

# Scottish Widows Administration Services Limited

## Annual Report and Accounts **2021**

**COMPANY INFORMATION****Board of Directors**

S J O'Connor (Chair)

W L D Chalmers

J E M Curtis

J C S Hillman\*

A Lorenzo\*

C J G Moulder

G E Schumacher

A J Reizenstein

D L Davis

\* denotes Executive Director

**Company Secretary**

J M Jolly

**Independent Auditors**

Deloitte LLP

Statutory Auditor

1 New Street Square

London

EC4A 3HQ

**Registered Office**

25 Gresham Street

London

EC2V 7HN

**Company Registration Number**

01132760

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## STRATEGIC REPORT

The Directors present their strategic report on Scottish Widows Administration Services Limited (the 'Company') for the year ended 31 December 2021. The Company is limited by share capital.

The Company contributes to the results of the Insurance and Wealth Division of Lloyds Banking Group.

### Principal activities

The Company acts as platform operator and as a manager for Individual Savings Accounts (ISAs), Investment Accounts and Self Investment Personal Pensions (SIPPs) in the United Kingdom. The Company also acts as a service provider to Scottish Widows Limited (SWL) in respect of workplace pensions business migrated onto the Corporate Savings Platform and has a contractual basis for charging these services.

The Company is authorised and regulated by the Financial Conduct Authority (FCA) and has obtained the necessary regulatory permissions to undertake its activities.

### Result for the Year

The result for the year ended 31 December 2021 is a loss before tax of £(16.2)m (2020: £(10.0)m).

The loss for the year has increased as a result of an increase in costs associated with the savings business. These costs relate to the Company's share of support function and overhead costs for 2021 as well as continued investment in the administration platform.

The total net assets of the Company at 31 December 2021 are £148.7 million (2020: £117.1 million). During 2021, the Company issued £45.0 million of ordinary share capital which increased the Company's cash holdings to ensure it could meet its regulatory capital requirement.

### Review of the business

#### *Capital Injection from SWL*

To maintain a surplus over its regulatory capital requirement, the Company issued ordinary share capital of £45.0 million to its parent, SWL, increasing the issued share capital of the Company to £188.5 million.

#### *Contractual Terms with SWL*

With effect from 01 January 2020 the Company contracted to deliver Platform Changes to support the migration of legacy SWL workplace pensions products onto the Corporate Savings Platform (CSP). This will allow SWL to administer this business on a modern platform architecture, while also the Company benefiting through growth of assets on its platform.

#### *Aviva contract termination*

In August 2021, the Company and Aviva agreed to terminate the existing contract whereby the Company had provided policy administration services to Aviva.

### The United Kingdom leaving the European Union

Following the end of the Implementation Period on 31 December 2020, European Union (EU) laws have ceased to apply to the United Kingdom (UK). While existing EU laws applicable to the UK as at 31 December 2020 have been retained in UK law, the end of the Implementation Period has resulted in the loss of EU 'passport rights', meaning UK firms can no longer carry on financial services in the European Economic Area without direct authorisation. There is no change for persons resident in the UK, who can continue to apply for and utilise our products and services. Persons resident outside the UK are ineligible to apply for our products and services, while certain restrictions may apply in respect of any existing products and services provided to non-UK residents.

### COVID-19

The outbreak of COVID-19 continues to significantly impact the principal risks faced by the Group. Note 19 provides further details of the impact on market risk (note 19 (a) (1)), credit risk (note 19 (a) (2)) and capital risk (note 19 (a) (3)). The outbreak has impacted new business growth and revenue from the savings business due to heightened volatility as markets react to news flow.

### Russian invasion of Ukraine

The Russian invasion of Ukraine, beginning in February 2022, has increased tensions between members of the North Atlantic Treaty Organisation (NATO) and Russia and caused sanctions to be imposed. This could have significant adverse economic effects on financial markets and on energy costs, and may also result in increased cyber attacks and an increase in costs associated with such cyber attacks, all of which could have a materially adverse effect on the Company results of operations, financial condition or prospects. The Company will continue to monitor the situation and risks to the business.

### Climate Change

Lloyds Banking Group (LBG) is committed to supporting the aims of the 2015 Paris Agreement, the UK Government's Net Zero target and Ten Point Plan for a Green Industrial Revolution, in transitioning to a more sustainable, low carbon economy and recognises the importance of embedding climate-related risks and opportunities into business operations and strategy.

## STRATEGIC REPORT (continued)

The Company is supportive of the Task Force on Climate-Related Financial Disclosures (TCFD) framework and related regulatory expectations, and aligned to best practice outlined by the Climate Financial Risk Forum (CFRF). An intermediate parent of the company, Scottish Widows Group, has published a TCFD aligned report.

Please refer to the Scottish Widows website for the full TCFD report.

### Key performance indicators

#### Assets Under Administration and associated income

The total value of assets under administration of the Company held on the Corporate Savings Platform at 31 December 2021 amounted to £30.4 billion (2020: £24.4 billion). Assets under the administration of the Company consist of safe custody assets, which the Company administers for its clients, and client money balances, for which the Company holds legal title on trust for its clients.

Associated revenue for the year was £30.5 million (2020: £20.9 million). This comprises fee income from the platform business.

#### Capital Resources

The Directors believe that the Company currently has adequate capital resources, £82.6 million (2020: £63.3 million) and will continue to do so in the foreseeable future. Further information on the capital position of the Company is given in note 19.

#### Liquidity

The Company regularly monitors its liquidity position to ensure that, even under stressed conditions, the Company has sufficient liquidity to meet its obligations and remain within the approved risk appetite.

#### Return on Assets

Article 90 of the Capital Requirements Directive requires the disclosure of the Company's return on assets. The current year return on assets is (7.5) per cent (2020: (6.1) per cent). The decrease in return on assets is driven by an increase in costs associated with the savings business.

#### Other Sources where KPIs are presented

The Company also forms part of Lloyds Banking Group's Insurance and Wealth Division. The development, performance and position of the Insurance and Wealth Division are presented within Lloyds Banking Group's Annual Report, which does not form part of this report.

The Directors consider that the above are the key performance indicators which are appropriate to the principal activity of the Company. These, together with other metrics which cover customer, operational measures and capital, are included in the balanced scorecard which is used to measure all aspects of the performance of the business. In addition, the Directors are of the opinion that the information contained in the Company's FCA returns on capital resources and requirements, in conjunction with the information presented in the accounts as a whole, provide the management information necessary for the Directors to understand the development, performance and position of the business of the Company.

#### Outlook

The Directors expect there to be a continuing increase in assets under administration which will result in increasing revenue and costs.

#### Principal risks and uncertainties

Details of principal risks are set out in note 19. Risks and uncertainties to our strategic plan, both positive and negative, are considered by product through the planning process. The following table describes the principal risks faced by the Company. Further details on financial risks and how the Company mitigates them can be found in note 19.

##### Financial risks

Principal Risk	Note reference	Description
Market risk	19(a)(1)	Market risk is the risk that the Company's capital or earnings profile is affected by adverse market rates. Of particular importance to the Company are equity risk and interest rate risk. External rates are outwith the Company's control, so mitigation is via having sufficient financial reserves to recover reduced earnings.
Credit risk	19(a)(2)	Credit risk is the risk that parties with whom we have contracted, fail to meet their financial obligations. The Company is subject to credit risk through a variety of counterparties through invested assets which are primarily used to back annuity business, cash in liquidity funds and bank accounts, derivatives and reinsurance. Credit risk is mitigated via the Credit Risk Policy framework, which ensures exposures are appropriately monitored and action taken where necessary.

**STRATEGIC REPORT (continued)****Principal risks and uncertainties (continued)**

<b>Principal Risk</b>	<b>Note reference</b>	<b>Description</b>
Capital risk	19(a)(3)	Capital risk is the risk that the Company has a sub-optimal quantity or quality of capital or that capital is inefficiently deployed across the Company. Capital refers to the regulatory capital for the Company/ The business of the Company is regulated by the FCA. The FCA specifies the minimum amount of capital that must be held by the Company in addition to its liabilities. The minimum required capital must be maintained at all times throughout the year. These capital requirements and the capital available to meet them are regularly estimated in order to ensure that capital maintenance requirements are being met. Capital risk is managed via the Capital Risk Policy, which includes tools and governance to monitor capital requirements and assign capital accordingly.
Liquidity risk	19(a)(4)	Liquidity risk is the risk that the Company does not have sufficient financial resources to meet its commitments as they fall due, or can only secure them at excessive cost. The Company is exposed to liquidity risk from payments to policyholders and non policyholder related activity, such as investment purchases and the payment of shareholder expenses. Liquidity risk is mitigated by applying the Liquidity Risk Policy, which includes controls to maintain liquidity at necessary levels.

*Non-financial risks*

<b>Principal Risk</b>	<b>Description</b>
Operational risk	Operational risk is the risk of loss from inadequate or failed internal processes, people and systems or from external events. This includes risks around cyber and information security, provision of external and internal services, financial crimes, financial reporting risk, fraud, IT systems, and security. Operational risk is managed through an operational risk framework, including a Risk and Control Self-Assessment (RCSA) process, and operational risk policies. The Company maintains a formal approach to operational risk event escalation, whereby material events are identified, captured and escalated. Root causes of events are determined, and action plans put in place to ensure an optimum level of control to keep customers and the business safe, reduce costs, and improve efficiency.
Climate risk	The Company is exposed to climate risk through transition and physical risks. The Company considers the impact of climate risk as a risk driver on other risks types, such as credit risk, market risk, and operational risk. Climate risk is mitigated via the application of the Climate Risk Policy, and actions taken to address other risk types.
Data risk	Data risk is defined as the risk of failing to effectively govern, manage and control data (including data processed by third party suppliers), leading to unethical decisions, poor customer outcomes, loss of value and mistrust. It is present in all aspects of the business where data is processed, both within the company and by third parties. This risk is measured through a series of quantitative and qualitative indicators, covering data governance, data management, records management, data privacy and ethics. Data risks and controls are monitored and governed in line with an embedded risk management framework, which involves identification, measurement, management, monitoring and reporting.
Long term impact of the UK's exit from the EU	Risks arising from uncertainties in respect of the medium to long-term implications of the UK's exit from the EU on trade, regulation and employment. The Company continues to monitor the wider environment post EU exit, including for market volatility. Scenario planning exercises are performed as part of the business as usual, while contingency plans are regularly reviewed for potential strategic, operational and reputational impacts.

**STRATEGIC REPORT (continued)****Investment Firm Prudential Regime**

On 1 January 2022, the new Investment Firm Prudential Regime (IFPR) came into force for all MiFID Investment Firms with a wide ranging scope, including:

- a. New rules on prudential consolidation, liquidity and concentration risk;
- b. New capital requirement calculations, designed to reflect the risks presented to the Company to be reported to the FCA from April 2022;
- c. A new Internal Capital and Liquidity Assessment process (ICARA) to be in place by the end of 2022;
- d. Extensive reporting and disclosure requirements to take effect and be included within the Year-end 2022 financial statements.

The Company is in the process of implementing the rules with its first Pillar 1 reporting on the 31 March 2022 position due by the end of April 2022. Whilst implementation is on-going it is not anticipated to have a material impact on the capital position of the Company. Further details can be found in note 19 risk management note on capital.

## STRATEGIC REPORT (continued)

### Section 172(1) Statement

In accordance with the Companies Act 2006 (the 'Act') (as amended by the Companies (Miscellaneous Reporting) Regulations 2018), the Directors of the Board of the Company provide this Statement, which describes the ways in which they have had regard to the following matters set out in Section 172(1) of the Act when fulfilling their key duty to promote the success of the Company, under Section 172:

- The likely consequences of any decision in the long term;
- The need to foster business relationships with the Company's suppliers, customers and others
- The impact of the Company's operations on the community and the environment
- Maintaining a reputation for high standards of business conduct for the Company
- The need to act fairly as between the Company's shareholders

This Statement also provides examples of how the Directors have engaged with and had regard to the interests of key stakeholders in accordance with the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (as amended by the Companies (Miscellaneous Reporting) Regulations 2018). The Company is a subsidiary of Lloyds Banking Group, and as such follows many of the processes and practices of Lloyds Banking Group, which are further referred to in this Statement where relevant.

The Board is collectively responsible for the long-term success of the Company. Understanding the views and interests of our key stakeholders (this includes customers, shareholders, communities, the environment, regulators, and suppliers), is central to the Company's strategy, crucial to the Company's success, and informs key aspects of Board decision-making as set out in this Statement. Stakeholder engagement is embedded in all aspects of the Board's decision-making and can be seen in the range of activities across key stakeholder groups.

#### *How the Board has discharged its Section 172 duties*

The Directors, as part of their appointment and induction to the Board, are provided with a briefing on their statutory director duties and the standards required to be met by subsidiary boards within Lloyds Banking Group. The Board undertakes an annual review of its governance arrangements, in particular of the matters it has reserved for its own determination and those for which it has delegated authority to management. This arrangement is designed to enable the Board to provide effective, sound, and entrepreneurial leadership of the Company within Lloyds Banking Group's strategic aims and prudent and effective controls.

Stakeholder engagement is embedded in the Board's delegation to the Chief Executive Scottish Widows & Group Director Insurance (Chief Executive) for the delivery of the Company's strategy and overall management of the Company's business within its defined risk appetite. Examples of related actions taken during the year are included within this Report. The Chief Executive discharges his responsibility for the day-to-day management of the Company's business by delegating key areas of his authority to members of management and with the assistance of the Executive Committee (the Insurance & Wealth Executive Committee (IWECE)) which enables him to make informed decisions about the operations of the Company's business.

The Chief Executive and management both provide the Board with details of material stakeholder interaction and feedback, through a programme of business updates. Stakeholder interests are routinely identified by management in the wider proposals put to the Board.

During 2021 (as in 2020) interaction with stakeholders evolved in response to the UK Governments' ongoing provisions on the COVID-19 global pandemic and the Company has made use of tools that enable virtual engagement.

Further details of how the Board considers each of the specific matters set out in Section 172, along with specific examples of how these considerations have influenced decisions taken by the Board, are set out in pages 7 to 11 which serves as the Company's Section 172(1) Statement.

#### *Customers*

The Board's understanding of customers' needs is vital in setting and achieving the Company's goals. Customer needs and a customer-centric approach are a key consideration in Board decision-making. The Company serves a wide variety of different customers and acts in a way designed to meet their diverse needs in a timely and efficient way through its range of products and the quality of customer service provided.

The Board reviews the performance of its customer propositions within a cycle of in-depth reviews and debates matters particular to each proposition. Such review in 2021 has covered product/investment performance, the quality of customer service and the effectiveness of product evolution to meet the changing needs of the Company's customer base. The Board, supported where appropriate by various committees (including the Independent Governance Committee and the With Profits Committee) challenges management from the perspective of the customer, such as in consideration of the design of written engagement materials (including investment reports) and the channels made available to customers to transact with and obtain support from the Company.



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## STRATEGIC REPORT (continued)

### Section 172(1) Statement (continued)

#### *Customer trust*

Customer trust is always a priority. The Board has established a governance framework that aims to treat all customers fairly, and makes it easy for customers to find, understand and access products that are right for them. The Board receives a regular customer dashboard update that measures brand performance on a number of metrics to identify areas of particular strength or where extra management focus is needed. This dashboard includes verbatim feedback from customers that helps to provide richer insight into performance across various dimensions to inform business planning and priorities. The Board's Risk Oversight Committee reviews more detailed customer-related risk matters and scrutinises risk performance (including Complaints and Conduct Risk Appetite Metrics) to identify areas where improvements could be made.

The Scottish Widows brand has strength derived by its consistency, heritage and specialism with a high level of brand engagement among both direct customers and intermediaries. The Board recognises the need for brand consistency and the need to ensure customer experience matches customer expectations of its brand.

#### *COVID-19 response*

The COVID-19 pandemic impacted customers, colleagues and the operation of business of the Company in a number of ways including heightened telephony demand from customers who were themselves managing immediate pandemic impacts, alongside a transition to remote working for colleagues and third-party partners and the emergence of a sustained, heightened expectation among customers for digital engagement channels. Some areas of customer service continued to experience COVID-19 related impacts into 2021 and the management of complaints and resolution of queries remains a consistent Board and management focus, working closely with the customer service partners to enable the delivery of a consistently high standard of service as customers should expect.

The management of customer investments is a core matter managed by the Board, supported by some of its Committees. The Board has continued in 2021 to take a long-term view in its approach to investment management in partnership with the Company's selected active fund manager, Schroder Investment Management Limited (Schroders). Schroders are invited to present to certain meetings of the Board as a means of overseeing management's engagement with them and to engage with them in respect of key investment matters.

#### *Delivering value for customers*

The Board routinely reviews the performance of its customer propositions during its annual cycle of meetings, focusing on matters particular to each proposition within its standing annual cycle of discussions. The Board also considers in the widest sense the digital landscape and the effectiveness of its various channels open to customers to do business with the Company.

The Board receives updates to ensure the adequacy of the Company's Client Money Management arrangements.

#### *Fund performance*

As part of SWG Group entities the Company's business model of outsourcing fund management means asset managers who specialise in specific areas of the market are selected to deliver the investment style and performance expected by customers. This approach also enables the Company to keep the performance of its appointed asset manager under constant review. The management of most of the Company's active funds by Schroders provides access to leading investment management expertise and helps to drive improved potential for increased investment returns for customers. The Board of the Company invited representatives of Schroders to address one of its meetings in 2021 and discussed with them, in addition to overall fund performance, the Quant Equity Strategy and Net Zero initiative as part of the Board's wider focus on environmental, social and governance (ESG) considerations.

The Board of the Company recognises the importance of understanding its performance in supporting customers, including how the Company performs in this regard relative to its peers. Regular Board updates from management cover information from a range of relevant internal and external sources. Together these provide important insight that informs Board decision-making.

#### *Technology transformation*

The Board has taken steps to make sure the Company continues to build on its responses to customer demand for technology. Whilst digital transformation has remained a key focus in improving the customer experience, the Board acknowledges that many customers still value being able to get in touch with customer service staff over the phone, via letter or through email. The Board recognises the importance of the Company continuing to offer a range of engagement channels to suit customers and improve these services in parallel.

As part of the Company's drive towards continuously improving the service it provides to customers, the Company has contracted with Diligenta to enable an enhanced customer experience with new ways of managing investments online and accessing the information they need quickly and easily. As part of its rolling programme of engagement with management on technological matters, the Board considered during 2021 a programme of investments over the coming years that would move the Company closer to its ambition of being the UK's preferred, holistic financial partner for its personal and intermediated customers.

## STRATEGIC REPORT (continued)

### Section 172(1) Statement (continued)

#### *Helping Britain Recover and Prosper*

The Board continues to participate appropriately in all Lloyds Banking Group related initiatives. The lasting social and economic effects on the UK as it emerges from the impacts of the COVID-19 pandemic have been a focus of Lloyds Banking Group and its Helping Britain Recover and Prosper Plan, building on its Helping Britain Prosper ambitions. The focus of Lloyds Banking Group's purpose will evolve in response to the current environment and changing customer needs and expectations. Helping rebuild UK households' financial health and wellbeing and accelerating the transition to a low-carbon economy are key commitments within the Helping Britain Recover and Prosper Plan.

Lloyds Banking Group continues to invest significantly in the development of its Insurance business, which the Company forms part of, with a focus on supporting customers' long-term financial resilience and ambitions to deliver good outcomes for customers in a sustainable way. Further information on Lloyds Banking Group's initiatives can be found in the Strategic Report within the Lloyds Banking Group Annual Report and Accounts for 2021, available on the Lloyds Banking Group website.

#### *Shareholders*

The Company is a wholly owned subsidiary of Lloyds Banking Group, forming part of its Insurance and Wealth Division. As a wholly owned subsidiary the Board ensures that the strategy, priorities, processes and practices of the Company are aligned where appropriate to those of Lloyds Banking Group, ensuring that its interests as the Company's shareholder are duly acknowledged. Further information in respect of the relationship of Lloyds Banking Group with its shareholders is included in the Strategic Report within the Lloyds Banking Group Annual Report and Accounts for 2021, available on the Lloyds Banking Group website.

The relationship between the Board of the Company and the Board of Lloyds Banking Group is supported by at least one senior leader from Lloyds Banking Group serving as a Non-executive Director on the Insurance Board throughout all of 2021. A number of Lloyds Banking Group Independent Non-executive Directors were also welcomed as observers at meetings of the Insurance Board during 2021. The Board of the Company also welcomed that the Lloyds Banking Group Chair and the Lloyds Banking Group Chief Executive Officer (who was appointed to that role in August 2021) both took part in some Board discussions during 2021 and debate included ways to optimise the relationship between the two Boards.

#### *Communities and the environment*

The Company is part of Lloyds Banking Group, one of the largest financial services providers in the UK and whose goals are to be a trusted, sustainable, and responsible business.

The Responsible Business Committee of the Board of Lloyds Banking Group is responsible for oversight of the Group's performance as a Responsible Business and has given much focus to overseeing the development of Lloyds Banking Group's Helping Britain Recover and Prosper Plan. This plan continues its strategy of Helping Britain Prosper while also playing a part in the UK's recovery from the COVID-19 pandemic. The views of stakeholders have informed the Responsible Business Committee's role in the development of Lloyds Banking Group's Society of the Future ambitions, which aim to fully integrate its societal objectives with its business objectives.

In September 2021, the Insurance Board established its own Insurance Sustainability Committee (ISCO), with membership drawn primarily from Independent Non-executive Directors in addition to the Chief Executive. The primary purpose of ISCO is to review the ESG Strategy of the Insurance business, and its alignment to Lloyds Banking Group's overarching purpose of Helping Britain Recover and Prosper in the future. Alongside ISCO, the Company's Insurance People Committee continues to consider, amongst other things, matters related to culture and in 2021 has debated and sponsored various Inclusion & Diversity matters and initiatives. The Chairs of the Insurance People Committee and ISCO work together to ensure that there is appropriate coverage of all social matters between them.

The Board of the Company, as part of the SWL Group of entities is engaged on a regular basis on the Company's sustainability agenda, receiving regular briefings to build understanding and capability. Directors also attend relevant external briefings. In July 2021, the Board undertook climate risk training supported by the Cambridge Institute of Sustainability Leadership.

#### *Climate risk*

Approval of proposed external commitments in relation to climate risk that materially impact the Company or the Company's funds are matters reserved to the Board. ISCO on behalf of the Board considers the Company's management of climate risk and relevant public disclosures, providing oversight and challenge on those activities which impact on the Company's reputation as a responsible business.

#### *Responsible stewardship*

The Board monitors the Company's overall investment strategy and performance giving due consideration to wider Lloyds Banking Group and Scottish Widows' Responsible Investment and Stewardship Framework. This is a principles-based framework which guides the Company's decisions on the investments made, the fund managers selected, research into funds, and how the Company engages with companies it invests in. Research conducted by Scottish Widows to find out investor views on a wide range of sustainable investment themes, has informed this Framework which is available on the Scottish Widows website.

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## STRATEGIC REPORT (continued)

### Section 172(1) Statement (continued)

#### *Environmental ambitions*

The Board have supported some ambitious Lloyds Banking Group targets in relation to ESG and climate change. The Company's aim is to increase investment in companies adapting their businesses to be less carbon-intensive and to invest in climate awareness strategies (funds that have a materially lower carbon intensity than their benchmark) by 2025; achieve a 50 per cent reduction in the carbon emissions of the Group's overall funds under management by 2030; and get to net zero emissions by 2050. The Board of the Group believes that the ESG commitments that Lloyds Banking Group and Scottish Widows has made will not negatively impact investment returns for customers and is monitoring closely. The Board intends to provide more detail of how it is going to hit these targets in future years.

The Board is regularly updated on the work undertaken by the Scottish Widows' Responsible Investment Team with key stakeholders including the UK government, regulators, and the pensions industry to unlock opportunities to invest in the infrastructure required to successfully transition to a lower carbon economy.

Further detail on the Company's strategy in relation to Environmental Ambitions is covered in the Climate Change section commencing on page 4 of this report.

#### *Board diversity*

The Board considers its current size and composition to be appropriate to the Company's circumstances. The Board places great emphasis on ensuring its membership reflects the diversity of modern Britain and is inclusive for everyone. On gender diversity, the Board has a specific objective to maintain membership of at least 33 per cent female Board members. At 31 December 2021, the Board's membership consisted of 38 per cent female members. With effect from 18 March 2022 the Board has met the objectives of the Parker review for at least one Black, Asian and Minority Ethnic Board member. The Company also supports the Lloyds Banking Group high-level approach to diversity in senior management roles, which is governed in greater detail through Lloyds Banking Group policies.

#### *Regulators*

The Board maintains strong, open, and transparent relationships with regulators and relevant government authorities. Liaison with regulators and the Government, both directly and as part of Lloyds Banking Group, is an ongoing priority at all levels of the organisation, ensuring Lloyds Banking Group and the Company's strategic aims align with the requirement of these important stakeholders. In November 2020 and July 2021 respectively the Board invited representatives from the Financial Conduct Authority and Prudential Regulation Authority respectively to join one of its meetings to discuss key priorities. In addition, individual Directors have in the ordinary course of business continuing discussions with regulators on various matters within the regulatory agenda. Regulatory engagement provides a view of the key areas of regulatory focus to management and the Board with monitoring of regulatory actions in place.

#### *Suppliers*

As part of Lloyds Banking Group, the Company has entered into a number of strategic partnerships for important aspects of its operations and customer service provision. As well as external partners, the Company relies on supplier arrangements within Lloyds Banking Group for certain services. The Board recognises the importance of its role in overseeing these relationships, which are integral to the Company's future success.

Recognising the role of suppliers in the Company's day-to-day operations and its future ambitions, the Board undertakes regular reviews of its key suppliers, including its asset managers and its outsourced service providers. These reviews take into consideration supplier feedback on the Company's processes for potential improvement. During 2021, leaders from Diligenta and FNZ held detailed discussions with the Board of the Company.

An advantage of being part of a larger group means there are robust processes in place to monitor and review costs with third parties who provide services to the Company. The outsource business model allows the Company to negotiate competitive fees and commercial terms with its service suppliers to control costs for all the Company's customers.

#### *Supplier experience*

Importance is placed on having the right supplier framework to operate responsibly. Lloyds Banking Group's Sourcing & Supply Chain Management Policy applies to all its businesses, divisions and subsidiaries, including the Company, with the Directors assuming ultimate responsibility for the application of that policy in a way that is appropriate for the Company. As a result, the most significant supplier contracts must be approved by the Board, including those which are key in progressing strategic priorities. Recognising the role of suppliers in the Company's day-to-day operations and its future ambitions, the Board undertakes regular reviews of its key suppliers and takes into consideration supplier feedback where applicable on the Company's processes for potential improvement.

Suppliers are required to adhere to relevant Lloyds Banking Group policies and comply with its Code of Supplier Responsibility, which can be found on the Lloyds Banking Group website. This defines expectations for responsible business behaviour, underpinning the efforts of the Company and Lloyds Banking Group to share and extend good practice. All material contracts are subject to rigorous cost management governance with regular review of key supplier risks.

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**STRATEGIC REPORT (continued)****Section 172(1) Statement (continued)***Modern slavery*

The Responsible Business Committee of the Board of Lloyds Banking Group - as part of its oversight of its performance (including that of the Company, as a Responsible Business) - governs Lloyds Banking Group's approach to human rights. The Insurance People Committee, on behalf of the Company, considers matters at a Company level.

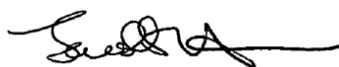
On a day-to-day basis, management of and engagement on modern slavery and human rights is guided by a cross-divisional working group led by the Responsible Business team, which meets regularly to assess the embedding of human rights within Lloyds Banking Group's operations.

Lloyds Banking Group, and the Company, have a zero-tolerance attitude towards modern slavery in its supply chains. Lloyds Banking Group's Modern Slavery and Human Trafficking Statement and Human Rights Policy Statement are published on its website and cover all its subsidiary companies, including the Company, which is required to publish an annual statement. This statement sets out the steps taken to prevent modern slavery in Lloyds Banking Group's business and supply chains. On an annual basis, the Insurance Sustainability Committee reviews these statements ahead of Board approval.

*Maintaining a reputation for high standards of business conduct*

The Board supports the Chief Executive to ensure a culture of customer focus (including treating customers fairly), risk awareness and ethical behaviours. As part of the Board's oversight of this, the Board where necessary will seek assurance that management corrective action has been taken to ensure that policy and behaviours are aligned to the purpose, value, and strategy of the wider Insurance business.

On behalf of the Board of Directors



J C S Hillman

Director

1 April 2022

## DIRECTORS' REPORT

The Directors present the audited financial statements of the Company. The Company is a limited company, domiciled and incorporated in the United Kingdom.

The Company is a wholly owned subsidiary of Scottish Widows Limited. The Company's ultimate parent company and ultimate controlling party is Lloyds Banking Group.

### Results and dividend

The result for the year ended 31 December 2021 is a loss before tax of £(16.2) million (2020: £(10.0) million).

The loss for the year has increased as a result of an increase in costs associated with the savings business. These costs relate to the Company's share of support function and overhead costs for 2021.

The total net assets of the Company at 31 December 2021 are £148.7 million (2020: £117.1 million). During 2021, the Company issued £45.0 million of ordinary share capital which increased the Company's cash holdings to ensure it could meet its regulatory capital requirement.

The Directors do not recommend the payment of a dividend in respect of the year ended 31 December 2021 (2020: £nil).

### Post balance sheet events

Further information on post balance sheet events is set out in note 23.

### Directors

The names of the current Directors are listed on page 3. Changes in Directorships during the year and since the end of the year are as follows:

A J Reizenstein	Appointed 23 April 2021
J R A Bond	Resigned 14 May 2021
C L Cheetham	Resigned 9 September 2021
N E T Prettejohn	Resigned 30 September 2021
D L Davis	Appointed 18 March 2022

Particulars of the Directors' emoluments are set out in note 20.

### Directors' indemnities

Lloyds Banking Group has granted deeds of indemnity by deed poll and by way of entering into individual deeds, which for the purposes of the Companies Act 2006 constitute 'qualifying third-party indemnity provisions' to the directors of its subsidiary companies, including those of the Company and its subsidiaries. Such deeds were in force during the whole of the financial year and at the date of approval of the financial statements or from the date of appointment in respect of the Directors who join the Board of the Company during the financial year. Directors no longer in office but who served on the Board of the Company at any time in the financial year had the benefit of this contract of indemnity during that period of service.

The deed for existing Directors is available for inspection at the registered office of Lloyds Banking Group plc. In addition, the Company has in place appropriate Directors and Officers Liability Insurance cover which was in place throughout the financial year.

### Disclosure of information to auditor

Each person who is a Director at the date of approval of this report confirms that, so far as the Director is aware, there is no relevant audit information of which the Company's auditors are unaware and each Director has taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information. This confirmation is given, and should be interpreted in accordance with, the provisions of the Companies Act 2006.

### Future developments

Details of future developments are provided in the Strategic Report and also in note 21.

### Engagement with suppliers, customers, and others

Disclosures relating to engagement with suppliers, customers and others are included in the Strategic Report and are therefore incorporated into this report by reference.

### Research and Development

The accounting policy for software development costs is detailed in note 1f and further details of the development costs for 2021 are disclosed in note 8.

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**DIRECTORS' REPORT (continued)****Employees**

Lloyds Banking Group is committed to providing employment practices and policies which recognise the diversity of the workforce and ensure equality for employees regardless of sex, race, disability, age, sexual orientation or religious belief. In the UK, Lloyds Banking Group belongs to the major employer groups campaigning for equality for all staff, including Employers' Forum on Disability, Employers' Forum on Age and Stonewall. Lloyds Banking Group is also represented on the Board of Race for Opportunity and the Equal Opportunities Commission. Involvement with these organisations enables Lloyds Banking Group to identify and implement best practice for staff.

Lloyds Banking Group encourages and gives full and fair consideration to job applications from people with a disability and are unbiased in the way it assesses, selects, appoints, trains and promotes people. Lloyds Banking Group encourages job applications from those with a disability and continues to run a work experience programme with Remploy to support people with disabilities wanting to enter the workplace.

Lloyds Banking Group is committed to continuing the employment of, and for arranging appropriate training for, employees of the Company who have become disabled persons during the period when they were employed by the Company.

Employees are kept closely involved in major changes affecting them through such measures as team meetings, briefings, internal communications and opinion surveys. These meetings, briefings and internal communications also serve to achieve a common awareness of the financial and economic factors that affect the performance of the Company. There are well established procedures, including regular meetings with recognised unions, to ensure that the views of employees are taken into account in reaching decisions. Schemes offering share options or the acquisition of shares are available for most staff, to encourage their financial involvement in Lloyds Banking Group.

**Going concern**

The going concern of the Company and the Group is dependent on successfully maintaining adequate levels of capital and liquidity. In order to satisfy themselves that the Company and the Group have adequate resources to continue to operate for the foreseeable future, the Directors have considered a number of key dependencies which are set out in note 19 under principal risks and uncertainties: funding and liquidity in note 19(a)(4) and capital position in note 19(a)(3). Accordingly, the Directors conclude that the Company has adequate resources to continue in operational existence for a period of at least 12 months from the date of the approval of the financial statements and therefore it is appropriate to continue to adopt the going concern basis in preparing the accounts.

**Financial risk management**

Disclosures relating to financial risk management are included in note 19 to the accounts and are therefore incorporated into this report by reference.

**Independent auditors**

Following the resignation of PricewaterhouseCoopers LLP on 13 May 2021, Deloitte LLP were appointed as auditors of the Company by resolution of the members dated 20 May 2021.

Pursuant to section 487 of the Companies Act 2006, auditors duly appointed by the members of the Company shall, subject to any resolution to the contrary, be deemed to be reappointed for the next financial year and Deloitte LLP will therefore continue in office.

The Directors are responsible for preparing the Annual Report and Accounts in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have prepared the Company financial statements in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006. Under Company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing the financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently
- state whether applicable international accounting standards in conformity with the requirements of the Companies Act 2006 have been followed for the Company financial statements, subject to any material departures disclosed and explained in the financial statements
- make judgements and accounting estimates that are reasonable and prudent
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business

The Directors are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

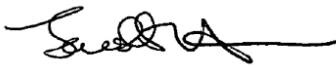
The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006.

**DIRECTORS' REPORT (continued)****Statement of Directors' responsibilities**

Each of the Directors whose names are listed on page 3 confirms that, to the best of their knowledge:

- the Company financial statements, which have been prepared in accordance with international accounting standards in conformity with the requirements of the Companies Act 2006, give a true and fair view of the assets, liabilities, financial position and financial performance of the Company
- the Strategic Report on pages 4 to 12, and the Directors' Report on pages 13 to 15 include a fair review of the development and performance of the business and the position of the Company, together with a description of the principal risks and uncertainties that it faces

On behalf of the Board of Directors



J C S Hillman

Director

1 April 2022

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF SCOTTISH WIDOWS ADMINISTRATION SERVICES LIMITED****REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS****Opinion**

In our opinion, the financial statements of Scottish Widows Administration Services Limited (the 'company'):

- give a true and fair view of the state of the company's affairs as at 31 December 2021 and of its loss for the year ended;
- have been properly prepared in accordance with United Kingdom adopted international accounting standards and International Financial Reporting Standards (IFRSs) as issued by the International Accounting Standards Board (IASB); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of comprehensive income;
- the balance sheet;
- the statement of cash flows;
- the statement of change in equity; and
- the related notes 1 to 23 (excluding the regulatory capital disclosures marked as "unaudited" within note 19a).

The financial reporting framework that has been applied in their preparation is applicable law, United Kingdom adopted international accounting standards and IFRSs as issued by the IASB.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities under those standards are further described in the auditors' responsibilities for the audit of the financial statements section of our report.

We are independent of the company in accordance with ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (the 'FRC's') Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises all of the information in the annual report, other than the financial statements and our auditors' report thereon. The directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this give rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



## INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF SCOTTISH WIDOWS ADMINISTRATION SERVICES LIMITED (continued)

### Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We considered the nature of the company's industry and its control environment, and reviewed the company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations. We also enquired of management and those charged with governance about their own identification and assessment of the risks of irregularities.

We obtained an understanding of the legal and regulatory framework that the company operates in and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included the UK Companies Act, HMRC Corporate tax and VAT manual; and
- do not have direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. These included FCA regulatory permissions including Client Assets, GDPR, Bribery Act and FSMA 2000.

We discussed among the audit engagement team including relevant internal, specialists such as tax, financial instruments, valuations and IT regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud in revenue recognition is in relation to the company's revenue from platform build and access services. This represents the largest revenue stream and our fraud risk has been pinpointed to the accuracy of internal project costs recharged to the company which are subsequently marked up to generate the revenue from platform build and access services. We have obtained an understanding of the key controls within the reporting process for this account balance and subsequently tested the operating effectiveness of the key controls identified. Further to this, we have performed detailed testing over the key inputs to this calculation, specifically the internal and external project costs used to assess their accuracy and completeness.

An additional significant risk was identified surrounding the inputs within the model used to calculate the value in use ("ViU") for the intangible asset impairment assessment. Specifically, the inputs and assumptions identified as a significant risk relate to the use of inappropriate PUP ("Paid up Premium") and lapse rates, as well as the discount and growth rates used within the ViU model. We have obtained an understanding of the key controls within the reporting process for this account balance and subsequently tested the operating effectiveness of the key controls identified. We have performed detailed testing over the model inputs and challenged the appropriateness of the assumptions used.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rational of any significant transactions that are unusual or outside normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statements disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;

**INDEPENDENT AUDITORS' REPORT TO THE MEMBER OF SCOTTISH WIDOWS ADMINISTRATION SERVICES LIMITED (continued)**

- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management and in-house legal counsel concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC and the FCA.

**Report on other legal and regulatory requirements****Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and directors' report have been prepared in accordance with applicable legal requirements

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the strategic report or the directors' report.

**Matters on which we are required to report exception**

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

We have nothing to report in respect of these matters.

**Use of our report**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Tom Noble, FCA (Senior statutory auditor)

For and on behalf of Deloitte LLP

Statutory Auditor

Bristol, United Kingdom

1 April 2022

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2021**

	<b>Note</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
Revenue	3	83,397	72,303
Operating expenses	4	(99,605)	(82,370)
<b>Operating Loss</b>		<b>(16,208)</b>	<b>(10,067)</b>
Investment income	6	14	95
<b>Loss before tax</b>		<b>(16,194)</b>	<b>(9,972)</b>
Taxation credit	7	2,823	1,793
<b>Loss for the financial year</b>		<b>(13,371)</b>	<b>(8,179)</b>

There are no items of comprehensive income which have not already been presented in arriving at the loss for the financial year. Accordingly, the loss for the financial year is the same as total comprehensive loss for the year.

The notes set out on pages 23 to 43 are an integral part of these financial statements.

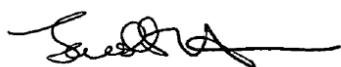
**BALANCE SHEET AS AT 31 DECEMBER 2021**

	<b>Note</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
<b>ASSETS</b>			
Intangible assets	8	67,236	54,687
Financial assets:			
Trade and other receivables	10	20,353	52,530
Accrued Income and prepayments	11	353	846
Current tax recoverable	15	3,023	1,841
Cash and cash equivalents	12	80,347	24,370
<b>Total assets</b>		<b>171,312</b>	<b>134,274</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Capital and reserves attributable to the Company's equity shareholder</b>			
Share capital	13	188,500	143,500
Other reserves	14	44,000	44,000
Accumulated losses		(83,786)	(70,415)
<b>Total equity</b>		<b>148,714</b>	<b>117,085</b>
<b>Liabilities</b>			
Deferred tax liabilities	15	1,123	923
Financial liabilities:			
Trade and other payables	16	21,208	15,494
Accruals and deferred income	17	267	772
<b>Total liabilities</b>		<b>22,598</b>	<b>17,189</b>
<b>Total equity and liabilities</b>		<b>171,312</b>	<b>134,274</b>

Retained earnings for the Company includes a loss for the year of £13,371k (2020: £8,179k).

The notes set out on pages 23 to 43 are an integral part of these financial statements.

The financial statements on pages 19 to 20 were approved by the Board on 31 March 2022, and signed on behalf of the Board:



J C S Hillman,

Director

1 April 2022

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021**

	<b>Note</b>	<b>2021 £'000</b>	<b>2020 £'000</b>
<b>Cash flows from operating activities</b>			
Loss before tax		(16,194)	(9,972)
Adjusted for:			
Amortisation of intangible assets	8	7,189	4,567
Investment Income	6	(14)	(95)
Net decrease/(increase) in operating assets and liabilities	18	37,879	(30,970)
Taxation received		1,841	745
<b>Net cash flows generated/(used in) operating activities</b>		<b>30,701</b>	<b>(35,725)</b>
<b>Cash flows from investing activities</b>			
Addition of intangible assets	8	(19,738)	(23,578)
Investment Income	6	14	95
<b>Net cash flows used in investing activities</b>		<b>(19,724)</b>	<b>(23,483)</b>
<b>Cash flows from financing activities</b>			
Issue of new share capital	13	45,000	45,000
<b>Net cash flows generated from financing activities</b>		<b>45,000</b>	<b>45,000</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>55,977</b>	<b>(14,208)</b>
Cash and cash equivalents at the beginning of the year		24,370	38,578
<b>Net cash and cash equivalents at the end of the year</b>	12	<b>80,347</b>	<b>24,370</b>

The notes set out on pages 23 to 43 are an integral part of these financial statements.

**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	Share capital £'000	Other reserves £'000	Accumulated losses £'000	Total equity £'000
<b>Balance as at 1 January 2020</b>		98,500	44,000	(62,236)	80,264
Loss for the year and total comprehensive loss		—	—	(8,179)	(8,179)
Issue of share capital		45,000			45,000
<b>Balance as at 31 December 2020 and 1 January 2021</b>		143,500	44,000	(70,415)	117,085
Issue of share capital	13	45,000	—	—	45,000
Loss for the year and total comprehensive loss		—	—	(13,371)	(13,371)
<b>Balance as at 31 December 2021</b>		188,500	44,000	(83,786)	148,714

Not all of the above amounts can be distributed to the equity holder since the Company is required to meet regulatory capital requirements. Further details are given in note 19.

The notes set out on pages 23 to 43 are an integral part of these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****1. Accounting policies**

The accounting policies adopted in the preparation of the financial statements, which have been consistently applied to all periods presented in these financial statements unless stated otherwise, are set out below.

**(a) Basis of preparation**

The financial statements of the Company have been prepared:

- (1) in accordance with UK-adopted international accounting standards in conformity with the requirements of the Companies Act 2006
- (2) under the historical cost convention, as modified by the revaluation of certain financial assets and financial liabilities at fair value through profit or loss, as set out in the relevant accounting policies

The Directors are satisfied that the Company have adequate resources to continue in business for the foreseeable future. Accordingly, the financial statements of the Company have been prepared on a going concern basis.

In accordance with IAS 1 "Presentation of Financial Statements", assets and liabilities in the balance sheet are presented in accordance with management's estimated order of liquidity. Analysis of the assets and liabilities of the Company into amounts expected to be received or settled within 12 months after the reporting date (current) and more than 12 months after the reporting date (non-current) is presented in the notes.

As the Company is a wholly owned subsidiary undertaking of Lloyds Banking Group, registered in England, part of the United Kingdom, the Company has taken advantage of the exemption under Section 400 of the Companies Act 2006 and has not produced consolidated financial statements.

*Standards and interpretations effective in 2021*

The Company has adopted the following amendments to IFRS as at 1 January 2021. Adoption has had no significant impact on the financial position of the Company.

- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16. Interest Rate Benchmark Reform – Phase 2 is the second phase of the IASB's IBOR Reform, and addresses issues that arise from the implementation of the reforms, including the replacement of one benchmark with an alternative one.

*Future accounting developments*

There are no standards or interpretations that are not yet effective and that would be expected to have a material impact on the Company.

**(b) Financial assets and financial liabilities**

Management determines the classification of its financial assets and financial liabilities at initial recognition. Management's policies for the recognition of specific financial assets and financial liabilities, as identified on the balance sheet, are set out under the relevant accounting policies.

On initial recognition, financial assets are classified as measured at amortised cost or fair value through profit or loss, depending on the Company's business model for managing the financial assets and whether the cash flows represent solely payments of principal and interest. The Company assesses its business models at a portfolio level based on its objectives for the relevant portfolio, how the performance of the portfolio is managed and reported, and the frequency of asset sales. The Company reclassifies financial assets when and only when its business model for managing those assets changes. A reclassification will only take place when the change is significant to the Company's operations and will occur at a portfolio level and not for individual instruments; reclassifications are expected to be rare.

The Company initially recognises financial assets and liabilities when the Company becomes a party to the contractual provisions of the instrument.

Financial assets are derecognised when the contractual right to receive cash flows from those assets has expired or when the Company has transferred its contractual right to receive the cash flows from the assets and either: substantially all of the risks and rewards of ownership have been transferred; or the Company has neither retained nor transferred substantially all of the risks and rewards, but has transferred control.

Financial liabilities are derecognised when the obligation is discharged, cancelled or expires.

Transaction costs incidental to the acquisition of a financial asset classified as measured at fair value through profit or loss are expensed through the statement of comprehensive income, within net gains and losses on assets and liabilities at fair value through profit or loss.

Financial assets and financial liabilities are offset and the net amount reported in the balance sheet only when there is a legally enforceable right to offset the recognised amounts, both in the normal course of business and in the event of default, and there is an intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****1. Accounting policies (continued)****(c) Fair value methodology**

All assets and liabilities carried at fair value, or for which a fair value measurement is disclosed, are categorised into a 'fair value hierarchy' as follows:

**(i) Level 1**

Valued using quoted prices in active markets for identical assets and liabilities to those being valued. An active market is one in which similar arm's length transactions in the instrument occur with both sufficient frequency and volume to provide pricing information on an ongoing basis.

**(ii) Level 2**

Valued using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices). If the asset or liability has a specified (contractual) term, a Level 2 input must be observable for substantially the full term of the asset or liability. Level 2 inputs include the following:

- Quoted prices for similar (but not identical) instruments in active markets
- Quoted prices for identical or similar instruments in markets that are not active, where prices are not current, or price quotations vary substantially either over time or among market makers
- Inputs other than quoted prices that are observable for the instrument (for example, interest rates and yield curves observable at commonly quoted intervals and default rates)
- Inputs that are derived principally from, or corroborated by, observable market data by correlation or other means

**(iii) Level 3**

Valued using inputs for the asset or liability that include significant unobservable inputs (inputs not based on observable market data). Unobservable inputs may have been used to measure fair value where observable inputs are not available. This approach allows for situations in which there is little, if any, market activity for the asset or liability at the measurement date (or market information for the inputs to any valuation models). Unobservable inputs reflect the assumptions the Company considers that market participants would use in pricing the asset or liability.

Transfers between different levels of the fair value hierarchy are deemed to have occurred at the next reporting date after the change in circumstances that caused the transfer.

Further information of the Company's assets and liabilities held at fair value is set out in note 19.

**(d) Revenue recognition***Revenue*

Revenue, which arose wholly in the United Kingdom, represents the following.

*Pension contract administration*

Pension contract administration includes both insurance related services provided by the Company, acting as an intermediary between the insurer and the insured and administration costs charged to external customers of final salary pension schemes. This revenue is recognised in the statement of comprehensive income when the Company's performance obligations have been met. These are recognised over a period of time.

Revenue is measured at an amount that reflects the consideration received or receivable for services provided in the normal course of business, net of discounts and VAT.

*Oversight of stock lending*

Revenue made from stock lending operations is recognised in the statement of comprehensive income when the Company's performance obligations have been met. These are recognised over a period of time.

*Savings business administration*

Savings business administration revenue includes fund based charges to policyholders for business administered on the Corporate Savings Platform. The transaction price is calculated as a percentage of the fund value. The Company provides the administration services to policyholders throughout the duration of those customers' investments in the funds on the Corporate Savings Platform. The Company therefore recognises the revenue on a daily basis. Outstanding amounts are typically settled monthly.

*Platform build and access services*

Corporate Savings Platform build and access services are provided to the Company's immediate parent undertaking, SWL. The platform build and platform access service are together a distinct service, although there are separate performance obligations and transaction prices for each component of the service.



**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****1. Accounting policies (continued)****(d) Revenue recognition (continued)**

The Company has an enforceable right to payment that at least compensates the Company for platform build services completed to date in the event SWL terminates the contract for platform build services for reasons other than the Company's failure to perform as promised, and revenue for the platform build service component is recognised in the statement of comprehensive income as the Company incurs platform build costs. The transaction price for the platform build service component is calculated based on platform build cost incurred plus applicable mark up and is typically settled monthly.

Revenue for the platform access service component is recognised in the statement of comprehensive income as platform access services are provided. The transaction price for the platform access service component is calculated consistently with an intercompany agreement with SWL and is typically settled monthly.

*Investment income*

Interest income for all interest-bearing financial instruments is recognised in the statement of comprehensive income as it accrues, within investment income.

**(e) Expense recognition***Operating expenses*

Administration costs are recognised in the statement of comprehensive income as accrued, within operating expenses.

Also included within operating expenses are amortisation on intangible assets and implementation costs incurred in acquiring and developing the Corporate Savings Platform.

**(f) Intangible assets****(i) Corporate Savings Platform**

The Corporate Savings Platform intangible asset arising on the acquisition of the UK saving business of Zurich was initially measured at fair value at the time of acquisition and is subsequently held at that fair value less accumulated amortisation. The initial fair value was determined using the replacement cost method at the time of acquisition. Any additional enhancements to the system are capitalised under software development costs, as set out at policy (f) (iii). Once brought into use, any additional enhancements to the system are amortised using the straight-line method over the remaining expected useful life of the system.

The asset is amortised using the straight-line method over its expected useful life (7 years). The amortisation charge for the year is recognised through the statement of comprehensive income, within operating expenses. The carrying value of the asset is tested for impairment at each reporting date. Further information on the Company's impairment policy is set out at policy (k).

**(ii) Acquired value of in-force business**

Investment contracts acquired in business combinations are initially measured at fair value at the time of acquisition and subsequently held at amortised cost. The initial fair value includes the recognition of an acquired value of in-force (acquired VIF) asset which reflects the present value of future cash flows expected from the business acquired. The asset is shown gross of attributable tax and a corresponding deferred tax liability has been established.

Amortisation of the acquired VIF balance is performed using the straight-line method over the estimated life of the contracts (20 years). The amortisation charge for the year is recognised through the statement of comprehensive income, within operating expenses. The carrying value of the acquired VIF balance is tested for impairment at each reporting date. Further information on the Company's impairment policy is set out at policy (k).

**(iii) Software development costs**

Costs that are directly associated with the development of platform software controlled by the Company, and that are expected to generate economic benefits exceeding costs beyond one year, are recognised as intangible assets. Direct costs include the software development team's employee costs, other relevant resource costs required to develop the platform software and bring the platform into use, and an appropriate portion of relevant overheads. All other costs associated with software maintenance are recognised through the statement of comprehensive income as the expense is incurred, within operating expenses.

Software development costs recognised as assets are valued at cost. Once brought into use, the assets are amortised using the straight-line method over their expected useful lives (7 years). Subsequent expenditure is only capitalised when it increases the expected future economic benefits of the specific asset to which it relates. The amortisation charge for the year in respect of software is recognised through the statement of comprehensive

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****1. Accounting policies (continued)****(f) Intangible assets (continued)**

income, within operating expenses. The carrying value of the assets is tested for impairment at each reporting date. Further information on the Company's impairment policy is set out at policy (k).

**(iv) Goodwill**

Goodwill arises on business combinations and represents the excess of the cost of an acquisition over the fair value of the Company's share of the identifiable assets, liabilities and contingent liabilities acquired.

Goodwill is recognised as an asset at cost and is tested at least annually for impairment. If an impairment is identified the carrying value of the goodwill is written down immediately through the statement of comprehensive income and is not subsequently reversed. At the date of disposal of a subsidiary, the carrying value of attributable goodwill is included in the calculation of the profit or loss on disposal.

**(g) Investment in subsidiaries**

The Company owns a subsidiary as set out in note 9. This subsidiary provides custody services for non-insured platform investments. This subsidiary is held initially at cost, being the consideration given to acquire the holding, then subsequently at cost subject to impairment. Further information on the Company's impairment policy is set out at policy (k).

**(h) Trade and other receivables**

Trade and other receivables at amortised cost are financial assets, other than cash and cash equivalents that are held to collect contractual cash flows where those cash flows represent solely payments of principal and interest. A basic lending arrangement results in contractual cash flows that are solely payments of principal and interest on the principal amount outstanding. Where the contractual cash flows introduce exposure to risks or volatility unrelated to a basic lending arrangement such as changes in equity prices or commodity prices, the payments do not comprise solely principal and interest.

Trade and other receivables at amortised cost are initially recognised at fair value less directly attributable transaction costs and subsequently measured at amortised cost, subject to impairment. Further information on the Company's impairment policy is set out at policy (k).

**(i) Accrued income and prepayments**

Income receivable for services provided which have yet to be invoiced is accrued and recognised in the statement of comprehensive income as the service is provided.

Where income has been deferred in respect of services to be provided in future periods, associated expenses are prepaid and subsequently recognised in the statement of comprehensive income as the service is provided.

**(j) Cash and cash equivalents**

Cash and cash equivalents include cash at bank and investments in liquidity funds, which are short-term highly liquid investments with original maturities of three months or less (excluding such investments as otherwise meet this definition but which are held for investment purposes rather than for the purposes of meeting short-term cash commitments).

Holdings in liquidity funds are measured at fair value through profit or loss, with income received recognised in investment income.

Holdings in liquidity funds are categorised as level 1 in the fair value hierarchy. These assets are valued using quoted prices in active markets for identical assets to those being valued. An active market is one in which similar arm's length transactions in the instrument occur with both sufficient frequency and volume to provide pricing information on an ongoing basis.

**(k) Impairment***Financial assets*

The impairment charge in the statement of comprehensive income includes the change in expected credit losses for financial assets held at amortised cost and certain lease receivables. Expected credit losses are calculated by using an appropriate probability of default and applying this to the estimated exposure of the Company at the point of default after taking into account the value of any collateral held or other mitigants of loss.

At initial recognition, allowance is made for expected credit losses resulting from default events that are possible within the next 12 months (12-month expected credit losses). In the event of a significant increase in credit risk, allowance is made for expected credit losses resulting from all possible default events over the expected life of the financial instrument (lifetime expected credit losses). Financial assets where 12-month expected credit losses are recognised are considered to be Stage 1; financial assets which are considered to have experienced a significant increase in credit risk are in Stage 2; and financial assets which have defaulted or are otherwise considered to be credit impaired are allocated to Stage 3.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****1. Accounting policies (continued)****(k) Impairment (continued)**

An assessment of whether credit risk has increased significantly since initial recognition considers the change in the risk of default occurring over the remaining expected life of the financial instrument. The assessment is unbiased, probability-weighted and uses forward-looking information consistent with that used in the measurement of expected credit losses. The credit risk of financial assets is deemed to have increased significantly when more than 30 days past due. Where the credit risk subsequently improves such that it no longer represents a significant increase in credit risk since origination, the asset is transferred back to Stage 1.

For financial instruments that are considered to have low credit risk, the credit risk is assumed to not have increased significantly since initial recognition. Financial instruments are considered to have low credit risk when the borrower is considered to have a low risk of default from a market perspective. Typically financial instruments with an external credit rating of investment grade are considered to have low credit risk.

Assets are transferred to Stage 3 when they have defaulted or are otherwise considered to be credit impaired. IFRS 9 contains a rebuttable presumption that default occurs no later than when a payment is 90 days past due. The Company uses this 90 day backstop.

The loss allowance for trade receivables without a significant financing component is measured at an amount equal to lifetime expected credit losses, in accordance with the simplified approach in IFRS 9.

A receivable is normally written off, either partially or in full, against the related allowance when the proceeds from realising any available security have been received or there is no realistic prospect of recovery and the amount of the loss has been determined. Subsequent recoveries of amounts previously written off decrease the amount of impairment losses recorded in the statement of comprehensive income.

*Non-financial assets*

Assets that have an indefinite useful life, for example investment in subsidiaries, are not subject to depreciation or amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its estimated recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows.

If there is objective evidence that an impairment loss has occurred, the amount of the loss is charged to the relevant line in the statement of comprehensive income in the period in which it occurs. Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

**(l) Taxes**

Tax expense comprises current and deferred tax. Current and deferred tax are charged or credited in The Statement of Comprehensive Income except to the extent that the tax arises from a transaction or event which is recognised, in the same or a different period, outside The Statement of Comprehensive Income (either in other comprehensive income, directly in equity, or through a business combination), in which case the tax appears in the same statement as the transaction that gave rise to it.

*Current tax*

Current tax is the amount of corporate income taxes expected to be payable or recoverable based on the profit for the period as adjusted for items that are not taxable or not deductible, and is calculated using tax rates and laws that were enacted or substantively enacted at the balance sheet date.

Current tax includes amounts provided in respect of uncertain tax positions when management expects that, upon examination of the uncertainty by Her Majesty's Revenue and Customs (HMRC) or other relevant tax authority, it is more likely than not that an economic outflow will occur. Provisions reflect management's best estimate of the ultimate liability based on their interpretation of tax law, precedent and guidance, informed by external tax advice as necessary. Changes in facts and circumstances underlying these provisions are reassessed at each balance sheet date, and the provisions are re-measured as required to reflect current information.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****1. Accounting policies (continued)****(l) Taxes (continued)***Deferred tax*

Deferred tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the balance sheet. Deferred tax is calculated using tax rates and laws that have been enacted or substantively enacted at the balance sheet date, and which are expected to apply when the related deferred tax asset is realised or the deferred tax liability is settled.

Deferred tax liabilities are generally recognised for all taxable temporary differences but not recognised for taxable temporary differences arising on investments in subsidiaries where the reversal of the temporary difference can be controlled and it is probable that the difference will not reverse in the foreseeable future. Deferred tax liabilities are not recognised on temporary differences that arise from goodwill which is not deductible for tax purposes.

Deferred tax assets are recognised to the extent it is probable that taxable profits will be available against which the deductible temporary differences can be utilised, and are reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are not recognised in respect of temporary differences that arise on initial recognition of assets and liabilities acquired other than in a business combination. Deferred tax is not discounted.

**(m) Share capital**

Shares are classified as equity when there is no obligation to transfer cash or other assets. Incremental costs directly attributable to the issue of equity instruments are shown in equity as a deduction from the proceeds, net of tax.

**(n) Trade and other payables**

Trade and other payables are initially recognised at fair value less directly attributable transaction costs and subsequently measured at amortised cost. In practice, the carrying value of these balances equates to the fair value due to the short-term nature of the amounts included within other financial liabilities.

**(o) Accruals and deferred income**

Income received for services to be provided in future periods is deferred and recognised in the statement of comprehensive income as the performance obligation is met.

**2. Critical accounting judgments or key sources of estimates uncertainty**

The Company's management makes estimates and judgements that affect the reported amount of assets and liabilities. Estimates and judgements are continually evaluated and based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

**(a) Estimates**

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

**Intangible assets****Corporate Savings Platform**

The initial fair value of the acquired Corporate Savings Platform was determined using the replacement cost method at the time of acquisition. The replacement cost was based on recent actual experience and industry benchmarking. The key assumptions in estimating the fair value were expected future benefits and cost savings and development required to make the platform fit for purpose. Any additional enhancements to the Corporate Savings Platform are capitalised under software development costs. Enhancements capitalised under software development costs include expenditure on migrating existing data to the Corporate Saving Platform when inclusion of the data on the Corporate Saving Platform provides enhanced functionality. The value of the acquired Corporate Savings Platform increased during the year due to transfers from software development costs. Any additional enhancements to the Corporate Savings Platform are amortised using the straight-line method over the remaining expected useful life of the system. The carrying value of the assets is tested for impairment at each reporting date as set out in note 1(k).

Management need to estimate future benefits, development costs and potential cost savings. Management also need to estimate future economic benefits of assets in assessing criteria for recognition and impairment. Further information and sensitivity analysis on these assets is given in note 8.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****2. Critical accounting judgments or key sources of estimates uncertainty (continued)****(a) Estimates (continued)****Software development costs**

Software development costs recognised as assets are valued at cost and amortised using the straight-line method over their expected useful lives (7 years). Subsequent expenditure is only capitalised when it increases the expected future economic benefits of the specific asset to which it relates. The carrying value of the assets is tested for impairment at each reporting date as set out in note 1(k).

**Acquired value of in-force business**

The fair value of the acquired VIF was calculated by projecting the future surpluses and other cash flows attributable arising from business written, excluding the value of future investment risk margins, discounted at an appropriate rate. The key assumptions used in estimating future surpluses related to lapse rates, expenses, future market movements and increments to existing business. The assumptions were determined on a best-estimate basis and, as above, were based on recent actual experience and industry information where appropriate. Amortisation of this balance and the related deferred tax is carried out on a best estimate basis over the estimated life of the contracts. The amortisation charge for the year is recognised through the statement of comprehensive income, within operating expenses. The carrying value of this asset is tested for impairment at each reporting date. Further information and sensitivity analysis on this asset is given in note 8.

**Goodwill**

The acquisition of the UK savings business from Zurich in 2018 has given rise to Goodwill on the Balance Sheet, which was calculated based on the difference between the fair values of the net assets acquired for the UK saving business and the consideration paid. The carrying value of the asset is tested for impairment at each reporting date as set out in note 1(k).

**(b) Judgments**

There were no critical accounting judgements that would have a significant effect on the amounts recognised in the company financial statements or key sources of estimation uncertainty at the balance sheet date that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**3. Revenue**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Pension contract administration	2,584	4,183
Oversight of stock lending	—	23
Savings business administration	30,455	20,924
Platform build and access services	50,358	47,173
<b>Total</b>	<b>83,397</b>	<b>72,303</b>

**4. Operating expenses**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Pension contract administration	2,542	4,116
Savings business administration	56,923	43,744
Platform build and access services related:		
Amortisation of intangible assets	7,189	4,567
Implementation costs	32,681	29,863
Other operating expenses	270	80
<b>Total</b>	<b>99,605</b>	<b>82,370</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

## 5. Auditors' remuneration

	2021	2020
	£'000	£'000
Fees payable to the Company's auditors for the audit of the Company's annual financial statements	24	23
Fees payable to the Company's auditor and its associates for other services:		
Audit-related assurance services	161	151
<b>Total</b>	<b>185</b>	<b>174</b>

Audit fees are borne by another Lloyds Banking Group entity and recharged to the Company.

## 6. Investment Income

	2021	2020
	£'000	£'000
Interest income on investments held through liquidity funds	14	95
<b>Total</b>	<b>14</b>	<b>95</b>

## 7. Taxation credit

## (a) Current year tax credit

	2021	2020
	£'000	£'000
<b>Current tax:</b>		
UK corporation tax	2,769	1,841
Adjustment in respect of prior years	—	—
<b>Total current tax</b>	<b>2,769</b>	<b>1,841</b>
<b>Deferred tax:</b>		
Reversal of temporary differences	54	53
Adjustment in respect of prior years	—	—
Impact of deferred tax rate change	—	(101)
<b>Total deferred tax</b>	<b>54</b>	<b>53</b>
<b>Total income tax credit</b>	<b>2,823</b>	<b>1,894</b>

Corporation Tax is calculated at a rate of 19.0 per cent (2020: 19.0 per cent) of the taxable loss for the year.

## (b) Reconciliation of tax credit

	2021	2020
	£'000	£'000
<b>Loss before tax</b>	<b>(16,194)</b>	<b>(9,972)</b>
<b>Tax at 19% (2020: 19%)</b>	<b>3,077</b>	<b>1,894</b>
Effects of:		
Adjustment in respect of prior years	—	—
Disallowable expenses	—	—
Effect of change in tax rate and related impacts	(254)	(101)
<b>Total</b>	<b>2,823</b>	<b>1,793</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

## 8. Intangible assets

	2021 £'000	2020 £'000
Acquired VIF	4,583	4,865
Goodwill	5,417	5,417
Corporate Savings Platform	37,498	19,927
Software development costs	19,738	24,478
<b>Total</b>	<b>67,236</b>	<b>54,687</b>

	Acquired VIF £'000	Goodwill £'000	Corporate Savings Platform £'000	Software development costs £'000	Total £'000
<b>Cost</b>					
<b>At 1 January 2020</b>	<b>5,640</b>	<b>5,417</b>	<b>29,993</b>	<b>900</b>	<b>41,950</b>
Additions	—	—	—	23,578	23,578
Transfers to capitalised software	—	—	—	—	—
<b>At 31 December 2020 and 1 January 2021</b>	<b>5,640</b>	<b>5,417</b>	<b>29,993</b>	<b>24,478</b>	<b>65,528</b>
Additions	—	—	—	19,738	19,738
Transfers to capitalised software	—	—	24,478	(24,478)	—
<b>At 31 December 2021</b>	<b>5,640</b>	<b>5,417</b>	<b>54,471</b>	<b>19,738</b>	<b>85,266</b>
<b>Accumulated amortisation</b>					
<b>At 1 January 2020</b>	<b>493</b>	<b>—</b>	<b>5,781</b>	<b>—</b>	<b>6,274</b>
Amortisation during the year	282	—	4,285	—	4,567
<b>At 31 December 2020 and 1 January 2021</b>	<b>775</b>	<b>—</b>	<b>10,066</b>	<b>—</b>	<b>10,841</b>
Amortisation during the year	282	—	6,907	—	7,189
<b>At 31 December 2021</b>	<b>1,057</b>	<b>—</b>	<b>16,973</b>	<b>—</b>	<b>18,030</b>
<b>Carrying amount</b>					
<b>At 31 December 2021</b>	<b>4,583</b>	<b>5,417</b>	<b>37,498</b>	<b>19,738</b>	<b>67,236</b>
At 31 December 2020	4,865	5,417	19,927	24,478	54,687

The additions to software development costs during the year include £19.7 million of additional enhancement to the Corporate Savings Platform.

Of the above total for Corporate Savings Platform, an estimated £30.2 million (2020: £15.6 million) is expected to be amortised more than one year after the reporting date. The remaining amortisation period is 5.20 years.

Of the above total for acquired VIF, an estimated £4.3 million (2020: £4.6 million) is expected to be amortised more than one year after the reporting date. The remaining amortisation period is 16 years.

As detailed below, £19.7 million (2020: £24.5 million) of software development costs are related to software in the course of completion and therefore these assets not yet subject to amortisation.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****8. Intangible assets (continued)**

The movement during the financial year on assets in the course of construction included in software development costs was as follows:

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
<b>At 1 January</b>	24,478	900
Additions	19,738	23,578
Transfers to capitalised software	(24,478)	—
<b>Total</b>	<b>19,738</b>	<b>24,478</b>

**Significant Estimate: Key assumptions used for value-in-use calculations**

A review of the carrying value of the intangible assets (which is a combination both intangibles assets and goodwill) to assess indications of impairment is performed on an annual basis. The recoverable amounts for 2020 and 2021 have both been calculated on a value in use basis.

The value in use calculations require estimates in relation to uncertain items, including management's expectation of future revenue growth, operating costs, profit margins, operating cash flows, and the discount rate. Future cash flows used in the value in use calculations are based on the latest Insurance Board approved four-year financial plans to determine pre-tax projections of future cash flows. Expectations about future growth reflect the expectations of growth in the markets to which the intangible asset relates. A pre-tax discount rate has been applied to underlying cash flows with an indefinite useful life, which aligns with the long term nature of the business in order to establish a net present value.

Management have projected cash flows using perpetuity growth rates, which aligns with the long term nature of business. The key assumptions used in the value in use calculation are as follows:

- Discount rate 8.80 per cent (2020: 9.88 per cent), based on Insurance and Wealth division weighted average cost of capital.
- Bundled assets under administration increase by an average compound growth rate of 9.7 per cent each year over the 22 year forecast period. The growth rates have been benchmarked against external data for the relevant markets.
- Expenses increase by an average compound growth rate of 2.10 per cent each year over the 22 year forecast period, in line with management's 4 year financial plan and long term expected inflation rates.
- Beyond the 22 year forecast period a long term cash flow growth rate of 2.00 per cent has been applied, which is in line with long term expected pension market growth.

**Significant Estimate: Impact of possible changes in key assumptions**

The value in use considers both the intangible assets and goodwill together, as they arise from the same business transaction, and the value in use exceeds the carrying value of both combined by approximately £130m. Any of the following changes in assumptions in isolation would cause the recoverable amount to equal its carrying amount:

- a reduction in the bundled asset under administration compound growth rate in the 22 year forecast period from our 9.7 per cent assumption to a revised assumption of a compound growth rate of 9.0 per cent (equivalent of having an average bundled asset base 13% lower than forecast every year)
- an increase in the discount rate from our 8.80 per cent assumption to a revised assumption of 12.33 per cent; or
- shortfalls in trading performance against forecast resulting in operating cash flows decreasing by 42 per cent each year.
- An increase in inflation rates by 4.1%.



**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****9. Investment in subsidiaries**

<b>Name</b>	<b>Class of stock</b>	<b>Percentage held</b>	<b>Country of incorporation</b>	<b>Nature of business</b>
Scottish Widows Administration Services (Nominees) Limited	Ordinary	100	England and Wales	Service Company

The registered address of the subsidiary is 15 Dalkeith Road, Edinburgh, EH16 5BU.

Scottish Widows Administration Services (Nominees) Limited (SWASNL) acts as a nominee company to hold legal title to assets beneficially owned by customers of the Company.

**10. Trade and other receivables**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Trade receivables	1,875	2,931
Amounts due from related parties	16,333	47,249
Other receivables	2,145	2,350
<b>Total</b>	<b>20,353</b>	<b>52,530</b>

The amounts due from group companies are unsecured, non-interest bearing and repayable on demand. There are no loss allowances on intercompany balances as the risk of default is minimal. Further information in respect of credit risk is given in note 19.

Included in amounts due from related parties is £13m (2020: £46m) in respect of Corporate Savings Platform build and access services and £2.3m (2020: £0.5m) in respect of fund based charges to policyholders for business administered on the Corporate Savings Platform.

**11. Accrued income and prepayments**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Accrued income	175	318
Prepayments	178	528
<b>Total</b>	<b>353</b>	<b>846</b>

All of the above amounts are expected to be recovered within one year after the reporting date.

**12. Cash and cash equivalents**

Cash and cash equivalents for the purposes of the statement of cash flows include the following:

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Cash at bank	7,438	9,607
Investments held through liquidity funds	72,909	14,763
<b>Total</b>	<b>80,347</b>	<b>24,370</b>

Cash and cash equivalents does not include client monies held on deposit of £68.7 million (2020: £72.1 million). These amounts are similarly excluded from current liabilities.

Investments held through liquidity funds are used to optimise returns on surplus funds held by the Company. Further information in respect of credit risk in relation to cash and cash equivalents is given in note 19.

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

## 13. Share capital

	2021 £'000	2020 £'000
<b>Authorised:</b>		
188,500,000 ordinary shares of £1 each	188,500	143,500
<b>Total</b>	<b>188,500</b>	<b>143,500</b>

	2021 £'000	2020 £'000
<b>Issued and fully paid share capital:</b>		
188,500,000 (2020: 143,500,000) ordinary shares of £1 each	188,500	143,500
<b>Total</b>	<b>188,500</b>	<b>143,500</b>

On 15 December 2021, the Company issued ordinary share capital of £45.0m to its parent, SWL. The issued share capital of the Company has increased to £188.5m.

## 14. Other reserves

	2021 £'000	2020 £'000
Other reserves	44,000	44,000
<b>Total</b>	<b>44,000</b>	<b>44,000</b>

Prior to 2000, when the Company was trading as Lloyds TSB Life Assurance Company Limited, the Company received a capital injection from a related company.

## 15. Tax assets and liabilities

	2021 £'000	2020 £'000
Current tax recoverable	3,023	1,841
<b>Total tax assets</b>	<b>3,023</b>	<b>1,841</b>
Deferred tax liabilities	1,123	923
<b>Total tax liabilities</b>	<b>1,123</b>	<b>923</b>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****15. Tax assets and liabilities (continued)****(a) Recognised deferred tax**

Deferred tax assets and liabilities have been offset in the balance sheet where there is a legally enforceable right of offset. The tables below splits the individual deferred tax assets and liabilities by type, before such netting.

The movement in the deferred tax liability is as follows:

	2021 £'000	2020 £'000
<b>Deferred tax liabilities comprise:</b>		
Brought forward	923	875
Charge/(credit) for the year	200	48
<b>Total deferred tax liabilities</b>	<b>1,123</b>	<b>923</b>

The deferred tax credit/(charge) in the year comprises the following temporary differences:

	2021 £'000	2020 £'000
Other temporary differences	(200)	(48)
<b>Total</b>	<b>(200)</b>	<b>(48)</b>

The deferred tax liability comprises:

	2021 £'000	2020 £'000
Acquired VIF	1,123	923
<b>Total</b>	<b>1,123</b>	<b>923</b>

Finance Act 2016 reduced the main rate of corporation tax to 17% with effect from 1 April 2020. This reduction was superseded by Finance Act 2020 which was enacted on 22 July 2020, and maintained the main rate of corporation tax at 19% with effect from 1 April 2020.

Finance Act 2021, which received Royal Assent on 10 June 2021, increases the rate of corporation tax from 19% to 25% with effect from 1 April 2023.

**16. Trade and other payables**

	2021 £'000	2020 £'000
Amounts due to group undertakings	20,437	14,416
Other payables	771	1,078
<b>Total</b>	<b>21,208</b>	<b>15,494</b>

The amounts due from group companies are unsecured, non-interest bearing and repayable on demand. There are no loss allowances on intercompany balances as the risk of default is minimal. None of the above balances are interest-bearing (2020: none). Further information in respect of liquidity risk is given in note 19.

Included in amounts due to group undertakings is £14.6m (2020: £10.7m) in respect of project costs with Lloyds Bank and £5.1m (2020: £2.8m) in respect of legal entity recharge postings with Scottish Widows Services Limited.

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****17. Accruals and deferred income**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Accrued expenses	89	244
Deferred income	178	528
<b>Total</b>	<b>267</b>	<b>772</b>

All of the above amounts are expected to be settled within one year after the reporting date.

**18. Net increase in operating assets and liabilities**

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
<b>Net decrease/(increase) in operating assets</b>		
Financial assets:		
Trade and other receivables	32,177	(39,945)
Accrued income and prepayments	493	120
<b>Net decrease/(increase) in operating assets</b>	<b>32,670</b>	<b>(39,825)</b>
<b>Net increase in operating liabilities</b>		
Financial liabilities:		
Trade and other payables	5,714	8,945
Accruals and deferred income	(505)	(90)
<b>Net increase in operating liabilities</b>	<b>5,209</b>	<b>8,855</b>
<b>Net decrease/(increase) in operating assets and liabilities</b>	<b>37,879</b>	<b>(30,970)</b>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****19. Risk management**

The Company is a part of Lloyds Banking Group. The principal activity is to act as a platform operator and as a manager for ISAs, Investment Accounts and SIPPs in the United Kingdom. The Company also acts as a service provider to SWL in respect of workplace pensions business on the Corporate Savings Platform and has a contractual basis for charging these services.

The Company provides outsourcing and administration services as well as carrying out oversight of the securities lending programme for companies within the Insurance and Wealth Division.

This note summarises the financial risks and the way in which they are managed.

**(a) Financial risks**

During the year, the Company is exposed to a range of financial risks through its financial assets and financial liabilities. The most important components of financial risk are credit, market, capital and liquidity risks.

The Company manages these risks in a number of ways, including risk appetite assessment and monitoring of capital resource requirements.

Financial assets and financial liabilities are measured on an on-going basis either at fair value or at amortised cost. The summary of significant accounting policies (note 1) describes how the classes of financial instruments are measured and how income and expenses, including fair value gains and losses, are recognised.

The timing of the unwind of the deferred tax assets and liabilities is dependent on the timing of the unwind of the temporary timing differences, arising between the tax bases of the assets and liabilities and their carrying amounts for financial reporting purposes, to which these balances relate.

The sensitivity analyses given throughout this note are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur as changes in some of the assumptions may be correlated, for example changes in interest rates and changes in market values. The sensitivity analysis presented also represents management's assessment of a reasonably possible alternative in respect of each sensitivity, rather than worst case scenario positions.

**(1) Market risk**

Market risk is defined as the risk that our capital or earnings profile is affected by adverse market rates, in particular the impact on intangible assets and fund based charges.

Market risk is managed in line with the Lloyds Banking Group Market Risk Policy which sets out the principles of the market risk control framework.

All of the financial assets of the Company which are measured at fair value, which relate to investments in liquidity funds of £72.9 million (2020: £14.8 million), are classified in Level 1 of the fair value hierarchy (as defined in note 1 (c)).

In addition to market risk on directly held assets and liabilities the Company has an exposure to indirect market risk. This arises from the fact that the fund based charges collected and associated costs for the management of the funds fluctuate with the market movements impacting the value of customer funds. For example if the underlying market value of customer funds fell by 10.0 per cent, fund based charges are estimated to fall by £2.4 million (2020: £2.1 million) based on year end values. These are classified as indirect market risks.

**Interest rate risk**

Interest rate risk is the risk that the value of future cash flows of a financial instrument will fluctuate because of changes in interest rates and the shape of the yield curve. A fall in market interest rates will result in a reduction to revenue due to a decrease in the value of underlying customer investments which the Company receives a fund based charge on. An increase in market interest rates would have the opposite effect. The sensitivity analysis illustrates how the fair value of future cash flows in respect of interest-bearing financial assets held by customers will fluctuate because of changes in market interest rates at the reporting date.

	<b>Impact on loss after tax and equity for the year</b>	
	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
25 basis points (2020: 25 basis points) increase in yield curves	(191)	(165)
25 basis points (2020: 25 basis points) decrease in yield curves	191	165

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****19. Risk management (continued)****(a) Financial risks (continued)****(2) Credit risk**

The risk that parties with whom we have contracted, fail to meet their financial obligations (both on and off balance sheet).

Credit risk is managed in line with the Insurance Credit Risk Policy and the wider Lloyds Banking Group Credit Risk Policy which set out the principles of the credit control framework.

Credit risk to the Company arises primarily from exposure to trade receivables and cash equivalents. Exposure to trade receivables is assessed on a case by case basis, using a credit rating agency where appropriate.

Expected credit losses are calculated using three key input parameters: the probability of default (PD) (except for lifetime expected credit losses), the expected loss given default (LGD) and the exposure at default (EAD). The probability of default and expected loss given default are determined using internally generated credit ratings.

Expected credit losses are measured on a collective basis for certain groups of financial assets, such as trade receivables due from external parties which are considered to be homogenous in terms of their risk of default.

The following table sets out details of the credit quality of financial assets that are not impaired:

	2021 £'000	2020 £'000
Trade and other receivables	20,353	52,530
Cash and cash equivalents	80,347	24,370
<b>Total assets bearing credit risk</b>	<b>100,700</b>	<b>76,900</b>

The tables below analyse financial assets subject to credit risk exposure using Standard & Poor's rating or equivalent.

**As at 31 December 2021**

	Total £'000	AAA £'000	AA £'000	A £'000	Not rated £'000
<b>Stage 1 assets</b>					
Cash and cash equivalents	7,438	—	—	7,438	—
Loss allowance	(18)	—	—	—	(18)
Trade and other receivables	19,876	—	—	16,333	3,543
<b>Exposure to credit risk</b>	<b>27,296</b>	<b>—</b>	<b>—</b>	<b>23,771</b>	<b>3,525</b>
<b>Stage 2 assets</b>					
Loss allowance	(17)	—	—	—	(17)
Trade and other receivables	512	—	—	—	512
<b>Exposure to credit risk</b>	<b>495</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>495</b>
<b>Assets at fair value through profit and loss</b>					
Cash and cash equivalents	72,909	72,909	—	—	—
<b>Total</b>	<b>100,700</b>	<b>72,909</b>	<b>—</b>	<b>23,771</b>	<b>4,020</b>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

## 19. Risk management (continued)

## (a) Financial risks (continued)

## (2) Credit risk (continued)

As at 31 December 2020

	Total £'000	AAA £'000	AA £'000	A £'000	Not rated £'000
<b>Stage 1 assets</b>					
Cash and cash equivalents	9,607	—	—	9,607	—
Loss allowance	(42)	—	—	—	(42)
Trade and other receivables	51,870	—	—	47,249	4,621
<b>Exposure to credit risk</b>	<b>61,434</b>	<b>—</b>	<b>—</b>	<b>56,856</b>	<b>4,578</b>
<b>Assets at fair value through profit and loss</b>					
Cash and cash equivalents	14,763	14,763	—	—	—
<b>Total</b>	<b>76,197</b>	<b>14,763</b>	<b>—</b>	<b>56,856</b>	<b>4,578</b>

Amounts classified as "not rated" in the above table are due from counterparties which are not rated by Standard & Poor's or an equivalent rating agency.

## (i) Concentration risk

*Credit concentration risk*

Credit concentration risk relates to the inadequate diversification of credit risk.

At 31 December 2021 and 31 December 2020, the Company did not have any significant concentration of credit risk with a single counterparty or group of counterparties where limits applied.

The largest single counterparty is with the Company's immediate parent undertaking, SWL. This was settled with the Company in March 2021.

	2021 Total £'000	2020 Total £'000
Trade and other receivables:		
Amounts due from HMRC	2,145	2,335
Amounts due from group undertakings	16,333	47,249
Other receivables	1,875	2,946
Cash and cash equivalents:		
Amounts due from group undertakings	(16)	—
Other cash and cash equivalents	80,363	24,370
<b>Total</b>	<b>100,700</b>	<b>76,900</b>

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****19. Risk management (continued)****(a) Financial risks (continued)****(3) Capital Risk (unaudited)**

Capital risk is defined as the risk that the Company has a sub-optimal quantity or quality of capital or that capital is inefficiently deployed across the Company. The risk that:

- the Company has insufficient capital to meet its regulatory capital requirements
- the Company has insufficient capital to provide a stable resource to absorb all losses up to a confidence level defined in the risk appetite
- the Company loses reputational status by having capital that is regarded as inappropriate, either in quantity, type or distribution

The business of the Company is regulated by the FCA. The FCA specifies the minimum amount of capital that must be held by the Company in addition to its liabilities.

Within the Insurance and Wealth Division, capital risk is actively monitored by the Insurance and Wealth Asset Liability Committee (IWALCO).

The minimum required capital must be maintained at all times throughout the year. These capital requirements and the capital available to meet them are regularly estimated in order to ensure that capital maintenance requirements are being met.

The Company's objectives when managing capital are:

- to have sufficient capital to safeguard the Company's ability to continue as a going concern so that it can continue to provide returns for the shareholder and benefits for other stakeholders
- to comply with the regulatory capital requirements set out by the FCA in the UK
- when capital is needed, to require an adequate return to the shareholder by pricing contracts according to the level of risk associated with the business written

Capital support arrangements are in place for the Company, which are provided by SWL in order to mitigate risks. This arrangement will come into effect on the occurrence of a material fund default event or material operational risk event impacting the Company's capital position.

The Company's capital comprises all components of equity, movements in which are set out in the statement of changes in equity.

The table below sets out the regulatory capital held at 31 December in each year for the Company. The implementation of new IFPR rules, effective from 1 January 2022, is not anticipated to materially impact the results presented below. The current year final results:

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Regulatory Capital held (unaudited)	82,601	63,321
Regulatory Capital required (unaudited)	14,947	11,997

All minimum regulatory requirements were met during the year.



**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****19. Risk management (continued)****(a) Financial risks (continued)****(4) Liquidity risk**

Liquidity risk is defined as the risk that the Company does not have sufficient financial resources to meet its commitments as they fall due, or can only secure them at excessive cost.

Liquidity risk may result from either the inability to sell financial assets quickly at their fair values; or from the inability to generate cash inflows as anticipated.

Liquidity risk is managed in line with the Insurance Liquidity Risk Policy and the wider Lloyds Banking Group Funding and Liquidity Policy.

The following tables indicate the timing of the contractual cash flows arising from the Company's financial liabilities:

**As at 31 December 2021**

Liabilities	Contractual cash flows (undiscounted)		
	Carrying amount	No stated maturity	Less than 1 month
	£'000	£'000	£'000
Trade and other payables	21,208	—	21,208
Accruals	89	—	89
<b>Total</b>	<b>21,297</b>	<b>—</b>	<b>21,297</b>

**As at 31 December 2020**

Liabilities	Contractual cash flows (undiscounted)		
	Carrying amount	No stated maturity	Less than 1 month
	£'000	£'000	£'000
Trade and other payables	15,494	—	15,494
Accruals	244	—	244
<b>Total</b>	<b>15,738</b>	<b>—</b>	<b>15,738</b>

**20. Related party transactions****Ultimate parent and shareholding**

The Company's immediate parent undertaking is Scottish Widows Limited, a Company registered in the United Kingdom.

The parent undertaking which is the parent undertaking of the smallest group to consolidate these financial statements is Scottish Widows Limited. Copies of the consolidated Annual Report and Accounts of Scottish Widows Limited may be obtained from Insurance Secretariat, 69 Morrison Street, Edinburgh EH3 8YF.

The ultimate parent undertaking and controlling party is Lloyds Banking Group plc, which is the parent undertaking of the only group to consolidate these financial statements. Once approved, copies of the consolidated Annual Report and Accounts of Lloyds Banking Group may be obtained from Lloyds Banking Group's head office at 25 Gresham Street, London EC2V 7HN or downloaded via [www.lloydsbankinggroup.com](http://www.lloydsbankinggroup.com).

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****20. Related party transactions (continued)****Transactions between the Company and other Lloyds Banking Group companies**

The Company has entered into transactions with related parties in the normal course of business during the year.

Relationship	2021			
	Income during year	Expenses during year	Payable at year end	Receivable at year end
	£'000	£'000	£'000	£'000
Parent	57,633	—	—	16,206
Other related parties	—	78,418	20,437	127

Relationship	2020			
	Income during year	Expenses during year	Payable at year end	Receivable at year end
	£'000	£'000	£'000	£'000
Parent	52,882	—	331	47,249
Other related parties	—	72,532	14,085	—

**Transactions between the Company and key management**

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company which, for the Company, are all Directors and Insurance and Wealth Executive Committee (IWECE) members. Key management personnel, as defined by IAS 24, are employed by a management entity, transactions with this entity are as follows:

**Key management compensation:**

	2021	2020
	£'000	£'000
Short-term employee benefits	300	347
Post-employment benefits	2	1
Share-based payments	68	46
<b>Total</b>	<b>370</b>	<b>394</b>

Included in short term employee benefits is the aggregate amount of emoluments paid to or receivable by Directors in respect of qualifying services of £144k (2020: £162k).

There were no retirement benefits accruing to Directors (2020: nil) under defined benefit pension schemes. Two Directors (2020: two Directors) are paying into a defined contribution scheme. There were no contributions paid to a pension scheme for qualifying services (2020: nil).

Certain members of key management in the Company, including the highest paid Director, provide services to other companies within Lloyds Banking Group. In such cases, for the purposes of this note, figures have been included based on an apportionment to the Company of the total compensation earned.

The aggregate amount of money receivable and the net value of assets received/receivable under share based incentive schemes in respect of Directors qualifying services was £38k (2020: £32k). During the year, one Directors exercised share options (2020: two Directors) and one Directors received qualifying service shares under long term incentive schemes (2020: two Directors). Movements in share options are as follows:

**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021****20. Related party transactions (continued)**

	<b>2021</b>	<b>2020</b>
	<b>Options</b>	<b>Options</b>
<b>Outstanding at 1 January</b>	<b>1,028,018</b>	<b>—</b>
Granted	214,006	1,659,586
Exercised	(130,885)	(239,332)
Forfeited	(231,332)	(405,865)
Dividends awarded	3,107	13,629
<b>Outstanding at 31 December</b>	<b>882,914</b>	<b>1,028,018</b>

Detail regarding the highest paid Director is as follows:

	<b>2021</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Apportioned aggregate emoluments	82	89
Apportioned share-based payments	33	27

In both 2021 and 2020, the highest paid Director did exercise share options.

**21. Future accounting developments**

There are no standards or interpretations that are not yet effective and that would be expected to have a material impact on the Company.

**22. Contingent liabilities and capital commitments**

The outsourcing contract signed with Jardine Lloyd Thompson (JLT) on 30 November 2017 provides for certain future payments which are contingent on contractual milestones being achieved.

**23. Post balance sheet events****Russian invasion of Ukraine**

The Russian invasion of Ukraine, beginning in February 2022, has increased tensions between members of the North Atlantic Treaty Organisation (NATO) and Russia and caused sanctions to be imposed. This could have significant adverse economic effects on financial markets and on energy costs, and may also result in increased cyber attacks and an increase in costs associated with such cyber attacks, all of which could have a materially adverse effect on the Company results of operations, financial condition or prospects. The Company will continue to monitor the situation and risks to the business.

**Director appointment**

Deborah Davis was appointed to the Board as a Director on 18 March 2022.