

Thinking Ahead Institute | Annual briefing 2025

4 February 2025



Today's agenda



Welcome to Thinking Ahead – our past, present and future

2025 projects and research

How to make the most of the Institute

Q&A

TAI | past, present and future



Thinking Ahead Institute members | 38 asset owners | 15 asset managers

2015	2016/2017	2017/2018	2018/2019	2020	2021/2022	2022/2023	2023/2024
   <small>Oak Pension Asset Management Ltd</small>      	     2017	 <small>Bank Pension Trust (UK)</small>    2018	    2019	    	  2022	     2023	  2024
					   		  
							<p>Thinking Ahead Institute An innovation network founded by WTW</p>

* Previously QSuper

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TAI change model

Driven by a belief that we exist within a complex, evolving, system



Discussion forums



Virtual, 90-minute, get-togethers to discuss important topics

We will host and moderate these discussions. We aim to include case studies where possible

Date	Suggested topic
27 Mar	Risk 2.0 managing long-term risks in a short-term world
12 Jun	AI the risks and opportunities
4 Sep	What does “3D investing” actually mean in practice?
6 Nov	Expectations for COP30 and net-zero investing

Other topics? Private markets? Wealth?

Limited
spaces per
meeting

1. Book your slot
2. Improve the topics
3. Offer a case study

TPA senior leaders' forum



Virtual series: 3 April, 1 May, 5 June and 3 July
(4 x 1.5 hours)

Output: Training materials, strategic 1-2-1s

Thinking Ahead Projects. In 2024 and into 2025



- The **2024 Global AO Peer Study** broke new ground in data, dialogue and innovative thinking



- This produced the first tranche of **Thinking Ahead projects** - 8 TAI AO projects in 2024 (assets of c\$1.5T)



- **In 2025** we have restructured to accommodate the demand for projects, the pipeline is very strong



- **Org-alpha** is the common thread – *TPA, 3D Investing, Alts-Plus, Soft Stuff, Governance & Culture, HI x AI, Risk 2.0, ... for AOs and AMs*



Research scope

About the initiative

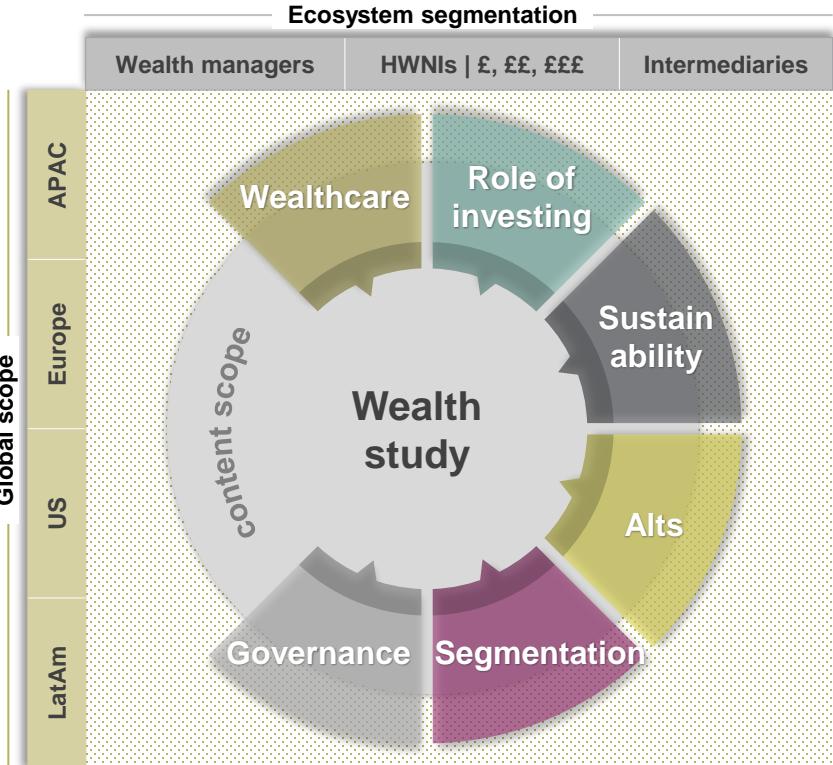
- Global thought leadership study

Mixed methods

- Survey-based quant research
- Qualitative interviews/focus groups
- Desktop research
- Internal WTW dissemination and local build-up

Output

- Comprehensive final report
- Potential findings working group in 2026



TAI global DC peer study 2025, in collaboration with LifeSight and Aware Super



Make comparisons of leading DC organisations

Convene CEO/CIOs to discuss industry issues

Facilitate sharing best practices among peers

Explore leading DC providers' structure

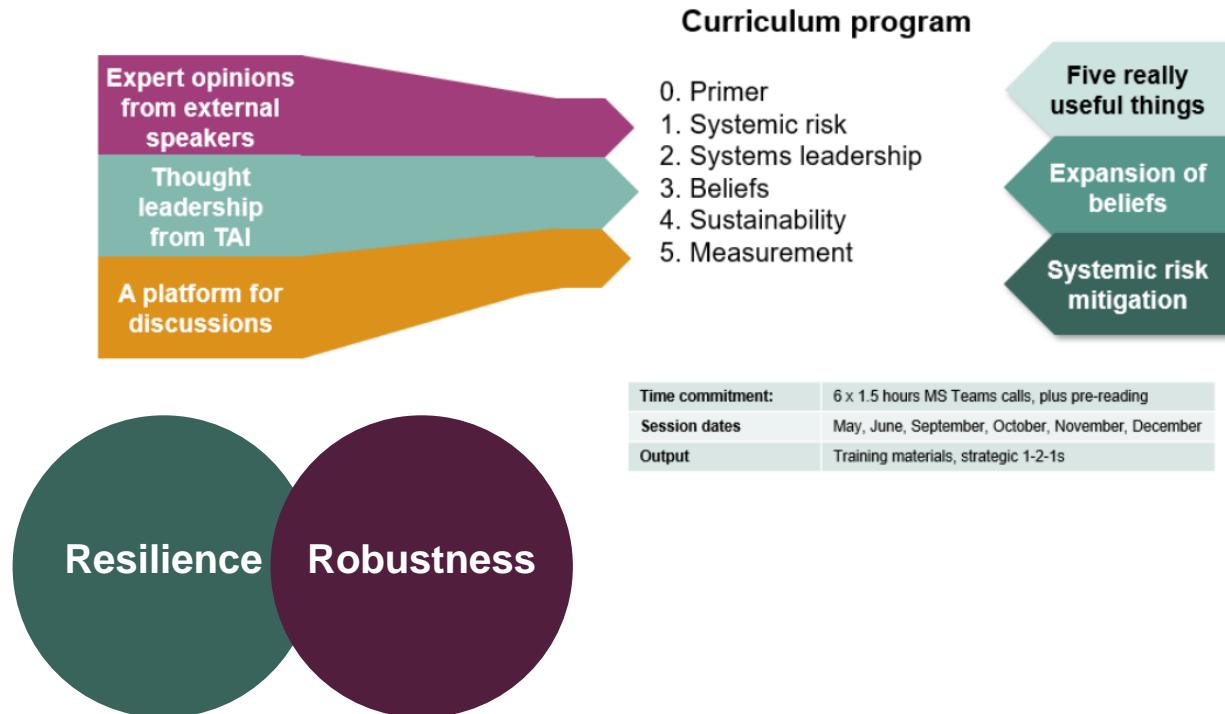
Offer insights into future directions for the DC pension market globally

In-person events: London, Sydney and others to be confirmed

Systems research

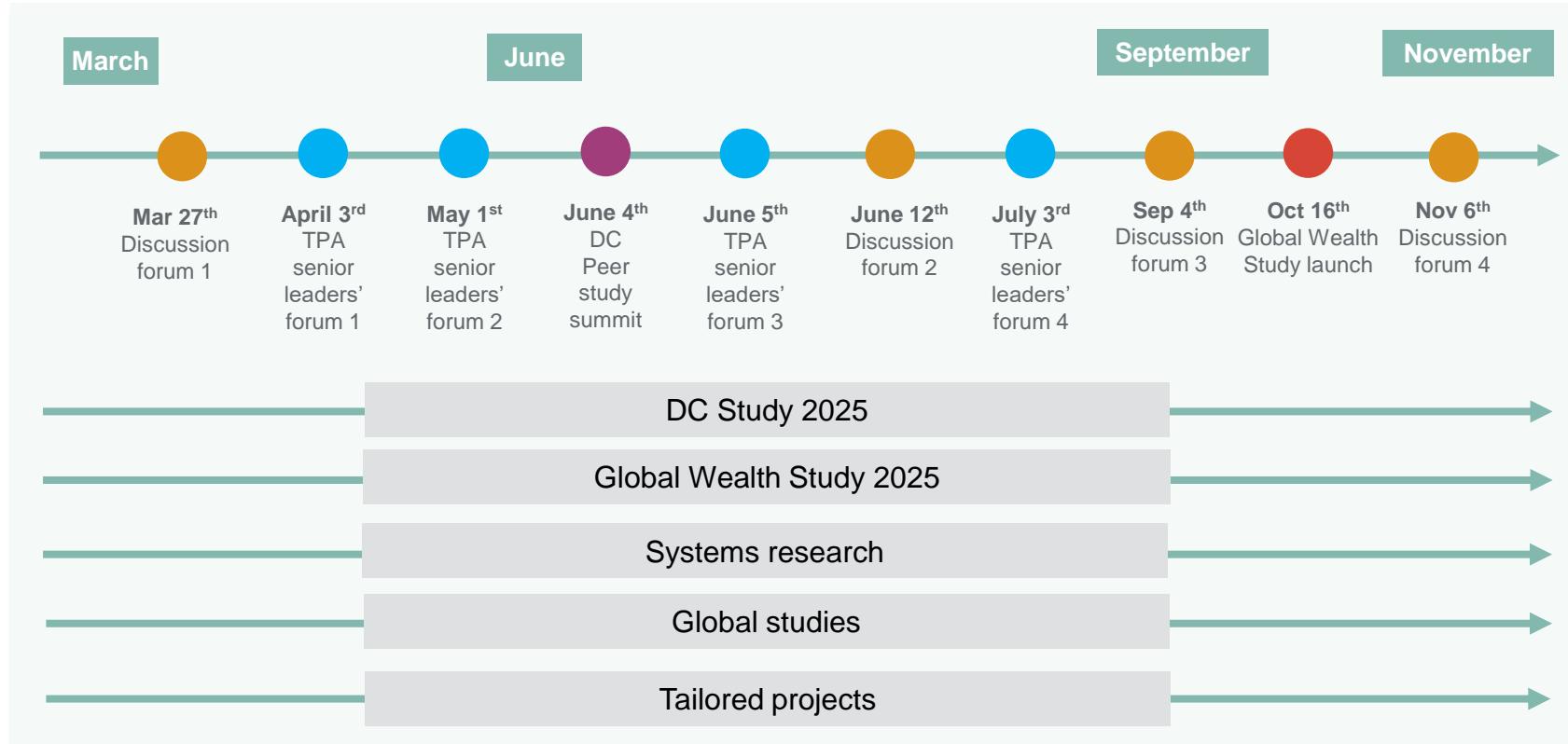


Systems curriculum - enhancing system thinking in your organisation



Resilience Robustness

2025 research timeline



MANAGER IDEAS EXCHANGE

A global event series dedicated to exchanging ideas and collaborating with the asset management community.



THiNKiNG
AHEAD
iNSTiTUTE



MANAGER
IDEAS
EXCHANGE



Bonus for members:



Special discount
on the MiX Global Partner
Package



Exclusive
invites to our global dinners
alongside WTW's senior leadership

What to expect in 2025

In-person events

12
FEB
LONDON

SHAREACTION

TOPIC: FIDUCIARY DUTY: SECURING
THE LEGAL CHANGE WE NEED

4
JUN
LONDON

EXCHANGE+

TOPIC: DC PEER STUDY

24-26
MAR
MELBOURNE

MIX MELBOURNE

24 MAR: DINNER
25/26 MAR: MIX

15-17
SEP
CHICAGO

MIX CHICAGO

15 SEP: DINNER
16/17 SEP: MIX

12-14
MAY
LONDON

MIX LONDON

12 MAY: DINNER
13/14 MAY: MIX

NOV
EUROPE

MIX EUROPE

MAY
AUSTRALIA

AUSTRALIA VISIT

A SERIES OF EVENTS

NOV
LONDON

NETWORK+

RAPID-FIRE TALKS FEATURING
THE BEST OF TAI'S RESEARCH

Virtual events

4
FEB

ANNUAL BRIEFING

27 MAR
12 JUN
4 SEP
6 NOV

DISCUSSION FORUM

TOPIC: RISK 2.0 | MANAGING LONG-TERM
RISKS IN A SHORT-TERM WORLD

3 APR
1 MAY
5 JUN
3 JUL

TPA FORUM

16
OCT

PERSPECTIVES+

TOPIC: GLOBAL WEALTH STUDY
LAUNCH

And more



PODCASTS

INVESTING FOR
TOMORROW



MEMO

RESEARCH, AGENDA,
EVENTS & LATEST
PAPERS



**FIND US
HERE**

Limitations of reliance and contact details

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This document has been written by members of the Thinking Ahead Group 2.0. Their role is to identify and develop new investment thinking and opportunities not naturally covered under mainstream research. They seek to encourage new ways of seeing the investment environment in ways that add value to our clients.

The contents of individual documents are therefore more likely to be the opinions of the respective authors rather than representing the formal view of the firm.

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