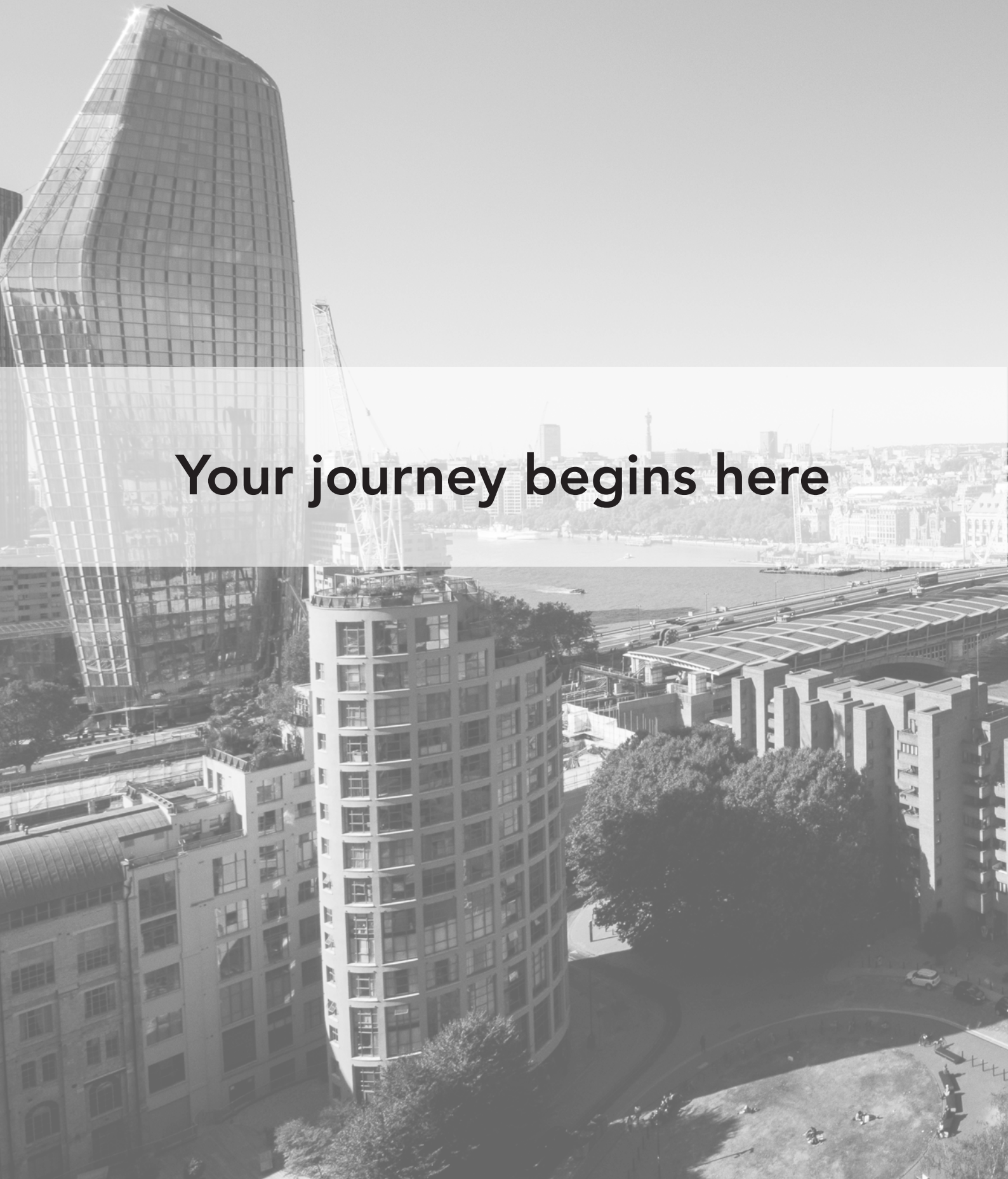


3173

Your journey begins here



Contents

Your Journey Begins Here	3
A Pathway to Success	7
Pensions Management	9
Actuarial and Investment	11
Support and Development	13
Going to the next level	15
Some of our success stories	17
Application process	23

Your Journey Begins Here

We are 3173. We are pension consultants, administrators, actuaries, pension scheme trustees, IT software developers and central support services professionals. We have more than 180 colleagues in seven locations around the UK (Belfast, Glasgow, London, Bristol, Birmingham, Leeds and Manchester).

3173 is the combined height in metres of the three highest peaks in Northern Ireland, Scotland and England, the locations in which we are currently based. As a concept, it stands for what we do and who we are; an elevated position from which to view our work and help us see further into the future.

Our graduate development programmes offer the opportunity to build a career in the pensions industry through our two main companies, Spence & Partners Limited (Spence) and Dalriada Trustees Limited (Dalriada).

SPENCE

Spence advises on and manages pension schemes in the United Kingdom and Ireland and provides pension consulting services (including Scheme Actuary services) to employers, trustees, pension scheme members and professional advisers.

Spence is also a leading provider of pensions data audit and pensions benefit audit services for pension scheme trustees

Dalriada. A better way

Dalriada is one of the UK's largest professional pension scheme trustee companies, helping to operate pension schemes to the highest standards. Dalriada works with all sizes of pension schemes, from those operated by small private companies to large schemes associated with major listed public companies.

When combined with trusteeship, Dalriada can also provide risk management, administration, treasury, accounting and payroll services.

We will encourage and sponsor you through a range of professional qualifications and provide a proven pathway for a career with either Spence or Dalriada.
We will give you the tools and support to achieve your potential.



We offer a diverse range of stimulating and fast-paced work and look for individuals with the ambition, talent, drive and vision to take control of their career.

- **If you are an undergraduate** you can work with us in your placement year, where you will enjoy an interesting and rewarding experience which will readily equip you for working life after graduation.
- **If you are a graduate** you can join one of our structured programmes where you will be offered an excellent opportunity to forge a successful career. We will support you every step of the way through our accelerated learning and development scheme.

Either way, you will be involved in all aspects of our business from an early stage and will have the benefit of working alongside experienced colleagues (including our Directors) who are experts in their field. We promote a friendly and collaborative atmosphere, with placement students and graduates integrated immediately as key members of the team actively participating in client work.

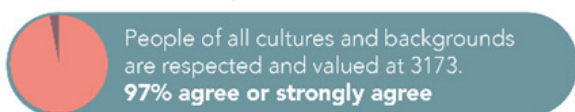
No matter what area of our business you work in, you will be expected to immerse yourself in our culture and take full advantage of the opportunity to work alongside professionals who can teach, mentor and inspire you.

Breaking down barriers

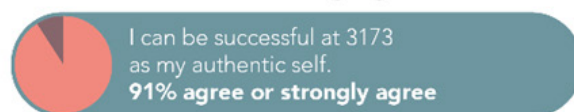
We place diversity and inclusion at the heart of our culture principles. In May 2020 we conducted a survey of our colleagues, the results of which are summarised below:

3173

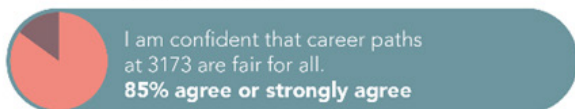
Diversity Attitudes



Sense of Belonging



Progression



Empowerment



We have since launched a new Diversity and Inclusion Strategy and are continuing to firmly embed diversity and inclusion across all aspects of the 3173 business and culture.

Our goal is to provide interesting, worthwhile and healthy careers for our people. We look after our colleagues first and foremost, but for a commercial purpose, which is to deliver great service profitably. By focusing on our goal, we provide the best outcomes for pension scheme members, trustees and employers.

Visit our websites to find out more about our businesses and the different roles and functions:

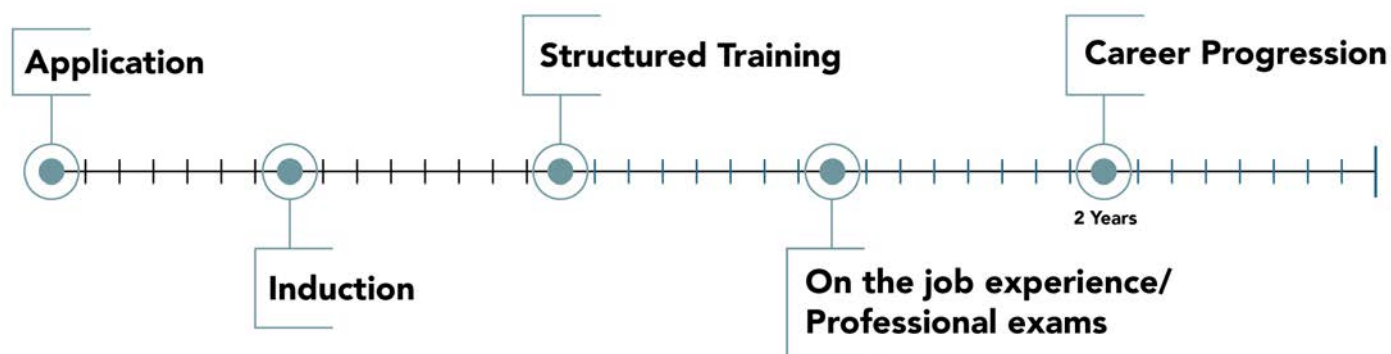
<https://www.spenceandpartners.co.uk/>

<https://www.dalriadatrustees.co.uk/>



A pathway to success

Our graduate development programmes provide a structured framework to help you build a broad range of skills and knowledge.



From the outset you will join one of our two main pathways:

- Pensions Management
- Actuarial and Investment

We will invest significantly in your future. In return, we will ask for your full commitment to undertake study for professional examinations and to learn about our culture, our business, our industry and our clients.

You will enjoy a comprehensive induction programme, where you will get to know all the other graduates, your colleagues in both Spence and Dalriada and our wider business. This will include an introduction to the pensions industry, the different functions and roles within our business, our systems, and the essential interpersonal skills you will need to be successful.

We will team you up with a 'buddy', often a graduate who has experience in our graduate programme, who can help provide advice and guidance on an informal basis.

You will also be assigned a more senior member of the team who will monitor and support your progress in the graduate development programme. You will have quarterly check ins with your mentor to determine if milestones/goals are being met. This also gives you the opportunity to take control of your career by setting your own goals and requesting experience in a particular area.

Your mentor will help guide you through the professional qualifications that best suit you, which will depend on your chosen career path. These might be actuarial or investment qualifications, certification offered through the Pensions Management Institute (PMI), investment management qualifications and/or trustee accreditation.



Pensions Management

If you join our Pensions Management pathway you will kick start your journey in the Pensions Delivery team. This is the engine room of our pensions administration service and will provide you with a structured roadmap through the entire lifecycle of a pension scheme. You will work as part of a team learning interdependence skills whilst simultaneously developing customer facing skills through contact with our clients and scheme members across a number of different mediums.

During this time you will commence your professional qualifications pathway, beginning with the Certificate of Pension Calculations (CPC) exams, accredited by the Pensions Management Institute (PMI). The Pensions Management graduate pathway is closely aligned to, and can provide a route into, a career with our Consultancy/Trusteeship team.

You will have check ins with senior members of the Pensions Delivery and Consultancy teams who will help monitor your progress and provide advice and assistance. There will also be regular check ins with your line managers to determine if milestones and goals are being met and to help you develop experience in different areas.

There may be specific opportunities to undertake work in other areas of the business depending on the nature of your degree, experience and our business needs. In that case, we envisage that there will still be a core element of the role focused on Pensions Delivery to help you develop the broad understanding of pensions which we believe forms the foundations that underpin progression through our business.



Cyril Gaffney, Head of Pensions Delivery

When you join our Pensions Management Programme, you will be among our high-quality graduates in an environment where we will aim to maximise your professional and personal development and provide you with an interesting and challenging career. During your time with Pensions Delivery, we will invest in you to develop the technical and commercial skills needed to service the full range of stakeholders within a professional pensions environment. This will also involve developing the skills and qualities you will need to be both a manager and a leader, with opportunities to perform in roles where you can contribute to ensuring the continued growth and future success of our business.

I am very excited to have the opportunity to work with you and really look forward to helping you ensure that, through this journey, your potential is realised to the greatest extent possible.

Mike Crowe, Head of Consultancy

Joining the Pensions Management Programme is about learning and developing. For me the Programme is also about identifying great potential (you) and giving you the knowledge, skills and opportunities to build a great career with us. How does that work if you take the Consultancy route?

I want to do something that is rare in our industry and that is to build career professional trustees. That needs to start with people like you. We can be unique in the market by developing our professional trustees in house. I look forward to working with you over the next few years as you decide if that is the pathway for you.





Actuarial and Investment

In our Actuarial and Investment graduate programme you can expect to be challenged in a fast paced, intense, but ultimately rewarding role. You will work alongside experienced colleagues to help build your knowledge and confidence.

In the first months of your career, we will provide structured training courses so that you start to understand the fundamental principles of actuarial and investment work in regard to pension schemes. You will also learn how to use our unique in-house software, Mantle – learning how to program and run individual and scheme level calculations and working with the outputs from the system. You will be allocated to work on specific clients, building your knowledge of their unique requirements. You will gain exposure to clients in a range of areas; including trustee and corporate clients, not-for-profit and charity organisations, and in our important work for the Pension Protection Fund.

Your work for our clients will give you the opportunity to apply your learning in practical situations of varying complexity – from a calculation for an individual scheme member to scheme level projects such as triennial valuations, company accounting work, and de-risking exercises. Your investment work will include analysis of the performance of scheme investments, compiling investment performance monitoring reports, supporting our investment manager research activity and carrying out asset liability modelling.

You will also have the challenge of taking professional exams. We have two exam pathways depending on what area of work you will ultimately specialise in, either:

- The Institute and Faculty of Actuaries exams – aiming for fellowship, this is the standard pathway for graduates joining our Actuarial and Investment team. You can find out more about the exams at www.actuaries.org.uk/studying/curriculum.

The earlier exams cover a wide range of actuarial principles, supporting your on-the-job learning. The later exams specialises in pensions and investments. Your degree course may provide exemptions from some of these exams, but it remains a challenging pathway – although ultimately a rewarding one.

- CFA investment exams – we offer support for these exams to graduates who will go on to become investment consultants. You will aim to complete all three levels of the exams and, as with the actuarial exams, the topics will support your work activities and your ongoing development.



Scott Cameron, Head of Actuarial and Investment

I am always excited about the opportunities that exist for a graduate joining our Actuarial and Investment Team. I believe we can give our graduates a wide-ranging experience – in their early development and beyond – and one that provides the solid foundation for a successful career as an actuarial or investment consultant who can add real value to our clients and our business.

We will support you in becoming the best you can possibly be - we believe in individuals and their ability to develop a career that works best for them as well as us. Our Actuarial and Investment Programme will provide structured development of your technical expertise and the important interpersonal skills, while supporting you in meeting the challenge of your professional exams. However, our Programme also leaves the important space for you to put your own mark on your development - we do not restrict you in the opportunities available to you.

You are embarking on a challenging career path, but by joining us you have shown you have the potential – I look forward to working with you and watching you fulfil that potential.



Support and Development



We believe in developing future leaders and provide an environment that will help you flourish. We reward our employees competitively and offer a comprehensive package that is reviewed on an ongoing basis. We offer flexible working to suit individual requirements, generous study leave to support your pursuit of professional qualifications and a rewards package that includes core benefits and a wide range of flexible benefits, as shown below.

Core Benefits	Flexible Benefits
Private Medical Insurance	Dental Insurance
Group Personal Pension Plan	Cycle to Work Scheme
Group Life Assurance	Car Scheme
Group Income Protection	Charity Payroll Giving
	Annual Travel Loan

We also provide internal training from the outset of the programme, which will begin with the basic concepts and increase in complexity as your experience and knowledge grows. This internal workplace training will be separate but complementary to your external professional exams.

We supplement on-the-job training with a structured personal development plan, which includes:

- non-role specific training in areas such as planning/managing your workload, invoicing, billing and recovery/revenue; and
- interpersonal skills, such as relationship management, communications, influencing and leadership.

Our interpersonal skills training takes place over a period of 12 months in which you will develop a wide range of skills.

Professional Communications / Interpersonal Awareness	Influencing and Negotiating
<ul style="list-style-type: none"> • Emotional Intelligence – four elements • Communications fundamentals – process, channels, key skills and assumptions • Understanding styles and preferences, yours and others (use of communication/ styles tool) • Interpersonal awareness – flexing your style • Dealing with difficult personalities / conflict • Presenting with Impact 	<ul style="list-style-type: none"> • Creating personal influence – Covey Circle of Concern • Cialdini’s ‘Science of Persuasion’ • Assessing your negotiation style • Negotiation and introduction to Coveys ‘win-win’; • Negotiating with different styles • Commercial Negotiations • Importance of Trust
Personal Leadership	
<ul style="list-style-type: none"> • Neuroscience of learning and growth mind-set • Introduction to the Corporate Athlete (Whole Person / Resilience) • Owning your future • Seeking and receiving feedback • Leading without authority • Developing your personal brand • The Power of your network • Personal effectiveness – focus and prioritisation 	

We encourage you to form a collegiate group with our other graduates, where you can discuss your experiences and offer mutual support. We help facilitate this by organising regular internal and external social events alongside more experienced members of the business.

An aerial, black and white photograph of a city. In the foreground, there is a large, rectangular building complex with a grid-like roof structure, possibly a stadium or arena, surrounded by dense trees. The middle ground shows a mix of residential and commercial buildings. The background is a vast, dense urban landscape stretching to the horizon under a clear sky.

Going to the next level

During your first two years on the graduate development programme we will work closely with you to support your progress, identify your strengths and develop a potential career path.

We want you to make the most of the significant time and resources that we will invest in you through the development programme. We will help you fulfil your potential and build a worthwhile, interesting and healthy career with us.

A career in Pensions Delivery

You will continue your studies with the Pensions Management Institute (PMI) having achieved CPC earlier in the graduate programme. We expect that you will qualify as an Associate in approximately two to three years. During this time, you will begin to assume responsibility as a Senior/Lead Administrator for a portfolio of defined benefit and defined contribution schemes, ranging in size and complexity. This will involve all aspects of running the schemes, reporting to a range of stakeholders and attending client/trustee meetings.

Progression beyond this point will see you take responsibility for bigger and more complex cases. You will also begin to assume management responsibilities and effectively you could head up your own team within the wider Pensions Delivery function.

A career in Consultancy

You will aim to become a Professional Trustee and we will allocate you initially to support more experienced trustee colleagues. This will help you build your knowledge and experience whilst giving you exposure to clients as part of the consultancy team.

During this time, you will work towards becoming an accredited member of the Association of Professional Pension Trustees. As an example of how we accelerate graduates into this role, recruitment from outside of our graduate programme requires a minimum five years' relevant experience. Within the programme we believe that we can upskill you to make this move in around two years.

A career in Actuarial and Investment

You will continue your journey to becoming a qualified actuary or investment consultant - working to complete your professional qualifications. At the same time, you will take increasing responsibility for the actuarial and investment work we do for our clients – overseeing the work of junior colleagues and continuing to build strong relationships with your clients.

Strengthening your communication skills will be important and you will actively participate in client meetings as well as presenting to colleagues and producing marketing material such as monthly industry updates and blogs. You will become one of the key supporters to our scheme actuaries and senior investment consultants. Your work will develop to involve increasingly complex tasks and projects as you build your understanding of actuarial and investment principles and your ability to add value both to our clients and our business.

Completion of your professional exams will mark a significant milestone in your career – and one that will be celebrated. However, your learning and development with us will not stop there. We will discuss the next steps that make the most sense for you – whether starting on the path to becoming a scheme actuary or senior investment consultant – committing our support to you in our continued partnership.

Regardless of which pathway you choose, during the graduate development programme you will need to show aptitude and interest in the work of other functions. In turn, we will help you fulfil your ambitions and potential. We want to keep the best people in our business, provide an interesting and rewarding career for them and utilise their talents.

An aerial, black and white photograph of a city, likely Edinburgh, showing a mix of historic and modern architecture. A semi-transparent white rectangular box is centered over the middle of the image, containing the text "Some of our success stories".

Some of our success stories

Ciaran's story

ciaran_harris@spenceandpartners.co.uk

During the final year of my Mathematics and Statistics degree at the University of Edinburgh, I began to weigh up my options for the type of career that suited my particular skillset. It became clear to me that, although I didn't study actuarial science, the skills and concepts I had learned on my course would transfer well to a career as an actuary. I remember feeling slightly overwhelmed with the number of graduate jobs in the market but the role with Spence really stuck out. I got the sense that Spence would give me the opportunity to have a real and meaningful impact on the team and the company, rather than being lost in a large-scale corporation.

Thankfully, the opportunities to make an impact have been plentiful in my time since joining as a graduate – both during the graduate programme and now in my role as a qualified actuary.

The support Spence offered throughout my qualification journey gave me the foundation to help pass the many actuarial exams. As a graduate with a non-actuarial science background, I was exempt from only one of the actuarial exams. Spence's study support package, which includes study days, provision of study materials and payment for tutorials, really helped me prepare for each of the remaining exams.

The first couple of months were challenging in the face of a rather steep learning curve. But the training, both formal sessions and on-the-job, gave me the tools that, when combined with my degree skills, enabled me to gain a solid understanding of the fundamental actuarial concepts we use daily. It was also really encouraging that everyone I met in my first couple of weeks and months was so welcoming and helpful.

I have since been exposed to a diverse range of work, from the nitty gritty technical details of our in-house valuation system, investment-based work and presenting actuarial valuation results to clients. It is this breadth of experience that has really challenged me, taken me out of my comfort zone and ultimately accelerated my professional development.

I would recommend Spence to anyone looking for a fast-paced, interesting and challenging career.



Kate's story

kate_cassidy@dalriadatrustees.co.uk

I first heard about Spence through a graduate careers event in my final year of studying for a BSc. Finance at Queen's University, Belfast. Given the volume of graduate opportunities advertised in Finance, I initially found the search for my first job a daunting process.

Having completed my placement year in a very large company, I became aware of what I wanted in a workplace environment to allow me to thrive. I found Spence to be the perfect size and fit for me. With a diversity of age and experience across the business, the environment was ideal for learning both technical knowledge and professional skills.

Along with a number of other graduates who joined at the same time, we became part of the first 'official' graduate programme. Quarterly training days based around a number of topics strategically designed to aid our professional development, have provided a great platform to help us grow into our roles and develop an understanding of the attributes required to forge a successful career path within the company.

Working in the trusteeship side of the business, I was immediately struck by the variety of staff I interacted with on a daily basis, from consultants, pension administrators, accountants and third-party providers. Since I began my journey two years ago, every colleague I have encountered has wanted to help me in any way possible. I found my desire to further my career grew rapidly in an environment where my colleagues did whatever they could to enable me to flourish.

I have been specialising in pension schemes to which Dalriada has been appointed by The Pensions Regulator (TPR) or the Courts, many amidst suspicions of 'Pensions Liberation Fraud', a corruptive approach used to offer early access to retirement savings. These can be high profile cases covered by the media, and involve dealing with incumbent third-party providers, including administrators, trustees and investment providers, as well as most importantly engaging with members of the schemes who are at risk of losing their pensions.

The diversity of each scheme I am assigned to means every challenge presented is different, but my approach and ideas are always respected and valued by the wider team and more senior consultants. So much so, that I have now progressed from a supporting role to being the named consultant as part of the client team on a number of schemes. This role gives me the opportunity to access more and more responsibility in my future journey with the company.



Troy's story

troy_ramsey@spenceandpartners.co.uk

I joined Spence in August 2018, having graduated from Queen's University that summer. Alongside several graduates taken on at that time, I was placed in the Pensions Delivery team, working mainly with ongoing defined benefit pension schemes.

Even though I had no prior experience in the pension industry, Spence was fantastic at providing training and getting me involved from the very start. Working every day within an experienced and friendly team gave me lots of opportunities to develop my understanding and learn from my colleagues.

During the past two years, my role and responsibilities have continued to develop. I have had opportunities to get involved in projects that allowed me to interact with different functions in the company, allowing me to develop my professional and technical skills. I have also made great progress within the ongoing administration team and have gained experience in a lead role that gives me responsibility for the administration of the scheme and checking work of new graduates.

Spence is really committed to both the professional and personal development of all staff. I am currently sitting the CPC exams which is the first step to becoming an Associate member of the PMI.

From my own experience, Spence has a first-class graduate development programme, which gives graduates a fantastic platform to integrate into the company's culture and forge an interesting career with great prospects for progression.



Caitlin's Story

caitlin_watson@dalriadatrustees.co.uk

I joined the company in August 2018 after graduating with a degree in Economics and Business Law. In my final year of university, I was unsure where my next steps would take me; all I knew was that I wanted every working day to be interesting and meaningful.

I had no prior experience or knowledge of the pensions industry. Working within the pension administration team gave me first-hand experience of the day-to-day management of pension schemes. With the support provided by my team, it did not take long for me to be working on a wide variety of schemes across the group.

The freedom and responsibility provided has allowed me to progress in my team and has supported my continual development. The company have also encouraged and supported me through pensions exams with the goal of becoming an Associate member of the Pensions Management Institute.

Being part of the graduate program has also given me the opportunity to be involved in the company's consultancy team. I expressed an interest in joining this team through my regular check-ins and have since been gradually taking on more work within the team alongside my existing commitments. The transition has been seamless and I have gained experience in trusteeship, the management of pension schemes and its advisers along with ad hoc projects, such as the winding up of pension schemes.

Looking over my experience so far, I'm extremely grateful for the opportunities I've had and that every day is different which keeps my job interesting and worthwhile. I'm looking forward to what my future holds with the company and continually developing my knowledge and skills.



David's Story

david_potts@spenceandpartners.co.uk

I joined Spence in June 2018 after graduating from Heriot-Watt University with a BSc Hons in Mathematics. Working in the Scheme Terminations team in Glasgow, I have been surrounded by an experienced team that have been invaluable to my transition from university to working within the pensions industry. From the very first day, my role within the company was clear and I was given a wide range of responsibilities.

In my first two years at Spence I have gained a wealth of industry knowledge and developed lifelong skills. When I finished university, I wanted to gain professional accreditations. Spence have given me the flexibility and resources to achieve this. I am progressing through the pensions calculations exams with hopes of gaining PMI membership in the future.

One of the many benefits of working at Spence is the use of the award-winning software Learning how to use this powerful software has been a rewarding challenge that has ultimately led to improving my understanding of processes and greater efficiency.

My experience with Spence so far has been fantastic. I feel strongly aligned with the company culture, believing that there is no ceiling to where I can progress in this company. My colleagues are ambitious and I am relishing being part of this ever growing and thriving company. I have recently taken the next step on my journey with Spence by joining the Actuarial & Investment Team and I am excited to see what the future brings.





Application Process

Kerry Stafford, COO
We have made virtual onboarding easy

At 3173, we are very proud of how seamlessly we transitioned to working from home in March 2020 when Covid-19 began to affect the UK. We have seen little impact on our revenue or our ability to win business to-date and in fact celebrated our most successful financial quarter ever at the end of June 2020. We have championed a number of innovative technology based solutions across our business which have helped strengthen our position during these uncertain times.

Notably, we have continued to recruit at all levels and in all regions across our business, from placement students and new graduates to senior appointments at director level.

We have made virtual onboarding easy, supplying our new recruits with the necessary office equipment to ensure workstations can be set up at home. We offer a warm virtual welcome, with mentors and buddies available to provide all the support needed to integrate seamlessly with new colleagues. We have fortnightly Townhall meetings, which our CEO Brian Spence uses as a platform to discuss financials, business developments, business wins and introduce new joiners. We also have regular Team Talk sessions, which ensure that everyone stays informed. Furthermore, we are planning our annual Training Day and associated social event for the second half of November 2020 and are very much looking forward to a series of virtual events that everyone can participate in.



If you would like to be part of our success story, here's a brief summary of how the application process works so you know what to expect.



Application

Submit your CV to careers@3173.co.uk outlining your skills and experience as well as a covering note telling us which programme you are applying for and why you are interested in working for us.



Virtual Interview:

If you are successfully shortlisted, you will be invited to a virtual interview that will be a blend of competency, scenario based and behavioural questions. This will also allow you to demonstrate your knowledge of our industry and our business to assess if you will be competent in our available roles and thrive in our culture.



Final Interview

A further interview with a different panel, including HR, to help us understand better where your skills will fit into the programme. This also gives you an opportunity to learn more about our business and culture.



Offer

If you are successful in your application and interviews, we will be delighted to be in touch to offer you a suitable role in one of our programmes

If you have any queries, please contact our Recruitment Team.

- Email: careers@3173.co.uk
- Write to: 3173, Linen Loft, 27-37 Adelaide Street, Belfast BT2 8FE
- Call: 028 9041 2884.

