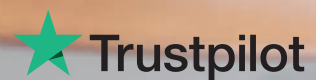


ANNUAL REVIEW 2021-22





Rated Excellent!
4.6/5 at April 2022

“Customers are at the heart of everything we do. Ultimately, what we provide is peace of mind.”

Suzanne Grahame
Chief Executive Officer

CONTENTS

CHAIRMAN'S REPORT.....	4
BOARD OF DIRECTORS.....	6
OUR STRATEGY AND BUSINESS MODEL.....	7
CHIEF EXECUTIVE'S REPORT	8
FINANCIAL REPORT	14
OUR YEAR IN REVIEW	17
OUR PEOPLE.....	21
SHAREHOLDERS' REPORT	22
THE GOLDEN CHARTER TRUST.....	25

CHAIRMAN'S REPORT



John Thornton
Chairman

Golden Charter is one of the UK's leading providers of pre-paid funeral plans. Our 389,600 funeral plans account for 24% of the funeral plan market, as measured by the Funeral Planning Authority (FPA).*

We're proud to help connect customers to their preferred funeral director, selected from the country's widest network of independent funeral directors. During the year, we connected 47,000 customers to their future funeral through the sale of funeral plans and through connecting customers of our UK insurance partners to our independent funeral director network.

Preparation for regulation by the Financial Conduct Authority (FCA) has been at the forefront of the Board's priorities during the year. The Board has long been a proponent of the FCA taking responsibility for regulation of the funeral planning industry. We began our preparations in 2016 by asking our Executive Team to implement a series of initiatives to ensure that our business would be ready for regulation.

Ensuring that we were prepared for FCA regulation saw a business-wide effort from our employees and I'd like to thank everyone for their hard work and commitment over the course of the year. We submitted our application for regulatory permissions in September 2021 and received the necessary regulatory permissions to sell and administer funeral plans when FCA regulation commenced on 29 July 2022.

We've seen a number of existing funeral plan providers decide to withdraw their applications for regulation by the FCA. The FCA requires such providers to pass their plans to a firm with the necessary regulatory permissions or to provide a refund to customers. Unfortunately, there have been some high profile examples where plan providers don't appear to have the necessary funds to meet the FCA exit requirements. Our Executive Team has engaged with the FCA and other major funeral plan providers to

look at ways to ensure that the level of sector wide customer detriment is minimised in these instances.

The Covid-19 pandemic continued to impact on our business, our funeral director partners and our customers. I would like to recognise the efforts of our funeral director network and staff who continued to ensure a high-quality service through the most challenging period in recent times. These efforts have contributed to the company being able to operate profitably in what has been another very challenging year and to end the year with strongly positive cash balances.

Governance

The Board regularly reviews our strategic risk profile through a structured process designed to identify, evaluate and mitigate our operational and financial risks.

The Board delegates its oversight of a number of governance activities to the Audit Committee, and it receives regular updates in return.

The Audit Committee oversees our external audit, internal audit and compliance activities, and seeks assurance through regular reporting and discussion with management. The Committee also meets on occasion with internal audit and external audit without management being present. The Committee has also reviewed the company's overall risk framework and this work will continue in the next financial year.

Board changes

Steve Burnett retired from the Board by rotation in December 2021, after serving as senior independent director and Chair of the Audit Committee. I would like to thank Steve on behalf of the Board for his wise counsel and dedication, which were invaluable on the road to FCA regulation.

Steve retired as the Chair of the Audit Committee in July 2021. The Committee is now chaired by Paul Boyle.

“We're proud to help customers connect to their preferred funeral director, selected from the country's widest network of independent funeral directors.”

Following Steve's departure, Claire Zuurbier was appointed to the Board in February 2022 as an independent non-executive director following an external search process. Claire brings significant commercial and digital transformation experience to our Board discussions.

Helen Wathall also retired from the Board by rotation in December 2021. Helen served as a funeral director non-executive director for six years, but has been involved with our business for much of our 30-year history. I'd also like to thank Helen on behalf of the Board. Helen ensured that the voice of the funeral profession was heard clearly in the Boardroom and I hope that she will continue to give us the benefit of her wisdom in the future.

In preparation for Helen's retirement, John Byrne was nominated by SAIFCharter Limited for appointment as a funeral director non-executive director. John was formally appointed as a director in January 2022 following a period of attendance at Board meetings. John is a funeral director based in the North-West of England and brings experience and a fresh perspective to our Board discussions.

The Board operates with 10 directors in total. Three are funeral directors nominated by SAIFCharter, our ownership association, and John Byrne is joined by Adam Ginder and James Tovey, who bring significant funeral industry experience and insight to Board discussions. I am joined as an independent non-executive director by Claire Zuurbier, Paul Boyle and Mark Huggins, who bring extensive board experience across a range of sectors.

Paul chairs our Audit Committee, Mark chairs our Remuneration Committee and I chair our Nomination Committee. Mark was appointed as senior independent director during the year, following Steve Burnett's retirement. There are three executive director roles on the Board; Suzanne Grahame, Chief Executive Officer, Robert Speir, Chief Financial Officer and Karen Trickett, Chief Commercial Officer.

Outlook

Our business plan for 2022-23 reflects a reduction in our expected level of operating profit. We made allowance for our sales to reduce for a short period over the summer as we updated our product range to reflect the requirements of the FCA. We also expected an increase in our cost base once the fee regime of the FCA was confirmed. We have increased the budgets that are available for staff salary increases in light of the current cost of living challenges in the UK. Finally, we'll invest in additional training to ensure that our staff and funeral director partners are fully supported, as part of the training and competency requirements of the FCA.

We expect the competitive landscape to intensify over the next few years with continued digital disruption and new entrants from other financial services sectors following FCA regulation of the market. 2022-23 marks the end of our current three-year business plan and the Board is reviewing the company's purpose and core strategies to ensure that we are in the best position to provide a high quality service and value for customers and support our independent funeral director partners to do the same.

I'm scheduled to retire by rotation in April 2023, so this will be the last statement that I write as Chair of Golden Charter. The Nomination Committee will move to identify my successor in the coming months and I'll ensure that there is a smooth transition in place at the appropriate time.

It has been a privilege to serve on the Board since 2015 and I'll continue to watch the company's progress with interest. I'd like to thank all of our funeral director partners and our staff who work tirelessly to ensure that our customers and their next of kin are fully supported at a difficult time in their lives.

John Thornton
Chairman

BOARD OF DIRECTORS



John Thornton – Chairman

John is an experienced non-executive director who has undertaken numerous roles in both public and private sector companies. In these roles he has chaired board sub-committees, including both audit and remuneration committees. In his executive career, John held senior roles with major financial services organisations, all of which were fully regulated by the FCA or its predecessors.



Claire Adams-Zuurbier – Non-Executive Director

Claire joined our Board in January 2022 and is currently Group Director for Growth & Innovation at the world’s largest food service company, Compass Group plc. She has undertaken a number of digital leadership roles across a wide range of sectors, namely Apple, Marks & Spencer, Great Ormond Street Hospital, Blackwell and BAA plc.



Paul Boyle – Non-Executive Director

Paul Boyle OBE joined the Board in May 2021 and took the position as Chair of Golden Charter’s Audit Committee in September 2021. With 35 years’ experience in commercial and leadership roles, Paul has previously been the Chief Internal Auditor at Aviva plc, the 2016-17 President of the Chartered Institute of Internal Auditors (UK & Ireland) and is currently Chairman of whistleblowing charity Protect.



John Byrne – Non-Executive Director

John is an independent funeral director and has been a director of his family funeral business for the past 23 years. Having been an Executive member of Golden Charter’s ownership association, SAIFCharter, since 2016 and taking on responsibility of Secretary in 2019, John joined the Golden Charter Board in January 2022.



Adam K Ginder – Non-Executive Director

Adam is an independent funeral director and has been Managing Director of his family funeral business for the past 11 years. Adam is currently Chairman of Golden Charter’s ownership association, SAIFCharter, and is a past president of the London Association of Funeral Directors.



Suzanne Grahame – Chief Executive Officer

Suzanne joined Golden Charter in 2017 from UK top-20 law firm Addleshaw Goddard, where she was Executive Director. A professionally qualified accountant, she has previously held senior roles with FCA-regulated investment fund manager Standard Life plc and UA Group plc.



Mark Huggins – Non-Executive Director

Following executive and non-executive positions with organisations such as Admiral, the Co-operative Insurance Society, the AA and Saga, Mark is also currently Non-Executive Director of Driverly, a start-up app-based telematics insurer, and the Civil Service Insurance Society, a not-for-profit general insurance broker.



Robert Speir – Chief Financial Officer

Robert joined Golden Charter as Finance Director in 2012. A qualified management accountant, Robert has previously held senior finance roles with the University of Glasgow and Diageo.



James Tovey – Non-Executive Director

James is an independent funeral director who has been running his family funeral business for 25 years and is a member of the SAIFCharter Executive. He is a Chartered Accountant, having trained with PwC, and also sits on Golden Charter’s Audit Committee and Nominations Committee.



Karen Trickett – Chief Commercial Officer

Karen joined Golden Charter as Director of Marketing in 2015. She holds a wealth of director-level experience in marketing and creative roles, and formally joined the Golden Charter Board in 2018.

OUR STRATEGY AND BUSINESS MODEL

We’re owned by SAIF Charter Limited, which was formed in 2006 to hold the shares in the company on behalf of independent funeral businesses who form the SAIF Charter Association, known as ‘SAIFCharter’.

The activities of SAIFCharter are overseen by an executive committee made up of 11 elected or nominated funeral director representatives and the Chief Executive Officer of Golden Charter. The executive committee elects three of their members to serve as directors on the Board of Golden Charter, including the current Chairman of the SAIFCharter executive committee.

Our principal activity is to support our network of independent funeral directors in offering pre-paid funeral plans to customers across the United Kingdom. This activity is supplemented by offering funeral plans to consumers through other direct routes to market. The ultimate provision of funeral services is by independent funeral director businesses that collectively perform almost half of all funerals that take place in the UK each year.

Our company’s funding requirements are met by the retention of profits. We target a modest operating profit each year in the range of 1-2% of the retail value of our annual funeral plan sales. This level allows us to build sufficient reserves for risk mitigation whilst providing funds to invest in our future company strategy.

CHIEF EXECUTIVE'S REPORT



Suzanne Grahame
Chief Executive Officer

Introduction

2021-22 was a year of considerable challenge for us, and for our independent funeral director network, but it was also one of great progress. As our Chair John Thornton notes in his report, our focus was on ensuring that we were ready to meet the requirements of the FCA, which took on regulation of the funeral plan sector on 29 July 2022. We also centred our attentions on supporting our funeral director partners with the requirements arising from the Competitions and Market Authority's final report into funeral services. The Covid-19 pandemic also continued to impact on the funeral industry, with the number of families requiring the services of a funeral director tracking at a level that was higher than recent trends. They also faced staffing challenges presented by illness and isolation requirements in line with government guidelines.

Despite these challenges, our independent funeral director network, our partners and our staff have helped us continue to meet the needs of our customers and their loved ones, whilst strengthening the financial health of our business.

The funeral planning market

The core of our business remains the provision of pre-paid funeral plans, with the bulk of our plans arranged through conversations between customers and their chosen funeral director, with whom they will have discussed their detailed wishes. Our Board believe that this leads to the highest quality experience possible for customers.

The easing of restrictions allowed us to increase our selling capacity during the year through funeral

directors to a rate that was closer to pre-pandemic levels. We sold 30,000 pre-paid funeral plans during the financial year, which was a 22% increase versus the same period last year.

The Funeral Planning Authority reported total market sales for 2021 of 216,700, which was an increase of 35%. We believe that the year-on-year rise was due to the growing popularity of direct cremation plans sold by companies within the cremation industry. In response, we implemented a number of initiatives to inform customers about direct cremation plans and the role that our network of independent funeral directors can play in providing a more local and flexible equivalent service.

In addition to the sale of pre-paid funeral plans, we also have arrangements with a number of UK insurance providers, where their guaranteed over 50s insurance policy holders are offered the option to add a funeral benefit to their policy. We connected 17,000 over 50s insurance policy holders to our independent funeral director network during the year.

Meeting the needs of our customers and funeral director partners

Golden Charter was formed in 1990 to help connect people with their choice of future funeral from a local, independent funeral director and this remains at the core of our business. The benefits of funeral planning extend well beyond setting aside money to pay for funeral directors' services. The real value comes from the sense of being prepared, knowing who will take care of the arrangements, and removing the emotional burden of responsibility from loved ones.

“Connecting people with their choice of future funeral from a local, independent funeral director remains at the core of our business.”



CHIEF EXECUTIVE'S REPORT

continued

We regularly survey our customers and over 90% are satisfied or very satisfied with the service that we provide, placing particular value on staff availability, helpfulness, and product knowledge.

The shift in customer habits towards digital engagement and online transactions continued in the year, and we invested further in technology that will enable us to support these changes in customers' buying preferences.

This heightened interest in technology was shared by our funeral director partners, with more businesses choosing to submit plan applications digitally instead of relying on paper and post. This results in customers receiving their plan documents more quickly. During the year we updated our digital applications platform following engagement with businesses using the service to refine the customer experience, ahead of more significant changes to the process to meet the FCA's requirements from 29 July 2022.

A number of funeral directors also took part in our digital plan sales pilot, giving them the ability to offer customers the opportunity to purchase a funeral plan online for the first time. Those involved in the trial worked closely with us to design and build a process that meets the needs of customers and independent businesses. Following a successful pilot, the ability to offer customers the option to purchase a funeral plan online is now available to eligible businesses.

We also work with our independent funeral director network to increase their online visibility in their communities. Our online platform localfuneral.co.uk ensures that 1,500 participating businesses are visible

in searches online for funerals and offers the capability to display pricing and post funeral notices online. By the end of 2021-22, the service had passed almost 20,000 customer enquiries to independent funeral directors at a potential value to the sector of £10m. For more information on digital innovation, see page 18.

Face-to-face engagement is still highly valued by many of our customers and we were active in engaging with the FCA to ensure that funeral directors can continue to meet the needs of customers who are often vulnerable through an appointed representative model.

Getting regulation ready

During the year, the FCA published its proposed rules that would apply once funeral plan providers were brought under the regulatory scope of the FCA in late July 2022. We engaged regularly with the FCA over the course of the last two years and believe that our deep knowledge of the sector has helped the regulator shape a final rule book that is proportionate and will lead to better outcomes for customers across the sector.

I was delighted that we were amongst the first group of funeral plan providers to submit an application for regulatory permissions in September 2021. We embarked on a significant programme of work to make sure that our business would be ready for the new regulatory environment and at the close of 2021-22 were on track to deliver the various changes that FCA regulation requires.

I was also pleased to note that the solvency assessment report we instructed for the Golden Charter Trust, a requirement of our FCA application, showed that at the latest valuation it held assets totalling 121% of the

future liabilities associated with providing funerals for our customers. This provided real reassurance for our customers, as well as all those involved with Golden Charter, at a time when the media was covering the collapse of some other smaller providers that fell short of meeting the FCA's standards.

We had positive, open and transparent discussions with the FCA throughout the year and this put us in a confident position to receive the necessary regulatory permissions to sell and administer funeral plans once FCA regulation commenced on 29 July 2022.

This outstanding achievement is due to a huge effort from all of our employees. I would like to echo the Chair's thanks to everyone across our business who has worked hard to deliver this outcome, which allows us to continue to meet the needs of our customers in the new regulatory environment.

The protections available to funeral plan customers are significantly improved as a result, with all of our existing and new customers now granted access to the Financial Ombudsman Service and the Financial Services Compensation Scheme. This security net will undoubtedly boost consumer confidence in the market, with all those involved in the sale of plans required to follow the FCA's treating customers fairly principles to ensure the needs of customers always come first. For the first time that approach is guaranteed for all customers, no matter which provider they choose.

I was delighted that a significant proportion of our funeral director partners chose to enter the application process to become either our appointed representatives, who have permission to

“We're proud of our highly engaged and motivated workforce.”

take customers through the sales process, or our introducer appointed representatives, who capture customer enquiries and pass them on to our contact centre team to follow up.

We set out to make this process as straight-forward as possible for our partners but, nonetheless, it required time and attention to complete the required due diligence checks as well as mandatory training for appointed representative businesses. For this I must thank all of the firms involved, as well as saying a special thank you to the members of our funeral director regulatory working group with whom we consulted regularly. We're incredibly grateful for their commitment to ensuring that the application process, training and systems meet the needs of independent businesses to continue to offer funeral plans. For more on our journey to regulation, see page 18.

Our people

We're proud of our highly engaged and motivated workforce. Our focus remained on ensuring the health, safety and wellbeing of our teams in response to the changing Covid-19 landscape. We continued to operate with a hybrid-working model through the year. Our customer-facing employees worked primarily from our office in Glasgow, following government guidance at all times. Our other previously office based employees continued to work at home for the majority of their time, but were able to work from our office on a phased basis for team collaboration. Our sales and relationship management teams commenced some face-to-face meetings with our funeral director network, whilst continuing to use technology for meetings where appropriate.

CHIEF EXECUTIVE'S REPORT

continued

We have a number of mechanisms that we use to ensure our employees are kept informed about the company. Information is communicated through a weekly company briefing, our company intranet, monthly all-staff virtual meetings and my regular blog. We also share monthly updates on our financial performance, and all of this is supplemented by individual managers cascading issues of relevance to their departments. Directors have informal meetings with employees to enable them to give feedback or ask questions about anything affecting the organisation.

We were delighted to be able to hold our first face-to-face staff conference in nearly three years in November 2021 across five socially distanced question and answer events. We also held a number of virtual all-staff events and video briefings to ensure our employees remained connected to the company and our strategy, while having the opportunity to ask questions in a live environment.

We're committed to ongoing employee development and have an extensive programme of learning and development activity to support our people in their day-to-day roles. Alongside our company-wide customer-focused annual e-learning modules, such as vulnerable customers and treating customers fairly, we also have a number of governance modules including data protection and whistleblowing. Personal growth and development are of equal importance, with all employees encouraged to have a personal development plan, supported by access to a comprehensive development toolkit.

Our employee engagement survey looks at how we can improve our employee experience, measuring the extent to which our people are committed to Golden Charter and how enabled they are to carry out their roles. We have a strong record of significantly higher than average engagement and enablement results which we have been measuring since 2016. For more on our people, see page 21.

Looking to the future

Our goal is to be future fit, to grow sustainably, to reflect society as it stands today and how it will look tomorrow. At the heart of our strategy are our customers.

The network of independent funeral directors who choose to work with us remains Golden Charter's unique benefit for customers, offering unrivalled choice across the UK. These often multi-generational funeral director businesses are pillars of their local communities and we believe they offer the best quality, value and consistency of service in the marketplace.

Now, it's for those firms to seize the opportunity that presents itself with the increased consumer confidence that FCA regulation brings – with our support available at all times. Our relationship with our funeral director partners will continue to be grounded in respect and partnership, putting customers at the heart of everything we do.



FINANCIAL REPORT



Robert Speir
Chief Financial Officer

Our financial results for the year to 31 March 2022 were positive. Turnover for the year was £24.8 million, which was a 4% decrease compared to last year. The reduction in turnover reflects a planned reduction in the level of ongoing remuneration that we receive to support the administration of our 389,600 existing customers. There was also a decrease in the number of guaranteed over 50s insurance policy holders who added a funeral benefit option to their insurance policy.

These adverse movements were partially offset by increased sales of funeral plans through our independent funeral director network as our selling capacity recovered following the first year of the Covid-19 pandemic. Despite the reduction in turnover, we delivered an operating profit for the tenth year in a row, at £1.1 million. At the end of the year, the company

held cash of £16.1 million. The £2.4 million increase in cash was driven by the operating profit movement and an increase in the level of provisions. The accounts make provision for payment of £172,000 corporation tax in the year.

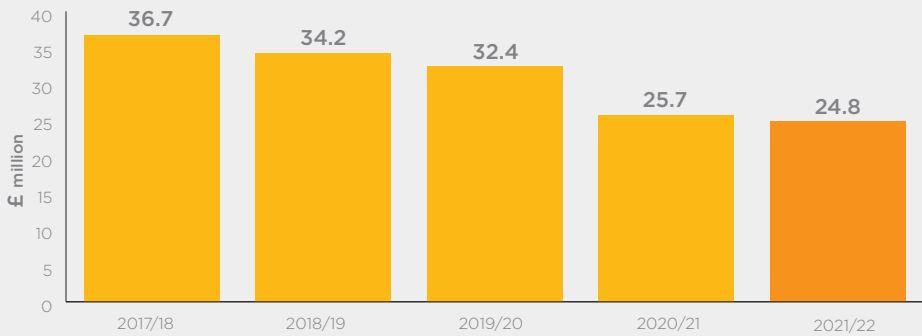
We operate a defined contribution pension scheme under the UK auto enrolment regime, contributing a minimum of 6% of basic salary for employees and paid employer contributions of £505,000 during the year.

As our Chair notes in his statement, we expect to see a reduction in our operating profit for 2022-23. We will further reduce the level of ongoing remuneration that we receive to support the ongoing administration of our funeral plans, and our cost base will increase due to FCA regulation and the current cost of living challenges in the UK.

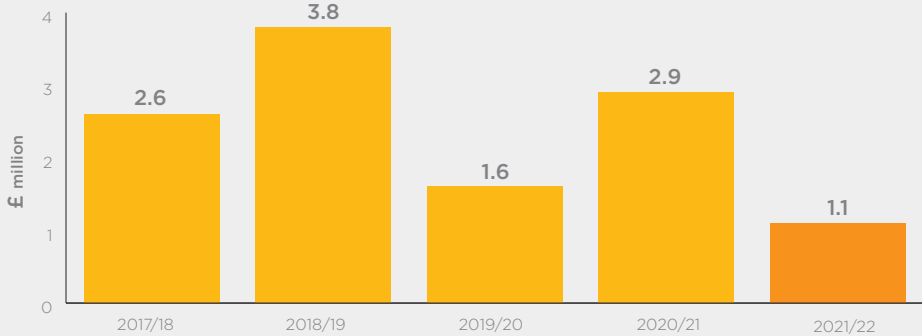
Financial highlights to 31 March 2022



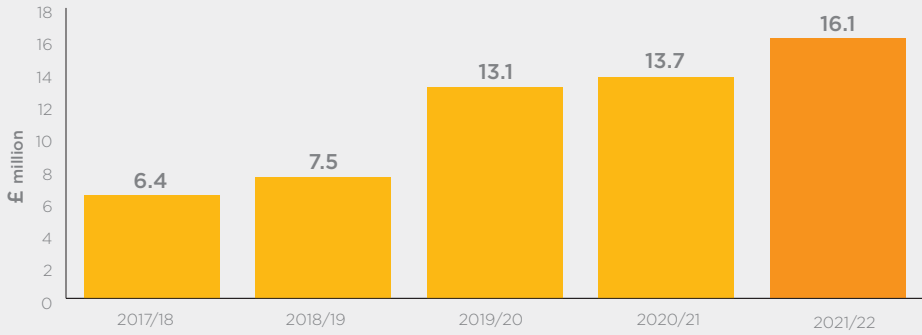
TURNOVER



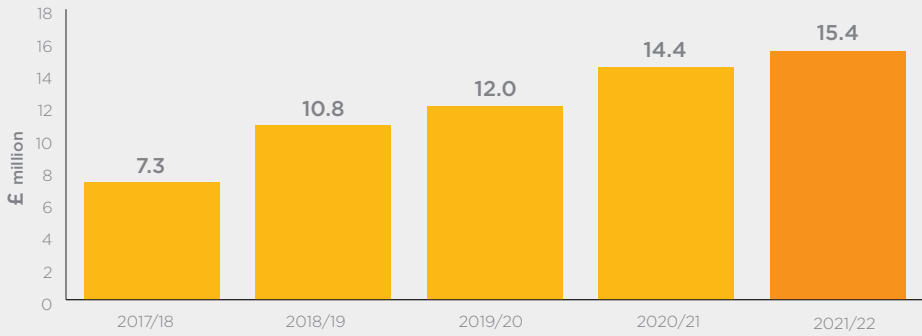
OPERATING PROFIT



CASH AT BANK AND IN HAND



NET ASSETS



“With a little help from the funeral director, it was hassle-free.”

Customer satisfaction and tracking study,
November 2021



OUR YEAR IN REVIEW

Listening to our customers

With customers at the heart of all we do, monitoring the satisfaction levels of our new and existing plan holders plays a key role in our decision-making. Our customer satisfaction and experience tracker provides insight on a range of areas including the quality of our sales process, our after sale documentation and our ongoing customer service.

As we prepared for the introduction of Financial Conduct Authority (FCA) regulation on 29 July 2022, it was essential we ensured that our products and services performed as expected and provided fair value for customers. We were pleased to see satisfaction levels increase over the course of the year, with 94% of customers confirming they're satisfied with the service we provide.

The study allows us to look specifically at the customer experience where our plans are purchased via a local independent funeral director, which is the route the majority of our customers choose. A remarkable 93% of new customers surveyed over the period rated their funeral director nine out of 10. This demonstrates the high quality, customer-focused service that our partner firms provide to those looking to purchase a funeral plan. These high satisfaction levels are outstanding and a trend we continue to see, underlining how valued independent funeral directors are by their local communities.

In addition to surveying new and existing customers, our research with prospective customers offers important insights to ensure we identify and respond to emerging trends as they appear. During the year our research highlighted the significant number of customers who are considering purchasing a funeral plan, with 25% of over 55s surveyed stating they expect to contact an organisation about a funeral plan at a later date. This demonstrates the very significant opportunity that exists in the market now and we're working closely with our independent funeral director partners to ensure this customer demand can be met.

The changing marketplace

The ongoing impact of the pandemic was felt universally during 2021-22, and the funeral plan sector was no exception. Customer attitudes continued to shift at a rapid pace, including an acceleration in demand for

digital services. This was largely due to a growing proportion of our customer base becoming comfortable with digital technology, combined with a continued desire to minimise face-to-face contact with others.

Also resulting from the experience of living in a pandemic, the market saw an explosion in the demand for direct cremation services. The simplification of funeral services due to government restrictions normalised an increasingly minimal approach to funerals than has traditionally been accepted. Having offered direct cremation plans both directly and via our funeral director partners for some time, we were able to meet this growing demand. However, the spike in uptake was most clearly demonstrated via companies specialising in these limited services.

Research we commissioned in December found that less than a quarter of over 55s were aware their local funeral director offers this as part of a broad range of services. One significant advantage our partners can offer is a local crematorium instead of the body being transported some distance away, as is sometimes the case with the large nationwide direct cremation brands. There is clear evidence that this service appeals to a growing proportion of the ageing population and we'll be supporting our funeral director partners to demonstrate that they're evolving to meet shifting customer expectations.

The impact of impending FCA regulation also began to be felt in the marketplace, with commentary in the media focusing on concerns about the safety of some funeral plans. While the security of our customers' funds was not in question, negative coverage creates detriment for the sector as a whole. We know anecdotally that this reputational damage resulted in some customers choosing to delay the purchase of a funeral plan until the FCA commenced supervision of the market. We're confident that overall customer demand has remained strong and will continue now that customers are afforded the new protections of the FCA, including access to the Financial Ombudsman Service and the Financial Services Compensation Scheme.

OUR YEAR IN REVIEW

continued

Getting regulation ready

Our clear focus for 2021-22 was, undoubtedly, ensuring that the business would be in a solid position to gain FCA authorisation to provide funeral plans beyond 29 July 2022 – the date the regulator had set to take on supervision of the funeral planning market.

Many of the customer-focused principles the FCA requires were already embedded in our culture. However, this shift in how funeral plans should be marketed, sold, administered and delivered required us to make some adjustments to our systems and processes.

The regulator published its rules for the sector in July 2021, helping us to more clearly define the changes we would need to make. We were one of the first providers to submit our application when the regulator's gateway opened in September 2021. Over the course of the year we remained in regular dialogue with the FCA, ensuring we understood their expectations and adapted our preparations as required.

We developed two compliant, proportionate and fit-for-purpose routes enabling customers seeking to purchase a funeral plan via their local independent funeral director to continue to do so. Our appointed representative model proved most popular, allowing funeral directors to take customers through the sales process. Our introducer appointed representative model offers a simpler approach whereby funeral directors capture the enquiry details and pass these to our contact centre. We then pick up the conversation with the customer and guide them through our sales journey.

While one model places greater responsibilities on funeral directors than the other, both marked a shift from the status quo for our partners. Preparing to support them through the stages of the application process to ensure they too meet the FCA's requirements was a major focus for the year.

By the close of March 2022, we had a significant proportion of our funeral director partners making their way through the application process. This involved a rigorous due diligence process and signing our new appointed representative or introducer appointed representative agreement, depending on the choice made by the firm. We also developed a bespoke customer-focused training course to be

completed prior to 29 July for all approved persons and others involved in funeral plan sales within appointed representative firms.

These preparations laid the ground for us to receive notification of the FCA's intention to authorise Golden Charter as a principal firm in June 2022. As anticipated, we received confirmation that we would be authorised and regulated by the FCA on 29 July. None of this would have been possible without the tremendous efforts of our colleagues across the business, the invaluable input of the independent funeral directors making up our regulatory working group, nor the patience, openness and commitment of our funeral director partners.

Creating a digital future

Looking beyond 29 July was vital to ensuring we would be in a strong position to face the new challenges presented by a changed marketplace.

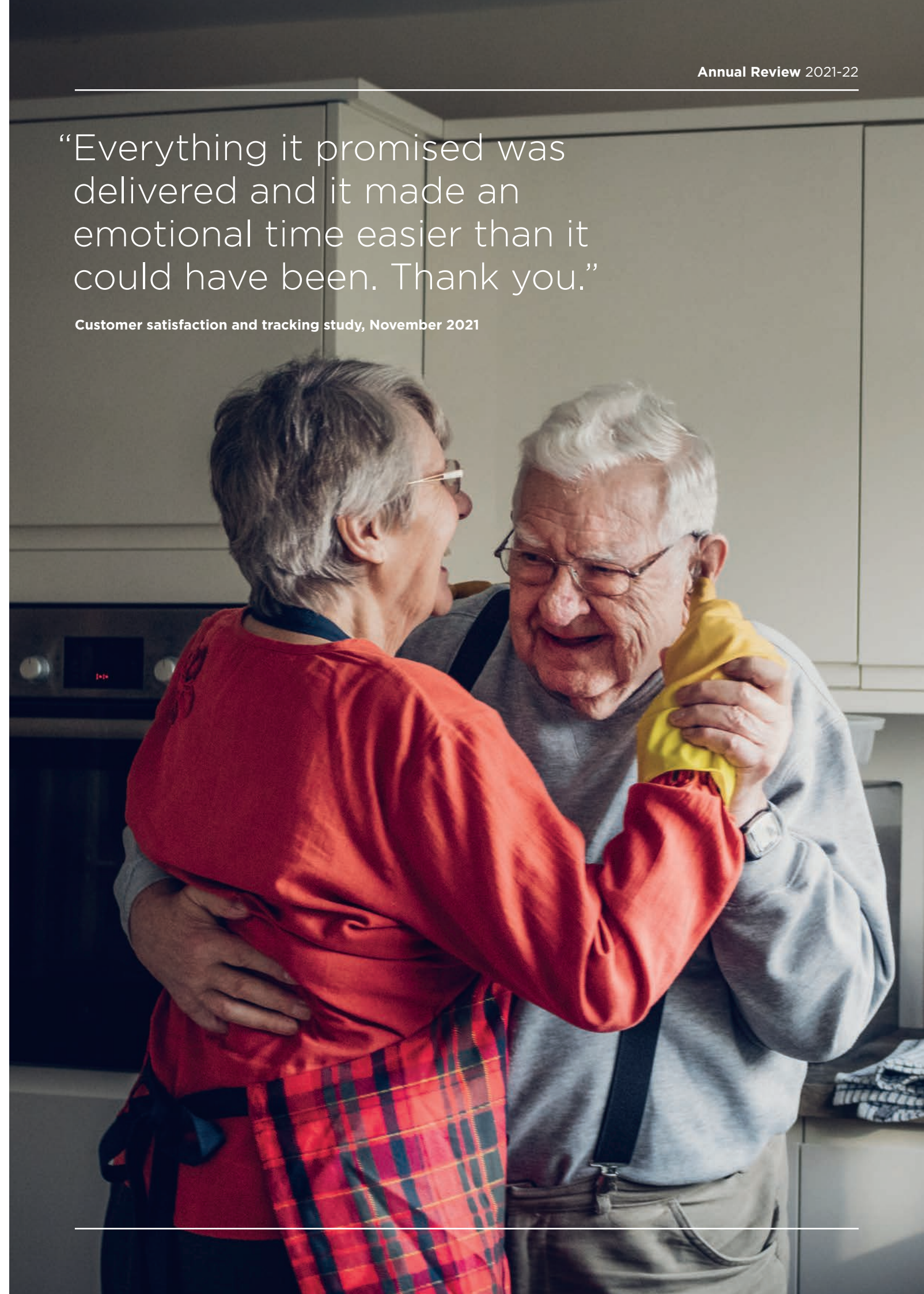
We identified the need to bolster our expertise in the digital space to enable greater innovation for the benefit of our customers and funeral director partners. This was reflected in the appointment of Claire Zuurbier to the Board in January 2022, bringing a wealth of experience to ensure digital proficiency is present at the most senior level of the business.

At the close of 2021-22, this commitment to digital was further demonstrated in the bringing together of our technical teams for the first time. Our colleagues focused on IT infrastructure, architecture and security are working alongside those developing technology solutions for future and existing customers, supported by project management and data experts. This will deliver many advantages, ensuring our technological resources are fully aligned with the needs of our business.

In summer 2021 we launched Nexus, a powerful online business tool which presents in-depth insights into customers and funeral plan sales in an easily digestible format. The tool has enabled us to provide our funeral director partners with the information they need to better understand their customers and identify opportunities to grow their funeral plan business. Being able to help businesses recognise future trends and predict sales based on historical data sets us apart from our competitors.

“Everything it promised was delivered and it made an emotional time easier than it could have been. Thank you.”

Customer satisfaction and tracking study, November 2021



OUR YEAR IN REVIEW

continued

We also enhanced our funeral director portal at mygoldencharter.co.uk, making the platform easier and more efficient for users. Improvements were made to digital applications to deliver a more intuitive journey for the growing number of customers who expect to submit plan applications online through their chosen funeral director. The project involved our digital customer experience team examining our customer research and consulting with a number of independent firms to gain a deeper understanding of the customer journey. Further work was also underway to ensure the required regulatory changes to the digital sales process would be in place for the introduction of FCA oversight on 29 July 2022.

The majority of our customers choose to purchase their plan via their local independent funeral director. This, coupled with the increasing demand for online plan sales since the onset of the pandemic, led us to launch our funeral director digital plan sales pilot in May 2021. The 20-plus firms involved were in regular dialogue with our digital customer experience colleagues over the year, helping to shape the customer-led online sales journey for their families. Following a successful pilot, the functionality will be made available to our partners to meet this growing demand from their customers in autumn 2022.

Meanwhile, our 'find a funeral director' platform localfuneral.co.uk was already firmly established and continued to put families searching online in touch with their local independent funeral director. By the end 2021-22, the site had passed almost 20,000 enquiries to independent businesses all over the UK since its launch. This represents a potential £10m to the sector, at no charge to those listed on the platform. localfuneral.co.uk also presented a solution to new Competition & Markets Authority requirements resulting from the regulator's funeral market investigation, whereby firms must advertise their at-need prices online. The platform continues to provide independent businesses with the opportunity to showcase their services online.

Demonstrating we're the partner of choice

Our partner of choice campaign set out to promote our package of benefits for independent funeral directors, which fell into three main pillars – securing future funerals, regulation readiness and business support. From the long-standing support we offer funeral directors, such as expert marketing support, to brand new benefits including insights from our Nexus business tool, the campaign showcased the strength and breadth of our offering. We also launched funeral director value statements, providing a personalised breakdown of the value we're adding to individual businesses.

Setting out all of the ways in which we support our partners proved successful in helping us to maintain and grow a strong connection with the businesses in our network. A large proportion chose to submit their applications to become an appointed representative or introducer appointed representative of Golden Charter ahead of FCA regulation on 29 July 2022.

Embedding our culture

In June 2021 we launched 'Our Voice', an initiative giving our employees the tools they need to communicate effectively – both internally and externally.

Underpinned by our company values, we have long sought to put the customer at the heart of what we do. Our Voice provides practical support for all areas of the business to ensure we're always clear in our communications to enable full understanding at all times. As a business that comes into contact with elderly and bereaved people regularly, this element is particularly important and aligns with our policy and mandatory training developed to support employees when dealing with vulnerable customers.

Our Voice sits alongside our employee e-learning programme and company policies to ensure each individual team member understands their responsibilities on everything from identifying fraud and corruption to data protection and whistleblowing. This will be further supported by a continuous professional development (CPD) programme and training and competency framework introduced in 2022-23, in line with our responsibilities under the FCA.

Supporting good causes

Charity fundraising has long been part of our culture and that continued in 2021-22, despite the pandemic limiting our ability to hold office-based fundraising events. Instead, we raised awareness of the fundraising our individual employees took part in via internal communications, supporting a wide variety of causes all over the country and internationally.

Once again a £5 donation was made to Social Bite on behalf of each team member over the festive period, purchasing a Christmas dinner or emergency winter food pack for those who are homeless or vulnerable. Our support contributed to the 263,720 meals, food packs, gifts and essential items that social enterprise Social Bite gave out during its Festival of Kindness.

We were also pleased to support the charity of the year of SAIF President Mark Porteous, who was raising funds for childhood bereavement charity Winston's Wish. This important organisation supports 40,000 children and young people each year.

In the Royal British Legion and Poppyscotland's centenary year, we marked our sixth year of charity partnership. More than 730 independent funeral directors opted in to donate £25 for every plan sold during the campaign period, and the running total raised over the length of our partnership surpassed an incredible £600,000. As a result of the generosity of our funeral director partners, the charities have put these vital funds towards supporting members of the Royal Navy, British Army, Royal Air Force, veterans and their families.

OUR PEOPLE

The commitment and professionalism of our employee population was demonstrated as never before during 2021-22 as we prepared for FCA regulation.

This team effort involved all areas of the business as we prepared to meet the regulator's requirements and support our funeral director partners through a rigorous application process – all the while continuing to provide an excellent service for our customers.

Despite the continued impact of Covid-19 on our colleagues' work and home life, our overall employee engagement score remained high at 76%. This positive result reflects the drive of our employees and supports our approach to internal communications, ensuring team members feel engaged, informed and heard.

With the easing of lockdown restrictions, we hosted in-person employee updates in Glasgow in November 2021. The sessions provided the opportunity for many of our people to reconnect in person for the first time since March 2020, restating our key business priorities and enabling colleagues to gain a deeper understanding of the challenges ahead.

All colleagues completed our annual e-learning programme, which includes mandatory modules on treating customers fairly and dealing with vulnerable customers to ensure customers are always at the heart of what we do. Work to adapt this programme to match the specific approach of the FCA was undertaken and the updated training calendar is to be complemented by the roll out of a continuous professional development programme and training and competency framework in 2022-23, further supporting our colleagues to thrive.

Eager to support our colleagues through the emerging cost of living crisis, we conducted a salary review to ensure we provide the appropriate level of remuneration ahead of an increasingly challenging economic climate. Meanwhile, our employee assistance programme remained available to ensure access to qualified counsellors and wellbeing advice is at our colleagues' fingertips.

The first meeting of our equality, diversity and inclusion forum took place to help us develop our culture in this space. Still in its infancy, the group aims to support and promote diversity and equality in our business and is seeking new volunteers into 2022-23.

We're passionate about putting people first and ensuring we evolve to meet the changing needs of our employees. With the aim of designing a new benefits package that encourages our people to enjoy every day, we sought colleagues' views in early 2022. The output will be delivered in 2022-23 and address four key areas – health and wellbeing, community and inclusion, flexibility and recognition. This aligns with our commitment to being a modern, flexible employer and supporting our colleagues to balance work and home life.

Thank you to each and every one of our employees who truly embodied the company values over the year.

SHAREHOLDERS' REPORT



Adam K Ginder
SAIFCharter Chairman

SAIFCharter is the association of independent funeral directors that is the ownership group of Golden Charter Limited. Membership is open to independent funeral businesses that are members of the SAIF trade association and exclusively promote and sell Golden Charter's funeral plans. There is no additional cost attached to becoming a member of SAIFCharter.

SAIFCharter was formed to hold the shares in Golden Charter on behalf of its independent funeral director business members.

The activities of SAIFCharter are overseen by an executive committee comprising of eleven elected or nominated funeral director representatives and the Chief Executive Officer of Golden Charter Limited.

The executive committee elects three of its members to serve as directors on the Board of Golden Charter Limited. One member of the executive committee also serves as a Trustee of the Golden Charter Trust. This arrangement ensures that the Golden Charter Board discussions are informed by significant experience and insight from the funeral profession.

Reflecting on the year passed, I'm immensely proud of the achievements our members have made together, as a profession and as an association.

With ever-changing Covid-19 restrictions, introduction of the Competitions and Markets Authority (CMA) pricing requirements and Financial Conduct Authority (FCA) regulation of the funeral plan market, the funeral profession has been transforming.

The pivotal role of independent funeral directors, caring for families and supporting communities, is recognised and valued more than ever. That customer-first, caring ethic is reflected within the new regulatory frameworks governing the at-need and pre-need aspects of funeral directors' businesses. These developments are ones which we have confidently embraced this year.

I would like to acknowledge the ongoing commitment and professionalism of our members in adapting to these changes, while continuing to support families and communities. Specifically, I would like to acknowledge the support of our association's Regulatory working group chaired by Helen Wathall, which has been instrumental in reflecting how FCA regulation impacts our association's varied range of businesses. The funeral director perspective of how we work with families to provide the best outcome for customers has been central to informing Golden Charter's approach.

As trusted independent funeral directors with established relationships within our own communities and expert knowledge of our local marketplaces, the majority of our members have chosen the pathway to regulation that allows them to continue to be at the heart of these conversations with families.

In the lead up to regulation of the funeral planning sector, it was clear that the FCA recognised that many well-run funeral planning firms were already meeting, or were close to meeting, the new standards the FCA would require. Through our partnership with Golden Charter, our members benefited from this established good practice and ways of working. By putting the principles of treating customers fairly, looking after plan holders' data and checking for signs of vulnerability of customers at the centre of funeral plan sales, we were in a strong position compared with those who had less stringent guidance and controls.

Another key element of our members' successful progression on their regulatory journey with Golden Charter to be able to continue to offer funeral plans to families under FCA oversight, has been the adoption of digital channels. While we undoubtedly still have a way to go to fully integrate digital ways of working and respond to changing customer preferences in this

“The pivotal role of independent funeral directors, caring for families and supporting communities, is recognised and valued more than ever.”

space, I have been reassured with progress made this year. The majority of our members have taken the key important steps by registering for Golden Charter's online portal, using the digital application service for funeral plan sales and embracing the adoption of digital channels for connecting with families.

We have embraced a shift to digital engagement within our association too. While remote engagement can't ever serve as a full replacement for in-person interaction, the shift to a hybrid approach of in-person and virtual engagement for our AGM and working groups has undoubtedly presented opportunities for wider participation. Golden Charter's partnership podcast mini-series is just one of the other ways we surfaced commentary and insights from a wider range of funeral director perspectives on regulation, and the guidance and support available from Golden Charter.

We continue to strive to make SAIFCharter as open and accessible as possible to members and understand the diverse needs of individual firms.

As we lead the way in the provision of the highest standards of pre-need services, our members have also been supported by Golden Charter this year to meet the CMA requirements. The changes introduced by the CMA were designed to allow bereaved families to compare funeral costs more easily online and make a more informed choice of funeral director. Development of Golden Charter's localfuneral.co.uk service (the only 'find a funeral director' website created exclusively for Independents) has allowed our members to meet the CMA requirements through their localfuneral.co.uk listing, where firms don't have their own website.

The service also allows us to compete in this space and connect with customers looking to secure the services of their trusted local independent funeral director at their time of need.

This is an example of the range of support provided to our businesses by Golden Charter, to help us give families the comfort of receiving the information they need to make an informed choice and make important connections with families.

As we move into the regulated world, in order to remain in the association, our members will be required to become an appointed representative or introducer appointed representative of Golden Charter. I'm pleased to report that SAIFCharter entered the current financial year with a strong number of members, an encouraging sign that independent funeral directors see the need to work together to harness the power of our collective. While we can anticipate there will be some who are not able to commit to the new requirements moving forward, I hope we're able to welcome these firms again in the future. Golden Charter will, of course, continue to look after these firms' existing plans as usual, providing certainty for customers.

Our association has further strengthened our relationship with Golden Charter this year, providing greater clarity and transparency of our relationship structure, giving confidence to the regulator, to our elected representatives and to our wider network.

I'm proud of the progress that we have made this year in partnership with Golden Charter, with the vast majority of our members positioned to adapt to the requirements of a regulated world.

We have achieved so much and, as we look ahead, the resilience and strength of our membership makes me confident in our ability to respond to the continued pace of change and put customers at the heart of our businesses.

“The largest funeral plan trust
open to independent funeral
directors.”

Gareth Howlett
Chairman of The Golden Charter Trust

THE GOLDEN
CHARTER
TRUST



ABOUT THE TRUST	26
CHAIRMAN’S STATEMENT	28
INVESTMENT REPORT	30

THE GOLDEN CHARTER TRUST

ABOUT THE TRUST

Background

The Golden Charter Trust was established in 1990 with the fundamental purpose to ingather, hold, invest and administer the funds received from individuals and families who purchase funeral plans from Golden Charter Limited. This is with a view to ensuring that the funds held in the Trust are at all times sufficient to meet, in full, the anticipated invoice costs of all outstanding and matured plans.

The Trust exists for the protection of both the customers who have purchased funeral plans from Golden Charter Limited, and for the funeral directors who have undertaken to carry out the funeral services in accordance with the plan terms and conditions. To ensure this protection, the Trust's assets are entirely separate and independent of Golden Charter Limited.

The Trust is governed by a Trust Deed which has been revised to meet the requirements of FCA regulation of the pre-paid funeral plan sector effective from 29 July 2022. The Trust is not directly regulated, but is required to comply with the FCA rules relating to trusts.

The Trust's investments are held in a company, The Golden Charter Trust Limited, which is wholly owned by the Trust. Holding its investments in a company allows the Trust to conduct its investment business more efficiently. The Trustees of The Golden Charter Trust are appointed as the directors of The Golden Charter Trust Limited and so the safeguards provided by the Trust are unaffected by this arrangement.

Communication

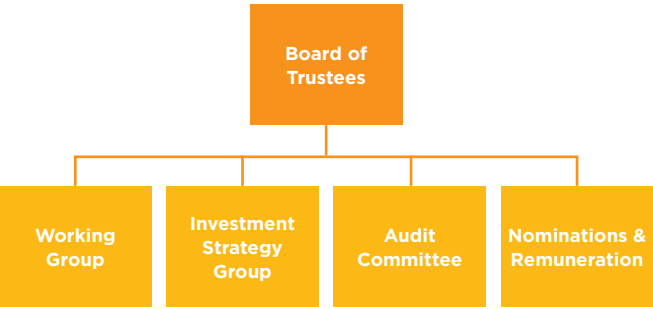
The Trustees are committed to providing clear information about The Golden Charter Trust and the funds we hold on behalf of customers and funeral directors. The Trust's website is regularly updated with information about the Trust and its Trustees. This information includes Frequently Asked Questions (FAQs) that reflect the key questions current and prospective customers ask about the Trust.

The statutory accounts of The Golden Charter Trust Limited are filed on public record at Companies House and are available to view on our website. The Trust recognises the importance of communicating directly with funeral directors and is represented at SAIFCharter's AGM and at SAIFCharter Executive meetings.

How the Trust is managed

The Board of Trustees comprises experienced individuals from a wide range of business backgrounds. They are required by majority to be independent of Golden Charter Limited. The Trust exceeds the requirement with seven of the eight appointed Trustees, at the date of this report, being wholly independent. One Trustee is nominated by the SAIFCharter Executive.

The Board of Trustees are responsible for all executive decisions. However, certain matters, including investment strategy, are delegated to the following committees for specific focus and to make recommendations to the Board.



The Working Group comprises representatives of both the Trust and Golden Charter Limited. It is tasked with ensuring effective communication on all issues of mutual interest to the Trust and Golden Charter Limited.

The Investment Strategy Group members all have significant investment experience. In performing their strategic investment function, the Investment Strategy Group take advice from their investment advisers, Barnett Waddingham LLP. The underlying investment managers perform the day-to-day portfolio management within their agreed mandate.

The Audit Committee meets to consider risk, governance and compliance issues. In addition, the Audit Committee oversees the production and audit of the annual financial statements of the Trust and The Golden Charter Trust Limited.

“The Trust exists for the protection of both customers and funeral directors.”

The Nominations and Remuneration Committee is responsible for ensuring that the performance of the Board of Trustees and of individual Trustees is regularly reviewed. It is also responsible for the process of identifying new Trustees and for making recommendations on the level of Trustees' remuneration.

The Trust's executive team is responsible for managing the legal, financial, and administrative affairs of the Trust on a day-to-day basis.

Expenses of the Trust

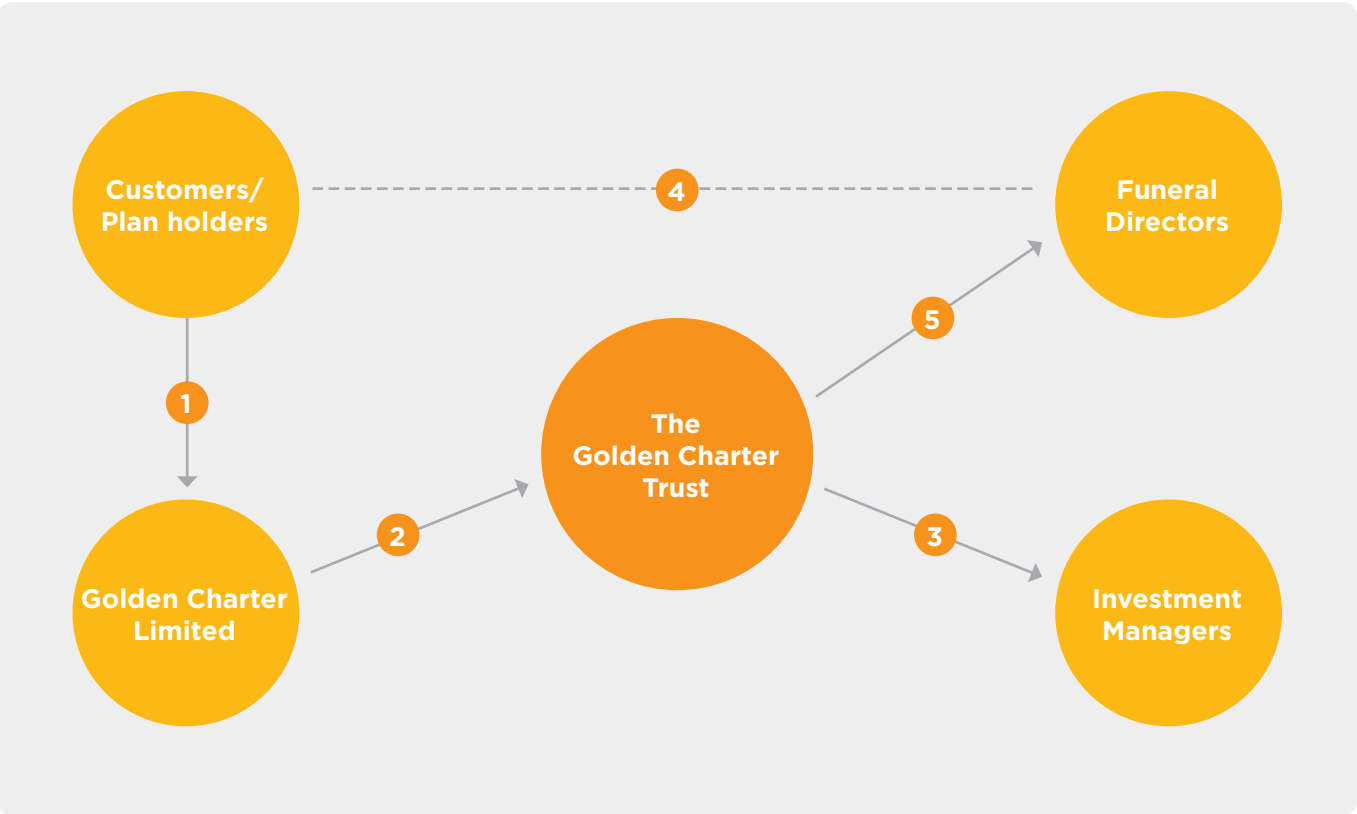
The Trust incurs operating expenses for maintaining the Trust, which include fees paid to the Trust's investment managers and professional advisers, and the remuneration of the Trustees and the Trust's employees.

An annual fee is paid by the Trust to Golden Charter Limited for the provision of accounting and other administrative services provided to the Trust under a service level agreement between the two entities.

How customer monies are protected by the Trust until required at time of need

The flow of monies from the initial sale of funeral plans to the final payment to funeral directors is illustrated in the diagram below.

- 1 Customers purchase funeral plans from Golden Charter which are subcontracted to the chosen or allocated funeral directors.
- 2 Golden Charter deducts the fees set out in the terms and conditions of its funeral plans and pays the balance into the Trust.
- 3 The Trust invests the net funds received with carefully selected investment managers.
- 4 Funeral directors perform the funeral services as specified in the funeral plans at the time of need.
- 5 The Trust pays the invoice amounts for matured plans, as advised by Golden Charter, to funeral directors.



THE GOLDEN CHARTER TRUST

CHAIRMAN’S STATEMENT



Gareth Howlett
Chairman of The
Golden Charter Trust

Introduction

I am pleased to present my statement for The Golden Charter Trust for the year ended 31 March 2022.

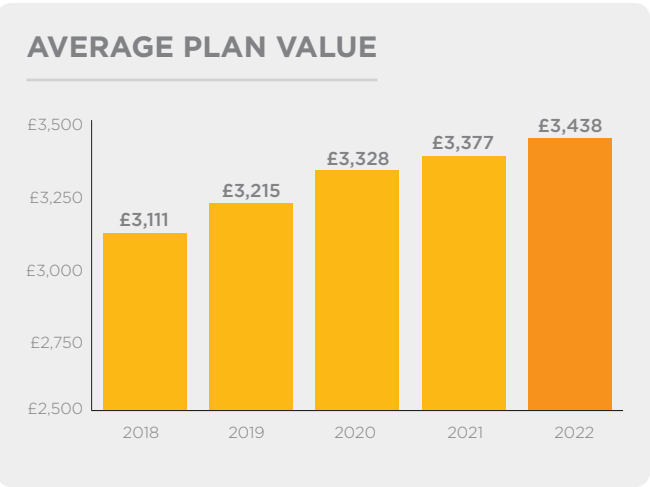
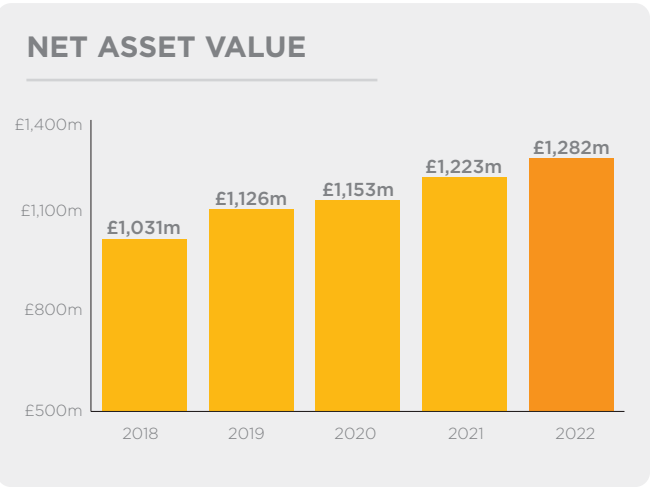
At the end of the financial year, we said farewell to our retiring Trustees, Geraldine Gammell and Ian Barnett. Ian gave the Trust thirty years of unstinting service, initially as the Trust’s banker before taking up the position of Trust Manager and then of Trustee. Geraldine was a most effective Chair of the Audit Committee and an unfailing source of general good counsel. Both Geraldine and Ian will be much missed.

As part of the continuing programme of Board renewal, we appointed Myriam Madden as a Trustee and Chair of the Audit Committee. Myriam has significant experience of audit, risk and governance and her appointment commenced on 1 April 2022.

How the Trust performed in the year to 31 March 2022

The audited net assets of the Trust at 31 March 2022 totalled £1.282 billion. Details on the performance of the Trust’s investment portfolio are given in the Investment Report.

The following charts show how the Net Asset Value of the Trust has grown in the period from 31 March 2018 to 31 March 2022, and how the average value of an outstanding funeral plan has grown from £3,111 to £3,438 in the same period.



“The Trust has always aimed to set market-leading standards of transparency, good governance, and the safeguarding of plan holders’ interests.”

Regulation

Over the past year we have been working with Golden Charter Limited to adapt our close working relationship to the new regulatory regime that came into force on 29 July 2022. On that date Golden Charter Limited became subject to the direct regulation of the FCA, and although the Trust itself remains outside such direct regulation, there is an indirect impact upon us in so far as the FCA requires regulated providers, such as Golden Charter Limited, to observe a new set of rules in respect of funeral plans backed by independent trusts. These rules are reflected in a new Trust Deed which has been agreed between the Trust and Golden Charter Limited and was effective from 29 July 2022.

As the largest funeral plan trust open to independent funeral directors, the Trust has always aimed to set market-leading standards of transparency, good governance, and the safeguarding of plan holders’ interests. We are confident that this approach will stand us in good stead in the new environment.

The power of the Trust to make payments from the Trust to Golden Charter Limited has always been exercised with great care by the Trustees, and that power is now subject to further conditions set by the FCA. In summary, such payments can only be made if an independent actuary certifies that the ratio of the Trust’s assets to the liabilities for outstanding funeral plans is over 110%, and if the Trustees believe that the likelihood of plan holders getting the funeral they have paid for will not be materially weakened.

Governance

As I mentioned in last year’s statement, we engaged a specialist consultancy practice to carry out an external review of the Board of the Trust. The findings of the review were positive and useful, and the Board decided to repeat the exercise in somewhat greater depth this year. An effective and independent Board is crucial in protecting plan holders’ interests.

Outlook

While the business outlook for funeral plan providers continued to be affected by the pandemic over the past year, the progressive easing of restrictions and the reduction in mortality to more normal levels resulted in an improvement to cash flows. However, the funeral planning sector as a whole attracted some adverse media commentary in the countdown to regulation which highlighted poor management and financial weakness among some fringe operators. This caused very real distress and worry to thousands of families who thought they were doing the right thing by buying a funeral plan, and explains why the Board of the Trust believe the protection of plan holders’ interests is our most important duty.

Lastly, it is again both a duty and a pleasure to thank my fellow Trustees and our employees for their hard work and dedication over the past year.

THE GOLDEN CHARTER TRUST

INVESTMENT REPORT



Christine Johnson
Chair of the Investment
Strategy Group

Principal investment objective

The principal investment objective of the Trust is to invest the funds received from plan sales in such a way as to maximise the likelihood that the Trust’s assets will be sufficient to meet the costs of all pre-paid funeral plans as they mature.

Investment strategy

The Board has put in place a diversified asset allocation which comprises mandates with various investment managers to take advantage of investment expertise in different areas. Our current target is to hold 40% of assets in index-linked gilts, with the other 60% divided between global equities, diversified growth funds, commercial property, infrastructure assets, corporate debt and cash. The asset allocation strategy is designed to ensure that the assets are diversified and of appropriate investment quality.

During the year the Board approved the Investment Strategy Group’s recommendation to make an allocation to a new asset class of secure income as part of the implementation of the agreed investment strategy. Following an identification and interview process, Barings was appointed as an additional manager.

The allocation by asset class at 31 March 2022 is shown in the chart at the top left of the opposite page.

Investment managers

Representatives from each of the nine managers of the underlying funds, including the senior personnel directly responsible for managing the mandate, are invited on a rolling basis to attend meetings with the

Investment Strategy Group. This helps both to monitor performance and to understand how each manager is discharging its responsibilities.

The allocation by investment manager at 31 March 2022 is shown in the chart at the top right of the opposite page.

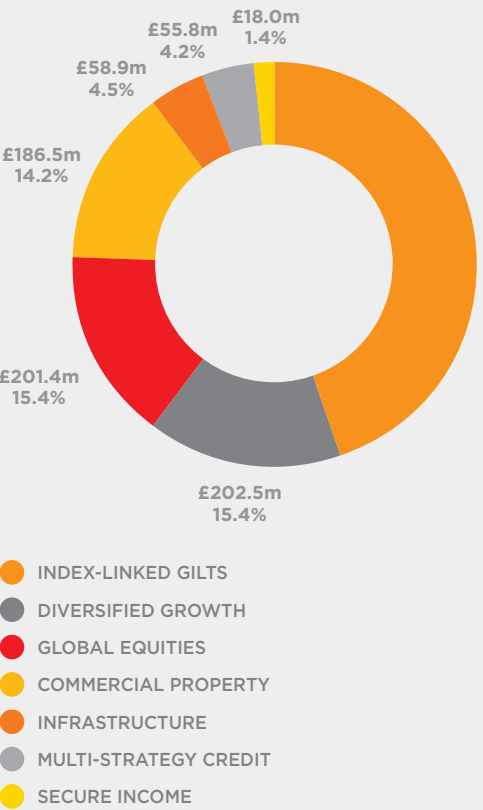
Investment performance

The performance of the investment managers is measured against specific benchmarks and monitored by our investment advisers and by the Investment Strategy Group. Each month our investment advisers provide the Investment Strategy Group with a statement of the overall performance of the investment portfolio and of each of the underlying managers. A full report is provided each quarter which is used by the Board in their review of investment performance.

The year to 31 March 2022 began with markets focused on the recovery from the COVID-19 pandemic following the successful vaccine rollout. However, as 2021 came to an end the focus switched to rising inflation and the actions that central banks would need to take to bring it under control, with central banks beginning to significantly tighten monetary policy for the first time since the start of the pandemic. The concerns around inflation were exacerbated in February 2022 as the Russian invasion of Ukraine led to further disruption, particularly in energy markets.

The overall return on the portfolio over the year to 31 March 2022 was 6.6% (5.1% net allowing for taxation).

INVESTMENTS AT FAIR VALUE
BY ASSET CLASS



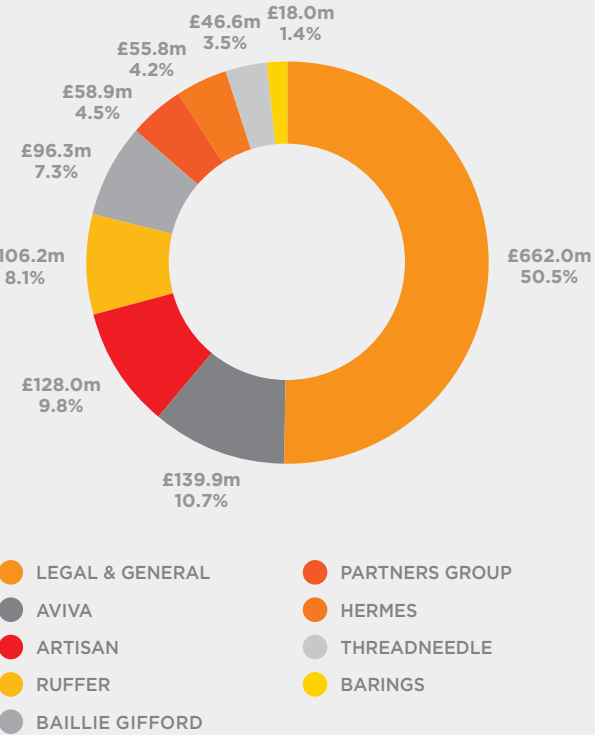
It is important to appreciate that the Trust takes a long-term view on its investment portfolio, which is designed to match the anticipated invoice costs on maturity over the expected life of funeral plans.

The majority of holdings had a positive 12 months, despite some volatility in the period. There was particularly strong double-digit performance over 12 months for the passive equity holdings and the property funds, in line with, or ahead of, their respective benchmarks or objectives. Approximately £16 million was received in income from the invested assets over the year to assist with cash flow.

The likelihood and impact of risks to the investment portfolio are considered by the Investment Strategy Group at its quarterly meetings and any agreed actions and additional control measures are taken to the Board for approval. Alongside this we regularly instruct our investment advisers to perform and report on the results of stress testing scenarios.

It has been the objective of the Board to spread the risks of investment and to strengthen the investment portfolio so that it can meet such challenges. Over the year, given the emerging economic risks, we have

INVESTMENTS AT FAIR VALUE
BY INVESTMENT MANAGER



continued to consider the ongoing appropriateness of the investment strategy both at a portfolio and individual mandate level, and have responded with changes to the strategy and portfolio. The Investment Strategy Group continue to work to ensure the portfolio is positioned to meet its objectives and to be resilient to risks and volatility in so far as is possible now and into the future.

ANNUAL REVIEW 2021-22



"I found the company very easy to deal with as they were caring and understanding. They had a deep knowledge of the products available for our needs and were very constructive to our requirements. It was comforting to deal with Golden Charter and would recommend them to anyone who needs their service."

Trustpilot, October 2021



"My wife and I decided to arrange a pre-paid funeral plan and contacted Golden Charter. We cannot speak highly enough of the empathic, warm and expert service we received. Great care was taken to explain all the options available and, once my wife and I had discussed them, we sat back and Golden Charter did everything we wanted. Whilst we are delighted with the service we are also highly satisfied with the human, friendly, courteous and empathic approach used. Would recommend to anyone."

Trustpilot, April 2021

Golden Charter 
Smart Planning for Later Life

Golden Charter Limited
trading as Golden Charter
Funeral Plans is authorised
and regulated by the
Financial Conduct Authority,
FRN: 965279.

Golden Charter
Head Office:
Canniesburn Gate,
10 Canniesburn Drive,
Bearsden, Glasgow,
G61 1BF

Golden Charter
Registered Office:
One Fleet Place,
London, EC4M 7WS
Registered in England
No. 02511598

Telephone: 0800 171 2077
Web: goldencharter.co.uk