

Engagement report

Philips
Pensioenfonds



Engagement Summary Report - Jul 01, 2025 to Sep 30, 2025		
Total companies in portfolio	4.971	
Total company engagements	238	
Americas	60	25,21%
EMEA	82	34,45%
APAC	96	40,34%
Number of individual companies engaged	225	4,53%
Americas	57	25,33%
EMEA	76	33,78%
APAC	92	40,89%
Number of companies with multiple engagements	13	5,78%
(of individual companies where we held multiple engagements over the course of the reporting period)		
Engagement themes*		
Governance	218	91,60%
Social	99	41,60%
Environmental	96	40,34%
Engagement topics*		
E-Biodiversity	18	7,56%
E-Climate Risk Management	87	36,55%
E-Deforestation/Land Use	5	2,10%
E-Other company impacts on the environment	13	5,46%
E-Waste	9	3,78%
E-Water	14	5,88%
G-Board Commitments/Attendance	18	7,56%
G-Board Composition	40	16,81%
G-Board Effectiveness and Director Qualifications	102	42,86%
G-Board Independence	24	10,08%
G-Business Oversight/Risk Management	84	35,29%
G-Compensation & Remuneration	88	36,97%
G-Corporate Strategy (Disclosure/Governance)	154	64,71%
G-Cybersecurity and Data Privacy	7	2,94%
G-Executive Management and Succession Planning	79	33,19%
G-Governance Structure	59	24,79%
G-Other Governance Issues	20	8,40%
G-Sustainability Reporting	36	15,13%
G-Technology Deployment and Governance/Disclosure	9	3,78%
S-Business Ethics and Integrity	5	2,10%
S-Community Relations	7	2,94%
S-Freedom of Association	-	0,00%
S-Health and Safety	11	4,62%
S-Human Rights	6	2,52%
S-Indigenous Peoples Rights	5	2,10%
S-Other Social/Human Capital Issues	10	4,20%
S-Supply Chain	7	2,94%
S-Talent and Culture	77	32,35%

*Engagements include multiple company meetings during the year with the same company. Most engagement conversations cover multiple topics.

On January 1, 2025, BlackRock Stewardship 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 January 1, 2025.

For more information on our engagement topics see the "Engagement Priorities & Topics" tab.



company_name	Significant Votes from Jul 2025 to Sep 2025	bis_count ry	bis_regio n	sector	engagem nt_count	In Person	Virtual Meeting/ Call	E	S	G	E-Biodiversi ty	E-Climate Risk Managem ent	E-Deforesta tion/Land Use	E-Other company impacts on the environm ent	E-Waste	E-Water	G-Board Commitm ents/Atte ndance	G-Board Composi tion	G-Board Effectiven ess and Director Qualificati ons	G-Board Independ ence	G-Business Oversight /Risk Managem ent	G-Compensation & Remuner ation	G-Corporate Strategy (Disclosur e/Governance)	G-Cybersec urity and Data Privacy	G-Executive Manage ment and Successio n Planning	G-Governan ce Structure	G-Other Governan ce Issues	G-Sustainab ility Reporting	G-Technolog y Deploy ment and Governan ce/Disclo sure	S-Business Ethics and Integrity	S-Communi ty Relations	S-Freedom of Associati on	S-Health and Safety	S-Human Rights	S-Indigeno us Peoples Rights	S-Other Social/Hu man Capital Issues	S-Supply Chain	S-Talent and Culture				
COLES GROUP LTD		AU	APAC	Consumer Staples	2	1	1	2	2	1	2	0	1	1	0	0	0	1	1	0	1	1	1	0	1	1	1	0	1	0	0	1	0	0	0	0	1	1	1			
BROOKDALE SENIOR LIVING INC		US	AMER	Health Care	2	0	2	0	0	2	0	0	0	0	0	0	0	0	2	2	2	0	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0			
AJ BELL PLC		GB	EMEA	Financials	2	1	1	0	1	2	0	0	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1			
KIRIN HOLDINGS CO LTD		JP	APAC	Consumer Staples	2	1	1	1	1	2	0	1	0	0	0	0	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1			
BARCLAYS PLC		GB	EMEA	Financials	2	1	1	2	0	1	1	2	1	1	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
MR COOPER GROUP INC		US	AMER	Financials	2	0	2	0	0	2	0	0	0	0	0	0	0	0	0	0	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
SHELL PLC		GB	EMEA	Energy	2	2	0	1	0	1	0	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			
SOUTH32 LTD		AU	APAC	Materials	2	1	1	2	2	2	0	2	0	0	0	1	0	2	2	2	2	2	2	2	0	2	2	2	0	0	0	0	0	0	2	0	0	0	2			
SANOFI SA		FR	EMEA	Health Care	2	2	0	2	2	0	1	2	0	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2	0	1		
JAFCO GROUP CO LTD		JP	APAC	Financials	2	0	2	0	2	0	0	0	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	1	0	1		
MICROSOFT CORPORATION		US	AMER	Information Technology	2	0	2	2	0	2	0	2	0	2	0	0	0	0	0	0	0	0	0	1	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0		
ARGENX SE		NL	EMEA	Health Care	2	1	1	0	0	2	0	0	0	0	0	0	0	0	0	1	0	1	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
HSBC HOLDINGS PLC		GB	EMEA	Financials	2	0	2	1	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	1	0	0	0	0		
WOORI FINANCIAL GROUP INC		KR	APAC	Financials	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	0	0	0	0		
KESKO OY		FI	EMEA	Consumer Staples	1	0	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
HINDALCO INDUSTRIES LTD		IN	APAC	Materials	1	0	1	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	0	0	0		
HU GROUP HOLDINGS INC		JP	APAC	Health Care	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	0	0	0	0	0	
GEELY AUTOMOBILE HOLDINGS LTD		HK	APAC	Consumer Discretionary	1	0	1	0	0	1	0	0	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	
HOTEL SHILLA CO LTD		KR	APAC	Consumer Discretionary	1	1	0	0	0	1	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	0	0	0	0	
FACTSET RESEARCH SYSTEMS INC		US	AMER	Financials	1	0	1	0	1	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	0	0	0	1	0	
AXFOOD AB		SE	EMEA	Consumer Staples	1	0	1	1	0	1	0	0	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
GRAINGER PLC		GB	EMEA	Real Estate	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ENERSYS		US	AMER	Industrials	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
COMPAGNIE FINANCIERE RICHEMONT SA		CH	EMEA	Consumer Discretionary	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	0	0	0	0	0	
JSW STEEL LTD		IN	APAC	Materials	1	0	1	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	0	0	0	0	0	0		
CHAMPION IRON LTD		AU	APAC	Materials	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
AUTOMATIC DATA PROCESSING INC		US	AMER	Industrials	1	0	1	0	1	1	0	0	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	0	1	0	
SAMSUNG SDI CO LTD		KR	APAC	Information Technology	1	1	0	0	0	1	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	0	0	0	0	
MONEY FORWARD INC		JP	APAC	Information Technology	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
ESSITY AB (PUBL)		SE	EMEA	Consumer Staples	1	0	1	1	1	1	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	
COLUMBUS MCKINNON CORPORATION		US	AMER	Industrials	1	0	1	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	
INTERGLOBE AVIATION LTD		IN	APAC	Industrials	1	0	1	1	0	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	0	0	0	0	0	0	
FUTURE PLC		GB	EMEA	Communication Services	1	0	1	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	0	0	0	0	0	
HEIWA REAL ESTATE CO. LTD.		JP	APAC	Real Estate	1	0	1	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	
UNITED NATURAL FOODS INC		US	AMER	Consumer Staples	1	0	1	1	0	1	1	1	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
MICRON TECHNOLOGY INC		US	AMER	Information Technology	1	0	1	1	0	1	0	1	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	
ELISA OYJ		FI	EMEA	Communication Services	1	0	1	1	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	0	0	0	0	0	0	
XPENG INC		HK	APAC	Consumer Discretionary	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	0	0	0	0	0	
INTERNATIONAL CONTAINER TERMINAL SERVICES INC		PH	APAC	Industrials	1	0	1	0	0	1	0	0	0	0	0	0	0	1	1	0	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	
SK INC		KR	APAC	Industrials	1	1	0	0	0	1	0	0	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	
ORIGIN ENERGY LTD		AU	APAC	Utilities	1	1	0	1	1	1	0	1	0	1	0	0	0	0	1	1	0	1	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
DCC PLC		GB	EMEA	Industrials	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
ENEOS HOLDINGS INC		JP	APAC	Energy	1	1	0	1	1	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	0	0	1	0
FERREXPO PLC		GB	EMEA	Materials	1	0	1	0	0	1	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	0	0	
NOVAGOLD RESOURCES INC.		US	AMER	Materials	1	0	1	0	1	1	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	1	0	0	0	
CLEANAWAY WASTE MANAGEMENT LTD		AU	APAC	Industrials	1	0	1	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	0	1	1	0	1	0	0	0	0	0	0	1	0	0	0	0	1		

company_name	Significant Votes from Jul 2025 to Sep 2025	bis_count ry	bis_regio n	sector	engagem nt_count	In Person	Virtual Meeting/ Call	E	S	G	E- Biodiversi ty	E-Climate Risk Managem ent	E- Deforestat ion/Land Use	E-Other company impacts on the environm ent	E-Waste	E-Water	G-Board Commitm ents/Atte ndance	G-Board Composit ion	G-Board Effectiven ess and Director Qualificati ons	G-Board Independ ence	G- Business Oversight /Risk Managem ent	G- Compens ation & Remuner ation	G- Corporat e Strategy (Disclosur e/Governance)	G- Cybersec urity and Data Privacy	G- Executiv e Manage ment and Successio n Planning	G- Governan ce Structure	G-Other Governan ce Issues	G- Sustainab ility Reporting	G- Technolo gy Deploy ment and Governan ce/Disclo sure	S- Business Ethics and Integrity	S- Communi ty Relations	S- Freedom of Associati on	S-Health and Safety	S-Human Rights	S- Indigeno us Peoples Rights	S-Other Social/Hu man Capital Issues	S-Supply Chain	S-Talent and Culture		
HERO MOTOCORP LTD		IN	APAC	Consumer Discretionary	1	0	1	1	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
MINERAL RESOURCES LTD		AU	APAC	Materials	1	0	1	0	1	1	0	0	0	0	0	0	0	1	1	1	1	1	0	0	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	1
STRIDE PROPERTY LTD		NZ	APAC	Real Estate	1	0	1	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
INF RATIL LTD		NZ	APAC	Financials	1	1	0	1	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	0	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	1
RALPH LAUREN CORP		US	AMER	Consumer Discretionary	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	1	0	0	1	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	1
PROSUS NV		NL	EMEA	Consumer Discretionary	1	0	1	1	1	1	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	1	1
HAIER SMART HOME CO LTD		HK	APAC	Consumer Discretionary	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
BANCA MONTE DEI PASCHI DI SIENA SPA		IT	EMEA	Financials	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	0	0	0	0	0	0
APA GROUP		AU	APAC	Utilities	1	0	1	1	1	1	0	1	0	1	0	0	0	0	1	1	1	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1
WISETECH GLOBAL LTD		AU	APAC	Information Technology	1	0	1	0	0	1	0	0	0	0	0	0	0	1	0	1	1	1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
SAMSUNG FIRE & MARINE INSURANCE CO LTD		KR	APAC	Financials	1	1	0	0	0	1	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	0	0	0
HENKEL AG & CO KGAA		DE	EMEA	Consumer Staples	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
SYNAPTICS INCORPORATED		US	AMER	Information Technology	1	0	1	0	1	1	1	0	0	0	0	0	0	0	0	1	0	0	1	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	1
SHISEIDO CO LTD		JP	APAC	Consumer Staples	1	0	1	1	1	1	0	1	0	0	0	0	0	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0
MIDEA GROUP CO LTD		HK	APAC	Consumer Discretionary	1	0	1	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
HOST HOTELS & RESORTS INC		US	AMER	Real Estate	1	0	1	1	1	1	0	1	0	0	0	0	1	1	0	1	0	1	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1
ABB LTD		CH	EMEA	Industrials	1	0	1	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
NOVARTIS AG		CH	EMEA	Health Care	1	1	0	1	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	1	0	1
REPSOL SA		ES	EMEA	Energy	1	1	0	1	0	1	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	0	0	0	0
KIMCO REALTY CORP		US	AMER	Real Estate	1	0	1	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	1
PALOMAR HOLDINGS INC		US	AMER	Financials	1	0	1	1	1	1	1	0	1	0	0	0	0	1	0	1	0	1	1	1	0	1	0	1	0	0	1	0	0	1	0	0	0	0	0	1
DARLING INGREDIENTS INC		US	AMER	Consumer Staples	1	0	1	1	0	1	0	1	0	0	0	0	0	0	0	1	0	0	1	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
SHINHAN FINANCIAL GROUP CO LTD		KR	APAC	Financials	1	0	1	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	0	0	0	0	0	0
KONINKLIJKE AHOLD DELHAIZE NV		NL	EMEA	Consumer Staples	1	1	0	1	1	0	1	1	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	1	0	0
PUBLICIS GROUPE SA		FR	EMEA	Communication Services	1	0	1	0	0	1	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	0	0	0
CHECK POINT SOFTWARE TECHNOLOGIES LTD.		IL	EMEA	Information Technology	1	0	1	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	0	0	0	0
CONTACT ENERGY LTD		NZ	APAC	Utilities	1	0	1	1	1	1	0	1	0	0	0	0	0	1	1	1	1	1	1	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	1
ASAHI GROUP HOLDINGS LTD		JP	APAC	Consumer Staples	1	0	1	1	1	1	0	1	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	1
SAMSUNG ELECTRONICS CO LTD		KR	APAC	Information Technology	1	0	1	0	1	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	1
SEALED AIR CORPORATION		US	AMER	Materials	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1
UMB FINANCIAL CORPORATION		US	AMER	Financials	1	0	1	0	0	1	0	0	0	0	0	0	1	0	1	0	1	0	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
GIVAUDAN SA		CH	EMEA	Materials	1	1	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	0	0	0	0	0	0	0	0
ESSILORLUXOTTICA SA		FR	EMEA	Health Care	1	1	0	1	1	1	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	1	0	0
L AIR LIQUIDE SA POUR L ETUDE ET L EXPLO DES PROCEDES GEORGES CLAUDE SA		FR	EMEA	Materials	1	1	0	1	0	0	0	1	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
KERING SA		FR	EMEA	Consumer Discretionary	1	1	0	1	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	0	0	0	0	1	0
SCHROEDERS PLC		GB	EMEA	Financials	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	1	0	1	0	1	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	1
STOCKLAND CORPORATION LTD		AU	APAC	Real Estate	1	0	1	0	1	1	0	0	0	0	0	0	0	0	1	1	0	1	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	
LOREAL SA		FR	EMEA	Consumer Staples	1	1	0	1	1	0	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	
BRIXMOR PROPERTY GROUP INC		US	AMER	Real Estate	1	0	1	1	1	1	0	1	0	0	0	0	0	0	0	1	0	1	0	1	0	1	0	1	0	0	1	0	0	0	0	0	0	0	0	1
DANONE SA		FR	EMEA	Consumer Staples	1	1	0	1	0	1	1	1	1	1	1	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
NICE LTD		IL	EMEA	Information Technology	1	0	1	0	0	1	0	1	0	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	0
NEW YORK TIMES COMPANY (THE)		US	AMER	Communication Services	1	0	1	0	1	1	0	1	0	0	0	0	0	0	0	1	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
ULTRATECH CEMENT LTD		IN	APAC	Materials	1	0	1	1	1	0	1	1	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	0	0	
A O SMITH CORP		US	AMER	Industrials	1	0	1	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
MITSUI O.S.K. LINES LTD.		JP	APAC	Industrials	1	0	1	1	1	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	1
WOODSIDE ENERGY GROUP LTD		AU	APAC	Energy	1	1	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
KEISEI ELECTRIC RAILWAY CO LTD		JP	APAC	Industrials	1	0																																		

company_name	Significant Votes from Jul 2025 to Sep 2025	bis_count ry	bis_regio n	sector	engagem ent_count	In Person	Virtual Meeting/ Call	E	S	G	E- Biodiversi ty	E-Climate Risk Managem ent	E-Deforesta tion/Land Use	E-Other company impacts on the environm ent	E-Waste	E-Water	G-Board Commitm ents/Atte ndance	G-Board Compositi on	G-Board Effectiven ess and Director Qualificati ons	G-Board Independ ence	G- Business Oversight /Risk Managem ent	G-Compens ation & Remuner ation	G-Corporat e Strategy (Disclosur e/Govern ance)	G-Cybersec urity and Data Privacy	G-Executive Manage ment and Successio n Planning	G-Governan ce Structure	G-Other Governan ce Issues	G-Sustainab ility Reporting	G-Technolo gy Deployem t and Governan ce/Disclo sure	S- Business Ethics and Integrity	S-Communi ty Relations	S-Freedom of Associati on	S-Health and Safety	S-Human Rights	S-Indigeno us Peoples Rights	S-Other Social/Hu man Capital Issues	S-Supply Chain	S-Talent and Culture	
HEXAGON AB		SE	EMEA	Information Technology	1	0	1	0	0	1	0	0	0	0	0	0	1	0	0	0	0	1	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
CHALLENGER LTD		AU	APAC	Financials	1	0	1	1	1	1	0	1	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1	1	0	1	0	0	0	0	0	0	0	0	1
ARCHER DANIELS MIDLAND CO		US	AMER	Consumer Staples	1	0	1	1	0	1	1	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
DIXON TECHNOLOGIES (INDIA) LTD		IN	APAC	Consumer Discretionary	1	0	1	0	1	1	0	0	0	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	1
DEUTSCHE TELEKOM AG		DE	EMEA	Communication Services	1	0	1	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
MIZUHO FINANCIAL GROUP INC		JP	APAC	Financials	1	1	0	0	0	1	0	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
RPM INTERNATIONAL INC		US	AMER	Materials	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
TOKYO ELECTRIC POWER COMPANY HOLDINGS INC		JP	APAC	Utilities	1	1	0	0	1	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	1
GRAPHIC PACKAGING HOLDING CO		US	AMER	Materials	1	0	1	1	0	1	0	1	0	0	0	1	0	0	0	0	0	1	0	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	0
BENDIGO AND ADELAIDE BANK LTD		AU	APAC	Financials	1	0	1	0	1	1	0	0	0	0	0	0	0	0	1	1	0	1	1	1	0	1	1	1	0	0	0	0	0	0	0	0	0	0	1
AURIZON HOLDINGS LTD		AU	APAC	Industrials	1	1	0	0	1	1	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1	0	0	0	0	0	0	0	1	0	0	0	1
COSCO SHIPPING HOLDINGS CO LTD		HK	APAC	Industrials	1	1	0	1	0	1	0	1	0	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
SAUDI ELECTRICITY CO		SA	EMEA	Utilities	1	0	1	1	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
LI NING CO LTD		HK	APAC	Consumer Discretionary	1	0	1	0	0	1	0	0	0	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
CHARGEPOINT HOLDINGS INC		US	AMER	Industrials	1	0	1	0	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0



BlackRock 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 - The performance of the board is critical to the financial success of a company and the protection of shareholders’ interests over the long-term.

Strategy Purpose and Financial Resilience - As one of many minority shareholders, BlackRock does not direct a company’s strategy or its implementation. BlackRock Stewardship engages on long-term corporate strategy, purpose, and financial resilience, to understand how boards and management are aligning their business decision-making with the company’s purpose and adjusting strategy and/or capital allocation plans as necessary as business dynamics change.

Incentives Aligned with Value Creation - Executive compensation is an important tool to drive long-term financial value creation by incentivizing and rewarding the successful delivery of strategy goals and financial outperformance against peers. It is helpful when companies make clear in their disclosures the connection between compensation policies and outcomes and the financial interests of long-term shareholders.

Climate and Natural Capital - BlackRock Stewardship engages with companies to better understand their approach to, and oversight of, material climate-related risks and opportunities, as well as how they manage material natural capital impacts and dependencies, in the context of their business model and sector.

Company Impacts on People - In BlackRock Stewardship’s experience, companies that invest in the relationships that are critical to their ability to meet their strategic objectives are more likely to deliver durable, long-term financial performance. By contrast, poor relationships may create adverse impacts that could expose companies to legal, regulatory, operational, and reputational risks.

Read more about our engagement priorities and key performance indicators here: <https://www.blackrock.com/corporate/literature/publication/blk-stewardship-priorities-final.pdf>
Read more about our engagements in our annual stewardship report and our voting spotlight report: <https://www.blackrock.com/corporate/insights/investment-stewardship/blackrock-investment-stewardship>

BlackRock Stewardship Engagement Topic Overview

Topic	Definition
E-Biodiversity	How a company interacts with and impacts various living species and their habitats. This includes managing material risks and minimizing impacts on native species and their environments.
E-Climate Risk Management	How a company approaches material climate-related risks and opportunities. This includes its climate-related risk disclosures, transition risks, physical risk assessments, investments in clean energy, and greenhouse gas reduction targets, as applicable.
E-Deforestation/Land Use	How a company approaches its impacts and dependencies on land and forests. This includes managing material deforestation risks and ensuring sustainable land use practices, as applicable.
E-Other company impacts on the environment	How a company approaches any other material environmental-related topics that do not fit into other categories.
E-Waste	All aspects of a company's approach to minimizing waste, managing waste, and site remediation.
E-Water	All aspects of a company's approach to water use, conservation, and dependencies on water resources.
G-Board Commitments/Attendance	How a company approaches board members' commitments and attendance.
G-Board Composition	How a company approaches board composition, including how the collective experience and expertise of the board, as well as the particular experience, perspective, and skill set of individual directors, aligns with the company’s long-term strategy and business model.
G-Board Effectiveness and Director Qualifications	All aspects related to board oversight, director qualifications, board committees, board refreshment, conflicts of interest, audit oversight, and board policies.
G-Board Independence	How a company approaches the independence of board members.
G-Business Oversight/Risk Management	All aspects related to board and management oversight and disclosure of material business model risks, including competition, reputational and legal risks, lobbying disclosure, and audit-related concerns, among others.
G-Compensation & Remuneration	All aspects related to the structure and magnitude of compensation plans, pay for performance alignment, equity compensation, director pay, stock purchase plans, clawback proposals, golden parachutes, and option exchanges.
G-Corporate Strategy (Disclosure/Governance)	All aspects related to the articulation, governance, and oversight of a company's corporate strategy, purpose, long-term strategic goals, capital allocation, performance metrics, challenges, and opportunities.
G-Cybersecurity and Data Privacy	All aspects related to the governance and risk management of cybersecurity threats and data privacy issues.
G-Executive Management and Succession Planning	How a company approaches executive leadership, succession planning, and the board’s oversight of performance management.
G-Governance Structure	All aspects related to shareholder rights, corporate form, board structure, leadership, voting standards, IPO governance, and corporate policies on governance issues.
G-Other Governance Issues	How a company approaches any other material governance-related topics that do not fit into other categories.
G-Sustainability Reporting	How a company approaches updates and/or addresses investor questions related to reporting requirements in regulatory jurisdictions or voluntary reporting initiatives.
G-Technology Deployment and Governance/Disclosure	All aspects related to the governance and risk management of investing in or deploying new technologies, including, but not limited to, AI and quantum computing.
S-Business Ethics and Integrity	All aspects related to a company's business ethics and integrity efforts, including, but not limited to, interactions with suppliers and customers, whistleblowing, anti-bribery and corruption, embezzlement, product integrity, and marketing practices.
S-Community Relations	How a company interacts with local communities where they operate.
S-Freedom of Association	All aspects related to how a company engages with unions on job benefits, working conditions, wages, and worker organization.
S-Health and Safety	How a company approaches the health and safety of employees and contractors, including protections from adverse safety impacts including, but not limited to, spills, leaks, and fires.
S-Human Rights	How a company approaches potential or actual adverse human rights issues, including the use of forced labor or child labor, among others.
S-Indigenous Peoples Rights	All aspects related to a company's relationships with Indigenous communities, including, but not limited to, the protection of cultural heritage sites and access to resources.
S-Other Social/Human Capital Issues	How a company approaches any other material social-related topics that do not fit into other categories.
S-Supply Chain	All aspects related to material risks and opportunities in corporate supply chains, including mitigating risks, disruptions, transparency, and traceability.
S-Talent and Culture	All aspects related to current workforce training and development needs, as well as skillset required to support the company's long-term strategy, including attracting and retaining talent.

