

## Appendix A – Definitions for Impact Scores

Score	Description	Members and Employers	Investments and Funding	Administration
1	Insignificant	<p>Negligible Impact – not noticeable by members or employers, no complaints, or issues likely to be raised by members or employers</p> <p>Example – Member or employer communication newsletter issued a few days later than planned.</p>	<p>Negligible impact – of a level that would not register for investment action.</p> <p>Example – Normal volatility levels being experienced in the investment portfolio</p>	<p>Negligible impact – low level administration issues resolved internally with no impact on key performance indicators</p> <p>Example – A manageable backlog of data to be uploaded to the administration system that has no impact on actual member payments</p>
2	Minor	<p>Minor impact on members and or employers which may cause correspondence about issues that can be resolved at source.</p> <p>Example – A member not being given the correct information first time when corresponding with the Fund and this having to be corrected but having no impact on benefits paid.</p>	<p>Minor impact on investment operations requiring monitoring and attention but not requiring anything other than business as usual.</p> <p>Example – minor adverse fund investment event, such as a credit default within a private credit portfolio which is of a business-as-usual nature.</p>	<p>Minor impact on administration performance, requiring action within business-as-usual parameters.</p> <p>Example – an employer experiencing persistent difficulty in providing correct data resulting in the need for extra training / support / correspondence to resolve.</p>
3	Moderate	<p>Material adverse impact on members or employers that is of cause for concern to them and the Fund and requires escalation for non-business as usual resolutions.</p> <p>More likely to be isolated issues but could have some scale.</p>	<p>Material impact requiring bespoke corrective action, but manageable within the existing Investment Strategy</p> <p>Examples - Significant drift or step change in actual in asset allocation taking the Fund risk profile out of tolerances, or significant slippage in the implementation of a significant Fund transfer</p>	<p>Material impact on administration performance, but manageable within approved policies and procedures.</p> <p>Examples - Inability to agree a transfer of membership and liabilities from another fund, requiring arbitration by a third party, or disappointing data quality scores resulting in a need for an improvement plan.</p>

		Example – inability to finalise and sign off an admission agreement with a new employer resulting in escalation.		
4	Major	<p>Significant adverse impact on members or employers that result in a direct impact on benefits paid or contributions due or member or employer satisfaction with Fund performance. Likely to result in complaints.</p> <p>More likely to be systemic issues</p> <p>Examples - A significant delay in the issue of member annual benefit statements, or persistently charging an employer an incorrect contribution rate.</p>	<p>Major impact requiring significant corrective action and a change in Investment Strategy or Funding Strategy, or the significant sale of assets under distress. May result in noticeable changes to employer contributions.</p> <p>Examples - Major change in the world economic outlook, or in the present value of future liabilities requiring a change in strategy, or inability to implement a significant Fund launch</p>	<p>Major failure of administration function, likely to be systematic in nature, of a high-profile nature to members and employers.</p> <p>Example - Widespread and persistent failure to meet key performance indicators such as dealing with certain types of administration query or action within deadlines, and receipt of significant numbers of complaints from members.</p>
5	Catastrophic	<p>Serious and systematic errors in benefits payments or administration KPIs, or significant volatility or increase in employer contributions.</p> <p>Significant breaches of the law</p> <p>Serious complaints and reputational harm caused</p> <p>Example - Systematic failure to monitor employer contributions resulting in subsequent identification of a large number of contribution deficits that employers cannot then catch up with.</p>	<p>Resulting in significant volatility or increase in employer contributions, inability to pay member benefits, or a need to significantly increase investment risk exposure.</p> <p>Significant failure to meet legal or regulatory requirements</p> <p>Serious reputational harm caused</p> <p>Example - Catastrophic deterioration in the ability or employers to pay contributions resulting in a need for emergency investment and cashflow</p>	<p>Catastrophic failure of administration function leading to inability to pay benefits accurately or at all on a large scale.</p> <p>Significant breaches of the law</p> <p>Serious complaints and reputational harm caused</p> <p>Example – wholesale failure of the pension payroll function resulting in no member payments being made.</p>

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