

Q2 2025

Quarterly engagement report

Any references to case studies and companies are mentioned for illustrative purposes only as highlighted by * symbol and does not constitute a recommendation.



Our mission

We aim to drive positive developments in the financially material areas covered by our global stewardship themes, showcasing ‘best practice’ examples where we can, and demonstrating to our peers that change is not only possible, but necessary for long-term profitability.

We may also encourage ‘leading companies’ to raise the bar across their sectors, recognising the potential for positive change to reverberate across global industries and value chains.

Our structured approach to engagement enables us to use various tools to inform and urge companies to take action when we do not see sufficient progress.



Our focus

Holding boards to account

To be successful, companies need to have people at the helm who are well-equipped to create resilient long-term growth. By voting and engaging directly with companies, we encourage management to control risks while seeking to benefit from emerging opportunities.

Creating sustainable value

We see responsible investing as the incorporation of financially material ESG considerations into investment decisions, alongside engagement with companies, regulators, and policymakers, to help drive long-term value creation and support real-world outcomes for our clients.

Promoting market resilience

The decisions that companies make today will impact our collective future in the decades to come, and over our clients’ long-term investment horizons. Through us, our clients have exposure to a slice of the global market, and therefore to systemic risks and opportunities that can be financially material to our clients’ investments. Our ‘universal ownership’ approach to investment stewardship means that we believe in using corporate engagement and policy dialogue to drive long-term value creation and shape the future by encouraging more sustainable, long-term practices from companies.



Action and impact

In this edition, we focus on climate voting at oil and gas companies, give an update on our deforestation campaign, and provide highlights on the living wage, nutrition and antimicrobial resistance. We also share significant votes from a range of themes over the quarter, showcasing examples from the 2025 AGM season.

Global Investment Stewardship themes

Our Investment Stewardship activity is structured around six core themes:

- **Climate:** Keeping 1.5°C alive
- **Nature:** : Supporting a world that lives in harmony with nature, recognising the economic value of natural capital
- **People:** Improving human capital across the corporate value chain
- **Health:** Safeguarding global health to limit negative consequences for the global economy
- **Governance:** Strengthening accountability to deliver stakeholder value
- **Digitisation:** Establishing minimum standards for how companies manage digitisation-related risks

We believe these themes are financially material to our clients’ portfolios, often pose systemic risks and opportunities, and cover areas where we believe L&G’s Asset Management business can have an impact on change.





Environment | Social | Governance

Environment: Climate and nature



AGM focus:
oil and gas

Identify

We believe that climate change represents a financially material and systemic long-term risk to our clients’ portfolios. Our stewardship approach to engaging with oil and gas companies regarding the transition to net zero is centred on mitigating systemic risks for our clients by advocating for and supporting companies in their decarbonisation journey, as they seize the long-term value creation opportunities related to the energy transition.

Voting continues to be a crucial cog in the wheel of our engagement, signifying our expectations to the market and to the company.

In the 2025 AGM season, we pre-declared our vote intentions on three oil and gas companies: BP*, Equinor* and Shell*. We explore the background to our voting decisions on these companies, individually and in comparison with each other, below.

Engage - Equinor

Having published detailed expectations for the oil and gas sector regarding the climate transition, we continue to use these as a framework in our engagements and assessments of companies’ commitments, disclosures, and the credibility of their climate transition plans.¹ Our decision to vote against Equinor’s Energy Transition Plan stemmed from the financial risks associated with its plans to expand oil and gas production internationally, and the potential impact on the company’s ability to meet its net-zero targets.

1. Please refer to the following: 1) [L&G Blogs: Our oil and gas sector principles: disclosure, commitments and credibility](#) and 2) [L&G Blogs: Our oil and gas sector principles: targets and actions](#)

BP

Our longstanding engagement with BP on the energy transition illustrates the challenges of matching ambition with action, and the pivotal role of governance. Having been able to support BP’s climate transition plan in 2022, subsequent changes in strategy, combined with the decision to withhold a shareholder vote, led us to vote against the re-election of the Chair in 2023—and again in 2025 on similar grounds. The pre-declaration of our 2025 vote drew attention, in particular, to governance; while the company Chair Helge Lund’s resignation had already been announced we felt that a clearer, swifter timeframe for his departure would be more conducive to the progress of an orderly transition than the extended timeframe initially posited.

Shell

The filing of [shareholder] Resolution 22 enabled us to engage in a series of highly technical and detailed discussions with the company. Our primary focus in our engagement has been on understanding the balance sheet risks associated with the company’s growing exposure to liquified natural gas (‘LNG’), and on ensuring the company demonstrates business resilience across multiple climate transition scenarios. After careful consideration, we did not support Resolution 22; we received clear commitments that the company will enhance its reporting in line with L&G’s expectations—specifically, providing detailed disclosures on stranded asset risks and financial resilience related to Shell’s growing exposure to LNG. These gaps were key reasons we were unable to support the company’s climate transition strategy at its 2024 AGM.

Outcome

Company name	Resolution	Our vote	Vote outcome
Equinor ASA	8 – Approve Energy Transition Plan 2025 (Management proposal)	Against	95.7% in favour
BP Plc	3 – To re-elect Helge Lund as a director (Management proposal)	Against	75.7% in favour
Shell Plc	22- Request Company Disclose Whether and How Its: Demand Forecast For LNG; LNG Production And Sales Targets; And New Capital Expenditure In Natural Gas Assets; Are Consistent With Climate Commitments, Including Target To Reach Net Zero Emissions By 2025 (Shareholder proposal)	Against	20.6% in favour

Outcome

Majority owned by the Norwegian government,² Equinor received a high level of support for its transition plan. Nevertheless, we expect companies to establish robust emissions targets with clear, time-bound milestones, demonstrating alignment with net-zero goals through transparent disclosures, and showcasing financial resilience against relevant outcomes. We will continue to engage with the company on our concerns, as highlighted above, to encourage steps towards our expectations.

The high level of dissent for the BP resolution, especially in light of the fact that the Chair was already known to be stepping down, was well-publicised, and demonstrated broader investor concerns with the company’s strategy and governance, and desire for speedier action. At Shell, the high level of support for Resolution 22 is indicative of increasing shareholder support for greater climate transparency; in our own conversations with the company, we are confident that further steps will be taken, and will carefully consider their forthcoming disclosures.

The non-linear demands of the energy transition are complex to navigate and the profitability of lower carbon sources alongside uncertain demand trajectories place a significant pressure on oil and gas companies to demonstrate forward-looking resilience across multiple climate transition scenarios and potential outcomes.

As investors, we continue to prioritise ‘decision-useful’ information, clarity and disclosures so that we can fully understand the risks and opportunities that companies are positioned to take, and to what extent these are priced into the market.

2. The government is the main shareholder, with a 67% stake: [The Norwegian state as shareholder - Equinor](#)



Green counters: climate accounting

Identify

How companies account for the risks climate change bears on their balance sheet is a topic we have prioritised in our engagements with energy companies that have high carbon reserves.

A key challenge we observe is that many companies in the sector anchor their strategies to fossil fuel demand projections that may not align with credible net-zero scenarios and understate associated financial risks. What we seek is greater transparency that enables investors to assess the potential financial implications for a company if the macroeconomic outlook shifts across a range of transition pathways.

Engage

To this end, in June 2024, we submitted a letter to the Financial Accounting Standards Board (FASB) in response to their Invitation to Comment (ITC) on US GAAP improvements. There is substantive value in signing this letter, from our perspective as investors looking at portfolio-level risk mitigation.

Our approach to this topic aligns with our strategic objectives for consistent, material, and decision-useful disclosure across the oil and gas industry.

This is a highly positive development in the context of L&G’s investment stewardship actions over the past three years. It complements our corporate engagements on climate risk management via public policy, as both corporate and policy actions are needed to effectively address climate risks. Our previous engagement on this topic has included:

1.

Co-filing a shareholder resolution

In 2023, we co-filed a shareholder resolution at ExxonMobil's* AGM, calling for the company to provide more disclosure on its Asset Retirement Obligations (AROs), in line with the practices applied by several of its peers. The proposal received 17% support and contributed to further discussions across relevant parties, including the IFRS (International Financial Reporting Standards foundation).

2.

Collaborative engagement

In October 2024, L&G, along with 39 global investors representing US\$3.75 trillion in assets, wrote to the US SEC’s Chief Accountant and Director for the Division of Corporation Finance, urging them to investigate whether listed energy companies are providing the required accounting disclosures, with an emphasis on AROs.

Outcome

An enhanced level of disclosure should allow investors to more accurately assess balance sheet risks concerning the decommissioning of assets. This added level of information provides the 'delta', or in other words, the potential financial impact on the company's balance sheet, should the macroeconomic environment change in a manner contrary to the company’s views.





Nippon Steel*: progress on climate policy engagement disclosures

Identify

Due to the influence that companies wield in policy development, we believe that transparency of climate lobbying activities and their alignment with net zero is crucial for investors to gauge the strength of companies’ climate commitments. Having identified Nippon Steel as lagging in its policy engagement disclosures in 2022, following continuous engagement and a lack of progress, we co-filed a shareholder resolution requesting greater transparency on their climate policy engagement activities in their 2024 AGM. This resolution received 28% support, one of the highest levels of support recorded for a climate-related shareholder resolution in Japan.⁶

6. [Nippon Steel: shareholders deliver Japan’s largest ever vote in support of climate lobbying resolution](#) - ACCR, June 2024. For full detail on our previous engagement with Nippon Steel, please see our 2024 Active Ownership Report: [Active Ownership 2024](#).

Engage

Since co-filing the shareholder resolution, we have met with Nippon Steel three times. We also attended a site visit – a further step towards transparency and engagement with shareholders. In addition to an increased willingness to acknowledge and listen to the concerns of their global shareholder base regarding decarbonisation, we noted specific intentions regarding improvements in disclosures.

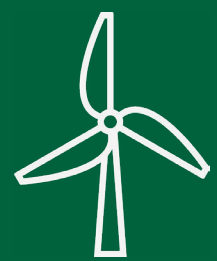
Outcome

We are pleased to see that, ahead of its 2025 AGM, Nippon Steel has published its first ever Industry Association Review and a set of policy positions, including

a commitment to positive policy engagement in Japan for policies relating to climate change and energy. This followed disclosures on its direct lobbying activities earlier in the year.

These are encouraging first steps towards aligning the company’s policy engagement with its long-term strategy and decarbonisation objectives. We will continue to work with the company, aiming to further strengthen investor confidence and support the integration of transparent and strategic advocacy efforts.





GREGs update: RWE AG*

Identify

Due to rising negative investor sentiment around renewables, RWE have come under increasing pressure from short-term focused investors to return capital to shareholders at the expense of renewable capital expenditure. We have been engaging with RWE to ensure that this does not lead to a misallocation of capital. We are working to ensure they are not prioritising short-term shareholder returns at the expense of long-term value creation through renewables investment. Through higher levels of value-accretive renewables investment, RWE can create shareholder value whilst also building a bigger, greener, faster growing company.

We have been engaging with RWE on steps they could take to improve investor sentiment in this space in order to avoid negative outcomes from investor pressure.

Engage

We believe RWE can take a number of steps in order to improve investor confidence in the company's capital expenditure plans and reduce calls for short-term returns. We have been engaging with RWE at regular occasions throughout 2025 to communicate our views with the company. These engagements have been with a mixture of investor relations (IR) and senior management.

Next steps

We will continue to engage with RWE on this topic as we think it reflects an interesting, conflicting, dichotomy between short- and long-term focussed investors. RWE have acknowledged our analysis on this topic including calling out the view of L&G and other like-minded investors on their Q1 earnings call when faced with the question of increasing short-term shareholder returns. We continue to refine our analysis and investment case in this space and it will form a component of our engagement with the company moving forward.



GREGs update: Xcel Energy*

Identify

US utilities are facing pressure on a number of topics. These include changes to coal retirement legislation, tax credit changes, customer affordability, and increasing wildfire frequency. These have potential reputational and economic impacts on the companies involved with the potential to derail capital expenditure plans and sustainability targets as a result.

Engage

We have met with Xcel Energy, amongst other US utilities, on a number of occasions to discuss these topics. The most recent meeting with Xcel Energy was in May 2025. We met with Xcel Energy's CEO and Head of IR. The topics discussed included their most recent results, changes to tax credits, affordability, the coal executive order, and wildfires.

On affordability, we see it as crucial that the US utilities keep bill rises under control in order to reduce regulatory pressure on allowed returns and rate base growth. Maintaining affordability will thus permit companies to satisfy their capital expenditure plans for the future and enable them to decarbonise the grid.

Next steps

We will be continuing engage with the US utilities, including Xcel Energy. At present, we see a motivational disconnect for the US utilities in bringing down load growth through demand-side response programmes as the spend is not currently compensated through rate base. As a result, we believe the US utilities can drive a more efficient, greener, and more customer-centric grid of the future through more appropriate targeted engagement with regulators at state and federal level. We will continue to engage with Xcel Energy and other US utilities on this topic moving forward.





Deforestation campaign: 2025 update

Identify

We regard deforestation as a material risk for investors as it may have indirect and/or direct financial implications for investee companies and, consequently, potential returns for our clients. We therefore supported the steps taken at the United Nations Climate Change Conference (COP26) in 2021 to accelerate and align action across the public and private sector, through signing the COP26 Financial Sector Commitment on Eliminating Agricultural Commodity Driven Deforestation. Our deforestation campaign continues to play an important role within this commitment.

As set out in our deforestation policy, we expect companies within deforestation-critical sectors⁷ to have both a deforestation policy and programme in place.⁸ Companies that do not meet this dual expectation may be identified for a vote against the Chair in their upcoming AGM.

Engage

This year, we integrated our deforestation campaign letters into the broader outreach of our Climate Impact Pledge, to streamline the communications that companies receive from us.

We sent 2,900 climate and deforestation letters to companies in March and April 2025. The letters were divided into three ‘batches’, depending on whether the focus was climate, deforestation or both.

7. Deforestation-critical’ sectors or ‘high-risk’ sectors are defined using Ceres’ [Investor Guide to Deforestation and Climate Change](#). We also follow [Deforestation Free Finance guidance](#) on which GICS sub-industries to cover.
8. As assessed by Sustainalytics, using its criteria. Companies in selected sectors, where we have data, scoring 0 on either deforestation policy or programme will receive a vote against. In addition, we may use data from [CDP Forests](#) or [MSCI](#) to inform us of the existence of a public policy. Subject to data availability.

The aim of all letters was:

- To communicate our campaigns and expectations
- To direct companies to our Climate Impact Pledge score website, as an assessment tool
- To call companies to action on improving areas highlighted as amber or red under our Climate Impact Pledge Score (which includes indicators for both elements of our deforestation expectations)
- To communicate the potential vote implication for companies not meeting our minimum expectations

Outcome

Companies identified for a vote against the Chair for not meeting our expectations were as follows:



Looking ahead, for those that continue to show limited signs of progress, and that we voted against, we will be engaging further to support how they approach deforestation risks across the value chain.



Policy bulletin: Nature Positive Transition Pathways

Identify

Nature-Positive Transition Pathways (‘NPPs’) are intended to be for nature what net-zero transition pathways have been for climate change. Designed to guide private-sector action on nature in the UK, the [Green Finance Institute](#), World Wildlife Fund, UK government, businesses and financial institutions are creating a process to develop science-based, practical NPPs with government and private sector support. The NPPs address how different sectors can contribute to the Global Biodiversity Framework aim of living in harmony with nature by 2050, and we believe a robust framework of national guidance and incentives is crucial to prompting action on the multifaceted issue of nature loss.

Engage and next steps

Having signed [a public statement in support of NPPs](#), alongside 27 other entities (businesses, trade associations and organisations), we are pleased to see [public support from the UK government](#) for this initiative, and for supporting and incentivising businesses to improve and restore nature in the UK.

We will continue to support this initiative and to contribute to consultations and recommendations through institutions such as the Green Finance Institute, to support multilateral progress amongst a broad range of stakeholders on nature.



Significant vote: Climate

Company name	Ferrovial SE*
ISIN	NL0015001FS8
Market Cap	US\$38.5 billion (source: ISS, as at 02 July 2025)
Sector	Industrials: Construction and engineering
Issue identified	We believe that climate change represents a financially material and systemic long-term risk to our clients’ portfolios. In assessing companies’ climate transition plans against our published expectations , we aim to encourage them to develop suitably ambitious and credible plans to mitigate risks and seek opportunities from the energy transition.
Summary of the resolution	Resolution 3 – Approve Climate Strategy Report AGM: 24 April 2025
How L&G voted	For Resolution 3 (in line with management recommendation).
Rationale for the vote decision	A vote in favour was applied as we note the progress the company has made on its climate strategy over the past year, in particular gaining Science Based Targets initiative (SBTi) approval for 2050 and 2030 1.5°C aligned net-zero targets. Nevertheless, we encourage and look for further disclosure and detail around the company’s capex plans and levers to decarbonise, as well as the physical and transition risk assessments and the role of offsets.
Outcome	96.3% voted in favour of the proposal.
Why is this vote ‘significant’? ⁹	This vote is significant due to the importance of the theme (climate change), and the improvements made by the company to enable us to vote in favour of their report, where last year we had voted against. Our overall level of support for management-proposed transition plans and progress reports has been relatively low over the years – although it is increasing, suggesting that climate approaches and reporting are improving. In 2023, our level of support was 44% (13 out of 29), and in 2024 this increased to 55% (16 out of 29). ¹⁰

9. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

10. Further detail can be found in our Active Ownership report, page 31: https://am.landg.com/asset/499590/globalassets/lgim/_document-library/responsible-investing/active-ownership-2024-long-report.pdf/

Significant vote: Climate

Company name	Centrica Plc*
ISIN	GB00B033F229
Market Cap	US\$10.9 billion (Source: ISS, 02 July 2025)
Sector	Utilities
Issue identified	We believe that climate change represents a financially material and systemic long-term risk to our clients’ portfolios. In assessing companies’ climate transition plans against our published expectations , we aim to encourage them to develop suitably ambitious and credible plans to mitigate risks and seek opportunities from the energy transition.
Summary of the resolution	Resolution 21 – Approve Climate Transition Plan AGM – 08 May 2025
How L&G voted	For Resolution 21 (i.e. in line with management recommendation).
Rationale for the vote decision	While we note the inherent challenges in the decarbonisation efforts of the utilities sector, L&G expects companies to set a credible transition strategy, consistent with the Paris goals of limiting the global average temperature increase to 1.5°C. We believe Centrica has taken significant steps to align its transition plan with the CA100+ benchmark, and support the company’s increased ambition. This includes bringing forward its operational net-zero target from 2045 to 2040 and improving its interim scope 1 and 2 targets from a 40% GHG emissions reduction by 2034 to 50% GHG emissions reduction by 2032. We also appreciate the transparency regarding policy and regulatory dependencies to meet these goals. Concerns remain, however, regarding the temperature alignment of the company’s transition plan -- the emissions trajectory through 2030 is expected to exceed a 2°C pathway before becoming 1.5°C aligned in the mid-2030s – and the lack of third-party verification of its temperature pathway. Further, we encourage more transparency on what qualifies as “green investments”, reflecting 50% of planned investment activity between 2023-2028 to support decarbonisation of its operations.
Outcome	93.4% voted in favour of the resolution.
Why is this vote ‘significant’? ¹¹	This vote is significant due to the importance of the theme (climate change), and the improvements made by the company to enable us to vote in favour of their report. Our level of support for management-proposed transition plans and progress reports has been relatively low over the years – although it is increasing, suggesting that climate reporting is improving. In 2023, our level of support was 44% (13 out of 29), and in 2024 this increased to 55% (16 out of 29). ¹²

11. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

12. Further detail can be found in our Active Ownership report, page 31: https://am.landg.com/asset/499590/globalassets/lgim/_document-library/responsible-investing/active-ownership-2024-long-report.pdf/

Significant vote: Nature

Company name	Icade SA*
ISIN	FR0000035081
Market Cap	US\$2.1 billion (Source: ISS, 03 July 2025)
Sector	Real estate
Issue identified	We believe that companies should integrate an assessment of the related-nature risks and opportunities, impacts and dependencies, and appropriate mitigation actions. As set out in our sector-specific guide , key direct and indirect impacts on nature from the property sector include the destruction of natural habitats, upstream extraction, and the manufacturing of building materials.
Summary of the resolution	Resolution 21: Approve Company’s Biodiversity Transition Plan AGM, 13 May 2025
How L&G voted	For resolution 21 (in line with management recommendation).
Rationale for the vote decision	The company has established targets and reported where there is some advancement, but there is further progress that can be made. It is still challenging to assess the quality of the plan and its actions and further elaboration of all nature-related risks, impacts and dependencies, and opportunities identified by the company would be beneficial. L&G will continue to monitor the company’s progress in adoption of and measuring progress against TNFD, SBTN, and alignment with the TNFD additional sector guidance for engineering, construction and real estate. We voted for this resolution, recognising the progress with respect to biodiversity and nature, while noting further steps could be taken.
Outcome	99.4% voted in favour
Why is this vote ‘significant’? ¹³	This vote is significant due the significance of the real estate sector in terms of its impacts and dependencies upon nature, and we are keen to encourage companies to develop such plans to the extent that they are currently able, report progress and integrate improvements over time.

13. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

Significant vote: Nature

Company name	MTY Food Group Inc*
ISIN	55378N107
Market Cap	US\$674 million (Source: ISS, 03 July 2025)
Sector	Consumer discretionary
Issue identified	A circular economy is a way of using resources that minimises waste, pollution and environmental impacts and aims to decouple economic activity from the consumption of finite resources. As a responsible investor, we engage with investee companies to manage their product lifecycles sustainably, to limit the amount of raw material used, as well as waste and the negative impact on pollution and nature.
Summary of the resolution	Resolution 5 - Report on Food Waste Management and Targets to Reduce Food Waste AGM – 02 May 2025
How L&G voted	For resolutions 5 (i.e. against management recommendation).
Rationale for the vote decision	AMTY Foods discloses some information on its efforts to reduce food waste. However, further disclosure as to progress and setting targets would be welcome. We believe addressing food waste and moving toward a circular economy is critical if we are to achieve the targets and goals of the Kunming-Montreal Global Biodiversity Framework and the Paris Agreement.
Outcome	7.4% voted in favour of the resolution.
Why is this vote ‘significant’? ¹⁴	It is significant as it pertains to one of our four nature ‘sub-themes’: the circular economy. ¹⁵ These sub-themes (circular economy, deforestation, water and natural capital management) target the five direct drivers of nature change that have the largest global impact ¹⁶ and that we therefore believe are of financial materiality to our clients.

14. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

15. For more information about our approach to nature, please see our [nature framework](#)

16. as identified by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Service (IPBES – equivalent to the IPCC for climate change), [page XVI 2020 IPBES GLOBAL REPORT\(FIRST PART\)_V3_SINGLE.pdf](#)



Environment | **Social** | Governance

Society: People and health



AMR:
insights on-site
with GSK*

Identify

COVID-19 demonstrated the global economic and social destruction wrought by a viral pandemic.

Antimicrobial resistance (‘AMR’), whereby antibiotics become less effective over time through evolution of microbials to survive treatment, is a potential pandemic of the future. It has been identified by the World Health Organisation as “one of the top global public health and development threats”,¹⁷ and it is estimated by the World Bank that AMR could result in US\$1 trillion additional healthcare costs by 2050, and cause US\$1 trillion to US\$3.4 trillion in losses per annum to global GDP by 2030.¹⁸

As a global investor with exposure to sectors both with the potential to mitigate AMR and that would be severely affected by another pandemic, we believe that this issue is of financial materiality to the long-term returns we aim to generate for our clients. Building on our longstanding work on this topic across the spectrum of policy, collaboration and corporate engagement,¹⁹ we provide an update of one of our latest corporate engagements from the quarter.

GSK Plc is one of the largest pharmaceutical companies in the world.²⁰ With manufacturing sites in 37 countries and operations in 75 countries,²¹ their global reach and market position bring the potential for their behaviours to influence others in their sector.

Engage

In May, we went on an exploratory visit to GSK’s manufacturing site in Worthing, on the English coast. Worthing is the first UK site to be BSI-certified (British Standards Institute)²² in accordance with Antibiotic Manufacturing standard, which was developed by BSI and the AMR Industry Alliance in 2022. The standards outline best practice controls and methods for the responsible manufacturing of antibiotics in the global supply chain.

We were given an in-depth guided tour of the manufacturing site which allowed us to observe and participate in the numerous safety procedures to ensure no contamination takes place between different areas of the site, as well as steps taken to avoid any external contamination. The opportunity to visit manufacturing

sites provides hands-on, real insight into how GSK ensure adherence to the Antibiotic Manufacturing standards. We also had the possibility to have in-depth conversations with employees onsite.

Outcome

The site visit enabled us to:

- Gain insight into the real actions that pharmaceutical companies can take, through their processes and oversight, to mitigate and monitor AMR
- Demonstrate to GSK the financial materiality of this issue to investors, and the role of the pharmaceutical industry alongside other sectors in combatting AMR
- Strengthen our relationship with the company through in-depth dialogue

Understanding the actions that companies are in a position to take helps inform our expectations and, in conversations with other sectors and broader stakeholders on AMR,

understand both the potential and the limitations of each protagonist.

Alongside our policy dialogue and collaborative engagements, we will continue to seek engagements with influential companies that are positioned to improve industrial processes and behaviours that, overall, play a vital role in mitigating AMR.

17. [Antimicrobial resistance](#)
18. [Antimicrobial resistance](#)
19. Further details can be found in our 2024 Active Ownership Report: [Active Ownership 2024](#)
20. [Top 10 Pharmaceutical Companies Worldwide \(2025\) | Proclinical](#)
21. [GSK at a glance | GSK](#)
22. [GSK site announced as first in the UK to achieve BSI AMR Kitemark | BSI](#), 19 September 2024



Nutrition: Nestlé*

Identify

As the largest food company in the world, Nestlé has the potential to set an example for the industry more broadly in terms of raising market standards on transparency of nutrient reporting.

We have engaged both collaboratively and individually with Nestlé on the topic of nutrition since 2021. Our collaborations have been with both the [Access to Nutrition Initiative](#) and [ShareAction Healthy Markets Initiative](#).

Our primary concerns were that Nestlé’s target for sales of healthy products would not result in an improvement linked to consumer health and diets, and that the inclusion of certain products as “nutritious” (including coffee) are generally outside²³ the scope of government-endorsed nutrient profiling models (NPM), and in particular of the Health Star Rating (HSR), against which NPM Nestlé has chosen to report.

Engage

At the company’s 2024 AGM, under the umbrella of ShareAction’s Healthy Markets Initiative, we co-filed a shareholder resolution to address our concerns. We asked the company to publish more effective targets to increase healthier food choices. We also noted this resolution in our [pre-declaration blog for 2024](#). The resolution received support from approximately 11% of shareholders²⁴.

Positive developments

We were pleased to see that Nestlé recently announced planned improvements in their reporting on nutrition, including new data and transparency of the ‘healthiness’ of product categories and sales in line with guidelines from the Access to Nutrition Initiative (‘ATNi’).²⁵ While it would be overly simplistic to attribute this development solely to the shareholder resolution that we co-filed, we believe that demonstrating the level of importance that investors place on such topics, not just through filing shareholder resolutions, but also through voting consistently and in line with our published thematic positions, can play an important role over time.

As large and influential companies start to increase transparency of the nutritional value of their food products, we hope this will raise the bar across the sector, encouraging others to follow suit.

We also recognise the role played by policy development in improving nutrition, and would highlight the [announcement by the UK government](#) to introduce mandatory reporting for all large food businesses. Following sustained campaigns by a number of organisations, particularly the Food Foundation and their Investor Coalition on Food Policy (of which [we are a member](#)), this step should make it easier for consumers to choose healthier options.

23. Further information and detail can be found in the blog that we published at the time: [L&G Blogs: Crunch time: we’re asking Nestlé to do more to support healthy food choices](#)

24. Source: ISS vote results data, 2025

25. [Nestlé improves nutrition reporting as pressure grows on other food and beverage companies – ATNi \(Access to Nutrition initiative\)](#)



The living wage: joining forces

Identify

The impact of income inequality and in-work poverty on workforce productivity, and the knock-on effect of low aggregate demand for goods and services relative to an economy’s productive capacity, should be of significant concern to investors. Closing the living wage gap worldwide could potentially generate US\$4.56 trillion in GDP annually.²⁶

In addition to our corporate engagement campaign on the living wage, which we began in 2023, we participate in a number of collaborative initiatives on this topic co-ordinate by the ShareAction Good Work Coalition, the Platform for Living Wage Financials, the Interfaith Center for Corporate Responsibility and the Shareholder Commons.

Engage and next steps

L&G has co-signed a ‘call to action’ letter to UN member states, requesting that they prioritise the issue of the living wage at the Second World Summit for Social Development, taking place in November 2025.

The letter, compiled by the World Benchmarking Alliance and sustainable trade initiative IDH, along with other stakeholders including the UN Global Compact and the Platform for Living Wage Financials (of which L&G – Asset Management is a member), also calls on UN member states to:

- Recognise the International Labour Organisation’s articulation of the concept of the living wage
- Clarify the distinct responsibility of both states and businesses in ensuring workers receive a living wage
- Establish and support a time-bound global living wage target for large and transnational companies, and
- Take appropriate legal and policy measures to promote these aims.

The full letter can be read [here](#).

Through our membership of the Platform for Living Wage Financials, we will continue to support policy initiatives that complement our individual company engagements on the topic of the living wage.

26. [From Fragmentation to Integration: Embedding Social Issues in Sustainable Finance | United Nations Development Programme](#)



Significant vote: Diversity

Company name	Arch Capital Group Ltd*
ISIN	BMG0450A1053
Market Cap	US\$33.8 billion (Source: ISS, 03 July 2025)
Sector	Financials – Insurance
Issue identified	We believe a diverse mix of skills, experience and perspectives is essential for a company and its board to function and perform optimally. Studies demonstrate that a good level of diversity can improve business resilience and decision-making, minimise risks, and improve the sustainability of profit growth which can maximise long-term returns for investors ²⁷ .
Summary of the resolution	Resolution 5 – Report on Effectiveness of Diversity, Equity and Inclusion Efforts AGM, 07 May 2025
How L&G voted	For resolution 5 (i.e. against management recommendation)
Rationale for the vote decision	A vote in favour was applied as we believe that disclosing the additional level of information contained in the EEO-1 report (a US disclosure on workforce demographics, mandatory for companies with 100 or more employees) ²⁸ could lead to reduced inequality, thereby helping to support business resilience.
Outcome	13.3% voted in favour of the proposal.
Why is this vote ‘significant’? ²⁹	This vote is significant due to its relation to our stance on diversity, which is reflected in our thematic policy , setting out our overall approach and our voting stance on this topic.

27. [One More Time: Why Diversity Leads To Better Team Performance](#)

28. [EEO-1 \(Employer Information Report\) Statistics | U.S. Equal Employment Opportunity Commission](#)

29. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

Significant vote: AMR

Company name	Restaurant Brands International Inc*.
ISIN	76131D103
Market Cap	US\$21.5 billion (Source: ISS, 03 July 2025)
Sector	Consumer discretionary.
Issue identified	The use of antibiotics in animal husbandry has been identified as exacerbating AMR. ³⁰ We therefore expect companies in the food sector (due to their reliance on animal products) to comply with WHO guidelines on the use of medically important antibiotics in food-producing animals (as set out in our health policy).
Summary of the resolution	Resolution 4 - Comply with World Health Organization Guidelines on Antimicrobial Use Throughout Supply Chains AGM, 03 June 2025
How L&G voted	For resolution 4 (i.e. against management recommendation).)
Rationale for the vote decision	A vote in favour was applied as we consider AMR to be a systemic risk. The phasing out of medically important antibiotics for disease prevention will contribute to stemming the rise of AMR. ³¹ In line with our health policy we would like to see the company applying the “WHO guidelines on use of medically important antimicrobials in food-producing animals” throughout for its entire meat portfolio within its whole supply chain.
Outcome	16.5% voted in favour of Resolution 4
Why is this vote ‘significant’? ³²	This vote is significant due to its direct relevance to AMR, a theme that we believe to be financially material for our clients, and on which we continue to engage.

30. For example: [Origin of Antibiotics and Antibiotic Resistance, and Their Impacts on Drug Development: A Narrative Review - PMC](#)

31. [Origin of Antibiotics and Antibiotic Resistance, and Their Impacts on Drug Development: A Narrative Review - PMC](#)

32. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

Significant vote: Living wage

Company name	Walmart Inc*.
ISIN	931142103
Market Cap	US\$784 billion (Source: ISS, 03 July 2025)
Sector	Consumer staples
Issue identified	We believe that poverty and income inequality in the workplace are inextricably linked. Given the potential consequences of income inequality to affect the value of our investments on behalf of our clients, we consider this to be a financial risk.
Summary of the resolution	Resolution 1j - Elect Director Gregory B. Penner AGM, 05 June 2025
How L&G voted	Against Resolution 1j (i.e. against management recommendation).
Rationale for the vote decision	<p>In 2023, we launched our inaugural engagement campaign on the living wage, with specific vote sanctions against the re-election of the chair, the chair/CEO or president of companies that fail to meet our minimum expectations by the time of their 2025 AGM. We focused on the food retail sector, as we believe these companies to be generally more resilient due to the community service they provide and were financially less impacted by the COVID-19 pandemic than other sectors, and with a high proportion of their workforce earning low wages. We identified 15 supermarket retailers in developed economies for engagement, choosing these companies of their size and influence, and Walmart was among these companies.</p> <p>Following engagement with Walmart under this campaign, including the co-filing of a shareholder resolution on this topic at their 2024 AGM, the company has not made the progress we would like to see, versus our expectations set out in 2023. In line with the escalation established, we voted against the re-election of the Chair of the Board.</p>
Outcome	98.1% votes in favour of the resolution.
Why is this vote ‘significant’? ³³	This vote is significant due to its direct link to our established campaign on the living wage. We will continue to engage with Walmart, and the other companies identified under this campaign, to encourage improvements and transparency on paying the living wage.

33. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.



Environment | Social | Governance

Governance and digitisation



Governance in Japan: improvements in timely disclosures

Building on our update in our previous report, we comment on the improved timeliness of disclosures we witnessed in the 2025 AGM season.

Identify and engage

In 2020, [we wrote](#) about two key challenges in Japan’s AGM season: the heavy concentration of AGMs in June, and persistent delays in publishing the Yuho (an annual securities report which is a comprehensive source of information for investors).

If companies wait until just before the AGM to publish the Yuho, investors do not have sufficient time to absorb critical information on corporate governance, capital allocation, and risk factors before voting.

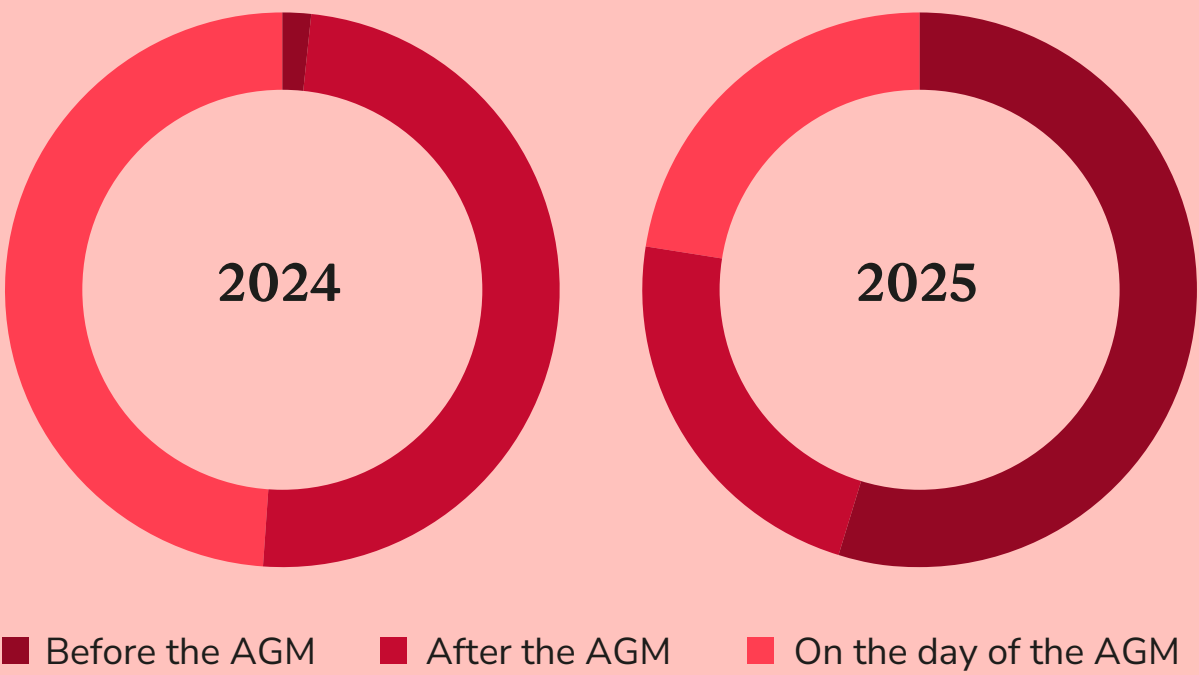
In addition to publishing our views and practical steps for improvement, we have engaged on this topic with companies, policymakers, and the [media](#), both directly and alongside peers such as [ICGN](#) and [ACGA](#).

Outcome and next steps

According to new data from Japan’s [Financial Services Agency \(FSA\)](#), more than half of companies with March fiscal year-ends had plans (as of May) to publish their Yuho before their AGMs, up from just 1.8% last year.

This change, most recently spurred by a March 2025 [call from the Japanese finance minister](#), could mark a real break from the past, when over 80% of companies released their Yuho on the day of the AGM or the day after, undermining shareholders’ ability to make informed voting decisions. Still, only a small fraction of firms currently meet the benchmark of releasing reports at least three weeks ahead, and a large number still plan to publish just the day before.

Yuho publication timing



Source: data: FSA (June 2026); charts: L&G.
Notes: For 2024 publications, n=2,312 listed companies with business year ending in March for 2024. For 2025 publications, n= 2,262 listed companies with business year ending in March 2025, intension as of May 2025.

With sustainability disclosures in alignment with ISSB standards set to become part of the Yuho and mandatory for many companies in coming years, the case for earlier publication will only grow stronger. Phased mandatory [adoption](#) is expected to begin from 2027 for large prime market companies, expanding to all prime-listed firms in the 2030s. This raises the bar for timing, coordination, and assurance across reporting processes. For prime market firms, especially those with global shareholders, we believe early and robust disclosure is therefore essential not just for good governance, but for credibility on sustainability.

As investors, policymakers, and companies align on the need for earlier and more meaningful disclosure, we will continue our engagement to encourage lasting reform.

Significant vote: Remuneration

Company name	GSK Plc*
ISIN	GB00BN7SWP63
Market Cap	US\$78.8 billion (Source: ISS, 03 July 2025)
Sector	Healthcare
Issue identified	We have engaged with GSK on remuneration over a number of years, against a backdrop of shifting views on UK versus US competitiveness, and differences in approaches to pay versus competitors. Having voted against their 2022 Remuneration Policy due to a number of factors (primarily, quantum and a focus on short-term performance), our subsequent engagements have been focused on transparency of alignment between pay and performance, long-term lock-in including post-exit, along with consideration of peers group comparisons, not just in terms of remuneration, but also performance across the pharma sector.
Summary of the resolution	Resolution 2 – Approve Remuneration Report
	Resolution 3 – Approve Remuneration Policy
	AGM, 07 May 2025
How L&G voted	In favour of Resolutions 2 and 3 (i.e. in line with management recommendation).
Rationale for the vote decision	We have engaged with the company, following which the Remuneration Committee has made multiple changes to the initial remuneration structure. We are therefore now in a position to support both the remuneration report and the remuneration policy.
Outcome	Resolution 2 – 92.5% votes in favour
	Resolution 3 – 93.1% votes in favour
Why is this vote ‘significant’? ³⁴	This vote is significant due to our focus on remuneration as a keystone of corporate governance, and the overall importance of ‘pay for performance’, in the assessment of which we take into account a number of factors. Our principles on UK remuneration can be found here .

34. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

Significant vote: Digitisation

Company name	BCE Inc*
ISIN	05534B760
Market Cap	US\$20.2 billion (Source: ISS, 03 July 2025)
Sector	Communication services
Issue identified	Governance of artificial intelligence (AI).
Summary of the resolution	Resolution 6 - Adopt Advanced Generative AI Systems Voluntary Code of Conduct AGM, 08 May 2025
How L&G voted	For resolution 6 (i.e. against management recommendation).
Rationale for the vote decision	The expectations and outcomes of the government-produced voluntary code of conduct are broadly aligned with our views, and we believe that the company's commitment to the code would support efforts towards market-wide principles and protections on AI use and risk management. Given the stated multiple areas of overlap between the company's existing framework and the proposed voluntary code of conduct, we believe any additional commitments and resources in signing up to the code should be minimal and be outweighed by the further assurance such a code of conduct might provide to clients, shareholders and other stakeholders.
Outcome	6.3% votes in favour.
Why is this vote 'significant'? ³⁵	This vote was significant due to the fast-evolving development of AI, and the expectations we have published for companies regarding governance, oversight and transparency of contingent risks and opportunities.

35. In determining a 'significant vote', we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.

Significant votes: Governance

Company name	The Toronto-Dominion Bank*
ISIN	891160509
Market Cap	US\$128.6 billion (Source: ISS, 03 July 2025)
Sector	Financials – banks
Issue identified	In October 2024, Toronto-Dominion Bank received a record US\$3 billion fine from US regulators due to anti-money laundering failures ³⁶ . In assessing our vote decisions at the company’s 2025 AGM, we paid particular attention to board composition and skillsets, in the context of the necessary actions to address the failures penalised. We encourage disclosure of the attributes and skills that individual directors bring to the board, and how these fit with the combined skill set of other incumbent directors and with the long-term strategic direction of the business.
Summary of the resolution	Re-election of incumbent directors to various board and committee roles: ³⁷ Resolution 1.1 - Elect Director Ayman Antoun (non-executive director, Risk Committee member) Resolution 1.6 - Elect Director Alan N. MacGibbon (Board Chair, former Nomination Committee chair and longest-tenured director) Resolution 1.7 - Elect Director John B. MacIntyre (Chair of the Human Resources Committee) Resolution 1.10 - Elect Director S. Jane Rowe (Chair of Remediation Committee) Resolution 1.11 - Elect Director Nancy G. Tower (Chair of Audit Committee, Risk Committee member) Resolution 1.12 - Elect Director Ajay K. Virmani (non-executive director, Risk Committee member) Resolution 1.13 - Elect Director Mary A. Winston (Chair of US subsidiary Audit Committee)
How L&G voted	AGM, 10 April 2025 We voted against the resolutions listed above (i.e. against management recommendation). We supported all new and the remaining incumbent directors, as we consider them suitably qualified to work towards a resolution of the issues identified.
Rationale for the vote decision	A vote against each of the resolutions listed above was applied, following identified anti-money laundering failings and subsequent US Securities and Exchange Commission (SEC) remediation requirements. We engaged with the company and undertook a review of the desired skill sets and backgrounds of the proposed nominees. We believe that further board refreshment is required to build an appropriate collective skill set, including managing the necessary remediation process, addressing corporate culture and the introduction of strengthened governance structures..
Outcome	Resolution 1.1 - 98.2% votes in favour Resolution 1.6 - 57.7% votes in favour Resolution 1.7 - 97.0% votes in favour Resolution 1.10 - 71.4% votes in favour Resolution 1.11 - 95.3% votes in favour Resolution 1.12 - 95.5% votes in favour Resolution 1.13 - 72.8% votes in favour
Why is this vote ‘significant’? ³⁸	These votes are significant as they demonstrate the importance of transparency and consideration of the appropriate mix of skills on the board, and reflect our expectations of board composition and director re-election as set out in our Corporate Governance & Responsible Investment Principles . We would also highlight that the low levels of support for a number of these resolutions indicate broader shareholder dissatisfaction with governance at the bank.

36. [Blog: Key Takeaways from TD Bank's Record Fine for AML Failures](#)
37. Role specifications in the table above obtained from [Committees of the Board | TD Canada Trust](#) 07 July 2025
38. In determining a ‘significant vote’, we take into consideration the guidance for asset managers provided by the PLSA ([Vote reporting template for pension scheme implementation statement - Guidance for Asset Managers](#)), and alignment with our published stewardship themes and priorities.



Voting and engagement figures, Q2 2025

Regional updates

Global - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	70680	22532	809	75%	24%	1%
Routine Business	14910	853	0	95%	5%	0%
Director Election	26579	11172	805	69%	29%	2%
Compensation	5505	4997	0	52%	48%	0%
Audit Related	5297	1225	1	81%	19%	0%
Director Related	5742	1296	1	82%	18%	0%
Capitalization	5845	1218	0	83%	17%	0%
E&S Blended	145	0	0	100%	0%	0%
Company Articles	1955	433	0	82%	18%	0%
Miscellaneous	374	84	0	82%	18%	0%
Strategic Transactions	1286	671	0	66%	34%	0%
Non-Routine Business	2333	346	0	87%	13%	0%
No Research	31	119	2	20%	78%	1%
Environmental	14	5	0	74%	26%	0%
Takeover Related	458	47	0	91%	9%	0%
Social	183	66	0	73%	27%	0%
Mutual Funds	23	0	0	100%	0%	0%

Global - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	1329	764	3	63%	36%	0%
Director Related	127	80	0	61%	39%	0%
Miscellaneous	38	62	0	38%	62%	0%
Social	98	20	0	83%	17%	0%
Director Election	489	177	3	73%	26%	0%
Environmental	79	60	0	57%	43%	0%
Routine Business	14	82	0	15%	85%	0%
Non-Routine Business	93	66	0	58%	42%	0%
Corporate Governance	82	31	0	73%	27%	0%
Company Articles	54	59	0	48%	52%	0%
E&S Blended	8	50	0	14%	86%	0%
Compensation	52	45	0	54%	46%	0%
Audit Related	110	32	0	77%	23%	0%
Capitalization	85	0	0	100%	0%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	72009	99.5%
Against	23296	5.6%
Abstain	812	88.1%

Number of	Values
Resolutions	96117
AGM Resolutions	92056
EGM Resolutions	4061
AGM	7619
EGM	982
Meetings	8601

Most popular resolutions	Number of resolutions
Elect Director	33688
Accept Financial Statements and Statutory Reports	7268
Elect Director (Cumulative Voting or More Nominees Than Board Seats)	4304
Ratify Auditors	4205
Advisory Vote to Ratify Named Executive Officers' Compensation	3691

Number of companies where L&G voted:	Value
In Total	7710
For in all resolutions	1578
Against or Abstain in at least one resolution	6132

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.

Source: L&G, as at 30 June 2025.

UK - Q2 2025 voting summary

Management-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	5462	364	1	94%	6%	0%
Routine Business	565	5	0	99%	1%	0%
Compensation	410	101	0	80%	20%	0%
Director Election	2271	173	1	93%	7%	0%
Audit Related	614	1	0	100%	0%	0%
Capitalization	1145	60	0	95%	5%	0%
Takeover Related	233	0	0	100%	0%	0%
Social	122	0	0	100%	0%	0%
Strategic Transactions	23	20	0	53%	47%	0%
Mutual Funds	23	0	0	100%	0%	0%
Miscellaneous	4	0	0	100%	0%	0%
Company Articles	41	4	0	91%	9%	0%
Director Related	8	0	0	100%	0%	0%
Environmental	3	0	0	100%	0%	0%

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible. Source: L&G, as at 30 June 2025.

UK - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	2	3	0	40%	60%	0%
Environmental	0	1	0	0%	100%	0%
Compensation	0	1	0	0%	100%	0%
Director Election	1	0	0	100%	0%	0%
Miscellaneous	1	1	0	0%	50%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	5464	100%
Against	367	1.6%
Abstain	1	0%

Number of	Values
Resolutions	5832
AGM Resolutions	5749
EGM Resolutions	83
AGM	322
EGM	47
Meetings	369

Most popular resolutions	Number of resolutions
Elect Director	2444
Approve Issuance of Equity or Equity-Linked Securities without Preemptive Rights	490
Authorize Share Repurchase Program	319
Accept Financial Statements and Statutory Reports	313
Advisory Vote to Ratify Named Executive Officers' Compensation	310

Number of companies where L&G voted:	Value
In Total	340
For in all resolutions	171
Against or Abstain in at least one resolution	169

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management.We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Europe ex UK - Q2 2025 voting summary

Management-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	15378	4152	36	79%	21%	0%
Routine Business	3675	212	0	95%	5%	0%
Director Related	3679	480	1	88%	12%	0%
Director Election	2402	1220	34	66%	33%	1%
Audit Related	1181	116	1	91%	9%	0%
Compensation	1826	1533	0	54%	46%	0%
Capitalization	1603	295	0	84%	16%	0%
E&S Blended	130	0	0	100%	0%	0%
Miscellaneous	119	17	0	88%	12%	0%
Strategic Transactions	59	5	0	92%	8%	0%
Non-Routine Business	201	20	0	91%	9%	0%
No Research	31	114	0	21%	79%	0%
Company Articles	417	71	0	85%	15%	0%
Environmental	8	4	0	67%	33%	0%
Social	26	56	0	32%	68%	0%
Takeover Related	21	9	0	70%	30%	0%

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible. Source: L&G, as at 30 June 2025.

Europe ex UK - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	178	203	0	47%	53%	0%
Director Related	69	55	0	56%	44%	0%
Miscellaneous	25	44	0	36%	64%	0%
Director Election	40	56	0	42%	58%	0%
Audit Related	36	22	0	62%	38%	0%
Non-Routine Business	1	5	0	17%	83%	0%
Compensation	1	12	0	8%	92%	0%
Company Articles	5	0	0	100%	0%	0%
Environmental	0	8	0	0%	100%	0%
Social	1	1	0	50%	50%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	15556	100%
Against	4355	9.1%
Abstain	36	0%

Number of	Values
Resolutions	19947
AGM Resolutions	19532
EGM Resolutions	415
AGM	1085
EGM	84
Meetings	1169

Most popular resolutions	Number of resolutions
Elect Director	2951
Approve Discharge of Supervisory Board Member XXX/Non-Executive Board Member XXX (INDIVIDUAL RESOLUTION)	1794
Advisory Vote to Ratify Named Executive Officers' Compensation	1032
Accept Financial Statements and Statutory Reports	922
Approve Allocation of Income and Dividends	814

Number of companies where L&G voted:	Value
In Total	1069
For in all resolutions	74
Against or Abstain in at least one resolution	995

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management.We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

North America - Q2 2025 voting summary

Management-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	14127	11602	7	55%	45%	0%
Director Election	10709	7815	5	58%	42%	0%
Compensation	701	2686	0	21%	79%	0%
Audit Related	1786	950	0	65%	35%	0%
Strategic Transactions	62	12	0	84%	16%	0%
Takeover Related	195	31	0	86%	14%	0%
Capitalization	212	33	0	87%	13%	0%
Company Articles	78	8	0	91%	9%	0%
Director Related	266	44	0	86%	14%	0%
Miscellaneous	21	4	0	84%	16%	0%
No Research	0	5	2	0%	71%	29%
Routine Business	81	14	0	85%	15%	0%
Environmental	2	0	0	100%	0%	0%
Non-Routine Business	4	0	0	100%	0%	0%
Social	6	0	0	100%	0%	0%
E&S Blended	4	0	0	100%	0%	0%

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible. Source: L&G, as at 30 June 2025.

North America - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	320	182	0	64%	36%	0%
Social	93	18	0	84%	16%	0%
Director Related	38	15	0	72%	28%	0%
Miscellaneous	2	13	0	13%	87%	0%
Environmental	71	12	0	86%	14%	0%
Routine Business	6	6	0	50%	50%	0%
Corporate Governance	71	28	0	72%	28%	0%
E&S Blended	8	49	0	14%	86%	0%
Compensation	24	21	0	53%	47%	0%
Non-Routine Business	3	2	0	60%	40%	0%
Director Election	4	11	0	27%	73%	0%
Company Articles	0	7	0	0%	100%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	14447	98%
Against	11784	1.7%
Abstain	7	28.6%

Number of	Values
Resolutions	26238
AGM Resolutions	26031
EGM Resolutions	207
AGM	2713
EGM	65
Meetings	2778

Most popular resolutions	Number of resolutions
Elect Director	18467
Ratify Auditors	2436
Advisory Vote to Ratify Named Executive Officers' Compensation	2294
Amend Omnibus Stock Plan	423
Approve Auditors and Authorize Board to Fix Their Remuneration	260

Number of companies where L&G voted:	Value
In Total	2745
For in all resolutions	38
Against or Abstain in at least one resolution	2707

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management.We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Japan - Q2 2025 voting summary

Management-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	7645	692	0	92%	8%	0%
Director Election	6209	503	0	93%	7%	0%
Director Related	451	107	0	81%	19%	0%
Routine Business	493	0	0	100%	0%	0%
Company Articles	145	17	0	90%	10%	0%
Compensation	324	51	0	86%	14%	0%
Strategic Transactions	7	2	0	78%	22%	0%
Non-Routine Business	4	0	0	100%	0%	0%
Takeover Related	0	7	0	0%	100%	0%
Audit Related	9	1	0	90%	10%	0%
Capitalization	2	4	0	33%	67%	0%
Miscellaneous	1	0	0	100%	0%	0%

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Japan - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	71	186	0	28%	72%	0%
Non-Routine Business	12	21	0	36%	64%	0%
Director Related	16	8	0	67%	33%	0%
Routine Business	8	76	0	10%	90%	0%
Director Election	6	33	0	15%	85%	0%
Environmental	8	39	0	17%	83%	0%
Compensation	13	5	0	72%	28%	0%
Audit Related	0	2	0	0%	100%	0%
E&S Blended	0	1	0	0%	100%	0%
Capitalization	4	0	0	100%	0%	0%
Social	4	1	0	80%	20%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	7716	99.1%
Against	878	21.2%
Abstain	0	0%

Number of	Values
Resolutions	8594
AGM Resolutions	8534
EGM Resolutions	60
AGM	740
EGM	11
Meetings	751

Most popular resolutions	Number of resolutions
Elect Director	6712
Approve Allocation of Income and Dividends	486
Appoint Internal Statutory Auditor(s) [and Approve Auditor's/Auditors' Remuneration]	345
Amend Articles to: (Japan)	162
Approve Restricted Stock Plan	138

Number of companies where L&G voted:	Value
In Total	750
For in all resolutions	344
Against or Abstain in at least one resolution	406

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management.We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Asia Pacific ex Japan - Q2 2025 voting summary

Management-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	22772	4488	55	83%	16%	0%
Routine Business	8629	519	0	94%	6%	0%
Director Election	4196	998	55	80%	19%	1%
Compensation	1798	488	0	79%	21%	0%
Audit Related	1494	148	0	91%	9%	0%
Company Articles	1015	319	0	76%	24%	0%
Capitalization	2719	802	0	77%	23%	0%
Director Related	508	320	0	61%	39%	0%
Miscellaneous	194	50	0	80%	20%	0%
Non-Routine Business	1121	210	0	84%	16%	0%
Strategic Transactions	1071	623	0	63%	37%	0%
Takeover Related	8	0	0	100%	0%	0%
Social	18	10	0	64%	36%	0%
Environmental	1	1	0	50%	50%	0%

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible. Source: L&G, as at 30 June 2025.

Asia Pacific ex Japan - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	644	149	0	81%	19%	0%
Miscellaneous	10	4	0	71%	29%	0%
Director Election	372	45	0	89%	11%	0%
Non-Routine Business	77	38	0	67%	33%	0%
Company Articles	49	52	0	49%	51%	0%
Corporate Governance	10	3	0	77%	23%	0%
Audit Related	28	0	0	100%	0%	0%
Capitalization	81	0	0	100%	0%	0%
Compensation	14	6	0	70%	30%	0%
Director Related	3	1	0	75%	25%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	23416	100%
Against	4637	0.5%
Abstain	55	0%

Number of	Values
Resolutions	28108
AGM Resolutions	25314
EGM Resolutions	2794
AGM	2352
EGM	657
Meetings	3009

Most popular resolutions	Number of resolutions
Accept Financial Statements and Statutory Reports	5652
Elect Director (Cumulative Voting or More Nominees Than Board Seats)	2890
Elect Director	2579
Approve Allocation of Income and Dividends	1728
Approve Remuneration of Directors and/or Committee Members	1689

Number of companies where L&G voted:	Value
In Total	2416
For in all resolutions	863
Against or Abstain in at least one resolution	1553

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management.We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Rest of World - Q2 2025 voting summary

Management-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Management	5296	1234	710	73%	17%	10%
Company Articles	259	14	0	95%	5%	0%
Routine Business	1467	103	0	93%	7%	0%
Director Related	830	345	0	71%	29%	0%
Compensation	446	138	0	76%	24%	0%
Audit Related	213	9	0	96%	4%	0%
Capitalization	164	24	0	87%	13%	0%
Director Election	792	463	710	40%	24%	36%
Non-Routine Business	1003	116	0	90%	10%	0%
Miscellaneous	35	13	0	73%	27%	0%
E&S Blended	11	0	0	100%	0%	0%
Social	11	0	0	100%	0%	0%
Strategic Transactions	64	9	0	88%	12%	0%
Takeover Related	1	0	0	100%	0%	0%

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management. We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Rest of World - Q2 2025 voting summary

Shareholder-proposed resolutions:						
Proponent/Category	For	Against	Abstain	For %	Against %	Abstain %
Shareholder	114	41	3	72%	26%	2%
Director Election	66	32	3	65%	32%	3%
Audit Related	46	8	0	85%	15%	0%
Director Related	1	1	0	50%	50%	0%
Corporate Governance	1	0	0	100%	0%	0%

How L&G voted	Number of votes	% Aligned management recommendations
For	5410	100%
Against	1275	38.7%
Abstain	713	100%

Number of	Values
Resolutions	7398
AGM Resolutions	6896
EGM Resolutions	502
AGM	407
EGM	118
Meetings	525

Most popular resolutions	Number of resolutions
Elect Director (Cumulative Voting or More Nominees Than Board Seats)	1389
Approve Transaction with a Related Party	952
Elect Director	535
Receive/Approve Report/ Announcement	470
Approve Remuneration of Directors and/or Committee Members	376

Number of companies where L&G voted:	Value
In Total	390
For in all resolutions	88
Against or Abstain in at least one resolution	302

Voting data shown is “For” and “Against” the resolution. Please note that for shareholder resolutions, a vote “For” the resolution is a vote against management.We aim to keep abstentions to a minimum. Where there are no legal or practical impediments, we vote on our clients’ investments across all developed and emerging markets globally, where possible.
Source: L&G, as at 30 June 2025.

Global engagement summary Q2 2025

In Q2 2025, we held

 **2210**

engagements

with

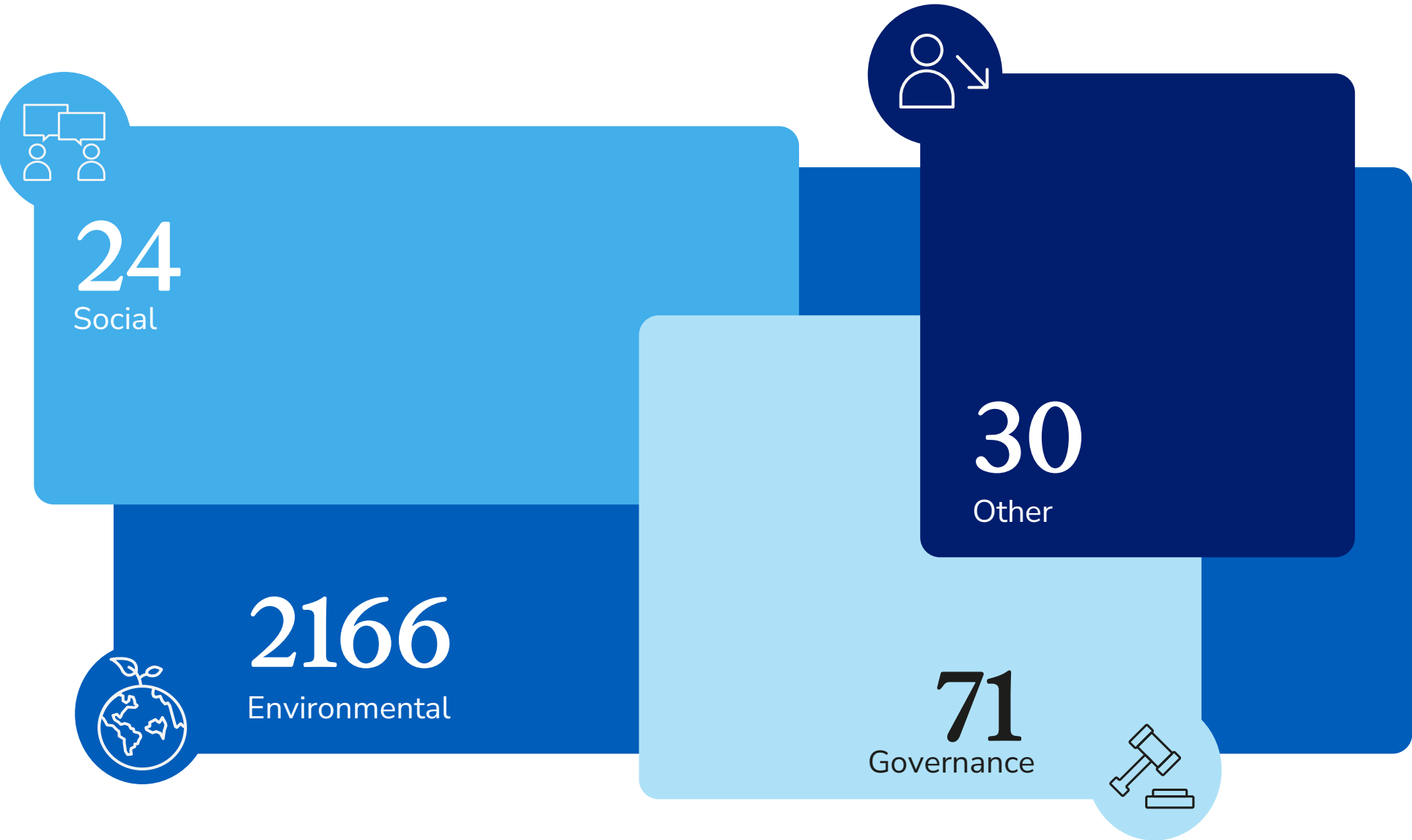
 **2166**

companies

(vs. 592 engagements with 556 companies last quarter). 2182 of these engagements were undertaken by the Investment Stewardship team, 21 involved both the Investment Stewardship and Investment teams, and 7 were undertaken by the Investment team.

Breaking down the engagement numbers - Q2 2025

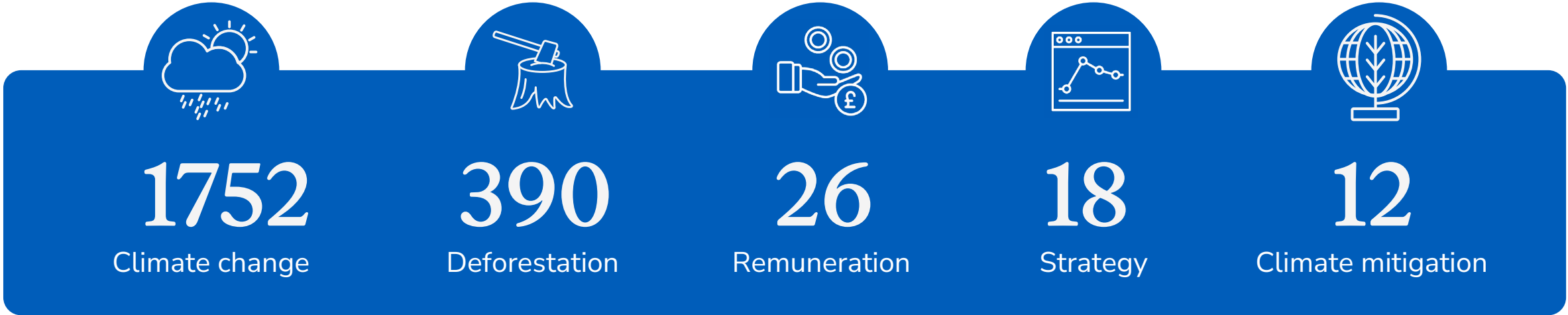
Breakdown of engagement by themes



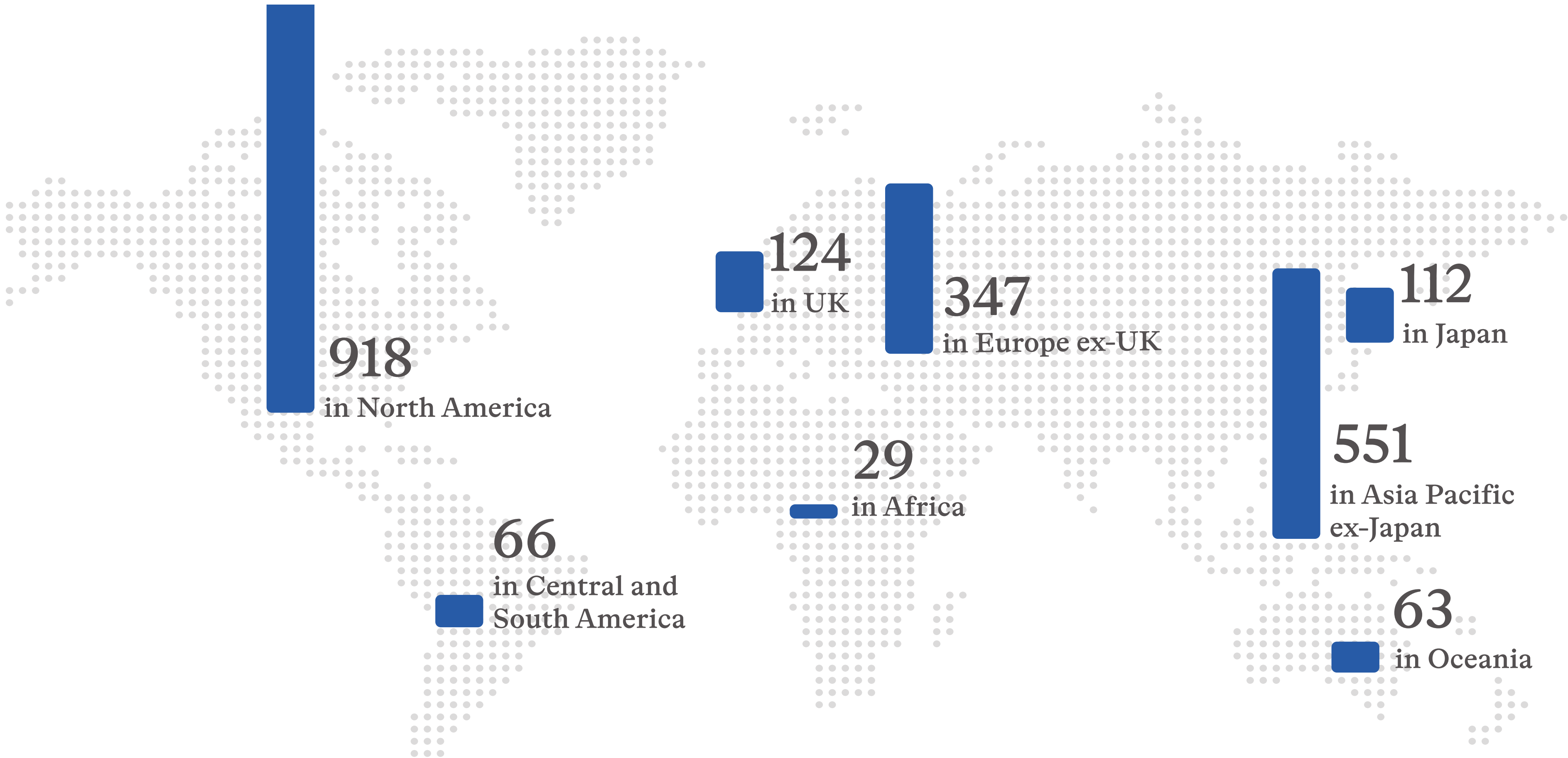
Engagement type



Top 5 engagement topics



Regional breakdown of engagements



Contact us:

For further information about the Asset Management business of L&G, please visit **am.landg.com** or contact your usual L&G representative.



Key risk

The value of an investment and any income taken from it is not guaranteed and can go down as well as up, and the investor may get back less than the original amount invested.

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