Professionalism & Governance

Friday 3rd October 2025
Time Allowed - 3 hours
Overall Marks - 100
Passing Percentage – 55 %

1. Answer **ALL** the questions.

2. Type all your answers in the answer box provided.

3. It is suggested to allocate your time according to the proportion of marks each question attracts.

Question Number: 1	
Case Study You are supporting a professional trustee firm that has recently taken over as sole trustee to a large hybrid scheme. The trustee board has asked you to help assess the scheme's governance effectiveness and how its communication approach supports or hinders this. Draft a briefing note for the board which covers: a) How governance tools such as SLAs, performance reviews and risk registers can support scheme oversight (12 marks) b) The role of internal controls and member feedback in improving governance outcomes (12 marks) c) How communication formats and alignment with stakeholder needs influence scheme (10 marks) d) Suggest short-term and long-term improvements the trustee board could make to strengthen the links between governance and communication. (14 marks)	
Marks	Format/Communication Marks 12 Technical Marks 48 **Maximum Total Marks 60**

Question Number: 2
You are a pensions governance consultant. A new client has asked for your advice on managing ethical standards following an incident where a junior employee shared an unreleased policy change document with a peer at a competitor firm. Explain: a) The principles set out in the PMI Code of Conduct relevant in this situation (3 marks)

b) How professionalism and confidentiality should be promoted within pensions teams (4 marks) c) The steps which could be taken to manage future conflicts of interest or inappropriate disclosure (5 marks)	
Marks	**Maximum marks 12**

Question Number: 3	
You are advising a trustee board that is considering how to incorporate Environmental, Social, and Governance (ESG) factors into the selection process for a new pensions administrator. a) Identify the potential risks and opportunities of including ESG factors in the procurement process. (5 marks) b) Explain how the trustee board could ensure ESG factors are implemented effectively and in line with good governance and professionalism. (6 marks) Respond using an email format. (1 mark)	
Marks	Format Marks 1 **Maximum Marks 13**

Question Number: 4	
Following a poor internal survey result, your pension scheme's communication team is being asked to overhaul member engagement. Write an email to the Head of HR that: • Explains why member engagement is essential under the General Code (4 marks) • Recommends two improvements the scheme can implement to enhance member communication effectiveness (4 Marks) • Identifies how outcomes can be measured (3 marks) Respond using an email format. (1 mark)	
Marks	Format Marks 1 **Maximum Marks 15**