



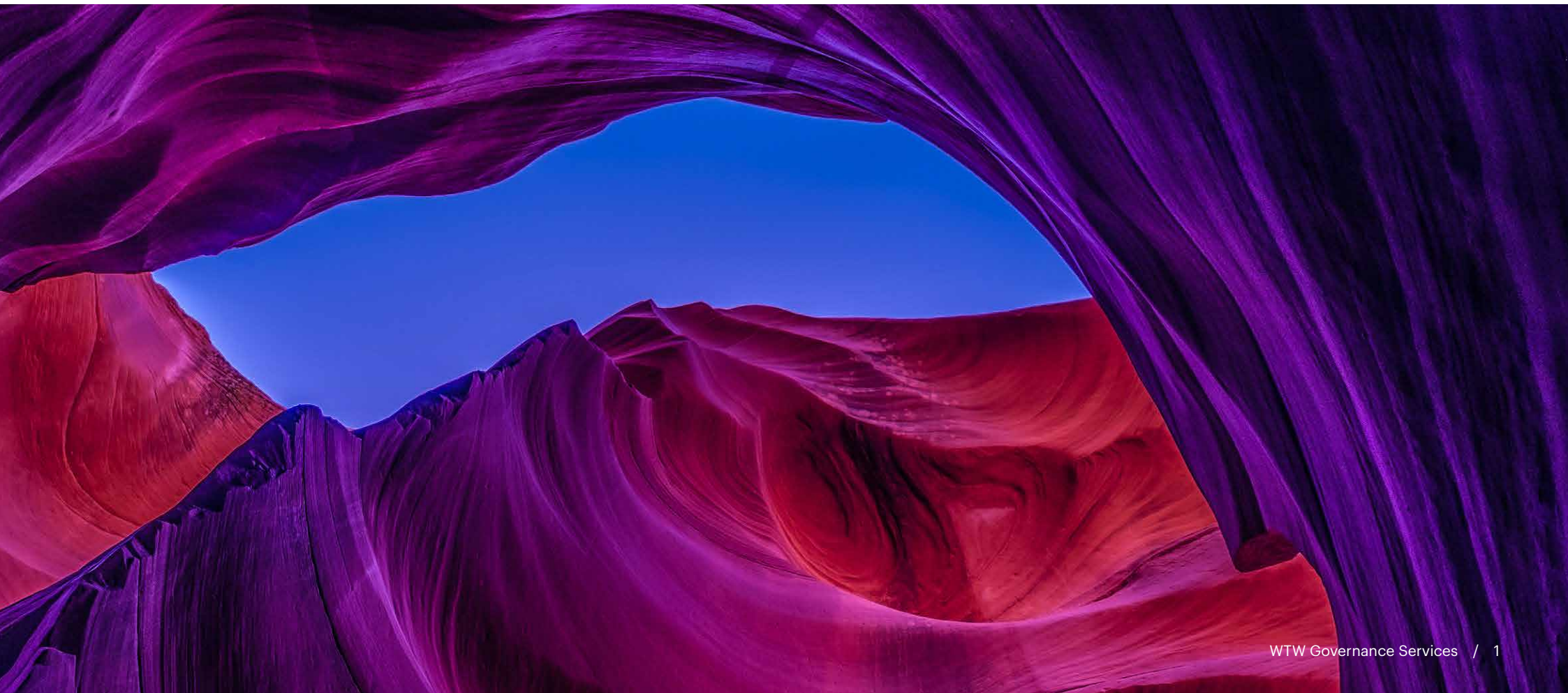
WTW Governance Services

Why is good pensions governance important?

Good governance lies at the heart of an effective pension scheme. Making sure the right people are in place, following the right processes, will ensure that members' benefits are safe and secure.

For us, good modern pension scheme governance stretches across four key areas: an effective board, the right governance strategy or set-up, an appropriately balanced suite of policies and processes, and a mature approach to risk management. The Regulator's new Code demands change and higher standards of governance, but more than that a scheme that is well set-up across these four key areas will be able to navigate efficiently and fluently towards the meeting of its long-term objectives.

At WTW, we provide sophisticated pensions governance assistance to some of the UK's biggest pension schemes across each of these areas, and advise across the full breadth of UK DB and DC pension schemes. So we are ideally positioned to share industry trends and best practice, plus recommendations, tips and templates, whatever your scheme's size or circumstances.



How we can help you

The ever-changing pensions landscape brings a multitude of challenges to trustee boards and sponsoring employers. At WTW, we're here to help.

All trustee boards and sponsors have different ways of working, and varying levels of pensions resource available. With this in mind, we listen to our clients carefully and tailor our services accordingly.

Our governance services are divided into three broad areas:

- Outsourced Services
- Reviews & Diagnostics
- Consultancy & Advice



Outsourced Services

We are happy to act as an extension of your team. From trustee secretariat services and pensions management to discretions and complaint management, outsource to us and know you are in safe hands.

Reviews & Diagnostics

It's important to regularly step back and review how you work. WTW is here to support you, from trustee board effectiveness to climate analytics, and everything in between.

Consultancy & Advice

The world of pensions can feel overwhelming. Consider us your trusted partners. We are immersed in fast-changing regulation and can advise you on all aspects of running a pension scheme, train your team and much more.



Our services

Outsourced Services

- Trustee Secretariat Services
- Pensions Management – including secondment
- Death and Ill Health Case Management (Discretionary Cases)
- Group Life Governance
- Complaint Management – including IDRPs
- Project Management
- Risk Management Function

Reviews & Diagnostics

- Single Code Gap Analysis
- Governance Beliefs & Ambitions
- Trustee Board Effectiveness Review
- Skills & Experience Audit
- Role of the Chair
- Trustee Knowledge & Understanding
- Adviser Assessment
- Board psychometrics and cognitive diversity
- Governance documentation review
- Climate Analytics Tool

Consultancy & Advice

- Governance Strategy Adviser
- Risk Management Framework, Tools and Review
- Statutory Responsibilities and ESOG Checklist
- Policy drafting and review
- Own Risk Assessment
- Cyber training and review
- Climate governance
- I&D training, workshop and support
- Trustee Recruitment and Review
- Trustee training
- Individual and Group Coaching



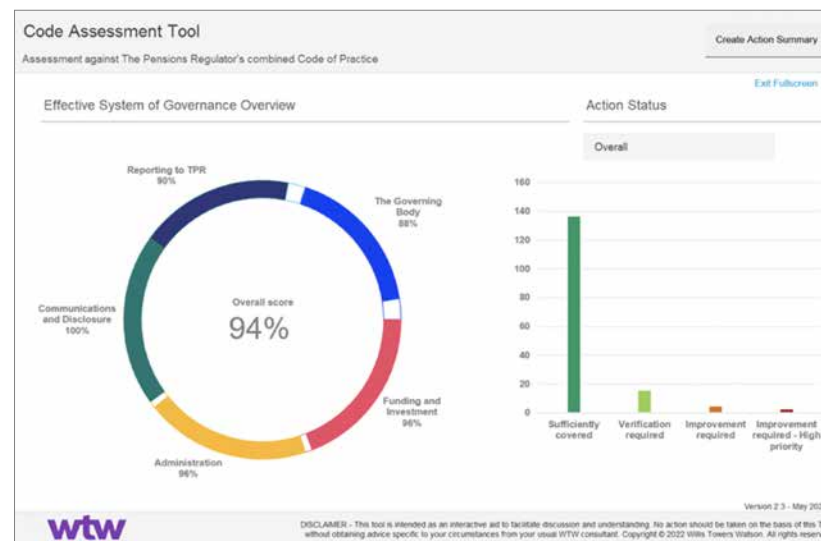
Single code gap analysis

The Pensions Regulator’s new single Code of Practice is an opportunity for pension schemes to take a step back and review their governance.

In the code, the regulator sets out how it expects schemes to implement and demonstrate an 'Effective System of Governance' plus – amongst other things – appoint a 'Risk Management Function' and document an 'Own Risk Assessment'.

Our Code Assessment Tool (CAT) helps you work through a 'gap analysis'. It asks you a series of questions designed to ascertain how you measure up to the new requirements. Next, it delivers a prioritised action plan. You can then easily allocate responsibilities and timeframes. We include a progress plan to help you stay on track.

Figure 1: The Code Assessment Tool



// **As well as the new governance requirements brought in by the Code, all schemes who work through a gap analysis are finding, often unexpected, areas to improve or supplement and meet the Code’s expectations**

Scott Pinder,
Governance
Thought Leader
WTW

Jenny Gibbons interviews Nick Gannon, Policy Delivery Lead at TPR on the Single Code of Practice, on the latest thinking on the Code following the consultation. [View here.](#)

Risk framework and risk management function

TPR states that pension schemes should use risk management as a tool to identify any areas of vulnerability and develop internal controls.

Risk register and Risk Dashboard

WTW has developed a template risk register and quarterly risk management framework. These include best practice features for modern risk management, incorporating changes which the Code introduced. The dual focus is on efficiency and visibility, with a complete list of risks flowing into a streamlined dashboard.

Some schemes could be looking to replace what they have. Others may value a 'compare and contrast' process, to identify any upgrades to their existing risk processes, tools and documentation.

Risk Management Function (RMF)

The purpose of the RMF is to regularly identify, measure, monitor and report the risks to which a

scheme is, or could be, exposed. The trustee board sets the terms for and oversees the RMF.

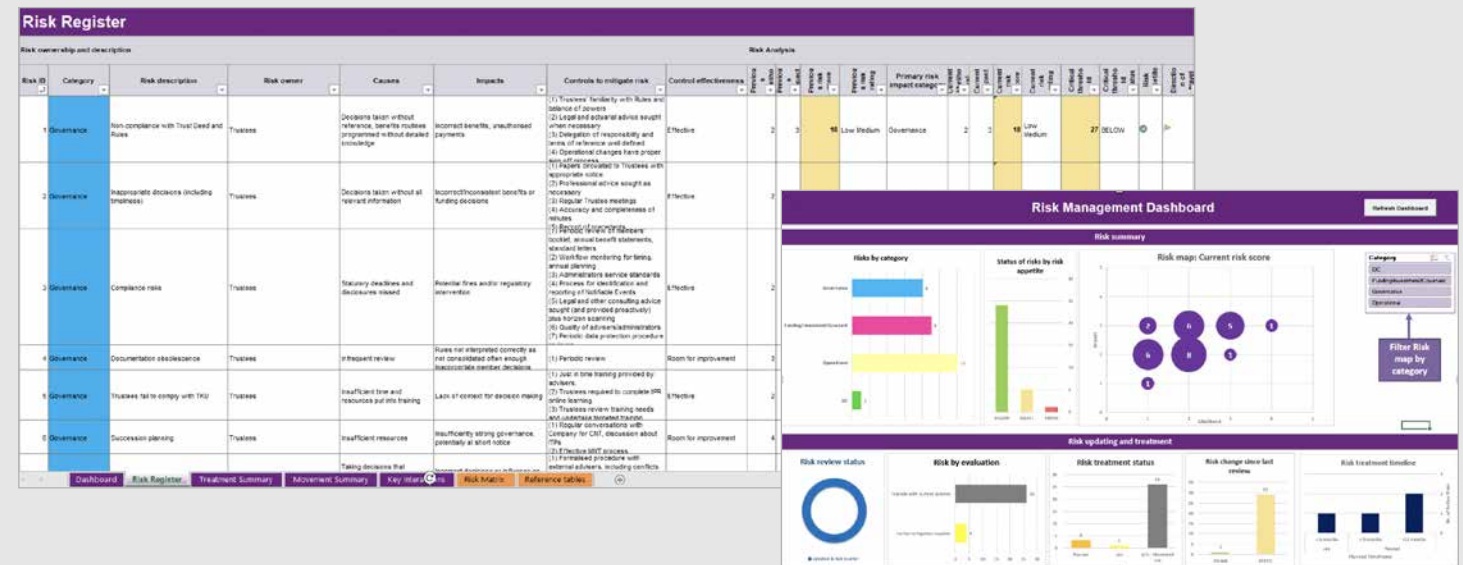
WTW can support schemes which are setting up their RMF. We can also oversee the structures and terms of reference for the RMF, or could perform it on your behalf if you don't have the capacity, appetite or skillset internally.

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A risk framework review is a natural first step in establishing a Risk Management Function. Many risk registers are due a refresh, and almost all will need updating to meet the new Code requirements and suit a quarterly cycle of risk management and overview

Jenny Gibbons,
Head of Governance
Consulting,
WTW

Figure 2: WTW Risk Register and Risk Management Dashboard



WTW's Good Governance Survey 2022 revealed that 97% of schemes have reviewed or plan to review their risk register in 2022 [View here.](#)

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There was a lot of feedback on the timings of the first [Own Risk Assessment] and how frequently it was refreshed. That is one where we're probably going to push the timescale out closer to what was set out in the legislation, so people will get a little bit more time before they have to complete their first Own Risk Assessment and then it drops into a cycle after that

Nick Gannon
Policy Delivery Lead for Single
Code of Practice
TPR

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Own risk assessment

The Own Risk Assessment (ORA) is a 'health check' of your scheme's Effective System Of Governance, looking at how well risk controls and processes are working. Trustees will need to carry out an ORA that is proportionate to the size, nature and complexity of their scheme. Whilst the chair of trustees signs off the ORA, its creation might be taken on by the RMF.

TPR initially flagged this as being a substantial process for all schemes, but has since clarified that well-run schemes should have comparable processes already in place to gather information for the ORA, such as assurance reports. However, importantly, it still warns against treating the ORA as a tick-box exercise, and sees it as an opportunity for trustee boards to reflect on and enhance their risk management frameworks.

TPR is revisiting whether trustees should prepare and document their ORA within one year of the Code coming into force and annually thereafter (or earlier if there is a material change).

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We await final details from TPR on the requirements around the ORA. What's clear is that its production should be as efficient as possible, ideally tying into and being populated by your quarterly risk management tools and existing assurance reports

Scott Pinder
Governance Thought Leader
WTW

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WTW can support you in preparing your ORA once the formal requirements are published. To keep the process efficient, we anticipate that the starting point for an ORA would flow naturally from the trustees' risk register, dashboard and quarterly oversight framework.





Checklists, policy drafting and review

There are a number of ways WTW can help schemes adhere to the Code of Practice and develop an Effective System of Governance.

For example, our ESOG HomeSpace comprises a statutory checklist, guidance document and sample three-year review timetable and sets out the key statutory requirements which underpin the Pensions Regulator's expectations in the draft single Code.

Plus, we can help you with checklists, declarations, and policy templates; covering IDRPs, Whistleblowing, 'Fitness and Propriety', succession, remuneration, I&D and many more.

Figure 3: ESOG HomeSpace tool

The screenshot displays the ESOG HomeSpace tool, which is a comprehensive checklist for pension schemes. It is organized into several sections, including:

- Board and governance:** Covers topics like board composition, independence, and effectiveness.
- Trustee and trustee director:** Focuses on the roles and responsibilities of trustees and trustee directors.
- Whistleblowing:** Includes a 'Whistleblowing Checklist' with specific questions and a 'Fitness and Propriety Declaration for individual Trustees and Trustee Directors of a corporate trustee' form.
- Other areas:** Includes sections on 'Risk management', 'Succession', and 'Remuneration'.

The tool uses a grid system with columns for 'Year ending 31 December 2022' and 'Year ending 31 December 2023'. It also features a 'wttw' logo and a 'Fitness and Propriety Declaration' form with a title: 'Fitness and propriety declaration for individual Trustees and Trustee Directors of a corporate trustee'.

Trustee effectiveness review

A trustee effectiveness review is a tremendously important part of an effective overall governance approach. It helps the trustee board to continuously improve, grow and adapt in line with changing scheme circumstances and the evolving external environment.

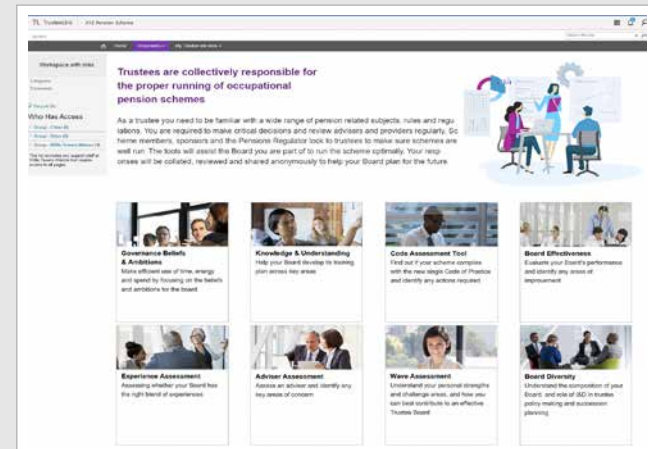
Our staged approach to this review includes listening and objective setting, knowledge gathering, discussion and finally, recommendations. No two reviews are ever the same: your scheme's circumstances will dictate the scope and focus of your review.

For example, you may choose specific diagnostic surveys, and focus observations and interviews on specific topics, or you may prefer a 'no holds barred' approach.

Example areas of focus for effectiveness review

- Foundational governance beliefs and ambitions
- Structure, constitution and meetings
- Strategy, outsourcing and 'right-sizing'
- Knowledge & Understanding
- Skills, Experience & Diversity
- Single Code of Practice
- Board diversity
- Teamwork and decision making

Figure 4: Example trustee effectiveness diagnostic tools



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WTW carried out a review of our trustee board's effectiveness, looking not just at governance aspects but also board behaviours. The team were professional and friendly and a pleasure to work with. They worked constructively with our trustee board and the wider pensions team. Their report was insightful and practical in helping our Board move to the next level in terms of governance and in understanding board dynamics. The experience was extremely useful and well worth the effort

Caroline Veitch
Rolls-Royce (UK) Pension Fund
June 2022

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Governance beliefs and ambitions questionnaire

Trustee boards often find it worthwhile to step back and think more fundamentally about their stance on governance and what they are aiming for, away from the day to day detail.

Our governance beliefs and ambitions survey identifies areas of agreement and disagreement amongst the board (or between the board and sponsor). The insights generated, from the results themselves and discussion around

them, can inform immediate action (for example, as relates to governance strategy or structure). They can also be used to create a Governance Charter to guide future decision making.

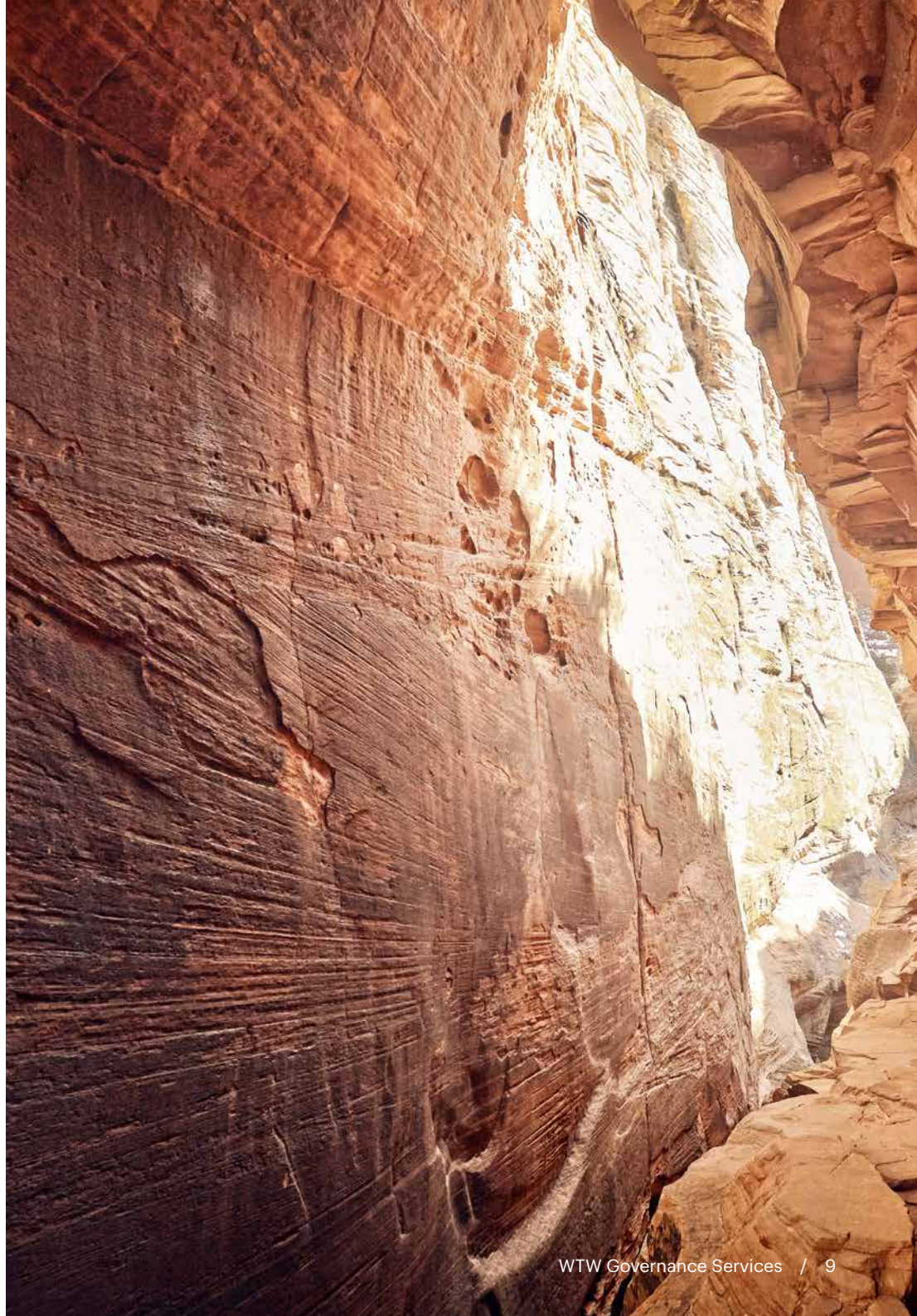


Figure 5: Sample output from the Beliefs and Ambitions assessment

Foundational principles [1 of 2]

Co.	Topic	Statement 1	Results	Statement 2	Av. Alignment
1	Value of governance	Trustee boards should be seen as a source of strategic leadership and challenge to the Board.	High	Trustee boards should be seen as a source of strategic leadership and challenge to the Board.	5.0
2	Trustee board composition	Trustee boards should be diverse in terms of gender, ethnicity, age and professional background.	High	Trustee boards should be diverse in terms of gender, ethnicity, age and professional background.	5.0
3	Trustee board effectiveness	Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.	High	Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.	5.0
4	Trustee board independence	Trustee boards should be independent of the Board and the company.	High	Trustee boards should be independent of the Board and the company.	5.0
5	Trustee board accountability	Trustee boards should be accountable to the Board and the company.	High	Trustee boards should be accountable to the Board and the company.	5.0
6	Trustee board transparency	Trustee boards should be transparent in their role as a source of strategic leadership and challenge to the Board.	High	Trustee boards should be transparent in their role as a source of strategic leadership and challenge to the Board.	5.0
7	Trustee board engagement	Trustee boards should be engaged with the Board and the company.	High	Trustee boards should be engaged with the Board and the company.	5.0
8	Trustee board communication	Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.	High	Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.	5.0
9	Trustee board decision making	Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.	High	Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.	5.0

Trustee Governance Beliefs Statement

Foundational Principles

- Trustee boards should be seen as a source of strategic leadership and challenge to the Board.
- Trustee boards should be diverse in terms of gender, ethnicity, age and professional background.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be independent of the Board and the company.
- Trustee boards should be accountable to the Board and the company.
- Trustee boards should be transparent in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be engaged with the Board and the company.
- Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.

Trustee Governance Beliefs Statement (cont.)

People:

- Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be independent of the Board and the company.
- Trustee boards should be accountable to the Board and the company.
- Trustee boards should be transparent in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be engaged with the Board and the company.
- Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.

Compliance and risk management:

- Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be independent of the Board and the company.
- Trustee boards should be accountable to the Board and the company.
- Trustee boards should be transparent in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be engaged with the Board and the company.
- Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.

Strategy:

- Trustee boards should be communicative in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.
- Trustee boards should be independent of the Board and the company.
- Trustee boards should be accountable to the Board and the company.
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- Trustee boards should be effective in their role as a source of strategic leadership and challenge to the Board.



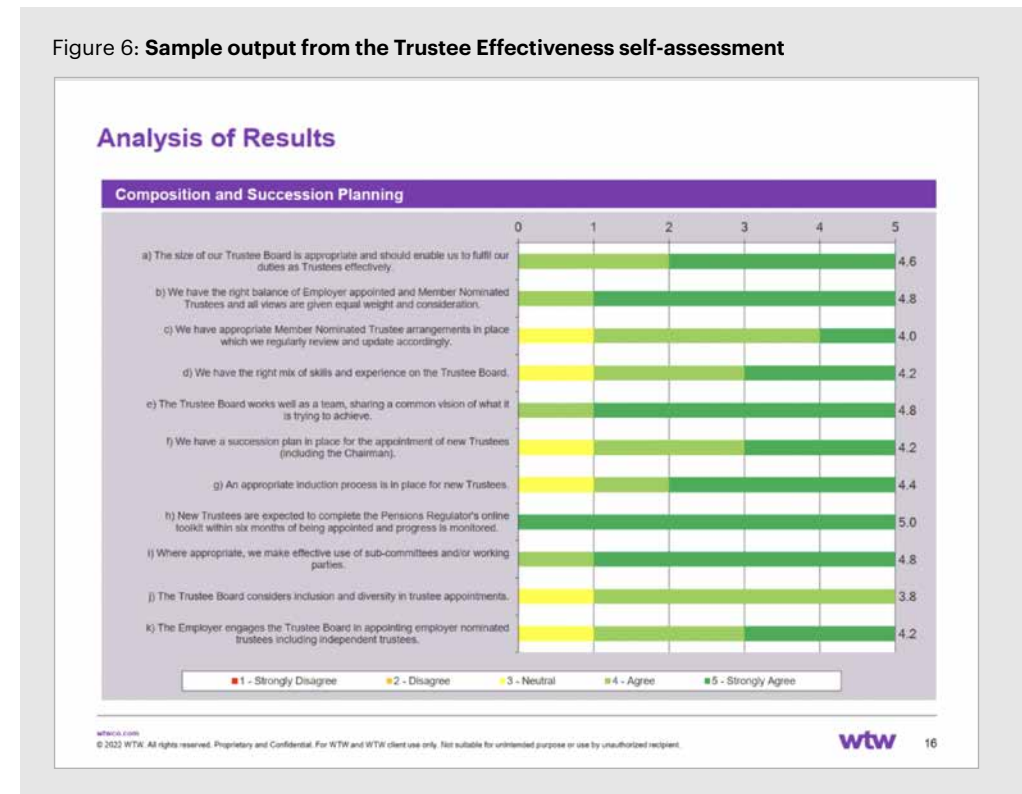
Trustee effectiveness self-assessment

Trustees are responsible for the effective running of occupational pension schemes and must make decisions that go some way towards determining the benefits that their members ultimately receive. Therefore, good decision making lies at the heart of effective trustee boards. It's important that trustees review their performance regularly to ensure that

they are 'fit for purpose' in an ever evolving pensions environment.

Our simple online questionnaire, suitable for a light touch or regular review, or as a component in a full governance review, looks at the wider elements of trustee decision-making and effectiveness and identifies areas for improvement.

Figure 6: Sample output from the Trustee Effectiveness self-assessment





Trustee effectiveness and the three lenses of diversity

Diversity is broad. It incorporates three principal – non-correlated – dimensions: **skills and experience** diversity, **demographic** diversity and **cognitive** diversity.

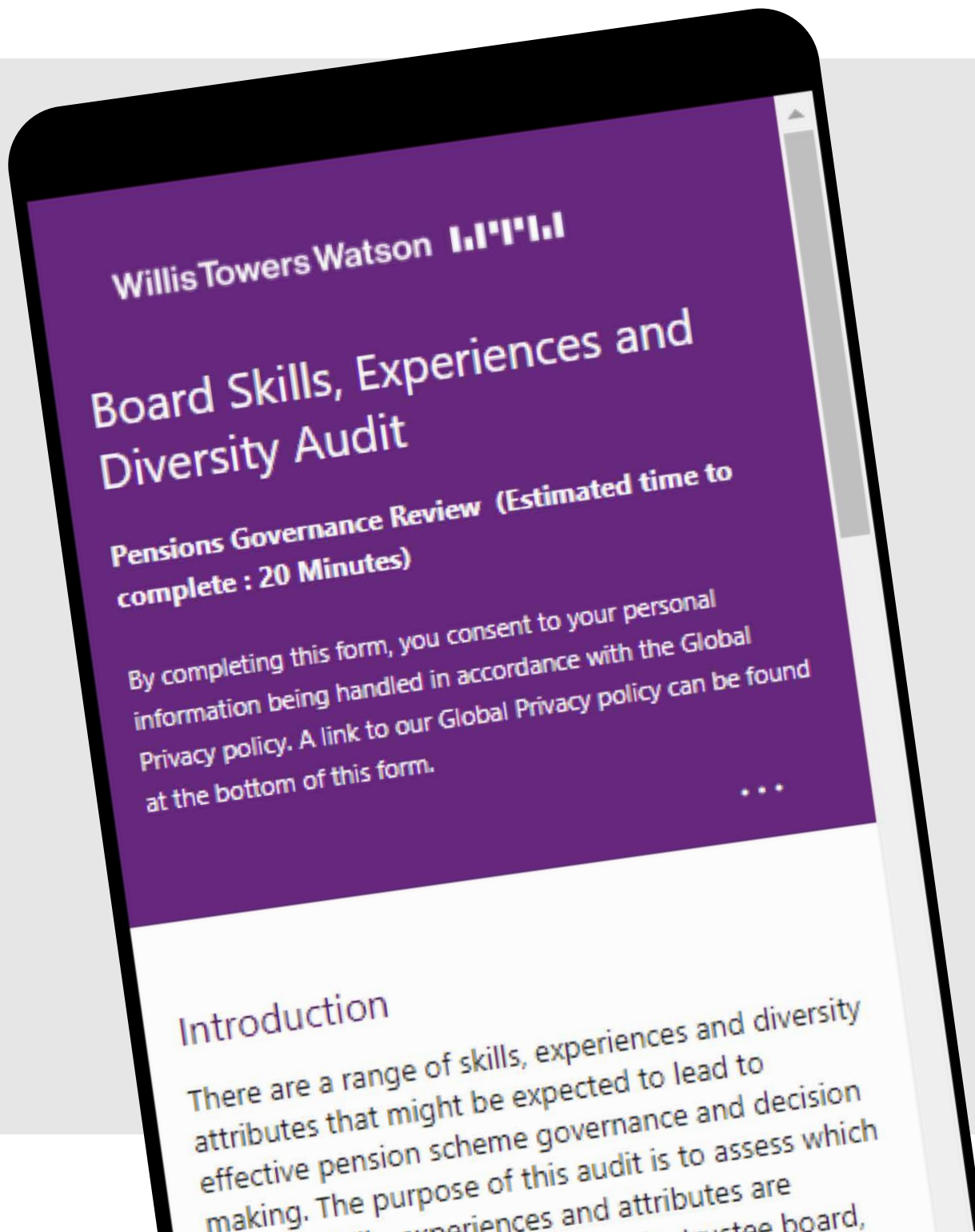
Our skills & experience assessment, demographic diversity audit, and our Saville Wave™ Work Roles assessment, supported by facilitated discussion and one to one coaching, will draw out insights and

practical suggestions to help you get the best from your meeting time, decision making and succession approach.

An I&D training session and workshop, based around four key areas of impact on pension scheme operations, can be a useful supplement, or indeed jumping off point, to help trustees interrogate this important issue.

Figure 7: **The three lenses of diversity**

Lens	Description	Examples
Skills and experience diversity	A breadth of those skills and experiences that lend themselves to different aspects of pension scheme operations	<ul style="list-style-type: none"> • Negotiations and leadership • Cyber and information security • Mass market communication
Demographic diversity	A breadth of demographic and protected characteristics	<ul style="list-style-type: none"> • Gender • Ethnicity • Socio-economic
Cognitive diversity	A breadth of approaches to thinking, problem solving and teamworking	<ul style="list-style-type: none"> • ‘Analyst’ • ‘Relator’ • ‘Finisher’



Board skills, experience and diversity audit

It is well established that diverse boards make better decisions – evidence is compellingly collected in [this](#) 2021 study from the Actuarial Research Centre.

This simple diagnostic survey captures data and facilitates discussion on two of the three* crucial diversity lenses:

- **Skills and experience diversity:** Trustees are invited to give some background information on their role and experiences, and then ‘rate’ themselves across 30 areas which are associated with effective trustee boards. They are also asked to select their ‘top’ and ‘bottom’ areas, to provide additional insight on board gaps and abundances
- **Demographic diversity:** Trustees are asked to share, if they feel comfortable to, information on various demographic diversity indicators, such as gender, race, education, disability, socio-economic background, neuro-diversity, caring responsibilities etc. Responses are kept anonymous and are presented in a way as to be non-attributable.

Data is then summarised simply and used as the basis for facilitated discussion. This conversation will increase trustees’ awareness and understanding, and help them to factor these into their decision-making in areas like recruitment and training.

*The third important diversity lens is cognitive diversity, which it is also important to assess, understand and address – [see here](#)

Trustee knowledge and understanding (TKU)

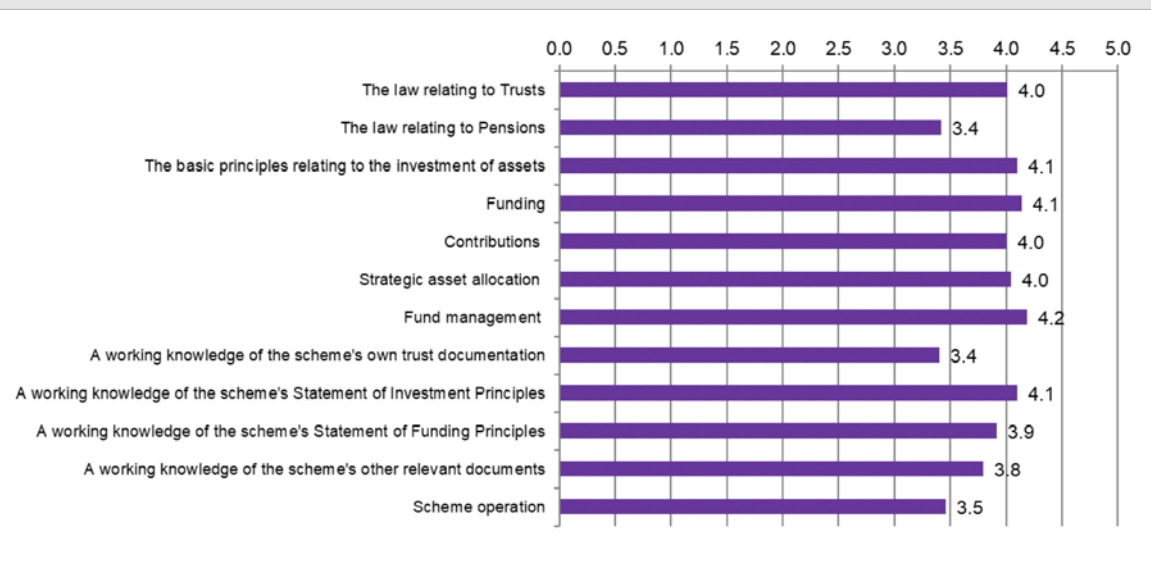
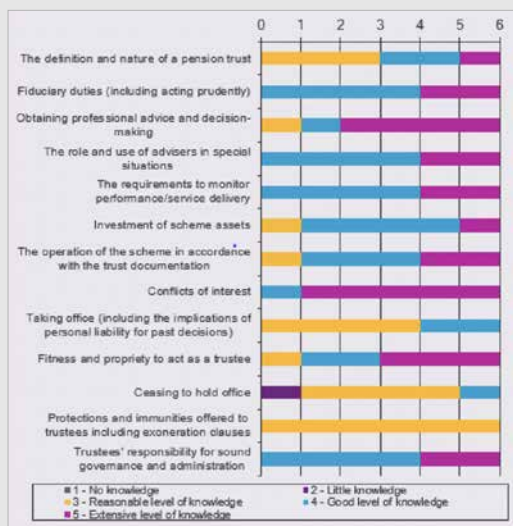
Under the Pensions Act 2004, there is a statutory requirement for the trustees of occupational pension schemes to have the necessary knowledge and understanding to fulfil their duties as a trustee. But trustee knowledge and understanding is not simply about ticking a box: a knowledgeable and empowered trustee is better equipped to make informed, efficient and effective decisions. We can help trustees understand and fill their knowledge gaps.

We can offer:

- An online assessment of current training needs
- A report detailing the current levels of knowledge, including an analysis of results by: individual trustee, board as a whole, sub-committee
- Formulation of a training plan to fill knowledge gaps and to ensure knowledge is maintained
- Trustee training logs
- A TKU policy to support continuing trustee development



Figure 8: Sample output from the TKU assessment



The Role of the Chair

Please select the most appropriate rating for your current position.

By completing this form, you consent to your personal information being handled in accordance with the Global Privacy policy. A link to our Global Privacy policy can be found at the bottom of this form.

1. Inclusivity

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
The Chair encourages all Trustees to participate in discussions and is effective at moderating these discussions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair allows sufficient debate for major or contentious decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Chair builds cohesion and facilitates collaboration among Board members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Role of the Chair assessment

TPR states that the chair of a pension trustee board should provide effective leadership, demonstrate decision-making skills and encourage open and constructive debate. We can facilitate an incisive peer evaluation of the attributes key to the role of an effective board chairperson (incorporating both TPR's stated requirements and our own experience of excellent traits and practices), to help your Chair continue to develop and grow in their role.

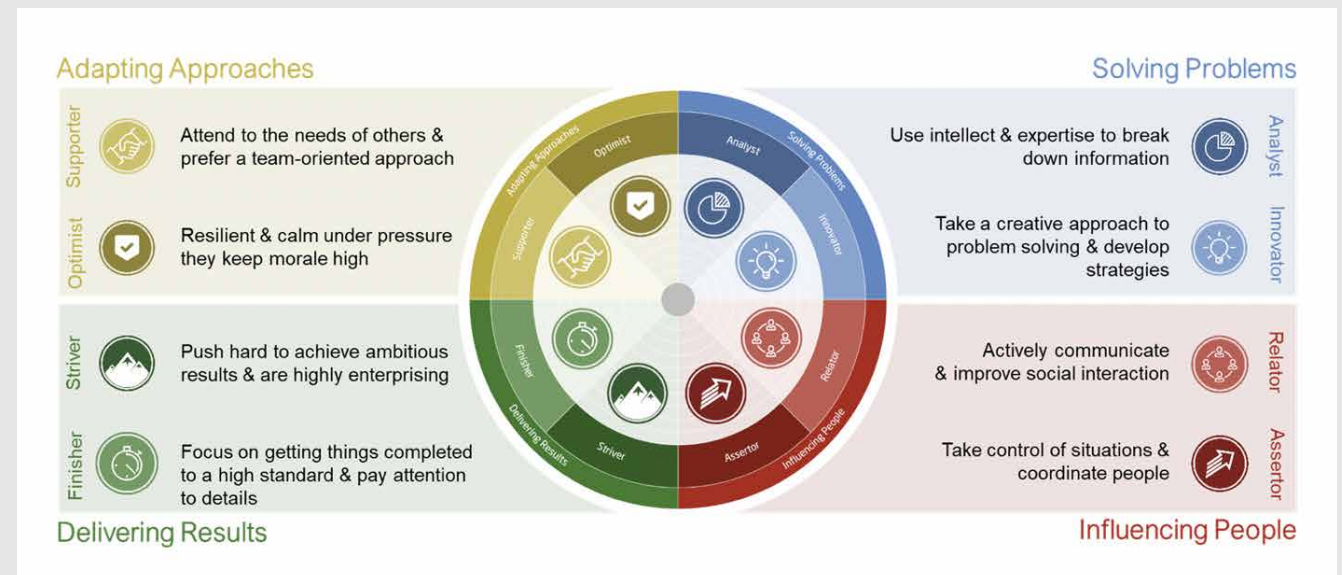
We can supplement the above with a range of psychometric reports from our Saville Assessment WAVE™ portfolio (the most valid and reliable predictor of workplace behaviour and performance on the market) combined with one to one feedback and coaching to ensure you gain maximum value.

Board effectiveness and cognitive diversity

Alongside demographic and skills diversity, cognitive diversity can make a big difference to trustee board effectiveness and decision making. Corporate boards and other workplace teams have long recognised the value of generating understanding and insights across groups of professionals – both of the profiles of the individuals who make up the group, and of the collective ‘group profile’; and there is a well-trodden and intelligent path to generating that understanding and those insights via our award-winning Wave™ psychometric assessments.

Individual and group profile reports could usefully be supplemented with individual coaching sessions and an enjoyable workshop to socialise and understand collective strengths, weaknesses and tendencies. Together with a skills, experience and diversity review, these reports can be used to create a role profile to inform future recruitment.

Figure 9: Sample output from the WAVE™ assessment



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Not finance. Not strategy. Not technology. It is teamwork that remains the ultimate competitive advantage, both because it is so powerful and so rare

Lencioni (2002)

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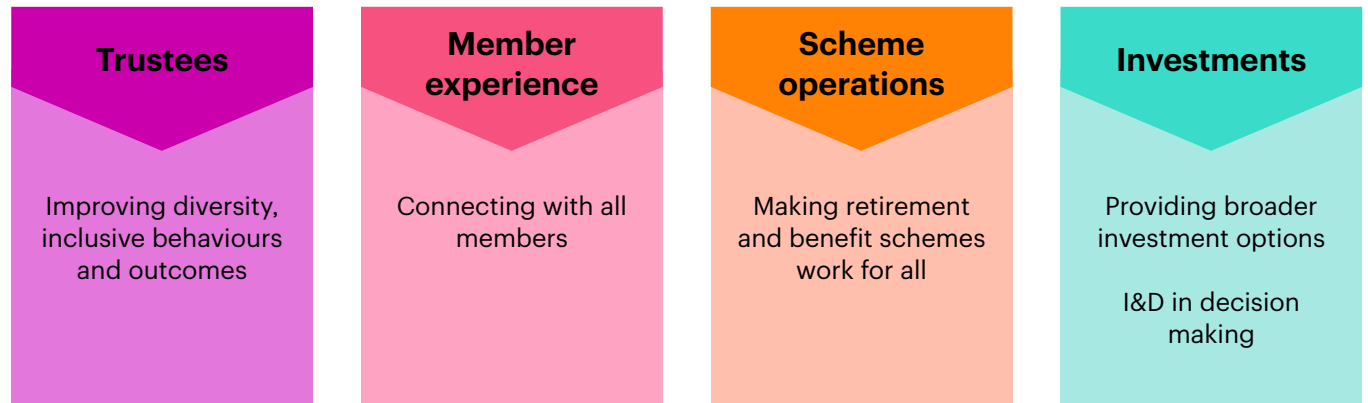


I&D in pensions: a guiding framework

Diversity without inclusivity fails to achieve its promise. But diversity too narrowly defined or focused on too narrow an area is also under-achieving.

For trustee boards just starting out on this journey, we can facilitate an initial training or workshop session, which starts at the case for inclusivity and diversity, establishes a working definition, and then walks through practical suggestions and areas to look at within each of the four topic headings above.

Importantly, this session is focused on action, with the output being a working list setting out the first handful of steps in a scheme's diversity and inclusion journey – which might include, for example, the creation of an I&D policy, some board diagnostics and / or a refresh of your trustee recruitment and succession approach. You will also come away with a deeper understanding of your pension scheme's membership.



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Diversity and inclusion is too vital to good member outcomes for it just to be “desirable”. It must be embedded in an organisation’s behaviours if member outcomes are to be improved

TPR July 2020

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"We want you!" - focus on MND recruitment

Our 2022 governance survey showed that around two thirds of schemes were finding it increasingly difficult to recruit new trustees. Add to that the challenge of recruiting for the diversity attributes most likely to complement the existing board, and the difficulty level increases.

Whilst there's absolutely no 'silver bullet', we can share and help you distil and implement a huge number of small changes, improvements and tweaks to trustee recruitment that can make the difference between a process with just one or two individuals to choose from, and genuine choice between high quality and diverse candidates who will add value to the existing team.

Example focus areas:

Recruitment policy and process

Design structures, activity and communication to drive higher numbers of applicants, more diverse applicants, and applicants with pre-specified characteristics (skills, demographic or cognitive). Focus on appeal, accessibility and mitigating unconscious bias.

Role profile / job advert

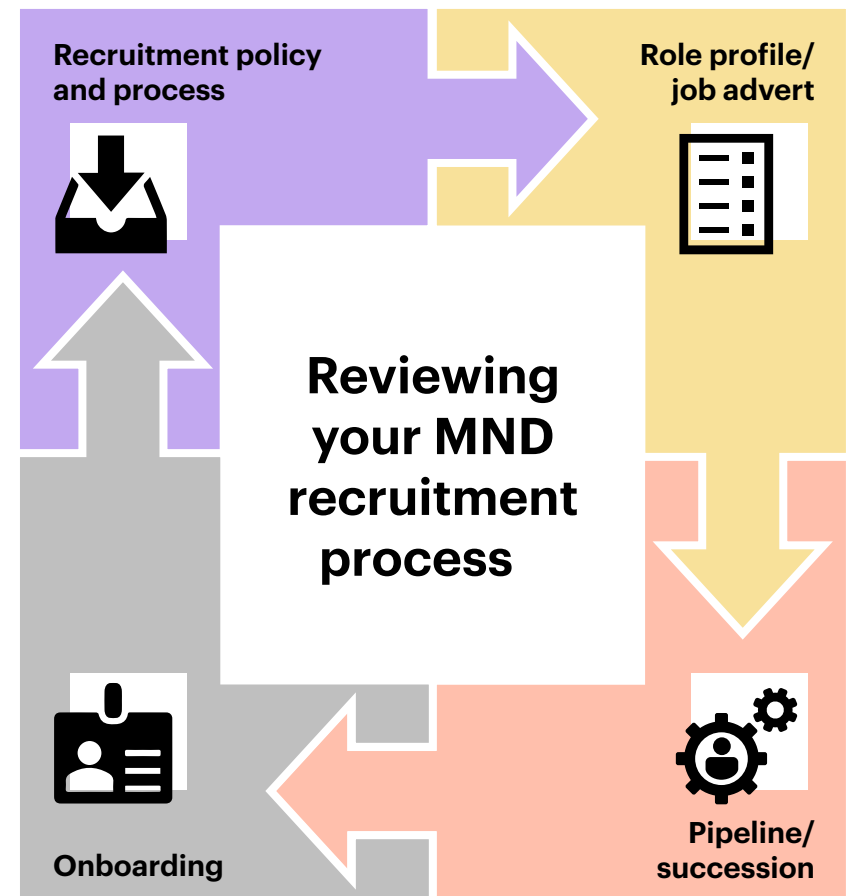
Think about communication format, language, imagery, distribution and accessibility. "You may assume this role is for someone else, but we want YOU".

Pipeline / succession

Working hard between recruitment exercises to build a strong pipeline of motivated individuals, who can 'hit the ground running' via an extended introduction to the role.

Onboarding

A carefully planned, curated and executed onboarding period for new joiners, to enhance their effectiveness in and enjoyment of the role.



Cyber risk

Cyber risks have a prominent position in TPR's new Code and it's clear that this is an area where many schemes need to do more. We have specific expertise within WTW to help you assess your position. Our team offers a variety of tailored consulting services to support you in aligning your cyber strategy with regulatory requirements and developing a governance framework to support cyber risk management.

Our services include:

- customised cyber training,
- risk assessment of third party service providers,
- a cyber incident simulation workshop which analyses and assesses your current response, communication and recovery processes,
- gap analysis of your current policies with a customised roadmap to support your journey towards regulatory compliance.
- review or development of key cyber governance documentation

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WTW can support you in establishing a formal and repeatable framework for the onward governance of cyber risk. Together, we'll ensure your scheme's cyber risks are managed in a manner consistent with all regulatory and 'best practice' requirements

Dean Chapman
Pensions Cyber Specialist
WTW

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Figure 10: WTW's cyber risk services

The image shows two screenshots of the Willis Towers Watson website. The top screenshot is for 'Cyber Insurance Advisory, Broking and Placement'. It features a green background with white text and a 'Share' button. The bottom screenshot is for 'Cyber Risk Management'. It features a dark background with a person looking at a computer screen displaying data, and a 'Share' button. Both screenshots include the WTW logo and a search bar.

Trustee secretariat

Trustee secretarial services are central to ensuring that trustee boards deliver on their responsibilities and adhere to the ever-changing governance requirements.

WTW offer clients a full trustee board secretary solution; or can support existing in-house pension professionals and their advisers with flexible and complementary services.

Keeping close to the latest trustee obligations, and with a focus on continuous improvement for the whole board and its operations, we provide forward looking governance to ensure trustees remain legally compliant and continue to follow good practice. Coupled with expert secretariat skills, our team has extensive strategic and operational experience, allowing us to provide a holistic pension solution.

We offer a range of services, which can be tailored to client requirements – these are categorised as follows:

Our services include:

- Trustee Meeting and Sub-Committee management and minute-taking
- Trustee Compliance and Control
- Trustee Report and Accounts and Corporate Trustee Responsibilities
- Trustee Appointment and Trusteeship
- Adviser and Third-Party Coordination
- Financial Controls, Processes and Management Information
- Legislation Change, Life Cover, Pension Tax and Pension Projects



Figure 11: Sample business plan

Annual Timetable of Business		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	(years)
1	Trustee Meetings			8			29			27		29		
1.1	Minutes from previous meeting													Quarterly
1.2	Matters arising from minutes (including Action Log)													Quarterly
1.3	Current issues (topical update)													Quarterly
2	Investment													
2.1	See separate Investment Business Plan													
3	Actuarial													
3.1	Receive summary/recommendations report from Valuation Sub-Committee (VSC)													Ad hoc
3.2	Prepare Summary Funding Statement to members (31/12/21)													Annual 2022
3.3	Undertake triennial actuarial valuation													Triennial 2024
3.4	Annual actuarial report													Annual 2022
3.5	Review of actuarial factors													Annual 2022
3.6	S179 / PPF Actions													Annual 2022
3.7	Receive covenant monitoring report													Bi-annual 2022
3.8	Company presentation on financial results / strength of covenant													Annual TBC
4	DB Section Administration			15			8			14		15		
4.1	Presentation from DB administrator													Quarterly
4.2	Submit annual report													Annual 2022

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Gold stars all round. Absolutely phenomenal. Highly rated by the Trustees. Very responsive

Chair to the Trustee Board

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Pensions management

The market is telling us that an increasing number of pension managers are retiring, changing employer or role, or moving away from a pensions career. Difficulties with subsequent recruitment, and an appetite to work more efficiently, has resulted in more employers seeking to outsource their pensions management function. Increasing pensions legislative, regulatory and best practice requirements, together with financial constraints, sometimes lead to strain on limited in-house resource to manage pension provision to desired standards.

Outsourcing, or even just supplementing, pensions management can relieve the day-to-day pressures of running a pension scheme(s), sharpen the focus on core business activities, and improve efficiencies.

WTW offers outsourced pensions management, which can support or replace existing corporate resource, provide extended support or extra firepower when you need it. Engaging an outsourced pensions manager is often more cost effective than obtaining short-term advice from your professional advisers, and can bring many other benefits such as:

- Quick deployment – WTW can ‘parachute’ support into your business at short notice.
- WTW has a large and experienced team meaning there would be no key person risk.
- A strong pensions governance function will allow WTW to identify and implement legislative change efficiently.

- Not having to recruit will allow management to focus more time on other key deliverables within the business.
- Our team works closely with the wider WTW consultancy, which means we can offer a complete pensions solution
- Legislation Change, Life Cover, Pension Tax and Pension Projects

An outsourced pensions management solution should also be considered as part of your business contingency planning. That is, what would you do if your pensions manager resigned tomorrow? Even if you are not currently seeking outsourced support, TPR encourages schemes to consider having ‘fallback’ arrangements in place should pensions resource be required at short notice.

Death and ill health case management

In the event of a death in service, in order to exercise discretion, the trustee board must gather as much information as possible about a person's individual circumstances and potential beneficiaries. The law requires trustees to reach a decision after considering all relevant information and disregarding all irrelevant information.

Any decision made by trustees can be challenged and taken to the Pensions Ombudsman (PO) (www.pensions-ombudsman.org.uk). The Courts and PO are clear that they would not interfere with the outcome of trustees' decision-making, but they would examine the process followed by trustees in reaching their decision. It is therefore imperative that trustees have a robust framework based on best practice and in line with the PO's specific requirements in relation to decision-making and rationale.

WTW can establish a governance framework to ensure the trustee board is following best practice, including the documentation of an agreed process for gathering of relevant beneficiary information. For each individual case, this information and our findings would be presented in a Case Summary document, to enable trustees to make a decision. This summary, all relevant documentation and supporting evidence can also be hosted on our secure online portal, OnePlace, which we include at no cost. We would be responsible for managing the process end to end, ensuring it is robust and would stand up to the scrutiny of the PO, with outcomes clearly documented and communicated.

WTW can also support schemes to comply with HMRC requirements under the Scheme Practitioner regime, through the delegation to us of the trustee board's HMRC reporting duties.

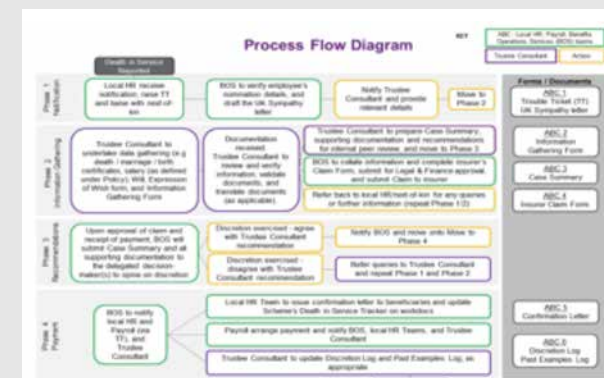
//

I have found Debbie to be exceptionally helpful, punctual and efficient. This has been a difficult time for me, and the necessary processes can be complicated and daunting, however this is not been the case

Member Feedback

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Figure 12: Sample death discretionary process map



Complaint management – including IDRP

Despite best efforts, sometimes things can go wrong in the management or processing of member benefits or interactions. In the unfortunate event that a member escalates their complaint through the Internal Dispute Resolution Procedure, our specialist team can support the trustee board throughout the whole process. Options for this support include:

Creation, maintenance and / or updating of an IDRP log to monitor cases

Issuing an acknowledgement from the current administration team to the member confirming that an IDRP has been raised

Collating the necessary evidence and documentation to ensure all the information is available for a comprehensive review

Completing a case summary using the existing Toolkit for each IDRP case, including:

- Executive summary
- Timeline of the key events – including response times
- If applicable, rationale for proposed distress and inconvenience cash award
- Draft response to member for trustee review

Sending the response to the member on behalf of the trustee



Figure 13: Sample IDRP case management process

WTW - INTERNAL DISPUTE RESOLUTION PROCEDURE "IDRP" PROCESS		
Completed by	Who	Date
Reviewed by	Case	Case
Date of next review	Case	Case
File path location	Internal/Operational/Support/Member/Operational/Services/IDRP/Member/IDRP/Complaint	
Management Information Required	Complaint Log to the ASIC and Trustee Board	Quarterly

Introduction

1. This process has been drafted for use by WTW and should not be shared externally.
2. The Trustee follow a two-stage Internal Dispute Resolution Procedure (IDRP) when responding to a complaint. This document details the procedure that should be followed, including timelines, when a member raises a complaint.
3. In the first instance, in accordance with procedures, the administration team should do their best to resolve member dissatisfaction before it escalates to a complaint under IDRP.
4. The deadline for complaints raised under IDRP is four months. Members must be provided with an update if no response has been issued within two months.

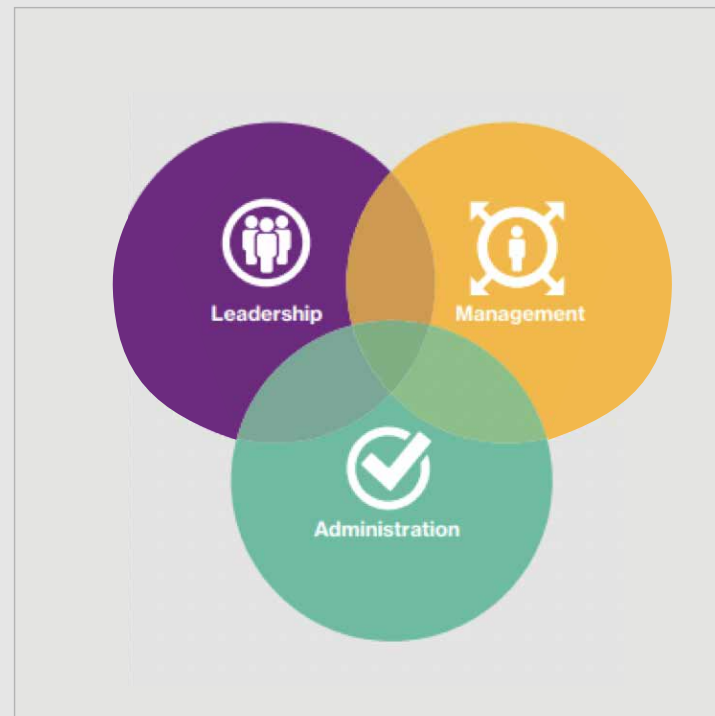
IDRP Stage 1

Ref	Who	What	When
1.	Administration Team	Notify GPs, by e-mail, that a member has raised a complaint through the IDRP.	Within 48 hours of receiving the complaint from the LifeLight Administration Team.
2.	Trustee Secretariat	Create a folder for the case and file the notification e-mail (ref 1) in that folder. Folders are saved: "IDRP/1 - Stage 1/ - In Progress" . Folder name should include the name of member and deadline for response (4 months from the date on the IDRP case number).	Within 48 hours of receiving the notification from the LifeLight Administration Team.
3.	Trustee Secretariat	Update the Complaints Log with details of the IDRP "Complaints Log (Updated/ Complaints Log/Current/Log"	Within 48 hours of receiving the notification from the LifeLight Administration Team.

Project management

WTW has a well-established project management team to support high risk, high value or complex projects. Our accredited (PRINCE 2) project managers have extensive experience in delivering either single or multifaceted projects and large programmes of work, across geographies and teams, and all areas of UK pension scheme change. Recent projects successfully managed by our team have included:

- GMP equalisation
- Data rectification
- Pension dashboard
- Mergers / de-mergers
- Scheme closures
- Journey to wind up
- Member options (e.g. pension increase exchange, bridging pension options, retirement transfer options)
- Strategic planning
- De-risking (e.g. buy-ins / buyouts)



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Without WTW's project leadership skills, understanding of the strategic vision and drive to deliver the project across the business, we would not have secured this strategic HR initiative to the most appropriate outcome

HR Director, banking sector

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Our specialist governance team

- Our specialist governance team provides support and advice to help our clients achieve exceptional levels of governance. We have supported governance and risk management for some of the largest, most complex schemes in the UK.
- This team includes a mixture of specialists from different practice areas and disciplines, reflecting the breadth and depth of experience and skills required to advise on governance. Areas include:
 - **Trustee Secretariat and Governance** – we provide vital Secretariat, governance and outsourced pensions management services. Many of our consultants have worked for pension schemes; as such, we have the practical experience to roll up our sleeves and help whatever your need.
 - **Technical and Risk Management** – CERA qualified pensions consultants, risk management professionals, Scheme Actuaries and investment and legislative specialists provide an understanding of the risk management framework required to deliver good governance. Established relationships and frequent dialogue with the Pensions Regulator and DWP allow us to anticipate and influence future regulatory change in this space.
 - **Behavioural effectiveness and decision making** – Business psychologists with deep expertise in leadership assessment and development partner with pensions governance experts to further team effectiveness and decision-making and a diversity and inclusivity agenda in the context of pension scheme trustee board objectives.





About WTW

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organisational resilience, motivate your workforce and maximise performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at [wtwco.com](https://www.wtwco.com).



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