## Engagement report

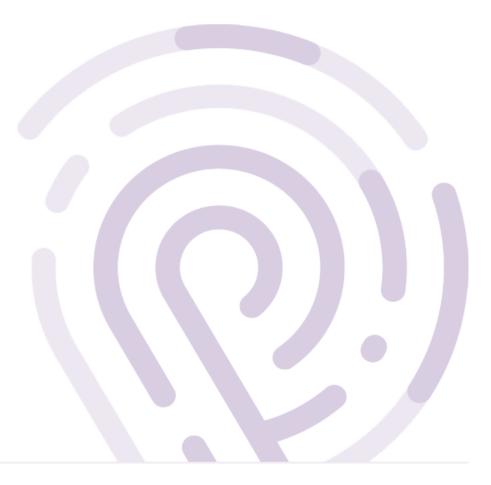


Engagement Summary Report - Jul 01, 2025 to Sep 30, 2025		
Total companies in portfolio	4.971	
Total company engagements	238	
Americas	60	25,21%
EMEA	82	34,45%
APAC	96	40,34%
Number of individual companies engaged	225	4,53%
Americas	57	25,33%
EMEA	76	33,78%
APAC	92	40,89%
	- 10	
Number of companies with 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*	40	7.500/
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	88	35,29%
G-Compensation & Remuneration G-Corporate Strategy (Disclosure/Governance)	154	36,97%
G-Cybersecurity and Data Privacy	7	64,71% 2,94%
G-Executive Management and Succession Planning	79	33,19%
G-Governance Structure	59	24,79%
G-Other Governance Issues	20	-
G-Sustainability Reporting	36	8,40% 15,13%
G-Technology Deployment and Governance/Disclosure	9	3,78%
S-Business Ethics and Integrity	5	2,10%
S-Community Relations	7	2,10 %
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 subtopics 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.

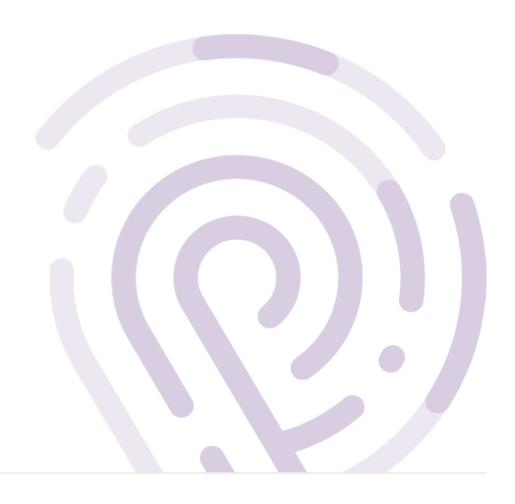
For more information on our engagement topics see the "Enagement Priorities & Topics" tab.



company_name	Significant Votes bis_cou from Jul 2025 to ry Sep 2025	nt bis_region		engageme In Per nt_count	Meeting/ Call	ES	G	Biodiversi	Risk Defo Managem tion	E- E-Ot presta comp /Land impa lse on t	any icts	Co	Board G-Bo mmitm Comp ss/Atte o dance	n ess a Direc	nd ence	Business Oversight /Risk	Compens Cor ation & Remuner Stra	e urity	ersec Execu y and Mana ata ment	tive Govern	G-Other an Governa ce Issues				ty	reedom		Rights Inc	digeno Soci us m eoples Ca	cial/Hu Cl man apital	Chain a	alent ind Iture
										enviro en				Qualif on		Managem ent	e/G	closur Priv overn nce)	vacy Succe n Plann				ent and Governan ce/Disclo sure	Integrity		on		R	Rights Iss	ssues		
COLES GROUP LTD BROOKDALE SENIOR LIVING INC	AU US	APAC AMER	Consumer Staples Health Care	2 2	1 1 0 2	2	2 1 0 2	2	0	1 0	1 0	0 0	0	1 0	-	0 1	_	1 2	0	1 2	1 0				1	0	0	0	0	1 0	1 0	1 0
AJ BELL PLC KIRIN HOLDINGS CO LTD	GB JP	EMEA APAC	Financials Consumer Staples	2	1 1	0	1 2	0	0	0	0	0 0	0	0	1	0 0		1	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	0	0 (	) 0	0	0	0	0	0	0	0	0	0	0
MR COOPER GROUP INC SHELL PLC	US GB	AMER EMEA	Financials Energy	2	0 2 2	0 1	0 2 1	0	0 1	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	0
SOUTH32 LTD SANOFI SA	AU	APAC	Materials	2	1 1	2	2 2	0	2	0	0	0 1	0	2	2	0 2	2	2	0	2	2 (	0	0	0	0	0	2	0	0	0	0	2
JAFCO GROUP CO LTD	FR JP	APAC	Health Care 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	1	0	0	0	0	0	1	0	1
MICROSOFT CORPORATION ARGENX SE	US NL	AMER EMEA	Information Technology Health Care	2	0 2	2	0 2	0	2	0	0	0 0	0	0	0 (	0 0	0 2	1	0	1	0 0	) 1	1	0	0	0	0	0	0	0	0	0
HSBC HOLDINGS PLC WOORI FINANCIAL GROUP INC	GB	EMEA	Financials	2	0 2	1	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	1	0	0	0	0
KESKO OY	KR FI	APAC EMEA	Financials Consumer Staples	1	0 1	0	0 1	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
HINDALCO INDUSTRIES LTD HU GROUP HOLDINGS INC	IN JP	APAC APAC	Materials Health Care	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
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	1	0	0	0	. 0	0	0	0	0	0	0	0	0	0	0
HOTEL SHILLA CO LTD FACTSET RESEARCH SYSTEMS INC	KR US	APAC AMER	Consumer Discretionary Financials	1	1 0 0 1	0	0 1	0	0	0	0	0 0	0 1	0	1 (	0 0	0	0	0	0	0 1	. 0	0	0	0	0	0	0	0	0	0	0 1
AXFOOD AB GRAINGER PLC	SE GB	EMEA EMEA	Consumer Staples Real Estate	1	0 1	1	0 1	0	0	0	1	0 0	1	0	0 (	0 0	0	1	0	0	1 (	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	1	0 1	0	1	0	1	0 0	0	0	0	0	0	0	0	0	0	0	0
COMPAGNIE FINANCIERE RICHEMONT SA JSW STEEL LTD	CH IN	EMEA APAC	Consumer Discretionary Materials	1 1	0 1 1	0	0 1	0	0	0	0	U 0	0	0	0 (	υ 0 0 1	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0
CHAMPION IRON LTD AUTOMATIC DATA PROCESSING INC	AU US	APAC AMER	Materials Industrials	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
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	0	0	0	0	0	0	0	0	0	0
MONEY FORWARD INC ESSITY AB (PUBL)	JP SE	APAC EMEA	Information Technology Consumer Staples	1	0 1 0 1	0	0 1	0	0	0	0	0 0 1	0	0	0 (	0 1	0	1 0	0	1	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
INTERGLOBE AVIATION LTD FUTURE PLC	IN GB	APAC EMEA	Industrials Communication Services	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
HEIWA REAL ESTATE CO. LTD. UNITED NATURAL FOODS INC	JP US	APAC AMER	Real Estate Consumer Staples	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
MICRON TECHNOLOGY INC	US	AMER	Information Technology	1	0 1	1	0 1	0	1	0	0	0 0	0	0	1	0 0	1	0	0	0	0 (	0	1	0	0	0	0	0	0	0	0	0
ELISA OYJ XPENG INC	FI HK	EMEA APAC	Communication Services Consumer Discretionary	1	0 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	0
INTERNATIONAL CONTAINER TERMINAL SERVICES INC SK INC	PH KR	APAC APAC	Industrials Industrials	1	0 1	0	0 1	0	0	0	0	0 0	1	1	0 :	1 0	0	1	0	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	0	0 0	0	1	1	0 1	1	1	0	1	1 (	) 0	0	0	0	0	0	0	0	0	0	1
DCC PLC ENEOS HOLDINGS INC	GB JP	EMEA APAC	Industrials Energy	1	0 1	1	0 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 1
FERREXPO PLC NOVAGOLD RESOURCES INC.	GB US	EMEA AMER	Materials Materials	1	0 1	0	0 1	0	0	0	0	0 0	0	0	1 0	0 1	0	1	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0
CLEANAWAY WASTE MANAGEMENT LTD	AU	APAC	Industrials	1	0 1	0	1 1	0	0	0	0	0 0	0	1	1	1 1	1	1	0	1	1 (	0	0	0	0	0	1	0	0	0	0	1
INTERTEK GROUP PLC SAUDI BASIC INDUSTRIES CORP	GB SA	EMEA EMEA	Industrials Materials	1 1	0 1	0 1	0 1 0 1	0	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	0	0
LOGITECH INTERNATIONAL SA BP PLC	US GB	AMER EMEA	Information Technology Energy	1	0 1	0	0 1	0	0	0	0	0 0	0	0	1	0 0	0	1	0	1	0 (	0	1	0	0	0	0	0	0	0	0	0
MIRVAC GROUP	AU	APAC	Real Estate	1	1 0	1	1 1	0	1	0	0	0 0	0	1	1	0 1	1	1	0	1	1 (	) 0	0	0	0	0	0	0	0	0	0	1
LAS VEGAS SANDS CORP DIAGEO PLC	US GB	AMER EMEA	Consumer Discretionary Consumer Staples	1 1	0 1	0	0 1	0	0	0	0	0 0	0	0	0 (	0 0	1 0	1	0	1	0 0	) 1	0	0	0	0	0	0	0	0	0	0
COMMONWEALTH BANK OF AUSTRALIA	AU	APAC EMEA	Financials	1	1 0	1	1 1	0	1	0	0	0 0	0	1	1	1 1	1	1	1	1	1 (	0	1	0	0	0	0	0	0	0	0	1
MONDI PLC MITSUBISHI ESTATE CO LTD	GB JP	APAC	Materials Real Estate	1	0 1	1	1 1	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	1
TRANSURBAN GROUP HON HAI PRECISION INDUSTRY CO LTD	AU TW	APAC APAC	Industrials Information Technology	1	1 0 0 1	0	1 1	0	0	0	0	0 0	0	1	0 (	0 1	. 1	1	0	1	1 (	-		0	0	0	1 0	0	0	0	0	1
RICOH CO LTD	JP	APAC	Information Technology	1	0 1	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
BAJAJ AUTO LTD EISAI CO LTD	JP	APAC APAC	Health Care	1	1 0	0	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	1
MERCURY NZ LTD SUMITOMO REALTY & DEVELOPMENT CO LTD	NZ JP	APAC APAC	Utilities Real Estate	1	0 1	1	1 1	0	1	0	0	0 0	1 0	1	0	1 1	0	1	0	1	1 0	0	0	0	0	0	0	0	1	0	0	1
PENNON GROUP PLC	GB	EMEA	Utilities	1	0 1	1	0 1	0	1	0	0	0 1	0	0	1	0 0		1	0	1	0 (	-	0	0	0	0	0	0	0	0	0	0
NEOGENOMICS INC MCKESSON CORP	US US	AMER AMER	Health Care Health Care	1 1	0 1 1	0 1	0 1	0	0 1	0	0	0 0	0	0	1	0 0	0	1	0		0 0			0	0	0	0	0	0	0	0	0
SINGAPORE AIRLINES LTD NOHMI BOSAI LTD.	SG JP	APAC APAC	Industrials Information Technology	1	0 1	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
INFINEON TECHNOLOGIES AG	DE	EMEA	Information Technology	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
CUSHMAN & WAKEFIELD PLC AKZO NOBEL NV	US NL	AMER EMEA	Real Estate Materials	1	0 1	0	1 1	0	0	0	0	0 0	0 1	0	0 (	0 0	0	0	0	0	1 (		0	0	0	0	0	0	0	0 1	0	0
KYOCERA CORPORATION MAHINDRA AND MAHINDRA LTD	JP IN	APAC APAC	Information Technology Consumer Discretionary	1 1	1 0 0 1	0	1 1 1 1	0	0	0	0	0 0	0	0	0 (	0 1	0	1	0	0	0 1	0	0	0	0	0	0	0	0	0	0	1
JIANGSU EXPRESSWAY CO LTD SOCIETE GENERALE SA	HK FR	APAC EMEA	Industrials Financials	1 1	0 1	0	0 1	0	0	0	0	0 0	0	0	0 (	0 0	0	1	0		0 3	. 0	0	0	0	0	0	0	0	0	0	0
CRODA INTERNATIONAL PLC	GB	EMEA	Materials	1	0 1	1	0 1	0	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
PARAGON BANKING GROUP PLC RECRUIT HOLDINGS CO LTD	GB JP	EMEA APAC	Financials Industrials	1 1	0 1 1	0	0 1 1	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
UNITED UTILITIES GROUP PLC	GB GB	EMEA EMEA	Utilities Financials	1 1	0 1	1	0 1	0	0	0	0	0 1	0	0	1 (	0 0	1	1	0	1	0 0	0	0	0	0	0	0	0	0	0	0	0
LEGAL & GENERAL GROUP PLC BANCO DE SABADELL SA	ES	EMEA	Financials	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
ANTOFAGASTA PLC GENUS PLC	GB GB	EMEA EMEA	Materials Health Care	1	0 1 0 1	1 0	1 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	1 0	0	0	0
BERKELEY GROUP HOLDINGS PLC WILLIAMS COMPANIES INC	GB	EMEA AMER	Consumer Discretionary	1	0 1	0	0 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
UBS GROUP AG	US CH	EMEA	Energy Financials	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
ANHEUSER BUSCH INBEV SA TOYOTA MOTOR CORPORATION	BE JP	EMEA APAC	Consumer Staples Consumer Discretionary	1 1	0 1 0 1	1 0	1 1 0 1	0	1 0	0	0	0 0	0	0 1	0 0	0 0	1 0	0	0	0	0 0	0	0	1 0	0	0	0	0	0	0	0	0
ALS LTD	AU	APAC	Industrials	1	0 1	0	1 1	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	1
TORO COMPANY (THE) FISHER & PAYKEL HEALTHCARE CORPORATION LTD	US NZ	AMER APAC	Industrials Health Care	1	0 1 1	1	1 1	0	1	0	0	0 0	0 1	0	1	0 0	0	0 1	0	_	0 (		0		0	0	0	0	0	0	0	0
KOMATSU LTD THERMO FISHER SCIENTIFIC INC	JP US	APAC AMER	Industrials Health Care	1	0 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
EVERSOURCE ENERGY	US	AMER	Utilities	1	0 1	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	0	0	0
ICICI BANK LTD EAGLE MATERIALS INC	IN US	APAC AMER	Financials Materials	1	0 1	0 1	U 1 1 1	0	0 1	0	0	0 0	0	0	1 (	0 0	0	1	0	0	1 (	0	0		0	0	1	0	0	0	0	0
FORTESCUE LTD DERWENT LONDON PLC	AU GB	APAC EMEA	Materials Real Estate	1 1	1 0	1	1 1	0	1	0	0	0 0	1 0	1	1 1	1 1	1	1	0	1	1 0			0	0	0	1	0	0	0	0	1 0
CRACKER BARREL OLD COUNTRY STORE INC	US	AMER	Consumer Discretionary	1	0 1	0	1 1	0	0	0	0	0 0	0	0	1	0 0	1	1	0	0	1 (	0			0	0	0	0	0	0	0	1
CARDINAL HEALTH INC 3I GROUP PLC	US GB	AMER EMEA	Health Care Financials	1 1	0 1 1	1 0	0 1 1 1	0	1 0	0	0	0 0	0	0	1 1	U 1 0 1	1	0	0	0	0 0	-	0	0	0	0	0	0	0	0	0	0 1
ASX LTD ON THE BEACH GROUP PLC	AU GB	APAC EMEA	Financials Consumer Discretionary	1 1	0 1 0 1	0	1 1	0	0	0	0	0 0	0	1	1 0	0 1	1	1	0	1	1 0				0	0	0	0	0	0	0	1
	IN	APAC	Information Technology	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
WIPRO LTD J SAINSBURY PLC	GB	EMEA	Consumer Staples	1	0 1	0	1 1	0	0	0	-	0 0	0	0	-	0 1	-	0	0		0 (				0		1	1	0	0	1	Ü

	Significant Votes bis_coun from Jul 2025 to ry Sep 2025	t bis_regio	sector enga nt_c	igeme In Per count	Virtual Meeting/ Call	E S	G	Biodiversi	Climate E- Risk Defor anagem tion/l ent Us	esta compa Land impac	ny ts e ım	Com	oard G-Boa mitm /Atte on ince	siti Effectiven	Independ Bu	versight atio	npens Corporat on & e nuner Strategy (Disclosur e/Govern ance)	urity and N Data me Privacy Su	G- G	rnan Govern e ce Issu	an Sustainal	Deploym		nmuni Free	edom an			man es Capital	Hu Chain	S-Talent and Culture
IERO MOTOCORP LTD MINERAL RESOURCES LTD	IN AU	APAC APAC	Consumer Discretionary Materials	1	0 1 1	1 0	0	1 0 1 0	1 0		0 0	0	0 1	0 0 1	0	0 1	0 1 0 1	0	0 1	0 1	0 0	0	0	0	0	0		0 0	0 0	
TRIDE PROPERTY LTD	NZ	APAC	Real Estate	1	0 1	0	1	1 0	0	0	0 0	0	0	1 1	1	1	0 1	0	1	1	0 0	0	0	0	0	0	0	0 0	0 0	1
NFRATIL LTD ALPH LAUREN CORP	NZ US	APAC AMER	Financials Consumer Discretionary	1	1 0	1	1	1 0	1	0	0 0	0	0	1 1	1	1	0 1	0	1	1	0 1	. 0	0	0	0	0	0	0 1	0 0	1
ROSUS NV	NL	EMEA	Consumer Discretionary	1	0 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 1	. 1
IAIER SMART HOME CO LTD	HK	APAC	Consumer Discretionary	1	0 1	1	0	1 0	1	0	0 0	0	0	0 1	0	0	0 1	0	0	0	1 1	. 0	0	0	0	0	0	0	0 0	0
ANCA MONTE DEI PASCHI DI SIENA SPA IPA GROUP	IT AU	EMEA APAC	Financials Utilities	1	0 1	0 1	0	1 0	0 1	0	0 0	0	0	0 0	0	0 1	0 1	0	0 1	0 1	0 0	0	0	0	0	0	0	0 /	0 0	0
VISETECH GLOBAL LTD	AU	APAC	Information Technology	1	0 1	0	0	1 0	0	0	0 0	0	1	0 1	1	1	0 1	0	1	1	0 (	0	0	0	0	0	0	0	0 0	, 0
AMSUNG 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	1 (	0	0	0	0	0	0	0 /	0 0	. 0
IENKEL AG & CO KGAA YNAPTICS INCORPORATED	DE US	EMEA AMER	Consumer Staples Information Technology	1	0 1	0	1	1 0	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	) 1
HISEIDO CO LTD	JP	APAC	Consumer Staples	1	0 1	1	1	1 0	1	0	0 0	0	0	1 1	0	0	0 1	0	0	0	0 0	0	0	0	0	0	0	0	0 1	. 0
MIDEA GROUP CO LTD IOST HOTELS & RESORTS INC	HK US	APAC AMER	Consumer Discretionary Real Estate	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
.BB LTD	CH	EMEA	Industrials	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
IOVARTIS AG	CH	EMEA	Health Care	1	1 0	1	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	1 0	1
IEPSOL SA IMCO REALTY CORP	ES US	EMEA AMER	Energy Real Estate	1	0 1	1	1	1 0	1	0	0 0	0	0	0 0	0	0	0 0	0	1	0	0 1	. 0	0	1	0	0	0	0	0 0	) 1
ALOMAR HOLDINGS INC	US	AMER	Financials	1	0 1	1	1	1 0	1	0	0 0	0	1	0 1	0	1	1 1	0	1	0	0 1	. 0	0	1	0	0	0	0	0 0	1
PARLING INGREDIENTS INC HINHAN FINANCIAL GROUP CO LTD	US KR	AMER APAC	Consumer Staples Financials	1	0 1	1	0	1 0	1	0	0 0	0	0	0 1	0	0	1 1	0	0	0	0 1	. 0	0	0	0	0	0	0 1	0 0	0
ONINKLIJKE AHOLD DELHAIZE NV	NL	EMEA	Consumer Staples	1	1 0	1	1	0 1	1	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
UBLICIS GROUPE SA	FR	EMEA	Communication Services	1	0 1	0	0	1 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
HECK POINT SOFTWARE TECHNOLOGIES LTD. ONTACT ENERGY LTD	IL NZ	EMEA APAC	Information Technology Utilities	1	U 1 0 1	0 1	U 1	1 0 1 0	0 1	0	0 0	0	U 1	U 0 1 1	1	0 1	U 0	1	0	υ 1	0 (	0	0	0	0	0	0	0	0 0	0
SAHI GROUP HOLDINGS LTD	JP	APAC	Consumer Staples	1	0 1	1	1	1 0	1	0	0 0	ō	0	1 0	0	0	0 1	0	0	0	0 0	0	0	0	0	0	0	0	0 0	, 1
AMSUNG ELECTRONICS CO LTD EALED AIR CORPORATION	KR	APAC	Information Technology	1	0 1	0	1	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	1
EALED AIR CORPORATION IMB FINANCIAL CORPORATION	US US	AMER AMER	Materials Financials	1	0 1	0	0	1 0	0	0	0 0	0	1	0 1	0	1	0 1	0	1	1	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
SSILORLUXOTTICA SA AIR LIQUIDE SA POUR L ETUDE ET L EXPLO DES PROCEDES GEORGES CLAUDE SA	FR FR	EMEA EMEA	Health Care Materials	1	1 0	1	1	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 1	1 0	0
ERING SA	FR	EMEA	Consumer Discretionary	1	1 0	1	1	0 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 1	. 0
CHRODERS PLC	GB	EMEA	Financials	1	0 1	0	1	1 0	0	0	0 0	0	0	0 1	0	1	0 1	1	1	0	0 0	1	0	0	0	0	0	0	0 0	1
TOCKLAND CORPORATION LTD OREAL SA	AU FR	APAC EMEA	Real Estate Consumer Staples	1	0 1	0 1	1	1 0 0 1	0 1	0	0 0	0	0	1 1	0	0	1 1	0	0	0	0 (	) 0	0	0	0	0	0	0 (	0 0	1 0
RIXMOR PROPERTY GROUP INC	US	AMER	Real Estate	1	0 1	1	1	1 0	1	0	0 0	0	0	0 1	0	1	0 1	0	1	0	0 1	. 0	0	0	0	0	0	0	0 0	1
ANONE SA IICE LTD	FR IL	EMEA EMEA	Consumer Staples Information Technology	1	1 0	1	0	1 1	1	1	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	0
IEW YORK TIMES COMPANY (THE)	US	AMER	Communication Services	1	0 1	0	1	1 0	0	0	0 0	0	0	0 1	1	0	1 0	0	0	1	0 (	0	0	0	0	0	0	0	0 0	) 1
JLTRATECH 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	1	0	0	0 0	0
I O SMITH CORP MITSUI O.S.K. LINES LTD.	US JP	AMER APAC	Industrials Industrials	1	0 1	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 0	0
VOODSIDE 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	1	1 (	0	0	0	0	0	0	0	0 0	, 0
EISEI ELECTRIC RAILWAY CO LTD	JP	APAC	Industrials Financials	1	0 1	0	0	1 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
ITIZENS FINANCIAL GROUP INC ULIUS BAER GRUPPE AG	US CH	AMER EMEA	Financials	1	1 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
MEDIBANK PRIVATE LTD	AU	APAC	Financials	1	0 1	0	1	1 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
ELSTRA GROUP LTD ILTA BEAUTY INC	AU US	APAC AMER	Communication Services Consumer Discretionary	1	0 1	1	1	1 0	1	0	0 0	0	0	1 1	0	1	1 1	0	1	1	0 1	. 0	0	0	0	0	0	0 /	0 0	1
IMICORE SA	BE	EMEA	Materials	1	0 1	1	1	1 0	0	0	1 0	0	0	0 0	0	1	1 1	0	1	1	0 (	0	0	1	0	0	0	0	0 0	, 0
NFORMA PLC	GB	EMEA	Communication Services	1	0 1	1	0	1 0	0	0	0 1	0	0	0 0	0	0	0 1	1	0	0	0 0	0	0	0	0	0	0	0	0 0	0
IEXTDC LTD IUTO TRADER GROUP PLC	AU GB	APAC EMEA	Information Technology Communication Services	1	0 1	0	0	1 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
ACK IN THE BOX INC.	US	AMER	Consumer Discretionary	1	0 1	0	1	1 0	0	0	0 0	0	0	0 1	0	0	0 1	0	1	0	0 0	0	0	0	0	0	0	0	0 0	1
UMITOMO HEAVY INDUSTRIES LTD ENTENE CORPORATION	JP US	APAC AMER	Industrials Health Care	1	0 1 1	0 1	0	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	
NSURANCE AUSTRALIA GROUP LTD	AU	APAC	Financials	1	0 1	1	1	1 0	1	0	0 0	0	0	1 1	0	1	1 1	0	1		0 1		0		0	0	0		0 0	
AWASAKI KISEN KAISHA LTD	JP	APAC	Industrials	1	1 0	1	0	1 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	
ENTRAL JAPAN RAILWAY COMPANY ONINKLIJKE KPN NV	JP NL	APAC EMEA	Industrials Communication Services	1	1 0	0 1	0	1 0 1 0	0 1	0	0 0	0	0	0 0	0	1	0 0	0	0	0	0 (	0	0	0	0	0			0 0	
IYO BANK LTD/THE	JP	APAC	Financials	1	1 0	0	1	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	1
VMH MOET HENNESSY LOUIS VUITTON SE OTTERY CORPORATION LTD	FR AU	EMEA APAC	Consumer Discretionary Consumer Discretionary	1	1 0	1	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	1		0 1	
VSP GLOBAL INC	CA	AMER	Industrials	1	0 1	0	0	1 0	0	0	0 0	0	0	0 1	0	1	0 1	0	0	-	0 1	. 0	0	0	0	0			0 0	
EXAS INSTRUMENTS INC	US	AMER	Information Technology	1	0 1	1	0	1 0	1	0	0 0	0	0	0 1	0	0	1 0	0	0	0	0 1	. 0	0	0	0	0			0 0	
TANTEC INC. ANDFIRE RESOURCES LTD	CA AU	AMER APAC	Industrials Materials	1	0 1	0	1	1 0	0	0	0 0	0	0	0 1	0	0 1	0 1	0	1	0 1	0 0	0	0	0	0	0			0 0	_
ORTLAND GENERAL ELECTRIC COMP	US	AMER	Utilities	1	0 1	1	1	1 0	1	0	1 0	0	0	0 1	0	1	0 1	0	0	-	0 0	0	0	1	0	0	0	0 0	0 0	) 1
IUNTINGTON BANCSHARES INC UNCORP GROUP LTD	US AU	AMER APAC	Financials Financials	1	0 1	0	0	1 0	0	-	0 0	0	0	1 1	0	1	1 1	0	0		0 0		0	0	0	0			0 0	
REASURY WINE ESTATES LTD	AU	APAC	Consumer Staples	1	1 0	0	1	1 0	0	-	0 0	0	0	1 1	0	1	0 1	0	1	1	0 0		0	0	0	0			0 0	
LEFRESA HOLDINGS CORP	JP	APAC	Health Care	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	- 1		0 0	-
OSCO SHIPPING PORTS LTD INGLO AMERICAN PLC	HK GB	APAC EMEA	Industrials Materials	1	1 0 0 1	0 1	0	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	7	0 0	_
ECTON DICKINSON AND COMPANY	US	AMER	Health Care	1	0 1	0	0	1 0	0	0	0 0	0	0	0 1	0	0	0 1	0	0	-	1 (	1	0	0	0	0		0 0	0 0	0
VERCORE INC	US	AMER	Financials Materials	1	1 0	0	1	1 0	0	0	0 0	0	0	0 1	0	1	1 1	0	1	0	0 0		0	0	0	0			0 0	
AIHEIYO CEMENT CORPORATION IIPPON STEEL CORPORATION	JP JP	APAC APAC	Materials Materials	1	0 1 1	0	0	1 0	0	-	0 0	0	0	0 0	1 0	0	U 1	0	0	0	0 (	0	0	0	0	0			0 0	
VIVA PLC	GB	EMEA	Financials	1	0 1	0	1	1 0	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	1
UMITOMO MITSUI TRUST GROUP INC SODREJ CONSUMER PRODUCTS LTD	JP IN	APAC APAC	Financials Consumer Staples	1	0 1 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	
IR NEW ZEALAND LTD	NZ	APAC	Industrials	1	0 1	1	1	1 0	1	0	0 0	0	0	1 1	0	1	0 1	0	1	1	0 0	0	0	0	0	0			0 0	
LIBEMARLE CORP	US	AMER	Materials	1	0 1	1	0	1 0	1	0	0 0	0	0	0 0	0	1	1 1	0	1	1	0 1	. 0	0	0	0	0			0 0	0
GILENT TECHNOLOGIES INC REENET AG	US DE	AMER EMEA	Health Care Communication Services	1	U 1 0 1	0	0	1 0 1 0	0	0	0 0	0	0	0 1	0	0	1 0 1 n	0	0	0	0 (	0	0	0	0	0	0	0 0	0 0	
ASF SE	DE	EMEA	Materials	1	0 1	1	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
SSOCIATED BRITISH FOODS PLC OMPAGNIE GENERALE DES ETABLISSEMENTS MICHELIN SCA	GB	EMEA EMEA	Consumer Staples	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	
OMPAGNIE GENERALE DES ETABLISSEMENTS MICHELIN SCA APPORO HOLDINGS LTD	FR JP	APAC	Consumer Discretionary Consumer Staples	1	0 1	0	0	1 0	0	0	0 0	0	0	0 1	0	0	0 1	0	0	0	0 0		0	0	0	0			0 0	
MERICAN WATER WORKS COMPANY INC	US	AMER	Utilities	1	0 1	1	1	1 0	1	0	0 0	1	0	0 1	0	1	0 1	1	1	0	0 1	. 0	0	1	0	0	0		0 0	0
IOT PLATFORMS INC EYCORP	US US	AMER AMER	Information Technology Financials	1	0 1	0	1	1 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 1
IRG ENERGY INC	US	AMER	Utilities	1	0 1	0	0	1 0	0	•	0 0	0	0	0 0	0	0	1 0	0	1	0	0 0	0	0	0	0	0	-	-	0 0	
TV PLC	GB	EMEA	Communication Services	1	0 1	0	0	1 0	0	-	0 0	0	0	0 1	0	0	0 1	0	0		0 (		0	0	0	0			0 0	
IERMES INTERNATIONAL SCA IB GROUP PLC	FR IE	EMEA EMEA	Consumer Discretionary Financials	1	0 1 1	1 0	0	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 1 0	
OBLAW COMPANIES LTD	CA	AMER	Consumer Staples	1	0 1	1	1	1 1	1	1	0 0	0	0	0 0	0	1	0 1	0	0	0	0	0	0	0	0	0			0 0	
SEORG FISCHER AG	CH	EMEA	Industrials	1	0 1	0	0	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	
OYAL GOLD INC IEMETSCHEK SE	US DE	AMER EMEA	Materials Information Technology	1	0 1 1	0	0	1 0 1 0	0	0	0 0	0	0	0 0	0	1 0	U 1 1 1	0	0	1	0 0	0	0	0	0	0			0 0	
MERESCO INC	US	AMER	Industrials	1	0 1	0	1		0		0 0		0	0 0	0	1	0 1	0	0	0	0 1		0	0	0	0			0 0	
TICTREX PLC	GB	EMEA	Materials	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

. ,=	Significant Votes from Jul 2025 to Sep 2025	bis_count ry	bis_regio n	sector	engageme nt_count		Virtual Meeting/ Call	Е	S	G	Biodiversi	E-Climate Risk Managem ent	Deforesta	company	E-Waste	E-Water		Compositi on	G-Board Effectiven ess and Director Qualificati ons	Independ ence	Oversight	ation & Remuner ation		urity and Data Privacy	G- Executive Manage ment and Successio n Planning	ce	G-Other Governan S ce Issues	ility Reporting	gy Deploym	Ethics	S- Communi F ty Relations	reedom of	-Health S- and Safety	Rights Ind	igeno Soci us n oples Ca			Talent and ulture
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	0	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	1	1	. 1	1	1	1	0	) 1	1	0	1	0	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	1	0	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	1	0	0 0	0	1	0	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	1	1 0	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	1	0	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	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	1	0	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	1	0	1	0	) 1	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	1	. 1	. 0	1	1	1	0	) 1	1	0	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	1	. 1	. 1	1	1	1	0	) 1	1	0	0	0	0	0	0	1	0	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	1	0	0 0	0	1	0	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	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
LI NING CO LTD		HK	APAC	Consumer Discretionary	1	0	1	0	0	1	0	0	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	0
CHARGEPOINT HOLDINGS INC		US	AMER	Industrials	1	0	1	0	0	1	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



## **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:

Read more about our engagements in our annual stewardship report and our voting spotlight report:

https://www.blackrock.com/corporate/literature/publication/blk-stewardship-priorities-final.pdf https://www.blackrock.com/corporate/insights/investment-stewardship/blackrock-investment-stewardship

## BlackRock Stewardship Engagement Topic Overview

-	F	_ : .	_	
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E-Biodiversity

E-Climate Risk Management

E-Deforestation/Land Use

E-Other company impacts on the environment

E-Water

G-Roard Commitments/Attendance

G-Board Composition

G-Board Effectiveness and Director Qualifications

G-Board Independence

G-Business Oversight/Risk Management

G-Compensation & Remuneration G-Corporate Strategy (Disclosure/Governance)

G-Cybersecurity and Data Privacy

G-Executive Management and Succession Planning

G-Governance Structure

G-Other Governance Issues

G-Sustainability Reporting

G-Technology Deployment and Governance/Disclosure

S-Business Ethics and Integrity

S-Community Relations

S-Freedom of Association

S-Health and Safety

S-Human Rights S-Indigenous Peoples Rights

S-Other Social/Human Capital Issues

S-Supply Chain

S-Talent and Culture

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.

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.

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.

How a company approaches any other material environmental-related topics that do not fit into other categories.

All aspects of a company's approach to minimizing waste, managing waste, and site remediation.

All aspects of a company's approach to water use, conservation, and dependencies on water resources.

How a company approaches board members' commitments and attendance.

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.

All aspects related to board oversight, director qualifications, board committees, board refreshment, conflicts of interest, audit oversight, and board policies.

How a company approaches the independence of board members.

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.

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.

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.

All aspects related to the governance and risk management of cybersecurity threats and data privacy issues.

How a company approaches executive leadership, succession planning, and the board's oversight of performance management.

All aspects related to shareholder rights, corporate form, board structure, leadership, voting standards, IPO governance, and corporate policies on governance issues.

How a company approaches any other material governance-related topics that do not fit into other categories.

How a company approaches updates and/or addresses investor questions related to reporting requirements in regulatory jurisdictions or voluntary reporting initiatives. All aspects related to the governance and risk management of investing in or deploying new technologies, including, but not limited to, Al and quantum computing.

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. How a company interacts with local communities where they operate.

All aspects related to how a company engages with unions on job benefits, working conditions, wages, and worker organization.

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.

How a company approaches potential or actual adverse human rights issues, including the use of forced labor or child labor, among others. 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.

How a company approaches any other material social-related topics that do not fit into other categories.

All aspects related to material risks and opportunities in corporate supply chains, including mitigating risks, disruptions, transparency, and traceability.

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.

