Engagement report



Philips - Engagement Summary Report - Jul 01, 2024 to Sep 30, 2024		
Total companies in portfolio:	4.807	
	Number	%
Total company engagements	325	
Number of individual companies engaged	291	6%
Number of companies with multiple engagements	26	9%
(of individual companies where we held multiple engagements over the course of the reporting period)		
Engagements by region*		
Americas	137	42%
EMEA	95	29%
APAC	93	29%
Engagement themes*		
Governance	294	90%
Social	126	39%
Environmental	130	40%
Engagement topics*		
E-Biodiversity	21	6%
E-Climate Risk Management	123	38%
E-Deforestation/Land Use	3	1%
E-Environmental Impact Management	0	0%
E-Operational Sustainability	0	0%
E-Other company impacts on the environment	21	6%
E-Water and Waste	29	9%
G-Board Composition and Effectiveness	144	44%
G-Board Gender Diversity	40	12%
G-Business Oversight/Risk Management	96	30%
G-Corporate Strategy	175	54%
G-Executive Management	88	27%
G-Governance Structure	71	22%
G-Other	28	9%
G-Remuneration	121	37%
G-Sustainability Reporting	61	19%
S-Business Ethics and Integrity	4	1%
S-Community relations	9	3%
S-Diversity and Inclusion	35	11%
S-Health and Safety	19	6%
S-Human Capital Management	80	25%
S-Indigenous Peoples Rights	3	1%
S-Other company impacts on people/human rights	3	1%
S-Other Human Capital Management issues	5	2%
S-Privacy and Data Security	19	6%
S-Social Risks and Opportunities	23	7%
S-Supply Chain Labour Management	15	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.



company_name 9	ignificant Votes from Jul 2024 to Sep 2024	4 bis_cou ry	nt bis_reg	o sector	engageme nt_count	in_person \	video_call	conference_call	c email	E	S	G	E- Biodiv	ersi R	Risk Def		nvironm Ope	eration con	mpany a	ind Con		nder Bus	siness Cor	G- G- porat Execu	tive Gover	nan	Remun	G- er Sustain		ess Com	muni Div	versity	and (-Human Capital	Indigeno	S-Other company	S-Other Human		Risks and	S-Suppl Chain
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LLY FINANCIAL INC ARGREAVES LANSDOWN PLC		US GB	AMER EMEA	Financials Financials		0	2	0	0 () n	2	1	2	1	2	0	0	0	1	1	1	1	2	1	1	1	0	1	2	0	0	0	0	0	0	0	0	1	0	
CME GROUP INC		US	AMER	Financials	2	0	2	0	0 (0	0	0	2	0	0	0	0	0	0	0	1	0	1	1	2	1	0	2	0	0	0	0	0	0	0	0	0	0	0	
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MERSON ELECTRIC CO		US	AMER	Industrials	5 2	0	2	C	0 (0	1	1	2	0	1	0	0	0	0	0	1	0	0	2	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	
FEDEX CORP KAWASAKI HEAVY INDUSTRIES LTD		US JP	AMER APAC	Industrials Industrials		0	2	(0 (D D	0	0	1	0	2	0	0	0	0	0	1 0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	
EQT CORP		US	AMER	Energy	2	0	2	C	D (0	1	1	2	0	1	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	
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TETRA TECH INC		US	AMER	Industrials		0	2	C	D (0	1	0	2	1	0	0	0	0	0	1	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	
PERNOD-RICARD SA BARCLAYS PLC		FR GB	EMEA EMEA	Consumer Financials	2 2	0	2	(0 (D D	2	1	2	1 0	0 2	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	
SSE PLC		GB	EMEA	Utilities	2	1	1	0	0 (0	2	0	2	1	2	0	0	0	0	0	1	0	1	2	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	
COMMERZBANK AG ANTOFAGASTA PLC		DE GB	EMEA EMEA	Financials Materials	2	1	1	(0 (0	2	1	1	1	2	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	
ARCHER DANIELS MIDLAND CO STANDARD CHARTERED PLC		US GB	AMER	Consumer		2	0	0	0 (0	2	1	2	2	2	0	0	0	0	2	1	0	2	0	1	0	0	0	2	0	0	1	1	1	0	0	0	0	1	
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NATWEST GROUP PLC BORR DRILLING LTD		GB NO	EMEA EMEA	Financials	2	1	0	1	1 (0	1	0	1	0	1	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
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AIR NEW ZEALAND LTD FISHER & PAYKEL HEALTHCARE CORPORATION LTD		NZ NZ	APAC APAC	Industrials Health Car		0	1	0	0 (D D	1	0 1	1	0	1	0	0	0	0	0	1	0	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	
TOWER SEMICONDUCTOR LTD.		IL	EMEA	Informatio	1	0	1	0	0 (0	1	1	1	0	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	
INSURANCE AUSTRALIA GROUP LTD ELBIT SYSTEMS LTD		AU IL	APAC EMEA	Financials Industrials		0	1	(0 () n	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	1	0	1	0	0	0	0	0	1	0	0	0	1	0	
TATE & LYLE PLC		GB	EMEA	Consumer	1	0	0	0	0 1	1	0	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	0	0	0	
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COMMONWEALTH BANK OF AUSTRALIA		AU	APAC	Financials	1	1	0	Ċ	0 (0	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	1	0	1	1	0	0	1	0	1	0	0	0	1	0	
ORIGIN ENERGY LTD HOSOKAWA MICRON CORP		AU JP	APAC APAC	Utilities Industrials	1	1	0	(D (D D	0	1	1	0	1	0	0	0	0	0	1	1	1 0	1	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	
ORICA LTD		AU	APAC	Materials	1	1	0	C	D (0	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	1	0	0	0	0	0	0	1	1	0	0	0	1	0	
REA GROUP LTD INFRATIL LTD		AU NZ	APAC APAC	Communio Financials		0	1	(0 (D D	0	0 1	1	0	0	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	
BERKELEY GROUP HOLDINGS PLC		GB	EMEA	Consumer	1	0	1	C	D (0	0	0	1	0	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	
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KOMATSU LTD		JP	APAC	Industrials	5 1	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	
BLUESCOPE STEEL LTD NOVA LTD		AU IL	APAC EMEA	Materials Information) 1	0	0	1	1 (0	1	1	1	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	
MITSUBISHI ESTATE CO LTD		JP	APAC	Real Estate		1	0	(0 (0	1	0	1	0	1	0	0	0	0	0	1	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	
NH FOODS LTD NIPPON YUSEN KK		JP JP	APAC APAC	Consumer Industrials		1	0	0	0 (0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	1	0	0	
NICE LTD ALFRESA HOLDINGS CORP		IL JP	EMEA APAC	Information Health Car		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	
RICOH CO LTD		JP	APAC	Informatio		0	1	(0 ()	0	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	0	0	0	
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MIRVAC GROUP		AU	APAC	Real Estate		1	0				1	1	1	0	1	0	0	0	0	0	1	1	1	1	1				1	0	0	0	0	1	0	0		0	0	
KEIYO BANK LTD SANTOS LTD		JP AU	APAC APAC	Financials Energy	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	
ASSOCIATED BRITISH FOODS PLC		GB	EMEA	Consumer			1	0				0	1	0	1	0	0	0	0	0	1	0	0	1	0				1	0	0	0	0	0	0	0	0	0	0	
GOOSEHEAD INSURANCE INC CLOSE BROTHERS GROUP PLC		US GB	AMER EMEA	Financials Financials		0	1	(0 () n	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	
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LLOYDS BANKING GROUP PLC ASTRAZENECA PLC		GB GB	EMEA EMEA	Financials Health Car		0	0	1			1 (0 1	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	
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ORSTED A/S BURBERRY GROUP PLC		DK GB	EMEA EMEA	Utilities Consumer	1	0	1	0			-	0 0	1	0	0	0	0	0	0	0	0	0	0 1	1	0 1	0	0	-	0	0	0	0	0	0	0	0	0	0	0	
KINGFISHER PLC ASSICURAZIONI GENERALI SPA		GB IT	EMEA EMEA	Consumer	1	0	1	0	0 (0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0			0	0	0	0	0	0	0	0	0	0	0	
INTESA SANPAOLO SPA		IT	EMEA	Financials	1	0	1	0	0 (0	1	1	1	0	1	0	0	0	0	0	0	0	1	1	0		0	0	1	0	0	0	0	0	0	0	0	0	1	
CARLSBERG A/S SOUTH32 LTD		DK AU	EMEA APAC	Consumer Materials	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	0	0	0	0	0	0	
MEDTRONIC PLC		US	AMER	Health Car	n 1	0	1	C	0 (0	1	1	1	0	0	0	0	0	1	0	1	0	0	1	1	-	0	0	0	0	0	0	0	0	0	0	0	0	1	
SKANDINAVISKA ENSKILDA BANKEN AB MYCRONIC AB (PUBL)		SE SE	EMEA EMEA	Financials Information		0	1	0	0 (D D	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	
BANCO BILBAO VIZCAYA ARGENTARIA SA		ES	EMEA	Financials		1	0	C			0	1	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	1	
FORTUM OYJ NEMETSCHEK SE		FI DE	EMEA EMEA	Utilities Information	1	0	1	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	
REPSOL SA		ES	EMEA	Energy	1	0	1	C	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	
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TELIA COMPANY AB		JP	APAC	Industrials	5 1	0	0	Ċ	0 1	1	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	
AMADA CO LTD		AU JP	APAC APAC	Materials Information	1	1	0	0		D D	0	0	1	1 0	1 0	1 0	0	0	0	0	0	1 0	1	1	0	0	0		0	0	0	1	1	1	1 0	0		0	1 0	
AMADA CO LTD FORTESCUE LTD		NZ	APAC	Utilities	1	0	1	C	0 (0	1	1	1	0	1	0	0	0	0	0	1	0	1	1	1	1	0	0	0	0	1	0	0	1	0	0	0	0	0	
AMADA CO LTD FORTESCUE LTD TREND MICRO INCORPORATED CONTACT ENERGY LTD		JP	APAC APAC	Consumer Consumer			1	0			1	1	0	0	0 1	0	0	0	0	0	0	0	0	1 0	0	1 0	0	0	0	0	0	0	0	1 0	0	0	0	0	0	
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AMADA CO LTD FORTESCUE LTD TREND MICRO INCORPORATED CONTACT ENERGY LTD RYOHIN KEIKAKU CO LTD SHISEIDO CO LTD CHAMPION IRON LTD		AU AU GB GB GB JP ES CH	APAC APAC EMEA EMEA EMEA APAC	Materials Information Industrials Materials Financials Consumer	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 0 0 1 0	1 1 1 1 0 1 1 1	0			1 0 0	0	1 1 1 1 1 1 1	0	1 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 1 1 1 1 0	1	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	0 0 0 0	0 0 0	0 0 0	0 0 0 0 0		0 0 0	
AMADA CO LTD ORTESCUE LTD TERND MICRO INCORPORATED CONTACT ENERGY LTD SYOHIN KEIKAKU CO LTD SHISEIDO CO LTD CHAMPION IRON LTD SMITHS GROUP PLC MATSUKIYOCOCOKARA & CO CAIXABANK SA SEORG FISCHER AG		AU GB GB GB JP ES	APAC APAC EMEA EMEA APAC EMEA EMEA	Materials Informatic Industrials Materials Financials Consumer Financials Industrials	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	0 0 0 1 0 0 0	1 1 1 1 0 1 1 1 1	0			1 0 0 1 0 1	0 0 1 0 1	1 1 1 1 1 1 1 1 1 1	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 1	0 0 1 0 0 0 1 1	0 0 0	0 0 0 0 0 0 0	0 1 1 1 1 0 1 1	1 0 0	0 0 0 0 1	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 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 0 1 0	

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LOTTERY CORPORATION LTD DORMAKABA HOLDING AG	AU CH	APAC EMEA	Consumer Industrials		1 0	0	0) (D D	0	1	1	0 0	0	0	0	0 (0 (0 : 0 :	1 : 1 :	1 1 1 0	1 1	1	1 0	0	1 1	1 0	0	1 0	1	0	1	0	0	0	0 (0 0
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STOCKLAND CORPORATION LTD TDK CORPORATION	JP	APAC APAC	Real Estate Informatio		0	1	0	, (0	1	0	1	1	1	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 0 0
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TENARIS SA	LU	EMEA	Energy	1	0	1	0) 0	0	1	1	1	0	1	0	0	0	0 (0	1 () 0) 1	0	1	0	1	0	0	0	0	1	0	0	0	0	0	
DIAGEO PLC WOOLWORTHS GROUP LTD	GB AU		Consumer Consumer		1	0	0	, 0	0	1	1	0	0	1	0	0	0	1 (0 (0 () 0	0 0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0 0 1 0
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LOGITECH INTERNATIONAL S.A. ADECCO GROUP AG		AMER EMEA	Informatio Industrials		0	1	0) (0	0	0 1	1	0 0	0	0	0	0 (0 (0 : 0 (1 (0 (0 0	0 0	1	0	0	1 0	0	0 1	0	0	0	0	0	0	0	0 (0 0
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SINGAPORE TELECOMMUNICATIONS LTD CENTRICA PLC	SG GB	APAC EMEA	Communic Utilities	1	1	0	0) () n	0	1	1	0	0	0	0	0 (0 (0 : 0 (1 :	1 1	1 1	1	1	0	1	0	0	0	0	0	1	0	0	0	1 0	0 0
DEXUS PROPERTY GROUP	AU	APAC	Real Estate	e 1	1	0	0) 0	0	0	1	1	0	0	0	0	0	0 (0 :	1 :	1 1	1 1	1	1	0	1	0	0	0	1	0	1	0	0	0	0) O
METCASH LTD BYTES TECHNOLOGY GROUP PLC		APAC EMEA	Consumer Informatio	1	0	1	0) (0	1	1	1	0 0	0	0	0	0 (0 (0 : 0 :	1 : 1 (1 1	1 1	1	1 0	0	1	0	0	0	1	0	1	0	0	0	0 (-
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NORSK HYDRO ASA HDFC BANK LTD		EMEA APAC	Materials Financials	1	1 0	0	0) (D D	1	1	1	0 0	1	0	0	0 (0 (0 (0 (1 () 0	0 1	0	0	0	0 1	0	0	0	0	1	0	0	0	0	0 (0 (
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DIPLOMA PLC AMERICAN WATER WORKS COMPANY INC	US	EMEA AMER	Industrials Utilities	1	0	1	0) (0	1	1	1	0	1	0	0	0 (0 1	1 :	1 () 1	1 1	1	0	0	1	0	0	0	0	1	0	0	0	0	0 :	0 0 1 0
BAKER HUGHES CO BADGER METER INC	US US	AMER AMER	Energy Informatio	1	1	0	0) () n	0	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
AVANGRID INC	US	AMER	Utilities	1	0	1	0) (0	1	0	1	0	1	0	0	0	0 (,	0 () 1	1 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0
AUTOZONE INC AUTODESK INC		AMER AMER	Consumer Informatio		0		0		-	0	0		0 0	0	0	-	0 (0 (0 : 0 (1 : 0 (1 0) 1	0 0	1	0	0	1	1	0	0	1	0	0	0	0	0		0 0
APPIAN CORP	US	AMER	Informatio	1	0	1	0		0	0	0	1	0	0	0		0 0	0 (1 (0 0	0 0	0	0	0	1	0	0	0	0	0	0	0	0	0		0 0
AMAZON.COM INC SK SQUARE CO LTD		AMER APAC	Consumer Industrials		1	0	0) ()	0	0	1	0	0	0	0	0 (0 (0 (0 () 0) 1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	
AECOM ACUITY BRANDS INC.	US US	AMER AMER	Industrials Industrials		0		0		-	0	0		0 0	0	0		0 0	0 (1 () 1	0	1	0	1	1	0	0	0	0	0	0	0	0		0 0 0 0
ALPHA SERVICES AND HOLDINGS SA	GR	EMEA	Financials	1	0	0	1		D	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
WAL MART DE MEXICO SAB DE CV BAOSHAN IRON & STEEL CO LTD		AMER APAC	Consumer Materials	1	0		0			1 (0		0 0	1	0		0 (0 (-	0 () 1	0	0	0	0	0	0	0	0	0	0	0	0	0		0 0
INDUSTRIAL BANK CO LTD BECTON DICKINSON AND COMPANY	CN	APAC AMER	Financials Health Car		1	0	0) 0) n	0	0	1	0	0	0	0	0 (0 (0 :	1 () 1	1 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0
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CASEYS GENERAL STORES INC	US	AMER	Consumer	1	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
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SHINHAN FINANCIAL GROUP CO LTD GOLD FIELDS LTD	KR ZA	APAC EMEA	Financials Materials	1	0		1		-	-	0		-	0	0	-	0 (0 (-	1 :	1 1	1 1	1	1	0	1 0	0	0	0	0	0	0	0	0	0		0 0
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LENOVO GROUP LTD CHINA STEEL CORPORATION		APAC APAC	Informatio Materials	1 1	0		0		D D	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
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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	è
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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 of skill sets and experience to opportunities

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 execute the strategy)

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 programs all underrepresented groups

Health and Safety Worker health and Safety, Safety management plans, Workplace wellness

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. management, Commodity-driven pace of change to low carbon economy), Physical Risk Assessment (vulnerability of Loss to disputed land use the business). Capex Spend/R&D in clean energy, GHG/Methane Reduction Targets

Land Use/Deforestation Palm Oil, Deforestation-free supply chain deforestation, Deforestation exposure,

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

Operational Sustainability 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 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

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

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

Other Human Capital Management 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

Other Company Impacts on the Environment Energy efficiency, Product offerings management, Packaging, Product (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 life cycle management, Pollution Management, hazardous waste spills

