

# Annual Implementation Statement

## Toyota (GB) Retirement Benefits Plan (1979) – Money Purchase Section

1 April 2020 to 31 March 2021 (the “Plan Year”)

### **Introduction**

This statement sets out how, and the extent to which, the Statement of Investment Principles (“SIP”) produced by the Trustees, has been followed during the year to 31 March 2021 (the “Plan Year”). This statement has been produced in accordance with the Occupational Pension Schemes (Investment and Disclosure) (Amendment and Modification) Regulations 2019 and the guidance published by the Pensions Regulator.

The table later in the document sets out how, and the extent to which, the policies in the Toyota (GB) Retirement Benefits Plan (1979) – Money Purchase Section (the “Plan”) SIP have been followed.

The Statement flows directly from and should be read in conjunction with the Plan’s SIP (in place at the Plan Year end and dated September 2020) which is available online.

### **Investment Objectives of the Plan**

The Trustees believe it is important to consider the policies in place in the context of the investment objectives they have set. The objectives of the Plan included in the SIP are summarised as follows:

- The Trustees aim to provide suitable investment options that are aligned to the needs of their members. They also aim for these options to enable members to achieve good outcomes at retirement as well as ensuring that members receive value for money.
- The Trustees are mindful of their responsibility to provide members with an appropriate range of investment funds and a suitable default strategy.
- The Trustees will review the investment approach from time to time, and make changes as and when it is considered to be appropriate.

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The policies set out in the SIP are intended to help meet the overall investment objectives of the Plan. Detail on the Trustees' objectives with respect to the default investment strategy and the self-select fund range are contained in the SIP.

### **Review of the SIP**

During the year to 31 March 2021, the Trustees reviewed the Plan's SIP and a revised SIP was signed on 16 September 2020. The SIP was updated to reflect new requirements under The Occupational Pension Scheme (Investment and Disclosure) (Amendment) Regulations 2019 relating to the following:

- How arrangements with the asset managers incentivise the asset managers to align their investment strategy and decisions with the Trustees' policies as set out in the SIP.
- How those 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 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 Trustees' policies mentioned in the SIP.
- How the Trustees monitor portfolio turnover costs incurred by the asset manager and how they define and monitor targeted portfolio turnover or turnover range.
- The duration of arrangements with the asset managers.

In addition, the SIP was updated following the changes made to the Plan's investment strategy in April 2020, as outlined below.

### **Investment Strategy Review**

The Plan's investment strategy was last reviewed on 4 December 2018 and was implemented with effect from April 2020. The new strategy incorporated the Nordea Diversified Retirement Fund to reduce risk as retirement approaches. The strategy will now target the retirement outcome of income drawdown, rather than annuity purchase, as this was deemed to be more appropriate for the Plan's membership.

The Trustees also carried out a review of the Plan's self-select investment options in May 2020. The conclusion of this review was to add the LGIM World Emerging Markets Equity Index Fund and the LGIM Pre-Retirement Fund to the list of available options. These funds are currently in the process of being added to the Plan.

### **Assessment of how the policies in the SIP have been followed for the year to 31 March 2021**

The information provided in the following table highlights the work undertaken by the Trustees during the year, and longer term where relevant, and sets out how this work followed the Trustees' policies in the SIP, relating to the Plan as a whole. The Trustees believe they have generally adhered to all of their policies as set out in the SIP over the course of the year.

	<b>Requirement</b>	<b>Summary of Trustee Policy</b>	<b>Summary of the Plan Year to 31 March 2021</b>
1	Securing compliance with the legal requirements about choosing investments	<p><i>The Statement has been prepared by the Trustees of the Plan in accordance with Section 35 of the Pensions Act 1995, as amended, and its attendant Regulations.</i></p> <p><i>The Trustees have obtained and considered written advice from a suitably qualified individual whom they believe to have a degree of knowledge and experience that is appropriate for the management of the Plan's investments</i></p> <p><i>SIP Section 1</i></p>	<p>The Trustees last received formal Section 36 advice from their Investment Consultant on 4 December 2018 regarding the changes to the default investment strategy. These changes were implemented in April 2020.</p> <p>In addition, the Trustees also carried out a review of the Plan's self-select investment options in May 2020. The Investment Consultant gave formal advice and recommended to add the LGIM World Emerging Markets Equity Index Fund and the LGIM Pre-Retirement Fund to the list of available options. These funds are currently in the process of being added to the Plan.</p>
2	Types of investments to be held	<p><i>The Trustees are permitted to invest across a wide range of asset classes including developed market equities, index-linked gilts, gilts and money market instruments.</i></p> <p><i>All of the funds in which the Plan invests are pooled and unitised.</i></p> <p><i>SIP Section 3</i></p>	<p>During the period covered by this statement, the new default investment strategy was implemented. This included adding a Diversified Growth Fund (DGF) managed by Nordea to both the default strategy and self-select options. The LGIM World Emerging Markets Equity Index Fund and the LGIM Pre-Retirement Fund are currently in the process of being added to the Plan's self-select range.</p> <p>The Nordea fund added to the default is actively managed. As part of the investment strategy review, the Trustees reviewed this fund in detail, including its merits versus a passive strategy, and concluded it was suitable for inclusion in the default. This policy will be updated to reflect this decision.</p>

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			<p>The Trustees continue to offer a range of self-select fund options to members across a range of asset classes.</p> <p>The Trustees will review the investment approach from time to time (at least triennially), and make changes as and when it is considered appropriate. The fund range and default investment strategy are reviewed on at least a triennial basis.</p>
3	The balance between different kinds of investments	<p><i>The Trustees have explicitly considered the trade-off between risk and expected returns when establishing the balance between different kinds of investments.</i></p> <p><i>When self-selecting, the balance between funds and asset classes is the member's decision. This balance will determine the expected return on a member's assets and should be related to the member's own risk appetite and tolerance.</i></p> <p><i>SIP Section 3</i></p>	<p>The Trustees receive quarterly investment performance reports which monitor the risk and return of the default investment strategy.</p> <p>The asset allocation of the default investment strategy is reviewed on a triennial basis (or more frequently if required). The last review concluded on 4 December 2018, with changes being implemented by April 2020.</p> <p>The LGIM World Emerging Markets Equity Index Fund and the LGIM Pre-Retirement Fund are currently in the process of being added to the Plan's self-select range; these funds will give members greater choice when self-selecting their own investments.</p>
4	Risks, including the ways in which risks are to be measured and managed	<p><i>The Trustees recognise that in a defined contribution arrangement, members assume the investment risks themselves. The Trustees further recognise that members are exposed to different types of risk at different stages of their working lifetimes. The main types of investment risks are: Market Risk, Environmental, social</i></p>	<p>As detailed in Section 6 of the SIP, the Trustees consider both quantitative and qualitative measures of risks as well as how best to manage the various risks facing DC members.</p> <p>The Trustees provide a range of investment options which enable members to reflect in their selection of funds the</p>

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		<p><i>and governance (ESG) Risks, Manager Risk, Liquidity Risk and Pension Conversion Risk.</i></p> <p><i>SIP Section 6</i></p>	<p>level of risk they wish to take in light of their own individual circumstances.</p> <p>The Plan maintains a risk register of the key risks, including the investment risks. This rates the impact and likelihood of the risks and summarise existing mitigations and additional actions.</p>
5	Expected return on investments	<p><i>When deciding on the investment options available to members, the Trustees took into account the expected return on such investments and were mindful to offer a range of funds with varying levels of expected returns for members to choose from.</i></p> <p><i>The Trustees have explicitly considered the trade-off between risk and expected returns when establishing the balance between different kinds of investments</i></p> <p><i>SIP Sections 3 and 4</i></p>	<p>The investment performance report is reviewed by the Trustees on a quarterly basis; this includes performance figures for the default investment strategy and additional self-select fund choices. The investment performance report includes how each investment manager is delivering against their specific benchmark and target.</p> <p>The trade-off between risk and return was considered in the triennial investment strategy review of December 2018 and will be considered in any future strategy reviews.</p>
6	Realisation of investments	<p><i>The funds are daily-dealt pooled investment arrangements, with assets mainly invested in regulated markets, and therefore should be realisable at short notice, based on either Trustees' or member demand. The selection, retention and realisation of investments within the pooled arrangements are the</i></p>	<p>All the funds used by the DC Section of the Plan continue to be daily dealt pooled investment vehicles. The Trustees are therefore confident that these assets can be realised at short notice as required and do not have any major concerns surrounding the liquidity of the Plan's investments.</p>

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		<p><i>responsibility of the relevant investment manager.</i></p> <p><i>When it comes to realisation of investments, the Trustees consider the impact of transaction costs before making any changes.</i></p> <p><i>SIP Sections 1 and 6</i></p>	
7	<p>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>	<p><i>The Trustees believe that Environmental, Social and Corporate Governance (“ESG”) issues may have a material impact on investment risk and return outcomes, thereby affecting the performance of investment portfolios and should therefore be considered as part of the Plan’s investment process.</i></p> <p><i>The Trustees believe that investing with a manager who approaches investments in a responsible way and takes account of ESG-related risks will lead to better risk adjusted performance results as omitting these risks in investment analysis could skew the results and underestimate the level of overall risk being taken.</i></p> <p><i>SIP Sections 1 and 5</i></p>	<p>The majority of funds within the Plan have been assigned an ESG rating by Mercer. These ratings are formally reviewed at least annually and are included in the annual value for members assessment. Where managers were not highly rated from an ESG perspective the Trustees continue to monitor these managers. When implementing a new manager the Trustees consider the ESG rating of the manager.</p> <p>The SIP includes the Trustees’ policy on ESG factors, stewardship and Climate Change. This policy sets out the Trustees’ beliefs on ESG and climate change and the processes followed by the Trustees in relation to voting rights and stewardship. The Trustees keep their policies under regular review with the SIP subject to review at least triennially.</p>
8	<p>The extent (if at all) to which non-financial matters are</p>	<p><i>The Trustees have decided not to consider non-financial considerations, such as ethical</i></p>	<p>No proof required.</p>

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	taken into account in the selection, retention and realisation of investments	<p><i>views, or to take members’ preferences into account when setting the investment strategy.</i></p> <p><i>SIP Section 5</i></p>	
9	The exercise of the rights (including voting rights) attaching to the investments	<p><i>As the Plan invests in pooled funds via an investment platform, the Trustees’ scope to vote on the Plan’s shares directly is currently limited. The Trustees’ policy is to delegate responsibility for engaging with, monitoring investee companies and exercising voting rights to the pooled fund investment managers and expects the investment managers to use their discretion to act in the long term financial interests of investors.</i></p> <p><i>SIP Section 5</i></p>	<p>The Trustees have delegated the exercise of voting rights to the underlying investment managers, on the basis that voting power will be exercised by them with the objective of preserving and enhancing long term shareholder value. Accordingly, the Trustees expect the investment managers to have produced written guidelines of their process and practice in this regard.</p> <p>Voting activity carried out over the last 12 months on behalf of the Trustees is shown in the Appendix of this Statement. Over the period covered by this Statement, the Trustees have not directly challenge managers on voting activity.</p>
10	Undertaking engagement activities in respect of the investments (including the methods by which, and the circumstances under which, Trustees would monitor and engage with relevant persons about relevant matters)	<p><i>The Trustees believe that choosing the right managers who fully engage with issuers of equity or debt instruments in their portfolios will lead to better financial results for members. The Trustees review the investment managers’ policies and engagement activities (where applicable) on an annual basis.</i></p> <p><i>SIP Sections 5</i></p>	<p>As the Plan invests solely in pooled funds, the Trustees require their investment managers to engage with the investee companies on their behalf.</p> <p>The Trustees wish to encourage best practice in terms of corporate activism. They therefore encourage their investment managers to discharge their responsibilities in respect of investee companies in accordance with relevant legislation and codes.</p>

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			Over the Plan Year, the Trustees did not directly carry out any engagement activities with investment managers or underlying investee companies.
11	How the arrangement with the asset manager incentivises the asset manager to align its investment strategy and decisions with the Trustees' policies required under subparagraph (b) of Regulation 2(3) of the Occupational Pension Schemes (Investment) Regulations 2005	<p><i>Investment managers are appointed based on their capabilities and, therefore, their perceived likelihood of achieving the expected return and risk characteristics required for the asset class being selected for.</i></p> <p><i>SIP Section 2</i></p>	A new default investment strategy was implemented with effect from April 2020. The Trustees believe that the appointments with their investment managers are consistent with their long-term objectives.
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><i>The Trustees are long term investors and do not look to change the investment arrangements on a frequent basis.</i></p> <p><i>A manager's appointment may be terminated if it is no longer considered to be optimal nor have a place in the default investment strategy or general fund range.</i></p> <p><i>SIP Section 2</i></p>	<p>The Trustees receive quarterly monitoring reports on the performance of the underlying investment managers from its platform provider, which presents performance information over 3 months, 1 year and 3 years on a net of fees basis including benchmark returns.</p> <p>The Trustees' responsibilities include assessing the quality of the performance and processes of the investment managers by means of regular reviews of investment returns and other relevant information, in consultation with the Investment Consultant.</p>

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			The current range of investment managers are aware that their continued appointment is dependent on them meeting these performance targets.
13	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 Trustees’ policies required under subparagraph (b) of Regulation 2(3) of the Occupational Pension Schemes (Investment) Regulations 2005 [concerning the matters described in rows 2-8 of this Statement].	<p><i>The Trustees are long term investors and do not look to change the investment arrangements on a frequent basis.</i></p> <p><i>Investment managers are remunerated by ad valorem charges based on the value of the assets that they manage on behalf of the Plan.</i></p> <p><i>The Trustees receive quarterly monitoring reports on the performance of the underlying investment managers from Mobius Life Limited, which presents performance information over 3 months, 1 year and 3 years. The reports show the absolute performance (discrete and calendar year, over the relevant time period) on a net of fees basis. It also provides returns of market indices so that these can also be used to help inform the assessment of the underlying managers’ performance.</i></p> <p><i>SIP Sections 2 and 7</i></p>	<p>The Trustees have considered the long term investment performance of the investment managers on a quarterly basis, as well as their Investment Consultant’s views of the investment manager, and is comfortable that the longer term performance and forward-looking capabilities remained suitable.</p> <p>The remuneration for investment managers used by the Plan is based on assets under management; the levels of these fees are reviewed annually as part of the annual value for money assessment to ensure they continue to represent value for members. If performance is not satisfactory, the Trustees will ask the fund manager to provide additional rationale, and if not satisfied with this, may request further action be taken, including a review of fees.</p> <p>The Trustees are satisfied that the investment fund managers’ short term performance will not impact long-term goals. In particular, none of the funds have performance fees in place, which could encourage managers to make short term investment decisions to hit their short term profit targets at the expense of longer term performance.</p>
14	How the Trustees monitor portfolio turnover costs incurred by the asset manager, and how they	<i>The Trustees consider portfolio turnover costs as part of the annual value for members assessment and asks investment managers to include portfolio turnover and</i>	Over the year covered by this Statement, the Trustees considered the levels of transaction costs as part of their

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	<p>define and monitor targeted portfolio turnover or turnover range.</p>	<p><i>turnover costs in their presentations and reports to the Trustees.</i></p> <p><i>The Trustees are also aware of the requirement to define and monitor targeted portfolio turnover and turnover range.</i></p> <p><i>Given that the Plan invests in a range of pooled funds, many of which invest across a wide range of asset classes, the Trustees do not have an overall portfolio turnover target for the Plan.</i></p> <p><i>SIP Section 7</i></p>	<p>annual Chair’s Statement and value for member’s assessment.</p> <p>The Trustees found that the transaction costs reported were reasonable, but note the challenges in assessing these costs due to the lack of an industry-wide benchmarks for such transaction costs.</p>
15	<p>The duration of the arrangement with the asset manager.</p>	<p><i>The Trustees are long term investors and do not look to change the investment arrangements on a frequent basis.</i></p> <p><i>All the funds are open-ended with no set end date for the arrangement.</i></p> <p><i>SIP Section 2</i></p>	<p>The investment performance of all funds is reviewed by the Trustees on a quarterly basis; this includes how each investment fund manager is delivering against their specific targets.</p> <p>No manager appointments were terminated over the year covered by this statement (the addition of Nordea reduced other holdings in the default, without terminating any mandates).</p>

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### **Appendix: Investment Manager Voting Summary**

The Trustees' voting rights are managed by the underlying investment managers. The Trustees do not use the direct services of a proxy voter. The following funds available to members of the Plan (either as self-select funds or within the default) hold equities:

- LGIM Global Equity Fixed Weights (60:40) Index Fund
- LGIM UK Equity Index Fund
- Nordea Diversified Return

In determining what constitutes the "most significant" votes for the Plan, the Trustees have considered the top three funds with equity holdings based on total invested assets as at 31 March 2021 which provided voting and engagement activity information, and the three votes considered most significant for each fund disclosed by the investment managers.

### **Overview of Legal & General's (L&G) approach to voting and engagement (provided by the manager)**

#### L&G's policy on consulting with clients before voting

LGIM's voting and engagement activities are driven by ESG professionals and their assessment of the requirements in these areas seeks to achieve the best outcome for all our clients. Our voting policies are reviewed annually and take into account feedback from our clients.

Every year, LGIM holds a stakeholder roundtable event where clients and other stakeholders (civil society, academia, the private sector and fellow investors) are invited to express their views directly to the members of the Investment Stewardship team. The views expressed by attendees during this event form a key consideration as we continue to develop our voting and engagement policies and define strategic priorities in the years ahead. We also take into account client feedback received at regular meetings and/ or ad-hoc comments or enquiries."

#### L&G's process for deciding how to vote

All decisions are made by LGIM's Investment Stewardship team and in accordance with our relevant Corporate Governance & Responsible Investment and Conflicts of Interest policy documents which are reviewed annually. Each member of the team is allocated a specific sector globally so that the voting is undertaken by the same individuals who engage with the relevant company. This ensures our stewardship approach flows smoothly throughout the engagement and voting process and that engagement is fully integrated into the vote decision process, therefore sending consistent messaging to companies.

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### Proxy voting services

LGIM's Investment Stewardship team uses Institutional Shareholder Services, Inc. (ISS) 'ProxyExchange' electronic voting platform to electronically vote clients' shares. All voting decisions are made by LGIM and they do not outsource any part of the strategic decisions. To ensure their proxy provider votes in accordance with their position on ESG, LGIM have put in place a custom voting policy with specific voting instructions.

### Processes for determining the most significant votes

In determining significant votes, LGIM's Investment Stewardship team takes into account the criteria provided by the Pensions & Lifetime Savings Association (PLSA) guidance. This includes but is not limited to:

- High profile vote which has such a degree of controversy that there is high client and/ or public scrutiny;
- Significant client interest for a vote: directly communicated by clients to the Investment Stewardship team at LGIM's annual Stakeholder roundtable event, or where we note a significant increase in requests from clients on a particular vote;
- Sanction vote as a result of a direct or collaborative engagement;
- Vote linked to an LGIM engagement campaign, in line with LGIM Investment Stewardship's 5-year ESG priority engagement themes.

### **Overview of Nordea's approach to voting and engagement (provided by the manager)**

#### Nordea's policy on consulting with clients before voting

Nordea is a fund company with unit holders as clients and they vote based on their policy in the best interest of their unitholders. In all its activities, Nordea's funds shall act in the best interests of the customer, and act honestly, fairly and professionally.

#### Nordea's process for deciding how to vote

Nordea Funds have an aggregated voting strategy, meaning that they strive to vote for as large part of their total holdings in any given company as possible. Nordea Funds use a methodology when deciding which companies to vote in, primarily based on the value of the holding and the ownership level in the specific company. Other factors include if there are any specific ESG reason, if the company needs support or if they have an ongoing engagement. In companies in which Nordea Funds have a very limited opportunity to enact changes, or if unable to efficiently utilize shareholder rights, Nordea Funds might choose not to vote or engage.

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Nordea's Corporate Governance Principles define how they act in corporate governance-related matters and set the rules for which strategies apply and how the voting of the shares owned by the funds shall take place. A Corporate Governance Committee has been set up in order to ensure appropriate handling of the corporate-governance matters, and the operational responsibility rests with the Corporate Governance Function (outside the Responsible Investments organization). However, the Corporate Governance function and Nordea's in-house RI team work closely and representatives from the RI team coordinate the work between the two functions.

Assessment of shareholder ESG proposals is made on a case-by-case basis. This assessment analyses the relevance and adequacy of the requests - i.e., whether approval of the resolution supports better company's practices or shareholder value, whether the company's current stance on the topic is likely to have negative effects in terms of litigation and reputational damage and whether the company has already put appropriate action in place to respond to the issue contained in the resolution.

Generally, their line is to support proposals aiming to protect or enhance long term shareholder value creation, to improve transparency on material ESG issues and to address material ESG risks that have emerged. On climate proposals that require companies to disclose information about its governance, strategy, risk management and targets related to climate-related risks, Nordea Funds will generally be positive. Their voting power will be used in cases of company's failure to appropriately manage or mitigate ESG risks or when there is a lack of sustainability reporting in the company's public documents.

Looking at the 2021 voting season, they have decided to massively scale up their voting to cover a majority of all voting activities, and as a result they have decided to contract ISS to vote on some of their minor holdings as per their policy. Their Corporate Governance unit will oversee this activity.

### Proxy voting services

Nordea's proxy voting is supported by two external vendors (Institutional Shareholder Services and Nordic Investor Services – henceforth "ISS" and "NIS") to facilitate the proxy voting, execution and to provide analytic input. Specifically, they rely on ISS for proxy voting, execution as well as research, while NIS is mainly used for analysis.

The contrast in the services – ISS is a global player with international reach and practices, while NIS is a small niche player whose best practices are much in line with our own, gives them a broad palette of input which is very valuable in the evolution of their own Corporate Governance principles.

Normally, every vote they cast is considered individually on the background of our bespoke voting policy, which they have developed in-house based on their own principles. But, as they have decided to massively scale up their voting to cover a majority of

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all voting activities, for 2021 they have decided to contract ISS to vote on some of their minor holdings as per their policy. Nordea's Corporate Governance unit oversees all voting activity.

### Processes for determining the most significant votes

Significant votes are those that are severely against Nordea's principles, and where they feel they need to enact change in the company. The process stems from first identifying the most important holdings, based on size of ownership, size of holding, ESG reasons, or any other special reason. From there, they benchmark the proposals versus their policy.

### Voting Summary

Manager	Fund	Votes cast						Most significant votes
		Total Meetings	Total Resolutions	% Voted on	% votes with management	% votes against management	% abstained votes	
								<b>Vote example 1</b> <b>Company:</b> Barclays <b>Date:</b> 07/05/2020 <b>Resolution:</b> Barclays' Commitment in Tackling Climate Change <b>Vote:</b> For <b>Rational:</b> Resolution has the backing of ShareAction <b>Outcome:</b> Pass
<b>LGIM</b>	Global Equity Fixed Weights (60:40) Index Fund	3641	44,680	100%	83.6%	16.3%	0.2%	<b>Vote example 2</b> <b>Company:</b> Procter & Gamble <b>Date:</b> 13/10/2020 <b>Resolution:</b> Report on effort to eliminate deforestation. <b>Vote:</b> For <b>Rational:</b> Deforestation is one of the key drivers of climate change. Therefore, a key priority issue for LGIM is to ensure that investee companies are not contributing to deforestation <b>Outcome:</b> Pass
								<b>Vote example 3</b> <b>Company:</b> Cardinal Heath <b>Date:</b> 04/11/2020 <b>Resolution:</b> Ratify Executive Officer's compensation <b>Vote:</b> Against

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									<p><b>Rational:</b> Bonus was excessive as The Compensation Committee excluded a large settlement cost from the earnings calculations, which resulted in executive pay being boosted.</p> <p><b>Outcome:</b> Pass</p>
	UK Equity Index Fund	943	12,574	100%	92.9%	7.1%	0.0%		Not included
									<p><b>Vote example 1</b></p> <p><b>Company:</b> Oracle</p> <p><b>Date:</b> 03-Nov-20</p> <p><b>Resolution:</b> Report on Gender Pay Gap</p> <p><b>Vote:</b> For</p> <p><b>Rational:</b> Oracle is lagging other large IT companies when it comes to reporting on gender pay gap.</p>
									<p><b>Vote example 2</b></p> <p><b>Company:</b> Microsoft</p> <p><b>Date:</b> 02-Dec-20</p> <p><b>Resolution:</b> Advisory Vote to Ratify Named Executive Officers' Compensation</p> <p><b>Vote:</b> Against</p> <p><b>Rational:</b> Incentive program performance targets lacking and for some executives compensation is extremely high.</p>
<b>Nordea</b>	Diversified Retirement Fund	270	3,344	44.9%	89.5%	9.9%	0.6%		<p><b>Vote example 3</b></p> <p><b>Company:</b> Nike</p> <p><b>Date:</b> 17-Sep-20</p> <p><b>Resolution:</b> Report on Political Contributions Disclosure</p> <p><b>Vote:</b> Against</p> <p><b>Rational:</b> Nike's reporting lacks transparency in contributions to organizations that conduct lobbying.</p>