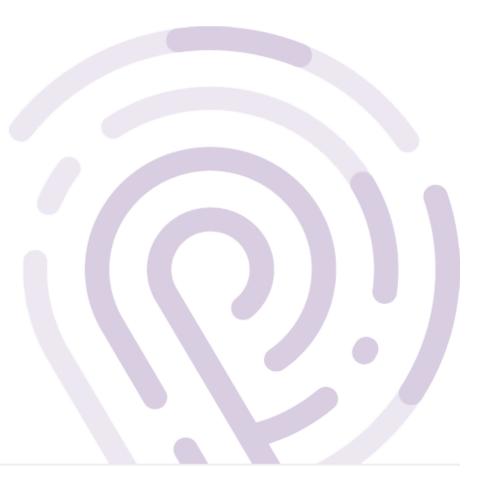
Engagement report



Stichting Philips Pensioenfonds - Engagement Summary Report - October 1, 2023 to December 31, 2023		
Total companies in portfolio (as of 31-12-2023)	5.075	
	Number	%
Total company engagements	128	
Number of individual companies engaged	124	2%
Number of companies with multiple engagements	4	0%
(of individual companies where we held multiple engagements over the course of the reporting period)	1	
Engagements by region*		
Americas	78	61%
EMEA	34	27%
APAC	12	9%
Engagement themes*	1	
Governance	119	93%
Social	59	46%
Environmental	57	45%
Engagement topics*		
E-Biodiversity	2	2%
E-Climate Risk Management	51	40%
E-Land Use/Deforestation	0	0%
E-Environmental Impact Management	0	0%
E-Operational Sustainability	0	0%
E-Other company impacts on the environment	7	5%
E-Water and Waste	9	7%
G-Board Composition and Effectiveness	60	47%
G-Board Gender Diversity	10	8%
G-Business Oversight/Risk Management	49	38%
G-Corporate Strategy	63	49%
G-Executive Management	31	24%
G-Governance Structure	42	33%
G-Other	10	8%
G-Remuneration	65	51%
G-Sustainability Reporting	52	41%
S-Business Ethics and Integrity	6	5%
S-Community relations	7	5%
S-Diversity and Inclusion	11	9%
S-Health and Safety	4	3%
S-Human Capital Management	33	26%
S-Indigenous Peoples Rights	2	2%
S-Other Human Capital Management issues	4	3%
S-Other company impacts on people/human rights	6	5%
S-Privacy and Data Security	12	9%
S-Social Risks and Opportunities	12	9%
S-Supply Chain Labour Management	6	5%

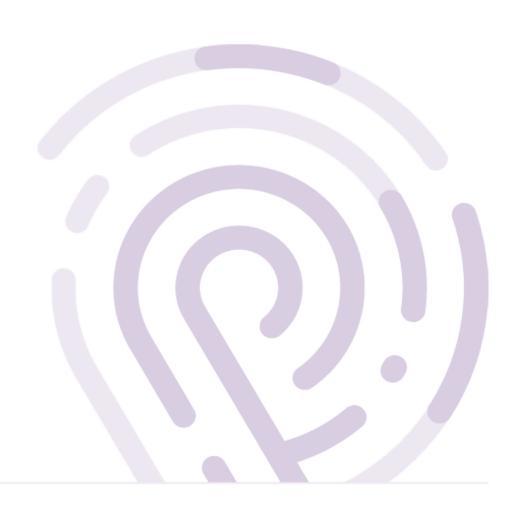
^{*}Engagements include multiple company meetings during the year with the same company. Most engagement conversations cover multiple topics and are based on our vote guidelines and our engagement priorities found here: https://www.blackrock.com/corporate/about-us/investment-stewardship#engagement-priorities

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.



	nificant Votes from Oct 2023 to Dec 2023	bis_count ry	bis_regio n	sector	engageme nt_count	in persor	n video	conf	email	E	S	G	E- Biodive				E- ironm Ope		Other E			G-Board Gender	G- Business (G- corporat Exe		G- G- vernan	i-Other R	G- emuner S	G- ustainab Bi	S- isiness (S- Communi I	S- Diversity		-Human Capital				vacy S-Soci Data Risks a	
													ty		agem rest	lm	pact Sust	al im stainabi o		Ef	on and D fectiven ess	1	Oversight	e M	anage	ce ructure			eporting	thics and tegrity	ty relations	and nclusion		Manage ment	Peoples N	anage	pacts Secu on ople/h	Opport ities	
100.050.00.405.00			11150		<u> </u>											•	ent		ent				ent												i	ssues u	man ghts		
LOX GENOMICS INC ABM INDUSTRIES INCORPORATED ADYEN NV		US US NL	AMER		1	L				0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0 0
AEROVIRONMENT INC		US	AMER	Industrials	1	L	0	0	1	0	0	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
AGCO CORPORATION AGILENT TECHNOLOGIES INC		US US	AMER AMER		1	L	0	1	0	0	1	1	1	0	1	0	0	0	0	1	1	0	1	1	0	1	0	1	1	0	0	1	0	1	0	0	0	0	0
ALCON AG ALFA LAVAL AB		CH	EMEA EMEA		1	-	0	-	0	0	1	0	1	0	1	0	0	0	0	0	1	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
ANYWHERE REAL ESTATE INC		SE US			1	L	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	0	1	1	0	1	0	1	1	0	0	0	0	1	0	0	0	1	1
ARCBEST CORP ASTRAZENECA PLC		US GB	AMER EMEA		1	l	0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0
ATKORE INC		US	AMER	Industrials	1	l.	0	1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0
AUO CORP AVANTOR INC		TW US		0,	1	l I	0	0	1	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
AXOS FINANCIAL INC		US	AMER	Financials	1	-	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
AYALA CORPORATION BANK OF MONTREAL		PH CA			1	L L	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0 1	0 1	0 1	0 1	1	0	0	0	0	0	0	0	0 1	0	0
BB SEGURIDADE PARTICIPACOES SA		BR			1	L	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	0	1	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	0
BEYOND MEAT INC BEZEQ ISRAELI TELECOMMUNICATION CORP I	LTD	US IL			1	L L	0	1	0	0	0	0	1	0	1 0	0	0	0	0	1 0	0	0	1	1 0	0	1 0	0	0	0	0	0	0	0	0	0	0	0	0	0
BIO-TECHNE CORP		US			1	L	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	1	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0
BOC HONG KONG HOLDINGS LTD BREAD FINANCIAL HOLDINGS INC		HK US			1	L	0	1	0	0	0	0	1	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
BRIGHTHOUSE FINANCIAL INC		US	AMER		1	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0
BRIXMOR PROPERTY GROUP INC CACI INTERNATIONAL INC		US US	AMER AMER	Real Estate Industrials	1	L	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0
CADENCE BANK CANADIAN IMPERIAL BANK OF COMMERCE		US	AMER	Financials	1	L	0	1	0	0	1	0	1	0	1	0	0	0	0	0	1	0	1	1	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0
CELLTRION INC		CA KR			1	L L	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	1	1	0	1	0	0	0	0	0	0	1 0	1 0	0	0	0	0	0
CENCOSUD SA CENTURY COMMUNITIES INC		CL			2	2	0	1	1	0	0	1	2	0	0	0	0	0	0	0	0	0	2	1	2	1	0	0	1	1	0	0	0	0	0	0	0	0	0
CHARGEPOINT HOLDINGS INC		US US			1	L L	0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0
CHEMOMETEC A/S CME GROUP INC		DK US			1	l	0	0	0	1	0	0	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
CNH INDUSTRIAL NV		NL			1	L L	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0
COTY INC COVESTRO AG		US DE			1	L	0	1	0	0	1	1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0
CRANSWICK PLC		GB			2	2	1	1	0	0	1	1	2	0	0	0	0	0	1	0	0	1	0	1	0	0	0	2	0	0	0	1	1	1	0	0	0	0	0
CROWN CASTLE INC DANAHER CORPORATION		US US			1	l	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
DBS GROUP HOLDINGS LTD		SG	APAC	Financials	1	l.	0	1	0	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
DEERE & CO ENERGY OF MINAS GERAIS CO		US BR	AMER AMER		1	l I	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
EQT CORP		US	AMER	Energy	1	l .	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0
EQUIFAX INC ESSILORLUXOTTICA SA		US FR			1	1	0	1	0	0	0	0	1	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
EXPEDIA GROUP INC		US	AMER	Consumer Discretionary	1	l	0	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
FIRST HAWAIIAN INC FORTIVE CORP		US US			1	l L	0	1	0	0	1	0	1	0	1	0	0	0	0	0	0 1	0	0	1	0	0	1 0	0	0	0	1	0	0	0	0	1	1 0	0	0
FOSCHINI GROUP LTD		ZA	EMEA	Consumer Discretionary	1	-	0		0	0	0	1	1	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
GAMING AND LEISURE PROPERTIES INC GENUINE PARTS COMPANY		US US		Real Estate Consumer Discretionary	1	L	0	1	0	0	1	0	1	0	0	0	0	0	0 1	0	0	0	0	1	0 1	0	0	0	1	0	0	0	0	0	0	0	0	0	0
GETINGE AB		SE			1	1	0	1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0
G-III APPAREL GROUP LTD GOLDMAN SACHS GROUP INC/THE		US US		Consumer Discretionary Financials	1	L	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	0	1	0 1	0 1	0	0	1	0	0	0	0	0	0	0	1	0	0	1
GRUPO COMERCIAL CHEDRAUI SAB DE CV		MX		Consumer Staples	1		-		-	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0		0
GRUPO MEXICO SAB DE CV H&R BLOCK INC		MX US			1	-	0	-	0	0	0	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
HALMA PLC HANESBRANDS INC		GB		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	0	0	0	0	0	0		0
HAPVIDA PARTICIPACOES E INVESTIMENTOS S	SA	US BR		Consumer Discretionary Health Care	1		0	1	0	0	1	1	1	0	1	0	0	0	0	1	1	0	1	1	1	1	0	0	1	0	0	0	0	1	0	0	0		0
HEIDELBERG MATERIALS AG HELLENIC TELECOMMUNICATIONS ORGANIZA	ATION S A (THE)	DE GR		Materials Communication Services	1	-	0	1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
HUMANA INC	ATION 3.A. (TITE)	US			1			0	1	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0		0
HYUNDAI MOTOR CO ILLUMINA INC		KR US			1	-	0	-	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	0 1	0	1	1	0	0	0	0	0	0	0	0	0	0	0
INNOVATIVE INDUSTRIAL PROPERTIES INC		US	AMER	Real Estate	1	L	0		0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0		0
INTERCONTINENTAL HOTELS GROUP PLC IQVIA HOLDINGS INC		GB US			1	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
IROBOT CORP		US	AMER	Consumer Discretionary	1	-	0	1	0	0	0	0	1	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
J SAINSBURY PLC JACKSON FINANCIAL INC		GB US		Consumer Staples Financials	1		0	0	0	0	1	1	0	0	0	0	0	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
LAURENTIAN BANK OF CANADA		CA	AMER	Financials	1		0	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1	1	1	0	0	0	0	0	0	0	0	0	0		0
LIGHT & WONDER INC LIVZON PHARMACEUTICAL GROUP INC		US HK		Consumer Discretionary Health Care	1	-	0	0	0	0	0	0	1	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
LONZA GROUP AG		CH	EMEA	Health Care	2	2	0	2	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MANULIFE FINANCIAL CORP MARKETAXESS HOLDINGS INC		CA US			1	L L	0	0	0	0	0	0	1	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
MOSAIC CO/THE MULTIPLAN EMPREENDIMENTOS IMOBILIARIO	102 50	US BR	AMER	Materials	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
NASPERS LTD	IUS SA	ZA		Real Estate Consumer Discretionary	1	-	0	-	0	0	1	0	1	0	1	0	0	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
NATIONAL GRID PLC NATURGY ENERGY GROUP SA		GB ES			1	L	0	0	0	0	1	1	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1 0
NORTHAM PLATINUM HOLDINGS LTD		ZA	EMEA	Materials	1	L	0	1	0	0	0	0	1	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
OCADO GROUP PLC		GB			1	-	0	-	0	1	0	0	1	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
OOREDOO QPSC OWENS CORNING		QA US			1	-	0		0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0 0	0	0	1	0	-	0
PACCAR INC PALOMAR HOLDINGS INC		US US			1		0	-	0	0	1	1	1	0	1	0	0	0	0	0	1	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1 0	0	0	0
PARAMOUNT GROUP INC		US	AMER	Real Estate	1	L	0	1	0	0	1	1	1	0	1	0	0	0	0	0	1	0	1	1	1	1	0	1	1	0	0	0	0	0	0	0	0	1	0
PELOTON INTERACTIVE INC PENN ENTERTAINMENT INC		US US		Consumer Discretionary Consumer Discretionary	1	1	0	1	0	0	0	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
PERNOD-RICARD SA		FR	EMEA	Consumer Staples	1	L	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0
PETS AT HOME GROUP PLC POSCO INTERNATIONAL CORP		GB KR			1	-	0		0	0	1	0	1	0	1 0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0 1	0	0
RAIA DROGASIL S/A		BR	AMER	Consumer Staples	1	L	0	1	0	0	0	1	1	0	0	0	0	0	0	0	1	1	1	0	0	1	0	1	1	0	0	0	0	1	0	0	0	0	0
REDE D OR SAO LUIZ SA REGIONS FINANCIAL CORPORATION		BR US			1	-	0	1	0	0	0	1	1	0	0	0	0	0	0	0	1	0	1	1	0	1	0	0	1 1	1	0	0	0	0	0	0	0	0	0
ROCHE HOLDING AG SABRE CORP		CH	EMEA	Health Care	1	L	0					1	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0	0		0	0	0		0	0	0	1
		US	AMER	Consumer Discretionary	1	L	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0

company_name	Significant Votes from Oc	t bis_count	bis_regio	sector	engageme	in person	video	conf	email	E	S	G		E- E	-Climate	E-Land	E-	E-	E-Other	E-Wate	r G-Board	G-Boar	d G-	G-	G-	- G-	G-Ot	her G	-	G-	S-	S-	S-	S-Health	S-Human	S-	S-Oth	ier S-Otl	ier S-Priv	acy S-Sc	ocial S-Supply
	2023 to Dec 2023	ry	n		nt_count				1				Biod	diversi	Risk	Use/Defe	Environ	n Operatio	n compan	and	Composi	ti Gende	r Busine	ss Corpor	at Execut	tive Gover	nan	Remi	uner Sust	ainab Bu	siness C	ommuni	Diversity	and	Capital	Indigen	no Huma	an compa	any and Γ	ata Risks	s and Chain
					_									ty N	1anagem	restation	ental	al	impacts	Waste	on and	Diversi	ty Oversig	ht e	Mana	age ce		atio	on i	ity E	thics	ty	and	Safety	Manage	us	Capita	al impa	cts Secu	rity Oppo	ortun Labour
														1	ent		Impact	Sustaina	on the		Effective	n	/Risk	Strate	y mer	nt Struct	ure		Rep	orting	and r	elations	Inclusion		ment	People	s Mana	age on		itie	es Manage
																	Manage	m lity	environ	,	ess		Manage	em	.				'	Int	tegrity					Rights	men	nt people	e/h		ment
																	ent	1	ent				ent													-	issue	es uma	ın		
																																						right	ts		
SAGE GROUP PLC	•	GB	EMEA	Information Technology	2	0	1	1 0)	1	1	1	1	0	1)	0	0)	0	0	0	0	0	0	0	0	1	0	0	0	1	0	1		0	0	0	0	0
SAP SE		DE	EMEA	Information Technology	1	. 0) (0 1	l	0	1	1	0	0	1)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	Į.	0	0	0	0	0
SCHRODINGER INC		US	AMER	Health Care	1	. 0	1	1 0)	0	1	1	1	0	1		0	0	0	0	1	1	0	1	1	0	1	0	1	1	0	0	0	0	1	Į.	0	0	0	1	0
SHOPRITE HOLDINGS LTD		ZA	EMEA	Consumer Staples	1	. 0	1	1 0)	0	0	1	1	0	0		0	0	0	0	0	1	0	0	1	0	0	0	1	0	0	0	0	0	1	1	0	0	0	0	0
SK INC		KR	APAC	Industrials	1	. 0	1	1 0)	0	0	0	1	0	0		0	0	0	0	0	1	0	0	1	1	0	0	1	0	0	0	0	0	0)	0	0	0	0	0
SKECHERS U.S.A. INC.		US	AMER	Consumer Discretionary	1	. 0	1	1 0)	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
SONOVA HOLDING AG		CH	EMEA	Health Care	1	. 0	1	1 0)	0	1	1	1	0	0		0	0	0	0	1	1	1	1	0	0	0	0	1	1	0	0	0	0	0)	0	0	0	0	1
STANLEY BLACK & DECKER INC		US	AMER	Industrials	1	. 0	1	1 0)	0	1	1	1	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	1
STATE STREET CORP		US	AMER	Financials	1	. 0	1	1 0)	0	1	0	1	0	1		0	0	0	0	0	0	0	1	1	0	0	0	1	1	0	0	0	0	0)	0	0	0	0	0
SUNRUN INC		US	AMER	Industrials	1	. 0	1	1 0)	0	0	0	1	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
TELEFONAKTIEBOLAGET LM ERICSSON		SE	EMEA	Information Technology	1	. 0	1	1 0)	0	0	0	1	0	0		0	0	0	0	0	1	0	1	0	0	0	0	1	0	0	0	0	0	0)	0	0	0	0	0
TENCENT HOLDINGS LTD		HK	APAC	Communication Services	1	. 1	. (0 0)	0	1	1	1	0	1		0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	0
THERMO FISHER SCIENTIFIC INC		US	AMER	Health Care	1	. 0	1	1 0)	0	0	1	1	0	0		0	0	0	0	0	1	0	1	1	0	1	0	1	1	0	0	1	0	1	1	0	0	0	0	0
TORONTO-DOMINION BANK/THE		CA	AMER	Financials	1	. 0	1	1 0)	0	1	1	1	0	1		0	0	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0)	1	0	0	0	0
TRUIST FINANCIAL CORP		US	AMER	Financials	1	. 0	1	1 0)	0	0	0	1	0	0		0	0	0	0	0	1	0	0	1	0	1	0	1	1	0	0	0	0	0)	0	0	0	0	0
UBER TECHNOLOGIES INC		US	AMER	Industrials	1	. 0	1	1 0)	0	1	1	0	0	1		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	1	0	0	0	0	0
UNITED OVERSEAS BANK LTD		SG	APAC	Financials	1	1	. (0 0)	0	1	1	1	1	1		0	0	0	0	0	1	0	0	0	0	1	0	0	1	0	0	1	0	0)	0	0	0	0	0
UPM-KYMMENE OYJ		FI	EMEA	Materials	1	. 0	1	1 0)	0	0	0	1	0	0		0	0	0	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0)	0	0	0	0	0
US BANCORP		US	AMER	Financials	1	. 0	1	1 0)	0	1	0	1	0	1		0	0	0	0	0	1	0	1	1	1	1	0	1	1	0	0	0	0	0)	0	0	0	0	0
VENTAS INC		US	AMER	Real Estate	1	. 0	1	1 0)	0	0	0	1	0	0		0	0	0	0	0	1	0	0	1	1	0	0	1	0	0	0	0	0	0)	0	0	0	0	0
VERADIGM INC		US	AMER	Health Care	1	. 0	1	1 0)	0	1	1	1	0	1		0	0	0	0	0	0	1	1	1	0	1	0	0	1	0	0	0	0	1	Į.	0	0	0	1	0
VOYA FINANCIAL INC		US	AMER	Financials	1	. 0	1	1 0)	0	1	0	1	0	1		0	0	0	0	0	0	0	1	1	1	1	0	1	1	0	0	0	0	0)	0	0	0	0	0
WHITBREAD PLC		GB	EMEA	Consumer Discretionary	1	. 0	1	1 0)	0	1	0	1	0	1		0	0	0	0	0	1	1	0	1	1	0	0	1	0	0	0	0	0	0)	0	0	0	0	0
XINYI SOLAR HOLDINGS LTD		HK	APAC	Information Technology	1	. 0	1	1 0)	0	1	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



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 Board Gender Diversity of tenures/ Refreshment strategy, Presence of appropriate committees. Attendance. Overcommitment, External evaluation and Board dynamics

Skills, Diversity, Independence, Mix 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 company ensures proper capital 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 turnover/sudden departures, issuance and allocation), Articulation of purpose-driven strategy and plan to achieve it, Culture/ employee connection to purpose, Articulation of M&A opportunities

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

Social

Community Relations Community Relations, Social License to Operate

Diversity and Inclusion Recruit, retain, and develop diverse Worker health and Safety, Safety talent, Inclusive workplace environment for all workers, Pay equity, Executive training for all underrepresented groups

Health and Safety management plans, Workplace wellness programs

Human Capital Management Recruitment (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

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

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, Commoditydriven deforestation, Deforestation exposure.

Loss to disputed land use

Environmental Impact Management Operational Sustainability Packaging, Product life cycle management, Pollution Management (impact on water quality), Air quality (non-GHGs), Hazardous waste spills

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

Governance

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 Stock ownership plans and relating to global norms controversies

Remuneration Alignment of Pay and Performance, 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

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

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

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, Product Safety/Supply Chain 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, oversight

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

Environment

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 quality (non-GHGs)

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