

2025

# ENGAGEMENT REPORT

**LBPAM** 



LA FINANCIERE  
DE L'ÉCHIQUIER

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**2025 confirmed a reality that many companies experience daily: the sustainable transition is a path that is built over time, at the pace of market transformations and global uncertainties.** In a world where climate, social and geopolitical tensions are intensifying, taking sustainability issues into account is more than ever part of long-term reflection on the resilience of economic models and value creation.

**For the LBP AM group, this conviction is fundamental.** Above all, we see shareholder engagement as a space for dialogue and mutual understanding, intended to support companies in their own environmental, social and governance progress trajectories: a constructive dialogue focused on well-identified, monitored and structured issues, which can lead, when necessary, to demanding positions at general meetings. Our goal is to help companies to better understand their impacts and sustainability risks related to their business model, as well as their product and service offerings.

**Jointly led by the SRI Solutions teams, the Responsible Investment Research team and our analysts and portfolio managers,** this approach is based on a combination of ESG analysis, bilateral or collaborative dialogue, escalation mechanisms and voting decisions, to ensure alignment between our analyses, our messages to companies and our decisions.

**Our 2025 report illustrates this dynamic.** We voted at 1,874 general meetings in 48 countries, i.e. 96.5% of the GMs at which voting rights could be exercised. Out of 25,337 resolutions analysed, we supported 71.3% of the ESG resolutions submitted by shareholders, relating to major issues such as the energy transition, plastic reduction, prevention of harassment, or transparency on the use of AI. Conversely, we challenged 45.4% of remuneration policies and reports and opposed 12 *say-on-climate* plans when the information provided did not allow us to assess a trajectory deemed sufficiently robust or credible with regard to the issues identified.

**Our priority engagement themes** (governance, climate, biodiversity, human rights) have structured 421 areas of progress addressed with 240 companies in 24 countries. These discussions focused, among other things, on deforestation issues, the management of complex supply chains, the working conditions of content moderators, and diversity in governing bodies. In private debt as well, our teams pursued an in-depth dialogue as part of due diligence and, for certain strategies, integrated incentive mechanisms linking part of the financing conditions to sustainability progress indicators.

**2025 was also a year of significant institutional engagement.** By participating in consultations on structuring regulations (ESRS, SRD II, SFDR, CSRD, Taxonomy) and in international initiatives (methane, forests, human rights, biodiversity), the LBP AM group

has advocated for a financial and regulatory framework that encourages the orderly transition of the real economy. This mobilisation was recognised: a score of 95/100 in the PRI assessments, maintaining its CDP A rating for Climate Integration, and a commendation at the ICGN Global Stewardship Disclosure Awards for the transparency of our 2024 Engagement report.

**With a constant conviction: engagement is based on "listening and dialogue to support companies in their own transformation trajectories".**



**Emmanuelle Mourey,**  
Chairwoman of the Executive Board of LBP AM.

**Our purpose**

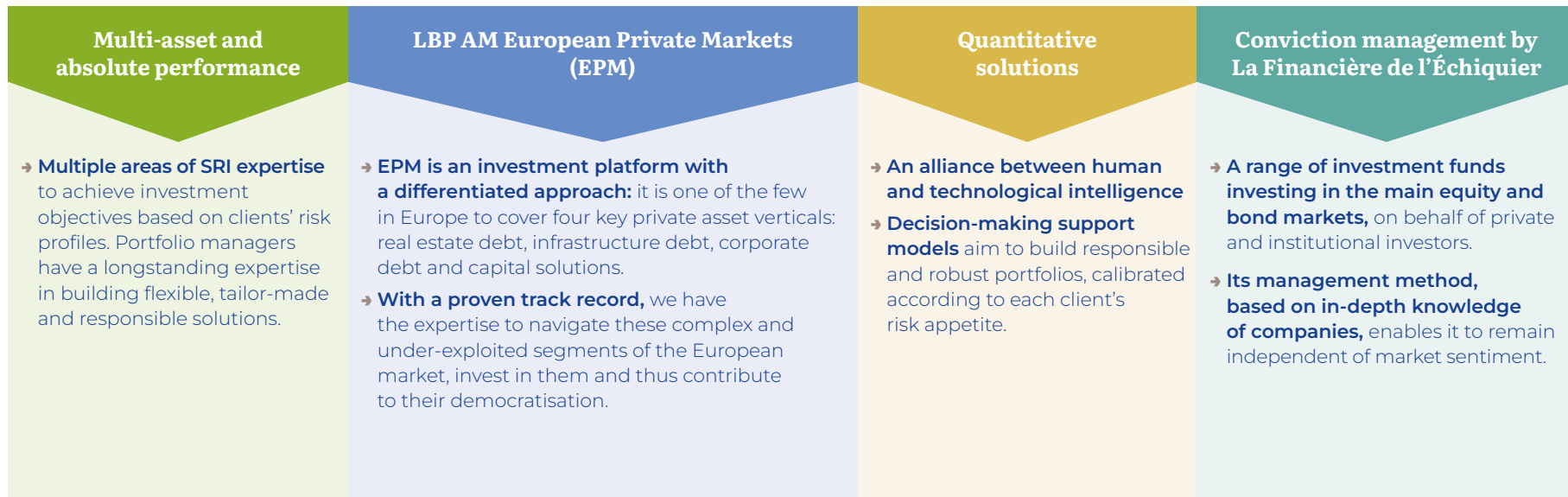
**To value financial, natural and human capital and support our clients’ sustainable transitions**

The LBP AM group is a leading player in listed and private asset management in France and Europe. For nearly three decades, it has been developing a responsible management approach, based on a rigorous and transparent consideration of sustainability issues in all its activities. This approach is reflected in the deployment of structured ESG policies and a wide range of investment solutions integrating SRI criteria, based on recognised expertise in these areas. The group is

currently 75% owned by La Banque Postale and 25% by Aegon Asset Management. In July 2023, the acquisition of La Financière de l'Échiquier (LFDE), one of France's leading entrepreneurial asset management companies, created a new leader in conviction-based asset management in France and Europe. As at December 2025, the LBP AM group's consolidated assets under management and distribution (LBP AM and La Financière de l'Échiquier) amounted to €74 billion.

**Our Asset Management expertise**

As a conviction-based multi-specialist asset manager, the LBP AM group is organised around four investment divisions, covering all the main asset classes and management approaches.



## SRI convictions

Committed to SRI management for nearly three decades, the LBP AM group places the concept of responsibility at the heart of its strategy, as evidenced by its corporate purpose: **“Enhance financial, natural and human capital and support the sustainable transition of our clients.”**

Since the 2010s, LBP AM and La Financière de l'Échiquier marked their cross-cutting commitment to responsible investment by becoming signatories of the Principles for Responsible Investment (PRI).

These commitments materialised in 2018 through structuring choices. LBP AM then strengthened its position as an asset management company dedicated to responsible investment, by obtaining the SRI label for its open-ended funds, and LFDE ensured the implementation of a clear and accessible range integrating several levels of ESG requirements, including a minimum ESG standard for both management companies.

From 2021, LBP AM and La Financière de l'Échiquier set a new strategic course around the carbon neutrality of their portfolios. In this context, the two companies joined forces in 2023 to pursue their shared ambition of becoming a leading European player in responsible investment, based on a common conviction and the complementarity of their expertise. The convergence of their SRI approaches, which began in 2024, was one of the first concrete steps in this merger.

Beyond its convictions, the LBP AM group meets the expectations of its clients, both retail and institutional, by conducting an active and constructive dialogue with the companies held in its portfolios. This approach aims to support the improvement of their environmental, social and governance policies and practices. It is part of a process of continuous progress, closely linked to the management of risks and sustainability issues, and contributes to the climate performance of portfolios as well as to the achievement of carbon neutrality objectives, at the heart of the LBP AM group's transition plan.

The terms and main engagement objectives are defined in the group's public engagement and voting policies. They are also supported by ESG thematic policies, which specify technical expectations by issue and sector. In addition to the dialogue with investee companies, the group also engages with the entire ecosystem concerned: public authorities, financial regulators, professional organisations, ESG data providers, or partner asset management companies, particularly in the context of fund selection.

In accordance with Articles D.533-16-1 and R.533-16 of the French Monetary and Financial Code, **the group publishes its engagement report for the 2025 financial year to report on the dialogue actions carried out and the exercise of voting rights.** This report covers the voting and engagement actions conducted in 2025 for LBP AM and its subsidiary LFDE.

### LBP AM and LFDE's SRI approaches evaluated and recognised

For the 2025 financial year, LBP AM's and LFDE's responsible investment approaches were subject to several external assessments and recognitions, which praised the structure, transparency and implementation.

#### → ICGN – Global Stewardship Disclosure Awards

In 2025, LBP AM received a commendation for its 2024 Engagement report. The **ICGN Global Stewardship Disclosure Awards** distinguish investors whose public disclosures provide a clear and authentic overview of their management policies, implementation and shareholder engagement practices.

*“Recognised for its ‘GREaT Strategy’ and proactive approach, including pre-declared votes and written GM questions. Their commitment to continuous improvement in sustainability management and investor initiatives reinforces their dedicated role.”*

#### → Principles for Responsible Investment (PRI)

In 2025, LBP AM scored 95/100 and LFDE 97/100 for the PRI assessments on their policies, governance and strategy.

#### → CDP (Carbon Disclosure Project)

In 2025, the LBP AM group maintained its A rating, reflecting the integration of climate issues into its strategy and management practices.

### Our voting and engagement actions

#### Our SRI and ESG offer

€74

BILLION IN ASSETS UNDER MANAGEMENT, 83% OF WHICH ARE SRI AND ESG\*

191

SFDR Articles 8 funds

13

SFDR Articles 9 funds

93

SRI-labelled funds

4

Finansol funds

2

Greenfin funds

1,874

GENERAL MEETINGS VOTED AT REPRESENTING 96.5% OF GMS AT WHICH VOTING RIGHTS COULD BE EXERCISED

25,337

resolutions voted

421

AREAS FOR PROGRESS FORMULATED WITH 240 COMPANIES

211

areas for progress formulated bilaterally

215

collaborative engagements

ACTIVE IN approximately

20

COLLABORATIVE ENGAGEMENT INITIATIVES ON

- climate
- biodiversity
- human rights
- governance

### Our ambitions as a responsible investor

BY 2030:

80%

OF ASSETS UNDER MANAGEMENT ALIGNED WITH THE PARIS AGREEMENT

- Systematically **integrate biodiversity preservation** into our investment policy.
- **Prevent and mitigate negative impacts on people**, and contribute to a just transition towards a sustainable and inclusive society.

### Our governance and our teams

5

COMMITTEES DEDICATED

- to the **formalisation** of SRI strategies and policies
- to **steering** their implementation
- and to the **daily deployment** of responsible investment and SRI practices

15

DEDICATED SPECIALISTS

8

of whom **oversee engagements with companies**, in conjunction with portfolio managers

### Our published SRI reports

- **SRI report**
- **ESG funds report** (SFDR, PAI, sustainability)
- **Impact reports on impact funds**
- **Impact reports on solidarity funds**

\* SRI: includes all funds with an SRI label or applying an equivalent sustainable management methodology. ESG: corresponds to non-labelled funds classified as Article 8 or 9 under the SFDR, as well as certain debt funds integrating ESG criteria into their investment process.

# Engagement, a cornerstone of our responsible investment approach

## 1.1. A global engagement policy, based on the GREaT philosophy and ESG policies

Engagement is a central lever in the LBP AM group's responsible investment approach. It aims to support investee companies in improving their environmental, social, and governance practices, in line with the sustainability issues identified and the objectives pursued by the group.

This engagement policy is part of a comprehensive responsible investor approach, structured around several complementary pillars. It is built around an ESG analysis framework based on the proprietary GREaT methodology, on an exclusion policy defining the investment universe, and on thematic SRI policies. These specify the objectives pursued, the principles for action, the priority forms of engagement as well as the group's expectations of the investee companies. All these mechanisms make it possible to identify, analyse, and prioritise the companies, projects, and themes on which engagement is deemed most relevant, with regard to the materiality of the issues and the associated sustainability risks.

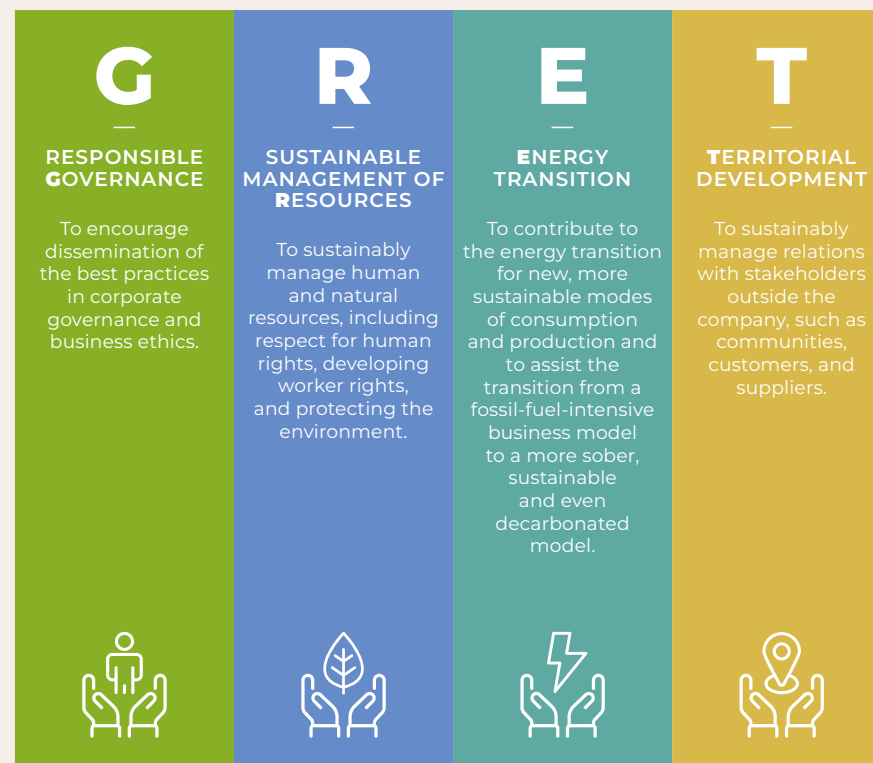
Throughout the year, the dialogue with companies aims to deepen our understanding of their sustainability practices and encourage targeted improvements on specific issues. **These exchanges are coordinated with the exercise of voting rights at general meetings, based on a committed voting policy.**

### **The GREaT methodology, an analytical tool for engagement**

The objective of the **GREaT methodology** is to identify companies that demonstrate responsible management of sustainability issues and offer products or services that contribute to addressing key societal challenges, particularly a just transition, as well as those whose practices appear less robust in these areas. It provides a comprehensive and structured approach to environmental, social and governance issues, taking into account both companies' practices and the contribution of their activities to major sustainability issues.

**The GREaT methodology thus forms the foundation of the LBP AM group's ESG analysis and feeds into investment decisions and engagement priorities.**

### THE 4 PILLARS OF THE GREaT METHODOLOGY



The GREaT approach is applied to **all asset classes**, to ensure consistency in the analysis and treatment of ESG issues across all portfolios.

### **GREaT listed and quasi-public companies**

For **listed and quasi-public companies**, the GREaT methodology involves a quantitative research stage based on a proprietary model, supplemented by in-depth qualitative analyses. For listed markets, the model relies on a proprietary algorithm developing an analysis approach of companies' practices compared to their peers, fed by multi-source data to ensure a robust and balanced assessment. This approach makes it possible to rate the sustainability practices of nearly 10,500 companies.

At the same time, qualitative analyses are carried out by the group's analysts and portfolio managers, based on recognised internal and external sources, as well as regular discussions with issuers. The teams may also rely on data from international organisations, NGOs, trade unions, or institutional players to enrich their understanding of the issues and practices observed.

In 2025, several major changes were introduced in the GREaT model to strengthen its ability to capture emerging issues. The integration of indicators from ISS ESG complements the analyses of MSCI ESG and Ethifinance and extends the group's multi-source approach, which combines the analytical strengths of each provider to offer comprehensive thematic coverage of ESG issues, while reducing the risks associated with the use of a single provider and its methodology.

The model was also enriched with a new criterion dedicated to the **transition plan**, aimed at assessing the credibility of companies' climate commitments and their alignment with the Paris Agreement's objectives. This evolution is supplemented by two proprietary scores, the **Transition Plan Scoring (TPS)** and **BIRD (Biodiversity Impact Reduction Disclosure)**, which incorporate data from general and specialised sources, including Clarity AI, CDP, Urgewald and Carbon4 / CDC Biodiversity.

In addition, the level of granularity of the model has been adjusted to better reflect the materiality of issues at the sectoral level. The weights of the model's 14 criteria are now defined according to each company's sector of activity, allowing a more detailed and relevant assessment of ESG practices.

### **GREaT EPM – ESG analysis methodology for European Private Markets**

LBP AM has developed ESG analysis methodologies dedicated to investments in the **European Private Markets**, based on the four pillars of the proprietary GREaT methodology and adapted to the specificities of investments in **corporate private debt** as well as **infrastructure** and **real estate debt**. These methodologies rely on specific analysis grids to identify the contributions of companies and projects to sustainable

development issues, as well as salient ESG risks and potential areas for improvement. They are provided by the portfolio managers and analysts of the investment teams of the European Private Markets division, based on due diligence documents and, where applicable, preliminary discussions with project leaders and company representatives. An independent review of the grids is also carried out by the private debt experts of LBP AM's SRI Solutions team. This review highlights the strengths, risks, and potential areas for improvement in terms of ESG performance. An overall GREaT rating is assigned to each transaction, obtained by weighting the scores associated with each of the methodology's pillars.

In 2025, these methodologies were updated to strengthen the **identification and assessment of the materiality of the environmental and social risks specific to each investment project**. This update resulted in the development of internal risk maps, based on reference data sources such as ENCORE and the WWF Risk Filter, which allows sustainability risk analysis to be refined at project level.

ESG due diligence is now also calibrated according to the **materiality of the risks** identified for each investment. For investments in **corporate debt** and **infrastructure debt**, targeted due diligence has been implemented on the management of salient risks. The format of due diligence on less material issues has been simplified to take into account the specific characteristics of the counterparties. For **real estate debt**, due diligence formally integrates the specific characteristics of the different types of assets as well as their phase in the lifecycle.

In addition, certain analysis criteria have been refined, and the tool now makes it possible to **modulate the level of diligence according to the availability and completeness of the accessible data**. The weights reflecting the materiality of the criteria within the rating models have also been updated. Lastly, the reporting of analyses has been strengthened to highlight, in the SRI opinions presented to the investment committee, the main sustainability risks of projects, their strengths, and the areas for vigilance identified.

### **GREaTAT – ESG analysis methodology for sovereign issuers**

The LBP AM group has also developed an ESG analysis methodology to assess the **sustainability of sovereign issuers**, with regard to their ability to provide, through their public policies, sustainable responses to major societal challenges. It is based on the four pillars of the proprietary GREaT methodology and draws on a set of indicators from recognised public sources. It helps to identify states that respect human rights and the environment, promote these principles at the international level, and deploy responsible and socially just governance models.

Around 60 countries are evaluated based on about 100 indicators, organised into 18 criteria across the four pillars of the methodology, equally weighted. The data mobilised comes from international organisations such as the OECD, the World Bank and the United Nations, recognised NGOs such as Transparency International or Reporters Without Borders, and specialised research institutes, including the World Justice Project and the Notre Dame Global Adaptation Initiative.

### **GREaT AM – ESG analysis methodology for asset management companies**

As part of the selection of external funds, LBP AM has also developed a specific SRI analysis grid, called GREaT AM, dedicated to the assessment of **partner asset managers**.

This analysis is implemented by LBP AM's External Fund Selection team, which carries out two successive due diligence exercises on the asset managers of the target UCIs. It covers in particular:

- the ESG practices implemented by the management company, in terms of responsible governance, sustainable management of resources, energy and economic transition, as well as contribution to territorial development;
- the signing and implementation of the United Nations Principles for Responsible Investment (UN PRI);
- the entire investment process of the target UCIs, including the integration of ESG criteria, extra-financial performance indicators, exclusion policies, climate and biodiversity approaches, as well as engagement and voting practices.

At the end of these due diligence reviews, a score is assigned to the asset management company of the target UCI, making it possible to assess the robustness and consistency of its responsible investment approach in a structured manner.

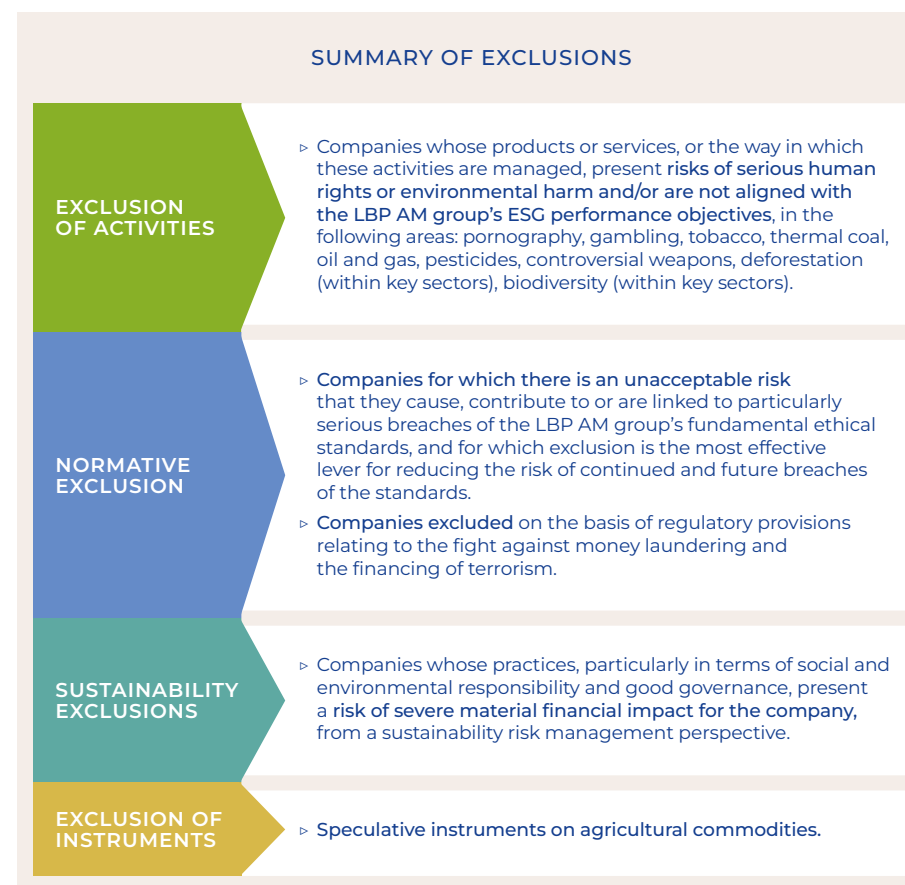
#### **1.1.a. Exclusion of companies that are not on a sustainable trajectory**

The LBP AM group has established an exclusion policy aimed at limiting the exposure of LBP AM and LFDE to issuers whose activities, policies or practices are not compatible with their vision of a responsible economy, and which they believe are unlikely to change, particularly through engagement actions.

This policy applies to all open-ended funds managed by LBP AM and LFDE. For dedicated funds and institutional mandates, it is implemented in whole or in part, depending on the choices and requirements of the investors concerned.

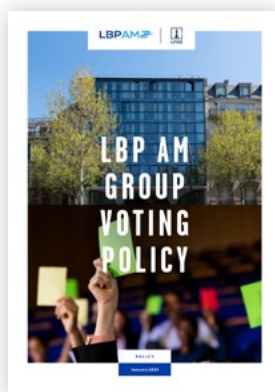
The exclusion policy is based on four main categories of exclusions, defined in line with the group's ESG commitments and priorities. The criteria and application procedures associated with each of these categories are detailed in the group's public exclusion policy.

In addition, this policy is supplemented by additional exclusions that apply to certain specific products, in particular funds with SRI labels, to meet the reinforced requirements associated with these mechanisms.

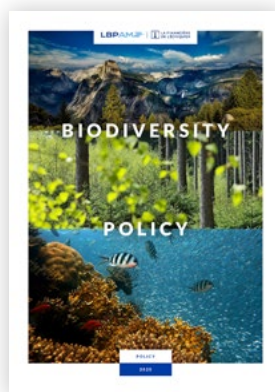


### 1.1.b. An engagement policy intertwined with ESG thematic policies

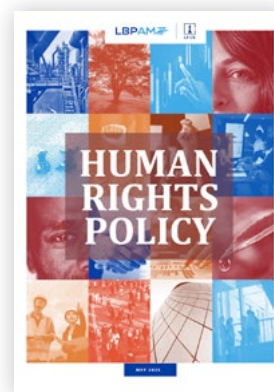
In addition to the framework provided by the GREaT methodology and exclusions, the **LBP AM group's engagement policy** is based on a structured set of ESG thematic policies, which set out in greater detail our objectives, principles, means of action, priorities and expectations in relation to these different themes, in line with the sustainability objectives of our funds.



Voting and Governance policy



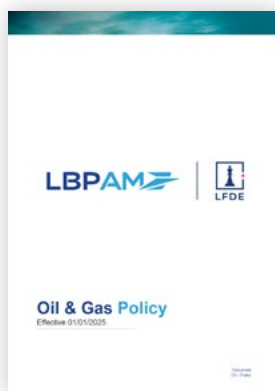
Biodiversity policy



Human rights policy



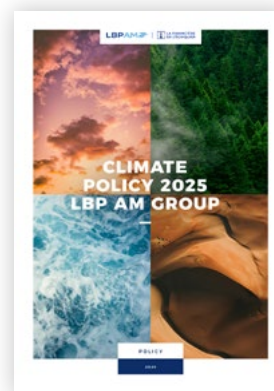
Coal policy



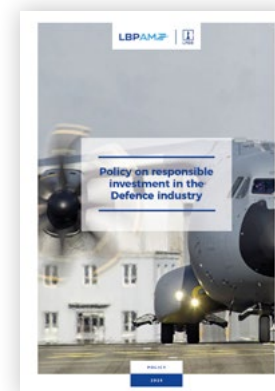
Oil and gas policy



Exclusion policy



Climate policy



Defence policy

### Focus on developments in ESG thematic policies in 2025

#### → Voting policy

The voting policy is reviewed annually by the Governance Committee taking into account the regulatory and normative context, the voting policies of the market's leading players, and the results of the previous voting year. In 2025, two main changes were made:

- **Sustainability auditors:** following the transposition of the CSRD, in 2024, the largest companies invited their shareholders, for the first time, to appoint a "sustainability auditor" responsible for certifying the data from the sustainability report published in 2025. As the market's structural limitations do not allow companies complete freedom of choice for this appointment, it is now treated according to the same principles as those of the financial auditors.
- **Virtual or hybrid general meetings:** since the COVID-19 pandemic, the development of virtual general meetings has been a subject of debate in several financial markets. In this context, the LBP AM group has changed its voting policy to preserve the rights of shareholders and is not in favour of holding exclusively virtual general meetings. Rather, it encourages hybrid GMs, both in person and virtually, which preserve shareholders' rights at GMs.

#### → Climate policy

The LBP AM group has formalised a climate policy that defines how climate issues are integrated into asset management in order, on the one hand, to **participate in the energy and ecological transition necessary to combat climate change and, on the other hand, to manage the associated financial risks**. As part of the major public financial hub, the group aims to align its investments with carbon-neutral development by 2050 and resilient to climate change. To this end, the policy is based through five levers on which LBP AM has committed to act:

- **Engage with and support investee companies** in their energy transition and adaptation to the effects of climate change;
- **Reduce our exposure to high-carbon assets** that are not committed to the transition and that do not implement mitigation measures supported by a credible action plan;

- **Optimise the choice of companies and sectors in the portfolio** to reduce exposure to climate risks and aim for carbon neutrality of portfolios by 2050;
- **Strengthen investments in companies and projects that provide solutions** for the energy transition;
- **Encourage the development of a policy and regulatory framework supportive of the transition**, in line with international, European and national climate change mitigation and adaptation objectives.

#### → Oil & gas policy

As part of an effort to align and strengthen their commitments to the energy transition and transition-risk management, LBP AM and LFDE have also published a new **joint sectoral policy governing investment in the oil and gas sector**. This policy sets out the group's approach to climate, biodiversity and human rights issues in the sector, as well as how these are reflected in analysis, voting and exclusion. For LFDE, it extends the levers for action used, and the sustainability issues addressed. For LBP AM and LFDE, it also introduces additional exclusions concerning investments in companies developing new oil and gas projects, applicable since 1 January 2025, to some UCITS, funds benefitting from the SRI label and bond funds. LBP AM is thus fulfilling its commitment to carry out an assessment and mid-term review, in 2025, on the deployment of this policy and on its ambition to invest in securities aligned with the Paris Agreement's objectives by 2030.

#### → Defence policy

The LBP AM group pays particular attention to the fact that the defence industry is exposed to specific risks, particularly in terms of human rights and international humanitarian law. While recognising the challenge of maintaining an innovative and efficient defence industrial and technological base, the group's **responsible investment policy in the defence industry** aims to set out expectations for companies, in line with the specific risks associated with their activities.

The objective of the defence sectoral policy is to define and implement operationally the responsible investment principles applicable to this sector, to provide a framework for the LBP AM group's investment decisions in accordance with its commitments and internal standards.

### 1.1.c. Engagement framework

The LBP AM group is convinced that, alongside other stakeholders (employees, trade unions, civil society, NGOs, etc.), **responsible investors have a role to play in supporting companies on their trajectory towards sustainable practices**. This is why its engagement policy is one of the levers for acting as a responsible investor. The LBP AM group's engagement actions are carried out with various stakeholders: investee companies, public authorities, financial regulators or professional organisations, extra-financial data providers, and asset management companies in the context of fund selection.

Dialogue with companies takes two forms:

#### ESG dialogues

**ESG dialogues**, which aim to better understand companies' policies and practices to strengthen the analyses carried out by the management teams. They aim to collect additional information or to refine the understanding of the sustainability information disclosed.

#### ESG engagement

**ESG engagement**, which aims to encourage the integration of sustainable development issues into companies' strategies, the formalisation of robust policies that contribute to the prevention of ESG risks and their implementation in operational practices, as well as the strengthening of transparency on ESG policies, objectives and results. Realistic, measurable and monitorable areas for progress are defined in the LBP AM group's engagement policy, with a timeframe after which an assessment is carried out and, where appropriate, escalation actions are decided according to their criticality. These areas of progress are formalised in writing and generally communicated to the companies concerned.

The LBP AM group's engagement is based on the exercise of voting rights at general meetings, a key governance mechanism for expressing shareholder expectations and engaging in dialogue with companies on governance, social and environmental issues.

### 1.1.d. An engagement policy for all our asset management expertise

The LBP AM group's engagement policy is implemented at the level of LBP AM and LFDE as asset management companies. Therefore, all investee companies in the LBP AM group's portfolios may be engaged on ESG issues. **All engagement actions are carried out in the name of the LBP AM group on behalf of its retail and institutional clients.**

#### Securities

Regarding securities, **engagements are conducted in respect of both the shares and bonds of the investee companies**, across all holdings. The identification of companies to be engaged takes several factors into account:

- ▶ The weight held in the company's capital, which partly determines the power of influence;
- ▶ The LBP AM group's exposure to the company, which determines the level of risk exposure;
- ▶ The degree of importance and materiality of an ESG controversy (see normative policy);
- ▶ The importance of the engagement theme in relation to the company's business sector of activity;
- ▶ Opportunities for engagement that may arise through market initiatives.

Specific engagement strategies apply to certain types of funds, such as **LFDE's listed impact funds** or **SRI-labelled funds** (for more details, see the engagement policy, section 1.3. "Funds with specific engagement strategies").

### LFDE's listed impact Funds

LFDE has set up an enhanced engagement mechanism with the companies in its impact funds, focusing on their impacts and the measurement of these impacts. Engagement cases are linked to the impact thesis specific to each strategy, the achievement of which is assessed over a three-year period. More detailed information on the engagements carried out under these funds is available in the impact reports published annually on the LFDE website, as well as in the [Impact Doctrine](#).

### European Private Markets (EPM)

The group's engagement policy may also cover investments in European Private Markets, in accordance with terms and conditions adapted to the specific characteristics of these asset classes. **The private debt management teams (corporate, infrastructure and real estate) engage in dialogue with counterparties during the due diligence phase to gather information and deepen their understanding of ESG practices.** As part of certain strategies, they may also negotiate **the inclusion of impact indicators in loan agreements**, to encourage borrowers to improve their practices in relation to the most material environmental and social issues. These engagements are included in the financial documentation and require counterparties to report annually.

The engagement policy is complemented by arrangements of exchanges with other types of stakeholders, such as public authorities, financial regulators or professional organisations, ESG data providers, and asset management companies in the context of fund selection.

## 1.2. A cross-functional *modus operandi*, fully integrated with the other stages of the management process

### 1.2.a. Implementation of the engagement strategy

The LBP AM group regularly holds discussions with company management and CSR teams at the companies in which it invests. These discussions can take two forms, sometimes combined:



**Bilateral dialogue and engagement with company management**, at the initiative of either the companies themselves or the group's teams. These discussions make it possible to present precise expectations for adjustments to practices, determined following an analysis of the company and with regard to the principles defined in the thematic policies. They may take **the form of direct discussions and/or letters formalising the feedback, questions, and recommendations** of the LBP AM group.

**Collaborative engagement** conducted with other investors on a shared issue. The group participates in joint initiatives when they fall within the scope of its ESG thematic policies. These initiatives effectively complement the bilateral approach by pooling research findings, sending companies consistent signals regarding the expectations of responsible investors, and increasing the group's influence. The LBP AM group can play a role in **supporting or leading these initiatives (lead/co-lead)**.

Discussions can also take place in the context of general meetings and the management of controversies:

### In the context of general meetings

**Discussions in the context of general meetings:** discussions may take place at the initiative of companies, that wish to know their shareholders' views ahead of their general meeting, or at the initiative of the LBP AM group to encourage companies to align with ESG best practices. General meetings are an opportunity to express shareholders' ESG convictions, for example in terms of remuneration, board composition or employee involvement in governance, through the formal exercise of voting rights or by addressing questions to the management.

The LBP AM group's **engagement approach is a long-term one**. It aims to assess, over time, changes in companies' practices, recognising that progress is often made over long periods of time and can result from multiple factors (regulatory pressure, internal pressure, civil society mobilisation, investor engagement, etc.).

When dialogue does not bear fruit, the LBP AM group can make use of **"escalation" tools**. These levers fall into three categories: enhanced dialogue, public actions at general meetings, and actions relating to management practices.

### In the context of controversies

**Discussions in the context of the assessment and management of controversies:** the LBP AM group may engage in dialogue with a company that is the subject of a controversy, in order to assess the quality of the policies and procedures implemented on a particular issue and, if necessary, to formulate proposals intended to put an end to the negative impacts and prevent their recurrence. To some extent, the group strives to maintain a dialogue that anticipates risks and encourages companies to strengthen their structural mechanisms for managing sustainability issues before serious controversies occur.

## LBP AM GROUP'S ESCALATION LEVERS

### ENHANCED DIALOGUE

- ▷ Sending letters to companies, as a written document often has a greater impact than an oral discussion
- ▷ Switching to a higher-level contact
- ▷ Collaborating with other investors or market initiatives (known as collaborative engagement)
- ▷ Voting against resolutions submitted by the board to the general meeting and explaining to the company the reasons for this position

### PUBLIC ACTIONS AT AGMs

- ▷ Pre-announcing voting intentions on general meeting resolutions
- ▷ Submitting written or oral questions at the general meeting
- ▷ Filing shareholder resolutions at the general meeting
- ▷ Adding a non-voting item to the agenda of the general meeting

### THE LBP AM GROUP'S IN-HOUSE INVESTMENT LEVERS

- ▷ Downgrading of the GREaT rating, our proprietary ESG rating
- ▷ Reducing the portfolio position
- ▷ Placing the company under surveillance, corresponding to a ban on new investments
- ▷ Divestment, when engagement fails to yield results, due to the lack of satisfactory corrective measures, limited willingness to engage in dialogue, etc.

## 1.2.b. Cross-functionality, the basis for effective coordination of engagement and management practices

### ESG expertise spread across all our business lines

Responsible investment is at the heart of the management approach: it is integrated cross-functionally across both LBP AM and LFDE and involves all the management companies' business lines.

#### A Fundamental and Sustainable Analysis team

**A Fundamental and Sustainable Analysis team** (housed at LBP AM) comprising quantitative analysts, as well as fundamental and sustainable analysts bringing together financial and ESG expertise to integrate both approaches into investment management services. Its functions: enriching fundamental and quantitative financial analysis methodologies to integrate ESG risks and opportunities, producing analyses to support credit portfolio managers in generating investment ideas, and participating in quantitative work.

#### A Responsible investment Research team

**A Responsible investment Research team** (housed at LFDE) made up of sector analysts who closely support management in the implementation of engagement policies, qualitative research and the application of responsible investment methodologies. Its functions: supporting portfolio managers through ESG qualitative research, conducting engagements, and contributing to responsible investment processes, independently validating bottom-up adjustments to GREaT ratings ("overrides").

#### A team of SRI specialists, SRI Solutions

**A team of SRI specialists, SRI Solutions** (housed at LBP AM), comprising thematic analysts, coordinates the development of cross-functional policies and methodologies. Its functions: continuous development of SRI and impact rating methodologies, ESG policies (thematic, engagement, exclusion and voting), management of SRI service provision, steering of the implementation of voting, exclusion and engagement policies, coordination of cross-functional projects, particularly regulatory and data-related, and stakeholder relations.

#### Financial analyst and portfolio managers

**Financial analysts and portfolio managers**, at the core of responsible management, represented by LFDE's CSIO (Investment Officer). Their functions: implementing LBP AM and LFDE fund strategies by applying ESG management rules and conducting shareholder dialogue that systematically integrates ESG issues. The CSIO, as a key point of contact, ensures the proper application and dissemination of ESG management methodologies, contributes to monitoring issuers' issues and reports on management needs in terms of day-to-day due diligence and engagements. She oversees the coordination of the analysis and the integration of financial materiality.

More broadly, SRI is also a part of the day-to-day work of all teams: fund selection, risk management, IT, structurers, sales, communications, and HR. Each employee of LBP AM and LFDE plays a role in the SRI momentum of both asset managers.

The success of this integration also depends on the ESG governance and coordination bodies, where analysts and portfolio managers are at the heart of discussions on SRI methodologies and policies, on either an ad hoc or ongoing basis.

### Cross-functionality of the engagement strategy

ESG and fundamental analyses, shareholder messages, voting practices at general meetings and stock selection are closely intertwined. This coordination stems from a management processes organised to encourage the cross-functionality of perspectives and the combination of levers, through:

- **Integration of the financial and sustainable development** perspectives within the research team;
- **The possibility of modifying, in accordance with strictly regulated procedures and criteria, a security's ESG rating** to incorporate more recent or comprehensive information obtained through dialogue;
- **The integrated conduct of strategic, financial and SRI dialogue** by the LBP AM group's portfolio managers and fundamental analysts;
- **The organised and systematic solicitation of management's opinion** for the most significant votes and engagements;
- **The participation of portfolio managers** and fundamental analysts in the updating of engagement and voting policies, approved respectively by the Sustainable Finance Committee (SFC) and the Governance Committee;
- **Cross-functional committees** to promote the monitoring and application of the engagement policy.

Engagement and dialogue are conducted by **analysts from LBP AM's "SRI Solutions" team and LFDE's "Responsible investment Research" team**, as well as by **portfolio managers and fundamental analysts from the LBP AM group**. The group has made the strategic choice not to outsource its shareholder engagement approach.



## Monitoring and governance of engagement campaigns

### DECISION-MAKING BODIES AND DUE DILIGENCE



Engagement campaigns are monitored at weekly ESG management committees and, where appropriate, at GREaT committees. The GREaT Committee is responsible for monitoring and steering the cross-functional deployment of the LBP AM Group's engagement and exclusion policies, as defined by the Sustainable finance Committee.

It ensures:

- **Regular milestones reporting on cross-functional engagement campaigns;** it deliberates on escalation methods for the most significant engagements, monitors companies on watchlists (normative and ESG materiality controversies) and decides on participation in new engagement initiatives;
- **The deliberations required to implement the exclusion policy.** The prescriptive and materiality watchlists are presented to the Committee, and draft exclusion lists drawn up on a qualitative basis are submitted for deliberation.

### **Phoenix: internal platform to track engagements**

To promote cross-functionality in engagements made by the various teams, a dedicated platform, called **Phoenix**, has been deployed throughout the LBP AM group to enable consolidated monitoring and traceability of actions. It enables:

#### **Coordination and traceability of the follow-up**

The coordination and traceability of the follow-up of each engagement made by the LBP AM group. The areas for improvement formalised with companies are recorded;

This platform underwent significant developments in 2024 and 2025 and has been enriched with new features and additional parameters to support the deployment of the group's engagement policy and facilitate reporting.

#### **Facilitated production of reports and statistics**

Facilitated production of reports and statistics (engagement reports, mandate reports, responses to calls for tender, shareholder reports and market surveys).

### **1.2.c. Voting process at GMs**

Engagement activity can be associated with **formal corporate governance mechanisms** that fall within minority shareholders' rights. These include, first and foremost, **voting at companies' general meetings**. This exercise is an opportunity to express an opinion on issues submitted to shareholders for approval or consultation, which have historically focused on governance issues and are increasingly being extended to environmental and social issues. The exercise of voting rights is fully in line with the LBP AM group's engagement strategy and is a **lever for formalising its shareholder expectations**. It also provides an opportunity to engage in a dialogue with the companies in which the LBP AM group invests on behalf of the UCIs it manages, without exercising any significant influence on their management.

In 2008, LBP AM formally established a **voting policy** that sets out the scope and procedure for voting at general meetings, as well as the criteria according to which resolutions submitted to shareholders for approval are approved or rejected. **An internal voting guide details the technical rules for the application of this policy**, particularly regarding local specificities.

The voting policy is **implemented by LBP AM's SRI Solutions team for LBP AM and its subsidiary LFDE**. It is applied uniformly to all UCIs (FCPs and SICAVs) open to the public, as well as to dedicated funds and mandates when the client so requests. LBP AM then applies its voting policy, unless otherwise specified.

The SRI Solutions team relies on the analyses of proxy voting agencies **Institutional Shareholder Services (ISS)** and **Proxinvest** to identify high-stakes resolutions. ISS also provides customised recommendations based on the LBP AM Group's voting policy. However, the Group retains full autonomy regarding these recommendations. For French companies, it also consults those of the **Association Française de la Gestion Financière (AFG)**. SRI Solutions also mobilises the management teams, as well as the analysts of LFDE's Responsible investment Research and LBP AM's Fundamental and Sustainable Analysis team, for the analysis of certain categories of ESG resolutions and for the general meetings of companies deemed to be priorities.

### Management of conflicts of interest

To prevent potential conflicts of interest from arising, the LBP AM group has set up the following guidelines:

- **Compliance with the voting policy:** Compliance with the guidelines and principles defined in the voting policy guarantees the autonomy of the LBP AM group's decision-making. When the group decides not to vote in accordance with this policy, the LBP AM and LFDE Compliance and Internal control Departments are systematically informed of any exceptions. The SRI Solutions team records the corresponding justifications.
- **Supervised communication of voting intentions:** voting intentions are only communicated to issuers or their representatives once they have been recorded and finalised in the dedicated IT tool. Depending on the discussions with companies, initial voting intentions may be modified. These modifications, as well as their justification, are listed in an internal document. No voting intentions are communicated to anyone other than the issuer or its agent.
- **Permanent and periodic control:** the Compliance function carries out a permanent second-level control, a posteriori, twice a year. These controls, relating to the shareholder engagement system (including the operational voting process), are based on a risk-based approach. The control points are defined in the non-compliance risk map developed by the Compliance function. The methodology relating to the mapping and the associated control plan is formalised in two methodological notes drawn up by this function. In addition, the periodic control function, outsourced to La Banque Postale, includes in its audit programmes a review of the SRI management process, including an audit of the shareholder engagement system using a risk-based approach.

This system, dedicated to managing conflicts of interest in the context of the exercise of voting rights, is part of the broader framework of LBP AM's and LFDE's conflicts of interest management policies. These policies are available at the following links:

- [LBP AM conflict of interest management policy](#)
- [LFDE conflict of interest prevention and management policy](#)

The remainder of this report aims to give an account of the exercise of voting rights and to present the dialogue and engagement actions conducted in 2025 as part of the LBP AM group's ESG thematic policies.

# Exercising voting rights at the 2025 GMs

## 2.1. 2025 voting rights scope

In 2025, the LBP AM group exercised **voting rights at general meetings**, in accordance with its voting principles, on behalf of funds managed directly by LBP AM and LFDE, whether open-ended funds or dedicated funds for which the client has entrusted the management company with the exercise of these rights. At the specific request of certain clients, in the context of mandates or dedicated funds, the group may be required to exercise voting rights in accordance with these clients' specific voting policies.

The figures in this report do not include:

- ▶ Funds for which voting rights were exercised in accordance with institutional clients' voting policies. In 2025, the LBP AM group applied an external voting policy for two clients;
- ▶ Funds for which the exercise of voting rights has been delegated to third-party management companies under delegated mandates.

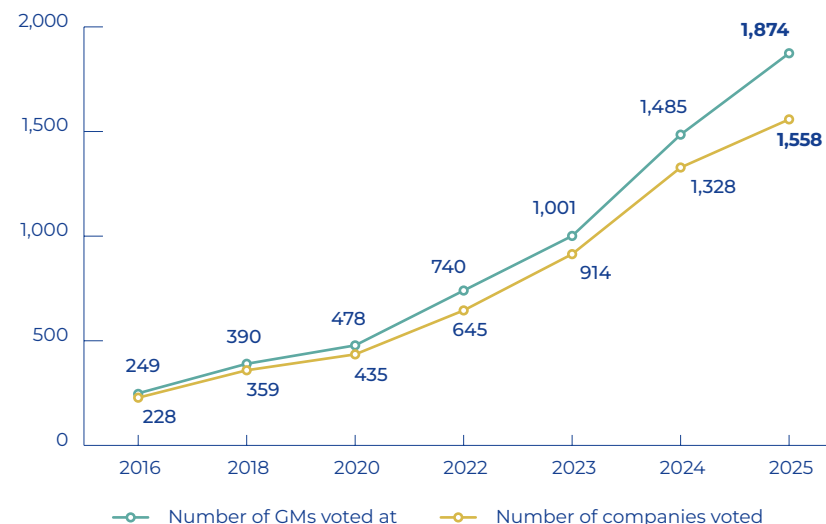
Considering that the exercise of voting rights is an essential lever in its shareholder engagement strategy, the LBP AM group has chosen to fully exercise these rights. However, it may decide not to exercise all or part of the voting rights in the following cases:

- ▶ General meetings requiring share blocking during the period between the registration of the shares and the vote;
- ▶ General meetings for which the exercise of voting rights would entail a significant financial cost.

In 2025, based on the positions held in **119 relevant UCIs**, the LBP AM group voted at:

- Approximately **98.9%** of the Group's UCI voting equity assets;
- **96.9%** of companies held in the UCIs (ratio of the number of companies in which voting rights have been exercised to the total number of eligible companies);
- **96.5%** of general meetings at which the group held voting rights (compared with **53%** in 2023).

EVOLUTION OF THE LBP AM GROUP'S PARTICIPATION AT GMs



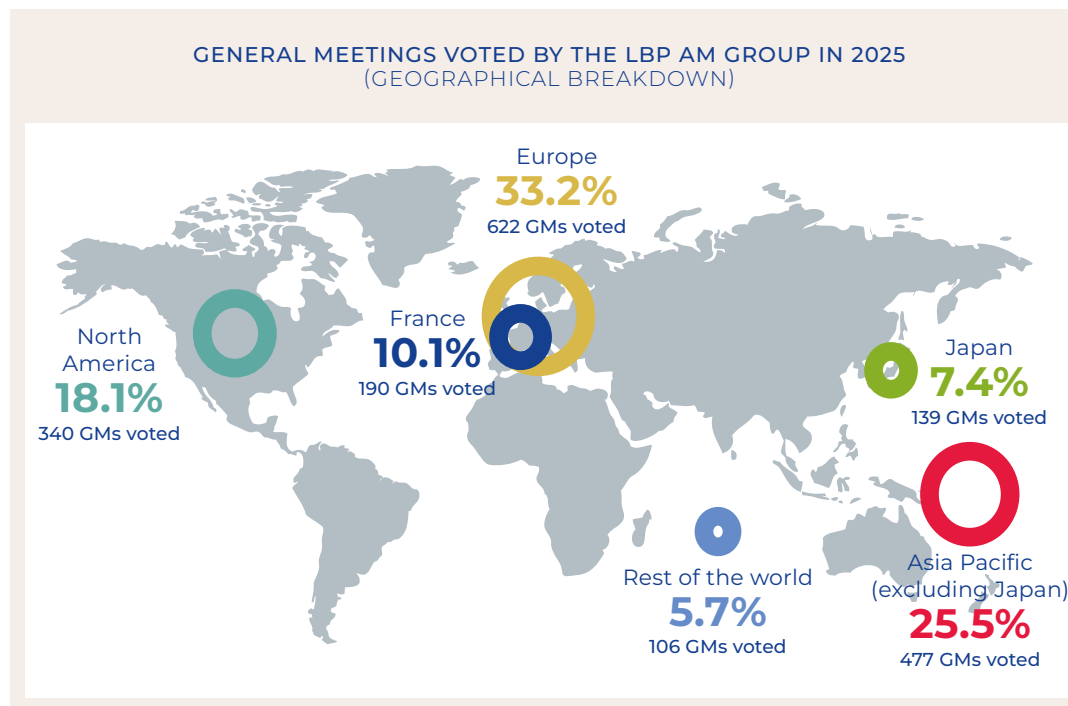
## 2.2. Key figures for the 2025 GM season

The following section summarises the exercise of voting rights held by the LBP AM group (LBP AM and its subsidiary LFDE) at the general meetings held between 1 January and 31 December 2025.

In 2025, the LBP AM group exercised its voting rights at **1,874 general meetings**, covering **1,558 companies**, in **48 countries**. The group voted on **25,337 resolutions**, including **24,671 resolutions** proposed by company management and **666 resolutions** submitted by shareholders.

The LBP AM group's voting policy leads to not support resolutions that are not aligned with best governance practices. In 2025, the group cast at least one dissenting vote at **77.8%** of the general meetings at which voting rights were exercised. Its average annual rate of voting "against" has been between **28%** and **30%** for several years. In 2025, the LBP AM group cast **7,284 dissenting votes**<sup>1</sup>, or **28.7%** of the total votes cast.

This rate is relatively high compared to other French asset management companies, for which the average disagreement rate is just slightly below **20%**<sup>2</sup>, according to annual surveys conducted by the Association Française de la Gestion Financière (AFG). This level reflects the rigour applied in the implementation of the LBP AM group's voting policy.



Details of the votes cast for each open-ended fund are made available on an ongoing basis, seven days after each general meeting, via the [Proxy Voting Dashboard](#) available on the LBP AM and LFDE institutional websites.

<sup>1</sup> A vote against the company corresponds to:

- A vote AGAINST a resolution proposed by the company,
- Or a vote FOR a shareholder resolution that is not approved by the company.

<sup>2</sup> <https://www.afg.asso.fr/wp-content/uploads/2023/03/afgcorech-vote-230329webok-2.pdf>

## 2.3. Main reasons for disagreement with company management

VOTES BY RESOLUTION CATEGORY

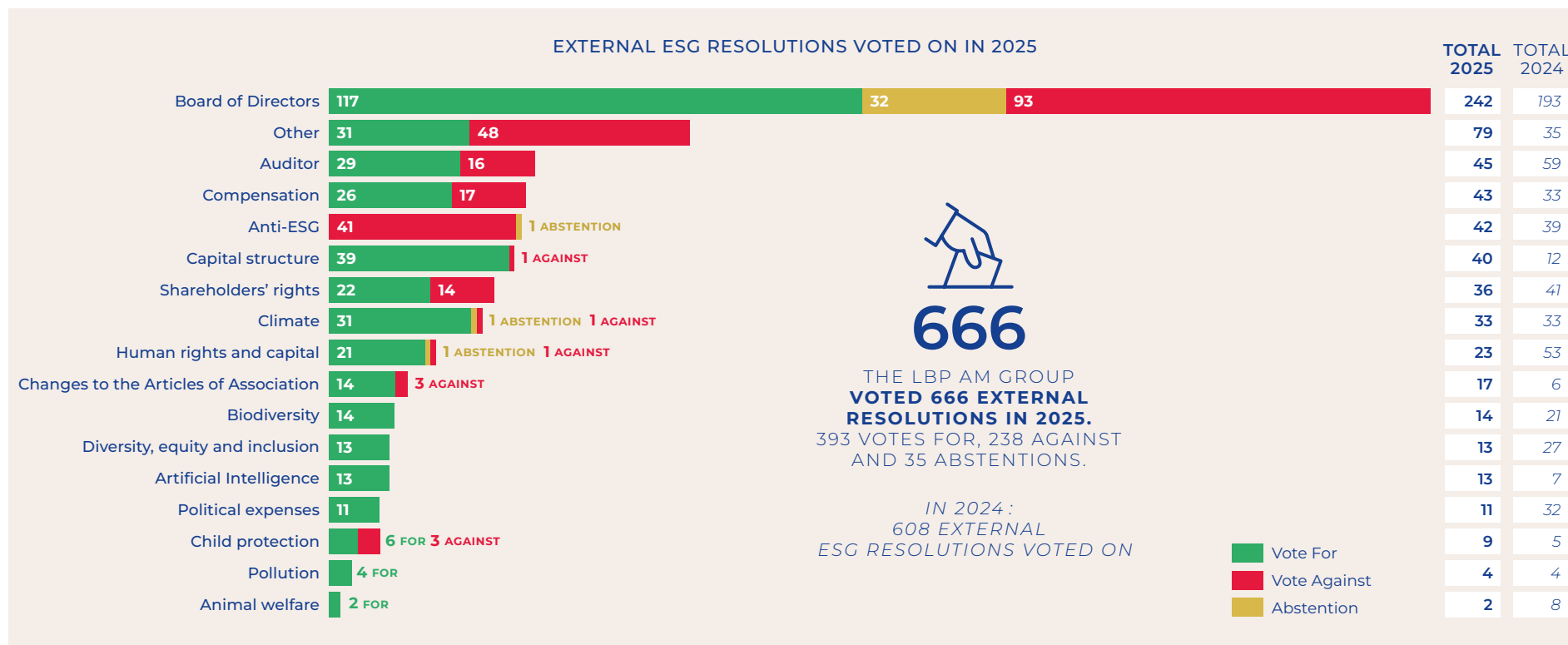
RESOLUTION CATEGORY	Resolutions put to the vote	Vote for the resolution	Abstention vote	Vote against the resolution	Vote against management	% of votes against the company in 2025	% in 2024
Approval of financial statements, management report and dividend	3,774	2,366	1	1,407	1408	37.3%	31.2%
Auditors	1,650	1,207	11	432	439	26.6%	31.1%
Others	1,390	1,151	20	220	191	13.7%	7.1%
Regulated agreements	597	509		88	88	14.7%	17.2%
Elections to the Board of Directors or Supervisory Board	9,542	6,962	319	2,261	2286	24.0%	25.0%
Environmental and social (filed by management)	170	158		12	12	7.1%	6.4%
Amendments to Articles of Association	797	649		148	149	18.7%	15.8%
Capital transactions (excluding long-term profit-sharing plans)	2,969	2,122	3	844	847	28.5%	30.2%
Long-term profit-sharing plans (bonus shares, stock options, employee share ownership)	907	598		309	326	35.9%	41.0%
Executive and directors' remuneration	2,875	1,570	1	1,304	1300	45.2%	46.8%
<b>External resolutions</b>	<b>666</b>	<b>393</b>	<b>35</b>	<b>238</b>	<b>238</b>	<b>35.7%</b>	<b>52.5%</b>
<b>Total</b>	<b>25,337</b>	<b>17,685</b>	<b>390</b>	<b>7,263</b>	<b>7284</b>	<b>28.7%</b>	<b>29.7%</b>

The resolutions most contested by the LBP AM group were those relating to **remuneration**, with a dissenting voting rate of **45.4%** on remuneration policies and reports, and **34.1%** on long-term remuneration plans. The main grounds for opposition are:

▶ **A lack of moderation**, with amounts exceeding the thresholds defined by the group;

- ▶ **An insufficient level of transparency;**
- ▶ **Performance criteria deemed insufficiently demanding;**
- ▶ Long-term remuneration plans with **excessively short performance periods** (less than three years).

## 2.4. External resolutions



So-called “external” resolutions are resolutions that have not been submitted by the company. They may be submitted by shareholders, including employee representatives. This lever helps advance the debate on governance, environmental and social practices. However, these resolutions are not always supported by the board, which sometimes sees them as hostile or activist. The LBP AM group may support resolutions not supported by the board when it believes that their adoption would help promote more advanced practices in terms of climate, biodiversity or respect for human rights, including by participating in their inclusion on the agenda of general meetings.

During the 2025 voting season, **666 external resolutions** were presented at **230 of the 1,874 general meetings** in which the LBP AM group participated (compared with 608 resolutions in 2024). In 2025, external resolutions accounted for **2.6%** of the total resolutions submitted to a vote at the group’s general meetings.

The LBP AM group supported **71.3%** of the external ESG resolutions it voted on. This high rate reflects its commitment to social, environmental and governance progress on a variety of issues, including board member elections, shareholder rights, environmental and social issues, employee share ownership, etc.

Here are some examples of external resolutions supported by the LBP AM group during the 2025 season:

→ **Energy transition:** in 2025, shareholders filed a resolution at **Shell plc**'s general meeting asking the company to clarify whether, and how, certain elements of its strategy – including its demand forecast for liquefied natural gas (LNG), its LNG production and sales targets, as well as its new capital investments in natural gas-related assets – are consistent with its climate commitments, including its 2050 carbon neutrality target.

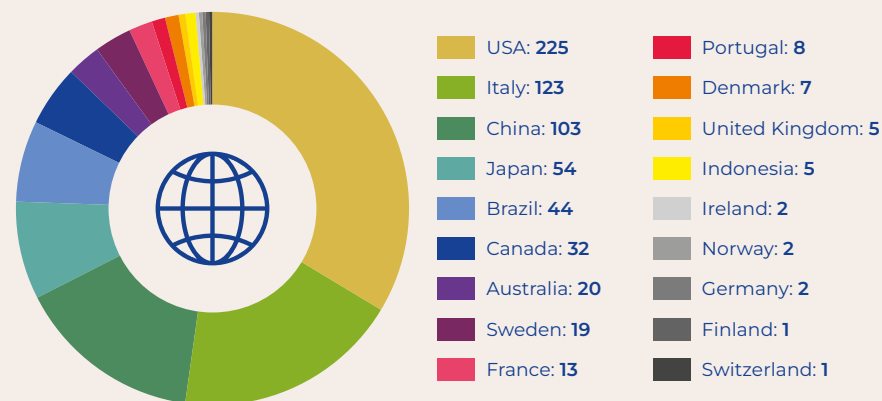

→ **Pollution:** the LBP AM group supported a resolution submitted by shareholders at **PepsiCo**'s 2025 general meeting calling for the publication of a report assessing how the company could increase the scale, pace and rigour of its sustainable packaging efforts, including through a reduction in the use of plastics.

→ **Harassment and discrimination:** Investors filed similar resolutions at the general meetings of several US companies (e.g. **Wells Fargo** and **Netflix Inc.**) calling for reports on the effectiveness of harassment and discrimination prevention policies, as well as their strengthening. These resolutions aim to encourage the implementation of robust measures to prevent and manage these social risks.

→ **Human Rights and AI:** the LBP AM group supported a resolution encouraging **Alphabet** to publish a human rights impact assessment of AI-based targeted advertising.

→ **Independence of the Chairman of the Board:** the LBP AM group supported a resolution submitted by shareholders at **Eversource Energy**'s 2025 general meeting to elect an independent chairman of the board. An independent chairmanship strengthens the oversight role of the Board.

EXTERNAL RESOLUTIONS VOTED ON BY THE LBP AM GROUP IN 2025  
(GEOGRAPHICAL BREAKDOWN)

**71.3%**  
OF THE EXTERNAL  
ESG RESOLUTIONS  
IT VOTED ON WERE  
SUPPORTED BY  
THE LBP AM GROUP  
IN 2025.

## 2.5. Say-on-Climate resolutions

In response to the expectations of investors committed to environmental issues, some companies are now submitting an **advisory vote on their energy and ecological transition strategy**, through so-called *say-on-climate* resolutions. The LBP AM group defined its voting policy in 2022 and has applied it ever since to encourage investee companies to develop transition plans aligned with the objectives of the Paris Agreement.

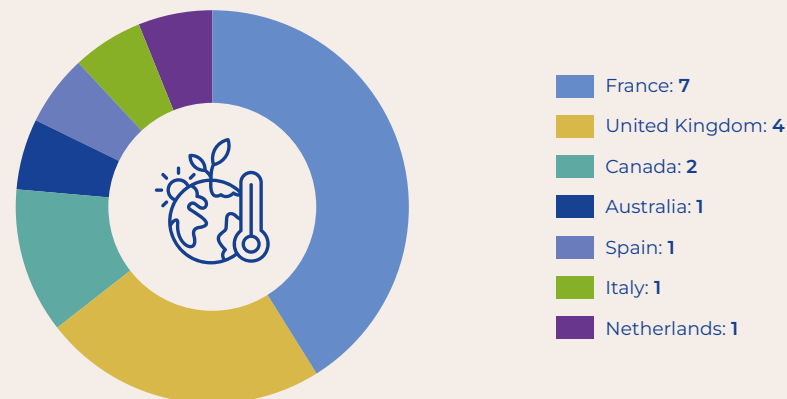
In 2025, the LBP AM group had the opportunity to formally express an opinion on **17 say-on-climate resolutions**. Among these, it opposed **12 resolutions**, whose plans did not meet the criteria defined in its voting policy. The LBP AM group opposed all the *say-on-climate* resolutions submitted by oil, gas or mining companies.

The LBP AM group paid particular attention to the transition plans and environmental strategies submitted to a vote. Their analysis focused primarily on:

- The existence of precise greenhouse gas emissions reduction short- and long-term targets, within a relevant scope;
- The level of ambition of these objectives, with regard to the alignment trajectory set by the Paris Agreement;
- The commitment of the Board of Directors to consult shareholders on a regular basis (at least every three years) on these objectives and strategies, taking into account the rapid changes in the regulatory, technological and political environment;
- The integration of criteria aligned with the company's announced climate and environmental objectives into the variable remuneration of executives.

This vote was consistent with the dialogue initiated with some of these companies to support them in this complex transition process. When the LBP AM group voted against a *say-on-climate* resolution, the reasons for this vote were communicated to the company, to encourage it to adopt more robust environmental practices.

SAY-ON-CLIMATE RESOLUTIONS VOTED ON BY THE LBP AM GROUP IN 2025  
(GEOGRAPHICAL BREAKDOWN)



SAY-ON-CLIMATE RESOLUTIONS VOTED ON BY THE LBP AM GROUP IN 2025  
(SECTOR BREAKDOWN)

Metals and mining	2	AGAINST		
Ground transport	1	AGAINST	1	FOR
Multi-utility services	1	AGAINST	1	FOR
Financial Markets	1	AGAINST		
Health service providers	1	AGAINST		
Insurance	1	AGAINST		
Oil, gas and consumable fuels	1	AGAINST		
Residential real estate (Residential REITs)	1	AGAINST		
Commercial real estate (Retail REITs)	1	AGAINST		
Transport infrastructure	1	AGAINST		
Water Utilities	1	AGAINST		
Construction and engineering	1	FOR		
Diversified telecommunications services	1	FOR		
Computer Services (IT Services)	1	FOR		

12

IN 2025, THE LBP AM GROUP  
**OPPOSED 12 RESOLUTIONS**,  
WHOSE PLANS DID NOT  
MEET THE CRITERIA DEFINED  
IN ITS VOTING POLICY.

## 2.6. Public actions at GMs

The annual general meeting season is an opportunity for the LBP AM group to express its convictions by exercising its shareholder rights. As part of its escalation strategy, the group may choose to **pre-declare a voting intention**, to **submit written or oral questions at the general meeting**, or to **request the inclusion of a non-voting item or file a resolution on the agenda**.

### Pre-declaration of vote

To exert its influence, the LBP AM group reserves the right to **pre-declare some of its votes**, after analysing the relevance of this approach in the context of an engagement on a case-by-case basis. These pre-declarations can be made on the PRI **Resolution Database** collaborative platform.

In 2025, the LBP AM group pre-declared its voting intentions on the following resolutions:

#### → BP

The LBP AM group did not support the renewal of the mandate of the Chairman of the Board, Helge Lund, considering that the revision of the company's transition plan had been carried out without shareholder consultation and that the company's environmental ambitions were not sufficiently aligned with the group's climate policies. The group pre-declared on the PRI platform its intention to vote against this re-election. Moreover, it endorsed an oral question from Rathbones Group's *Stewardship Director* asking the company why it had not chosen to resubmit a resolution on its climate strategy to a shareholder vote.

### Written questions at general meetings

As part of the implementation of its Human Rights policy, the LBP AM group has submitted a series of written questions at the 2025 general meetings of **Arkema** and **TotalEnergies**, which the companies are required to answer publicly.

#### → Arkema

Since 2023, the LBP AM group has engaged in dialogue with Arkema as part of a collaborative initiative supported by the ChemScore association. Through this coalition, the group encourages **companies involved in the production and marketing of chemicals to increase their transparency, gradually eliminate persistent chemicals, and develop safer alternatives**.

Arkema has expressed its commitment to eliminating certain types of particularly harmful substances by 2025. However, the details of its strategy remain relatively unclear to date. As part of the coalition, the LBP AM group wanted to obtain additional technical information on the substances produced, the associated studies and possible substitution strategies.

As an extension of the dialogue initiated two years ago, the LBP AM group decided to escalate the engagement by sending written questions to Arkema's 2025 General Meeting. The company responded in writing to all these questions. The answers provided are available **online on the issuer's website**.

#### → TotalEnergies

The LBP AM group has been engaging with TotalEnergies since 2017 on human rights issues. The unsuccessful nature of this engagement has already led the group to submit written questions at the 2024 General Meeting, alongside other investors involved in the initiative.

The expectations include, first and foremost, the **publication of a comprehensive, up-to-date, clear, and binding human rights policy**, in line with the company's public commitments to respect internationally recognised human rights and to implement due diligence in line with the expectations of the United Nations Guiding Principles (UNGP) and the OECD Guidelines for Multinational Enterprises, in a context of high risks of human rights abuses, as well as serious and recurrent controversies and litigation.

Despite new controversies since the last General Meeting, the LBP AM group notes that the company's level of transparency remains limited: **TotalEnergies** has only provided very partial answers to the written questions formulated in 2024, including on the specific controversies identified.

The company has published a new *Sustainability Report* that also raises further questions, which it was unable to answer during a pre-general meeting discussion:

→ One of the five pillars of the sustainability plan presented is the “**constructive dialogue with stakeholders**”, but it does not appear to include specific objectives or clear operational resources;

→ **In terms of governance**, the roles of the Risk Committee and the Lead Independent Director respectively include risk management associated with the company's objectives and dialogue with stakeholders. However, the company was unable to explain either the training provided to these bodies or the dialogue and supervision actions implemented, particularly in terms of preventing serious controversies or managing due diligence;

→ Similarly, the company mentions its **just transition challenge**, but, unlike other sector peers, has not been able to provide information on direct and indirect jobs exposed to risks, nor on the strategies deployed (training, mobility, retraining, etc.) to mitigate potential negative impacts on employment in its oil and gas activities, especially in refineries.

Considering these elements, the LBP AM group has decided to continue the engagement, by addressing new questions considering the information published in the *Sustainability Report*. TotalEnergies' answers are available [here](#).

### **Filing of resolution**

Under certain conditions, a shareholder **may request the inclusion of resolutions on the agenda of the general meeting**.

Since 2018, the LBP AM group's voting policy has allowed the group to participate in the filing of resolutions on ESG issues. The group exercised this option on several occasions. Four resolutions were submitted and placed on the agenda of the general meetings (see diagram below). Three other climate resolutions were filed and then withdrawn following successful engagements, at the general meetings of **Engie** in 2021 and **HSBC** and **TotalEnergies** in 2022. The withdrawal of these resolutions demonstrates **the influence this approach can have on companies** by contributing to significant progress in shareholder dialogue.

In 2025, the LBP AM group did not file any resolutions at general meeting.

### **Inclusion of non-voting items on the agenda of general meetings**

Shareholders also have the option of requesting the inclusion of a non-voting item on the agenda of the general meeting. The GM must then deliberate on all items so listed, which is an opportunity to raise topics of interest and initiate a debate between Shareholders and management.

In 2025, the LBP AM group did not submit any items for inclusion on the agenda of the general meetings of investee companies.

### History of the LBP AM group's public actions at GMs



## 2.7. Management of conflicts of interest

As specified in section 1.2.c of this report, as part of its voting policy, the LBP AM group has set up a system to **manage conflicts of interest**:

→ **Compliance with the principles defined in the voting policy:** in 2025, the LBP AM group did not identify any case in which it considered that it had failed to comply with the principles set out in this policy;

→ **Voting abstentions:** in 2025, in accordance with this mechanism, the LBP AM group abstained from voting on four resolutions concerning a corporate officer of entities with which it has capital ties, as well as on resolutions submitted to Aegon Ltd.'s general meeting.

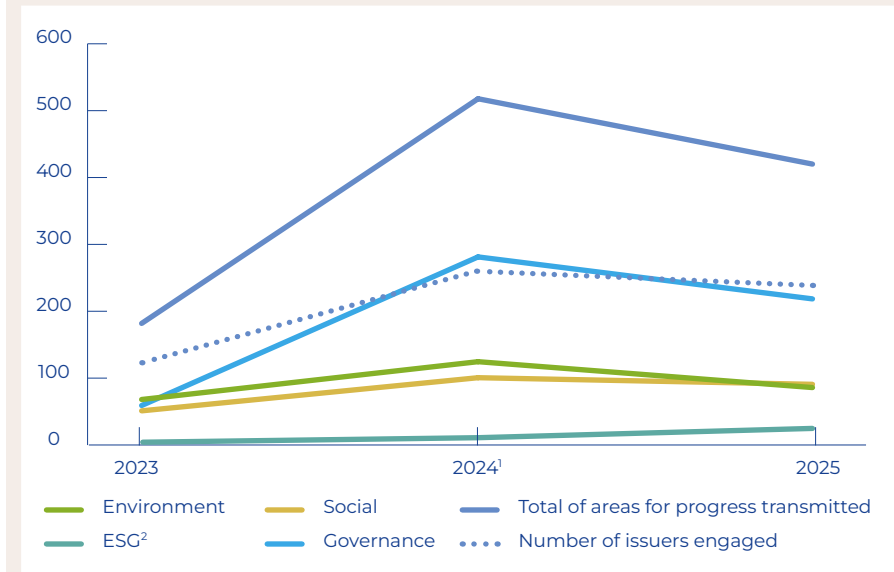
# Our dialogue with investee companies in 2025

### 3.1. Comprehensive review of our engagement activities

The LBP AM group's **engagement actions** aim to encourage robust management of sustainability issues. To this end, realistic, measurable and controllable areas for progress are formulated regarding the ESG themes deemed to be priorities.

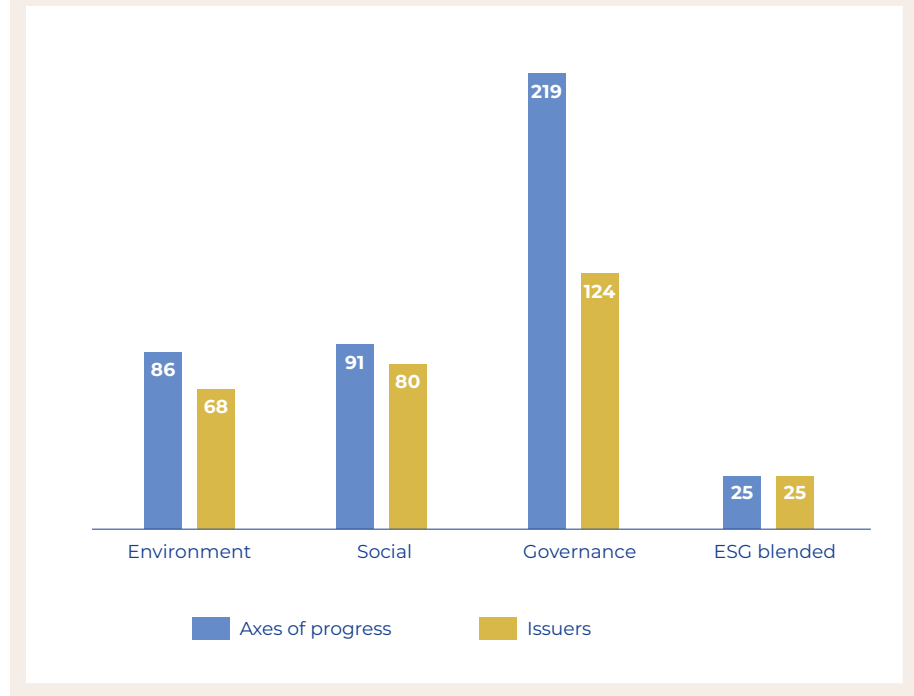
In 2025, the LBP AM group has transmitted **421 axes for progress** to **240 different issuers**, located in **24 countries**, mainly in France and Europe. These companies represent approximately **28.4%** of the group's equity and bond assets under management.

AREAS FOR PROGRESS FORMULATED BY THE LBP AM GROUP (EVOLUTION OVER THE YEARS)



1. The number of areas for progress formulated in 2024 increased considerably, due to the consolidation of the scope of the engagements carried out by both LFDE and LBP AM for the first time.  
 2. The "ESG" category covers areas of progress which cannot be classified exclusively as E, S or G, but which cut across several themes.

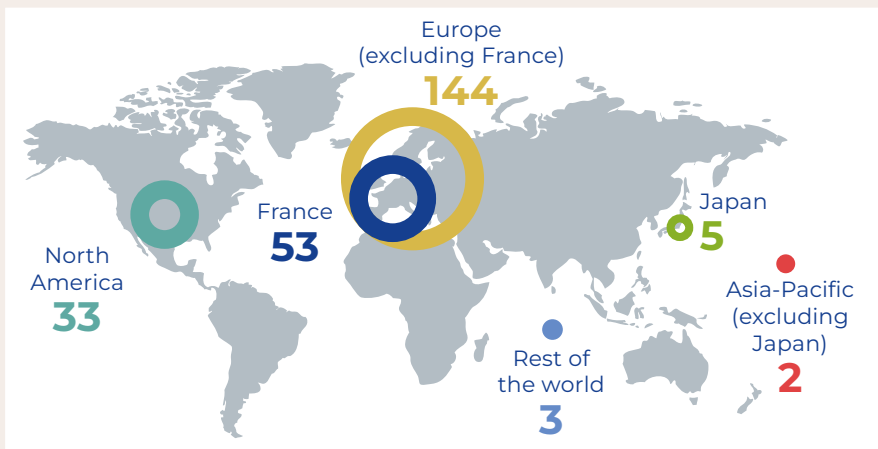
AREA FOR PROGRESS FORMULATED IN 2025 BY THE LBP AM GROUP (BREAKDOWN BY THEME)



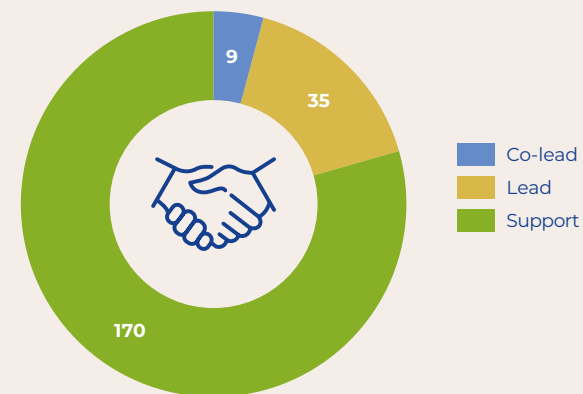
Of the areas of progress reported in 2025, **212** were communicated bilaterally and **214** as part of **collaborative<sup>3</sup> engagement initiatives**.

3. Five of the 421 areas for improvement were formulated both bilaterally and collaboratively.

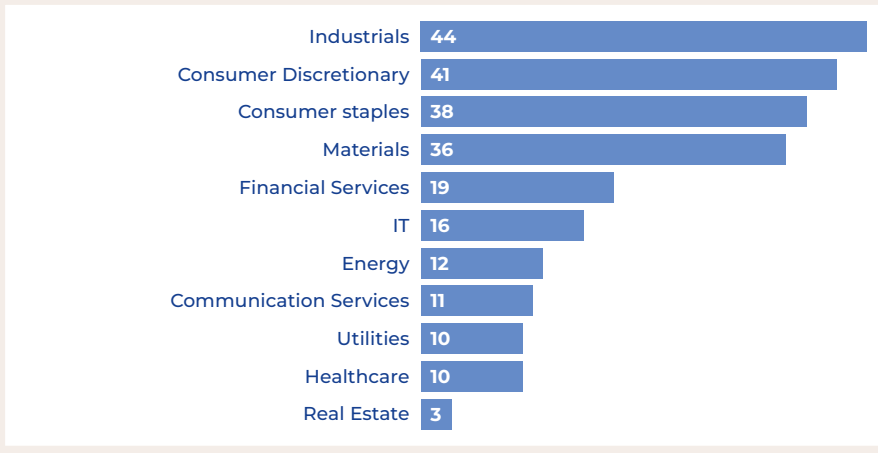
COMPANIES ENGAGED WITH BY THE LBP AM GROUP IN 2025  
(GEOGRAPHICAL BREAKDOWN)



COLLABORATIVE ENGAGEMENTS CARRIED OUT IN 2025  
(ROLE PLAYED BY THE LBP AM GROUP)



COMPANIES ENGAGED WITH BY THE LBP AM GROUP IN 2025  
(BREAKDOWN BY SECTOR)



**421**

**AREAS FOR PROGRESS COMMUNICATED TO 240 DIFFERENT ISSUERS**  
REPRESENTING APPROXIMATELY **28.4%** OF THE GROUP'S EQUITY AND BOND ASSETS UNDER MANAGEMENT

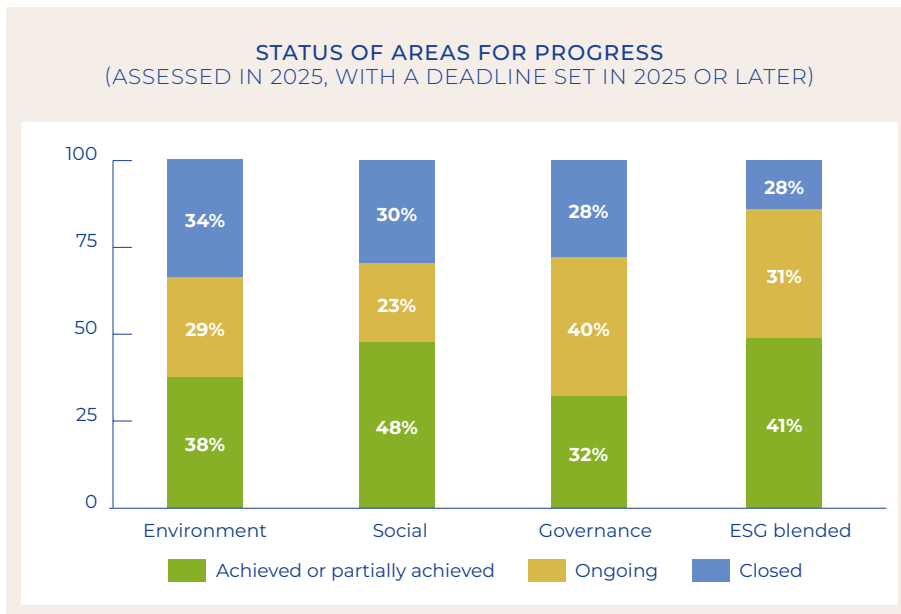
**214**

**AREAS FOR PROGRESS FORMULATED AS PART OF COLLABORATIVE ENGAGEMENT INITIATIVES**

**Monitoring the area for progress**

A timeframe is defined in advance for each area of progress, after which a review is formalised and the area for progress is closed.

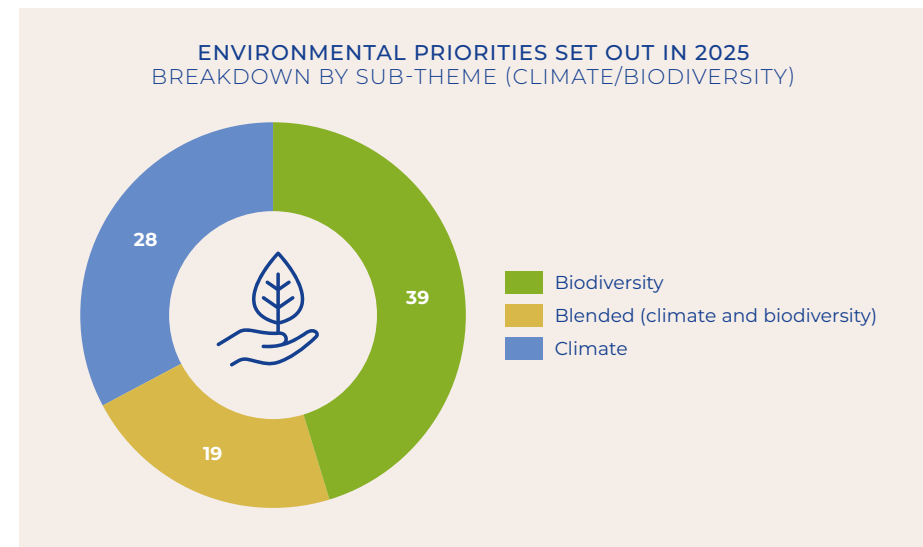
Among the areas of progress reassessed in 2025, and whose deadline was set for 2025 or later (451 companies concerned), the LBP AM group notes that **37%** showed progress, whether partial or complete.



## 3.2. Engagements carried out under our ESG thematic policies

### 3.2.a. Environment: Biodiversity and Climate

In 2025, the LBP AM group communicated **86 areas for progress** on environmental issues to **68 companies**.



### 3.2.a.a. Biodiversity

The LBP AM group has communicated **39 areas for progress** on the theme of biodiversity to **36 companies**. These engagements have been conducted in accordance with the group's biodiversity policy. Among these, **9 specifically addressed deforestation risks** in sectors exposed to key commodities (palm oil, soy, cattle and its derivatives, rubber, wood, and cocoa).

The following paragraphs present the collaborative engagement campaigns in which the LBP AM group participated in 2025, as well as examples of bilateral engagements with companies.

In 2025, the LBP AM Group took part in the **following collaborative engagement initiatives**:

#### ▸ FAIRR (Farm Animal Investment Risk & Return)

The international FAIRR network encourages agri-food companies to improve their practices in animal welfare and nutrition. It conducts targeted engagement actions with companies identified as insufficiently prepared for these issues.

In 2025, the LBP AM group took part in campaigns promoting **sustainable aquaculture** and **protein diversification** within climate and nutrition strategies.

In this context, the LBP AM group engaged **23 companies** to encourage them to strengthen their risk assessment and adopt more structured objectives in relation to these issues.

#### ▸ CERES – Food & Agriculture and Valuing Water Initiative

CERES is an American non-profit organisation bringing together international investors seeking to **promote sustainable practices on climate, nature, biodiversity and water management**. Within CERES, the LBP AM group participates in the Food & Agriculture working group as well as in the *Valuing Water Initiative* campaign.

In 2025, following on from the engagement initiated with **Inditex** in 2024, the LBP AM group continued discussions with the company to identify the **practices adopted to address water use and quality issues**. Inditex shared the difficulties encountered due to the lack of data on pollutant emissions and the constraints associated with the absence of reliable information on chemicals used in textiles, which are often confidential and difficult to assess in terms of toxicity.

To address these shortcomings, the company has launched several initiatives, including the development of a “chemicals bibliography” the implementation of collaborations with research centres, and pilot projects combining top-down and bottom-up approaches. These efforts underpin its commitment within the ZDHC initiative and its internal Green to Wear standard for managing toxic substances. However, the data collected do not yet enable contextualised water quality targets.

In addition, Inditex has made progress towards its target of reducing water consumption in its supply chain. Progress is mainly driven by processing activities, while work on raw materials still requires further methodological developments.

As part of this ongoing engagement, the LBP AM group continues to ask the company for improvements that improve water quality, particularly in terms of transparency, impact measurement, and setting reduction targets.

#### ▸ Nature Action 100

Launched in 2023, Nature Action 100 is an international coalition resulting from a collaboration between CERES, IIGCC, the Finance for Biodiversity Foundation, and Planet Tracker. It brings together **institutional investors committed to engaging with one hundred global companies considered to have the most significant impacts on biodiversity**, to encourage them to reduce their pressures on ecosystems by 2030. In 2025, the LBP AM group initiated a dialogue with **L'Oréal, Danone, and Carrefour** as part of this initiative.

Regarding Carrefour, the Nature Action 100 benchmark highlights a high score for climate and nature ambition, and moderate scores in terms of target analysis, implementation measures and public commitments. In response to these results, the company presented several developments, including enhanced collaboration with the SBTN, macro analysis of the impact of its value chain, the development of raw material roadmaps, and in-depth work on the impact of its commercial sites, carried out in collaboration with specialized organizations.

The LBP AM group will continue its engagement with Carrefour, with a particular focus on monitoring the implementation of SBTN objectives as part of the “nature” transition plans currently being developed, and encouraging actions among suppliers, particularly in terms of plant-based and sustainable sourcing.

#### ▸ PRI – SPRING

SPRING is an initiative dedicated to **responsible management of nature**, launched by the PRI, and aimed at addressing the systemic risks associated with biodiversity loss to protect the long-term interests of investors. Within this framework, the LBP AM group is engaged in dialogue with four companies and co-leads one of the engagements, conducted with **Michelin**.

During the first discussion, several topics were explored in greater depth, including the **finalisation of the LEAP analysis of the TNFD framework**, which is to be published in 2026; covering the industrial sites and Michelin plantations; the **positive impact actions** deployed by the company through various programmes for small rubber planters; as well as the **technologies and procedures implemented to limit exposure to deforestation risk in the supply chain**.

For the remainder of the engagement, investors ask Michelin to begin reflecting on a transition plan aligned with the forthcoming TNFD outputs, to clarify the criteria defining sustainable production, and to provide more details on the tools used to ensure the traceability of raw materials. They also encourage the company to adopt a more assertive stance on advocacy issues, particularly in areas where relations with indigenous peoples are sensitive.

#### ▸ FABRIC

Launched by 16 members of Finance for Biodiversity, including LBP AM, the FABRIC initiative aims to **engage the most influential companies in the textiles and apparel sector to achieve positive biodiversity outcomes**, by addressing the significant environmental impacts the sector faces.

The LBP AM group is engaging with five companies in this initiative and plays a leading role in discussions with **LVMH**, **Moncler** and **Kering**. During the first discussion with Kering, the dialogue mainly focused on environmental assessment methodologies, advances in raw material traceability, and the implementation of the group's internal standards. Kering also provided information on its SBTN targets, its zero-deforestation commitment, its "Nature Positive" strategy and its ambitions regarding circularity, including the integration of recycled materials as well as the reduction of plastic and waste.

For further discussions, questions remain, concerning synthetic fibres and possible reduction targets for virgin fossil-based materials, as well as the definition and operational monitoring of regenerative agriculture. Investors also expect better visibility over the prioritisation of future post-2025 commitments and the associated roadmap.

#### ▸ ShareAction

Founded in 2005, ShareAction coordinates numerous engagement campaigns designed to address the main environmental and social challenges. In 2025, the LBP AM group took part in an **awareness campaign targeting major players involved in pesticide production**, notably through an engagement with **BASF**. In this context, the group encouraged the company to align its commitments with the Global Biodiversity Framework, specifically with Target 7.

#### ▸ Rainforest Foundation Norway Investor Coalition

This collaborative initiative, coordinated by Storebrand Asset Management in partnership with the NGO Rainforest Foundation Norway, aims to address **deforestation risks in the automotive supply chain**, by engaging the most influential companies in this sector.

#### ▸ Ad hoc coalition of international investors – Costco

Several international investors have initiated a collaborative engagement with **Costco Wholesale Corporation**. After an initial discussion to establish a structured dialogue with the company, the LBP AM group shared its key focus areas, which covered the company's environmental governance, climate policies and strategies, and the inclusion of biodiversity in its internal policies.

### Engagement with Bridgestone on deforestation

As part of the **due diligence associated with the group's deforestation policy**, in 2025 LBP AM continued its engagement with **Bridgestone**, a world leader in tyre manufacturing, to verify that the company continues to implement robust and innovative measures to reduce the risk of deforestation related to the use of natural rubber. This engagement is based on the principles of the *Accountability Framework Initiative*.

Bridgestone, a founding member of the *Global Platform for Sustainable Natural Rubber*, has committed to a "No Deforestation, No Peat and No Exploitation" goal with a target date of 2019 and contributes to the development and improvement of sector standards.

During the latest discussions, Bridgestone presented several initiatives, including ecosystem restoration projects in Indonesia, notably agroforestry diversification and the development of regenerative agriculture plots. The company is also working on a definition and associated methodology for the concept of "positive nature". These elements demonstrate progress in transforming practices and implementing concrete actions, while also highlighting ongoing areas for improvement, including enhancing traceability at plantation level, further clarifications on "Nature Positive" indicators, greater transparency, and more detailed documentation of supply volumes by country and circular performances.

### Engagement with Veolia in the context of a controversy

In 2025, the LBP AM group exchanged views with **Veolia's** teams following an **environmental controversy in Colombia**, reported in the media since 2023, which led to allegations that untreated leachate had been discharged into a protected wetland. The company refutes Global Witness' allegations, challenging the authenticity of the videos released and the location of the samples collected by the NGO, and states that leachate is treated prior to discharge. Veolia indicates that third-party analyses have not confirmed the claims made and specifies that it has filed a complaint alleging sabotage.

Although the company has stepped up its communication via a dedicated page on its website, there is still room for improvement in the management of this controversy. A greater level of transparency and proactivity is still required to reassure investors, in a context where controversy ratings assigned by ESG data providers have significantly deteriorated. The LBP AM group will continue to monitor the situation and the way Veolia manages the associated reputational risks.

### 3.2.a.b. Climate & energy transition

In 2025, the LBP AM group communicated **28 areas for improvement** relating to climate and energy transition to **20 companies**. The following paragraphs present the collaborative engagement initiatives in which the group took part during the year, as well as examples of engagements conducted either collaboratively or bilaterally.

#### ▸ CDP – Non-Disclosure Campaign

This initiative aims to encourage companies to improve their transparency on **climate, water, and forest** issues.

In 2025, the LBP AM group engaged with **two companies as lead investor**, to strengthen the disclosure of key environmental indicators relating to climate theme. The CDP's **annual report** presents the results of this campaign.

In this context, and as lead investor, the LBP AM group held discussions in 2025 with Philippe Maesen, the new CSR Director of **TFF Group**. This exchange provided an opportunity to revisit the Group's CSR ambitions, the areas for improvement identified in 2023, and the next structuring steps, including the publication of its first sustainability report and a roadmap covering the 2025-2028 period. The commitments announced – the SBTi trajectory, participation in the CDP from 2026, and the strengthening of internal policies – reflect a desire to further formalise its approach and increase its level of maturity. The CSR department's messaging aimed to reassure stakeholders regarding the harmonisation of practices and the improvement of stakeholder communication. The LBP AM Group, identified as a benchmark SRI investor, will continue to support TFF Group on climate issues.

#### ▸ Climate Action 100+

The LBP AM group also participates in the Climate Action 100+ initiative, led by the PRI and the IIGCC. This initiative sought to **encourage the world's largest greenhouse gas emitters to reduce their emissions in line with the objectives of the Paris Agreement**. By signing the initiative's charter, the LBP AM group is committed to encouraging the energy transition of the companies held in its funds.

### Example of a collaborative FIR/Climate 100+ engagement with Engie

Since 2022, the LBP AM group has taken part in a collaborative engagement campaign, led by the French SIF (Forum de l'Investissement Responsable), to encourage the company to strengthen the completeness of its transition plan and resubmit it to a shareholder vote. The investor coalition noted real progress made by Engie in 2022, including the validation by the SBTi of several carbon targets as being aligned with a trajectory significantly below 2°C, but nonetheless called for greater transparency on the company's transition plan. In 2023, the coalition therefore sent a letter to Engie's Chairman and led an engagement to exchange views on topics common to those addressed through the Climate Action 100+ initiative, complemented by other more specific issues. Following on from this engagement campaign, the LBP AM group, along with 15 other investors, co-filed a resolution with a dual objective:

- ➔ to highlight that a growing number of investors would like the company to submit a regular non-binding *say-on-Climate* resolution;
- ➔ to obtain sufficient information to assess this strategy against a 1.5°C scenario across its entire scope of responsibility (scopes 1, 2 and 3).

The engagement has led to a significant improvement in the company's level of transparency and education on its pre-AGM transition plan.

The LBP AM group also took part in an engagement initiative to put an item on the agenda of the 2023 GM concerning indicators for monitoring the group's climate strategy. This action led to an exchange at the GM between management teams and shareholders on a variety of subjects: the future of Belgian nuclear power, development prospects in green hydrogen and biomethane, and the CO<sub>2</sub> market. This dialogue proved constructive, with the Board of Directors committing to improving shareholder dialogue on the subject, highlighting a healthy shareholder democracy between Engie's Board of Directors and its shareholders.

In 2024 and 2025, the LBP AM group continued its participation in the collaborative engagement campaign aimed at encouraging the company to strengthen the completeness, transparency, and governance of its transition plan.

### Engagement on physical and adaptation risks

Adaptation to climate change and resilience to physical risks are priority areas of the LBP AM Group's engagement policy. The group encourages companies to understand their risks, reduce them through adaptation measures, strengthen their resilience to climate change, and implement structured management over time.

In 2025, the LBP AM group launched a pilot project to test the operational feasibility of these expectations and the responsiveness of companies. The sample used was made up of the five companies most exposed to physical risks identified in the portfolios when the policy came into force. This selection was based on the tool developed by the risk management department to monitor the level of exposure of assets to climate risks. The analysis was based on four criteria:

- ➔ **Reporting** exposure on physical risks, in accordance with the TCFD recommendations;
- ➔ **Identifying and prioritising** future risks by drawing on a pessimistic climate scenario (IPCC SSP5/RCP 8.5), covering the supply chain, sites, and products and services;
- ➔ **Reducing** physical risks by implementing an adaptation plan based on ADEME's "flexible pathway" methodology;
- ➔ **Managing implementation over time** through dedicated governance, enabling the action plan to be monitored.

The dialogue conducted with companies showed generally heterogeneous practices and contrasting levels of maturity depending on the criteria. All companies studied have a physical risk governance framework aligned with the group's expectations, and exposure reporting is satisfactory overall. In contrast, maturity gaps are more pronounced in the identification and prioritisation of future risks, and above all in the reduction of physical risks and the implementation of adaptation measures.

The most advanced players rely, for example, on a comprehensive roadmap and specific adaptation plans for all exposed assets (the "asset-by-asset" approach), develop decision-making tools to identify adaptation solutions based on vulnerabilities, geographical areas and the relevant activities, and use large-scale data analysis to assess risks throughout the value chain. Conversely, the least mature players do not yet have adaptation measures or plans and do not integrate the value chain into their risk management process.

This engagement campaign made it possible to initiate a structured dialogue with companies, to establish an initial assessment, and to identify good and bad practices. In 2025, the LBP AM group assessed the position of companies in relation to these practices and defined the priority areas for engagement that will be deployed in 2026.

### Michelin

In 2025, the LBP AM group discussed the company's transition plan with **Michelin's** CSR director. Michelin has a mature climate strategy, with the SBTi's validation in 2024 of new, more ambitious emissions reduction targets for 2030. Michelin is also pursuing its efforts to reduce rolling resistance and increase the use of renewable or recycled materials.

However, the LBP AM group has identified areas for improvement, including a greater need for transparency on the contribution of scope 3 decarbonisation levers, physical risk management and the just transition. It is expected that these topics will be further detailed in future publications.

### Séché Environnement

**Séché Environnement** is involved in the collection, sorting, recovery and treatment of hazardous and non-hazardous waste, as well as in site remediation and solvent regeneration. In 2025, the LBP AM group discussed the company's transition plan with its CSR director. In 2024, Séché Environnement strengthened its climate trajectory, which it initiated in 2021, by announcing a Net Zero commitment for all scopes and adding a 2040 target for scopes 1 and 2. The LBP AM group nevertheless expects these commitments to be validated by an external source such as the SBTi, and for the transparency of the transition plan to be strengthened, particularly regarding decarbonisation levers and associated financing. Follow-up will include the formalisation of these elements in future publications.

## 3.2.b. Social – Human Rights

In 2025, the LBP AM group communicated **91 areas for progress** relating to Human Rights to **80 companies**. The sections below present the group's proactive engagement campaigns and collaborative engagement initiatives in which it took part during the year.

### ▸ Presence of children in the jasmine industry in Egypt

Since 2024, the LBP AM group has engaged with **major players in the beauty and luxury industry** (brands, perfume houses, raw material suppliers), promoting the **prevention and mitigation of human rights risks in supply chains**.

In 2025, this engagement continued, notably through the organisation of a workshop jointly with the Fair Labor Association (FLA), the French SIF (Forum de l'Investissement Responsable) and investors who are members of the FIR initiative on **forced labour and child labour**. This workshop brought together eight companies in the sector to share investors' expectations regarding due diligence. The key messages conveyed by the LBP AM group were as follows:

- The expectation of more robust due diligence, based on impacts on stakeholders and not only on risks to the company. This includes more granular risk analysis, effective stakeholder engagement, and increased transparency.
- Recognition of transparent companies with a clear understanding of their risks and long-term strategies to mitigate potential impacts on individuals and strengthen the resilience of value chains.
- Encouraging sector-based and collaborative approaches to reduce the costs borne by stakeholders (particularly suppliers), avoid fatigue for the players concerned and maximise the long-term positive impact of the actions taken. This workshop also helped strengthen direct dialogue with operational teams in charge of human rights, identify the need to strengthen human rights programmes internally, and specify how shareholder engagement can support these initiatives.

At the end of the workshop, individual letters were sent to the management bodies of the participating companies to specify expectations and formalise dedicated areas for improvement. Letters were sent to: **Coty, Dsm-Firmenich, Estée Lauder, Givaudan, Hermès, IFF, L'Oréal** and **LVMH**.

This engagement will continue in 2026 with the support of the FLA. The LBP AM group also continues to monitor the progress made as part of the *Harvesting the Future* initiative, which is active in Egypt.

### ► Engagement with European defence companies

In 2025, in an environment marked by intensifying international tensions, the French public authorities called for increased financial support for the Defence Industrial and Technological Base (BITD), to increase production capacity and guarantee the country's strategic sovereignty. In this context, while recognising the challenge of maintaining an innovative and high-performance defence industrial and technological base, the LBP AM group has adopted a responsible investment policy for the sector, aimed at setting out several expectations for companies in the industry. In line with this policy, the LBP AM group carried out a thematic study on **30 major companies in the European defence industry** and, more specifically, their due diligence regarding human rights risks in the downstream segments of their value chains.

Based on the results of this study, the LBP AM group engaged with two defence companies, to convey its recommendations and expectations concerning mechanisms for analysing and managing country and client risks, the formalisation of policies or commitments concerning sensitive sales, the adoption of internal control mechanisms, the training of key personnel, the implementation of escalation protocols related to the risks of human rights violations or violations of international humanitarian law, and finally, transparency in the management of these risks.

### ► Investors for a Just Transition Initiative (FIR)

In 2025, under the aegis of the FIR, the LBP AM group relaunched the *Investors for a Just Transition initiative*, of which it serves as vice-chair. It aims to support companies in four key sectors (food and agriculture, energy, transport, building and construction) in integrating just transition issues.

The main objectives are to:

- Formulate clear, measurable expectations that are monitored over time;
- Facilitate comparisons of maturity levels between companies;
- Define and disseminate sector best practices;
- Strengthen knowledge sharing between investors.

The evaluation phases began in spring 2025 and the dialogues in the fourth quarter. The LBP AM group engaged **Nestlé, Danone, Iberdrola, Vallourec, Renault, Michelin** and **Vinci**.

### ► Platform for Living Wage Financials (PLWF)

In 2025, the LBP AM group joined the *Platform for Living Wage Financials coalition*, which brings together 22 financial institutions representing more than €7 trillion in assets. The initiative aims to **encourage businesses to implement credible strategies to ensure a living wage throughout their global supply chains**.

In 2025, assessments and engagement actions were carried out with **50 companies in the clothing, agriculture and food distribution sectors**. By joining the coalition, the LBP AM group reaffirms its determination to take concrete actions in favour of decent working conditions and the payment of a living wage in global supply chains, in line with the objectives defined in its Human Rights policy. This engagement also reflects the group's ambition to support inclusive growth and strengthen the resilience of communities and territories. Within this framework, the LBP AM group engages with **HUGO BOSS AG** and **Carlsberg**.

### ► ICCR – Rights of content moderators

In 2025, the LBP AM group participated in the campaign led by the *Interfaith Center for Corporate Responsibility (ICCR)* on the **working conditions of content moderators**. This campaign follows the publication in October 2024 of an ICCR report highlighting the social risks associated with large-scale data processing technologies, particularly for workers responsible for classifying, filtering, or evaluating content.

The campaign began by sending letters to several major technology companies – **Alphabet, Microsoft, Meta, TikTok** – and their data moderation and annotation subcontractors, such as **Accenture** and **Teleperformance**. Dialogues were then initiated with Meta, Microsoft, and Accenture.

#### ▸ FIR – Written question campaign at general meetings

For the sixth consecutive year, the FIR submitted questions of CAC 40 companies, focusing on the major themes of societal responsibility. The aim of this campaign is to encourage companies to increase the transparency of their reporting and publicly disclosed information. In this context, the LBP AM group, as a member of the FIR's Engagement Commission, participated in the development of specific questions targeting four companies. The themes of these questions included human rights risk management in relation to artificial intelligence with military applications, as well as human rights risk management in value chains and project development.

#### ▸ ShareAction – Long-Term Investors in People's Health (LIPH)

In 2025, the LBP AM group also participated in a campaign led by ShareAction as part of the *Long-Term Investors in People's Health* programme, specifically targeting **the restaurant sector and its impacts on public health**.

The restaurant industry plays a significant role in contemporary diets. In the US, one in three adults consumes fast food every day, while in the UK, 60% of the population consumes it at least once a week. However, according to several external assessments, the **nutritional quality** of food offered by the major players in the sector remains low overall. There is thus a **significant discrepancy between the materiality of health and nutritional issues for these companies and the level of transparency they provide**, particularly regarding the sales of less healthy products.

In this context, the LBP AM group signed letters addressed to the management of **Chipotle, McDonald's, Restaurant Brands International** and **Yum! Brands**, to seek greater transparency and clarification of their health and nutrition strategies.

#### ▸ Investor Alliance for Human Rights

The LBP AM group continues its engagement within the Investor Alliance for Human Rights, a non-profit initiative based on **investors' commitment and responsibility to respect human rights**. In this context, it participates in particular:

→ In **The Corporate Human Rights Benchmark (WBA)** engagement group, co-organised by the World Benchmarking Alliance and dedicated to assessing the human rights due diligence policies, processes and practices of the largest companies in at-risk sectors, as well as their capacity to remediate the most severe impacts on individuals. The LBP AM group is a member of the Investor Leadership Committee of this engagement initiative;

→ In the engagement group on **risks associated with forced labour of Uyghurs in automotive supply chains**, which aims to assess companies' capacity to adopt a strategy to reduce, in the long term, dependence on materials derived from forced labour and to increase transparency in the management of their supply chains. Within this framework, the LBP AM group is engaged with **Mercedes-Benz, Stellantis** and **Volkswagen AG**.

#### ▸ Investor Initiative on Hazardous Chemicals (IIHC)

The LBP AM group participates in the Investor Initiative on Hazardous Chemicals (IIHC), run with the Swedish NGO ChemScore. **By signing a letter addressed to 54 of the world's largest** producers and users of forever pollutants, the LBP AM group engages with five **companies in the chemicals sector to plan a gradual phase-out of these substances and to strengthen transparency in the management of the risks and impacts associated with their production and use**.

Two notable advances were observed in 2025:

→ **Syensqo** assessed the presence of persistent substances in all products marketed by the group worldwide, as well as in raw materials used in 2024, covering more than 98.5% of chemicals produced and used (by volume/weight);

→ **DuPont** has mapped the presence of PFAS, and persistent chemicals not yet classified as part of its internal screening process, to identify harmful substances.

#### ▸ Access to Medicine

The *Access to Medicine Foundation* evaluates pharmaceutical companies on their **ability to promote access to medicines and healthcare**, particularly for the most vulnerable populations, through research and development, pricing policies, and intellectual property practices. It also organises investor engagement campaigns to encourage companies to strengthen their practices. The LBP AM Group engages bilaterally with **Sanofi** in this context.

#### ► Advance (UN PRI)

The *Advance* collaborative engagement initiative, led by the United Nations Principles for Responsible Investment, aims to **drive progress in human rights risk management**. The LBP AM group participates in the two working groups on the renewable energy and mining sectors and engages with **ArcelorMittal**, particularly regarding the strengthening of traceability measures in supply chains, the identification of risks linked to certain geographies or materials, and health and safety risk management procedures.

In 2025, ArcelorMittal published the findings of an external audit conducted by DSS+ on the health and safety standards applied across the group's sites and operations. Dialogue continued to obtain more details on the methodology used in this audit, how it was linked to consultation with stakeholders and workers, and the practical implementation of the recommendations made. This work remains ongoing.

#### ► Business and Conflict Community of Practice

The LBP AM group also participates in the *Investor Engagement in Conflict-Affected and High-Risk Areas* initiative, organised by PeaceNexus, the IAHR, and Heartland Initiative. By engaging selected IT companies, this initiative aims to **encourage companies to adopt measures and procedures to reduce the risk of negative impacts on human rights and conflict dynamics associated with their operations in conflict zones**. In 2025, the LBP AM Group acted as a supporting investor for one company within the framework of this coalition.

#### ► FIR – Coalition against forced and child labour

In 2021, the French SIF (Forum de l'Investissement Responsable) formed a coalition of ten of its investor members to engage with **companies deemed to be exposed to risks relating to forced and child labour, and to strengthen their policies and methods for managing these risks**. Ten companies were selected and evaluated using a grid co-developed with the NGO Ressources Humaines Sans Frontières (RHSF), in partnership with the French Ministry of Europe and Foreign Affairs. This grid assesses:

- The company's knowledge of the risks;
- The level of commitment expressed;
- The targeting of the prevention and mitigation approach;
- The relevance of the measures deployed.

The LBP AM group engaged **LVMH, L'Oréal, Accor, Bouygues, Stellantis** and **Carrefour** as lead investors, and **Neoen** as a supporting investor.

Two notable advances were observed in 2025:

- **Accor** has developed a comprehensive human rights risk mapping covering its operations and purchasing activities. This mapping is the result of internal and external consultation work involving a diverse range of stakeholders, whose perspective has contributed to a better understanding of the risks associated with the group's activities;
- **Carrefour** has strengthened the monitoring of its franchised entities to ensure that their practices are aligned with the group's human rights guidelines.

#### ► Collective Impact Coalition for Ethical AI (World Benchmarking Alliance)

This engagement initiative aims to **encourage technology companies to strengthen their policies and practices with regard to ethical artificial intelligence**. Launched in September 2022, it encourages them to publish their principles and policies on ethical AI and to demonstrate:

- How they implement these principles;
- How they integrate AI-related risks into their human rights impact assessments;
- Which governance mechanisms govern the development, deployment, and acquisition of AI technologies.

The LBP AM group is involved in engagements with **Nvidia, Amazon** and **Adobe**.

### 3.2.c. Governance

As a key moment in our shareholder engagement activity, **the annual general meeting season is a valuable opportunity to discuss our voting principles with companies** and to explain the reasons for voting against some resolutions in order to encourage better governance practices. This approach includes drawing up a list of companies to which voting principles and reasons for opposition are systematically communicated, with the aim of promoting good governance practices.

These engagement actions have been conducted in accordance with the LBP AM group's voting policy, which sets out governance expectations. In 2025, **219 governance-related areas for improvement** were identified (including **187 during general meetings**) and shared with **124 companies**.

#### ▸ Club 30 France

The Club des 30 is a collaborative engagement initiative that aims to **encourage companies to promote the inclusion of women in leadership positions**. The LBP AM group is a founding member of the French chapter of this initiative, which was set up in November 2020 to promote gender diversity within the governing bodies of the SBF 120. The Club encourage companies to:

- Be transparent about the procedures used to identify and appoint new members to the senior management team;
- Explain how this process ensures diversity within management teams;
- Provide information on how diversity is reflected at all levels of corporate responsibility;
- Provide evidence or indications of a corporate culture supportive of gender diversity.

We provide companies with a **question grid** in advance of discussions, covering diversity governance, training, transparency of KPIs on diversity issues, fair compensation practices, internal promotion, retention and work–life balance policies, and prevention of sexual harassment.

Each year, we lead engagement with selected SBF 120 companies. In 2025, these companies were the same as in the previous two years, ending a three-year engagement cycle: **Carrefour** and **ArcelorMittal**.

Club 30 France publishes **a report** on its activities.

#### ▸ FIR SMID Club

Founded in 2024, the SMID Club aims to **strengthen collaboration between investors to better support small and mid-cap businesses in their ESG progress**. These companies, often with more limited resources, also face specific challenges in implementing new regulations such as the CSRD.

The LBP AM group has positioned itself as one of the leaders of the working group on corporate governance, which pursues three main objectives:

- To create a community of responsible investors dedicated to dialogue and engagement with small and mid-cap companies on governance issues;
- To pool best practices, share feedback and encourage the emergence of common expectations to ensure consistent support;
- To become a benchmark player in shareholder dialogue with these companies.

The LBP AM group is also a member of the **working group on social issues**. Within this working group and since 2024, the group has engaged with **Wavestone**. The mid-term review carried out in 2025 with the management team confirms a very constructive momentum. Regarding governance issues, several major advances were highlighted: the announced separation of the functions of Chairman and Chief Executive Officer, accompanied by a structured succession plan, as well as the gradual reduction in the size of the Board with a view to improving effectiveness. The company has also taken a proactive stance by engaging with investors to present its progress.

Other areas for progress – in particular training and human capital – are also improving, notably with the creation of a Learning Hub and the strengthening of local training mechanisms. However, there are still several issues that need to be addressed: the variation in the number of training hours, the empowerment of managers to assess skills, and the lack of granular HR indicators relating to retention, turnover and knowledge transfer. The LBP AM group will continue to monitor these elements, particularly with a view to the publication of the 2026 sustainability report.

► Collaborative engagement campaign promoting say-on-climate resolutions

Listed UK companies are invited to submit their climate plan to a shareholder vote as part of an initiative coordinated by CCLA Investment Management and the Local Authority Pension Fund Forum (LAPFF). The LBP AM group supports this approach for the third consecutive year, reflecting its continued commitment to **enhanced climate governance**.

Currently, only 20% of FTSE 100 companies have presented their climate transition plan to shareholder vote. The letter sent to the FTSE 100 companies is therefore intended to improve this situation by asking them:

- If they plan to submit their climate plan to a vote,
- When they intend to do so,
- And, where appropriate, why they do not intend to submit it to a vote.

This initiative is in line with the work of the French SIF (Forum de l'Investissement Responsable), which has been campaigning since 2021 for a widespread introduction of the *say-on-climate* votes.

### Imerys

In our shareholder dialogue with **Imerys**, we encouraged the company to strengthen the female representation on its Executive Committee, to include a role specifically dedicated to CSR issues, and to raise the level of independence of its Board of Directors. These areas for improvement, which are central to more robust governance, aim to strengthen the quality of decision-making, improve risk management, and increase transparency for shareholders.

Between 2022 and 2025, significant progress was made. The Executive Committee now has 9 managers, including 3 women, bringing the female representation rate to 33%, compared with only 9% in 2021. This increase demonstrates a concrete desire to promote better diversity of profiles at the highest level of management, a diversity that is a recognised lever for organisational performance and strategic innovation.

In addition, the integration of a CSR-focused profile was reflected in the appointment, in October 2022, of Leah Wilson as Sustainable Development Director and her appointment to the Executive Committee. This development responds to strong expectation from investors, who consider it essential to have in-house expertise capable of steering sustainability, regulatory compliance and environmental transition issues. Expanding the Executive Committee to include a structured CSR responsibility enables the company to integrate these dimensions in a more consistent and cross-cutting manner into its strategy.

These developments illustrate Imerys' ability to implement structural changes in response to investors' governance expectations. They also reflect the company's awareness of the central role that diversity, sustainability, and the independence of governance bodies play in long-term value creation and the legitimacy of its management model.

### 3.3. Engagement activity on Real and Private assets

The private debt management teams (corporate, infrastructure and real estate) engage in dialogue with counterparties during the due diligence phase, particularly at the GREaT rating stage, to gather information and deepen their understanding of ESG practices. As part of certain strategies, they may also negotiate the **inclusion of sustainability-linked covenants or margin ratchet in loan contracts**, to encourage borrowers to improve their practices regarding the most material environmental and social issues. These engagements are included in the financial documentation and are accompanied by an annual disclosure requirement for counterparties.

Corporate Private Debt portfolio managers and experts from the SRI Solutions team are actively involved in structuring **Sustainability-Linked Loans** (SLLs), financing instruments designed to support the improvement of borrowers' ESG practices via a financial incentive linked to the achievement of annual targets. The LBP AM group's teams engage with company management at an early stage to understand their CSR challenges and strategy. On this basis, they identify the most material areas for improvement and propose one to three indicators (ESG KPIs) together with progress trajectories over the life of the financing. These KPIs are then assessed annually to measure the achievement of the targets set; depending on the results, they trigger a bonus-malus mechanism applied to the interest margin.

In 2025, Corporate Private Debt continued to roll out its *Midcap Senior Debt* strategy, classified as Article 9 under the SFDR. This strategy makes 100% sustainable investments while applying at least one ESG KPI and an improvement trajectory attached to the closing of each loan agreement. **As at 31 December 2025, the portfolio held 28 receivables, with an average of 2.8 KPIs per financing.** The KPIs were broken down as follows: **49% linked to sustainability in the value chain** (e.g. waste recycling, Ecovadis score, etc.), **37% to the decarbonisation of the business model** (e.g. reduction of carbon footprint, etc.), **13% to quality of employment** (e.g. staff training, reduction in accident rates, etc.) and **1% to value sharing** (e.g. employee share ownership). Throughout the life of the transactions, the Corporate Private Debt portfolio managers also remain involved with the management teams of the companies in which they invest, to work jointly to improve ESG performance.

In 2022, for example, LBP AM invested in **Batibig**, a group specialising in energy renovation and building maintenance. Founded in 2005 by Charles and Justin Bignon, the platform comprises around 64 family companies carrying out highly technical work.

With 1,200 employees and revenue of more than 200 million euros in 2024, Batibig stands out for its commitment to societal responsibility. Since 2022, the company has developed a CSR roadmap built around four commitments: integrating CSR into its strategies, promoting employee fulfilment, using resources responsibly, and offering solutions with a positive impact.

In 2025, a video published by the LBP AM group featured a discussion between Frédéric Homs, Investment Director at LBP AM European Private Markets, Frédéric Lowe, ESG expert, and representatives of Batibig –Charlotte Bouges, CSR manager, and Justin Bignon, co-founder – about the implementation of this roadmap and its contribution to the company's overall performance.

#### Investment case with Batibig

According to Justin Bignon, the financing provided by LBP AM was decisive in achieving **Batibig's** objectives: "Without this financing, we would not have been able to achieve a quarter of what we were able to achieve in 20 years." Building on this collaboration, in 2025, LBP AM financed two additional debt lines to support the company in its CSR trajectory.

#### Focus on the Infrastructure Climate Impact fund

In 2025, and more particularly in the context of the *Infrastructure Climate Impact fund*, the Private Debt Infrastructure management and SRI Solutions teams adopted a proactive approach towards counterparties. Classified as an impact fund and as Article 9 under the SFDR, this fund aims to finance only projects and activities that contribute substantially to the climate change mitigation objective defined by the EU taxonomy, with the goal of achieving an alignment rate of 70%.

To achieve this ambition, an individualised assessment was sent to each counterparty, presenting the fund's Taxonomy objectives, the alignment process and the level of compliance of the counterparty with the applicable requirements. This communication was based on the results of an independent audit by a trusted third party, ensuring the reliability and transparency of the information provided. The initiative aimed to enhance transparency, raise awareness among counterparties and promote constructive dialogue to support their efforts to further align with the EU Taxonomy. It illustrates the LBP AM group's desire to develop strong partnerships and support the transition towards practices that comply with regulatory and sustainability standards.

# Capacity to influence: 2025 advocacy and partnerships with key market players

In line with its commitment to the six Principles for Responsible Investment (PRI) and convinced that all stakeholders in the financial ecosystem have a role to play in the development of responsible finance, **the LBP AM group conducts engagement initiatives beyond issuers held in portfolios**. It also interacts with public authorities, financial regulators, and professional organisations to promote its vision of responsible investment to the market. It also engages asset managers (through fund selection) and ESG data providers, to support the dissemination of robust practices and better transparency.

## 4.1. Engagements with public authorities, financial regulators or professional organisations

The LBP AM group interacts with public authorities, financial regulators, and professional organisations on sustainability issues, by **responding to consultations** prior to the publication of new regulations, **participating in working groups or roundtables**, and **conducting various advocacy actions**.

To this end, in 2025, the LBP AM group carried out the following engagement actions:

### Advocacy – Public letters and op-eds

- **Signing a public letter from investors**, at the initiative of the French SIF, the PRI and Eurosif, aimed at preserving the ambition of the European sustainable finance framework in the context of the “Omnibus” package and at encouraging corporate transparency to support informed investment decisions. [Link to the letter](#).
- **Signing a French SIF op-ed** reaffirming the capacity of shareholder dialogue –through *say-on-climate* resolutions– to improve the quality and pace of companies’ environmental transition plans. [Link to the op-ed](#).
- **Signing a joint op-ed signed by PRI, IIGCC and Eurosif**, recalling that competitiveness and regulatory simplification are compatible with transparency and transition objectives. [Link to the editorial](#).

- **Signing a public letter at the initiative of the IIGCC**, addressed to the European Commission, calling for the maintenance of ambitious regulations on methane-emission reduction. [Link to the letter](#).
- **Signing “The Belém Investor Statement on Rainforests”**, an op-ed calling on governments to strengthen forest protection policies by 2030. [Link to the editorial](#).
- **Signing of an op-ed at the initiative of, among others, ShareAction on chemicals and biodiversity**. [Link to the op-ed](#).
- **Signing an op-ed coordinated by Cambridge** calling on the EU to set a target of at least 90% net reduction in greenhouse gas emissions by 2040 compared with 1990 levels. [Link to the op-ed](#).

### Consultations and contributions

- **Response to EFAMA’s consultation** via the AFG, on the revision of the Shareholder Rights Directive II.
- **Response to the EFRAG consultation** both before and after the proposal for revised ESRS under the CSRD.
- **Consultation and contribution to a guide** on engagement and risks in conflict and high-risk areas, organised by TrustWorks and Heartland Initiative.
- **Consultation of the UN Working Group on Business and Human Rights** on its 2026 activities and work programme.
- **Consultation by the Access to Medicine Foundation** on the methodology for the 2026 Access to Medicine Index.
- **Contribution to an AFG position paper** on Omnibus.
- **Contribution to an AEFR position paper on the revision of the SFDR**, highlighting the benefits in terms of clarity and combating greenwashing.
- **Contribution to a response coordinated by the CDC** to the European Commission consultation on the Taxonomy, aimed at proposing simplifications of the classification system.
- **Response to a PRI consultation on Omnibus, CSRD, CS3D, and transition plans**.
- **Contribution to the Club 30 report**. This report highlights the latest trends observed by the Club on gender diversity in SBF 120 companies in France. [Link to the report](#).
- **Contribution to a response coordinated by the AFG** to the consultation of the Ministry of the Armed Forces and the Ministry of the Economy and Finance, concerning support for investment in the defence industrial and technological base.

- **Contribution to a response coordinated by France Invest** to the consultation of the French Ministry of the Armed Forces and the French Ministry of the Economy and Finance on supporting investment in the defence industrial and technological base.
- **Contribution to a position paper** by the Biodiversity Economy Mission (MEB) and CDC Biodiversité/CSRD on the integration of biodiversity by private players, between reporting requirements and voluntary approaches. [Link to the paper](#).

### **Public interventions (panels, roundtables, webinars)**

Throughout the year, the LBP AM group **publicly supported its positions** by presenting them in various panels and conferences dedicated to ESG issues. The LBP AM group has spoken out on issues such as risk management in conflict zones –for example at the “*Navigating Portfolio Exposure to Conflict-Affected and High-Risk Areas*” panel organised by the Investor Alliance for Human Rights– and living wage issues in supply chains, through its intervention at the *Platform for Living Wage Financials Annual Forum*.

The LBP AM group has also sought to **clarify the link between its public positions, its responsible investor strategy and its engagement priorities**. This led to exchanges on key themes such as deforestation prevention (e.g., *Rainforest Foundation Norway* webinar), plastic pollution control (*Blue Economy Finance Forum* panel), and biodiversity protection (“*Biodiversity Funds: how to avoid greenwashing*” panel organised by Seabird).

Lastly, we **actively participated in numerous roundtables and webinars** aimed at sharing engagement practices between investors. Our presentations covered a wide range of topics, including voting and shareholder engagement policies (AMF webinar), geopolitical issues and their implications for investors (ICCR / Heartland Initiative panel), and the prospects for sustainable finance in a fragmented world (ESSEC Institute for Geopolitics & Business webinar). We also contributed to more accessible formats such as *The Sustainability Omnibus Podcast*.

## 4.2. Engagements with ESG data providers

The LBP AM group also engages in dialogue with providers of extra-financial data and analysis, to help them **improve the quality of the information made available to the market and promote the development of their methodologies**. This approach aims to strengthen the robustness, transparency, and relevance of the data used in the analysis, engagement, and voting processes.

In 2025, several actions were carried out:





- **Participation in a collaborative initiative dedicated to improving ESG data.** The LBP AM group joined the *Investor Initiative on Human Rights Data (IIHRD)*, which aims to strengthen the depth and breadth of human rights data provided by data and ESG index providers. The aim is to encourage better coverage, greater transparency, and improved methodologies for assessing human rights risks and practices.
- **Response to the ISS questionnaire on changes to its voting policies.** LBP AM responded to the annual questionnaire entitled “Developments in ISS regional voting policies”. As the guidelines chosen by ISS have a direct impact on pre-GM analyses and voting recommendations, it is essential for the group to position itself to positively influence the development of these standards.
- **Bilateral exchanges with our data providers including ISS, Clarity, and MSCI as part of an effort to improve data quality.**

### 4.3. Engagements with asset managers in the context of fund selection

The LBP AM group also conducts a structured dialogue with the asset managers whose funds it selects, to assess the quality of their responsible investment approaches and support the strengthening of their ESG practices. LBP AM has developed a proprietary analysis grid called “GREaT AM”, which is intended to assess the maturity of these asset managers across all relevant ESG dimensions. In 2025, an ESG dialogue was conducted with **26 of the 45 asset managers** whose funds the group had invested in. These discussions made it possible to formulate areas for improvement for **14 asset managers**,

regarding their exclusion policies, particularly those linked to coal, oil and gas, as well as the thresholds applied in the funds on the buy list. LFDE, for its part, has developed a specific SRI analysis approach for assessing UCIs, based on an internal grid called “SRI Maturity by LFDE”. This grid assigns a score to each UCI based on the analysis of more than fifty quantitative and qualitative criteria, each assessed according to a precise scale designed to limit any subjective bias. In 2025, suggestions for improvement regarding the ESG approach were sent to **2 asset managers** following these analyses.




TABLES SUMMARISING THE MARKETPLACE INITIATIVES IN WHICH THE LBP AM GROUP PARTICIPATED IN 2025

ORGANISATION	NATURE OF THE LBP AM GROUP'S INVOLVEMENT	DETAILS OF THE INITIATIVE	ASSET MANAGER CONCERNED
 Access to medicine foundation	→ Membership of a marketplace organisation	The Foundation is an international network of investors whose objective is to encourage the pharmaceutical industry to develop access to medicines for the populations of low-income countries. Every two years, it publishes a <b>ranking of the twenty largest pharma companies in the world</b> .	LBP AM LFDE
 AFG	→ Membership of a marketplace organisation → Committee membership → Participation in working groups	Emmanuelle Mourey (Chairman of the Management Board of LBP AM) has been a member of the Strategic Committee since December 2019. The LBP AM group is a member of the Responsible Investment (RI) and Corporate Governance Committees. Other LBP AM group employees also participate in other AFG committees.	LBP AM LFDE
 AMF	→ Commission seat	Hélène Charrier (Head of SRI Solutions at LBP AM) is a member of the <b>Climate and Sustainable Finance Advisory Committee</b> , which began a new term at the end of 2022.	LBP AM
CDC biodiversité / Nature 2050	→ Sponsor	CDC Biodiversité finances the Nature 2050 project to protect biodiversity and adapt natural environments to climate change. LBP AM contributes to financing the preservation and restoration of nature by supporting CDC Biodiversité through the payment of a lump sum.	LBP AM
 CDP	→ Membership of a marketplace organisation → Participation in collaborative engagement campaigns	The CDP encourages greater disclosure of the environmental impact of investors, companies and governments. Three LBP AM equity funds in 2019, 2020, 2021 and 2022 received a Climetrics award from the initiative. In 2025, the LBP AM group also participated in the collaborative engagement campaign “Disclosure Campaign.”	LBP AM LFDE






TABLES SUMMARISING THE MARKETPLACE INITIATIVES IN WHICH THE LBP AM GROUP PARTICIPATED IN 2025

ORGANISATION	NATURE OF THE LBP AM GROUP'S INVOLVEMENT	DETAILS OF THE INITIATIVE	ASSET MANAGER CONCERNED
 <p>Ceres</p>	<ul style="list-style-type: none"> <li>➔ Membership of a marketplace organisation</li> <li>➔ Participation in collaborative engagement campaigns</li> <li>➔ Participation in working groups</li> </ul>	<p>Launched in 2018, Ceres is a US-based organisation bringing together international investors wishing to contribute to the fight against deforestation, mainly linked to livestock farming and soybean cultivation in the Amazon. LBP AM participates in the following collaborative engagement campaigns organized by CERES: "Land use and Climate", "Deforestation", "Biodiversity", "Valuing Water Initiative". The initiative in which LBP AM participated brings together international investors who wish to contribute to the fight against deforestation, mainly linked to livestock farming and the cultivation of high-risk agricultural raw materials.</p>	LBP AM
Clarity AI	<ul style="list-style-type: none"> <li>➔ Participation in a working group</li> </ul>	<p>LBP AM took part in the working group set up by a data provider bringing together various asset managers (EU and US) to address issues involving improving ESG data. LBP AM is a member of Clarity AI's Asset Management Client advisory board. This forum, which meets twice a year at Clarity AI's initiative, enables the company to exchange views with a panel of customers to obtain feedback on the products it offers, as well as to identify current trends in its customers' needs. LBP AM participates in this working group.</p>	LBP AM LFDE
 <p>Climate Action 100+</p>	<ul style="list-style-type: none"> <li>➔ Participation in collaborative engagement campaigns</li> </ul>	<p>The Climate Action 100+ initiative, led by PRI and IIGCC, aims to encourage the world's major emitters of greenhouse gases to reduce their emissions in line with the objectives of the Paris Agreement. By signing the initiative's charter, the LBP AM group is committed to encouraging the energy transition through the investments of its funds.</p>	LBP AM LFDE
 <p>Club 30%</p>	<ul style="list-style-type: none"> <li>➔ Participation in working groups</li> </ul>	<p>LBP AM is a founding member of the French Club 30 initiative, which was set up in November 2020 to promote gender diversity within the executive bodies of the SBF 120. LBP AM participates in collaborative engagement campaigns within the club.</p>	LBP AM
Defence Investor Club	<ul style="list-style-type: none"> <li>➔ Membership of a marketplace organisation</li> </ul>	<p>This club, set up by the French Directorate General for Armaments, is intended to help investors in their capacity to contribute to the financing and support of defence industrial and technological base enterprises.</p>	LBP AM
 <p>Eurosif</p>	<ul style="list-style-type: none"> <li>➔ Membership of a marketplace organisation</li> <li>➔ Participation in working groups</li> <li>➔ Participation in governance</li> </ul>	<p>Eurosif is the pan-European association promoting sustainable finance at European level –encompassing the EU, the enlarged European Economic Area (EEA) and the United Kingdom (UK). Eurosif's activities include contributing to public policy and conducting research to better understand responsible investment and the obstacles faced by sustainability-minded investors. In particular, the LBP AM group participates in working groups on the classification of financial products. The working groups aim to inform Eurosif's reflections on ESG data as part of the European Omnibus initiative affecting CSRD, CSDDD and Taxonomy regulations.</p>	LBP AM LFDE
 <p>FAIRR</p>	<ul style="list-style-type: none"> <li>➔ Membership of a marketplace organisation</li> <li>➔ Participation in collaborative engagement campaigns</li> <li>➔ Participation in working groups</li> </ul>	<p>This initiative aims to encourage food manufacturers to improve their practices in terms of animal welfare and nutrition. The LBP AM group participates in the following working groups: Sustainable Aquaculture, Sustainable Proteins, Biodiversity and Pollution, Antimicrobial Resistance and Antibiotics.</p>	LBP AM LFDE
 <p>Finance For Biodiversity Foundation</p>	<ul style="list-style-type: none"> <li>➔ Membership of a marketplace organisation</li> <li>➔ Participation in collaborative engagement campaigns</li> <li>➔ Participation in working groups</li> <li>➔ Signing a pledge</li> </ul>	<p>Since 2020, the LBP AM group has been a signatory to the Finance for Biodiversity Pledge and participates in working groups on biodiversity impact measurement (engagement around biodiversity, setting biodiversity targets) and advocacy and political engagement on biodiversity. LBP AM took part in the development of a grid for analysing the impact on biodiversity of real estate assets. The FABRIC initiative aims to work and engage with the most influential companies in the textile and apparel sector, to achieve positive biodiversity outcomes, by addressing the significant environmental impacts that are faced. The working group brings together international investors looking to exchange on the various ways to measure their impact on Biodiversity.</p>	LBP AM LFDE

TABLES SUMMARISING THE MARKETPLACE INITIATIVES IN WHICH THE LBP AM GROUP PARTICIPATED IN 2025

ORGANISATION	NATURE OF THE LBP AM GROUP'S INVOLVEMENT	DETAILS OF THE INITIATIVE	ASSET MANAGER CONCERNED
 <p>Participation in the creation and financing of the FDIR Chair</p>	<ul style="list-style-type: none"> <li>→ Support for academic research</li> <li>→ Participation in governance</li> </ul>	<p>The FDIR Chair's purpose is to promote collaboration between asset management professionals and academic researchers whose work contributes to the international influence of the Paris marketplace on essential themes: biodiversity, the impact of climate change, and social preferences for ESG. Since 2016, LBP AM has held the Chair's presidency.</p>	LBP AM
 <p>French SIF (Forum de l'Investissement Responsable)</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Seat on governance bodies</li> <li>→ Seat on committees/commissions</li> <li>→ Participation in working groups</li> <li>→ Participation in collaborative engagement campaigns</li> <li>→ Support for academic research</li> </ul>	<p>FIR was created in 2001 to promote SRI. LBP AM joined the FIR in 2014. H�el�ena Charrier (LBP AM's SRI Solutions Director) was re-elected to the Board of Directors of the French SIF in 2022, of which H�el�ena Charrier is one of the Vice Presidents. The LBP AM group is also a member of the Dialogue and Engagement Commission. The LBP AM group participates in the FIR's working group <i>say-on-climate</i>, and in the collaborative engagement on forced labour and child labour. In 2024, the LBP AM group also participated in the creation and piloting of a collaborative engagement initiative on the governance of small and medium-sized enterprises, as well as in ESG workshops to better understand companies' expectations in terms of shareholder dialogue on ESG topics. In addition, in 2025, the LBP AM group relaunched and serves as vice-chair of the Investors for a Just Transition initiative, which aims to support companies in the agri-food, energy, transport, and building and construction sectors in integrating just transition issues into their activities and governance.</p>	LBP AM LFDE
 <p>France Invest</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Seat on a committee</li> </ul>	<p>FranceInvest is a professional organization bringing together over 400 French private equity and private debt management companies, of which LBP AM is a member of the Sustainability Commission. The association and its members are committed to supporting unlisted startups, SMEs and ETIs in their transformation towards responsible practices and models.</p>	LBP AM
<p>Guidance on Responsible Investment in Defence-related Companies (GRID)</p>	<ul style="list-style-type: none"> <li>→ Seat on a committee</li> <li>→ Participation in working groups</li> </ul>	<p>GRID's goal is to develop, promote, and adopt a set of internationally recognised, robust, and credible principles to guide responsible investment in the defence industry, along with practical implementation tools and advice.</p>	LBP AM
<p>Interfaith Center for Corporate Responsibility (ICCR)</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>In 2025, the LBP AM group participated in the campaign led by the ICCR, following the publication of their report on the social risks associated with data processing technologies. This resulted in dialogues with Microsoft, Meta and Accenture.</p>	LBP AM
 <p>International Corporate Governance Network (ICGN)</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Participation in working groups</li> </ul>	<p>A global network of responsible investors who promote the highest standards of corporate governance with the aim of long-term value and contributing to the sustainability of economies, societies and the environment. LBP AM joined the network in 2023.</p>	LBP AM
 <p>Institute of Sustainable finance (IFD)</p>	<ul style="list-style-type: none"> <li>→ Participation in working groups</li> </ul>	<p>Formerly known as Finance for Tomorrow, IFD is an initiative of Paris Europlace dedicated to promoting sustainable finance, in France and internationally. The aim is to redirect financial flows towards a low-carbon and inclusive economy, consistent with the Paris Agreement and the Sustainable Development Goals. LBP AM co-chairs the IFD working group on the application of the IFD impact grid to real assets (infrastructure and real estate). The group's objective was to ensure that the general grid reflected the specific characteristics of these asset classes in terms of intentionality, additionality, and measurability of impacts. Where appropriate, adjustments were proposed to the tool to correct biases that could penalise real asset funds compared to other strategies. The initiative brings together French investors to exchange views on the challenges of integrating biodiversity into their investment practices. It coordinates advocacy actions and supports knowledge-sharing on emerging issues.</p>	LBP AM LFDE

TABLES SUMMARISING THE MARKETPLACE INITIATIVES IN WHICH THE LBP AM GROUP PARTICIPATED IN 2025

ORGANISATION	NATURE OF THE LBP AM GROUP'S INVOLVEMENT	DETAILS OF THE INITIATIVE	ASSET MANAGER CONCERNED
 <p>The Institutional Investors Group on Climate Change (IIGCC)</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Participation in working groups</li> </ul>	<p>The Institutional Investors Group on Climate Change is a network of investors focused on climate change, collaborating on the development of market guides and engagement actions. LBP AM members participate in consultations and working groups. The group works with companies and decision-makers, as well as investors, to help mobilise capital for the transition to a more sustainable economy. The LBP AM group contributes to the "Investor Expectations" working group, which aims to assess the state of the art of climate data by comparing the solutions of 16 data providers and their completeness, coverage, and quality. The Group also joined the "Stewardship Toolkit" working group.</p>	LBP AM
<p>Investor Engagement in Conflict-Affected and High-Risk Areas</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>The Investor Engagement in Conflict-Affected and High-Risk Areas, organised by PeaceNexus, the Investor Alliance for Human Rights and the Heartland Initiative, aims to engage selected information technology and renewable energy companies, challenging them to adopt a set of measures and procedures to effectively reduce the risk of negative impacts on human rights and conflict dynamics associated with their operations in these areas.</p>	LBP AM
 <p>Investor Initiative on Hazardous Chemicals</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>Spearheaded by the Swedish NGO ChemSec, this initiative brings together more than 50 investors, who have signed a letter sent to 50 of the world's largest producers and users of PFAS, urging them to plan a gradual phase-out of PFAS and to be more transparent in managing the risks and impacts associated with the production and use of these substances.</p>	LBP AM
 <p>Investor Statement de la Taskforce on Climate-related Financial Disclosure (TCFD)</p>	<ul style="list-style-type: none"> <li>→ Signatory of a declaration</li> </ul>	<p>The TCFD makes recommendations on the climate-related information that companies should share to help investors make the right financial decisions. The LBP AM group is committed to communicating and reporting climate risks in line with TCFD standards and encourages companies to deploy these standards.</p>	LBP AM LFDE
 <p>Investors Alliance for Human Rights</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Participation in collaborative engagement campaigns</li> <li>→ Working group participation</li> </ul>	<p>The aim of the alliance is to mobilise responsible investors to respect fundamental human rights. The LBP AM group participates in the "Corporate Human Rights Benchmark", "Rating Digital Rights" and "Uyghur Forced Labour" engagement groups.</p>	LBP AM LFDE
 <p>Nature Action 100</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>Launched in September 2023 through collaboration between CERES, IIGCC, Finance for biodiversity and planet tracker, the Nature Action 100 coalition brings together institutional investors to engage with one hundred key companies in the sectors that have the greatest impact on nature and encourage them to reduce their impact on biodiversity by 2030.</p>	LBP AM LFDE
 <p>Net Zero Asset Managers Initiative</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> </ul>	<p>The Net Zero Asset Managers Initiative (NZAMI) is an initiative aimed at strengthening climate action with the goal of achieving carbon neutrality by 2050. The LBP AM group is committed to making its portfolios carbon neutral through its involvement in this alliance.</p>	LBP AM LFDE
<p>Observatoire de l'immobilier durable (OID)</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Participation in working groups</li> </ul>	<p>This independent association aims to accelerate the ecological transition of the real estate sector in France and internationally. The LBP AM group joined the initiative in 2025 and participates in working groups on various themes (energy, carbon, responsible finance, EU taxonomy, and climate change adaptation) in connection with sustainable real estate.</p>	LBP AM

TABLES SUMMARISING THE MARKETPLACE INITIATIVES IN WHICH THE LBP AM GROUP PARTICIPATED IN 2025

ORGANISATION	NATURE OF THE LBP AM GROUP'S INVOLVEMENT	DETAILS OF THE INITIATIVE	ASSET MANAGER CONCERNED
<p>Platform for Living Wage Financials (PLWF)</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>The PLWF is a coalition of 22 financial institutions that engage and encourage companies to implement a strategy for paying decent wages on a global scale.</p>	<p>LBP AM</p>
 <p>Principles for Responsible Investment (PRI)</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>The PRI were launched by the United Nations in 2006. It is a voluntary commitment by investors to integrate ESG issues into the management of their portfolios. The LBP AM group participates in the working groups on responsible raw materials production and plastics. The LBP AM group also participates in the Advance collaborative engagement campaign Spring is a responsible biodiversity management initiative launched by the PRI, which addresses the systemic risks associated with biodiversity loss to protect the long-term interests of investors.</p>	<p>LBP AM LFDE</p>
<p>Ranking Digital Rights (RDR)</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>The RDR is an independent research programme that aims to assess the policies of technology and telecommunications companies on human rights, privacy, and freedom of expression.</p>	<p>LBP AM</p>
 <p>Responsible Mining 2030</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> </ul>	<p>In 2024, LBP AM joined the Responsible mining 2030 initiative, which aims to initiate reflection on the role of investors in promoting a just energy transition that respects nature and human rights. The multi-stakeholder initiative brings together mining companies, NGOs, representatives of local and Indigenous communities, and investors.</p>	<p>LBP AM</p>
<p>Rainforest Foundation Norway</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>The aim of this working group is to appeal to all players in the automotive value chain, from parts producers to assemblers, to encourage them to address deforestation in their supply chain.</p>	<p>LBP AM</p>
 <p>ShareAction</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>Founded in 2005, ShareAction coordinates numerous engagement campaigns with investors, in response to the major environmental and social challenges we face. The aim of this working group is to engage with companies identified as producers of pesticides and other agricultural chemicals to promote solutions that are more respectful of nature. In 2025, LBP AM participated in the Long-Term Investors in People's Health campaign, targeting the restaurant sector and its impact on public health.</p>	<p>LBP AM LFDE</p>
<p>Taskforce on Inequality and Social-related Financial Disclosures (TISFD)</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace organisation</li> <li>→ Signatory of a declaration</li> </ul>	<p>The Task Force on Inequality and Social-Related Financial Disclosures (TISFD) aims to fill market gaps by developing a global disclosure framework for companies and financial institutions to help them better understand and report on their impacts, dependencies, risks, and opportunities related to people.</p>	<p>LBP AM</p>
 <p>Tobacco-Free Finance Pledge</p>	<ul style="list-style-type: none"> <li>→ Signatory of a declaration</li> </ul>	<p>Launched in 2018, this is the first international treaty to reduce the impact of tobacco on the global economy. Signatories to this initiative commit to a strict tobacco exclusion policy in their investments.</p>	<p>LBP AM</p>
 <p>UNI Global Union</p>	<ul style="list-style-type: none"> <li>→ Membership of a marketplace initiative</li> <li>→ Signatory of a declaration</li> </ul>	<p>In 2022, LBP AM became a signatory to the Investor Declaration on Expectations for the Retirement Home Sector, a document formalising the coalition's objectives. In 2024, LBP AM also joined the Labour Rights Investor Network, which aims to share information and best practices between companies, stakeholders such as trade unions, NGOs and civil society, and investors, on issues related to working conditions and fundamental workers' rights.</p>	<p>LBP AM</p>
<p>World Benchmarking Alliance (WBA)</p>	<ul style="list-style-type: none"> <li>→ Participation in collaborative engagement campaigns</li> </ul>	<p>The LBP AM group is taking part in engagements with technology companies as part of the Collective Impact Coalition for Ethical AI, which aims to encourage them to strengthen their practices with regard to ethical artificial intelligence.</p>	<p>LBP AM</p>

## LBP AM SRI Solutions and LFDE IR Research Teams



### LBP AM

- **Hélène Charrier**, Head of SRI Solutions
- **Antoine Braud**, Quantitative SRI Analyst
- **Benoit Duriez**, Quantitative SRI Analyst
- **Camille Bisconte de Saint Julien**, Human Rights and Social Lead
- **Diane Moulonguet**, Stewardship and Governance Lead
- **Elie Alsarraf**, ESG Private Debt Analyst
- **Frederic Lowe**, ESG Private Debt Analyst
- **Julien Girault**, Climate and Energy Transition Lead
- **Léonard Pirolet**, Head of SRI Strategy Regulation and Implementation
- **Simona Rizzuto**, Biodiversity Lead

### La Financière de l'Échiquier

- **Valentin Vigier**, Head of Responsible investment Research
- **Dorothee Laffite**, SRI Analyst
- **Etienne Daumy**, SRI Engagement Officer
- **Fanny Herbaut**, SRI Analyst
- **Thomas Certeux-Jérôme**, SRI Analyst

## Voting and engagement reports: SRI-labelled Funds

The table below presents, for each French SRI-labelled fund, the voting and engagement report as required by the label's reference framework. In addition, details of the votes cast at GMs for each open-ended fund are made available online, seven days after each GM, on the Proxy Voting Dashboard

### UCI La Financière de l'Échiquier

FUND NAME		2025 EXERCISE OF VOTING RIGHTS			2025 ENGAGEMENT ACTIONS								
		% OF GMs VOTED AT IN THE PORTFOLIO	% OF FRENCH GMs VOTED AT	% OF REST-OF-WORLD GMs VOTED AT	NUMBER OF AREAS FOR PROGRESS COMMUNICATED					COMPANIES ENGAGED WITH		NUMBER OF COMPANIES FOR WHICH THE LBP AM GROUP PARTICIPATED IN AT LEAST ONE COLLABORATIVE ENGAGEMENT	OTHER SIGNIFICANT ENGAGEMENT INITIATIVES
					E	S	G	ESG Blended	Total	Number	% of AuM engaged		
DSA	TOCQUEVILLE SILVER AGE SRI	98%	100%	97%	8	15	26	2	51	14	32%	9	-
DTC	TOCQUEVILLE EUROPE STRATEGIC TECH SRI	91%	100%	88%	-	4	14	-	18	10	24%	3	-
EAE	ECHIQUEUR AGENOR EURO SRI MID CAP	98%	100%	97%	1	1	12	-	14	6	14%	1	-
EAM	ECHIQUEUR ALPHA MAJOR SRI	92%	100%	89%	5	6	19	1	31	11	31%	9	-
ECE	ECHIQUEUR CREDIT SRI EUROPE	-	-	-	12	14	35	2	63	17	16%	11	-
EHI	ECHIQUEUR HEALTH IMPACT FOR ALL	97%	100%	97%	-	-	9	-	9	5	22%	2	-
EHY	ECHIQUEUR HIGH YIELD SRI EUROPE	-	-	-	3	1	2	-	6	4	5%	1	-
EIM	ECHIQUEUR POSITIVE IMPACT EUROPE	97%	100%	96%	6	9	17	1	33	16	40%	8	-
EME	ECHIQUEUR MAJOR SRI GROWTH EUROPE	92%	100%	89%	5	6	19	1	31	11	32%	9	-
ERT	ECHIQUEUR ARTY SRI	98%	100%	97%	15	19	47	4	85	24	19%	17	-
EST	ECHIQUEUR SHORT TERM CREDIT SRI	-	-	-	12	6	29	-	47	15	15%	9	-
TUL	ECHIQUEUR SMID BLEND EURO SRI	97%	100%	96%	3	2	8	-	13	7	11%	1	-



<https://www.lbpam.com>

**LBPAM** 

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