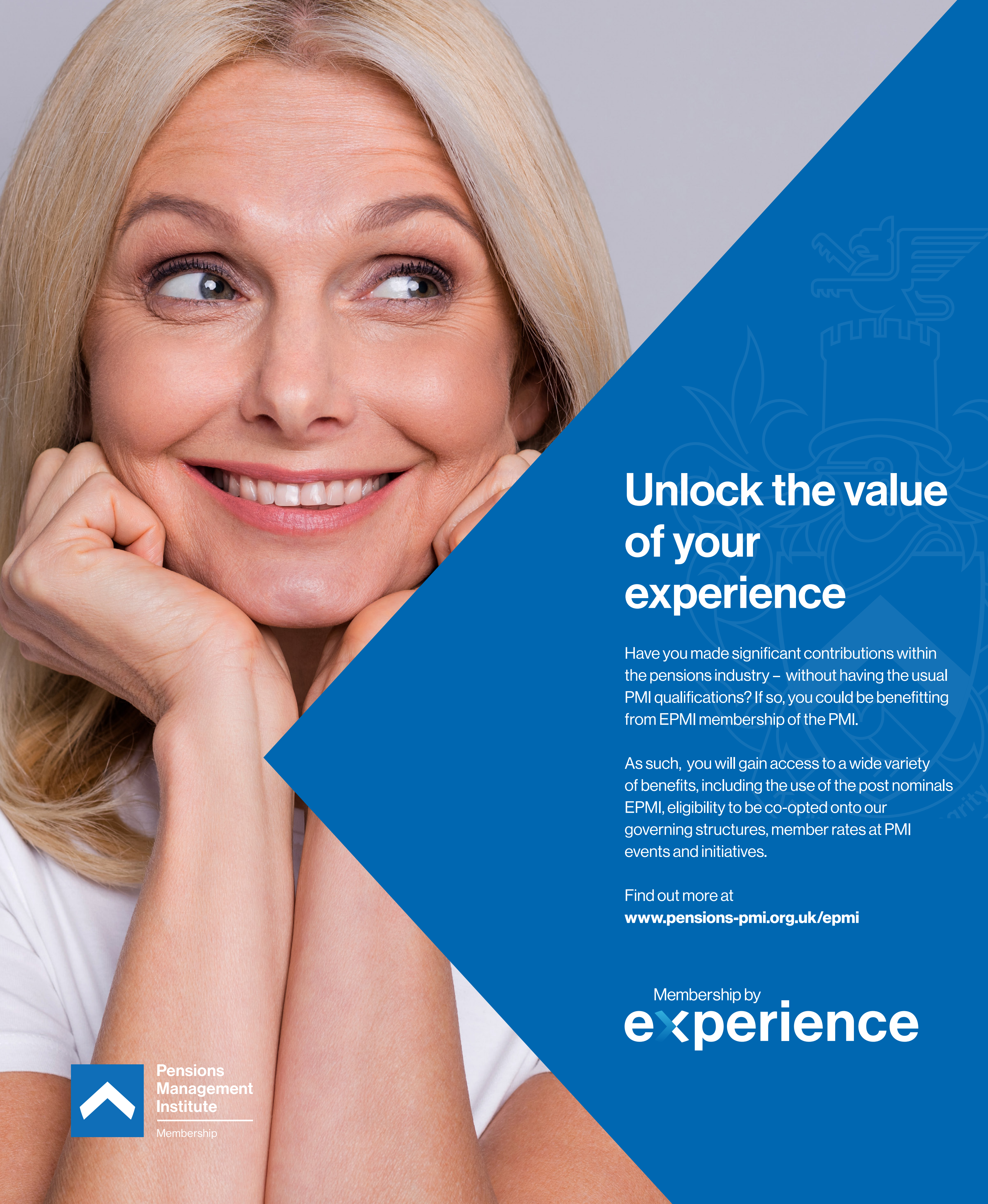
May

Wk	Mo	Tu	We	Th	Fr	Sa	Su
17							1
18	2	3	4	5	6	7	8
19	9	10	11	12	13	14	15
20	16	17	18	19	20	21	22
21	23	24	25	26	27	28	29
22	30	31					

June

Wk	Mo	Tu	We	Th	Fr	Sa	Su
22			1	2	3	4	5
23	6	7	8	9	10	11	12
24	13	14	15	16	17	18	19
25	20	21	22	23	24	25	26
26	27	28	29	30			

This month we thought we would create something reusable on our page instead of our current job listings. We still have lots of interesting vacancies you can review on our website so do take a look. Then cut out this page and make three folds along the dotted lines to make a handy desk calendar to use all year round!



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