



SEMINAR CRISIS MANAGEMENT FOR PENSION FUNDS

LONDON, 13TH OCTOBER 2016



Aida International

A man in a dark suit and a woman in a black blazer with a floral skirt are standing at a table covered with a white cloth. The table is set with numerous small, light-colored name tags arranged in a grid. The woman is holding a pen and looking at a name tag, while the man looks on. In the background, there are tables with white cloths, chairs, and a rack of coats. The setting appears to be a formal event or conference.

CRISIS MANAGEMENT FOR PENSION FUNDS

THE SPEAKERS

THE SPONSORS



CRISIS MANAGEMENT FOR PENSION FUNDS

In today's world, pension organisations find themselves stretched across an increasing diversity of environments, which change faster and less predictably.

Good crisis management and the ability to adapt have become key to success.

There are some sectors where these skills are commonplace and pension funds can learn from them.

As a consequence, on the occasion of its 10th anniversary, and the 350th anniversary of the Great Fire of London, Avida International hosted a seminar focused on the importance of crisis management for pension funds.



Keynote speaker **GENERAL SIR RICHARD SHIRREFF**, Deputy Supreme Commander NATO Europe 2010-2014, discussed his experience of how the military deal with crisis management.

MARTIN REEVES, Senior Partner and Managing Director at The Boston Consulting Group's New York office, Director of the BCG Henderson Institute and co-author of 'Your Strategy Needs a Strategy' (Harvard Business Review Press, June 2015), shared best practices in agile and adaptive organisations.

SALLY BRIDGELAND and **PAUL BOERBOOM**, Senior Adviser and Founder of Avida International respectively, gave practical examples of risk management and the lessons that can be learnt by the pensions industry.

BART HEENK, Managing Director of Avida International, talked about the importance of repeated practice and thorough preparation.

The event was chaired by **PROFESSOR GORDON CLARK**, Avida International Advisory Board member, Director of the Smith School of Enterprise and the Environment, University of Oxford, and renowned author on pensions governance.





Professor Gordon Clark

Avida International Advisory Board member and Director of the Smith School of Enterprise and the Environment, University of Oxford

Pension funds are, by definition, not very agile or adaptive to changing environments and dealing with uncertainty because of their long term nature and longevity. They are typically reactive in a crisis situation, if they even recognise a crisis.

A governance function is key, helping you to become more robust.



General Sir Richard Shirreff

Deputy Supreme Commander NATO Europe 2010-2014

‘ *It’s not the plan that is crucial, it’s the planning.*

Leadership and intuition are about experience and training, lots of training.’



Martin Reeves

Senior Partner and Managing Director of The Boston Consulting Group's New York Office, Director of the BCG Henderson Institute and co-author of 'Your Strategy Needs a Strategy'

“If you can't shape or predict then adapt - not just informally but with discipline.

Transforming companies are usually playing catch-up...”



Sally Bridgeland and Paul Boerboom

Senior Adviser, Avida International and Founder, Avida International

Give everyone a plastic card with emergency telephone numbers and a bar of chocolate.

Hurry when you have time so you have time when you need to hurry...

A crisis is only a crisis if you lose control.

Never let a good crisis go to waste.



Bart Heenk

Managing Director, Avida International

Practice, practice, practice...

Be prepared so you don't panic and take the wrong decision.

Het is pas crisis als het bier op is. (A real crisis is when the beer runs out.)



Baker & McKenzie's Pensions Team comprises 20 pensions lawyers and is widely recognised in the industry as a leading specialist practice. We have provided strategic and day to day pensions advice to our clients for over 30 years so have an in depth knowledge of the full range of pensions law issues. We have considerable experience of designing and leading major pension projects (e.g. buy-ins/outs) and are known for providing pragmatic and commercial advice. Pensions law is complicated - we make it understandable. An 'outstanding team', which has 'superb technical skills, a responsive service and strong business acumen'. Legal 500, Pensions 2016.



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We're pensions people, with a personal approach, so we're not on the outside struggling to understand your world; we're on the inside, looking at your problems from your perspective. As a result, we believe in bringing you fresh thinking and new ideas, including tools and education to help trustees control their costs more effectively.

We're raising the standard of administration for all UK pension funds. Whether you want to understand your costs more transparently, monitor your managers more closely, or improve investment performance more sustainably, we're on your side – helping you to deliver better outcomes for your members.



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The Investment Engineers

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Russell Investments has over £182 billion in assets under management (as of 30/06/16) with over 1,700 institutional clients, independent distribution partners and individual investors globally. Russell Investments has four decades of experience researching and selecting investment managers worldwide. Russell Investments managed 755 transition events representing over £483 billion during 2015 through its Implementation Services business.



Founded in 1983, The Townsend Group ("Townsend") provides a core set of investment skills exclusively focused on global real estate and real asset classes. The firm offers these capabilities to institutional investors as an investment advisor and consultant. We retained our first client, The Ohio Police and Fire Pension Fund, in 1986, beginning a relationship that continues today.

Townsend has been advising and managing real estate portfolios for nearly three decades and across multiple market cycles. We currently manage \$14.7 Billion in client assets (as of March 31, 2016), as well as advise clients with real estate and real asset allocations in excess of \$179.3 Billion (as of December 31, 2015). Through our global investment platform, fiduciary culture, asset class expertise and client capital scale, we are able to deliver clients unique information, while providing a sourcing and execution advantage.



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Invested assets totaled GBP 487 billion as of 30 June 2016. We are a leading fund house in Europe, the third largest international asset manager in Asia, the largest mutual fund manager in Switzerland¹ and one of the largest fund of hedge funds and real estate investment managers in the world. We are located in 22 countries around the globe with approximately 3,500 employees.

¹ Morningstar/Swiss Fund Data Swiss Promoters Report (as of 30 June 2016)



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