

# Investment Strategy Statement (November 2023)

## Introduction and background

This is the Investment Strategy Statement (“ISS”) of the Tyne and Wear Pension Fund (“the Fund”), which is administered by South Tyneside Council (“the Administering Authority”). The ISS is made in accordance with Regulation 7 of the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2016 (“the Regulations”).

The ISS has been prepared by the Fund’s Pension Committee (“the Committee”) having taken advice from the Fund’s investment adviser, Hymans Robertson LLP. The Committee acts on the delegated authority of the Administering Authority.

The ISS, which was approved by the Committee on 1 December 2023, is subject to periodic review at least every three years and without delay after any significant change in investment policy. The Committee has consulted on the contents of the Fund’s investment strategy with such persons it considers appropriate.

The Committee seeks to invest in accordance with the ISS, any Fund money that is not needed immediately to make payments from the Fund. The ISS should be read in conjunction with the Fund’s Funding Strategy Statement.

## The suitability of particular investments and types of investments

The primary objective of the Fund is to provide pension and lump sum benefits for members on their retirement and/or benefits on death for their dependants, on a defined benefits basis. This funding position will be reviewed at each triennial actuarial valuation, or more frequently as required.

The Committee aims to fund the Fund in such a manner that, in normal market conditions, all accrued benefits are fully covered by the value of the Fund’s assets and that an appropriate level of contributions is agreed by the employers to meet the cost of future benefits accruing. For employee members, benefits will be based on service completed but will take account of future salary and/or inflation increases.

The investment objective is:

- To invest the Fund money in assets of appropriate liquidity to produce income and capital growth that, together with employer and employee contributions, will meet the cost of benefits
- To keep contributions as low and as stable as possible through effective management of the assets.

The Committee has translated its objectives into a suitable strategic asset allocation benchmark for the Fund. This benchmark is consistent with the Committee’s views on the appropriate balance between generating a satisfactory long-term return on investments whilst taking account of market volatility and risk and the nature of the Fund’s liabilities.

It is intended that the Fund’s investment strategy will be reviewed at least every three years in conjunction with actuarial valuations of the Fund.

The Fund has recently carried out an asset liability modelling exercise alongside the 2022 actuarial valuation. The Fund’s liability data was used in the modelling, and the implications of adopting a

range of alternative contribution and investment strategies were assessed. The implications for the future evolution of the Fund were considered under a wide range of different scenarios.

The Committee assessed the likelihood of achieving their long term funding target – which was defined as maintaining a fully funded position over the next 20 years. They also considered the level of downside risk associated with different strategies by identifying the low funding levels which might emerge in the event of adverse experience.

A summary of the expected returns and volatility for each asset class included in the modelling is included in Appendix 3.

This approach helps to ensure that the investment strategy takes due account of the maturity profile of the Fund (in terms of the relative proportions of liabilities in respect of pensioners, deferred and active members), together with the level of disclosed surplus or deficit (relative to the funding bases used).

The Committee has implemented a mechanism that allows tactical asset allocation decisions to be taken. The aim is to identify and benefit from valuation anomalies in asset classes that may take a number of years to correct. This operates between the long term strategic asset allocation that is set by the asset liability modelling studies and the short term positions that are adopted by the investment managers.

The detailed formal monitoring of the Fund's investments is undertaken by an Investment Panel, which is comprised of three Committee members, two of the Fund's officers and the Investment Advisor. The Panel meets quarterly to consider the investment objective and policy, opportunities to take tactical asset allocation positions and each manager's performance and process. It reports to the Committee on its findings and makes recommendations on any action that is required.

In addition, the Panel monitors the high level strategy on an ongoing basis, focusing on factors including, but not limited to:

- Suitability given the Fund's level of funding and liability profile
- The level of expected risk
- Outlook for asset returns

The Committee monitors the Fund's actual allocation on a regular basis to ensure it does not notably deviate from the target allocation. They have also employed Legal and General to monitor and assist with rebalancing across the Fund's allocations to liquid equity and bond classes, which are implemented across the range of passive and active investments.

The performance of the Total Fund and the individual managers is measured independently by Portfolio Evaluation.

The Committee have developed a set of Investment Beliefs underlying their approach to choosing investments. These beliefs, set out in Appendix 1, are reviewed on a regular basis and in conjunction with any potential changes to the investment arrangements.

## Investment of money in a wide variety of investments

### Asset classes

The Fund may invest in quoted and unquoted securities of UK and overseas markets including equities and fixed interest and index linked bonds, cash and property either directly or through pooled funds. The Fund may also make use of contracts for differences and other derivatives either directly or in pooled funds investing in these products for the purpose of efficient portfolio management or to hedge specific risks.

The Committee reviews the nature of Fund investments on a regular basis, with particular reference to suitability and diversification. The Committee seeks and considers advice from a suitably qualified person in undertaking such a review. If, at any time, investment in a security or product not previously known to the Committee is proposed, appropriate advice is sought and considered to ensure its suitability and diversification.

The Committee completed a review of the investment strategy and asset allocation in September 2022. The review concluded that the existing strategy remains appropriate, however, some opportunities were identified to shift 5% of the assets from Growth to Income and to increase the allocation to private market assets. This is a continuation of the changes introduced as part of the 2019 review of the investment strategy.

These adjustments will provide for marginally better long term returns and a marginally reduced downside risk but also provide a good opportunity to increase allocations to lower carbon asset classes which will support the Fund's carbon reduction targets. In particular, the Fund has made a 3% allocation to a Climate Opportunities fund which will be a combination of infrastructure, private equity, private debt and potentially agriculture and forestry. This fund will be made up of private market investments and so will take several years to reach the target allocation.

The new strategy also includes an increased allocation to Index Linked Gilts from 1% to 2% and a subsequent reduction in Corporate Bonds from 21% to 20%. This change reflects the increased Orphan Liabilities in the Fund following the exit of one of the Fund's employers. This is a risk reduction approach as these assets should very broadly move in line with the liabilities.

Some of the asset allocation changes have now been implemented. However, the increased allocation to private market investments in the category of return seeking income assets and corresponding reductions in listed equities will take several years to implement.

The new long term benchmark positions agreed by the Committee in September 2022 are set out in the table below.

Due to the amount of time it will take to increase the allocations to private market investments, and therefore fully implement the asset allocation benchmark in the table below, interim benchmarks will be used over an appropriate period to reflect these changes. These interim benchmarks will evolve gradually over a period of time.

**Table 1: Fund asset allocation**

<b>Asset class</b>	<b>Original 2019 benchmark %</b>	<b>New benchmark Re-expressed %</b>	<b>Change %</b>
<b>Return-seeking assets - Growth</b>			
UK equities	8.0	6.3	-1.7
Overseas equities	25.5	22.7	-2.8
Global Equities (inc UK)	7.0	5.5	-1.5
Private Equity	7.5	8.5	+1.0
<b>Return-seeking assets - Income</b>			
Global Property	5.0	4.0	-1.0
UK Commercial Property	6.0	7.0	+1.0
UK Residential Property	2.0	2.0	
Infrastructure	5.0	6.5	+1.5
Private Debt	6.0	6.5	+0.5
Multi Asset Credit	5.0	5.0	
Climate Opportunities	0.0	3.0	+3.0
<b>Low risk assets</b>			
UK Corporate bonds	21.0	20.0	-1.0
Index Linked Gilts	1.0	2.0	+1.0
Cash	1.0	1.0	
<b>Total</b>	<b>100.0</b>	<b>100.0</b>	

The expected return on the current portfolio, based on market conditions as at 31<sup>st</sup> March 2023, is 7.6%p.a.

In line with the Regulations, the authority's investment strategy does not permit more than 5% of the total value of all investments of fund money to be invested in entities which are connected with that authority within the meaning of section 212 of the Local Government and Public Involvement in Health Act 2007.

Further details on the Fund's risks, including the approach to mitigating risks, is provided in the following section.

### **Restrictions on investment**

The Regulations have removed the previous restrictions that applied under the Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009. The Committee's

approach to setting its investment strategy and assessing the suitability of different types of investment takes account of the various risks involved and a rebalancing policy is applied to maintain the asset split close to the agreed asset allocation target. Therefore it is not felt necessary to set additional restrictions on investments.

### Managers

The Committee has appointed a number of investment managers all of whom are authorised under the Financial Services and Markets Act 2000 to undertake investment business.

The Committee, after seeking appropriate investment advice, has agreed specific benchmarks with each manager so that, in aggregate, they are consistent with the overall asset allocation for the Fund. The Fund's investment managers will hold a mix of investments which reflects their views relative to their respective benchmarks. Within each major market and asset class, the managers will maintain diversified portfolios through direct investment or pooled vehicles. The manager of the passive funds in which the Fund invests holds a mix of investments within each pooled fund that reflects that of their respective benchmark indices.

Following consideration of the efficiency, liquidity and level of transaction costs likely to prevail within each market, the Committee has determined that a proportion of the Fund should be managed on a passive basis.

The use of passive management should be expected to reduce as allocations to asset classes such as infrastructure, property, private debt and multi-asset credit are built up.

The Committee's expectations in respect of returns from the Fund's investments are expressed through achievable and prudent objectives and restrictions that have been set for each mandate. The objectives and restrictions have been discussed and agreed with each manager to allow them to implement their natural investment style and process. The use of any financial instruments is not prohibited, except where such prohibition is required by legislation or where it has been agreed with a manager that its use is inappropriate.

When the appointment of investment managers is under consideration, the Fund requests and considers fees quotations on a range of structures, for example ad valorem, performance based and flat fees. The fees that have been accepted are those that the Fund considers will be the most economically advantageous to it over the life of the mandate.

Details of the investment managers employed by the Fund and the nature of their mandates are included in Appendix 2.

### **The approach to risk, including the ways in which risks are to be measured and managed**

The Committee is aware that the Fund has a need to take risk (e.g. investing in return-seeking assets) to help it achieve its funding objectives. It has an active risk management programme in place that aims to help it identify the risks being taken and put in place processes to manage, measure, monitor and (where possible) mitigate the risks being taken.

The principal risks affecting the Fund are set out below, and the Fund's approach to managing these risks and the contingency plans that are in place.

### Funding risks

- Financial mismatch – The risk that Fund assets fail to grow in line with the developing cost of meeting the liabilities.

- Changing demographics –The risk that longevity improves and other demographic factors change, increasing the cost of Fund benefits.
- Systemic risk - The possibility of an interlinked and simultaneous failure of several asset classes and/or investment managers, possibly compounded by financial ‘contagion’, resulting in an increase in the cost of meeting the Fund’s liabilities.

The Committee measures and manages financial mismatch in two ways. As indicated above, the Committee has set a strategic asset allocation benchmark for the Fund. This benchmark was set taking into account asset liability modelling which focused on the probability of ‘success’, defined as achieving the funding objective, and assessing the level of downside risk. This analysis was revisited as part of the 2022 valuation process. The Committee assesses risk relative to the strategic benchmark by monitoring the Fund’s asset allocation and investment returns relative to the benchmark. The Committee also assesses risk relative to liabilities by monitoring the delivery of benchmark returns relative to liabilities.

The Committee also seeks to understand the assumptions used in any analysis and modelling so they can be compared to their own views and the level of risks associated with these assumptions to be assessed.

The Committee seeks to mitigate systemic risk through a diversified portfolio but it is not possible to make specific provision for all possible eventualities that may arise under this heading.

#### **Asset risks**

- Concentration - The risk that a significant allocation to any single asset category and its underperformance relative to expectation would result in difficulties in achieving funding objectives.
- Illiquidity - The risk that the Fund cannot meet its immediate liabilities because it has insufficient liquid assets.
- Currency risk – The risk that the currency of the Fund’s assets underperforms relative to Sterling (i.e. the currency of the liabilities).
- Environmental, social and governance (“ESG”) – The risk that ESG related factors reduce the Fund’s ability to generate the long-term returns. This includes recognising the potential financial impact of Climate Change and whether companies have sufficiently addressed the associated risks, including for example the risk of stranded assets.
- Manager underperformance - The failure by the fund managers to achieve the rate of investment return assumed in setting their mandates.

The Committee measure and manage asset risks as follows.

The Fund’s strategic asset allocation benchmark invests in a diversified range of asset classes. The Committee has put in place rebalancing arrangements to ensure the Fund’s actual allocation does not deviate substantially from its target. The Fund invests in a range of investment mandates each of which has a defined objective, performance benchmark and manager process which, taken in aggregate, help reduce the Fund’s asset concentration risk.

By investing across a range of assets, including liquid quoted equities and bonds, as well as property, the Committee has recognised the need for access to liquidity in the short term. Liquidity risk is also controlled by estimating the net benefit outgo or inflow and ensuring that sufficient cash balances are available.

The Fund invests in a range of overseas markets which provides a diversified approach to currency markets; the Committee also assess the Fund's currency risk during their risk analysis. Details of the Fund's approach to managing ESG risks is set out later in this document.

The Committee has considered the risk of underperformance by any single investment manager and has attempted to reduce this risk by having multiple appointments, and having a proportion of the Fund's assets managed on a passive basis. Manager diversification is further achieved through Border to Coast, where investments are into multi-manager funds. The Committee assess the Fund's managers' performance on a regular basis, and will take steps, including potentially replacing one or more of their managers, if underperformance persists.

#### **Other provider risk**

- Transition risk - The risk of incurring unexpected costs in relation to the transition of assets among managers. When carrying out significant transitions, the Committee seeks suitable professional advice.
- Custody risk - The risk of losing economic rights to Fund assets, when held in custody or when being traded.
- Credit default - The possibility of default of a counterparty in meeting its obligations.
- Stock-lending – The possibility of default and loss of economic rights to Fund assets.

The Committee monitors and manages risks in these areas through a process of regular scrutiny of its providers, and audit of the operations it conducts for the Fund, or has delegated such monitoring and management of risk to the appointed investment managers as appropriate (e.g. custody risk in relation to pooled funds).

Custodian risk is controlled through the restrictions set out in the custodian's agreement and through the ongoing monitoring of the custodial arrangements.

Counterparty risk is controlled through the restrictions followed by the managers with respect to the trading of securities and cash management.

The Fund participates in low risk stock lending programmes run by:

- Northern Trust, its custodian
- Border to Coast, the pool company, and
- Legal and General, its passive manager, where the exposure is through lending programmes in certain of the pooled investment vehicles

A separate schedule of risks that the Fund monitors is set out in the Fund's Funding Strategy Statement.

## **The approach to pooling investments, including the use of collective investment vehicles and shared services**

The Fund is a participating scheme in the Border to Coast Pensions Partnership (Border to Coast). The proposed structure and basis on which the Border to Coast pool will operate was set out in the July 2016 submission to Government.

### **Assets to be invested in the Pool**

The Fund's intention is to invest its assets through the Border to Coast pool as and when suitable investment solutions become available. The key criteria for assessment of Pool solutions will be as follows:

- That the Pool enables access to an appropriate solution that meets the objectives and benchmark criteria set by the Fund
- That there is financial benefit to the Fund in investing in the solution offered by the Pool.

Investments have been made in Border to Coast's UK Equity, Global Equity, Private Equity, Infrastructure, Private Debt, Climate Opportunities, Investment Grade Credit Corporate Bonds and Multi Asset Credit funds. The detailed parameters and objectives of other investment opportunities are continuing to be developed.

The Fund is intending to retain the following assets outside of the Border to Coast pool:

- Passive investments with Legal and General are currently held through life policies and these will remain assets of the Fund. However, the Fund benefits from joint procurement arrangements by Border to Coast funds for these services. Monitoring of the manager continues to be carried out by the funds. Should circumstances change, retendering exercises may be managed by Border to Coast.
- The Fund has investments in a large number of closed end funds as part of its private markets programme. These funds invest in underlying private equity, infrastructure, global property, residential property and private debt investments. Each of the individual funds has a fixed life with all assets being returned to investors within a specified period. There is no liquid secondary market for these types of investment – and there is a risk that sales would only be possible at material discounts to net asset value. Therefore, the Committee believes that it is in the best interests of the Fund to retain these investments. New allocations to these asset classes will be made through Border to Coast once suitable funds have been established.

Any assets not invested in the Border to Coast pool will be reviewed at least every three years to determine whether the rationale remains appropriate, and whether it continues to demonstrate value for money.

The Fund is permitted to directly invest locally, subject to suitable risk/return characteristics and there being clear value for money benefit, should this not be available through the pool.

### **Structure and governance of the Border to Coast Pool**

The [July 2016 submission to Government](#) of the Border to Coast Pool provided a statement addressing the structure and governance of the Pool, the mechanisms by which the Fund can hold the Pool to account and the services that will be shared or jointly procured. Government approved this approach on 12 December 2016. The Fund has been working with the Border to Coast to progress arrangements on this basis.

These arrangements included establishing a Financial Conduct Authority regulated company to manage the assets of Border to Coast funds. Based on legal advice describing the options on holding shares in this company, Border to Coast Pensions Partnership Limited, the Fund holds all voting and non-voting shares as investments.

As the Pool develops and the structure and governance of the Pool are developed, information is made available on Border to Coast's website <https://www.bordertocoast.org.uk/>.

### **The six principles of investment decision making for occupational pension schemes**

The Fund is compliant with the six principles on investment decision making for occupational pension schemes, as set out in the guidance published by the Chartered Institute of Public Finance and Accountancy in December 2009 called "Investment Decision Making and Disclosure in the Local Government Pension Scheme: A Guide to the Application of the Myners Principles".

### **How social, environmental or corporate governance considerations are taken into account in the selection, non-selection, retention and realisation of investments**

It is recognised that ESG factors can influence long term investment performance and the ability to achieve long term sustainable returns. The Committee consider the Fund's approach to responsible investment in two key areas:

- **Sustainable investment / ESG factors** – considering the financial impact of environmental, social and governance (ESG) factors on its investments.
- **Stewardship and governance** – acting as responsible and active investors/owners, through considered voting of shares, and engaging with investee company management as part of the investment process.

The Committee takes ESG matters very seriously and receives regular training in this area. At recent sessions there has been a particular focus on the impact of climate change.

Each year the Committee conducts a review of its policies in this area and its investment managers' approach to ESG. This is supported by advice from Hymans Robertson.

Climate change presents a particular systemic risk to the financial stability of the global economy, and has the potential to impact on investments, members and employers. It could negatively impact on the Fund's financial performance, and as such it represents a long term financial risk to the Fund and its holdings. The Fund's website and the Climate Change Policy provide details on how the financial risks relating to climate change are taken into account.

The Committee has developed a Corporate Governance and Responsible Investment Policy which can be summarised as follows:-

- The Fund believes that good corporate governance and the informed use of voting rights are an integral part of the investment process that will improve the performance of the companies in which the Fund is invested.
- The Policy describes the main risks in relation to ESG issues and the Fund's approach to direct and indirect engagement.
- There is a focus on engagement over divestment. The belief is that well run companies which recognise and effectively address risks, including ESG risks, produce superior returns.

- The process through which the Fund appoints a manager includes an assessment of each candidate's approach to responsible investment.
- Each manager is required to prepare a policy on responsible investment and on the use of voting rights. The Fund will review each policy and agree with the manager how it may be applied on its behalf.
- The policy towards UK quoted companies must take account of the principles contained in the UK Corporate Governance Code and the Stewardship Code that are issued by the Financial Reporting Council.
- A manager should use its best efforts to apply the principles of the UK Stewardship Code to overseas holdings. Other national or international standards must also be taken into account.
- The policy towards unquoted companies should be consistent with the approach adopted for quoted companies, to the extent that this is practicable.
- Each manager must continue to develop its policy and report changes to the Fund for approval.
- Each manager must provide a quarterly report that sets out how its policy has been implemented.
- The Fund retains the right to direct a manager in respect of any issue.

The Committee requires that the investment managers take into account non-financial factors when selecting, retaining, or realising its investments. Financial factors take priority given that the primary responsibility of the Committee is to invest the Fund's assets to meet its pension obligations. The Law Commission's review of financial and non-financial factors in investment decision making is taken into consideration.

The Fund's investment managers are best placed to determine if ESG risks are sufficiently priced into valuations. In relation to climate change, this means that divestment from carbon intensive companies will only take place if it is considered that the risks are not appropriately priced in.

For passively managed investments on a market capitalisation basis there is usually no corresponding assurance. However, a proportion of Fund's passively managed investments have been invested in the Legal and General Future World series of funds which tilts holdings in companies for ESG factors, including climate change.

To date, the Fund's approach to social investments has largely been to delegate the day to day decisions to their underlying investment managers as part of their overall ESG duties and within the Fund's overall policies.

The Fund does not hold any assets which it deems to be social investments.

## **The exercise of rights (including voting rights) attaching to investments**

### **Voting rights**

The Committee has delegated the exercise of voting rights to the investment manager(s) on the basis that voting power will be exercised by them with the objective of preserving and enhancing long term shareholder value. Accordingly, the Fund's managers have produced written guidelines of their process and practice in this regard. The managers are strongly encouraged to vote in line with their guidelines in respect of all resolutions at annual and extraordinary general meetings of companies

under Regulation 7(2)(f). The Committee monitor the voting decisions made by all its investment managers on a regular basis.

### **Stewardship**

The Fund has developed reporting to comply with the revised UK Stewardship Code as published by the Financial Reporting Council (FRC). The Committee also expects both the Border to Coast pool and any directly appointed fund managers to also comply with the Stewardship Code and this is monitored on an annual basis.

The Fund believes in collective engagement and is a member of the Local Authority Pension Fund Forum (LAPFF), through which it exercises a voice across a range of corporate governance issues.

Border to Coast is an investment management company created and owned by eleven LGPS funds, including the Tyne and Wear Pension Fund. One of the aims of this venture is to establish a centre of excellence for responsible investment. Border to Coast's Responsible Investment Policy and Corporate Governance & Voting Guidelines documents (available at [www.bordertocoast.org.uk](http://www.bordertocoast.org.uk)) capture the partner funds' ambitions and the collective approach to tackling such issues such as poor corporate governance and addressing climate change. On behalf of the partner funds, Border to Coast works closely with organisations including the UN PRI (United Nations Principles for Responsible Investment), the IIGCC (Institutional Investor Group on Climate Change) and the 30% Club Investor Group which promotes diversity on boards and at senior management level.

# Appendices

Appendix 1 Investment Beliefs

Appendix 2 Investment Manager Arrangements

Appendix 3 Long term expected returns

# Appendix 1 Investment Beliefs

## Investment Objective

The Fund's investment objective is:

- To invest the Fund money in assets of appropriate liquidity to produce income and capital growth that, together with employer and employee contributions, will meet the cost of benefits
- To keep contributions as low and as stable as possible through effective management of the assets.

## Investment Beliefs

1. The Fund's strategic objective and asset allocation should be set by asset liability modelling in conjunction with each actuarial valuation.
2. As there is a strong covenant overall for the Fund, and it remains open to new members, it is appropriate to take a long term view when setting the investment strategy.
3. The asset return assumptions in the actuarial valuation should be consistent with the assumptions used in the asset liability monitoring, with an appropriate margin of comfort between the two.
4. There will be an ongoing approach to linking the level of risk in the investment strategy relative to liabilities. Different levels of risk may be taken at different funding levels. The Fund will only take enough investment risk to meets its high level objectives.
5. There is a long term risk premium to be earned for investing in equities, credit, property and illiquid assets, relative to gilts.
6. In the long term, equities will outperform investment grade credit and government bonds.
7. In the long term, credit will outperform government bonds.
8. Diversification will produce a better risk adjusted return over the long term. This applies at asset class and manager level.
9. It is important to understand the different benchmarks within each asset class and how they may influence investment outcomes.
10. Active management can provide higher returns, net of fees, in the long term.
11. The performance of active managers should be assessed over suitably long periods.
12. Passive management should be used for a proportion of the assets to produce more stable returns and reduce fees.
13. There is a focus on returns after fees and costs.
14. Well run companies will produce superior returns for shareholders over the long term. There should be a focus on governance and engagement over disposal.

15. ESG issues can represent long term financial risks to the Fund and its holdings. Climate Change is one of the most significant of these risks, reflecting the changing nature of the world we live in. The investment strategy includes approaches to addressing these issues for both actively and passively managed assets.
16. Effective Oversight of Responsible Investment requires monitoring of ESG and Climate Related Metrics.
17. It is not just through the shareholding in public companies but also holdings in bonds, property and private market investments that can influence and effect improved outcomes over the longer term.
18. Engagement with companies on climate related issues can be effective in creating change to protect shareholder value.
19. Climate change provides investment opportunities as well as risks.
20. Asset owners and managers have a responsibility to ensure there is effective engagement on climate related issues.
21. Currency is assumed to be a zero sum game in the long term. Although we do not expect the Fund to be rewarded for taking currency risk, based on the current level of UK and overseas allocations, it is not believed that there is a benefit from managing this exposure due to the operational challenges of managing a hedging programme.
22. There is scope for both global and regional mandates in the structure. Global managers have a greater opportunity set whilst regional mandates offer the opportunity to invest in best in class managers.
23. Our belief in the illiquidity premium leads us to have an allocation to private markets. This should be achieved through a diversified approach.
24. Markets can become over and under valued. This can lead to occasions when markets move materially out of line with expectations and can provide scope to take occasional tactical positions.

## Appendix 2 Investment Manager Arrangements

Manager	Mandate	Objective
Border to Coast	UK Equities	To outperform the FTSE All Share index by 2% net per annum over rolling three year periods.  The tracking error is expected to be in the range of 2% to 5%.
Border to Coast	Global Equities	To outperform the MSCI All countries world index by 2% net per annum over rolling three year periods.  The tracking error is expected to be in the range of 2% to 5%.
Border to Coast	Investment Grade Credit	To outperform the iBoxx GBP Non Gilts index by 0.6% net per annum over five year periods.
Border to Coast	Multi Asset Credit	To outperform Sterling Overnight Index Average (SONIA) by 4%.
Border to Coast	Emerging Market Equities	To outperform the MSCI Emerging Markets Index by 2% net per annum over rolling three year periods.
Lazard	Japanese Equities	To outperform the Topix index by 3% per annum over rolling three year periods.  The tracking error is expected to be in the range of 3% to 5%.
TT International	Asia Pacific ex Japan Equities	To outperform the MSCI AC Asia Pacific ex Japan index by 3% per annum over a rolling three year period.  The tracking error is expected to be in the range of 3% and 10%.
Legal and General	UK Equities	To aim to track the sterling total return of the FTSE All Share Index to within +/- 0.25% per annum for two years in three.
Legal and General	Global Equities	To aim to track the total return of the FTSE RAFI Fundamental Global Reduced Carbon Pathway Equity Index Fund to within +/- 1.0% per annum for two years in three.
Legal and General	North American Equities (Currency Hedged)	To aim to track the sterling total return of the FTSE All World Developed North America Index GBP Currency Hedged to within +/- 0.5% per annum for two years in three.
Legal and General	Europe ex UK Equities	To aim to track the sterling total return of the FTSE All World Developed Europe (ex UK) Index to within +/- 0.5% per annum for two years in three.

Legal and General	Japanese Equities	To aim to track the sterling total return of the FTSE All World Japan Index to within +/- 0.5% per annum for two years in three.
Legal and General	Asia Pacific ex Japan Equities	To aim to track the sterling total return of the FTSE All World Developed Asia Pacific (ex Japan) Index to within +/- 0.75% per annum for two years in three.
Legal and General	Emerging Market Equities	To aim to track the sterling total return of the FTSE All World All Emerging Markets Index to within +/- 1.5% per annum for two years in three.
Legal and General	Future World Japan Equities	To aim to track the sterling total return of the Solactive L&G ESG Japan Index to within +/- 0.75% per annum for two years in three.
Legal and General	Future World UK Equities	To aim to track the sterling total return of the Solactive L&G ESG UK Index to within +/- 0.75% per annum for two years in three.
Legal and General	Future World Europe ex UK Equities	To aim to track the sterling total return of the Solactive L&G ESG Europe ex UK Index to within +/- 0.75% per annum for two years in three.
Legal and General	Future World Asia Pacific ex Japan Equities	To aim to track the sterling total return of the Solactive L&G ESG APAC ex Japan Index to within +/- 0.75% per annum for two years in three.
Legal and General	Future World North America Currency Hedged Equities	To aim to track the sterling total return of the Solactive L&G ESG North America Index GBP Currency Hedged to within +/- 0.75% per annum for two years in three.
Legal and General	Future World Emerging Markets Equities	To aim to track the sterling total return of the Solactive L&G ESG EM Index to within +/- 0.75% per annum for two years in three.
Legal and General	UK Corporate Bonds	To aim to track the iBoxx Sterling Non Gilt All Stocks Index to within +/-0.5% per annum for two years in three.
Legal and General	UK Index-Linked	To aim to track the Sterling total return on the FTSE Actuaries Index Linked Over Five Year Index to within +/-0.25% per annum for two years in three.
Abrdn	UK Property	To outperform the UK Consumer Price Index by 4% p.a.
Abrdn, Hearthstone, Henley and CBRE	UK Residential Property	To outperform the UK Consumer Price Index by 4% p.a.
BlackRock	Property Unit Trust	outperform the AREF-MSCI All Balanced Property Index by 0.5% p.a.

Patrizia	Hanover Property Unit Trust	To outperform the AREF-MSCI All Balanced Property Index by 0.5% p.a.
Partners Group	Global Property	Absolute Return benchmark of 8% with a 2% outperformance target, net of fees
Schroder	Property Unit Trust	To outperform the AREF-MSCI All Balanced Property Index by 0.5% p.a.
Various	Private Equity	Absolute Return benchmark of 8% with a 3% outperformance target, net of fees
Various	Infrastructure	Absolute Return benchmark of 7% with a 1% outperformance target, net of fees
Various	Private Debt	Absolute Return benchmark of 5% with a 1% outperformance target, net of fees

## Appendix 3 Long term expected returns

The table below shows the absolute expected returns (20 year geometric averages), net of fees, and the absolute volatilities (first year's standard deviations) at March 2022 which is an update on the figures used in the 2022 asset liability study but aligns with the date of the 2022 Triennial Valuation.

<b>Asset Class</b>	<b>Expected return % p.a.</b>	<b>Volatility</b>
UK Equities	6.2	20
Global Equities	6.4	20
Private Equity	10.0	31
UK Property	5.0	15
Global Property	6.0	20
Infrastructure	6.5	15
Private Debt	6.8	12
Multi Asset Credit	4.4	7
Corporate Bonds	2.1	8
Index Linked Gilts	-0.9	9
Fixed Interest Gilts	0.9	9