THE HOWDEN JOINERY PENSION PLAN

ANNUAL CHAIR'S STATEMENT FOR THE TOP-UP SECTION

YEAR ENDED 31 MARCH 2021

This Chair's Statement sets out our objectives, as Trustee, in respect of the management of the Top-up Account (defined contribution arrangement). It is designed also to comply with the requirements of the Occupational Pension Schemes (Charges and Governance) Regulations 2015. Both this Chair's Statement and the regulations themselves apply to the voluntary Top-up Account, which is operated as an AVC arrangement within the Plan and is also available to members for transfers-in until 31 March 2021. These Top-up Accounts provide benefits on top of the primary benefits provided by the Plan which are defined benefit in nature. The Top-up Account is not used as a qualifying scheme for automatic enrolment purposes. With effect from 31 March 2021 the Plan close to future accrual of benefits and no further contributions can be paid into the Top-up Account.

This is the sixth Chair's Statement issued by the Plan and it covers the period from 1 April 2020 to 31 March 2021. I have signed this Chair's Statement on behalf of the Trustee Directors (referred to below as "we").

Our overall objectives are to provide an excellent standard of service to members and beneficiaries, to provide security over members' funds, to maximise benefit outcomes for members and beneficiaries and to provide an appropriate governance structure to ensure compliance with regulation and legal requirements. In particular we aim to ensure that:

- we meet the new governance standards,
- we explain how we have done so in an annual statement (i.e. this "Chair's Statement"), and
- we are compliant with the new charge controls where they are relevant.

In addition to describing our aims and governance arrangements, this Chair's Statement covers the required disclosures in relation to the following:

- The Lifestyle Fund,
- Member borne charges and transaction costs, including Value for Members,
- Processing of core financial transactions,
- Trustee knowledge and understanding, and
- The assessment of value for members.

Governance Framework

Our operational framework for Top-Up Accounts focuses on three core areas of Plan governance, namely *investment strategy, member communications and Plan administration.*

- On *investment strategy*, the investment strategy used by most of our members is a "Lifestyle Fund". As reported previously, in 2017 we reviewed the "diversified growth fund" used within this strategy and introduced a Plan specific blended diversified growth fund comprising three different managers (the Howden DGF). During 2019 the managers used in this fund were reviewed and the fund make-up was amended. A description and explanation of the review of the strategy and performance of the Lifestyle Fund are set out in more detail below. A review of funds is underway and is expected to be completed in 2021.

- On *member communication*, targeted communications are issued to members as they approach key dates in the phasing period of the lifestyle strategy or as they approach their selected retirement age to remind them to review their investment options and selected retirement age.

  As reported in last year's Chair's Statement on 23 March 2020 we were notified by Aegon that the Aegon Property Fund (the "Property Fund") had suspended trading due to increased levels of volatility in financial markets caused by the coronavirus pandemic. The scale of the volatility impacted on the ability of independent property valuers to accurately assess the value of physical properties. We agreed that contributions for current contributors should be held in the Aegon BlackRock Cash Fund (the "Cash Fund") until the suspension is lifted. The 12 members affected were notified by email on 6 April 2020. This change in investment allocation without the agreement in advance from these members meant that the Cash Fund became an additional default fund within the Plan. The Property

Fund remains suspended and the Trustee continues to monitor this.

Documents are held on the Plan website available to members and interested parties. These set out details of the Top-up arrangement, funds available together with charges and fund fact sheets. An addendum to the booklet was included following closure of the Plan to future accrual meaning no further contributions can be paid to the Top-up Account from 31 March 2021.

- On *Plan administration*, members continue to be provided with details of the flexible options available at retirement: transfer out to purchase an annuity; transfer to a drawdown provider or take a single lump sum, some of which will be subject to tax, known as an Uncrystallised Funds Pension Lump Sum ("UFPLS") from the Plan. During the Company's consultation with affected members on closure of the Plan to future accrual of benefits it was agreed that members who remain in-service deferred members of the Plan can take their Top-up Account in full to fund their PCLS payment from the Plan if they wish to. This was communicated to affected members as part of the consultation.

We believe that strong governance is essential to the Top-up Account continuing to be a first-class savings vehicle that provides excellent value for members. Details of how this is assessed are set out below. Reflecting the core governance areas mentioned above, we operate two relevant sub-Committees - Investment and Administration, in order to ensure that each area of the Plan's operations are overseen effectively. Each sub-Committee reports quarterly to us on its activities and important risk areas, enabling us to exercise our oversight functions and ensure that sub-Committee actions align with our longer-term strategy. The Howden Joinery in-house Pensions Team provide both operational and technical support.

The investment sub-committee has established a set of core investment beliefs to assist with their decision-making process. In their meeting on 12 August 2020 the sub-committee considered a specific investment beliefs and framework document for the Top-up Account section. It was agreed that this will be kept as a working draft whilst the review of the Top-up Account investment strategy is undertaken.

This Chair's Statement is only a high level summary of our oversight of the Top-up Account. We carried out a full review against the updated Pension Regulator's DC Code and Regulatory Guidance which was reported to the full board in December 2016. A copy of the Trustee's Governance Statement in relation to their assessment is available on request from the Secretary to the Trustee, email pensions@howdens.com.

The Lifestyle Fund (proxy default fund) and Cash Fund

Since the Plan is not being used as a qualifying scheme for automatic enrolment purposes all members are required to make a fund choice when contributing to the Top-up Account. However, the majority use a pre-set strategy called the Lifestyle Fund so we have reported on this option here as being the proxy default option. The Lifestyle Fund follows a pre-set investment route that invests members' savings in 80% global equities and 20% diversified growth until 10 years before their target retirement age. Over the next five years it transitions to 40% global equities and 60% diversified growth. In the last five years before the target retirement age the fund transitions to a final blend of 25% cash, 25% index-linked gilts, 45% diversified growth and 5% global equity.

We are responsible for investment governance. This includes setting and monitoring the investment strategy for the Plan's Lifestyle Fund. The Lifestyle Fund has been constructed following analysis of the existing membership of the Plan and those joining the Top-up section of the Plan. This analysis took into account factors such as age, salary, contribution level, accumulated fund values and term to retirement to identify different types of member in order to test alternative investment strategies.

The design of the Lifestyle Fund reflects this analysis. It also considers the various options that members will have regarding the way in which they draw their benefits in retirement and the difficulty we and our members have in knowing in advance what retirement option will best suit them in future.

The aim of the Lifestyle Fund is to provide members with the potential for higher levels of growth during the accumulation of their retirement savings though exposure to equities and then to gradually diversify their investments in the years approaching retirement to reduce volatility and provide a broad base of assets from which members can choose the type of benefits they wish to take. This approach takes into account members' greater capacity for risk early on and reduced capacity for risk in later years. The funds available at retirement may be used to create a broad-based multi-asset portfolio suitable for members leaving their funds invested post-retirement, used to purchase an annuity, taken as a cash lump sum, or a combination of these options. The design of the Lifestyle Fund does not rely on knowing in advance which retirement options our members will take.

In March 2020 the Cash Fund became an additional default arrangement for 12 members who had been paying regular contributions to the Property Fund because contributions to and withdrawals from the Property Fund were temporarily suspended (known as "gating") by the fund manager due to Covid-19. We carried out a review of alternative funds at this time and agreed on 25 March 2020 that the Cash Fund was the most suitable fund to temporarily hold affected member's contributions. Members were given the option to change their allocation and select their own alternative fund. The first contributions (from payroll at the end of March) were allocated to the Cash Fund on 31 March 2020.

The latest Statement of Investment Principles (SIP) for the Plan which governs decisions about investments in the Plan, together with the details of how the Lifestyle Fund is currently invested, is included in the Trustee Report and Accounts and is attached to this document. This was updated in September 2020 to reflect changes in the DB section of the Plan.

Review of investment strategy and performance of the default arrangement

We monitor and review investment strategy and performance of the default arrangement in a number of ways:

- The Plan's investment strategy, including the Lifestyle Fund, as well as the investment performance of all funds is monitored on a quarterly basis and reported in the Plan's quarterly monitoring report. These reports are prepared by Aon as investment advisers to the Plan and are considered by the Investment sub-committee at their quarterly meetings;

- We complete a full review the Plan's investment strategy and performance, including the Lifestyle Fund, and all self-select fund options at least every three years. A full review of the investment strategy for the Top-Up Account is being undertaken in 2021 and the outcome of that review will be reported in next year's Chair's Statement.

As noted above, a full investment strategy and performance review of the default arrangement is undertaken for the Plan at least every three years, as prescribed by the Regulations.

The last full review of strategy and performance of the default arrangement (i.e. in respect of the Lifestyle Fund) was carried out in November 2018. A full investment strategy review will be undertaken in 2021.

Self-select funds

In addition to the Lifestyle Fund, we also make available 11 alternative self-select funds, which may be chosen individually or in combination. These include three other pre-set strategies, aimed at members who have specific plans as to how they expect to eventually take their retirement benefits from these funds - whether as cash, by purchase of an annuity or by drawing income from a drawdown account.

Processing of Core Financial Transactions

We have a specific duty to ensure that core financial transactions are processed promptly and accurately. These transactions include, but are not limited to:

- investment of contributions to the Plan;
- transfer of member assets into and out of the Plan;
- transfers between different investments within the Plan; and
- payments to and in respect of members.

Howden Joinery Corporate Services Limited ("the Sponsor") is responsible for ensuring that contributions are paid over to the Plan promptly and the timing of such payments is monitored quarterly through reports submitted by Willis Towers Watson to the Administration sub-committee. Willis Towers Watson also monitor on a weekly basis receipt of expected contributions and any late payments are reported to the Howden Pension team. The last payments were made at the end of March 2021 and invested early April 2021. Following closure of the Plan to future accrual with effect from 31 March 2021 no further contributions will be paid.

The Plan's administrator, Willis Towers Watson, carry out the bulk of these core financial transactions. To enable us to monitor the processing of core financial transactions, we receive several reports from Willis Towers Watson on key aspects of the administration of the Plan, including:

- Management Information Reports (produced quarterly); and
- Plan Audit Reports (produced annually)

The Administration Service Agreement includes Service Levels covering the accuracy and timeliness of all core financial transactions. These include:

- Investment of contributions
- Transfer of members' assets to and from the scheme
- Switching between investments within the scheme
- Payments out of the scheme to members/beneficiaries

These are monitored by the Trustee with quarterly reporting by the administrator to the Administration sub-committee. These reports contain information on the core financial transactions for the Plan. During the accounting period the administrator has confirmed core financial transactions have been processed promptly and accurately. This is supported by the fact that there were no late payment of contributions reported; 100% of investment transactions were carried out within SLA and payment of benefits was consistently above 90% of SLA during the accounting period. The Trustee therefore agrees that core financial transactions were processed promptly and accurately during the Plan year. No material issues relating to core financial transactions were identified during the Plan year.

Members can carry out transfers or switches between funds and update investment elections online and these are actioned by straight-through processing. Alternatively, members can contact the administrator to request fund switches.

Member Borne Charges and Transaction costs

We are required to assess the costs associated with the Plan, which are paid by the members. These costs comprise charges and transaction costs. The statutory guidance has been taken into account when preparing this section of the statement. We are satisfied that we have been able to obtain all required information in respect of costs and charges.

Direct Charges, the **Annual Management Charge ("AMC")** - the annual fee charged by the investment manager for investing in a fund, as well as additional expenses together comprise the **Total Expense Ratio ("TER")**, which is the total explicit cost of investing in the fund. The TER is readily available to members as these charges are explicit and are deducted as a percentage of members' funds.

Transaction costs ("TC") are costs which are incurred within the day to day management of the assets by the fund manager. This covers such things as the cost of buying and selling securities within the fund. Transaction costs are incurred on an on-going basis and are implicit within the performance of the fund.

The AMC, TER, and TC, for the funds available to members over the period 1 April 2020 - 31 March 2021 are shown in the table below.

The TER applicable to the Lifestyle Fund, as at 31 March 2020, ranged from 0.176% to 0.266% of assets, depending on the combination of funds relating to each member's term to retirement age. Details of the fund charges are available to members on the Plan website. The TER applicable to the Cash Fund, as at

31 March 2021 was 0.18%. Importantly, this range is within the charge cap set by the regulations of 0.75% p.a. for the Lifestyle and Cash Funds.

Fund	AMC (%)	TER (%)	TC (%)	Total costs and charges (%)
Lifestyle Fund (proxy default) *	0.162 – 0.242	0.176 – 0.266	0.0445 – 0.0905	0.2205 – 0.3565
World (Ex-UK) Equity Index Fund	0.13	0.14	0.0	0.14
Global Equity (50:50) Index Fund	0.13	0.14	0.0261	0.1661
UK Equity Index Fund	0.13	0.15	0.0	0.15
Howden Joinery Diversified Growth Fund	0.29	0.32	0.1181	0.4381
Drawdown Fund	0.204	0.222	0.0669	0.2889
Over 15 Year Corporate Bond Index Fund	0.13	0.15	0.0691	0.2191
Property Fund	0.95	0.96	0.1127	1.0727
Over 15 Year Gilt Index Fund	0.13	0.14	0.0	0.14
Index Linked Gilt Fund	0.10	0.1	0.0	0.1
LGIM Pre-Retirement Fund	0.25	0.25	0.0367	0.2867
DC Cash Fund (additional default)	0.15	0.18	0.0144	0.1944

*Depending upon term to retirement

Illustrative impact of charges

We are required to illustrate the effect of the costs and charges typically paid by a member on the value of their fund at retirement (as a "pounds and pence figure").

The Regulations allow us to exercise our discretion with regards to the illustrative examples provided to show the effect of costs and charges over time, as long as they are realistic and representative of the Plan's membership.

We have taken account of the statutory guidance when preparing these illustrations. The exceptions to this are the fund values used which are the mean average (not the median average) for each member category. We have not included an illustration for the Cash Fund as this has very recently become an additional default due to circumstances arising from the temporary suspension of the Property Fund (as explained above). This only affects 12 members of the Plan.

The illustrations are based on numerous assumptions about the future which are detailed under 'notes' below. Members should be aware that such assumptions may or may not hold true, so the illustrations do not promise what could happen in the future and fund values are not guaranteed. Furthermore, because the illustrations are based on typical members of the Plan they are not a substitute for the individual and personalised illustrations which are provided to members in their annual benefit statements.

We have produced illustrations to demonstrate the effect of costs and charges for the Lifestyle Fund which most members are invested in. As the projected retirement savings are dependent on investment returns as well as the level of costs and charges, we have also included some comparison figures with other investments:

- the Aegon BlackRock Global Equity (50/50) Index Fund which is a higher risk profile fund, and
- the Aegon BlackRock Over 15 Year Index-Linked Gilt Fund which is a lower risk profile fund.

Transaction costs have been averaged over a three year period in line with statutory guidance to reduce the level of volatility, and a floor of 0% pa has been used for the transaction costs if these were negative in any year so as not to potentially understate the effect of charges on fund values over time.

We have decided to illustrate two example members:

- Example member 1: the youngest deferred member (age 27) with a retirement age of 68, a starting fund value of £25,380;
- Example member 2: the average deferred member (age 52) with a retirement age of 65 and a starting fund value of £38,560.

Previous reports showed figures for active members but since the Plan has closed to future accrual these are no longer applicable. The tables below illustrate the effect of the costs and charges at different ages on these example members' projected retirement pots.

Example member 1:

For the youngest deferred member, the estimated impact of charges on accumulated fund values is shown in the table below.

Member's Age	Lifestyle Fund			Aegon BlackRock Global Equity 50:50 Index Fund			Aegon BlackRock Over 15 Year Gilt Index-Linked Gilt Fund		
	Fund value			Fund value			Fund value		
	before charges £	after charges £	Impact of charges £	before charges £	before charges £	Impact of charges £	before charges £	after charges £	Impact of charges £
30	27,910	27,730	180	28,270	28,250	20	24,070	24,060	0
35	32,700	32,140	560	33,830	33,780	50	22,030	22,020	10
40	38,320	37,250	1,070	40,490	40,390	100	20,160	20,150	10
45	44,900	43,170	1,730	48,460	48,300	160	18,450	18,440	10
50	52,600	50,040	2,560	58,000	57,750	250	16,890	16,870	20
55	61,630	57,990	3,640	69,410	69,050	360	15,450	15,440	20
60	72,060	67,050	5,010	83,070	82,570	500	14,140	14,120	20
65	80,690	73,800	6,890	99,420	98,730	690	12,940	12,920	20
68	82,310	74,520	7,790	110,740	109,900	840	12,270	12,250	20

Example member 2:

For the average deferred member, the estimated impact of charges on accumulated fund values is shown in the table below.

Member's Age	Lifestyle Fund			Aegon BlackRock Global Equity 50:50 Index Fund			Aegon BlackRock Over 15 Year Gilt Index-Linked Gilt Fund		
	Fund value			Fund value			Fund value		
	before charges £	after charges £	Impact of charges £	before charges £	before charges £	Impact of charges £	before charges £	after charges £	Impact of charges £
55	42,410	42,130	280	42,950	42,930	20	36,560	36,560	0
60	48,640	47,640	1,000	51,400	51,330	70	33,460	33,450	10
65	51,500	49,550	1,950	61,520	61,370	150	30,630	30,610	20

Notes:

- Fund values shown are estimates and are not guaranteed (they have been rounded to the nearest £10);
- Representative members are based on the Plan's membership as at 31 March 2021;
- The illustrations assume no further contributions are paid;
- The illustrations allow for the effects of inflation, which is assumed to be 2.5% p.a.;
- For the Lifestyle Fund, the illustrations take into account the changing proportion invested in the different underlying funds, depending on term to retirement;
- The projected growth rates and costs and charges assumed are as follows:

Investment option	Growth rate	Costs and charges
Lifestyle Fund	0.3% p.a. below inflation to 3.3% p.a. above inflation*	0.2298%. – 0.4053% p.a.*
BlackRock Aegon Global Equity (50:50) Index Fund	3.8% p.a. above inflation	0.1596% p.a.
BlackRock Aegon Over 15 Year Gilt Index-Linked Gilt Fund	1.8% p.a. below inflation	0.1444% p.a.

*depending upon term to retirement

Value for Money for Members

In addition to the requirement to assess the charges and transactions costs paid by members, we also consider the extent to which those charges and costs represent good value for money for members ("Value for Members").

Based on advice from our investment advisers, we established an assessment framework in order to assess whether the charges and transaction costs paid by members represent Value for Members.

We understand that lower cost does not necessarily mean better value and that the quality of the services provided are also considered. In terms of the benefits of membership, we have identified the following areas where we believe there is a benefit derived by members, which may be financial or non-financial in nature.

- Member communications and engagement (including support at retirement) - this benefits members by increasing their knowledge and understanding to make better informed decisions with no explicit costs to the member.
- Investment options and fund management - allows members the opportunity to diversify and tailor their investment decisions to their requirements. Transaction costs are kept as low as possible to deliver value.
- Flexible contribution options - enables members to amend contributions to allow for personal circumstances and preferences. No charges are applied for any changes.
- Sound administration - gives members online access to fund values and information; fund switches can be carried out online. All administration costs are met by the Trustee with no charges passed on to members.
- Making sure that the Plan is run in the best interests of its members (known as governance).

A Value for Member assessment was completed in November 2016. As the Top-up Account only provides AVCs there is not a formal requirement to complete a value for members assessment every year.

Under our assessment framework (which is based on TPR's self-assessment template), for each of the key areas, the Top-Up investment options have received a positive "green" rating and as a result, we conclude that the Plan delivers Value for Members. Green is defined as standards met or trustee board can explain an equivalent approach they have undertaken to comply with the underlying law.

A summary of the key areas considered as part of the Value for Members assessment is set out below:

Key area	**Rating**	**Comment**
Scheme Governance & Management	Green	We believe that the Plan provides a good range of services both directly to members, and in the day to day running and governance of the Plan and a robust and independent governance structure in place. Evidence to support this conclusion includes the outcome of the recent trustee effectiveness review and training completed during the year to ensure that each of the Trustee Directors is performing their role to a high standard.
Scheme Administration	Green	We believe that the performance of these services is appropriately monitored, and the actual performance has been good. Evidence to support this conclusion includes that SLAs in administration have been met during the year and where issues have arisen these have been minor, and the administration sub-committee and Pensions Manager have worked with the administrator to improve processes.

Investment (fund management)	Green	We believe that the default arrangement is suitable for the majority of the Plan's members and incorporates a well-designed investment path to retirement. Evidence to support this conclusion includes: • The review carried out in 2016 concluded the investment strategy is appropriate for membership with Top-up to DB core benefits and this is subject to ongoing review by the investment subcommittee. • Individual communications are issued to members in the phasing stage of the lifestyle so that they are aware of the target end position. We also consider that the range of self-select funds is a positive because it offers an appropriate range of alternative funds for members to invest in.
Member Communication & Engagement	Green	We believe that the Plan: • provides engaging member communications; • continually assesses and reviews the Top-up Account offering to members; • is committed to improving member communications in the future; and • is committed to understanding member needs. Evidence to support this conclusion includes: • dedicated team, phone number and email contact with the administrators; • access to information and educational material on the Plan website; • access to advice provided by IFA at a reduced cost as set up charges have been met by the Trustee; and • proposal agreed and implementation in progress of a retirement planner tool to assist members at retirement

We have conducted an evaluation of the asset management remuneration and transaction costs for the Top-up Account funds using and independent assessor, ClearGlass. For the 12 month period to 31 December 2020 the total costs amounted to £70,954, representing 0.24% of funds under management.

The Trustee concluded from the findings in the ClearGlass report that they are satisfied that the costs and charges represent good value; the fund with the highest charges is the Property fund which is a self-select fund and has higher associated running costs; this represents a very small holding in the overall funds. This reporting will be carried out annually for continuing assessment.

Trustees' Knowledge and Understanding

The Regulations require the Trustee to have appropriate Trustee Knowledge and Understanding ("TKU") to run the Plan effectively. We recognise the importance of training and development and have put in place arrangements for ensuring that we each take personal responsibility for keeping ourselves up to date with relevant developments and carry out a self-assessment of training needs. The Trustee Secretary is responsible for monitoring and recording Trustee training on a log which is reviewed at each quarterly Trustee meeting. Where necessary, additional bespoke training is arranged for the Trustee and Trustee Directors are encouraged to attend seminars, webinars and conferences.

During the year, bespoke training was provided by our advisers on actuarial valuations on 11 June 2020. In addition, the Trustee Directors attended a training day on 24 March 2021. This included sessions from our advisers on:

- DC strategy review;
- Long term objectives and triggers;
- Member options;
- Risk settlement.

These sessions were designed specifically to cover items on the Trustee Directors strategic objective for 2021.

We have training guidelines in place for all Trustee Directors, which include:

- A formal induction process; new trustees spend time with the Pensions team and the Plan's advisers;
- A programme of periodic dedicated trustee training events including an annual Trustee Training day for the full board and regular training sessions during full Board trustee meetings;
- A requirement that each of us is actively engaged in relevant training and records this in our collective trustee training log;
- A requirement that all Trustee Directors complete the Pensions Regulator online trustee toolkit within 12 months of appointment. All Trustee Directors have completed the trustee toolkit, with the exception of Simon Gleadhill who was appointed to the board on 9 March 2021. It is expected that he will complete the trustee toolkit before March 2022.

A full self-assessment of trustee effectiveness was completed in January 2020. The assessment criteria were prepared by our advisers based on the Pensions Regulator's checklist of the areas of knowledge that Trustees must have to perform their role. Each Trustee Director completed a survey which was analysed by our advisers and discussed at the training day. Areas covered by the assessment were:

1. *Structure of meeting agendas*
2. *Demands on the Board's time and effectiveness*
3. *Resources available to the Board*
4. *Working with advisers*
5. *Board - structure and development*
6. *Decision making and processes*
7. *Strategy development*

As a result of this analysis we have agreed some changes to how are meetings are run to improve effectiveness and to include training before or after the main agenda at quarterly meetings, specific to the agenda or forthcoming items.

The Trustee Board is chaired by an Independent Trustee who has experience across several DC schemes. In addition to the skills we have within the trustee board, we work closely with our appointed professional advisers throughout the year to ensure that we run the Plan and exercise our functions properly. Our professional advisers also attend many of our meetings.

As Trustee Directors we are regularly involved with activities such as settling discretionary death benefits which demonstrates knowledge of the processes, trustee policies, the Trust Deed & Rules and current legislation (including pensions and trust law). Investment reports are considered each quarter by the

Investment sub-committee and a summary is provided to the full board. This takes into account the SIP which ensures we have a good working knowledge of this. The funding position of the DB section of the Plan is reviewed each quarter and each Trustee Director has a good understanding of the principles of investment and funding due to reports and information provided by our advisers. The performance of DC funds is reviewed each quarter including the lifestyle fund and the annuity and drawdown strategy funds.

Taking into consideration the training activities completed by each of us together with the professional advice available to us, we consider that we have met the Pension Regulator's TKU requirements during the Plan year and are confident that the combined knowledge and understanding of our Trustee board enables us to properly exercise our functions as the trustee of the Plan. This evaluation is based on the formal Trustee training log and review by the Pensions team (as well as evaluation against the Plan's annual business plan). The Trustee board comprises members from different areas of the business with a variety of skills which complement each other - (HR, audit, risk, logistics) plus an Independent Trustee.

Signed on behalf of the Trustee of the Howden Joinery Pension Plan on 9/9/21

Chris Martin, Independent Chair of Trustees