Kuehne + Nagel RH Scheme

Statement of Investment Principles

October 2023

The following document outlines the Statement of Investment Principles for the Kuehne + Nagel RH Scheme (the "Scheme"), which sets out the Scheme's investment objective, the Scheme's investment strategy, the Trustees' approach to risk management, issues concerning implementation of the strategy and the policy on governance.

The principles outlined in this section of the Statement of Investment Principles became effective following the delegation of certain decision-making powers by the Trustees to Aon Investments Limited ("AIL" the "Manager"). The Trustees have taken advice from Aon Solutions UK Limited ("ASUL") regarding the suitability of the Manager in this capacity.

1. Investment Objective

The Trustees' aim is to invest the assets of the Scheme prudently to ensure that the benefits promised to members are provided. The asset allocation strategy the Trustees have selected is designed to achieve a return above the valuation discount rate, while maintaining a prudent approach to meeting the Scheme's liabilities (on the basis of gilt yields) and is, as at June 2016, as follows:

To set an initial investment strategy which targets to outperform the liability benchmark by 2.4% per annum over rolling three-year periods.

2. Strategy

The strategy chosen to meet the objective above compromises of a Growth Portfolio and a Matching Portfolio (see Appendix for further information).

This strategy was decided following consideration of the Scheme's assets, liabilities and funding position as well as expert advice from the Trustees' investment advisers. The Trustees' investment advisers considered the Scheme's liability structure and a range of alternative asset allocation strategies.

The Trustees recognise the potential volatility in growth returns, particularly relative to the Scheme's liabilities, and the risk that the fund managers chosen by the Manager do not achieve the targets set. When appointing the Manager, the Trustees considered advice from their investment advisers concerning the following:

- The need to consider a full range of asset classes (including alternative asset classes).
- The risks and rewards of a range of alternative asset allocation strategies.
- The suitability of each asset class.
- The need for appropriate diversification.

The Matching Portfolio aims to reduce the risk that the Scheme is exposed to from changes in interest rate and inflation by targeting benchmark hedge ratios of 100%, as a proportion of assets.

This Statement of Investment Principles is produced to meet the requirements of the Pensions Acts 1995 & 2004, the Occupational Pension Schemes (Investment) Regulations 2005 and to reflect the Government's Voluntary Code of Conduct for Institutional Investment in the UK. The Trustees also comply with the requirements to maintain and take advice on the Statement and with the disclosure requirements.

3. Risk Measurement and Management

The Trustees recognise that the key risk to the Scheme is that it has insufficient assets to make provisions for 100% of its liabilities ("funding risk"). The Trustees have identified a number of risks which have the potential to cause deterioration in the Scheme's funding level and therefore contribute to funding risk. These are as follows:

- The risk of a significant difference in the sensitivity of asset and liability values to changes in financial and demographic factors ("mismatching risk"). The Trustees and their advisers considered this mismatching risk when setting the investment strategy.
- The risk of a shortfall of liquid assets relative to the Scheme's immediate liabilities ("cash flow risk"). The Trustees and their advisers will manage the Scheme's cash flows taking into account the timing of future payments in order to minimise the probability that this occurs.
- The failure by the Manager to achieve the rate of investment return assumed by the Trustees ("manager risk"). This risk was and will be considered by the Trustees and their advisers both upon the initial appointment of the Manager and on an ongoing basis thereafter.
- The failure to spread investment risk ("risk of lack of diversification"). The Trustees and their advisers considered this risk when setting the Scheme's investment strategy.
- The possibility of failure of the Scheme's sponsoring employer ("covenant risk"). The Trustees and its advisers considered this risk when setting the investment strategy and consulted with the sponsoring employer as to the suitability of the proposed strategy.
- The risk of fraud, poor advice or acts of negligence ("operational risk"). The Trustees have sought to minimise such risk by ensuring that all advisers and third party service providers are suitably qualified and experienced and that suitable liability and compensation clauses are included in all contracts for professional services received.

The Trustees consider investment risk to include ESG factors and climate change. These risks could negatively impact the Scheme's investments. The Trustees consider these risks by taking advice from its investment adviser. The Trustees have appointed Aon Investments Limited ("AIL") to manage the Scheme's assets. AIL invests in a range of underlying investment vehicles.

As part of AIL's management of the Scheme's assets, the Trustees expect AIL to:

- Where relevant, assess the integration of ESG factors in the investment process of underlying managers;
- Use its influence to engage with underlying managers to ensure the Scheme's assets are not exposed to undue risk; and
- Report to the Trustees on its ESG activities as required.
- Ensure that (where appropriate) underlying managers exercise the Trustees voting rights in relation to the Scheme's assets; and
- Report to the Trustees on stewardship activity by underlying managers as required.

In setting and implementing the Scheme's investment strategy the Trustees do not explicitly take into account the views of Scheme members and beneficiaries in relation to ethical considerations, social and environmental impact, or present and future quality of life matters (defined as "non-financial factors"[1]).

Due to the complex and interrelated nature of these risks, the Trustees consider the majority of these risks in a qualitative rather than quantitative manner as part of each formal investment

[1] The Pension Protection Fund (Pensionable Service) and Occupational Pension Schemes (Investment and Disclosure) (Amendment) Regulations 2019

strategy review (normally triennially). Some of these risks may also be modelled explicitly during the course of such reviews.

The Trustees' policy is to monitor, where possible, these risks periodically. The Trustees receive quarterly reports showing:

- Performance versus the Scheme's investment objective.
- The actual asset allocation versus the Scheme's strategic target weight.
- Detail and also any changes to the structure of the underlying funds invested in by the Scheme.
- Market review and outlook

In addition, the Trustees will be notified by ASUL of any significant issues that arise.

4. Arrangements with Asset Managers

The Trustees have appointed AIL as their fiduciary manager, who they consider to be their asset manager. References in this policy to 'underlying asset managers' refers to those asset managers which AIL in turn appoints to manage investment on behalf of the Trustee.

The Trustees recognise that the arrangements with their fiduciary manager, and correspondingly the underlying asset managers, are important to ensure that interests are aligned. In particular, the Trustees seek to ensure that the fiduciary manager is incentivised to operate in a manner that generates the best long-term results for the Scheme and its beneficiaries.

The Trustees receive regular reports and verbal updates from the fiduciary manager on various items including the investment strategy, performance, and longer-term positioning of the portfolio. The Trustees focus on longer-term performance when considering the ongoing suitability of the investment strategy in relation to the Scheme objectives, and assess the fiduciary manager over 3-year periods.

The Trustees also receive annual stewardship reports on the monitoring and engagement activities carried out by their fiduciary manager, which supports the Trustees in determining the extent to which the Scheme's engagement policy has been followed throughout the year.

The Trustees share the policies, as set out in this SIP, with the Scheme's fiduciary manager and request that they review and confirm whether their approach is in alignment with the Trustees' policies.

The Trustees delegate the ongoing monitoring of underlying asset managers to the fiduciary manager. The fiduciary manager monitors the Scheme's investments to consider the extent to which the investment strategy and decisions of the underlying asset managers are aligned with the investment objectives of the Scheme.

This includes monitoring the extent to which the underlying asset managers:

- make decisions based on assessments about medium- to long-term financial and non-financial performance of an issuer of debt or equity; and
- engage with issuers of debt or equity in order to improve their performance in the medium-to long-term.

Before appointment of a new fiduciary manager, the Trustees review the governing documentation associated with the investment and will consider the extent to which it aligns with the Trustees' policies. Where possible, the Trustees will seek to amend that documentation or express their expectations (such as through side letters, in writing, or verbally at Trustees' meetings) so that there is more alignment.

The Trustees believe that having appropriate governing documentation, setting clear expectations to the fiduciary manager, and regular monitoring of the fiduciary manager's performance and investment strategy, is sufficient to incentivise the fiduciary manager to make decisions that align with the Trustees' policies and are based on assessments of medium- and long-term financial and non-financial performance.

Where the fiduciary manager is considered to make decisions that are not in line with the Trustees' policies, expectations, or the other considerations set out above, the Trustees will typically engage with the fiduciary manager to understand the circumstances and materiality of the decisions made.

There is typically no set duration for arrangements with the fiduciary manager, although the continued appointment will be reviewed periodically. Similarly, there are no set durations for arrangements with the underlying asset managers that the fiduciary manager invests in, although this is regularly reviewed as part of the manager research and portfolio management processes in place.

5. Cost Monitoring

The Trustees are aware of the importance of monitoring their asset managers' total costs and the impact these costs can have on the overall value of the Scheme's assets. The Trustees recognise that in addition to annual management charges, there are other costs incurred by asset managers that can increase the overall cost incurred by their investments.

The Trustees receive annual cost transparency reports from their fiduciary manager. These reports present information in line with prevailing regulatory requirements for fiduciary managers. They clearly set out on an itemised basis:

- The total amount of investment costs incurred by the Scheme;
- The fees paid to the fiduciary manager;
- The fees paid to the investment managers appointed by the fiduciary manager;
- The amount of portfolio turnover costs (transaction costs) incurred by the investment managers appointed by the fiduciary manager;
    - The Trustees define portfolio turnover costs as the costs incurred in buying and selling underlying securities held within the funds of the investment managers appointed by the fiduciary manager;
- Any charges incurred through the use of pooled funds (custody, administration, and audit fees); and
- The impact of costs on the investment return achieved by the Scheme.

The Trustees acknowledge that portfolio turnover costs are a necessary cost to generate investment returns and that the level of these costs varies across asset classes and manager. The fiduciary manager monitors the level of portfolio turnover (defined broadly as the amount of purchases plus sales) of all the investment managers appointed on behalf of the Trustees.

The Trustees benefit from the economies of scale provided by the fiduciary manager in two key cost areas:

- The ability of the fiduciary manager to negotiate reduced annual management charges with the appointed investment managers; and
- The ability of the fiduciary manager to monitor ongoing investment costs (including additional fund expenses and portfolio turnover) incurred by the investment managers and achieve efficiencies where possible.

Evaluation of performance and remuneration:

The Trustees assess the (net of all costs) performance of their fiduciary manager on a rolling three-year basis against the Scheme's specific liability benchmark and investment objective. The remuneration paid to the fiduciary manager and fees incurred by third parties appointed by the fiduciary manager are provided annually by the fiduciary manager to the Trustees. This cost information is set out alongside the performance of the fiduciary manager to provide context. The Trustees monitor these costs and performance trends over time.

6. Stewardship policy

The Trustees recognise the importance of their role as a steward of capital and the need to ensure the highest standards of governance and promotion of corporate responsibility in the underlying companies and assets in which the Scheme invests, as ultimately this creates long-term financial value for the Scheme and its beneficiaries.

The Trustee has delegated all voting and engagement activities to the Scheme's Investment Managers, via AIL. The Trustee accepts responsibility for how the managers steward assets on its behalf, including the casting of votes in line with each manager's individual voting policies. The Trustee relies on AIL to review manager voting and engagement policies and activities on an annual basis. AIL review these factors to check they are aligned with expectations and can reasonably be considered to be in the Trustee's, and therefore the members', best interests.

As part of the AIL's management of the Scheme's assets, the Trustees expect AIL to:

- Ensure that (where appropriate) underlying asset managers exercise the Trustees' voting rights in relation to the Scheme's assets; and
- Report to the Trustees on stewardship activity by underlying asset managers as required.

Managers are expected to vote at company meetings and engage with companies on the Trustee's behalf in relation to ESG considerations and other relevant matters (such as the companies' performance, strategy, risks, capital structure, and management of conflicts of interest).

Where possible, the transparency for voting should include voting actions and rationale with relevance to the Scheme, in particular where: votes were cast against management; votes against management generally were significant; votes were abstained; voting differed from the voting policy of the Trustees.Where voting is concerned we would expect our underlying asset managers, to recall stock lending, as necessary, in order to carry out voting actions.

The Trustee will engage with AIL, which in turn is able to engage with Underlying Managers or other stakeholders, on matters including the performance, strategy, risks, social and environmental impact, corporate governance, capital structure, and management of actual or potential conflicts of interest, of the underlying investments made.

This engagement aims to ensure that robust active ownership behaviours, reflective of the Trustee's active ownership policies, are being actioned. This will take the form of annual reporting and follow up meetings, where necessary, from AIL. Such reporting will be made available to Scheme members on request.

Should the Trustee's monitoring process reveal that an Underlying Manager's voting and engagement policies and actions are not aligned with the Trustee's expectations, the Trustee will engage with AIL, via different medium such as emails and meetings, to discuss how alignment may be improved to bring about the best long-term outcomes for the Scheme.

7. Implementation

The Trustees have delegated all day-to-day decisions in respect of the Scheme's investment to the Manager through a written contract including the allocation of assets between different asset classes and the appointment and monitoring of fund managers. When choosing asset classes and fund managers, the Trustees and Manager are required to have regard to the criteria for investment set out in the Occupational Pension Plans (Investment) Regulations 2005 (regulation 4). The manager's responsibilities include:

- Realisation of investments;
- Taking into account social, environmental or ethical considerations in the selection, retention and realisation of investments.
- Delegating voting and corporate governance as required for the underlying investment managers to meet the performance objectives of the investments they hold.

8. Governance

The Trustees are responsible for the investment of the Scheme's assets. The Trustees take some decisions themselves and delegate others. When deciding which decisions to take themselves and which to delegate, the Trustees have taken into account whether they have the appropriate training and expert advice in order to take an informed decision. The Trustees have established the following decision making structure:

<table>
<tr><td colspan="2">Trustees
▪ Set structures and processes for carrying out its role
▪ Appoint the Manager
▪ Agree the overall investment objective
▪ Monitor Investment Advisers and the Manager
▪ Select direct investments</td></tr>
<tr><td>The Manager ("AIL")
▪ Set the strategy for investing in different asset classes in line with the investment objective
▪ Determine strategy for selecting fund managers
▪ Implement the investment strategy
▪ Select and appoint investment managers
▪ Monitor investment managers, including ESG
▪ Adjust asset allocations to reflect medium term market expectations
▪ Report on asset return versus the liability benchmark
▪ Report on asset returns against objectives
▪ Communicate any significant changes to investment arrangements</td><td>Investment Adviser ("ASUL")
▪ Advise on investment strategy
▪ Advise on the investment liability benchmark
▪ Review the Statement of Investment Principles
▪ Advise on direct investments
▪ Carry out further project work when required
▪ Advise on appropriateness of service provided by the Manager</td></tr>
</table>

The Pensions Act 1995 distinguishes between investments where the management is delegated to a fund manager under a written contract and those where a product is purchased directly, e.g. the purchase of an insurance policy or units in a pooled vehicle. The latter are known as direct investments.

The Trustees' policy is to review its direct investments and to obtain written advice about them at regular intervals. These include vehicles available for members' DC contributions and AVCs. When deciding whether or not to make any new direct investments the Trustees will obtain written advice and consider whether future decisions about those investments should be delegated to the fund managers.

The written advice will consider the issues set out in the Occupational Pension Plans (Investment) Regulations 2005 and the principles contained in this statement. The regulations require all investments to be considered by the Trustees (or, to the extent delegated, by the fund managers) against the following criteria.

- The best interests of the members and beneficiaries
- Security
- Quality
- Liquidity
- Profitability
- Nature and duration of liabilities
- Tradability on regulated markets
- Diversification
- Use of derivatives

9. Relationship with Advisers

AIL has been selected as investment adviser to the Trustees. They operate under an agreement to provide a service which ensures the Trustees are fully briefed to take decisions themselves and to monitor those they delegate.

The Trustees' investment adviser, ASUL, has the knowledge and experience required under the Pensions Act 1995 & 2004.

The Manager is paid on an ad valorem basis.

The Trustees expect the Manager to handle the assets delegated to them under the terms of the contract and to give effect to the principles in this statement so far as is reasonably practicable.

10. Review

The Trustees will review this SIP at least every three years and immediately following any significant change in investment policy. The Trustees will take investment advice and consult with the Sponsoring Employer over any changes to the SIP.

Dated: October 2023

Name:

Signed:

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Name:

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Kuehne + Nagel RH Scheme
Appendix to Statement of Investment Principles

Growth Portfolio

The following table shows the maximum exposure of the Growth Component to each asset category, excluding cash, expressed as a percentage of the Growth Component.

Asset category / strategy	**Allowed**	**Maximum Growth Component allocation (%)**
Equity Strategies – Multi-Factor Equity focussed	Yes	75
Active Credit	Yes	75
Liquid Alternatives – Diversified Alternatives and Active Diversifiers	Yes	60
Property	Yes	20
Illiquid Alternatives	No	N/A
Medium Term Asset Allocation Opportunities	Yes	15
Asset categories excluding those above	Yes	10

Definitions of the different asset categories / strategies and the options within each are set out below. There is some overlap between the assets included within the various options. Cash may be held as part of the Portfolio and in the strategies described above.

- **Equity strategies** invest predominantly in investments on listed equity markets, including but not limited to listed alternatives such as REITs (real-estate investment trusts) and listed infrastructure. Private equity is excluded.
    - Multi-Factor equity focussed: This option mainly invests in rules-based equity strategies that the Manager expects to outperform passive market capitalisation weighted equities over the long term. Factors may include, without limitation: value, low volatility, and quality.
- **Active Credit** invests in debt related investments that may include, but are not limited to, government bonds, corporate bonds, bank loans, convertibles, mortgages, asset-backed securities, structured notes, hybrid securities, absolute return bond strategies, total return bond strategies, emerging market debt, multi-asset credit and derivatives. These securities and instruments may be investment grade, sub-investment grade, or not rated; and may be issued in developed or emerging markets.
- **Liquid Alternatives** refers to any liquid asset category that is used to diversify a portfolio away from traditional asset classes such as equities.
    - Diversified Alternatives and Active Diversifiers rely mainly on market exposures to generate returns, as well as more actively managed strategies. Some of the underlying assets held within these more actively managed strategies may have lock-up periods.
    - The Manager anticipates that any such lock-up periods would be less than three years in normal market conditions; in exceptional circumstances (for example, where the underlying asset is in the process of liquidation, or where there is a run on withdrawals), a lock-up period may be extended.
    - If a subsequent instruction results in an allocation that exceeds the maximum allocation, the Manager will realise existing holdings as soon as reasonably

practicable to bring this component of the Portfolio to within the new maximum allocation.

- **Property** is an asset category where, fundamentally, returns are derived from capital values and rental income of investments in physical property. The illiquid nature of this asset category means that the allocation can only be assessed at the point of investment. If market fluctuations result in an allocation that exceeds the maximum allocation, the Manager cannot invest further in this asset category, and is not required to (but may) realise existing holdings.
- **Medium Term Asset Allocation Opportunities** may invest across a range of asset categories. As such, the other asset category restrictions in the table above do not apply to this strategy. Within Medium Term Asset Allocation Opportunities, the Manager will maintain daily liquidity.

Matching Portfolio

The allocation of the Matching Portfolio is held with Insight Investment Funds Management Limited and Schroder Pension Management Limited.

The aims of the matching funds are to provide returns in line with the liabilities of typical pension schemes on an exposure basis in the relevant tenures and instruments (long/short, real/nominal).

In the normal course of events, the Funds will seek to achieve their investment objectives primarily by investing in a combination of a diversified portfolio of fixed income securities directly or through the use of derivatives and collective investment schemes which themselves invest primarily in these instruments.

The Manager will target 100% of the PV01 and 100% of the IE01 of the Liability Benchmark, scaled to the market value of the Portfolio. These percentage figures are the percentage figures for the purposes of the definition of 'Target Hedge Ratios'. PV01 is the change in value of the Liability Benchmark for a 1 basis point parallel shift in interest rates across the curve. IE01 is the change in value of the Liability Benchmark for a 1 basis point parallel shift in inflation rates across the curve.

The Manager has discretion to hedge more or less than the Target Hedge Ratios set out above, for tactical purposes. Under this dynamic hedging approach, the Manager may increase the hedge as yields rise (buying gilts as they become cheaper) and reduce as yields fall (selling as gilts become more expensive). This buy-low/sell-high strategy is what generates profits over time.

Cash investments and disinvestments

A working balance of cash is held for imminent payment of benefits, expenses, etc. Under normal circumstances it is not the Trustees' intention to hold a significant cash balance and this is carefully monitored by the Scheme's administrator.

The investment managers are not permitted to hold cash, other than within the funds themselves and subject to the constraints set by the investment managers.