LCP powering possibility

Annual report highlights for year to 31 March 2026

Foreword from Aaron Punwani, CEO

In a world of continuing uncertainty and geopolitical change, our sense of purpose to shape a more positive future is more important than ever. This guiding light gives us clarity and consistency in how we respond to change and support our clients, our people and the communities we impact.

This year, we undertook our triennial client survey. Our clients continue to place a high value on the quality of our expertise and the service we provide. This is reflected in an increase in our Net Promoter Score (NPS) from +64 in 2022 to +71 in 2025 - significantly above the industry average of +36.

Client advocacy is a direct consequence of who we are as a firm. Our partnership model sets us apart: it enables us to focus on long-term value, shaping the way we work with clients and colleagues and our future strategic direction. We build enduring relationships, aligning closely with clients' goals and bringing a clear sense of purpose to everything we do.

We took an important step forward this year by becoming a certified B Corp. This reflects a longstanding belief at LCP that taking a responsible, long-term view leads to better outcomes for both our clients and wider society. It is a natural evolution of how we operate and the standards we set for ourselves.

In our core pensions business, we have supported our clients through an environment with increased complexity and opportunity, with Collective Defined Contribution schemes becoming a reality and a host of new defined benefit endgame innovations emerging. At the same time, we have grown our contribution across investment, health, energy and insurance, areas that are central to addressing some of society's most significant challenges.

In each of these areas, we have not only helped deliver market-leading projects but also produced research to highlight trends and encourage new ways of thinking, to make the industries we work in deliver better for people.

Our people and culture are the driving forces behind our progress. We continue to attract and retain individuals who bring deep sector expertise, analytical skills and a strong sense of purpose to their work.

We are also continuing to embed AI and new technologies across our business to combine insight and innovation. This enhances the way we work and enables us to give clients best-in-class advice and tools to deliver strategic value.

As we look ahead, we remain focused on continuing to evolve, while staying true to the values that underpin our success.

Aaron Punwani, CEO
aaron.punwani@lcp.com

For a detailed version of our accounts please click here

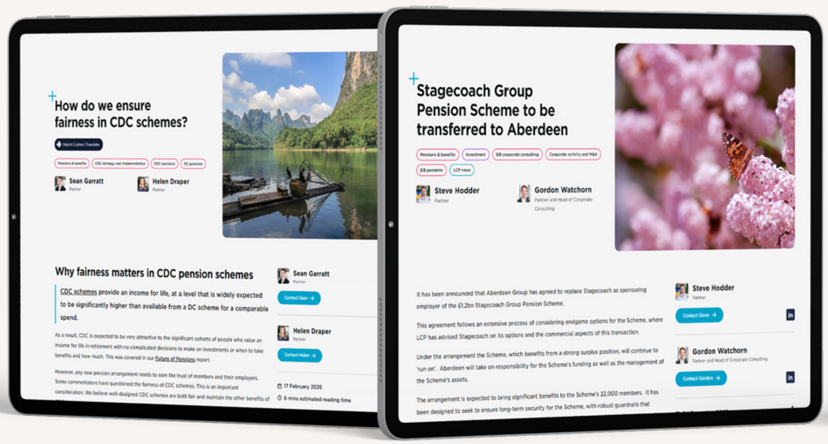
The group achieved a record income of

£254m

Highlights from around the business

Financial Futures

- New endgame options are helping pension schemes deliver long-term benefit security in a way that balances risk, affordability and member outcomes. We have been at the forefront of innovation in this area, advising Stagecoach on an innovative deal for Aberdeen Group to replace it as the sponsoring employer of the **£1.2bn Stagecoach scheme**.
- On average, our **DC** clients' investment strategies outperformed master trust defaults by 1.7% over the year to 30 September 2025, which is the equivalent of £410 per member (based on average pot size of £24k).
- We advised the Trustee of the Videndum Scheme on their **transfer to the Superfund Clara**.
- We have been leading industry conversation on CDC schemes. Now broader market entry is on the horizon, we developed a new **five-point framework** to help employers understand whether CDC or DC is the best option for their employees. In addition to producing several **papers** looking at the investment-specific aspects of a CDC scheme, and blogs focusing on some of the key issues, such as **fairness** and **modelling what CDC returns** might look like.
- We worked with IGG and Smart Pension to produce major **research** highlighting the experiences of women from British ethnic minority communities around retirement finances. The report's findings will help shape the industry response to tackling the gender and ethnicity pension gap.
- We completed our review of UK master trusts' climate policy advocacy, benchmarking them against our best practice principles. We also helped to shape policy developments in relation to climate transition plans and fiduciary duty for pension schemes, including through TPR's Transition Plan Working Group and DWP's Technical Working Group.



Highlights from around the business

Health and wellbeing

- Our **Health team** expanded into the US, launching **US Access Solutions**. The US team works closely with UK-based colleagues to offer deep local market insight, broaden LCP's service offering, and strengthen global support for strategic challenges across pricing and market access. This enables us to provide holistic advice in light of the dynamic landscape of new medicine pricing and launches.
- We published work with Health Technology Assessment bodies, the National Institute for Health and Care Excellence and the Institute for Clinical Economic Review, about the importance of considering health inequalities in the assessments of medicine. We continue to lead a collaboration furthering the issue across multiple countries.
- We published multiple novel epidemiological and statistical analyses. This included identifying inequalities in people living with obesity and the implications for rolling out new obesity medicines to ensure this does not worsen inequalities and can drive economic prosperity.

Delivering excellent client service

- Every three years we conduct a client satisfaction survey. Our average satisfaction score has increased from 8.6 in 2022 to 8.9 in 2025. We also saw an increase from an already 'best-in-class' Net Promoter Score (NPS) of +64 in 2022 to +71 in 2025. This is significantly above the industry average of +36. Reasons for this strong scoring include expertise and advice, service and our people.

Average client satisfaction score

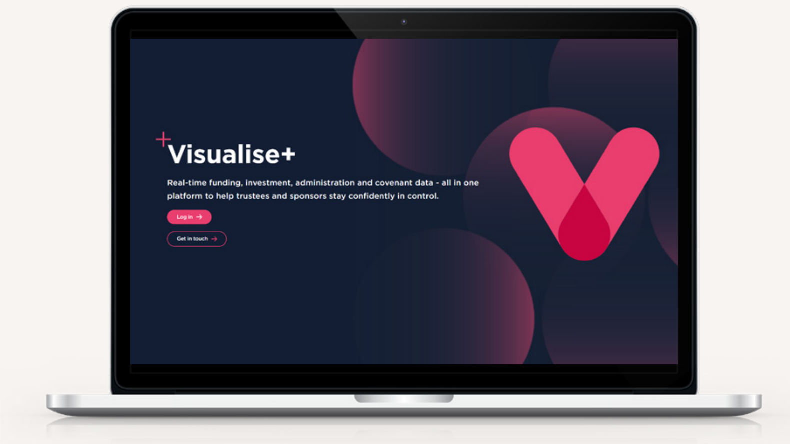
8.6 2022 ▶ **8.9** 2025

Net Promoter Score

+64 2022 ▶ **+71** 2025

Technology

- We have updated our pensions technology **Visualise** to be more integrated and combine funding, investment, administration and covenant features in one place. A holistic approach reflects the evolving regulations in this area and gives trustees and sponsors a clearer, faster and more joined-up view of their scheme.
- We have developed **Elsie**, a secure AI tool embedded within Microsoft Teams, enabling our consultants to harness advanced AI capabilities safely and seamlessly as part of day-to-day advisory work. Elsie supports deep research, data analysis, code execution and web search, helping consultants analyse complex financial data, structure information and deliver high-quality advice to clients.



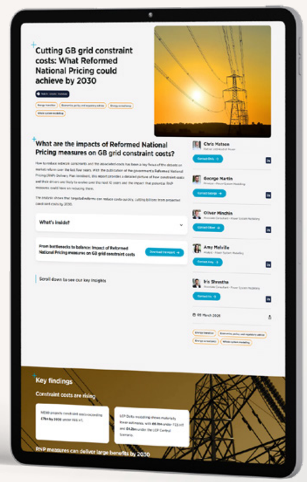
Highlights from around the business

Energy transition

- This year, we have expanded our power market modelling across Europe, supporting clients in Germany, France, Poland, Lithuania and Czechia.
- Our experts have been appointed to a **panel** to help deliver the next phase in the development of the UK's electricity network and to help position the country as a leader in network technology and capability.
- We have enhanced our **M&A expertise** this year to help operators and investors make more informed decisions and navigate the complex nature of the investment choices in the energy transition.
- We continue to work on developing new ideas and approaches that are helping to shape the energy market across the UK. This includes a **project** working on microgrids, which will support critical commercial and industrial sites in the North East, and an **innovation** that will make it easier for renewable energy sources such as wind and solar to connect to the grid.

Managing risk

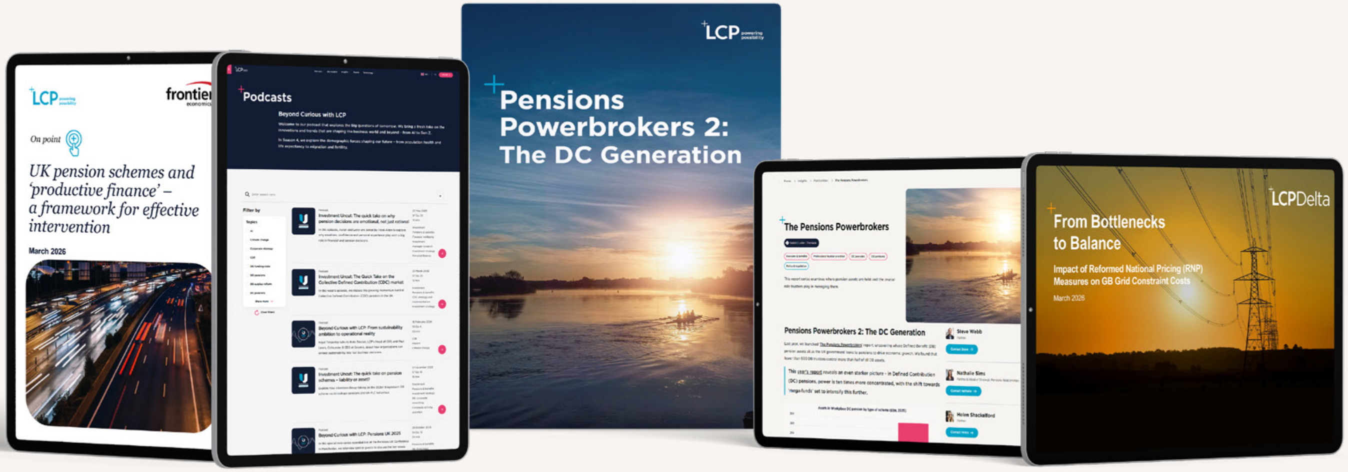
- Our **Pension Risk Transfer (PRT) team** continues to work on market-leading and innovative transactions. They led the advice to the trustee on the £4.3 billion full buy-in for the **Rolls-Royce UK Pension Schemes** with Pension Insurance Corporation (PIC), which broke new ground as a 'member-first' transaction, carefully designed around the trustee's guiding principle that the only change members should experience was to their letterhead. Over the year, the team led insurance transactions totalling £7.8bn (a 20%+ market share), including a record 22 transactions totalling £1.1bn through its streamlined service for smaller schemes.
- We have revamped our **LifeAnalytics** tool for insurers and reinsurers. This tool models mortality based on demographics and brings together our expertise in health and longevity modelling.
- Our Reserving tool **InsurSight** was named Actuarial Modelling Solution of the Year at the 2026 InsuranceERM UK and Europe Awards. It uses machine-learning techniques to analyse insurance reserves of c.£250 billion across more than 30 insurers across the UK, US, Canada and Europe.



Highlights from around the business

Thought leadership

+ We produced a **report** with Frontier Economics urging the Government to look again at interventions to encourage pension schemes to invest in the UK economy and analysed the productive finance agenda.
+ Our **Pension Powerbrokers** series presented research gained from speaking to trustees. Our 2025 report spoke to trustees of DB schemes and our 2026 analysis looked at DC schemes. The reports have given greater insight into the mindset of trustees, presenting a rich picture of how pension schemes operate.
+ With surplus generation on the agenda, our **analysis** looked at the economics of a well-funded DB scheme and found that the economic value of a long-term run-on could be substantial.
+ Pensions Minister Torsten Bell spoke at our 2025 DC and Financial Wellbeing conference where he announced new regulations to enable multi-employer **CDC** plans.
+ With the Football Governance Act significantly changing the football regulatory landscape, we worked with Law Debenture to produce **recommendations** to ensure new governance rules are proportionate and effective.
+ Our latest **Beyond Curious** podcast series looked at the impact of climate risk. Episodes included delving into how climate risk is reshaping insurance and how climate change has moved from a specialist concern to a structural business issue.
+ Reforming national pricing to lower energy costs is a key issue on the political agenda. Our **report** analysed what could be achieved by these reforms and what other measures could be employed.
+ We conducted **major research** producing new insights into how pensioners spend their money in retirement, highlighting major differences across the pensioner population. This research has led to Master Trusts looking at their designs to better cater for these differences.
+ We have developed **climate scenario analysis** for pension schemes to help trustee boards better integrate climate risks into their decision-making processes. These analyses have married quantitative projections with narrative approaches. This approach brings climate scenarios to life, helping decision makers move beyond abstract modelling to understand real-world impacts, focus on the risks that matter most, and take practical, informed action.



The year in brief

Awards

This year we have won a host of awards, including:

Communities

£275,000
was allocated to charities across the partnership year – this will increase to £300,000 in the next financial year.

£45,730
was donated through matched funding across the firm.

We gave £15,000
in special winter grants to support mental health, homelessness and community charities.

We asked our people to nominate charities to receive grants from the Foundation. 13 charities received a grant of £6k.

We continued to support our partner charities, The Felix Project and Trinity Winchester. Last year, our £35,000 support for The Felix Project could provide the equivalent of around 94,500 meals for Londoners in need and the £35,000 of support for Trinity Winchester could fund around 17,500 hot meals - enough to feed 50 homeless and those in need in the Winchester area for 350 days.

People

We continue to attract the brightest and best across all the sectors we work in.

We have launched **extracurricular courses** to allow people to gain training, understanding and new skills in AI and investment.

42 graduates in the Sept 2025 intake and **6 postgrads** who joined the health team.

In our latest employee engagement survey, our overall engagement score for 2025 was **86%** and **91%** said they would recommend LCP as a good place to work.

Promoted **9** new partners and **26** new principals

1,211 people

We were awarded People Insight's Outstanding Workplace category for the fourth year in a row.

Sustainability

Since 2018, our energy intensity has dropped **44%** from 1.093MWh per FTE to 0.612MWh per FTE.

In the headlines

LCP Delta: grid reforms cut constraint costs

LCP warns 'more thought needed' to make IHT on pensions workable

CDC schemes can provide fairness for members, LCP says


Shockingly, at 60 women have saved just a quarter of what men have for retirement – and ethnic minorities are worst off. But it's never too late to act...

How women can catch up in the great pensions race

Overview of Financial Statements 2026

Our continuing investments in people, services and technology leave LCP well positioned to meet and exceed the needs of our current and future clients, as well as creating a stimulating and rewarding environment for talented individuals to develop long term careers.

For further information please go to: https://www.lcp.com/en/about-us/annual-reports

Consolidated statement of comprehensive income

	2026 £m	2025 £m
GROSS FEES	**254**	**232**
Staff costs	(92)	(81)
Depreciation and amortisation	(3)	(3)
Other costs	(31)	(30)
OPERATING PROFIT	**129**	**118**
Interest receivable	1	2
Tax expense	0	(1)
PROFIT FOR THE YEAR BEFORE MEMBERS' REMUNERATION AND PROFIT SHARES	**130**	**119**
NOTES:		
Average number of members (partners)	195	190
Average number of employees	1,080	1,015

Consolidated Group statements of financial position

	2026 £m	2025 £m
Intangible assets	9	12
Tangible assets	6	6
TOTAL FIXED ASSETS	**15**	**18**
Debtors	88	72
Cash at bank and in hand	31	36
TOTAL CURRENT ASSETS	**119**	**108**
CREDITORS: amounts falling due within one year	(41)	(38)
NET CURRENT ASSETS	**78**	**70**
TOTAL ASSETS LESS CURRENT LIABILITIES	**93**	**88**
Creditors: amounts falling due after more than one year	(2)	(1)
NET ASSETS ATTRIBUTABLE TO MEMBERS	**91**	**87**
Represented by:		
Members' capital	10	9
Non-controlling interest	0	1
Members' other interests	81	77
MEMBERS' FUNDS EMPLOYED	**91**	**87**

For a detailed version of our accounts please click here