

Annual Engagement Policy Implementation Statement

London United Busways Retirement Benefits Plan

Introduction

This implementation statement ('the Statement') sets out how, and the extent to which, the Statement of Investment Principles ('SIP') produced by the Trustee has been followed during the year to 31 December 2020 (including its voting and engagement policies), as well as details of any review of the SIP during the year, subsequent changes made with the reasons for the changes. This Statement has been produced in accordance with The Occupational and Personal Pension Schemes (Disclosure of Information) Regulations 2013, as subsequently amended, including amendments to transpose the EU Shareholder Rights Directive (SRD II) into UK law.

The table later in the document sets out how, and the extent to which, the policies in the Scheme's SIP have been followed.

The SIP is comprised of 3 parts:

- (A) Part 1: Investment principles governing investment decisions for the purposes of providing defined benefits from the Plan (i.e. the Main Plan and in this Statement referred to as the DB Section).
- (B) Part 2: Investment principles governing investment decisions for the purposes of providing money purchase benefits from the Plan (i.e. the AVC and PIP sections and in this Statement is referred to as the DC Section).
- (C) Part 3: Investment principles governing investment decisions for the purposes of the Plan's money purchase default arrangement (i.e. currently the use of the Clerical Medical With-Profits Fund).

Investment Objectives of the Plan

The objectives of the Plan are set out in the SIP, which is available online¹.

Review of the SIP

During the year the Trustee reviewed the Plan's SIP for both the DB and DC Sections of the Plan. Revisions were made to reflect the new regulatory requirements in connection with the EU Shareholder Rights Directive II, relating to the following:

- How the arrangements with asset managers incentivise them to align what is required of them with regards to the investment strategy and decisions with the Trustee policies in the SIP.
- How the arrangements incentivise the asset managers to make decisions based on assessments about medium to long-term financial and non-financial performance of an issuer of debt or equity

¹ The SIP can be viewed on the pensions section of the RATP Dev London website:
<https://www.ratpdevlondon.com/pensions>
The direct link to the SIP is: <https://www.ratpdevlondon.com/sites/default/files/users/LUB%20-%20combined%20SIPs%20-%20Sept%202020.pdf>

London United Busways Retirement Benefits Plan

Page 2

and to engage with issuers of debt or equity in order to improve their performance in the medium to long-term.

- How the method (and time horizon) of the evaluation of asset manager's performance and the remuneration for asset management services are in line with the Trustee's policies mentioned in the SIP.
- How the Trustee monitors portfolio turnover costs incurred by the asset manager and how those managers define and monitor this.
- The duration of the arrangement with the asset managers.

As part of the SIP update the Trustee consulted with London United Busways Limited, the Plan's principal employer, who confirmed the changes to the SIP were acceptable. The updated SIP was signed on 18 September 2020.

Assessment of how the policies in the SIP have been followed for the year to 31 December 2020

The information provided in the following table highlights the work undertaken by the Trustee (or on behalf of the Trustee) during the year, and longer term where relevant, and sets out how this work was consistent with the Trustee policies in the SIP, relating to the Plan as a whole. The SIP is available online and sets out the policies referenced below.

London United Busways Retirement Benefits Plan

Page 3

	Requirements	Policy	In the year to 31 December 2020
1	Securing compliance with the legal requirements about choosing investments	<p><u>DB Section</u></p> <p><i>In preparing the SIP, the Trustee has consulted a suitably qualified person by obtaining written advice from Mercer Limited (“Mercer”). In addition, consultation has been undertaken with London United Busways Limited to ascertain whether there are any material issues of which the Trustee should be aware in agreeing the Plan’s investment arrangements and, in particular on the Trustee’s objectives.</i></p>	<p><u>DB Section</u></p> <p>Over the year to 31 December 2020, the Trustee received investment advice from the Plan’s Investment Consultant on the suitability of the investment arrangements. This included advice in relation to the appointment or removal of investment vehicles, changes to asset allocation and the continuing suitability of existing investment vehicles.</p>

London United Busways Retirement Benefits Plan

		<p><u>DC Section & Default SIP</u></p> <p><i>The Trustee is responsible for the investment of the PIP and AVCs assets and arranging administration of these policies. Where the Trustee is required to make an investment decision, it will first receive written advice from an Investment Adviser. The Trustee believes that this, together with their own expertise, ensures that they are appropriately familiar with the issues concerned and that the advice received and arrangements implemented are consistent with the requirements of section 36 of the Pensions Act 1995 (as amended).</i></p>	<p><u>DC Section & Default SIP</u></p> <p>The Plan's DC advisor attended all DC Working Party meetings during the year. Where regulated investment advice was required, an appropriately qualified adviser attended the meetings. An annual update on fund performance and appropriateness of the funds used was presented to the DC Working Party at its meeting on 10 November 2020.</p> <p>On 1 January 2020, the Plan's investments with Equitable Life were transferred to Utmost Life and Pensions. All members invested in unit linked funds remained invested in those funds. Members invested in the Equitable Life With-Profits Fund were transferred to the Utmost Secure Cash Fund. This fund guaranteed no reduction in the members' fund values for the six months to 30 June 2020. The funds were then gradually transferred across to the Utmost Money Market Fund over the six months to 31 December 2020. Advice on the suitability of these investments was provided on 20 December 2019 and 11 May 2020.</p>
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London United Busways Retirement Benefits Plan

Page 5

2	Kinds of investments to be held	<p><u>DB Section</u></p> <p><i>The Trustee has appointed Mercer to act as discretionary investment manager, by way of Mercer's Dynamic De-risking Solution ("MDDS"), to implement the Trustee's strategy whereby the level of investment risk reduces as the Plan's funding level improves. In this capacity, and subject to agreed restrictions, the Plan's assets are invested in multi-client collective investment schemes ("Mercer Funds").</i></p> <p><u>DC Section & Default SIP</u></p> <p><i>The investment choices comprise a wide range of assets including developed market equities, emerging market equities, gilts, index-linked gilts, with profits and cash.</i></p> <p><i>The Trustee has appointed Clerical Medical to manage the default arrangement . The Clerical Medical With Profits Fund is invested in a range of assets including equities, Government and corporate bonds, property and cash.</i></p>	<p><u>DB Section</u></p> <p>The Plan invests in Mercer's Dynamic De-risking Solution. Over the year, the Plan has de-risked on three occasions, reducing the target growth asset allocation from 47.2% to 36.5%The Trustee regards the distribution of the assets to be appropriate for the Plan's objectives and liability profile. The Trustee invests in a range of asset classes, regions and sectors to ensure diversification.</p> <p><u>DC Section & Default SIP</u></p> <p>The Plan has available a range of investment options with Utmost Life which includes equity, fixed-income and money market funds. The Plan also offers a unit-linked with-profits fund with Clerical Medical.</p> <p>The kinds of investment held in the Plan and the balance between those investments remain consistent with the SIP.</p>
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London United Busways Retirement Benefits Plan

Page 6

3	The balance between different kinds of investments	<p><u>DB Section</u></p> <p><i>The Trustee recognises the risks that may arise from the lack of diversification of investments. To control this risk the Trustee has delegated the asset allocation decisions within the Growth and Matching Portfolios to Mercer (subject to certain restrictions). Mercer aims to ensure the asset allocation policy in place results in an adequately diversified portfolio. Mercer provides the Trustee with regular monitoring reports regarding the level of diversification within the Trustee's portfolio.</i></p>	<p><u>DB Section</u></p> <p>Mercer and the underlying investment managers have responsibility for ensuring the actual allocation of the Plan's investments in Mercer Funds remains within the agreed tolerance ranges as set out in the Investment Guidelines agreed with Mercer.</p> <p>The respective allocations are monitored by the Trustee as part of the quarterly reporting process and rebalancing is implemented by Mercer as required.</p> <p>Over the year the Plan hit a de-risking trigger which meant that a proportion of the Plan's assets were switched from the growth portfolio to the matching portfolio.</p>
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London United Busways Retirement Benefits Plan

		<p><u>DC Section & Default SIP</u></p> <p><i>The investment choices comprise a wide range of assets including developed market equities, emerging market equities, gilts, index-linked gilts, with profits and cash. The members can, having considered their own appetite for risk, decide on the balance of different kinds of investments, from the range of funds offered by the Trustee. This will determine their individual expected returns.</i></p> <p><i>The Trustee has appointed Clerical Medical to manage the default arrangement .The Clerical Medical With Profits Fund is invested in a range of assets including equities, government and corporate bonds, property and cash. The strategic investment mix is reviewed regularly by Clerical Medical and assets are chosen with a view to getting the best possible long-term performance; and making sure that the with-profits fund can always meet its guarantees.</i></p>	<p><u>DC Section & Default SIP</u></p> <p>Monitoring of the Plan takes place annually, with the latest monitoring report presented to the DC Working Party at its meeting on 10 November 2020. The investments in the unit-linked funds and with-profit fund were reviewed as a part of this exercise. No changes to unit-linked funds were made following this review, however their mixed performance is an item that the Trustee continues to monitor.</p> <p>As part of the triennial investment review, the Trustee started considering the market for alternative products to the Clerical Medical With-Profit Fund; however, given the nature of the fund, the Trustee’s advisers did not propose amending the default or moving away from the fund at that time. The Trustee continues to explore the market for alternative investments for the with-profits fund.</p> <p>The kinds of investment held in the Plan and the balance between those investments remain consistent with the SIP.</p>
4	Risks, including the ways in which risks are to be measured and managed	<p><u>DB Section</u></p> <p><i>The Trustee understands that taking some investment risk, with the support of the Sponsoring Company, is necessary to improve the Plan’s current and ongoing funding positions. The Trustee recognises that equity investment (and other growth assets) will bring increased volatility to the funding level, but in the expectation of improvements in the Plan’s funding level through asset outperformance over and above the liabilities over the long term.</i></p>	<p><u>DB Section</u></p> <p>The Trustee considers both quantitative and qualitative measures for the risks when deciding investment policies, and overall risk tolerance.</p> <p>The Trustee reviewed various quantitative risk measures as part of their quarterly investment monitoring over the year, including risk attribution and interest rate and inflation hedge ratios. The Trustee also considered risk levels, their risk appetite and how risks are managed</p>

London United Busways Retirement Benefits Plan

		<p><i>There is also a list of risks considered in Section 4 of the SIP.</i></p> <p><u>DC Section & Default SIP</u></p> <p>The Trustee recognises a number of risks involved in the investment of PIP and AVC assets. These are set out in Part 2 Section 3 of the SIP. Regarding the Default SIP, the risks and the way they are mitigated are set out in the respective section 4.</p>	<p>alongside the Plan's funding status, covenant support and market conditions over the year.</p> <p><u>DC Section & Default SIP</u></p> <p>As part of its regular monitoring (at least once a year) the DC working party identifies and monitors risks, including the main investment risks. As part of that reporting risks are measured against likelihood and impact and controls to manage those risks are recorded. The DC working party will also, at least annually, review market conditions and performance against the Trustee's objectives with their DC investment adviser and consider appropriate actions. The last report was presented to the DC Working Party at its meeting on 10 November 2020.</p>
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London United Busways Retirement Benefits Plan

	<p>Expected return on investments</p>	<p><u>DB Section</u></p> <p><i>The solution determined by MDDS drives the asset allocation of the Plan with reference to the Plan’s funding level (on an actuarial basis using a single discount rate of 0.4% p.a. in excess of appropriate gilt yields), targeting full funding on this basis by 2029.</i></p> <p><u>DC Section & Default SIP</u></p> <p><i>The Trustee monitors the fund range offered by the Investment Platform Manager including the investment strategy and asset allocation of those funds. It also monitors actual returns against expected returns with input from the DC Investment Adviser at least annually. The Trustee receives advice from the DC Investment Adviser on the appropriateness of the investment options for Plan members. If concerns are raised about the appropriateness or performance of the funds, the Trustee will consider if and when to explore alternative arrangements, which may include the realisation of investments and transfer of funds elsewhere.</i></p>	<p><u>DB Section</u></p> <p>The Trustee receives an investment performance report on a quarterly basis – this includes the risk and return characteristics of the various funds in which the Plan invests. The investment performance report includes information on how each fund/manager is performing relative to the stated benchmark or index, on a net of fees basis. The Trustee also considers performance of the assets relative to the liabilities in their funding monitoring.</p> <p><u>DC Section & Default SIP</u></p> <p>The Trustee monitors the performance of the funds against their stated objectives/benchmarks. This is done on an annual basis, with the last report presented to the DC Working Party at its meeting on 10 November 2020.</p> <p>Investment performance is also assessed as part as the value for member assessment to ensure the members are invested in funds providing value. The last report was presented to the Trustee on 9 April 2020 and approved on 20 April 2020.</p>
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6	Realisation of investments	<p><u>DB Section</u></p> <p><i>The Trustee on behalf of the Plan holds units in the Mercer Funds. The investment managers to the Mercer Funds (including the underlying third party asset managers appointed by Mercer Global Investments Europe), operate within parameters stipulated in the relevant appointment documentation, have discretion in the timing of the realisation of investments and in considerations relating to the liquidity of those investments.</i></p> <p><u>DC Section & Default SIP</u></p> <p><i>Where practicable the Trustee expects investments to be readily realisable (e.g. investments and disinvestments to be permitted a daily basis in unit-linked funds).</i></p>	<p><u>DB Section</u></p> <p>Over the year, Mercer took account of the Trustee’s objectives when processing any investments or disinvestments that were required to meet cashflows.</p> <p>This involved taking any disinvestment requirements from the most overweight portfolios to help ensure that portfolio risk remained consistent with the Trustee’s objectives.</p> <p><u>DC Section & Default SIP</u></p> <p>All unit linked funds are daily-dealt pooled investment vehicles, accessed by an insurance contract</p> <p>The value of the with-profits funds varies from member to member and is not based on market returns. Clerical Medical will ordinarily realise the investments in a timely fashion, but this may be restricted in cases of market fluctuations. The Trustee monitors this with assistance from its advisors.</p>
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7	Financially material considerations over the appropriate time horizon of the investments, including how those considerations are taken into account in the selection, retention and realisation of investments	<p><u>DB Section</u></p> <p><i>Section 10 of the DB Section SIP sets out the Trustee’s policy on Corporate Governance and Social, Environmental Investment and their policy on financially material considerations.</i></p>	<p><u>DB Section</u></p> <p>The Trustee considered financially material considerations over the year when monitoring the investment arrangements and considering new asset classes. Within the funds, consideration of financially material considerations was delegated to the underlying investment managers and reviewed by the Mercer on an ongoing basis, and by the Trustee periodically.</p>
		<p><u>DC Section & Default SIP</u></p> <p><i>Section 4 of the DC Section SIP sets out the Trustee’s policy on Corporate Governance and Social, Environmental Investment and their policy on financially material considerations.</i></p>	<p><u>DC Section & Default SIP</u></p> <p>The annual investment performance report was reviewed by the Trustee at the 10 November 2020 meeting. The funds currently used by the Scheme are not researched by Mercer, therefore the ratings for investment managers (and therefore future looking assessment) have not been included. However, the paper presented in November looked at the continued appropriateness of the funds, including relevant financially material considerations.</p>

London United Busways Retirement Benefits Plan

Page 12

8	The extent (if at all) to which non-financial matters are taken into account in the selection, retention and realisation of investments	<p><u>DB Section, DC Section & Default SIP</u></p> <p><i>The Trustee does not take non-financial matters (e.g. anyone's ethical views or personal views in relation to social and environmental impacts or quality of life) into account when making any investment decisions, including selecting, retaining or realising investments. There is not likely to be a common view amongst members. The Trustee will comply with its legal duty to act in the financial interests of the membership as a whole.</i></p>	<p><u>DB Section</u></p> <p>Non-financial matters were considered by the Trustee to the extent that they were applicable to the Plan's investments.</p> <p><u>DC Section & Default SIP</u></p> <p>No changes during the year to this policy. Reflects current practice.</p>
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London United Busways Retirement Benefits Plan

Page 13

9	The exercise of the rights (including voting rights) attaching to the investments	<p><u>DB Section</u></p> <p><i>The Trustee’s policy is that the manager’s approach to financially material factors, such as ESG and climate change, and stewardship forms part of the criteria used when deciding whether to select or retain the fiduciary investment manager (or other pooled fund products). It should also form an appropriate part of the ongoing monitoring of the fiduciary investment managers’ performance. It expects managers (passive and active) to comply with the UK Stewardship Code and UK Corporate Governance Code, and other appropriate engagement activities with the issuers or holders of the assets it invests in.</i></p>	<p><u>DB Section</u></p> <p>The Trustee delegates the exercise of voting rights associated with investments to the underlying investment managers, and review this annually.</p> <p>The Trustee may engage with Mercer as part of its stewardship monitoring process or, potentially, as a particular stewardship matter is brought to its attention.</p> <p>The Trustee is fully supportive of the UK Stewardship Code (“the Code”) published by the Financial Reporting Council in September 2012 and expects the Plan’s managers who are registered with the FCA to comply with the Code. The Plan’s investment managers are required to (and do) report to Mercer on the extent of their adherence to the UK Stewardship Code on an annual basis.</p>
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London United Busways Retirement Benefits Plan

		<p><u>DC Section & Default SIP</u></p> <p><i>The Plan is invested in pooled funds. The Trustee does not directly own any of the assets within the funds, which are managed for the benefit of all investors. It does not have any rights like voting rights in relation to the underlying assets and instead relies on the manager's engagement with underlying entities in which the fund is invested.</i></p>	<p><u>DC Section & Default SIP</u></p> <p>As the Trustee does not directly own any of the assets within the funds, voting rights are the responsibility of the investment managers, who are expected to engage with the investee companies on their behalf. There has been no change in this policy during the year and the policy reflects current practice.</p> <p>The Trustee has requested information on voting records from the platform provider, with whom there is a direct legal relationship. This information was not available at the time of writing, reporting in this area is expected to evolve as information becomes more readily available, in line with regulations.</p>
10	<p>Undertaking engagement activities in respect of the investments (including the methods by which, and the circumstances under which, Trustee would monitor and engage with relevant persons about relevant matters)</p>	<p><u>DB Section</u></p> <p>The Trustee does not currently engage in any formal way with other pooled fund investors in order to exert pressure on managers. However, Mercer in its role as fiduciary manager has the combined influence of its pension schemes clients, and as such exert more influence than the Trustee could alone. The Trustee considers this beneficial (to the extent it aligns with the Trustee's beliefs).</p>	<p><u>DB Section</u></p> <p>The Trustee expects their investment managers to engage with the investee companies on their behalf.</p> <p>The Trustee can request more information on engagement activity from the fiduciary investment manager, with whom there is a direct legal relationship.</p>

London United Busways Retirement Benefits Plan

		<p><u>DC Section & Default SIP</u></p> <p><i>The Plan is invested in pooled funds. The Trustee does not directly own any of the assets within the funds, which are managed for the benefit of all investors. It does not have any rights like voting rights in relation to the underlying assets and instead relies on the manager's engagement with underlying entities in which the fund is invested.</i></p>	<p><u>DC Section & Default SIP</u></p> <p>As the Scheme invests solely in pooled funds, the Trustees require their investment managers to engage with the investee companies on their behalf. There has been no change in this policy during the year and the policy reflects current practice.</p> <p>The Trustee has requested information on engagement activity from the platform provider, with whom there is a direct legal relationship. This information was not available at the time of writing, reporting in this area is expected to evolve as information becomes more readily available, in line with regulations.</p>
11	<p>How the arrangement with the asset manager incentivises the asset manager to align its investment strategy and decisions with the Trustee's policies.</p>	<p><u>DB Section</u></p> <p><i>This is set out in full in Section 11 of the SIP of the DB Section. Should Mercer fail to align its investment strategies and decisions with the Trustee's policies, it is open to the Trustee to disinvest some or all of the assets invested managed by Mercer, to seek to renegotiate commercial terms or to terminate Mercer's appointment.</i></p>	<p><u>DB Section</u></p> <p>In the year to 31 December 2020, the Trustee received quarterly reports from Mercer setting out the performance and research view of each of the managers in which the Plan invests, including the underlying investment managers within the Mercer Funds. Based on these reports and advice from Mercer, the Trustee reviewed whether the investment managers continued to operate and perform in line with expectations and whether the likelihood of achieving the expected return and risk characteristics had changed. This was considered alongside funding status, covenant strength and market conditions.</p>

London United Busways Retirement Benefits Plan

Page 16

		<p><u>DC Section & Default SIP</u></p> <p><i>Policy set out under ‘Aligning Manager Investments Strategy and Decisions with Trustee’s policies’ in Part 2 of the SIP.</i></p>	<p><u>DC Section & Default SIP</u></p> <p>New policy added in September 2020 and reflects current practice.</p>
12	How the arrangement incentivises the asset manager to make decisions based on assessments about medium to long-term financial and non-financial performance of an issuer of debt or equity and to engage with issuers of debt or equity in order to improve their performance in the medium to long-term.	<p><u>DB Section</u></p> <p><i>Neither Mercer, Mercer Global Investments Europe Limited (“MGIE”), nor Mercer AG make investment decisions based on their assessment about the performance of an issuer of debt or equity. Instead, assessments of the medium to long-term financial and non-financial performance of an issuer are made by the underlying third party asset managers appointed by MGIE and Mercer AG to manage assets within the Mercer Funds. Those managers are in a position to engage directly with such issuers in order to improve their performance in the medium to long term.</i></p>	<p><u>DB Section</u></p> <p>In the year to 31 December 2020, the Trustee has worked with Mercer to review ongoing manager performance and are happy that the contractual arrangement in place continues to incentivise the manager to make decisions based on medium to long-term financial and non-financial performance. Within the Mercer Funds, Mercer are responsible for the appointment and termination of investment managers.</p>
		<p><u>DC Section & Default SIP</u></p> <p><i>Policy set out under ‘Aligning Manager Investments Strategy and Decisions with Trustee’s policies’ in Part 2 of the SIP.</i></p>	<p><u>DC Section & Default SIP</u></p> <p>New policy added in September 2020 and reflects current practice.</p>

London United Busways Retirement Benefits Plan

Page 17

13	<p>How the method (and time horizon) of the evaluation of the asset manager's performance and the remuneration for asset management services are in line with the Trustee's policies.</p>	<p><u>DB Section</u></p> <p><i>The underlying third party asset managers are incentivised, as they are made aware by Mercer, that their continued appointment by MGIE and Mercer AG will be based, at least in part, on their success in meeting the expectations of Mercer. As noted above, it is intended that Mercer's expectations align with the Trustee's policies.</i></p> <p><u>DC Section & Default SIP</u></p> <p><i>Policy set out under 'Evaluating Investment Manager Performance' in Part 2 of the SIP.</i></p>	<p><u>DB Section</u></p> <p>The Trustee received investment manager performance reports from the managers and Mercer on a quarterly basis throughout the year, which present performance information over 3 month, 1 year, 3 years and since inception periods. The Trustee reviews absolute performance, relative performance against a suitable index used as a benchmark, where relevant, and against the manager's stated performance target (over the relevant time period), on a net of fees basis.</p> <p><u>DC Section & Default SIP</u></p> <p>The Trustee reviews longer-term performance in its annual performance reports.</p> <p>In addition, the Trustee benchmarks managers' charges as part of the annual assessment of Value for Members. The latest Value for Members assessment was issued on 9 April 2020 and approved on 21 April 2020.</p>
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London United Busways Retirement Benefits Plan

<p>14</p>	<p>How the Trustee monitors portfolio turnover costs incurred by the asset manager, and how they define and monitor targeted portfolio turnover or turnover range.</p>	<p><u>DB Section</u></p> <p><i>The Trustee does not have an explicit targeted portfolio turnover range, given the de-risking mandate, but rebalancing ranges have been designed to avoid unnecessary transaction costs being incurred by unduly frequent rebalancing. Other than in respect of private markets investments where turnover in the Mercer Funds does not usually apply, performance is reviewed net of portfolio turnover costs, with the review of portfolio turnover of the underlying investment managers undertaken by MGIE.</i></p> <p><u>DC Section & Default SIP</u></p> <p><i>The Trustee monitors portfolio turnover costs, which are incorporated in the annual costs and charges, on an annual basis as part of its annual value for members' assessment. The Trustee does not have an explicit targeted portfolio turnover or range. It assesses portfolio turnover in the context of the particular mandate and if it is not will, via the DC Investment Adviser, engage with the manger to find out why.</i></p>	<p><u>DB Section</u></p> <p>MiFID II reporting was provided by the investment managers and Mercer over the period where applicable. MIFID compliant Costs and Charges statements are produced annually.</p> <p><u>DC Section & Default SIP</u></p> <p>The Trustee considered the levels of transaction costs as part of the annual Value for Members assessment issued on 9 April 2020 and approved on 21 April 2020.</p> <p>However, there is little flexibility for the Trustee to impact transaction costs as the Plan invests in pooled funds. While the transaction costs for the Plan's investments appear to be reflective of costs expected of various asset classes and markets that the Plan invests in, there is not as yet any "industry standard" or universe to compare these to. The Trustee will continue to monitor transaction costs on an annual basis and developments on assessing these costs for value.</p>
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London United Busways Retirement Benefits Plan

<p>15</p>	<p>The duration of the arrangement with the asset manager</p>	<p><u>DB Section</u></p> <p><i>The Trustee is a long-term investor and is not looking to change the investment arrangements on an unduly frequent basis. However, the Trustee does keep those arrangements under review, including the continued engagement of Mercer using, among other things, the reporting described above. The arrangements will continue until such time as the Trustee decides that the use of Mercer and/or the Mercer Funds is no longer suitable or the investment objective to be fulfilled by a particular Mercer Fund has been met.</i></p> <p><u>DC Section & Default SIP</u></p> <p><i>The Trustee is a long-term investor and is not looking to change the investment arrangements on a frequent basis. However, the Trustee will consider changing if for example:</i></p> <ul style="list-style-type: none"> <i>• There is a strategic change to the overall strategy that no longer requires exposure to that asset class or manager;</i> <i>• The basis on which the manager was appointed changes materially (e.g. manager fees or investment process).investment process);</i> 	<p><u>DB Section</u></p> <p>Over the year to 31 December 2020 Mercer implemented a number of strategic (SAA) and dynamic asset allocation (DAA) changes to the portfolio on behalf of the Trustee. The Plan also invested in Private Investment Partners VI later in the year, as a continuation of their policy of investing a proportion of the Plan’s assets into private markets.</p> <p><u>DC Section & Default SIP</u></p> <p>The Trustee reviews longer-term performance in its annual performance reports. Performance of the funds has generally been mixed, and the Trustee is currently reviewing its options with advice from its advisors.</p>
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Engagement policy implementation statement

Policy on ESG, Stewardship and Climate Change

DB Section

The Trustee's policy on ESG for the DB section is set out in the SIP which is available online.

Policy Updates

- The Trustee considers how ESG, climate change and stewardship is integrated within Mercer's, and MGIE's, investment processes and those of the underlying asset managers in the monitoring process. Mercer, and MGIE, have provided reporting to the Trustee on a regular basis.
- The Mercer [Sustainability Policy](#)² is reviewed from time-to-time. In August 2020 the Stewardship section was updated to reflect an enhanced approach to monitoring both voting and engagement as well as the Exclusions section to include the implementation of certain exclusions across passive funds from 1 October 2020. In March 2021 there was a further update in relation to sustainability-related disclosures in the financial services sector ("SFDR") implementation.
- In line with the requirements of the EU Shareholder Rights Directive II, Mercer have implemented a standalone [Engagement Policy](#)³ to specifically address the requirements of the directive.

Climate Change Reporting and Carbon Footprinting

- Mercer undertake climate scenario modeling and stress testing on the Mercer multi sector funds used by the Plan on an annual basis, in line with the Task Force on Climate Related Financial Disclosures (TCFD) recommendations, with the latest review as at 31 March 2020. The results of the climate scenario modelling and carbon foot printing are within the [TCFD compliant Climate Change Management Report](#)⁴. The findings of the modelling are integrated into the asset allocation and portfolio construction decisions, with portfolios increasingly aligned with a 2°C scenario, where consistent with investment objectives and for consistency with the Paris Agreement on Climate Change.
- Carbon Footprint analysis of all equity funds is completed on a six monthly basis. From 31 December 2019 the approach was enhanced to include the top 5 carbon emitters and the top 5 contributors to the Weighted Average Carbon Intensity (WACI) to give the Mercer and MGIE investment team's additional information to drive engagement with managers.
- Going forward the carbon foot-printing metrics for Mercer active and passive equity funds is included in the quarterly reporting reviewed by the Trustee, with a comparison of these against the metrics of their representative benchmarks. Over 2020 there has been a 15% reduction in the WACI across the Mercer discretionary equity funds and, as at 31 December 2020, 100% of the active equity funds used by the Plan have a carbon intensity lower than the benchmark.

² <https://investment-solutions.mercer.com/content/dam/mercer-subdomains/delegated-solutions/CorporatePolicies/Sustainability-Policy-March2021.pdf>

³ <https://investment-solutions.mercer.com/content/dam/mercer-subdomains/delegated-solutions/CorporatePolicies/Engagement%20Policy%20-%20MGIE%20and%20MGIM.pdf>

⁴ <https://investment-solutions.mercer.com/content/dam/mercer-subdomains/delegated-solutions/CorporatePolicies/Mercer%20Delegated%20Solutions%20Europe%20-%20TCFD%20Statement%20-%20DB.pdf>

ESG Rating Review

- ESG ratings assigned by Mercer (and its affiliates') global manager research team, are included in the investment performance reports produced by Mercer on a quarterly basis and reviewed by the Trustee. ESG ratings are reviewed by MGIE during quarterly monitoring processes, with a more comprehensive review performed annually - which seeks evidence of positive momentum on ESG integration. The quarterly performance reporting now includes the Mercer funds overall ESG rating compared to the appropriate universe of strategies in Mercer's global investment manager database.
- As at 31 December 2020, 95% of Mercer Funds now have an ESG rating equal to or above their asset class universe, a 10% improvement on 2019.

Update to Exclusions

- As an overarching principle, Mercer and MGIE, as the Trustee's discretionary investment manager, prefer an approach of positive engagement rather than negative divestment. However Mercer and MGIE recognises that there are a number of cases in which investors deem it unacceptable to profit from certain areas and therefore exclusions will be appropriate.
- Controversial and civilian weapons, and tobacco are excluded from active equity and fixed income funds. From 1 October 2020, the controversial weapons screen was extended to passive equity funds. The Mercer sustainable themed funds have additional exclusions, for example covering gambling, alcohol, adult entertainment and fossil fuels.
- In addition, Mercer and MGIE monitors for high-severity breaches of the UN Global Compact (UNGC) Principles that relate to human rights, environmental and corruption issues.

Sustainably themed investments

- An allocation to Sustainable Equities is directly made by the Plan.
- A detailed standalone report sustainability monitoring report is produced for the Sustainable Global Equity Fund on a semi-annual basis, including a more granular breakdown of the fund against ESG metrics, for example the UN Sustainability Development Goals.

Diversity

- Gender diversity statistics are also now included in the quarterly reporting for the Mercer equity funds and this is being built into a broader investment policy.

Voting Activity

The Trustee's investments take the form of shares or units in the Mercer Funds. Any voting rights that do apply with respect to the underlying investments attached to the Mercer Funds are, ultimately, delegated to the third party investment managers appointed by MGIE. MGIE accepts that managers may have detailed knowledge of both the governance and the operations of the investee companies and has therefore enabled managers to vote based on their own proxy-voting execution policy, and taking account of current best practice including the UK Corporate Governance Code and the UK Stewardship Code. As such the Trustee does not use the direct services of a proxy voter.

The MGIE Engagement Policy outlines this framework. Set out below is a summary of voting activity for the year to 31 December 2020 relating to the relevant Mercer Funds.

- **Voting:** As part of the monitoring of managers' approaches to voting, MGIE assesses how active managers are voting against management and seeks to obtain the rationale behind voting activities, particularly in cases where split votes may occur (where managers vote in different ways for the same proposal). MGIE portfolio managers will use these results to inform their engagements with managers on their voting activities.

Voting statistics are available and are drawn from the Glass Lewis voting system (via Mercer's custodian). Across the various Mercer funds that invest in equities, over 40,000 voting proposals were considered by the underlying investment managers. Almost 10% of the votes made were against proposals. Typically, votes exercised against management can indicate a thoughtful and active approach. This is particularly visible where votes have been exercised to escalate engagement objectives. The expectation is for all shares to be voted.

Occasionally voting is recorded as "Unvoted" or "Other". "Unvoted" reflects instances where managers have not actioned a vote – these are specific areas where MGIE will follow up to ensure managers have appropriate systems in place to ensure all votes are actioned.

"Other" reflects instances where managers have withheld votes in Power of Attorney markets, share blocking markets or where conflicts of interest may be present.

- **Significant Votes:** Mercer Investment Solutions has based its definition of significant votes on its Global Engagement Priorities, based on its Beliefs, Materiality and Impact ("BMI") Framework. This is summarised in the Engagement Section of the MGIE Sustainability Policy. In order to capture this in the monitoring and reporting of managers voting activities, significant votes focus on proposals covering these priority areas, with specific focus placed on shareholder proposals ("SHP") relating to these priority areas and taking into account the size of holding across funds. There are a number of examples of Significant Votes during 2020, including on topics such as Climate Change and Emissions, Diversity and Executive Pay. In a number of these examples the investment managers voted against Company Management.

London United Busways Retirement Benefits Plan

Page 23

DC Section

The Trustee's policy on ESG for the DC section is set out in the SIP which is available online.

Voting and Engagement Activity during the Plan year

The Trustee has delegated its voting rights and engagement activity to the investment managers. The Trustee does not use the direct services of a proxy voter.

The Trustee has requested information on investment managers' voting and engagement records from the platform provider, with whom there is a direct legal relationship; however this information was not available at the time of writing. The Trustee and their Investment Advisor continue to press the platform provider to provide the relevant information on voting, engagement and significant votes with a view to producing and publishing a revised implementation statement once this information is made available.