Brightwell: Building a Resilient Operating Model for the Future

A partnership-led approach to Scheme Services for UK DB pension schemes

Summary

Regulatory change, resourcing constraints and increasing endgame optionality are prompting many trustees and in-house pensions teams to reassess whether their current operating model is still fit for the future.

Brightwell offers a comprehensive solution supporting the operations of large UK DB schemes (c.£1bn+). We provide an integrated suite of services across scheme governance, member and scheme communications, legal and compliance support, scheme accounting, funding advice, risk management, and trustee secretariat activities, all reinforced by experienced Executive oversight.

Our services provide schemes with flexible long- and short-term support designed to strengthen your existing in-house arrangements and help futureproof your operating model.

A challenging landscape for DB schemes

The vast majority of UK DB schemes are now closed to both new members and future accrual, resulting in decreasing membership and asset bases, with proportionally larger cash outgoings. Meanwhile, regulatory expectations continue to grow, and trustees face increasing scrutiny on areas such as data quality, governance processes, cyber resilience, and member communications.

In-house pensions teams are under mounting pressure. Succession planning is becoming more difficult; specialist skillsets are harder to recruit and retain and key person dependency has become a material operational risk. Sponsors, meanwhile, are seeking clearer insight and stronger reporting to ensure alignment with wider business objectives, particularly as upcoming legislation on surplus release places heightened focus on strategic optionality.

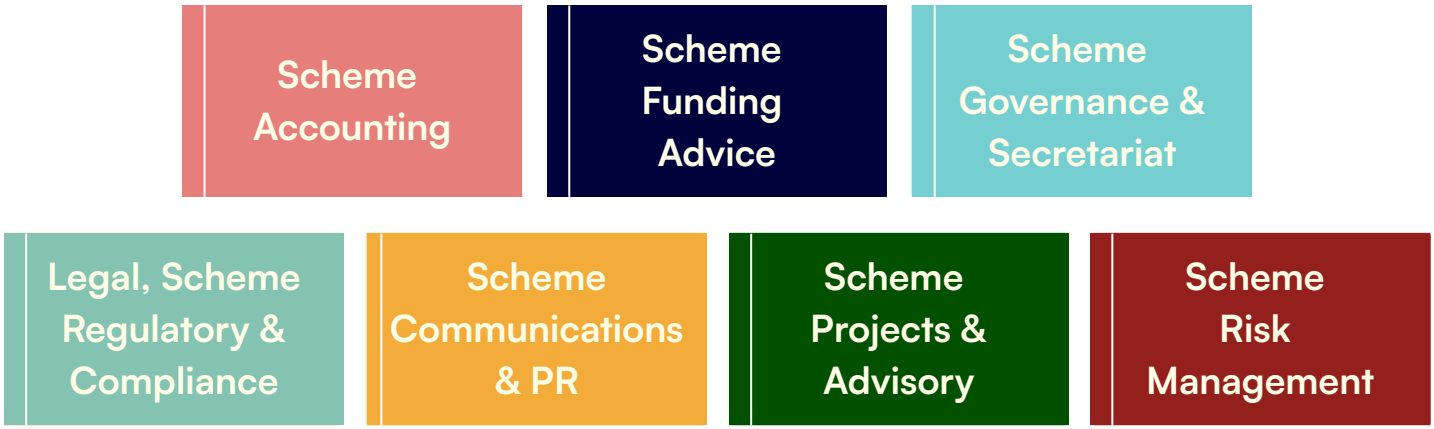
Together, these factors are prompting many schemes to revisit their operating model and consider more scalable, resilient alternatives.

How can Brightwell help?

Brightwell offers a practical and scalable way to tackle these challenges while giving trustees access to a comprehensive range of in-house expertise, for areas where it is needed most.

Our model helps schemes manage rising costs, increasing regulatory demands, and ongoing resourcing pressures, such as recruitment, training and capability gaps, with greater efficiency and confidence.

We offer a wide range of auxiliary scheme support services to help trustees manage the ongoing demands of their scheme all under one roof.



Driving efficiency and freeing strategic capacity

By leveraging Brightwell's economies of scale and streamlined processes, trustees and sponsors can reduce operating costs, particularly as they move into the decumulation phase, allowing them to redirect focus toward strategic priorities rather than day-to-day operational strain.

Built around your model, not ours

Every scheme operates differently. That's why our model is intentionally flexible:

- Support your existing in-house set-up: We work alongside your current team to enhance capacity and resilience.
- Provide a long-term home for your team: Where circumstances change, Brightwell can offer structured career pathways and long-term development within a stable, growing organisation. This process may involve transitioning a specific team or function, ensuring the remainder of your organisational structure remains unaffected.

This split path-support reduces key person risk and ensures continuity of delivery, whatever your future direction.

Supporting every endgame

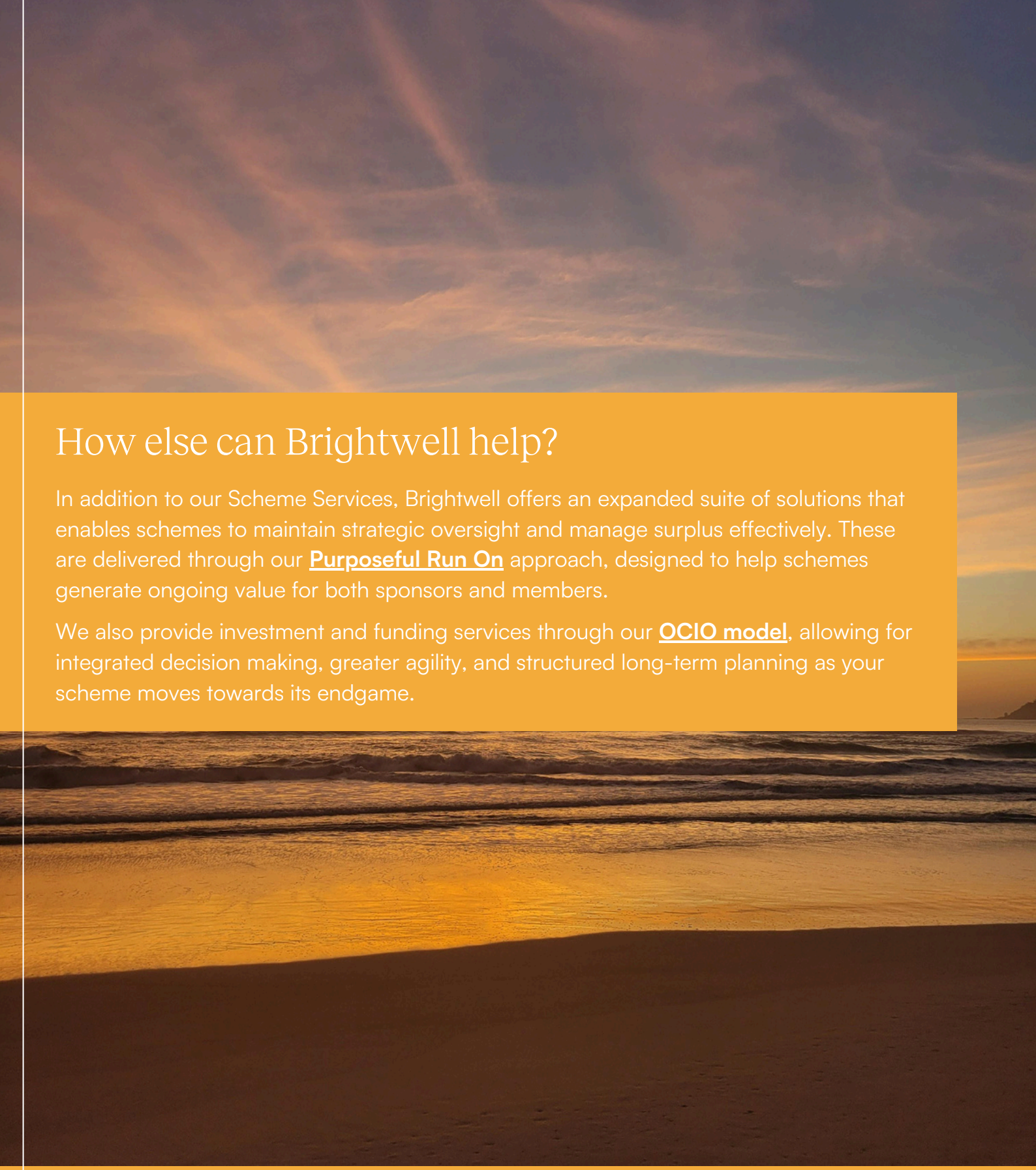
Our approach keeps all options open. Whether your scheme is considering run on or a risk settlement pathway (or both), Brightwell provides the governance, operational, and strategic support needed as circumstances evolve, helping to futureproof your operating model.

Want to find out more?

With Brightwell, trustees and sponsors retain full decision-making authority while being supported by a partner that understands the pressures and practical realities facing large DB schemes, because we've lived them.

With a proven track record, market leading expertise, and a partnership led mindset, Brightwell is well placed to support your scheme's next chapter.

To discuss how we can support your journey, get in touch at **hello@brightwellpensions.com**



How else can Brightwell help?

In addition to our Scheme Services, Brightwell offers an expanded suite of solutions that enables schemes to maintain strategic oversight and manage surplus effectively. These are delivered through our **Purposeful Run On** approach, designed to help schemes generate ongoing value for both sponsors and members.

We also provide investment and funding services through our **OCIO model**, allowing for integrated decision making, greater agility, and structured long-term planning as your scheme moves towards its endgame.

Disclaimer: The information provided was correct as at 12 January 2026 and BTPSM trading as Brightwell shall be under no obligation to notify you of any changes to the information or otherwise to update the information after this date. It is intended for information purposes only and does not constitute an offer, recommendation or solicitation to buy securities or derivatives products. Any reliance you place on this information is at your own risk.

The investment strategies that BTPSM trading as Brightwell use are subject to normal market fluctuations and the risks associated with investing in international securities markets. Therefore the value of investments and the income from it may rise as well as fall and investors may not get back the amount they originally invested. There are other factors to consider when a scheme is deciding whether to buyout or run on. There are benefits associated with a scheme buying out over running on, that you should do your own research on.