

Engagement report

Philips
Pensioenfonds



Stichting Philips Pensioenfonds - Engagement Summary Report- Jul 01, 2022 to Sep 30, 2022	
Portfolios covered: PIM-DWLDEQ and E_PEMEQ	
Total companies in portfolio (as of 09-30-2022)	
	%
Total company engagements	
Number of individual companies engaged	8%
Number of companies with multiple engagements	9%
(of individual companies where we held multiple engagements over the course of the reporting period)	
Engagements by region*	
Americas	42%
EMEA	30%
APAC	28%
Engagement themes*	
Governance	91%
Social	46%
Environmental	54%
Engagement topics*	
E-Biodiversity	5%
E-Climate Risk Management	47%
E-Land Use/Deforestation	1%
E-Environmental Impact Management	4%
E-Operational Sustainability	6%
E-Other company impacts on the environment	11%
E-Water and Waste	8%
G-Board Composition and Effectiveness	40%
G-Board Gender Diversity	16%
G-Business Oversight/Risk Management	27%
G-Corporate Strategy	43%
G-Executive Management	20%
G-Governance Structure	26%
G-Other	4%
G-Remuneration	48%
G-Sustainability Reporting	18%
S-Business Ethics and Integrity	2%
S-Community relations	6%
S-Diversity and Inclusion	15%
S-Health and Safety	5%
S-Human Capital Management	32%
S-Indigenous Peoples Rights	2%
S-Other Human Capital Management issues	3%
S-Other company impacts on people/human rights	4%
S-Privacy and Data Security	3%
S-Social Risks and Opportunities	15%
S-Supply Chain Labour Management	8%

*Engagements include multiple company meetings during the year with the same company. Most engagement conversations cover multiple topics and are based on our vote guidelines and our engagement priorities found here: <https://www.blackrock.com/corporate/about-us/investment-stewardship#engagement-priorities>

On August 5th, 2022, BIS increased the level of detail reported on certain engagement topics captured while discontinuing other sub-topics that were seldom used. This provides more relevant information and further transparency to our clients. The report now reflects the improved transparency in any engagement post August 5, 2022.



company_name	Significant Votes from Jul 2022 to Sep 2022	Country	Region	sector	engagement_count	in person	video	conf	email	E	S	G	E-Biodiversity	E-Climate Risk Management	E-Land Use/Deforestation	E-Environmental Impact Management	E-Operational Sustainability	E-Other company impacts on the environment	E-Water and Waste	G-Board Composition and Effectiveness	G-Board Gender Diversity	G-Business Oversight /Risk Management	G-Corporate Strategy	G-Executive Management	G-Governance Structure	G-Other	G-Remuneration	G-Sustainability Reporting	S-Business Ethics and Integrity	S-Community relations	S-Diversity and Inclusion	S-Health and Safety	S-Human Capital Management	S-Indigenous Peoples Rights	S-Other Human Capital Management issues	S-Other company impacts on people/human rights	S-Privacy and Data Security	S-Social Risks and Opportunities	S-Supply Chain Labour Management						
ORANGE SA		FR	EMEA	Communication Services	2	2	0	0	0	2	2	2	0	2	0	0	0	0	0	2	0	1	0	0	0	0	1	0	1	0	0	1	2	0	0	1	0	0							
OMRON CORP		JP	APAC	Information Technology	2	1	1	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0					
ENERGIZER HOLDINGS INC		US	AMER	Consumer Staples	2	0	1	1	1	2	1	2	0	2	0	0	1	0	1	1	1	0	0	0	0	0	0	1	0	0	0	1	1	0	0	0	0	0	0	0					
TATE & LYLE PLC		GB	EMEA	Consumer Staples	2	0	1	0	1	1	0	2	1	1	0	0	0	1	1	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0					
ATOS SE		FR	EMEA	Information Technology	2	1	0	1	0	1	1	1	0	1	0	1	0	0	0	1	1	1	0	1	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0					
ABIOMED INC		US	AMER	Health Care	2	0	2	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0					
SPECTRIS PLC		GB	EMEA	Information Technology	2	0	0	1	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	1	0	0					
PEARSON PLC		GB	EMEA	Consumer Discretionary	2	0	0	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0				
RIOT BLOCKCHAIN INC		US	AMER	Information Technology	2	0	1	1	0	1	0	2	0	1	0	0	0	0	0	0	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0				
KYOCERA CORPORATION		JP	APAC	Information Technology	2	2	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	2	0	2	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0				
COMPAGNIE FINANCIERE RICHEMONT SA		CH	EMEA	Consumer Discretionary	2	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
CHAMPION IRON LTD		AU	APAC	Materials	2	1	1	0	0	0	1	2	0	1	0	0	0	0	1	0	1	0	1	2	2	1	0	1	0	0	1	1	1	1	1	1	0	0	0	1	1				
AUTO TRADER GROUP PLC		GB	EMEA	Communication Services	2	0	0	2	0	1	1	2	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0				
INTERCONTINENTAL HOTELS GROUP PLC		GB	EMEA	Consumer Discretionary	2	1	1	0	0	0	1	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0			
APOLLO GLOBAL MANAGEMENT INC		US	AMER	Financials	2	1	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
CNH INDUSTRIAL NV		NL	EMEA	Industrials	2	0	2	0	0	1	2	1	0	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0			
NIKE INC		US	AMER	Consumer Discretionary	2	0	1	1	0	0	1	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1			
MESA LABORATORIES INC		US	AMER	Health Care	2	0	2	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
NEXTGEN HEALTHCARE INC		US	AMER	Health Care	2	0	1	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
KIRIN HOLDINGS CO LTD		JP	APAC	Consumer Staples	2	2	0	0	0	1	1	2	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0			
AVEVA GROUP PLC		GB	EMEA	Information Technology	2	0	0	1	1	1	1	2	0	0	0	1	0	0	0	0	2	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0			
CAPGEMINI SE		FR	EMEA	Information Technology	2	2	0	0	0	1	0	2	0	1	0	0	0	0	1	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
KOMATSU LTD		JP	APAC	Industrials	2	0	2	0	0	0	0	2	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
SSE PLC		GB	EMEA	Utilities	2	0	0	1	1	0	1	0	2	0	1	0	0	0	0	0	2	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
COMPUTERSHARE LIMITED		AU	APAC	Information Technology	2	1	1	0	0	1	2	2	0	1	0	0	0	0	0	0	2	2	2	2	2	2	2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0		
ALLEN SA		FR	EMEA	Information Technology	2	0	0	2	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0			
NATIONAL BANK OF CANADA		CA	AMER	Financials	2	2	0	0	0	0	2	0	2	1	2	0	0	0	1	1	0	0	1	2	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
BECHTLE AG		DE	EMEA	Information Technology	1	0	0	1	0	1	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
DOMINOS PIZZA ENTERPRISES LTD		AU	APAC	Consumer Discretionary	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
SSAB AB		SE	EMEA	Materials	1	0	0	1	0	1	0	1	0	1	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
METCASH LTD		AU	APAC	Consumer Staples	1	0	1	0	0	1	1	1	0	1	0	0	0	0	1	0	1	1	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1		
STEELCASE INC.		US	AMER	Industrials	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
SIXT SE		DE	EMEA	Industrials	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GENUS PLC		GB	EMEA	Health Care	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FLETCHER BUILDING LTD		NZ	APAC	Industrials	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0	1	1	1	1	1	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	
TSURUHA HOLDINGS INC		JP	APAC	Consumer Staples	1	0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NOKIAN TYRES PLC		FI	EMEA	Consumer Discretionary	1	0	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
PROXIMUS NV		BE	EMEA	Communication Services	1	0	0	1	0	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	
CAPITAL & COUNTIES PROPERTIES PLC		GB	EMEA	Real Estate	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NORTHERN STAR RESOURCES LTD		AU	APAC	Materials	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
BREVILLE GROUP LTD		AU	APAC	Consumer Discretionary	1	0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
THYSSENKRUPP AG		DE	EMEA	Materials	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ALPS ALPINE CO LTD		JP	APAC	Information Technology	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SHOWA DENKO KK		JP	APAC	Materials	1	1	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INFRASTRUTTURA WIRELESS ITALIANE SPA		IT	EMEA	Communication Services	1	0	0	0																																					

company_name	Significant Votes from Jul 2022 to Sep 2022	Country	Region	sector	engagement_count	in person	video	conf	email	E	S	G	E-Biodiversity	E-Climate Risk Management	E-Land Use/Deforestation	E-Environmental Impact Management	E-Operational Sustainability	E-Other company impacts on the environment	E-Water and Waste	G-Board Composition and Effectiveness	G-Board Gender Diversity	G-Business Oversight /Risk Management	G-Corporate Strategy	G-Executive Management	G-Governance Structure	G-Other	G-Remuneration	G-Sustainability Reporting	S-Business Ethics and Integrity	S-Community relations	S-Diversity and Inclusion	S-Health and Safety	S-Human Capital Management	S-Indigenous Peoples Rights	S-Other Human Capital Management issues	S-Other company impacts on people/human rights	S-Privacy and Data Security	S-Social Risks and Opportunities	S-Supply Chain Labour Management									
MERIDIAN ENERGY LTD		NZ	APAC	Utilities	1	0	1	0	0	1	1	1	0	1	0	0	0	1	0	1	1	1	1	1	1	0	1	1	0	1	1	0	1	1	0	0	0	1	1									
CANADIAN IMPERIAL BANK OF COMMERCE		CA	AMER	Financials	1	1	0	0	0	1	0	1	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0								
EXPEDIA GROUP INC		US	AMER	Consumer Discretionary	1	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	0	0	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0							
TRUIST FINANCIAL CORP		US	AMER	Financials	1	0	1	0	0	0	1	1	0	1	0	1	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0							
CENTENE CORPORATION		US	AMER	Health Care	1	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0							
SONOVA HOLDING AG		CH	EMEA	Health Care	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	1	0	1	0	1	1	0	1	0	0	0	1	1	0	1	0	0	0	0	1	0							
TOKUSHU TOKAI PAPER CO LTD		JP	APAC	Materials	1	0	0	1	0	1	0	1	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
DAIKEN CORP		JP	APAC	Materials	1	0	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0						
NICE LTD		IL	EMEA	Information Technology	1	0	0	1	0	0	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0					
MAZDA MOTOR CORPORATION		JP	APAC	Consumer Discretionary	1	1	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0					
PREMIER INC		US	AMER	Health Care	1	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0					
NORTHERN TRUST CORPORATION		US	AMER	Financials	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
MAGELLAN FINANCIAL GROUP LTD		AU	APAC	Financials	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	0	1	0	0	1	0	1	0	1	0	1	0	1	0	1	0					
FIRST REPUBLIC BANK		US	AMER	Financials	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
BRAMBLES LTD		AU	APAC	Industrials	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0				
NEWCREST MINING LTD		AU	APAC	Materials	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	1	1	1	0	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	0				
REGIONS FINANCIAL CORPORATION		US	AMER	Financials	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0				
CONCORDIA FINANCIAL GROUP LTD		JP	APAC	Financials	1	0	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
GENERAL MILLS INC		US	AMER	Consumer Staples	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				
HUNTSMAN CORP		US	AMER	Materials	1	1	0	0	0	1	0	1	0	1	0	0	0	0	0	0	1	0	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
BARRATT DEVELOPMENTS PLC		GB	EMEA	Consumer Discretionary	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
ORIGIN ENERGY LTD		AU	APAC	Utilities	1	1	0	0	0	1	1	1	0	1	0	0	0	0	1	0	1	1	1	1	1	1	1	0	1	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	0			
SPIRENT COMMUNICATIONS PLC		GB	EMEA	Information Technology	1	0	0	1	0	1	1	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
WW INTERNATIONAL INC		US	AMER	Consumer Discretionary	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ELECTRONIC ARTS INC		US	AMER	Communication Services	1	0	0	1	0	1	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ELIA GROUP SA		BE	EMEA	Utilities	1	0	0	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
BLACK KNIGHT INC		US	AMER	Information Technology	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CENTRAIS ELETRICAS BRASILEIRAS SA		BR	AMER	Utilities	2	0	0	2	0	2	0	2	0	2	0	0	0	2	0	0	2	2	2	2	2	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CEMEX SAB DE CV		MX	AMER	Materials	2	0	1	1	0	2	2	2	0	2	0	1	1	1	1	0	2	1	2	2	1	2	0	1	1	0	1	1	1	1	1	1	1	0	0	0	1	0	2	0	0			
ALIBABA GROUP HOLDING LTD		US	AMER	Consumer Discretionary	2	0	1	0	1	1	0	2	0	1	0	0	0	0	0	0	2	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
YUM CHINA HOLDINGS INC		US	AMER	Consumer Discretionary	2	0	2	0	0	1	0	2	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GOLD FIELDS LTD		ZA	EMEA	Materials	2	1	0	1	0	2	2	1	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
ENEL AMERICAS SA		CL	AMER	Utilities	2	0	1	1	0	2	2	2	0	2	0	1	1	0	0	0	1	0	2	2	1	2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
POSCO HOLDINGS INC		KR	APAC	Materials	2	2	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
COCA COLA FEMSA SAB DE CV		MX	AMER	Consumer Staples	2	0	1	1	0	2	1	2	0	2	0	1	1	0	0	0	2	1	2	2	2	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
VALE SA		BR	AMER	Materials	2	0	0	2	0	2	1	2	0	1	0	0	0	0	0	0	0	0	0	2	1	1	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
FORMOSA PLASTICS CORP		TW	APAC	Materials	2	0	1	1	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GANFENG LITHIUM GROUP CO LTD		HK	APAC	Materials	2	0	1	0	1	1	1	2	0	0	0	0	0	0	0	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
JBS SA		BR	AMER	Consumer Staples	1	0	1	0	0	1	1	1	1	1	1	0	0	0	0	0	1	0	1	1	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
BANK RAKYAT INDONESIA (PERSERO) TBK PT		ID	APAC	Financials	1	0	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GRUPO FINANCIERO INBURSA SAB DE CV		MX	AMER	Financials	1	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
GEELY AUTOMOBILE HOLDINGS LTD		HK	APAC	Consumer Discretionary	1	0	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LOCALIZA RENT A CAR SA		BR	AMER																																													

Blackrock Investment Stewardship Engagement Priorities

Each year we prioritize our work around engagement themes to encourage sound governance practices and deliver sustainable long-term financial performance for clients. Our approach emphasizes direct dialogue with companies.

Board Quality and Effectiveness - Quality leadership is essential to performance. Board composition, effectiveness, diversity and accountability remain top priorities

Strategy Purpose and Financial Resilience - A purpose driven long-term strategy, underpinned by sound capital management, supports financial resilience

Incentives Aligned with Value Creation - Appropriate incentives reward executives for delivering sustainable long-term value creation

Climate and Natural Capital - Climate action plans with targets advance the transition to a low carbon economy. Managing natural capital dependencies and impacts through sustainable business practices

Company Impacts on People - Sustainable business practices create enduring value for all key stakeholders

Read more about our engagement priorities and key performance indicators here: <https://www.blackrock.com/corporate/about-us/investment-stewardship#engagement-priorities>

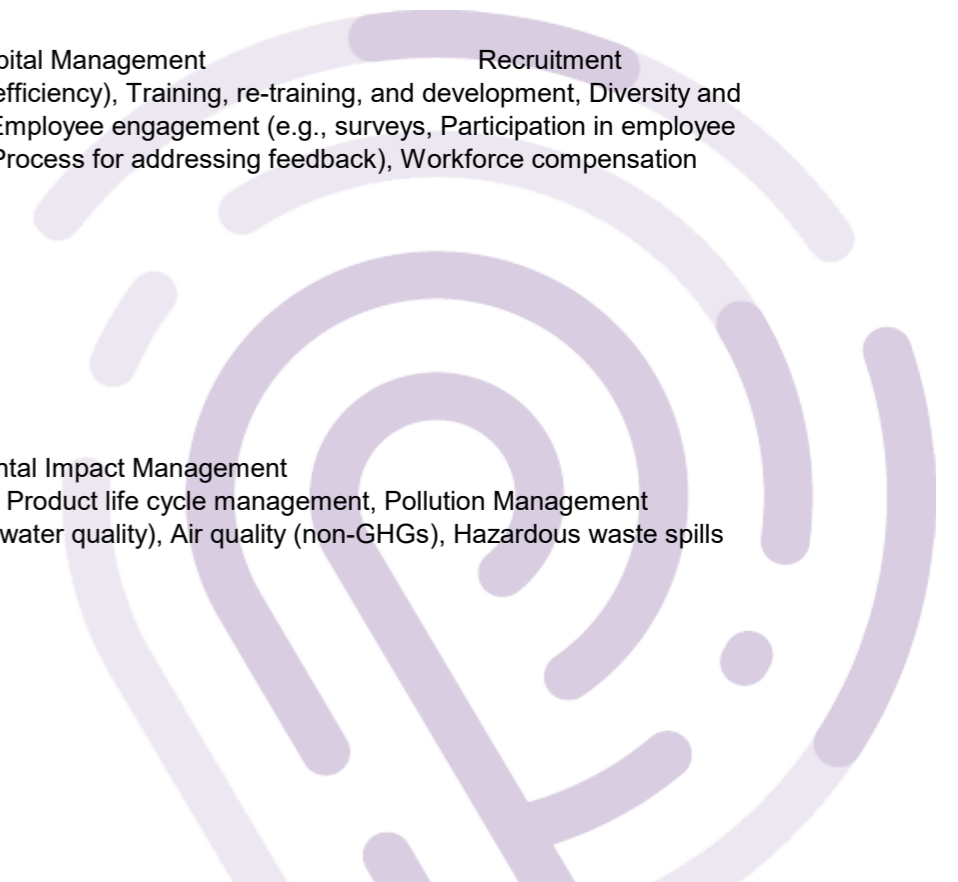
Read more about our engagements in our annual stewardship report and our voting spotlight report: <https://www.blackrock.com/corporate/about-us/investment-stewardship#engagement-and-voting-history>

Blackrock Investment Stewardship Engagement Topic Overview

On August 5th, 2022, BIS increased the level of detail reported on certain engagement topics captured while discontinuing other sub-topics that were seldom used.

This provides more relevant information and further transparency to our clients. The report now reflects the improved transparency in any engagement post August 5, 2022.

Governance	Board Composition & Effectiveness Skills, Diversity, Independence, Mix of tenures/ Refreshment strategy, Presence of appropriate committees, Attendance, Over-commitment, External evaluation and Board dynamics	Board Gender Diversity Gender diversity, gender diversity targets, recruitment, board diversity succession planning	Business Oversight/Risk Management Process for identifying, monitoring, disclosing, managing key risks, Responsiveness to shareholders on material risks to the business Handling of past and current controversies (business track record). Process for assessing robustness of risk disclosure	Corporate Strategy Board and Management attention to, and oversight of, strategic direction, Capital Management (how company ensures proper capital issuance and allocation), Articulation of purpose-driven strategy and plan to achieve it, Culture/ employee connection to purpose, Articulation of M&A opportunities
Social	Community Relations Community Relations, Social License to Operate	Diversity and Inclusion Recruit, retain, and develop diverse talent, Inclusive workplace environment for all workers, Pay equity, Executive training for all underrepresented groups	Health and Safety Worker health and Safety, Safety management plans, Workplace wellness programs	Human Capital Management (sourcing, efficiency), Training, re-training, and development, Diversity and Inclusion, Employee engagement (e.g., surveys, Participation in employee networks, Process for addressing feedback), Workforce compensation
Environment	Biodiversity Company impact on native species, their environment, and migratory patterns	Climate Risk Management Robustness and Materiality of Disclosure (alignment with TCFD), Transition risk (e.g. pace of change to low carbon economy), Physical Risk Assessment (vulnerability of the business), Capex Spend/R&D in clean energy, GHG/Methane Reduction Targets	Land Use/Deforestation Palm Oil, Deforestation-free supply chain management, Commodity-driven deforestation, Deforestation exposure, Loss to disputed land use	Environmental Impact Management Packaging, Product life cycle management, Pollution Management (impact on water quality), Air quality (non-GHGs), Hazardous waste spills



Governance

Executive Management
CEO and C-Suite succession
planning, Management
turnover/sudden departures,
Management track record &
oversight of strategy, Quality of
management (right people in terms
of skill sets and experience to
execute the strategy)

Governance Structure
Major or majority
ownership/shareholder structure,
M&A, Capital issuances

Other Governance Related Issues
Bribery and Corruption Prevention,
Disclosure Anti-Bribery Policy,
Issues relating to global norms
controversies

Remuneration
Alignment of Pay and Performance,
Stock ownership plans and
requirements (how paid out), Sound
compensation structure in Industry/
and relative to peers, Director
compensation and stock ownership
requirements, Alignment of pay
across employee levels (working
towards same goals)
Median pay/Gender Parity

Sustainability Reporting
Publish Sustainability Report,
Disclose TCFD report

Social

Indigenous Peoples Rights
Human Rights, Protection of cultural
heritage sites and local
communities, Access to resources
and/or compensation in the event of
displacement or destruction

Other Company Impacts on
People/Human Rights
Issues relating to global norms
controversies, Impact on local
communities, Stakeholder health
and wellbeing; AMR

Other Human Capital Management
Issues Human Capital Management
issues relating to global norms
controversies

Privacy and Data Security
Risk management and oversight,
Data privacy management, Policy
development and disclosure,
Employee training and incident
response planning, Crisis
preparedness (i.e. activism
defense, cyber war games)

Social Risks and Opportunities
Human Rights (i.e. preventing
human trafficking),
Access to Products,
Geopolitical Risk/Relations with
States/Countries/Regulatory
bodies, Product Safety/Supply
Chain oversight

Supply Chain Labour
Management
Supplier due diligence,
policy management, risk
oversight, reputational risk
assessment

Environment

Operational Sustainability
Company efforts to diminish
environmental impact and improve
resource efficiency in their ongoing
operations

Other Company Impacts on the
Environment
Energy efficiency, Product
offerings (opportunities), issues
related to global norms
controversies, company efforts to
diminish environmental impact
and improve resource efficiency
in their ongoing operations, air

Water and Waste
Waste management, Water
management, Packaging, Product
life cycle management, Pollution
Management, hazardous waste
spills

