Chairman's Statement for the year ended 31 March 2020 (the "Statement") covering the Defined Contribution Section ("DC Section") and Additional Voluntary Contributions ("AVCs") relating to the Defined Benefit Section of the Plan

This Statement has been prepared by the Trustee of the ICL Group Pension Plan ("the Plan") to demonstrate how the Plan has complied with the governance standards under the applicable legislation (including those introduced under The Occupational Pension Schemes (Charges and Governance) Regulations 2015) over the period from 1 April 2019 to 31 March 2020 ('the reporting period').

Default investment strategy

The Plan has been closed to future contributions and new entrants since 30 November 2011. The Plan has never been used as a qualifying scheme for automatic enrolment purposes. As a result, the Plan does not have a 'default arrangement' for the purposes of the Charges and Governance Regulations.

The Trustee has in place a Statement of Investment Principles ("SIP") which governs decisions about investments and sets out the aims and objectives of the Plan's investment strategy. The full SIP is appended to this statement.

DC Section Core financial transactions

The Trustee has a Service Level Agreement (SLA) in place with Fidelity as the DC Section Administrator, which covers accuracy and timeliness of all core financial transactions. These include transfers into and out of the Plan, fund switches and payments out of the Plan to and in respect of members. Examples of the SLAs for these core financial transactions are:

- 5 working days to make payments relating to the transfer of member assets into and out of the Plan
- 5 working days to make payment of a member's retirement benefits

Fidelity's target is to achieve a minimum of 95% of tasks completed within the agreed timeframes.

The Trustee monitored the performance achieved through bi-annual reporting received from Fidelity which included:

- Performance against the agreed service standards including core financial transactions
- The payments made into and out of the Plan
- Any member complaints or issues that arose (noting there were no complaints or issues reported)
- Member interactions and requests to Fidelity
- The Fidelity team that supports members and the Trustee

Fidelity exceeded its service level agreement target over the period and achieved a service standard of 98.2% in the year to 31 March 2020. There were no errors or issues with the processing of core financial transactions over the reporting period.

Fidelity operates the following to ensure core financial transactions are processed promptly and accurately:

- Four eyes checking of financial transactions which requires two reviews are undertaken before payment is made.
- Daily cashflow monitoring of the bank account used to make payments by Fidelity.

Plan-level core financial transactions such as lifestyle strategy switches and member-level switches are processed using 'straight-through processing'. Service standard achievement is not reported by Fidelity in its reporting for these tasks; however, Fidelity has provided assurances that these Plan-level core financial transactions, including automated processes, have been processed accurately and on a timely basis over the reporting period. These tasks are also covered by Fidelity's AAF 01/06 internal controls report.

To ensure the accuracy of the Plan's data the Trustees receive annual reporting from Fidelity on the Plan's common and conditional data at least annually. The Plan's scores at the end of the reporting period showed a common data score of 94.51% and a conditional data score of 99.92% The majority of the data failings relate to missing member addresses and the Trustee has agreed with Fidelity to address these data issues over 2020, primarily through an exercise to trace missing addresses.

To ensure the security of member data the Trustee has in place a cyber security policy. As part of this, and the Trustee's most recent review against the DC Code of Practice in December 2019, consideration of Fidelity's policies towards data and cyber security was considered and the Trustee's DC adviser view was that these were robust.

The Trustee is supported in the monitoring of core financial transactions by the Fujitsu Pensions Team who have undertaken additional monitoring of Fidelity over the reporting period through quarterly meetings with Fidelity and receipt of more frequent reporting as and when required. Over the reporting period, a representative of the Pensions Team has attended all Trustee meetings and Audit Risk Management and Administration Sub-Committee meetings to provide updates on the service received.

Based on this regular reporting and the service levels achieved the Trustee is satisfied that the DC Section's core financial transactions during the Plan year have been processed promptly and accurately and no issues relating to core financial transactions need to be reported.

AVCs: Core financial transactions

The Trustee has a Service Level Agreement (SLA) in place with Aviva as the main AVC Administrator, which covers accuracy and timeliness of all core financial transactions. These include transfers into and out of the Plan, fund switches and payments out of the Plan to and in respect of members. The service agreement sets out the expected timeframes for completing core financial transactions and examples of the expected timeframes are below:

- 3 working days to make payments relating to the transfer of member assets out of the Plan
- 5 working days to invest a transfer in payment or make payment of a member's retirement benefits

The Trustee regularly monitors the core financial transactions of the Plan and Aviva's performance against the agreed standards. The Trustee does this through receiving bi-annual reporting from Aviva on its service performance:

- Performance against the agreed service standards including core financial transactions
- Aviva's reporting on the quality of service provided including the end to end times to process tasks and the level of tasks that delivered value
- The payments made into and out of the Plan
- Any member complaints or issues that arose
- Member interactions and requests to Aviva

In addition, the Trustee also receive reporting from its DC adviser which benchmarks Aviva service performance for the Plan against other schemes with Aviva.

Aviva operates the following to ensure financial transactions are processed promptly and accurately:

- Two individuals checking all investment and banking transactions.
- Daily monitoring of the bank account related to the AVCs.

To ensure the accuracy of the Plan's data Aviva undertook both common and conditional data assessments as at 31 March 2020. The results showed a common data score of 99.97% and a conditional data score of 100%. There was only one item that failed the assessment, which was a missing address for one member. The Trustee will look to address the one missing address through a tracing exercise undertaken over 2020.

To ensure the security of member data the Trustee has in place a cyber security policy. As part of this and the Trustee's most recent review against the DC Code of Practice in December 2019, consideration of Aviva's policies towards data and cyber security was considered and the Trustee's DC adviser view was that these were robust.

The Trustee is supported in the monitoring of core financial transactions by the Fujitsu Pensions Team who have undertaken additional monitoring of Aviva through holding quarterly meetings and via receipt of more frequent reporting as and when required. Over the reporting period, a representative of the Pensions Team has attended all Trustee meetings and Audit Risk Management and Administration Sub-Committee meetings to provide updates on the service received.

The Scheme's external auditor undertook testing, on a sample basis, of contributions to support their statement about contributions on page 51, which is an unqualified statement.

Over the reporting period Aviva achieved a service standard of 62.9% which was well below the levels expected by the Trustee. Aviva also measures its self against an internal metric focused on the speed and quality of its service through assessing the end to end time taken to complete a task and the customer satisfaction. This metric showed that of the cases processed over the 6 months to 31 December 2019 46.7% did not deliver value.

In response to this poor performance and ongoing concerns around the service being received by Aviva, the Trustee has continued to undertake a number of actions:

- Ensured Aviva provided monthly service standard reporting to the Fujitsu Pensions Team so that closer monitoring could be undertaken.
- The Pensions Team held regular calls with Aviva to receive updates on the service and reported back to the Trustee on their experience of Aviva.

The Trustee also has in place legacy arrangements with Utmost Life and Pensions ("Utmost" - formerly Equitable Life) and Phoenix Life (formerly London Life). In terms of financial transaction activities these providers are responsible for disinvesting member assets and paying these to the Trustee bank account when a member wishes to redeem their AVCs or move their savings to the Aviva arrangement.

The Phoenix Life policy only has one member remaining invested and this policy contains valuable guarantees which the member would lose if they were moved to an alternative arrangement. There were no financial transactions relating to the Phoenix Life arrangement over the reporting period.

Utmost does not make available Plan specific reporting in relation to the performance of its administration service however, it has stated that in the year to 31 December 2019, 97% of all of its payments were made within 5 working days (based on the whole of Utmost's ex-Equitable Life business). For the Utmost arrangement, the Fujitsu Pension Team supports the Trustee with the monitoring of this arrangement through liaising with Utmost to ensure, as far as possible, any payments are made as promptly and accurately as possible. There were no financial transaction issues relating to Utmost over the reporting period.

The Trustee is also supported in the monitoring of these legacy arrangements through annual reporting received from its AVC adviser which covers any developments at these providers and the investment performance of the funds invested in.

Based on this regular reporting and the service levels achieved the Trustee is satisfied that the AVC core financial transactions during the Plan year have been processed accurately and no issues relating to core financial transactions need to be reported. However, the Trustee is not satisfied with the promptness of the processing of some core financial transaction by Aviva as demonstrated by the poor service standards highlighted above and will continuing to monitor and work with Aviva to improve this over 2020.

Costs and charges

The statutory guidance was taken into account in preparing this section of the Statement.

The tables below show the total fee (called the total expense ratio, or "TER") and transaction cost for each of the DC Section and AVC funds available to members. The TER includes the annual management charge ("AMC") plus any additional fund management expenses. Transaction costs are those incurred by the investment managers as a result of buying, selling, lending or borrowing investments. These costs are typically categorised as:

- Explicit costs which are directly observable and include broker commissions and taxes, or
- Implicit costs which cannot be observed in the same way but can also result in a reduction in the value of capital invested, these implicit costs include market impact or delay costs which can also result in a gain for the fund (i.e. a negative transaction cost).

The FCA's Policy Statement 'Transaction Cost Disclosure in WorkPlace Pensions' establishes a defined methodology to calculate transaction costs (known as the 'slippage cost' methodology).

The transaction costs shown below have been calculated by the Plan's providers in conjunction with the underlying fund managers. The figures shown in the transaction costs column indicate whether (over the reporting period) the total transactions that have taken place have produced either a positive or a negative impact. Negative costs are a feature of price movements in a fund as members trade in and out of the fund and are not a reflection of explicit costs paid by members. As a result of this, it is not expected that transaction costs for the affected fund(s) will always be negative.

DC Section costs and charges

Lifestyle strategy

Under the Plan Lifestyle Strategy members' savings are invested in Fidelity Blackrock 30/70 Currency Hedged Global Equity Fund initially and then phase into the Fidelity L&G Multi-Asset Fund starting 23 years from retirement, and then phase into the Fidelity Blackrock Cash Fund over the 4 years prior to retirement. The table below provides the charges and transactions costs that apply at different points till retirement for a member investing in the Lifestyle Strategy.

Fidelity Lifestyle Option - Term to retirement	TER	Transaction costs
0	0.13%	0.01%
3	0.22%	0.03%
6	0.24%	0.03%
9	0.24%	0.03%
15	0.23%	0.02%
20	0.22%	0.02%
25+	0.21%	0.01%

Fidelity funds	TER	Transaction costs
Fidelity Blackrock 30/70 Currency Hedged Global Equity Fund*	0.21%	0.01%
Fidelity L&G Multi-Asset Fund*	0.25%	0.03%
Fidelity Blackrock Cash Fund*	0.13%	0.01%
Fidelity L&G Pre-Retirement Fund	0.18%	0.00%

Fidelity funds	TER	Transaction costs
Fidelity Blackrock Over 5 Years Index Linked Gilt Fund	0.14%	0.06%

*Component fund of the Lifestyle Strategy

The Occupational Pension Schemes (Administration and Disclosure) (Amendment) Regulations 2018 require the Trustee to produce a "£ and pence" illustration showing the compounded effect of costs and charges. This is shown in Appendix 1. The illustrations included have been provided by Fidelity, who have followed reasonable measures to ensure that these illustrations are in line with the relevant statutory guidance.

The Trustee has taken into account the new statutory guidance which requires trustees to make available certain information on a publicly accessible website. This is now in place and can be accessed using the website address: **https://retirement.fidelity.co.uk/about-workplace-pensions/investing/costs-and-charges/ICLP**.

AVCs: Costs and charges - Utmost and Phoenix Life

Equitable Life/Utmost Funds	TER	Transaction costs
Equitable Life With-profits Fund*	No explicit member charges	1.0356%
Utmost Secure Cash Fund	0.50%	N/A**
Utmost Managed Fund	0.75%	0.0084%
Utmost Money Market Fund	0.50%	0.00%
Phoenix Life Funds		
Phoenix Life London Life With Profits Fund*	No explicit member charges	No explicit member charges

*For the Equitable Life With-profits Fund and London Life With-profits Fund no explicit member charges are applicable as all costs are deducted from the returns achieved by the Funds. These costs may impact on any non-guaranteed bonus rates received by members. During the reporting period, the Equitable Life With-profits Fund applied a 1.0% deduction to the total value of the With Profits Fund to cover the costs of managing the With Profits Fund. A further deduction of 0.5% is applied to cover the costs of the With Profits Fund's guarantees. Further costs may also be incurred but are not identifiable at this stage. All assets in the Equitable Life With-profits Fund were transferred to the Utmost Secure Cash Fund on 1 January 2020 and no assets remained in the Equitable Life With-profits Fund at the end of the reporting period.

**The Utmost Secure Cash Fund was only introduced on 1 January 2020, so a full year's transaction costs information is not yet available. The Trustee will include this information in future statements once the required length of reporting is available.

AVCs: Costs and charges - Aviva

Under the Plan's AVC arrangement with Aviva a Lifestyle Strategy is available to members which invests 100% in the Aviva Blackrock Global Equity (50:50) Index Fund and then phases into the Aviva Pre-Retirement Fixed Interest Fund and the Aviva Cash Fund over the 5 years prior to retirement. The table below provides the charges and transactions costs that apply at different points till retirement for a member investing in the Lifestyle Strategy.

Aviva Lifestyle Option - term to retirement	TER	Transaction costs
0	0.50%	0.1465%
3	0.50%	0.0725%
5+	0.50%	0.0231%

Aviva Funds	TER	Transaction costs
Cash Fund	0.50%	0.0084%
Blackrock Global Equity (50:50) Index Fund	0.50%	0.0231%
Pre-Retirement Fixed Interest Fund	0.50%	0.1925%
Managed Fund	0.50%	0.0933%
Stewardship Fund	0.52%	0.0636%
Stewardship Managed Fund	0.50%	0.1494%
With-profits Fund	0.50%	0.1070%

Value for money for members: DC Section and AVCs

Assessment approach

The Trustee assessed the extent to which the charges and transaction costs above represent good value for members and obtained an independent value for members assessment from its adviser. The assessment was undertaken in line the Regulator's guidance under its DC Code of Practice and considered the following areas for both the DC Section and AVCs:

- Analysis of the membership data, member decision making and interactions with the Plan, as well as the expected needs of the membership across the key areas identified by the Regulator in its DC Code of Practice.
- The services members pay for as part of the fund charges levied by the main pension providers, Fidelity and Aviva, and assessed the extent to which these services meet members' needs. Under the Plan, members bear the cost for Fidelity and Aviva's administration, investment and communication services. The assessment specifically considered:
  - Whether the range of funds offered remained suitable
  - The investment performance of fund options available to members
  - The performance of the administration service, covering the service standards achieved, data quality and interactions with members
  - The quality of the communication services provided to members
- To assess the extent to which these services offer good value for members, the assessment benchmarked the Plan charges against other pension schemes broadly offering the same services for which members pay for and other types of pension vehicles.
- Consideration was also given to 'broader value', i.e. the wider benefits and services members receive in the Plan but do not pay for (predominantly Plan governance, management and oversight functions).

DC Section

Under the DC Section the Trustee pays an annual fee to meet the cost of record-keeping. Members bear the cost for all other services provided by Fidelity including administration transactions, the investment options available and any communications support. The annual fee paid by the Trustee had the effect of reducing the overall charge paid by members through Fidelity over the reporting period. All other DC costs are paid in full by the Trustee.

The assessment showed that the charges for the DC Section's Lifestyle Strategy (in which the majority of members and assets are invested) are significantly below the average of schemes of a similar structure and also alternative pension vehicles available.

The assessment of the services offered to members through the Plan (that members pay for) found that:

- The DC Section has a bespoke investment strategy which takes account of members' needs and was designed based on analysis of the membership to match how most members are expected to take their savings on retirement from the Plan. This includes the need for risk management and control as members get closer to retirement and their pot sizes grow.
- Members also have access to a range of alternative fund options to allow them to design their own investment strategy.
- All investment options have performed in line with their objectives over the reporting period.
- The communications offered to members under Fidelity are of good quality and includes a pensions website that offers information about retirement planning, income options and financial wellness. Over the reporting period, members were also now able to download the Fidelity PlanViewer app to view the current value of their savings. Although the Trustee believes the retirement support offered by Fidelity is of good quality, the Trustee will be considering what additional support members may need at retirement as part of a wider review of its DC offering being undertaken over 2020.
- Fidelity's administration service is highly rated by the Trustee's adviser and performance has been of a good quality over the reporting period (as noted in the core financial transactions section of this statement), with no errors, issues or member complaints occurring.

Overall the Trustee believes for the DC Section that the combination of costs and the quality of what is provided in return for those costs is appropriate for the DC Section membership as a whole, when compared to other options available in the market. Noting this, the Trustee is undertaking a review over 2020 of its DC offering to understand how it can best support and add value to members in the future this will include consideration of alternative options available in the market.

AVCs

Under the DC Section members bear the cost for the services provided by Aviva including administration, the investment options available and any communications support. All other costs are paid in full by the Trustee.

For the Aviva AVC policies the assessment showed that these charges were above the average. In response to this, the Trustee requested that Aviva review it charges and it has agreed to reduce the annual management charge paid by members by 0.07% and this reduction was implemented in June 2020. The Trustee identified the Utmost Managed Fund as a Fund where the charges were above average and providing below average value. In response to this the Trustee has reviewed the suitability of this Fund and agreed to move assets in this Fund to the Aviva arrangement. This change is expected to take place in the Plan's next reporting period (year to 31 March 2021).

The assessment of the services offered to members through the Plan (that members pay for) found that for the AVCs:

- For the legacy assets with Utmost, the Trustee undertook a review of these over the reporting period. This included consideration of Equitable Life's guarantee exchange scheme which the Trustee voted in favour as its review showed this was likely to be in the best interests of members. Following this review all assets with Equitable Life moved to Utmost and it was then subsequently agreed that these assets should be moved to the Aviva arrangement as this would offer better value to members due to the lower charges applying and better quality communications and investment options. This change is expected to take place in the Plan's next reporting period.

- The assessment showed that some of the AVC investment options with Aviva are no longer suitable and not meeting member needs. In response to this, the Trustee, with support from its DC investment advisor, reviewed the AVC fund range with Aviva including undertaking analysis of the membership. Following this review, a revised fund range was agreed including an improved lifestyle option that better targets how members are expected to take their AVCs on retirement. This fund range will be implemented in the next reporting period.
- The communications offered to members under Aviva are providing sufficient value. Members have online access where they can review their investment choice, AVC savings and make changes as required. Members can also access the relevant fund factsheets and investment guide online.
- As noted under the financial transactions section, there has been ongoing concerns around the administration performance of Aviva and the assessment indicated that some aspects of the service are providing below average value. The Trustee and the Pensions Team are monitoring this closely through the actions set out in the core financial transactions section of the statement. This is also being considered further as part of the Trustee review noted earlier in this statement.

Overall the Trustee believes the AVCs are offering on the whole sufficient value to members but has identified areas of below average value (as set out above) that it intends to address over the next reporting period. As noted above, the Trustee will be undertaking a review of its DC offering in the next reporting period and addressing the areas considered below average value will be considered as part of this including whether there are alternative options available in the market that could provide better value to members.

Broader value

In terms of the broader value of the services members do not pay for, the assessment showed that for both the DC Section and AVCs:

- The communications support provided by the Trustee provides additional value to members particularly where action is required by the member.

- In terms of the governance and management of the Plan undertaken by the Trustee (as outlined in this Statement and otherwise), it was felt that there was a strong member need for this oversight and that this provided additional value to members particularly in relation to the monitoring of the service providers and member support provided by the Fujitsu Pensions Department on behalf of the Trustee.

Trustee knowledge and understanding (TKU)

The law requires the Trustee board to possess, or have access to, sufficient knowledge and understanding to run the Plan effectively. The Trustee Board includes individuals who have a long and broad experience of the pensions industry, and individuals who, outside of their Trustee role work, or used to work, in a variety of business areas. The Trustee board consults with its professional advisers as and when required, for example on investment, governance and legal matters. The Trustee's approach to meeting these TKU requirements included:

- Maintaining a rolling programme of Trustee training which forms part of the Trustee's regular business planning and is provided by its professional advisers. Training is delivered both as part of the Trustee's quarterly board meetings and at dedicated training events.
- Training over the reporting period included:
  - The growing importance of sustainable investment including how this translates into the Trustee’s investment beliefs in this area
  - Regulatory developments in relation to Environmental, Social and Governance (ESG) investing and stewardship
  - Risk management
  - Roles and responsibilities of the Trustees’ advisers
  - The global economy and markets

- The use of Artificial Intelligence in solving business problems
- Cyber security and data protection
- The Pensions Regulator’s DC Code of Practice
- Equitable Life’s guaranteed exchange scheme
- Investment strategy design for AVC arrangements
- Competition and Markets Authority’s review of investment consultancy services and fiduciary management services

- Recording all training and attendance at appropriate seminars in the Trustee training log to support this statement.
- All Trustee Directors have previously completed the Pensions Regulator's trustee toolkit prior to the reporting period but Trustee Directors are encouraged to review the toolkit as required with three Trustee Directors undertaking refresher modules during the reporting period.
- The Trustee has in place a formal training programme for any new Trustee Directors appointed requiring new Trustee Directors to complete the Pensions Regulator's trustee toolkit within 6 months of appointment. All Trustee Directors also receive induction training from the Plan Secretary and key advisers, covering knowledge areas specific to their roles and Plan documentation such as the Trust Deed & Rules and SIP.
- The Trustee reviewed its training needs at its Board meeting on 1 July 2020 and agreed a training programme to address the key areas identified where training was required. Some of these areas were addressed via the training items set out above with the rest due to be covered in the Plan’s next reporting period (year to 31 March 2021). A trustee knowledge and understanding assessment was scheduled to be carried out in Q1 2020 however, the Trustee agreed to delay this in light of the Regulator’s forthcoming updated guidance in this area. An in depth assessment is intended to be undertaken in the next reporting period.
- All Plan documents are available on the dedicated Trustee site. At Trustee meetings, key Plan documents are referred to and reviewed if required to ensure these are being adhered to correctly when making decisions. The Trustee is conversant with the Plan’s SIP and Trust Deed and Rules and periodically engages with its advisers to review these documents. Evidence of reviewing the key Plan documents over the reporting period included:
  - Considering whether any changes to the Plan Rules are required with support from the Trustee’s legal advisers, including in relation to the Plan’s dependency definition.
  - Updating the Plan’s SIP including in relation to:
    - The Trustee’s policies towards to the Sustainable Investment, ESG and Stewardship section of the SIP based on the new requirements.
    - Clarifying that the DC Section does not technically have any default arrangements for the purposes of the 2005 Investment Regulations
  - Agreeing changes to the Trustee’s investment beliefs policies in relation to sustainable investments at the December Trustee meeting.
  - Updating the Plan’s investment objectives following the CMA’s requirement to set objectives for its investment advisers at the November 2019 Joint Investment Committee meeting
  - Reviewing the Trustee’s ‘conflicts of interest policy and business plan at each Trustee Board meeting. The Trustee also agreed its 2020 business plan at the December Trustee Board meeting
  - The Audit Risk Management and Administration Committee undertook a detailed review of the Plan’s risk register at its May 2019 meeting.
- Each individual Trustee Director undertakes a programme of Continuous Professional Development (“CPD”) which includes attendance at adviser, industry and professional body seminars, webinars and other events as well as private study. These are all recorded via the Trustee’s training logs. Examples of the Trustee Directors individual training undertaken over the reporting included:
  - Barnett Waddingham Webinar on the future of Equitable Life
  - PMI South West conference
  - Insight Pooled Fund conference
  - General reading of various pension and investment publications

  - Insight Client investment training
- The Trustee's DC advisor and legal advisor attends each Trustee Board meeting to provide advice and updates relevant to the Plan. The Trustee reviews the quality of the service received and their ongoing suitability of its advisors annually.

Based on the above, the Trustee Directors consider they are conversant with:

- The Trust Deed and Rules of the Plan
- The Statement of Investment Principles
- Other documents recording Plan policies

Each Trustee Directors also considers that he or she has sufficient knowledge and understanding of the law relating to pensions and trusts and the principles relating to investment of the assets of pension schemes. The Trustee was able to demonstrate this knowledge through:

- The overall extensive experience of the Trustee Directors with the majority having been Trustee Directors for many years
- Completion of the Pensions Regulator's trustee toolkit by all Trustee Directors
- The regular updates and training provided by the Plan's adviser at both the Joint Investment Committee meetings and full Board meetings.

As a result of the training activities which have been completed by the Trustee individually and collectively as a Board, the professional advice available to the Trustee and the combined knowledge, experience and understanding of the Board enables it to exercise properly its functions as the Trustee of the Plan and demonstrates that the Trustee has met the relevant legislative requirements.

During this Plan year, an independent effectiveness review of the Trustee was undertaken by an external agency which focused on the behavioural effectiveness of the Board to support the objectives set out in the Trustee's business plan. The review comprised interviews with the six Trustee Directors as well as key representatives from the Board's main advisers, the secretary to the Trustee Board and a representative of the sponsor. In addition, observations were made of the March Trustee Board meeting, the May Joint Investment Committee meeting and the May Audit, Risk and Administration (ARA) Committee meeting. The review focussed on five things identified in the Pensions Regulator's latest statement on 21st Century Trusteeship that need to be in place to support good decision-making and management a scheme effectively, which are:

- Clear roles and responsibilities and clear strategic objectives
- A skilled, engaged and diverse board led by an effective chair
- Close relationships with employers, advisers and others involved in running the scheme
- A robust risk management framework focused on key risks
- Sound structures and processes focussed on outcomes

The overall results of the review were discussed at the September 2019 Trustee meeting and these were broadly very positive as it concluded:

- All Trustee Directors had received a thorough induction once appointed and are clear what their roles and responsibilities are.
- The Boards have strategic objectives in place.
- The Trustee Directors are engaged and there is a diverse skillset among the Trustee Board.
- The Trustee Directors maintain excellent relationships with their advisers, the sponsor, the administration team and with other suppliers.
- The Board and Sub-Committees are chaired effectively
- A robust risk management process that focusses on key risks is in place.
- Evidence points towards the Boards' structures and processes being extremely sound, although formally assessing this was outside the scope of the review.

The review highlighted that the following key areas should be considered further by the Board:

- Succession planning as the Board as a number of Trustee Directors will be retiring over the next few years including how to bring new Directors up to speed as quickly as possible.
- Scope for more proactive invitation to all Directors to contribute to/participate in meetings

The Directors will be considering these matters further during 2020 with a particular focus on succession planning and development of existing and any new Trustee Directors.

David Sillitoe
Chair of ICL Group Pension Plan
July 2020