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Trustees must prioritise governance amid market uncertainty says ZEDRA

[UK – 22 April 2026] – ZEDRA, award-winning provider of pension and incentive services, today said that in an environment marked by ongoing political and market volatility, trustees must prioritise governance standards to continue ensuring strong protection for members.

Paul Ratcliffe, Director of Client Services at ZEDRA Inside Pensions, commented: “Recent volatility has highlighted how quickly circumstances can shift and how exposed schemes can be without robust governance in place. Trustee boards are having to respond to a range of evolving risks, from market volatility to digital threats and the growing prevalence of scams targeting pension schemes and their members. Against this backdrop, preparedness remains a key pillar of effective scheme oversight. This includes considering how boards would function in the event of unforeseen disruption - such as technology outages, data breaches or the loss of key individuals - as well as ensuring appropriate succession planning and continuity arrangements are in place.

“Trustees are operating in an environment where uncertainty shows little sign of easing, placing greater emphasis on the strength of governance frameworks. Most boards already have solid foundations in place, but it is increasingly important to think about resilience in practical terms, how the board would continue to operate if key people or systems were unavailable. Strong governance is also an important line of defence against increasingly sophisticated scams.”

Ratcliffe added: “This is not about major change, but about making the right changes. Schemes must ensure effective structures, plans and safeguards are in place. Taking relatively small steps now can make a meaningful difference when it matters most. In an uncertain environment, strong governance is what enables trustee boards to respond with confidence and, most importantly, better protect member outcomes.”

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Notes to Editors

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About ZEDRA

ZEDRA is a global powerhouse providing Corporate & Global Expansion, Active Wealth, Pensions & Incentives and Fund services, all aligned under one common goal: to embrace the future with certainty.

The firm's highly experienced teams enable high net worth individuals and families as well as medium to large sized companies, pension funds and trustees, asset managers and their investors to focus on their core activities by choosing ZEDRA as their trusted partner. As an experienced, reliable and innovative adviser, ZEDRA helps them successfully navigate estate planning, governance and global operations.

Ultimately, what ZEDRA delivers is complete peace of mind, knowing its expertise is supported by a robust, ethical approach, meeting the local and international requirements of an increasingly demanding regulatory environment.

ZEDRA inherited a wealth of knowledge and experience following its acquisition of the trust businesses of a renowned bank in 2016. This solid foundation combined with innovative thinking has allowed ZEDRA to grow rapidly in a competitive marketplace to a team of over 1,000 industry experts across 16 countries throughout Asia, Oceania, the Americas and Europe.

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