

French companies with UK defined benefit schemes



“”

Our report analyses the contributions paid, levels of deficit and levels of risk within the schemes.

Introduction

This survey looks at French companies, almost all of which are constituents of the CAC40 index, that have UK subsidiary companies with defined benefit (DB) pension schemes. The survey covers 22 French companies with around £29.3bn of UK pension liabilities between them.

Our report analyses the contributions paid, levels of deficit and levels of risk within the schemes. Data has been taken from the latest available financial statements of the UK subsidiary companies, which are as at 31 December 2013 in most cases. Although the companies are not named directly within this survey, they are represented by the same number in each chart throughout.

The costs and risks associated with DB pension schemes are well known within the industry. In most cases the parent companies in our survey are leading players in their industries and are able to absorb reasonably substantial pension costs. However, the impact upon performance and return on investments of the UK subsidiary companies can be more pronounced. Comparisons of these subsidiaries against other UK companies without legacy DB pension liabilities, especially on a cash basis, could be heavily influenced by the pension related costs and cash contributions.

There are also some surprising results, for example that although the average funding level of these schemes is slightly higher than the FTSE350 average, the total contributions paid last year (for past service deficit and current service) represented 22.2% of total staff costs, versus a corresponding figure of just 8.6% for the FTSE350.

I hope you will find our report both interesting and useful as a benchmark of your UK pension exposure against other French-owned companies.



Andrew Vaughan

Partner, Barnett Waddingham LLP

✉ andrew.vaughan@barnett-waddingham.co.uk

☎ 020 7776 2200

Note: Where figures are not available from a particular company's accounts, we have estimated them based on other information, if possible, or excluded them from the relevant section of analysis.

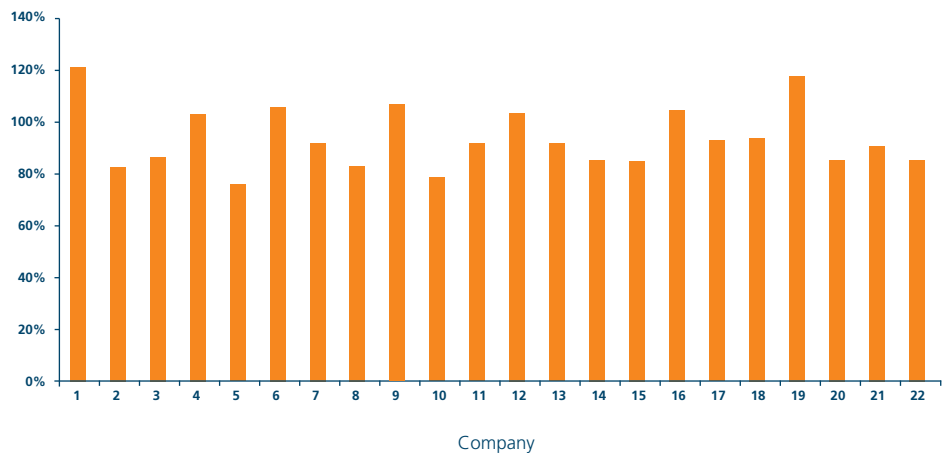
“”

The average funding level is 94%, which is higher than the average funding level of FTSE350 companies' DB schemes at the same date of 91%.

Funding levels on the company accounting basis

The funding levels (as measured under IFRS) of these companies' schemes are similar to those seen across UK DB schemes as a whole. The average funding level is 94%, which is higher than the average funding level of FTSE350 companies' DB schemes at the same date of 91%. There were seven companies with funding surpluses, which are a rare sight within the FTSE350. The least well funded scheme had a funding level of 76%.

Scheme funding levels 2013



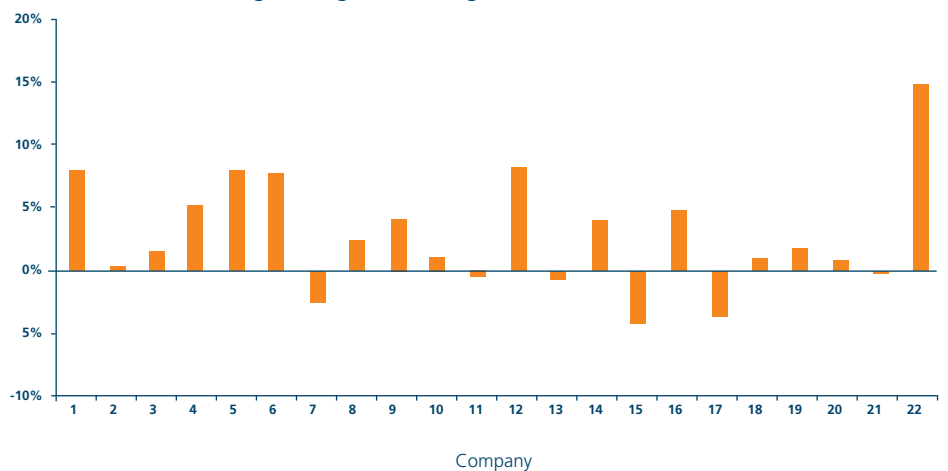
Source: financial statements as at 31 December 2013

The funding level of course depends on the actuarial assumptions used to calculate scheme liabilities. The strength of assumptions adopted will vary from one employer to another, and from one year to the next but should comply with the international accounting standards at the relevant date.

Changes in funding level

The following chart shows percentage change in the funding levels between 2012 and 2013. The funding level increases by almost 3% on average between year-end 2012 and year-end 2013.

Percentage change in funding level between 2012 and 2013



Source: financial statements as at 31 December 2013

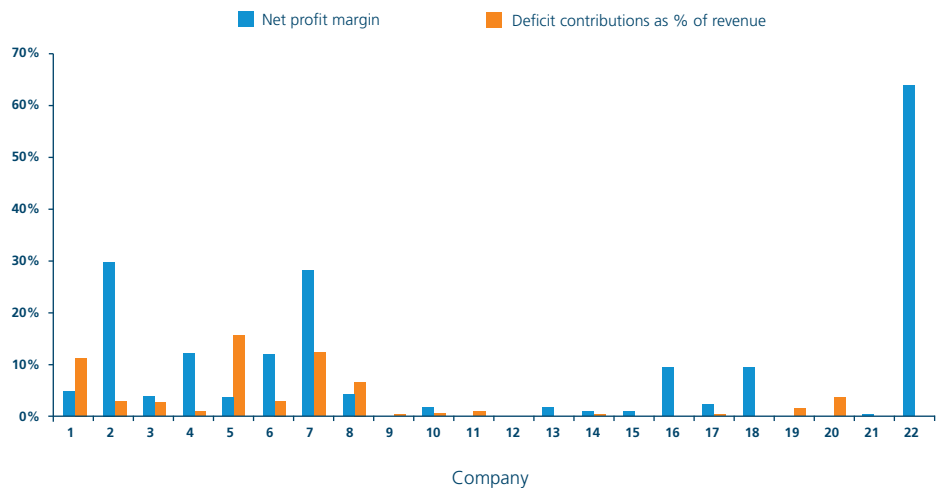
“”

At current contribution rates it will take an average of 10.5 years for the employers with scheme deficits to clear these, assuming that further deficits do not arise in the meantime.

Pension related cost and impact on financial performance

The following chart shows deficit contributions paid as a percentage of company revenues, against companies' net profit (losses are shown as zero). Company 12 has been omitted due to a series of corporate transactions that has resulted in their contribution amount being deemed an outlier.

Company profit vs scheme deficit contributions 2013



Source: financial statements as at 31 December 2013

For the purpose of this survey, deficit contributions have been derived as total DB contributions paid by the employer less the disclosed 'current service cost' for DB accrual.

The aggregate contribution paid into these DB schemes in 2013 was approximately £892m, with contributions relating to UK past service deficits amounting £602m. This represents 1.3% of total UK revenues, which is greater than the 0.8% of total revenue contributed by FTSE350 companies on average for the same period.

In most cases, the contribution requirements of the schemes are reasonably affordable for the employer and/or parent company, as they generate sufficient levels of profits. However it would appear that some will struggle to meet contribution requirements over the longer term without making changes to their funding strategy. For example, the use of formal guarantees to improve covenant and thereby enable a lower assessment of technical provisions; or asset backed contributions to bolster the assessed value of assets without immediate cash injections. At a simpler level, the recovery plan could be extended in order to reduce the annual contribution requirement, although this will also depend upon the trustees' view of the company covenant.

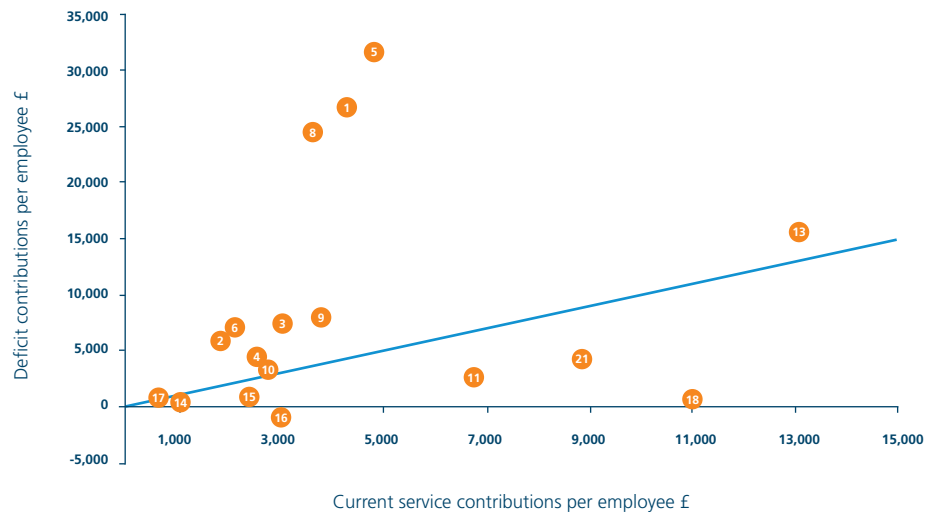
At current contribution rates it will take an average of 10.5 years for the employers with scheme deficits to clear these, assuming that further deficits do not arise in the meantime.

“”

In many cases, companies paid lower contributions towards current service benefits than towards past service deficits

The following graph compares the future service cost of retirement benefits per employee against the annual contributions paid in relation to past service deficit, also on a per employee basis. Companies 7, 19 and 20 have been omitted due to a lack of data and companies 12 and 22 are deemed to be outliers.

Current service cost vs past service cost 2013



Source: financial statements as at 31 December 2013

The average deficit contribution paid per employee in 2013 was around £8,800 and the average amount paid in relation to current service benefits was around £5,300 (this includes both DB and defined contribution (DC) arrangements). The average deficit contribution per employee is higher than the FTSE350 companies, which paid around £3,000 per employee in relation to past service deficits.

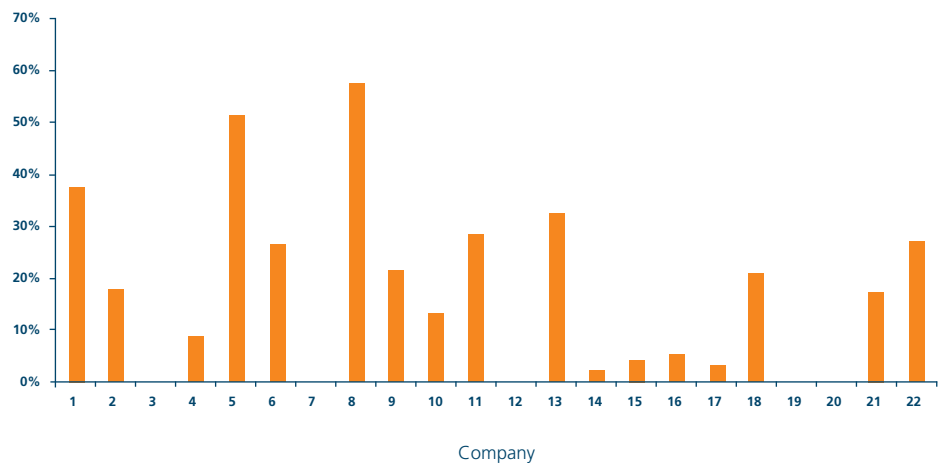
In many cases, companies paid lower contributions towards current service benefits than towards past service deficits (those above the blue line).

“”

The income statement may not provide a full breakdown of these costs, meaning that analysts' perceptions of companies' performance can be distorted.

The chart below demonstrates that pension contributions can represent a very significant proportion of total staff costs reported on the income statement. The impact of DB contribution requirements within these figures is diluted by employees who are not members of any pension arrangement and, to a lesser extent, those in DC arrangements. Nonetheless, in some cases, pension contributions are substantially increasing the cash outlay associated with employees' total remuneration. The income statement may not provide a full breakdown of these costs, meaning that analysts' perceptions of companies' performance can be distorted. Companies 3, 7, 19 and 20 have been omitted due to a lack of data, and Company 12 is deemed to be an outlier.

Total DB contributions as % of staff costs 2013



Source: financial statements as at 31 December 2013

On average, pension contributions paid to DB schemes only (in relation to both past service deficit and current service) represented 22.2% of the total staff cost reported in the financial statements. However, the figure for individual companies varied greatly, from 3% up to 58%. The average contribution is much higher than for FTSE350 companies, where the equivalent figure is 8.6%.

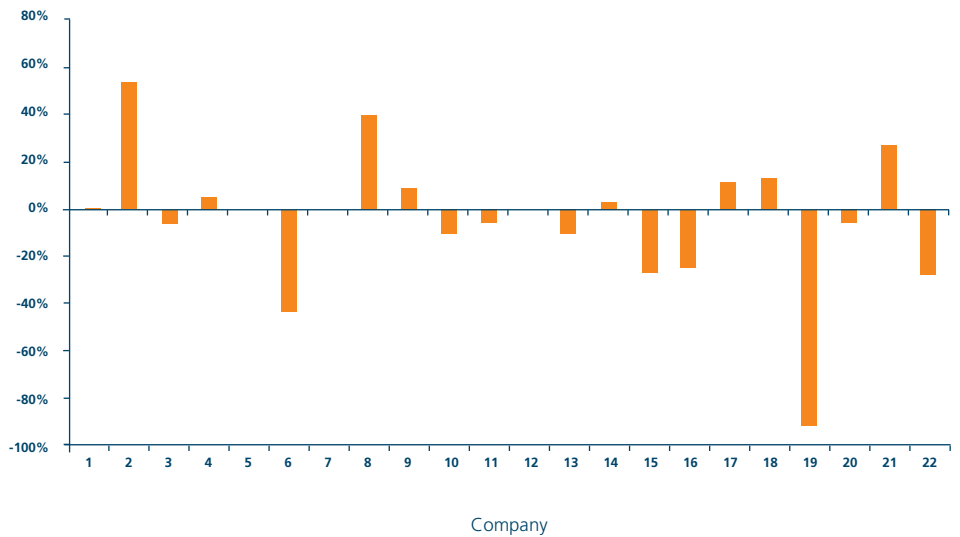
“”

The contribution level decreased by 4.8% on average between year-end 2012 and year end 2013.

Changes in employer contributions

The chart below shows the percentage change in employer contributions to their defined benefit schemes between 2012 and 2013. The contribution level decreased by 4.8% on average between year-end 2012 and year end 2013. Company 7 has been omitted due to a lack of data and companies 5 and 12 are outliers.

Percentage change in DB contributions between 2012 and 2013



Source: financial statements as at 31 December 2013

The aggregate contribution paid into these DB schemes in 2013 was approximately £892m, which is higher than the 2012 aggregate contribution of £649m (excluding Company 12 as it is deemed to be an outlier).

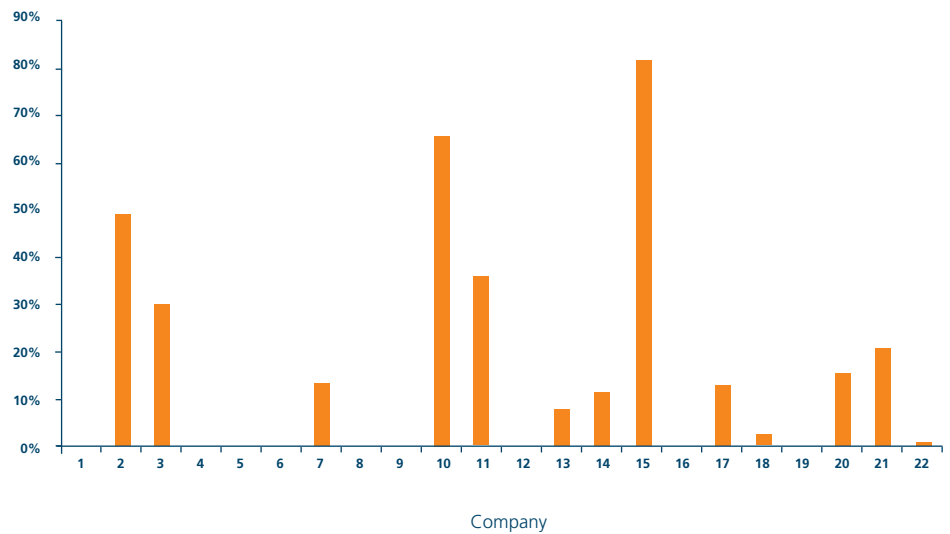
“”

Those cases with no scheme funding deficit, including the seven schemes in surplus, have also been excluded.

Impact on shareholder funds

The following chart shows past service deficits as a percentage of shareholder funds, excluding Company 8 which has been deemed to be an outlier and Company 5 as their deficit exceeds shareholder funds. Those cases with no scheme funding deficit, including the seven schemes in surplus, have also been excluded.

Scheme deficit as % of shareholder funds 2013



Source: financial statements as at 31 December 2013

For the remaining cases, scheme deficits amount to 26.8% of shareholder funds on average. The return on shareholder funds could be impacted by this percentage during the period over which the deficit is removed. This can significantly affect the companies' ability to transfer funds back to their parent companies.

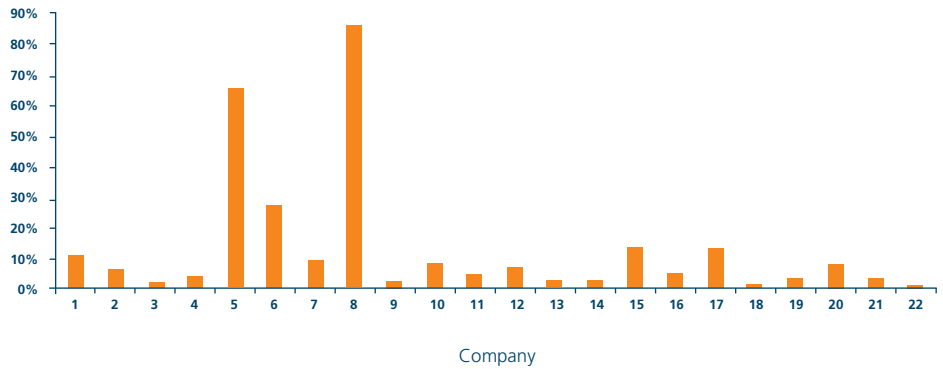
Of course, cash contributions are not the only way to reduce deficits. For example, companies could consider re-risking the scheme's investment strategy (i.e. increasing the allocation to growth assets) or undertaking incentive exercises (providing scheme members with options to amend their benefits in ways they might find attractive, but which result in a saving to the scheme – e.g. pension increase exchange, or flexible early retirement).

“ ”

On average, actuarial movement was about 12.6% of shareholder funds.

The following chart shows ‘actuarial movements’ as a percentage of shareholder funds. The actuarial movement consists of the impact of changes in assumptions, experience gains/losses on liabilities, and experience gains/losses on assets.

Actuarial movement as % of shareholder funds 2013



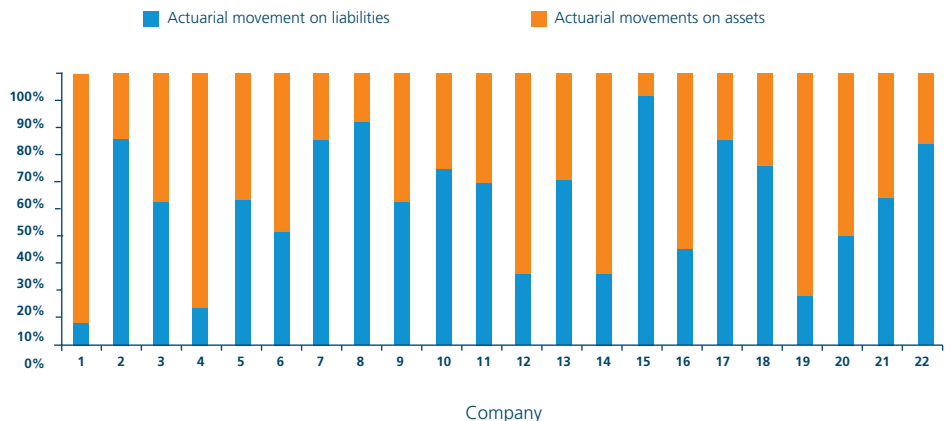
Source: financial statements as at 31 December 2013

On average, actuarial movement was about 12.6% of shareholder funds. Movements at this level are fairly manageable, but in the case of Companies 5 and 8, where the movement is over 60% of shareholder funds, this will have a significant impact on the parent companies’ holdings in the UK subsidiary. Given the volatile nature of actuarial assumptions and investment returns, such movements are likely to reoccur on a regular basis.

The following chart shows the split of actuarial movements between liabilities (including both experience gains/losses and changes in assumptions) and assets in each case.

The chart shows that in 14 cases, actuarial movements on the liabilities were more significant than those on the assets.

Split of actuarial movement between assets and liabilities 2013



Source: financial statements as at 31 December 2013

“”

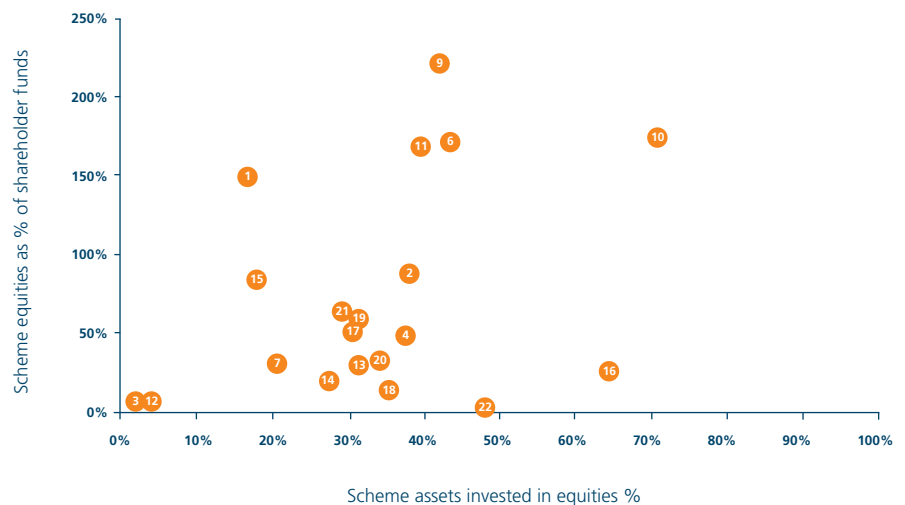
The risk associated with investment in equities via the pension scheme could be deemed very significant in some cases.

For accounting periods ending before 31 December 2013 it was not a requirement to disclose experience gains/losses on liabilities separately from the impact of changes in assumptions. However, it is likely that the majority of the movements in liabilities seen relates to changes in assumptions. Specifically, changes to the discount rate, inflation assumption, and longevity assumptions. In years where no formal valuation has been completed (usually two out of every three years) it is common for disclosures to be prepared using a roll-forward method where experience gains/losses on liabilities may automatically be reported as zero.

Indirect exposure to equity markets

A company's indirect exposure to equity markets via its pension scheme investments is sometimes overlooked. The chart below shows the level of equity investment both as a percentage of shareholder funds (vertical axis) and as a percentage of total scheme assets (horizontal axis). Companies 5 and 8 have been omitted as they were outliers.

Indirect exposure to equities during 2013



Source: financial statements as at 31 December 2013

The risk associated with investment in equities via the pension scheme could be deemed very significant in some cases. For example, in the case of Company 9, the scheme's equity allocation is approximately 42% and yet this represents around 220% of the parent company's stake (measured by the value of shareholder funds) in the UK subsidiary.

The specific arrangements between subsidiary companies and their parents can sometimes lead to misleading results.

However, it would seem there is a case here to suggest that some of the parent companies are almost as exposed (or even more exposed) to the performance of their schemes' equity holdings as to the performance of their own subsidiary companies.

“”

On average, the UK liabilities account for 24% of the global liabilities related to DB schemes.

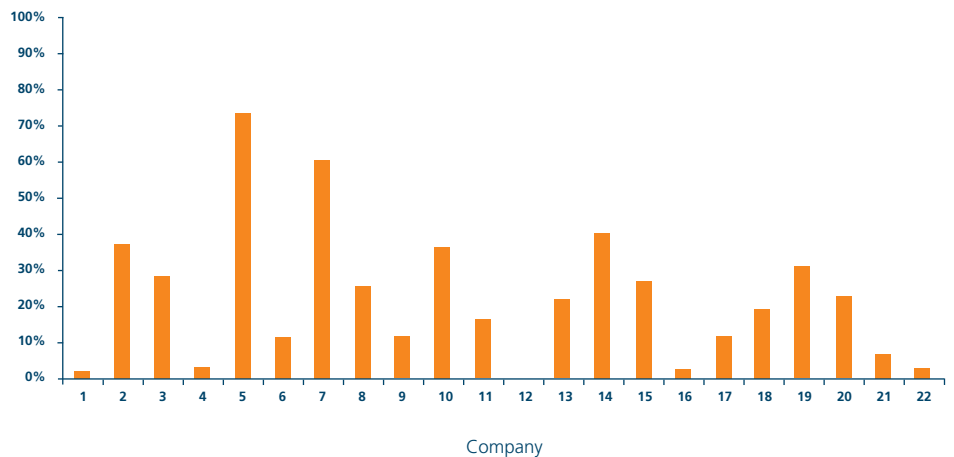
If this position is deemed undesirable then the schemes’ holdings in equities could be reduced (in exchange for assets more closely aligned with the liabilities, such as bonds, property or liability driven investment funds). However, such a change could come with a significant increase in the expected cost of providing benefits under the scheme.

UK and global comparison:

Impact of UK DB liabilities

The chart below shows the companies DB liabilities as a proportion of their global DB liabilities. Company 12 has been omitted as it was deemed to be an outlier.

UK DB liability as a proportion of global DB liabilities 2013



Source: financial statements as at 31 December 2013

On average, the UK liabilities account for 24% of the global liabilities related to DB schemes. However, the distribution is wide, as illustrated above, the results range from 2% to 74%.

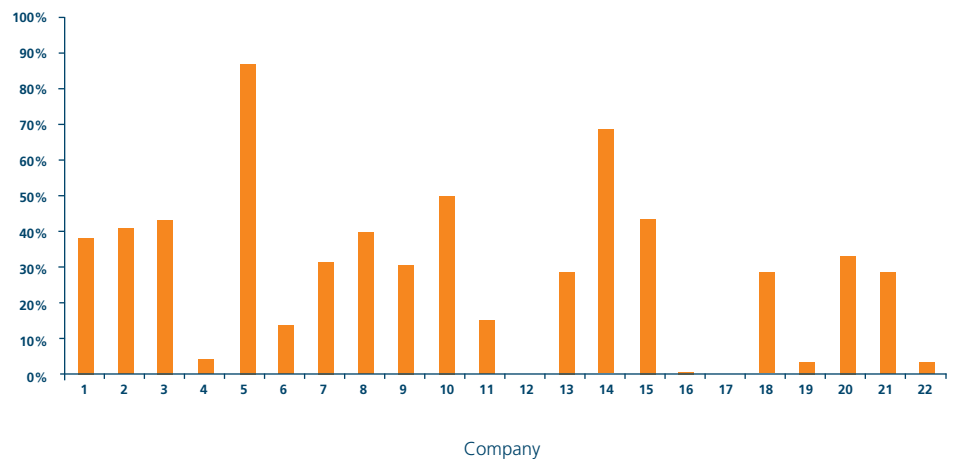
“”

While the remaining companies produce an average of 32% of global contributions being made by UK subsidiaries, the variation in the proportions across the companies is extensive from 1% to 87%.

Impact of UK DB contributions

The following chart displays the companies UK contributions as a proportion of the global contributions made to DB schemes. Company 17 has been omitted due to a lack of data and Company 12 because it was an outlier.

UK DB contributions as a proportion of global DB contributions 2013



Source: financial statements as at 31 December 2013

While the remaining companies produce an average of 32% of global contributions being made by UK subsidiaries, the variation in the proportions across the companies is extensive from 1% to 87%.

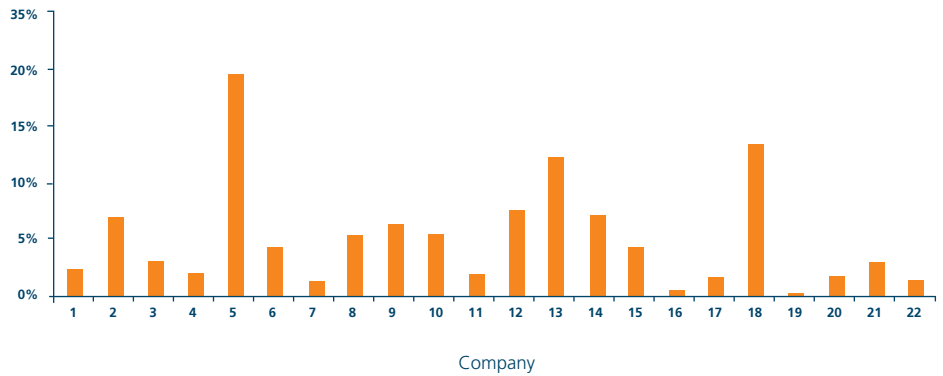
“”

The average proportion of global revenue produced by UK subsidiaries for the companies shown is 5%.

UK subsidiary revenue

To provide context for the UK proportions of the global liabilities and contributions previously shown, the following chart shows the UK revenue as a proportion of the global revenue.

UK revenue as a proportion of Global Revenue 2013



Source: financial statements as at 31 December 2013

The result for all companies is 20% or under. The average proportion of global revenue produced by UK subsidiaries for the companies shown is 5%.

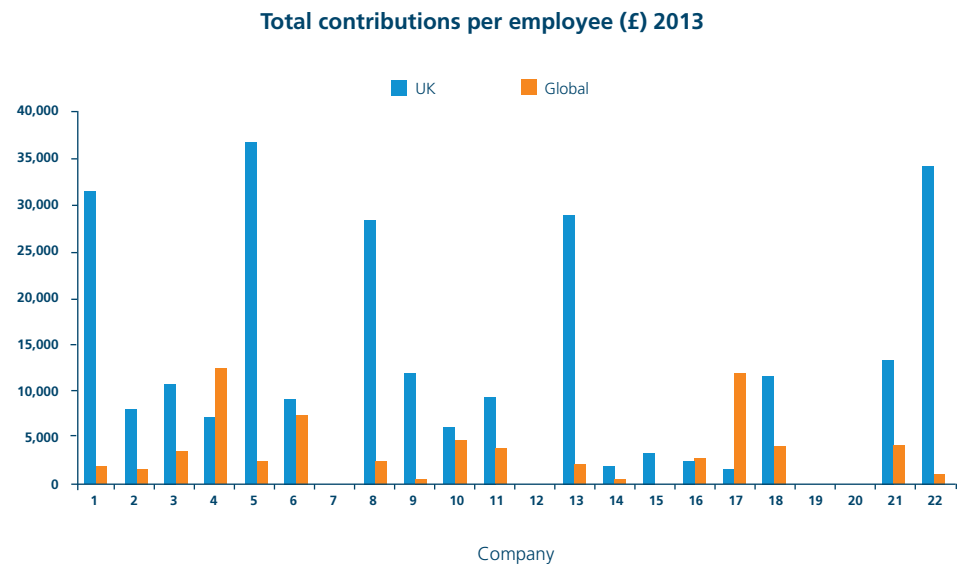
This is an interesting result, because despite UK subsidiaries on average producing 5% of the global revenue, they account for on average 24% and 32% of the global DB liabilities and contributions respectively.

“”

The average UK contribution in 2013 was just over £13,000, whereas the average global contribution was approximately £3,600 per employee.

Global total pension contributions

The following chart puts into context the total contributions made globally into both DB and DC pension schemes per employee compared with the corresponding figure for the UK. Companies 7, 19 and 20 have been omitted due to a lack of data and Company 12 as it is deemed to be an outlier.



Source: financial statements as at 31 December 2013

Interestingly, for all of these schemes the contributions made to UK schemes per employee were significantly in excess of the equivalent global contribution. The average UK contribution in 2013 was just over £13,000, whereas the average global contribution was just over £3,600 per employee.

Summary of data

The following table provides a summary of some of the information used in this survey:

2013 year end	DB Scheme Assets (£m)	DB Scheme Liabilities (£m)	Surplus/(Deficit) (£m)	Deficit Contributions (£m)	Current Service Costs (£m)
1	510	420	90	33	5
2	1,530	1,850	(320)	36	11
3	3,580	4,120	(540)	62	25
4	200	190	10	6	1
5	1,590	2,090	(500)	258	11
6	390	360	20	24	4
7	2,550	2,770	(220)	21	0
8	1,270	1,520	(250)	61	0
9	420	400	30	16	5
10	300	380	(80)	6	5
11	1,170	1,270	(100)	7	16
12	4,960	4,800	160	529	5
13	1,740	1,880	(140)	31	22
14	400	460	(60)	7	3
15	420	490	(70)	5	6
16	60	60	0	0	1
17	80	80	(10)	2	1
18	5,260	5,580	(310)	8	166
19	100	90	20	0	0
20	160	180	(30)	13	0
21	110	120	(10)	1	1
22	190	220	(30)	4	6

2012 year end	DB Scheme Assets (£m)	DB Scheme Liabilities (£m)	Surplus/(Deficit) (£m)	Deficit Contributions (£m)	Current Service Costs (£m)
1	470	420	50	31	7
2	1,720	2,100	(380)	20	10
3	3,280	3,840	(560)	68	25
4	190	190	0	6	1
5	1,330	1,950	(620)	47	11
6	340	340	0	47	3
7	2,430	2,570	(140)	0	0
8	1,190	1,470	(280)	44	0
9	390	380	10	14	5
10	270	350	(80)	8	5
11	1,120	1,210	(90)	12	13
12	4,720	4,960	(240)	44	10
13	2,120	2,270	(150)	36	23
14	380	460	(80)	7	3
15	400	450	(50)	9	6
16	50	50	0	0	1
17	70	80	(10)	2	1
18	4,700	5,030	(330)	(15)	169
19	100	80	20	2	0
20	150	170	(20)	13	0
21	100	110	(10)	0	2
22	170	240	(70)	3	11

Contact information

If you would like to discuss any of the matters raised in this survey then please contact Andrew Vaughan FIA, who is a corporate actuary based in our London office, on:

☎ +44 (0)20 7776 2200

✉ corporateconsulting@barnett-waddingham.co.uk

Barnett Waddingham LLP is the UK's largest independent firm of actuaries, administrators and consultants with seven offices throughout the UK.

We were founded in 1989 and offer a full range of services to trustees, employers, insurance companies and individuals.

👉 www.barnett-waddingham.co.uk

Barnett Waddingham LLP is a body corporate with members to whom we refer as "partners". A list of members can be inspected at the registered office.

Barnett Waddingham LLP (OC307678), BW SIPP LLP (OC322417), and Barnett Waddingham Actuaries and Consultants Limited (06498431) are registered in England and Wales with their registered office at Cheapside House, 138 Cheapside, London EC2V 6BW. Barnett Waddingham LLP is authorised and regulated by the Financial Conduct Authority and is licensed by the Institute and Faculty of Actuaries for a range of investment business activities. BBW SIPP LLP is authorised and regulated by the Financial Conduct Authority.

Barnett Waddingham Actuaries and Consultants Limited is licensed by the Institute and Faculty of Actuaries in respect of a range of investment business activities.

