



Capita Pension Solutions global practice leader & chief revenue officer, Stuart Heatley

“When I first started out in pensions and benefits a long time ago, someone said to me the key purpose is never to forget about pension scheme members, policyholders and their dependents, and I don’t think that’s changed.”

This was the key message put forward by Capita Pension Solutions global practice leader & chief revenue officer, Stuart Heatley, speaking on the latest *Pensions Age* podcast, which opened by looking at the different parties involved in the pensions ecosystem, including the administrator who he argued, until now, has traditionally been overlooked.

“For a long time, the value of the administrator – and also administration – has been ignored within pensions, but that is changing. Ultimately, the administrator can sometimes be the only person a pension scheme member or a policyholder is speaking to, both through their accumulation and then at the point of retirement, or when they get to a life event. So, it is an incredibly valuable and skilful role which is now becoming more recognised as such.”

Heatley went on to consider what he believes should be the key priorities when it comes to delivering the best outcomes for members: “Value for money – viewing pensions delivery not as a race to the bottom in terms of cost, but delivering solid performance and

# Podcast: Who matters most in pensions?

➤ In the latest *Pensions Age* podcast, Francesca Fabrizi speaks to Capita Pension Solutions global practice leader & chief revenue officer, Stuart Heatley, about who matters most in pensions and how to best meet their needs

providing something valuable for the individual in the future. User experience – being there when the policyholder or member needs us, providing support but also delivering that service in the way that best suits them. Communication and engagement – helping members to understand pensions. Finally, simplicity – creating the best outcome for the individual, paying pensions accurately, and paying them on time to them or their dependents.”

Focusing next on whether true member engagement will ever be achieved in pensions, Heatley argued that it potentially could, but with a caveat: “We’re not going to drive engagement of policyholders and members to pensions on a day-to-day basis. But what we’ve got to do is make sure that when people are interested, when they’re either enquiring or they want to do something, or a life event means that they need to do something, that they are able to access their pension in the way that they want, in an engaging way, in a way that they get the information that they need, and that they’re able to do what they need to do.”

Following on from this, Heatley reflected on how the role of technology in pensions is evolving for the benefit of members: “Over the past few years, we have moved from technology just doing the background calculation work and record keeping more towards how we engage with the individual members and policyholders, how we push that information out and also allow them to

pull information in. So, there’s a much greater focus now on user experience.”

Saying that, he added, it’s important not to lose sight of the basics: “I don’t think we should forget in the background getting it right, getting the right levels of automation, having good quality data going in and coming out – these are equally as important as user experience.”

Heatley also flagged up the evolving role of AI in pensions which, he commented, “is being talked about a lot, which is great, but we’ve got to work out how we embrace, capture and harness AI with a view to improving outcomes for pension scheme members and also their user experience”.

Finally, looking to the future, Heatley stressed the importance of staying connected to the industry in order to best serve clients’ needs; keeping an eye on innovation; and, importantly, listening to the members and policyholders.

“That brings us full circle to the start of our conversation. They are the most important part of the pensions ecosystem. That’s why we’re here – we should always remember that.”

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➤ This is an edited summary. To listen to the podcast in full, visit [pensionsage.com](https://pensionsage.com)