



UK Stewardship Code 2026

# Activities and outcomes report 2025

# MIRABAUD

ASSET MANAGEMENT





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# INTRODUCTION

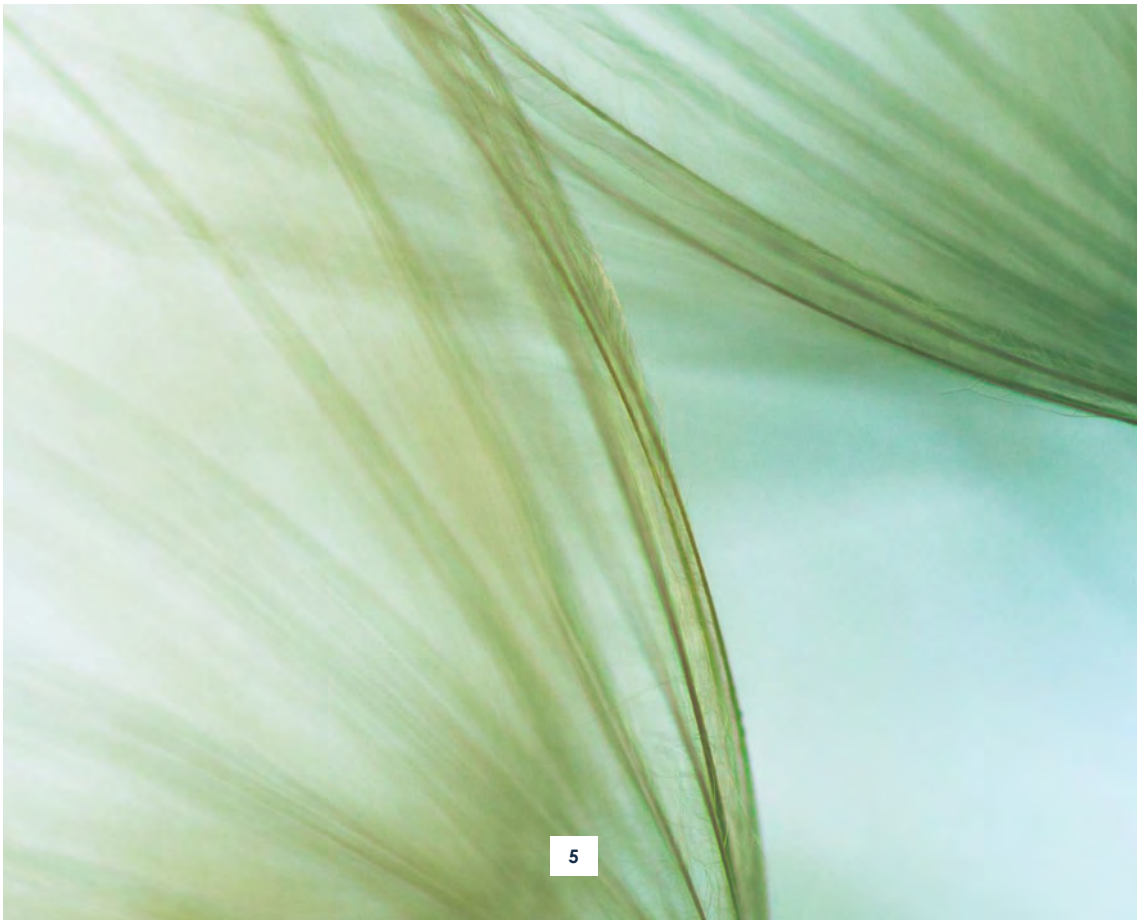
In 2025, Mirabaud Asset Management continued to exercise active ownership across our equity, fixed income, and convertible bond funds. The year reinforced our conviction that stewardship is not a peripheral activity but a core responsibility, one that requires sustained collaboration across investment teams, ongoing dialogue with companies, and meaningful participation in the broader industry conversation.

As development continues to outpace sustainable thresholds, capital has never been a more powerful lever for directing flows toward a just and resilient transition. Against this backdrop, our SRI function worked with renewed purpose to ensure our holdings progressed in a positive direction on environmental, social, and governance matters.

Throughout 2025, we deepened our engagement with industry peers through events, roundtables, and partnerships, reinforcing our commitment to collective

action. We also maintained active dialogue with our portfolio companies through in-person and virtual meetings, collaborative engagement initiatives, targeted correspondence, ESG interactions, and proxy voting.

We are proud to present our 10th annual stewardship report, which details the outcomes of these efforts through case studies, engagement data, and a transparent account of our stewardship activities over the year.





## OUR INVESTMENT STEWARDSHIP APPROACH

Mirabaud Asset Management's approach to investment stewardship is grounded in the conviction that active ownership is an essential component of responsible investment. Throughout 2025, our SRI and Investment teams continued to align stewardship activities with our dedicated frameworks and policies, ensuring that engagement and voting activities were purposeful, consistent, and oriented towards delivering meaningful outcomes for both our clients and the broader market.

Where Mirabaud Asset Management maintains both a dedicated SRI Team and investment-focused Portfolio Managers, these functions operated in close and continuous collaboration throughout 2025. In practice, this meant that the SRI Team's issuer-level ESG analysis directly informed portfolio construction discussions, with ESG findings presented and debated alongside financial considerations as part of the investment decision-making process. This integrated structure ensures that stewardship is not treated as a parallel activity, but as an intrinsic component of how we manage our clients' assets.

### IDENTIFYING OUR STEWARDSHIP PRIORITIES

Prior to commencing our engagement and voting agenda for 2025, we undertook a structured process to identify our stewardship priorities and objectives for the year. This process required a holistic assessment of the ESG landscape, encompassing the following key considerations:

- **Regulatory environment:** identifying the material topics being emphasised by policymakers and standard setters across our key operating jurisdictions.
- **Macro trends:** understanding the broader environmental, social, and economic dynamics shaping corporate risk and opportunity profiles.

- **Client expectations:** reflecting the evolving priorities and sustainability preferences of our client base.
- **Portfolio characteristics:** ensuring priorities were calibrated to the unique contexts of our assets, including asset class, sector, geography, and issuer-specific circumstances.
- **Firm-level commitments:** aligning our stewardship agenda with Mirabaud Asset Management's values, policies, and formal commitments, including our obligations as a Net Zero Asset Managers Initiative signatory.

This process resulted in the identification of several material stewardship themes to guide our engagement and voting activities throughout the year. These included, but were not limited to:

- **GHG emissions and climate transition:** maintaining our focus on financed emissions reduction in line with our NZAM commitment and engaging companies on the credibility of their decarbonisation strategies.
- **Human rights and supply chain resilience:** heightening scrutiny of corporate human rights practices in light of the evolving geopolitical environment and significant supply chain disruptions arising from trade policy shifts.
- **Cybersecurity and ethical AI governance:** engaging on the governance frameworks companies have in place to manage the risks and responsibilities associated with the rapid advancement and adoption of artificial intelligence.

These themes were applied across our portfolios in a manner proportionate to their materiality for each sector and issuer, ensuring that our stewardship activities remained focused, evidence-based, and aligned with long-term value creation.



The application of these themes was not uniform across our investment. For our equity holdings, where voting rights are available, stewardship was exercised through both engagement and proxy voting. For our fixed income and convertible bond holdings, where formal voting rights are absent, stewardship was conducted primarily through direct engagement, recognising that creditor influence must be exercised through dialogue and, where necessary, through investment decisions at the point of refinancing or new issuance. Similarly, our approach was adapted to account for geographical context, with governance expectations and disclosure standards varying materially across jurisdictions such as the US, Europe, Japan, and Asia ex-Japan.

#### **STEWARDSHIP ACTIVITY PRIORITISATION: APPLYING A TOP-DOWN SCREEN**

Given the breadth of Mirabaud Asset Management's investment universe and the finite nature of our stewardship resources, the effective prioritisation of engagement activity is essential to ensuring that our efforts are directed where they can have the greatest impact. To this end, we applied a structured top-down screening process across our portfolios at the outset of 2025 to identify the issuers most warranting prioritised stewardship attention.

The screening criteria applied in 2025 included the following:

- **Portfolio significance:** whether the issuer represented a core holding, reflecting the degree of influence and long-term exposure associated with the position.
- **Continuity of engagement:** whether an existing engagement process was already underway, necessitating a scheduled follow-up to track progress against previously identified objectives.
- **Climate alignment:** the issuer's temperature alignment score, used as an indicator of transition risk and the urgency of engagement on decarbonisation.



- **Controversy involvement:** whether the issuer was implicated in any active ESG-related controversies requiring direct dialogue or escalation.
- **Sectoral exposure:** the inherent ESG risk profile associated with the issuer's sector, reflecting the varying materiality of ESG factors across industries.

The application of these screens enabled us to allocate our stewardship resources in a deliberate and evidence-based manner, with engagement activity in 2025 concentrated primarily on the issuers presenting the weakest ESG performance profiles within our portfolios.

#### **ENGAGEMENT OBJECTIVES AND STRATEGY: A BOTTOM-UP APPROACH**

Following the identification of priority issuers through our top-down screening process, we informed our stewardship activities through a rigorous bottom-up approach centred on in-depth, issuer-specific ESG analysis conducted in advance of any engagement. This preparatory analysis was fundamental to ensuring that our engagements were targeted, well-informed, and capable of driving meaningful outcomes.

During this analytical phase, our SRI Team undertook a comprehensive assessment of the material ESG factors relevant to each individual issuer, taking into account the unique sectoral, geographical, and operational context of the company. This process served to define the precise objectives and scope of each engagement, including:

- **Identification of material topics:** determining the specific ESG issues most relevant to the issuer and most likely to have a bearing on long-term financial performance and risk.
- **Engagement format:** determining the most appropriate type of engagement, such as, information gathering, encouraging the adoption of specific

policies or practices, or consulting on the quality and scope of corporate disclosures.

- **Counterparty selection:** identifying the most appropriate representatives within the company to engage, such as sustainability officers, board members, or investor relations contacts, depending on the nature of the issues to be discussed.
- **Target-setting:** establishing clear, measurable objectives and milestones against which the company's progress could be assessed over subsequent engagement cycles.

This bottom-up process ensured that each engagement was grounded in a thorough understanding of the issuer's ESG profile, enabling our SRI and Investment teams to enter into constructive and credible dialogue with companies, and to hold them accountable to the specific improvements identified as most material.

We recognise that our stewardship programme continues to evolve, and that there are areas where our approach is still developing. In particular, our ability to conduct direct engagement with smaller or less accessible issuers in certain geographies remains an area of ongoing improvement. Where direct engagement was not practicable during 2025, we sought to exercise influence through collaborative engagement initiatives and via our voting activities where applicable.

#### **ENGAGEMENT OUTCOMES: INFORMING OUR INVESTMENT DECISIONS**

The structured preparation afforded by our top-down screening and bottom-up analytical processes ensured that engagement outcomes were clearly defined and actionable, providing a sound basis for informing investment decisions. Where engagement findings revealed material developments, whether positive progress or areas of continued concern,



these were fed directly into the investment decision-making process by our SRI and Investment teams, reinforcing the link between stewardship activity and portfolio management.

Where engagements remained ongoing at year-end, clear objectives and follow-up timelines were established to ensure continuity into 2026. In a small number of cases, engagement findings directly informed investment decisions during the year, including instances where sustained dialogue with an issuer provided additional conviction to maintain or add to a position, and cases where lack of progress on identified material issues contributed to a decision to reduce exposure. These outcomes, whilst not always representing the conclusion of an engagement, illustrate the direct and practical value that our stewardship activities generate for our clients' portfolios.

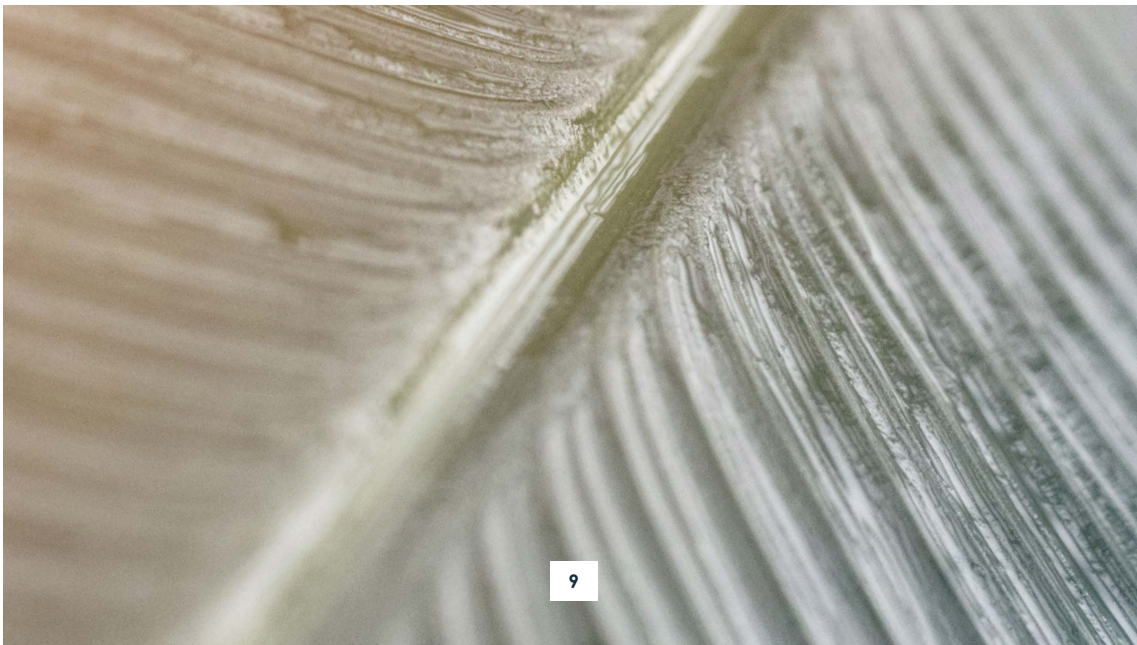
## ADDRESSING MARKET-WIDE AND SYSTEMIC RISKS

Addressing systemic risks through our activities continued to be a priority for our ESG, Investment, Risk, and Compliance teams in 2025. At Mirabaud Asset Management, we approach this through a multi-faceted lens and at multiple levels,

from individual issuer engagement through to industry collaboration and global policy awareness, recognising that systemic risks require coordinated action across all dimensions of our work as a responsible asset manager.

**At the issuer level**, we engaged directly with portfolio companies on the systemic risks most material to their sector and business model, including climate change, biodiversity, governance, and human rights. Where relevant, this extended beyond formal engagement to feedback sessions in which we provided constructive input to companies on how they might better identify, disclose, and address these risks. Our proxy voting activity similarly reflected our views on systemic issues, with votes cast to hold boards accountable on topics including climate transition planning, board oversight of ESG risks, and executive remuneration structures.

**At the industry level**, we contributed actively to the responsible investment community's collective efforts to address systemic risks. This included participating in industry events, among them a presentation delivered by our SRI team at an event hosted by S&P Global, in which we outlined our approach to addressing biodiversity loss through our stewardship activities.





We continued our participation in the PRI's Sustainable and Systemic Market Issues Reference Group (SSMIRG), contributing to policy development and discussions on how the investment industry can collectively respond to market-wide risks. In addition, our Head of SRI continued his role as a member of the Commission ISR of the Association Française de Gestion (AFG), supporting the development of the French SRI label framework and broader responsible investment standards in France.

**At the global level,** we continued to monitor and respond to shifts in global policy and regulation that have the potential to affect systemic stability. We sought opportunities to contribute to emerging policy frameworks where relevant, while ensuring that our own investment activities remained aligned with our values through the rigorous application of our Exclusion Policy and Sustainable Investment Policy. These policies provide a critical safeguard, ensuring that MAM does not maintain exposure to sectors or activities that contribute disproportionately to systemic harm.

**From a risk management perspective,** the systemic risks of greatest relevance to MAM in 2025 were those with the potential to drive meaningful deviation from the

benchmarks against which the majority of our funds are measured. Chief among these were macroeconomic and geopolitical uncertainties, including the evolving impact of trade tariffs, central bank interest rate decisions, sanctions regimes, and geopolitical tensions affecting commodity prices, particularly oil. These factors remain amongst the most difficult to anticipate and model, given their inherently unpredictable nature and the speed at which conditions can shift.

At the stock level, the most significant systemic theme under close monitoring was the disruption driven by artificial intelligence, which continued to evolve at an unprecedented pace throughout 2025. Unlike other historical disruptions, AI presents a particular challenge for risk management given the absence of comparable historical precedents from which to draw meaningful inference. Our Risk Management team maintained heightened vigilance on portfolio exposures to this theme throughout the year. Whilst no material changes to our risk management processes were required during the reporting period, we continue to keep our frameworks under active review to ensure they remain proportionate and responsive to the rapidly shifting risk landscape.





# 2025 ACTIVE OWNERSHIP ACTIVITIES

Active ownership is one of our four pillars of responsible investing; it encompasses all our investment stewardship activities.

In 2025, we continued to exercise our rights and responsibilities as active stewards of our clients' assets through the considered deployment of the levers available within our stewardship toolkit. Engagement and ESG interactions served as our first line of defence, enabling us to raise concerns, ask questions, and influence company behaviour through direct dialogue. This was complemented by tailored proxy voting across relevant asset classes, ensuring that our views on material ESG and governance issues were formally expressed at shareholder meetings. Where engagement alone proved insufficient, we were prepared to escalate, deploying further stewardship tools to reinforce our expectations and, where necessary, signal our concerns more publicly.

## INDIVIDUAL STEWARDSHIP

At the individual level, our stewardship toolkit comprises two distinct but complementary instruments: **individual engagements** and **ESG interactions**. Individual engagements follow a clearly defined pathway, beginning with the prioritisation of target companies in accordance with our [Engagement and Voting Policy](#) and our top-down engagement screening process. Each engagement is underpinned by a comprehensive ESG analysis of the company concerned, conducted ahead of any meeting, and is structured around clearly defined objectives and measurable targets. All individual engagement meetings and calls are attended by both a member of the SRI team and a representative from the relevant investment team, ensuring that

dialogue is informed by both sustainability expertise and investment conviction.

ESG interactions, whilst also conducted at the individual company level, are distinct in nature. These are meetings led by the investment team to discuss a specific ESG-related concern, with SRI team participation welcomed but not required, and without the prerequisite of a full ESG analysis. We consider ESG interactions a valuable and agile complement to our formal engagement programme: they allow us to address more immediate ESG-related concerns in a timely manner and, crucially, serve as an important foundation for identifying and preparing future formal engagements.

## COLLABORATIVE STEWARDSHIP

Whether as a lead, a co-lead, or a collaborator, we embrace the concept that collaboration is necessary to meet certain objectives, promote best practices, and serve the long-term interests of our clients. We participate in collaborative engagement initiatives with other investors to address and encourage action on material ESG issues with companies and to achieve shared objectives. We believe this collaborative, well-resourced approach enables us to realise the full potential of our engagement activity, acting as a powerful supplement to direct dialogue. It allows us to play a key role in sharing our knowledge and expertise while also learning from others.



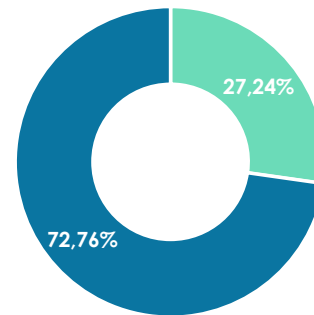
We have been actively involved in several initiatives, including CDP, the PRI's Advance initiative on human rights, the PRI's Spring initiative on biodiversity loss, and Climate Action 100+, and we review collaborative engagements on a case-by-case basis to ensure they are aligned with our approach and SRI policy. In 2025, we grew our involvement in ShareAction's Long-term Investors in Peoples' Health (LIPH) initiative.

## 2025 HIGHLIGHTS

In 2025, Mirabaud Asset Management continued to prioritise individual engagements where possible. However, the overall composition of our stewardship activity reflected a greater proportion of collaborative engagements during the reporting period, in part owing to the inclusion of co-signed investor letters within this category, which by their nature are more readily executed and allow us to participate in a higher volume of actions across a broader range of issues. This distribution of activity across individual and collaborative stewardship is illustrated in *Figure 1*.

In the context of our individual stewardship activities, MAM held 253 ESG meetings with 179 companies across our equity, fixed income, and convertibles portfolios during the reporting period (Figure 2). Of these, 88 meetings constituted formal individual engagements, led by the SRI team and underpinned by a comprehensive ESG assessment, whilst the remaining 165 were classified as ESG interactions, coordinated by portfolio managers with SRI team input as required (Figure 3). A detailed breakdown of our collaborative stewardship activities over the same period is provided in the section *Collaborative engagement*.

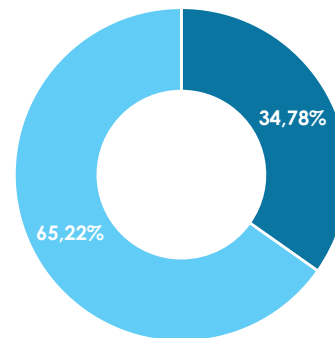
**Figure 1: Split of Engagement Activities by Type**



● Individual ● Collaborative

Source: Mirabaud Asset Management, Dec-2025

**Figure 2: Split of Individual Stewardship Activities**



● Individual engagements ● ESG interactions

Source: Mirabaud Asset Management, Dec-2025

**Figure 3: Total Account of Activities**

	NUMBER
<b>Individual Stewardship Activities</b>	
Engagements	88
ESG Interactions	165
<b>Total</b>	<b>253</b>
<b>Collaborative Stewardship Activities</b>	
CDP Non-Discloser Campaign	122
Climate Action 100+	1
PRI Advance	5
PRI Spring	2
ShareAction's LIPH Initiative	10
FTSE 100 Say-On-Climate Letters	96
<b>Total</b>	<b>236</b>
<b>Grand Total</b>	<b>489</b>

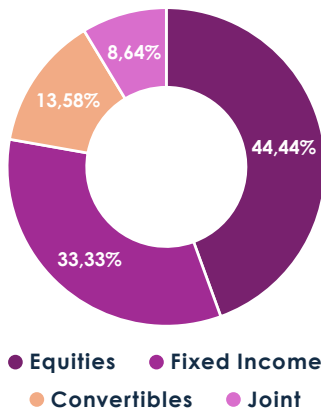
Source: Mirabaud Asset Management, Dec-2025



## INDIVIDUAL STEWARDSHIP ACTIVITIES

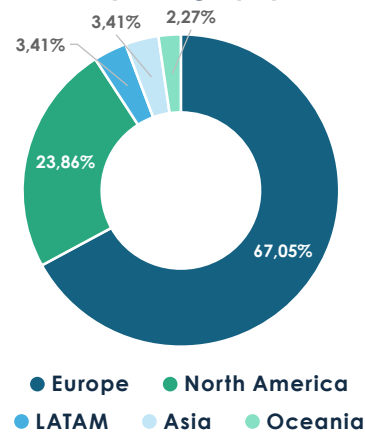
MAM conducts stewardship activities across its equity, fixed income, and convertibles asset classes, with each investment team bringing asset class-specific expertise to bear in their engagement and voting activities. Where a company is held across multiple funds or strategies, we actively encourage collaboration between the relevant investment teams, recognising that a broader breadth of perspective leads to richer, more informed engagement objectives and asks. This cross-team approach ensures that our stewardship activities reflect the full depth of our relationship with a given issuer and maximises the impact of our dialogue with company management.

**Figure 4: Individual Engagements by Asset Class**



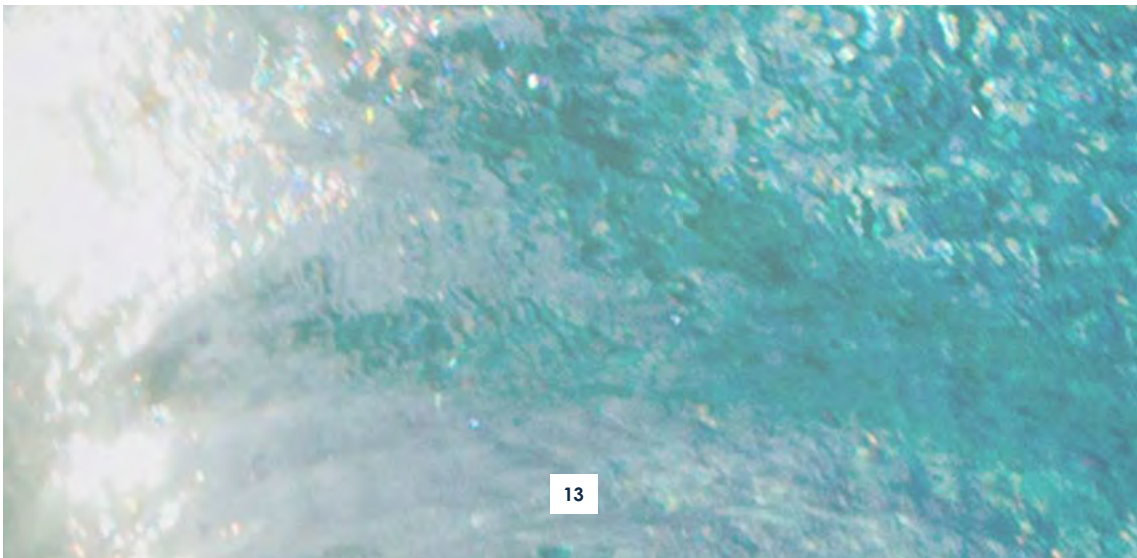
Source: Mirabaud Asset Management, Dec-2025

**Figure 5: Individual Engagements by Geography**



Source: Mirabaud Asset Management, Dec-2025

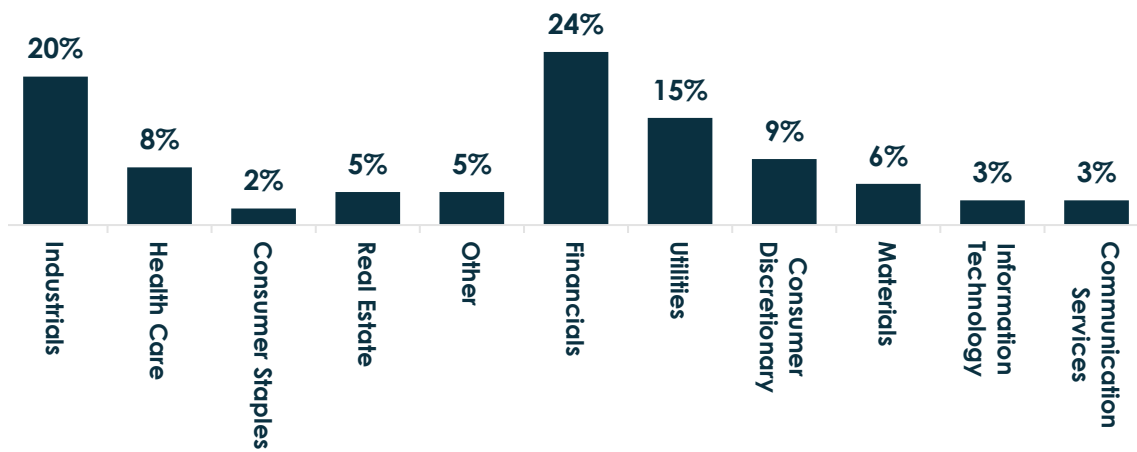
Just as we tailor our stewardship approach across asset classes and investment teams, we also recognise that the global reach of our portfolios demands sensitivity to geography. Our stewardship activities span companies across a broad range of markets and regions, and we acknowledge that individual geographies present their own distinct ESG risks and opportunities, shaped by local regulatory environments, cultural contexts, and economic conditions. This awareness informs how we set engagement objectives, interpret company disclosures, and assess progress, ensuring our stewardship remains grounded in the specific realities of the markets in which we invest. A breakdown of the regions across which we engaged during the reporting period is provided in Figure 5.





Throughout the year and in line with the breadth of our engagement strategy we engaged with companies across 11 sectors. Most of the companies we engaged with were part of the Financials (24%), Industrials (20%), Utilities (15%), and Consumer Discretionary (9%) sectors. The full breakdown is available in Figure 6.

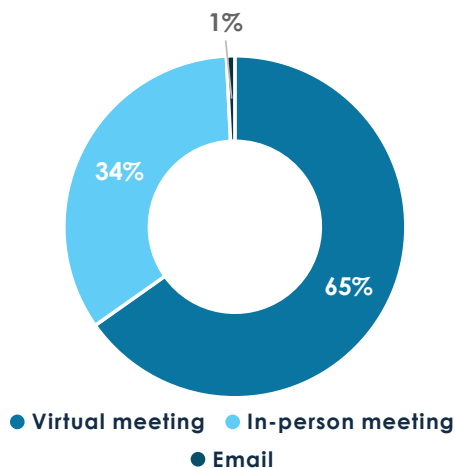
**Figure 6: Individual Engagements by Sector**



Source: Mirabaud Asset Management, Dec-2025

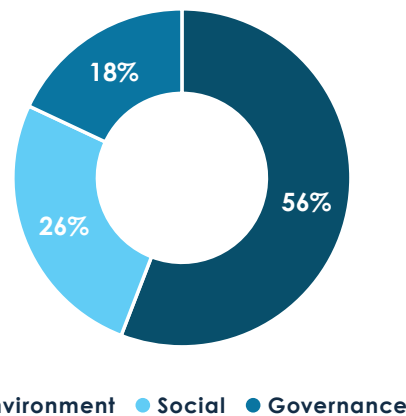
The majority of our engagements took place remotely (65%), in the form of a virtual meeting, given the geographical reach of company representatives. In-person meetings and email correspondence occurred 34% and 1% of the time, respectively (Figure 7). We had 222 engagement targets as of 2025 and the majority of these are ongoing; the split of engagement targets by ESG theme is available in Figure 8.

**Figure 7: Individual Stewardship Activities by Meeting Format**



Source: Mirabaud Asset Management, Dec-2025

**Figure 8: Individual Engagements Targets by ESG Theme**



Source: Mirabaud Asset Management, Dec-2025

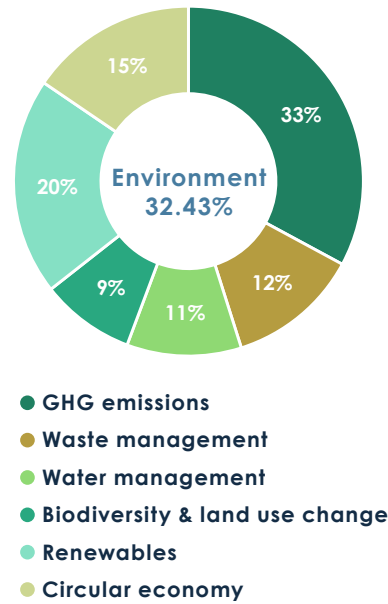


Environmental issues remained a prominent theme across our stewardship activities in 2025, accounting for 32.43% of our conversations with companies. The most frequently addressed topics within this category were greenhouse gas (GHG) emissions, renewable energy transition, and the circular economy, as illustrated in Figure 9.

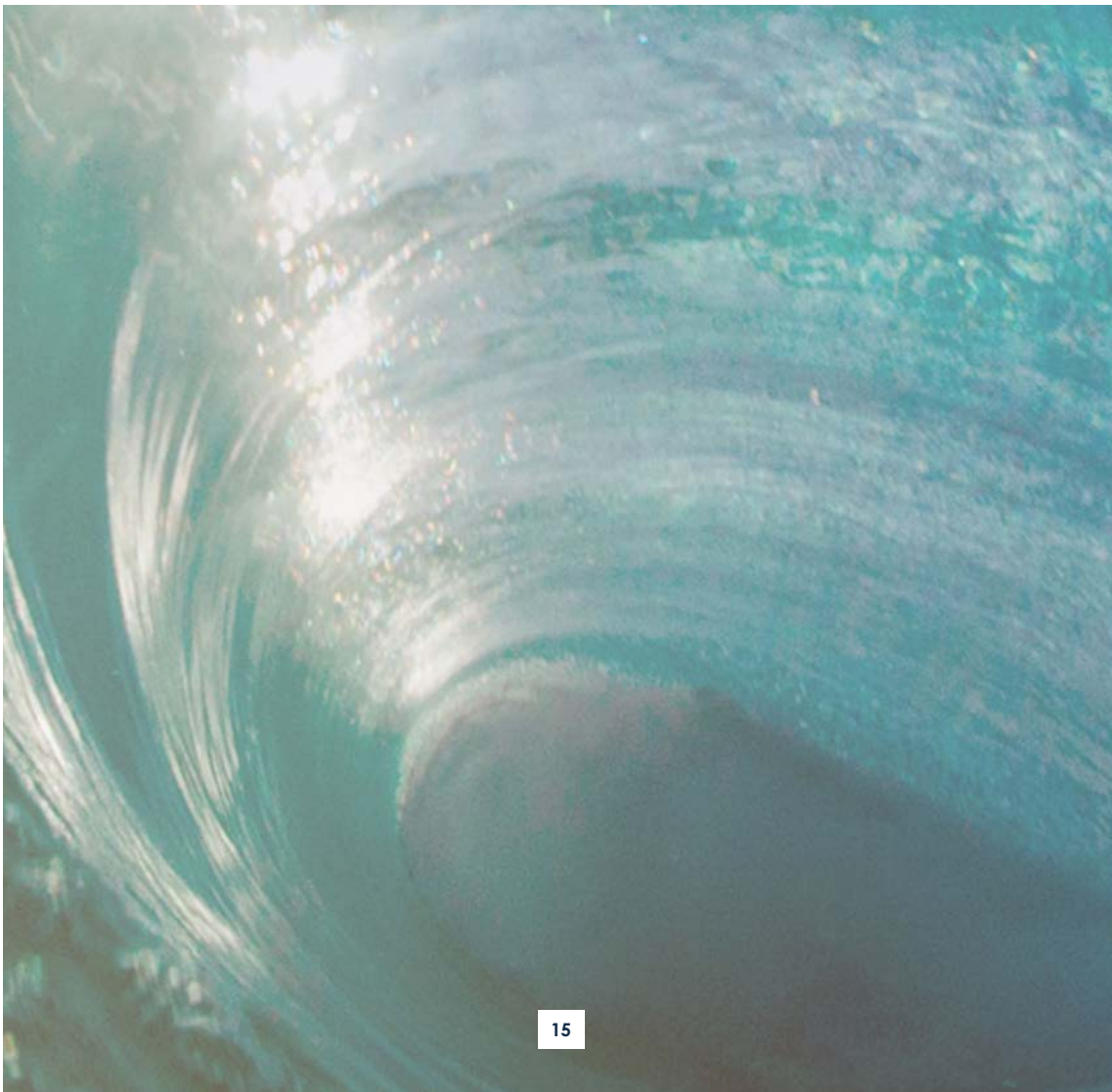
Social issues took the centre stage in 2025, making up 41.23% of topics we discussed, with the most predominant sub-themes being supply chain management, employee attraction and community relations (Figure 10).

Whilst governance-related matters were discussed 26.34% of the time, with transparency, disclosure & reporting, board structure, and business ethics being the main areas of concern (Figure 11).

**Figure 9: Individual Stewardship Activities by Environmental Theme**

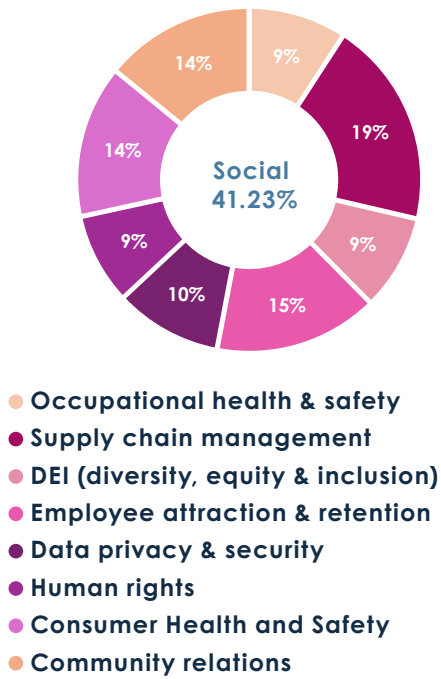


Source: Mirabaud Asset Management, Dec-2025



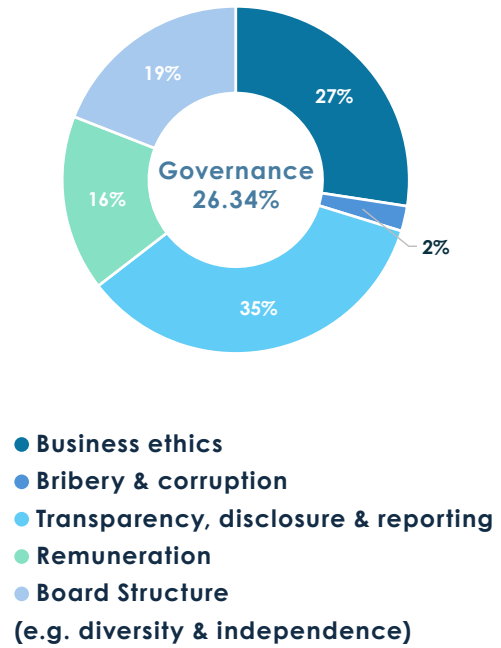


**Figure 10: Individual Stewardship Activities by Social Theme**

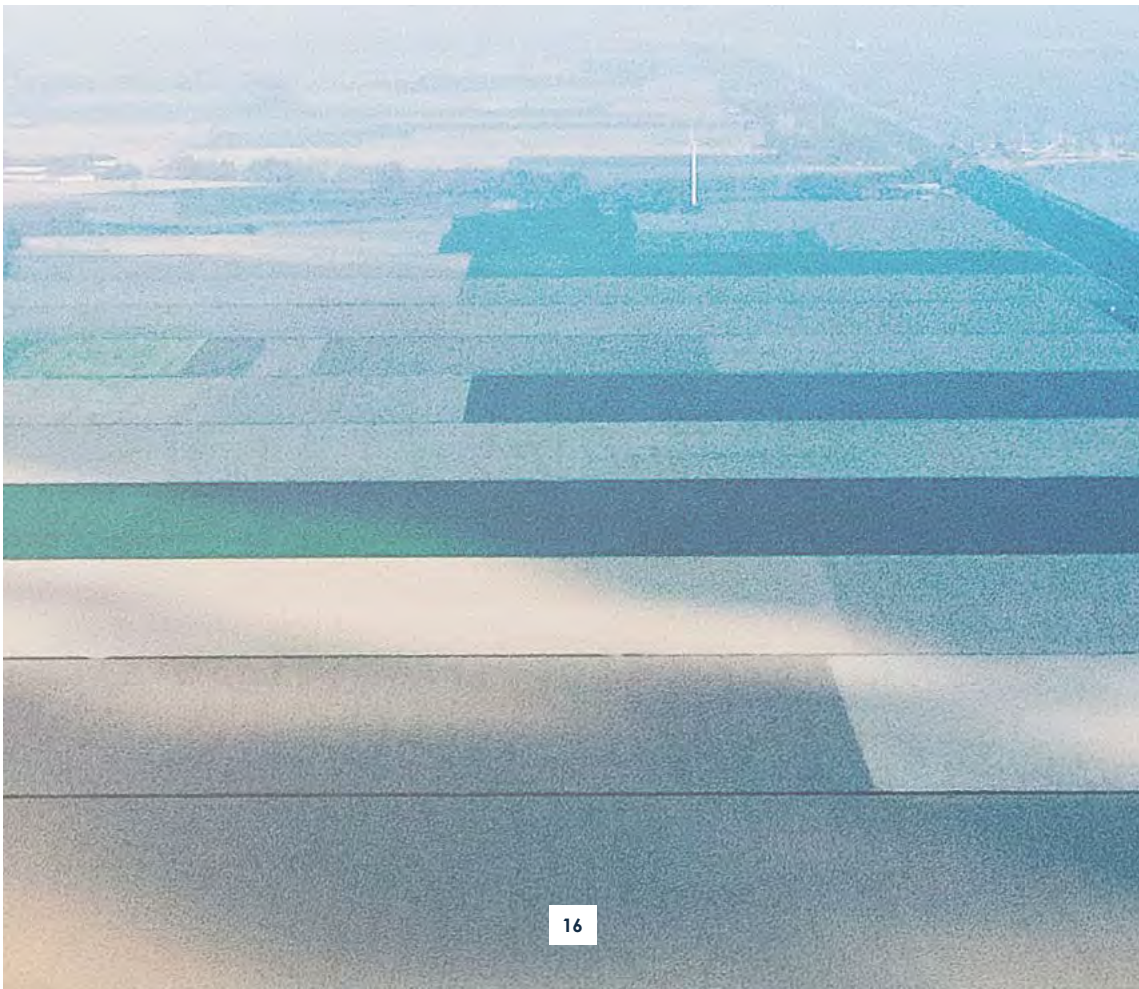


Source: Mirabaud Asset Management, Dec-2025

**Figure 11: Individual Stewardship Activities by Governance Theme**



Source: Mirabaud Asset Management, Dec-2025





## KEY ENGAGEMENT THEMES & CASE STUDIES

The SRI and investment teams engage with investee companies and issuers to promote sound ESG practices and drive meaningful progress on the issues most material to our portfolios. For 2025, we identified nine engagement themes spanning our funds, geographies, and asset classes, each selected to reflect the most significant ESG risks and opportunities facing our investee companies during the reporting period.

### GREENHOUSE GAS EMISSIONS & SBTI ALIGNMENT

Greenhouse gas emissions remain one of the most material and urgent systemic risks facing both the global economy and our investee companies. As a signatory to the Net Zero Asset Managers Initiative (NZAM), MAM has made a firm commitment to achieving net zero across our assets under management by 2050, and our engagement on GHG emissions and decarbonisation directly supports the delivery of that commitment. Engaging on this theme is therefore an integral part of how we fulfil our own climate obligations to our clients and beneficiaries.

The regulatory and policy landscape is reinforcing what the science has long made clear: decarbonisation is no longer a strategic choice but a business necessity. Governments worldwide are accelerating their Nationally Determined Contributions (NDCs) under the Paris Agreement, expanding Emissions Trading Schemes (ETSs), and introducing cross-border carbon pricing mechanisms such as the EU Carbon Border Adjustment Mechanism (CBAM), which came into force in 2026. These developments are reshaping the risk profile of carbon-intensive business models and creating material financial consequences for companies that fail to adapt. We engage with our investee companies to ensure they understand and are



prepared for this rapidly evolving legislative environment.

Central to our engagement on this theme is the pursuit of Science Based Targets initiative (SBTi) alignment. Science-based targets provide companies with a credible, independently validated pathway to reduce GHG emissions in line with the 1.5°C warming limit set by the Paris Agreement, and we regard SBTi alignment as the benchmark for credible corporate climate commitments. This approach applies consistently across all asset classes, whether equities, fixed income, or convertible bonds, reflecting our view that the imperative to decarbonise is universal and that corporate transition plans must be robust regardless of how a company is financed. During our engagements, we assess companies' net-zero commitments, near- and long-term emissions reduction targets, the quality of climate governance at the board level, and the transparency of climate-related disclosure, encouraging all investee companies to embed decarbonisation into the core of their business strategy.



**Figure 12 – Case Study 1: GHG Emissions & SBTi Alignment**



Source: Mirabaud Asset Management, Dec-2025



## CIRCULAR ECONOMY, WASTE & WATER

The transition to a circular economy represents a significant and growing area of focus across our stewardship activities. As regulatory frameworks and consumer expectations increasingly favour resource-efficient business models, companies that fail to embed circular principles into their operations risk both reputational and financial consequences. Conversely, those that proactively adopt circular economy practices, including designing products for durability and recyclability, implementing closed-loop supply chains, and reducing dependence on finite natural resources, are better positioned to generate sustainable long-term value.

We engage with investee companies on this theme consistently across all asset classes, whether equities, fixed income, or convertible bonds, reflecting our view that the relevance of circular economy principles is not limited by how a company is financed. A central focus of our engagement is the alignment of capital expenditure and operational expenditure with circular economy principles, we seek to understand whether companies are actively directing investment towards resource efficiency, waste reduction, and the development of more sustainable products and processes. Where we identify gaps between a company's stated sustainability ambitions and its actual capital allocation, we raise this directly through engagement, encouraging management to ensure that financial decisions are consistent with a credible transition towards a more circular

business model.

Moreover, waste and water management represent increasingly material ESG considerations for companies across a broad range of sectors, from manufacturing and agriculture to technology and consumer goods. Inadequate management of waste streams and water resources exposes companies to regulatory, operational, and reputational risks, whilst also contributing to wider environmental degradation. As global water scarcity intensifies and regulatory pressure on waste disposal and pollution continues to mount, companies that fail to manage these resources responsibly face growing financial and operational consequences.

We engage with investee companies on this theme consistently across our equity, fixed income, and convertibles portfolios, reflecting our view that effective waste and water management is a universal operational responsibility regardless of how a company is financed. A central focus of our engagement is the alignment of capital expenditure and operational expenditure with sound waste and water management practices, we seek to understand whether companies are actively investing in water efficiency, responsible waste disposal, pollution prevention, and the reduction of single-use materials. Where we identify material gaps between a company's environmental commitments and its actual resource management practices, we raise these directly through engagement, encouraging management to embed waste and water considerations into their broader operational and sustainability strategy.

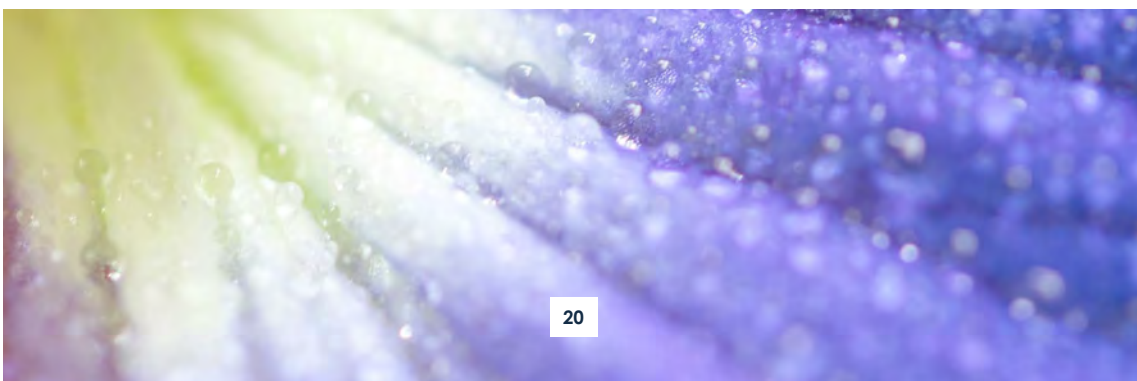




Figure 13 – Case Study 2: GHG Emissions & Circular Economy

**SECTOR:** INDUSTRIALS  
**GEOGRAPHY:** IRELAND  
**ASSET CLASS:** GLOBAL EQUITIES

**MEETING TYPE:** Follow-up engagement call  
**INITIAL ENGAGEMENT DATE:** November 2024  
**FOLLOW-UP ENGAGEMENT DATE:** November 2025

**COMPANY PROFILE**

A leading global building materials group operating across aggregates, cement, ready-mixed concrete and integrated construction solutions, serving infrastructure and non-residential markets.

**ENGAGEMENT RATIONALE**

We initiated engagement in 2024 to assess the company’s performance on employee-related ESG indicators and the strength of its governance framework. In 2025, our focus shifted to the sector’s structural carbon intensity, evaluating the credibility of its decarbonisation strategy and progress toward more circular production through enhanced resource efficiency and lower-impact materials. As a cement and aggregates producer, the company faces direct financial exposure to the EU Carbon Border Adjustment Mechanism (CBAM), which came into full force in 2026, as well as expanding EU ETS carbon costs on its production facilities. Failure to credibly decarbonise its value chain risks both regulatory cost escalation and potential margin compression, making the robustness of its transition plan a material consideration for our long-term investment thesis.

**2025 ENGAGEMENT OBJECTIVES**

- To understand ambitions for achieving their SBTi-validated reduction targets.
- To learn and discuss what levers the company is taking advantage of to reduce their environmental footprint.
- To set a clear, time-bound objective for addressing environmental risks across the company’s value chain.

**ENGAGEMENT DETAILS**

This engagement focused on the credibility of the company’s climate transition and circularity strategy. We assessed the robustness of its 2030 decarbonisation

roadmap, including reliance on emerging technologies, clinker substitution and alternative fuels, as well as the scope of its value chain commitments. We also discussed safeguards around recycled inputs and water use, and how biodiversity considerations are embedded into operational and capital planning decisions.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Sustainability Reporting & Engagement Team	→ SRI Analyst → Global Equities Portfolio Manager

This engagement reflected close collaboration between the SRI team and the Global Equities investment team. While portfolio managers brought deep sector and business insight, the SRI team focused on the most material sustainability drivers, ensuring engagement priorities aligned with both financial performance and long-term climate and circular economy objectives.

**PROGRESS OF THE DIALOGUE**

In our November 2025 follow-up, we assessed progress against the objectives set during our initial 2024 engagement. The company demonstrated a developing understanding of its Scope 3 emissions profile, particularly within upstream raw material sourcing, and acknowledged that value chain coverage in its current SBTi target remains limited to clinker and cement activities. We discussed the credibility of its 2030 decarbonisation roadmap in light of its continued reliance on emerging carbon capture technologies and the pace of alternative fuel adoption. The company was receptive to our challenge on circularity, recognising that product end-of-life recovery and recycled input safeguards require clearer articulation in future disclosures.

**OUTCOME OF THE ENGAGEMENT**

The company expressed support for our target to expand Scope 3 SBTi coverage beyond clinker and cement activities and acknowledged the need for enhanced disclosure on upstream and downstream emissions. Whilst no formal commitment was made during the reporting period, the company confirmed it would review the scope of its value chain target as part of its next SBTi validation cycle. We regard this as a constructive but early-stage outcome and will assess delivery against the 18–24 month timeframe set.

Target Area	Target	Time Frame	Status
Environment	To expand Scope 3 SBTi target coverage beyond clinker and cement activities, and to enhance disclosure on how upstream and downstream emissions are addressed through product circularity, including material sourcing, use-phase efficiency, and end-of-life recovery strategies.	18-24 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



**Figure 14 – Case Study 3: Climate Change & Waste Management**

<b>SECTOR:</b> HEALTH CARE <b>GEOGRAPHY:</b> AUSTRALIA <b>ASSET CLASS:</b> CONVERTIBLE BONDS	<b>MEETING TYPE:</b> Initial engagement call <b>INITIAL ENGAGEMENT DATE:</b> November 2025
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**COMPANY PROFILE**

This Australian commercial-stage biopharmaceutical company, focused on the development and commercialization of therapeutic and diagnostic radiopharmaceuticals.

**ENGAGEMENT RATIONALE**

This issuer carries material exposure to environmental risks given the nature of its business activities. Our decision to prioritise it for engagement was driven by the limited ESG-related disclosure available on its environmental management and pollution mitigation efforts. Additionally, the company's exposure to radiopharmaceuticals raised specific concerns around the adequacy of safeguards in place to limit potential adverse environmental and health impacts, making proactive engagement a clear priority.

**2025 ENGAGEMENT OBJECTIVES**

- To obtain clarity on environmental commitments, targets, and the measures in place to mitigate material environmental impacts.
- To understand the company's waste profile and the safeguards in place to prevent leakage of hazardous chemicals and pollutants into the surrounding environment.
- To encourage the company to enhance the transparency, scope, and quality of its ESG-related disclosures in future reporting cycles.

**ENGAGEMENT DETAILS**

MAM initiated its first engagement with the company in 2025, with the primary objective of developing a more informed understanding of its sustainability strategy and ESG practices. The company demonstrated a constructive and transparent approach throughout the dialogue, acknowledging the current limitations of its

ESG framework openly and without reservation. It was receptive to the recommendations raised by MAM, and the tone of the exchange was collaborative, providing an encouraging foundation for ongoing dialogue in subsequent engagement cycles.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of Investor Relations	→ SRI Analyst
	→ Convertibles Portfolio Manager

Convertible securities sit at the intersection of equity and fixed income, requiring sustainability considerations to be evaluated alongside both credit and equity-like characteristics, making cross-team collaboration particularly important in this space. Portfolio managers direct the SRI team's focus towards the most financially material issues for each issuer, and following each engagement, both teams jointly determine next steps and incorporate updated ESG insights into the company's financial analysis.

**PROGRESS OF THE DIALOGUE**

The engagement remains ongoing. Whilst the company has made progress in establishing its ESG disclosures and addressing several priority areas identified at the outset, certain foundational elements of its ESG framework continue to lag behind sector best practices. MAM has provided guidance on the key reporting standards and frameworks we consider essential, offering a clear set of expectations to direct the company's continued development in this area. The company has engaged constructively throughout, demonstrating a receptive and cooperative approach and a willingness to align its practices with the direction outlined by MAM.

**OUTCOME OF THE ENGAGEMENT**

The company expressed a willingness to improve its disclosure on climate-related risks and waste management practices, acknowledging the gaps identified by MAM as areas requiring further attention. Whilst no formal commitments were made within the reporting period, the company confirmed its intention to review its waste stream reporting and assess the adequacy of its containment measures for hazardous materials and chemical waste. MAM regards this as a constructive but early-stage outcome and will assess progress against the targets set within the agreed timeframe, looking to secure more concrete commitments at the next engagement.

Target Area	Target	Time Frame	Status
<b>Environment</b>	Disclose a comprehensive strategy covering GHG emissions measurement and reporting, including the identification of material waste streams and the management processes in place to minimise environmental impact and ensure regulatory compliance.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



## **BIODIVERSITY & NATURAL CAPITAL**

More than half of global GDP is moderately or highly dependent on nature, making biodiversity loss a material risk to companies and the broader financial system.

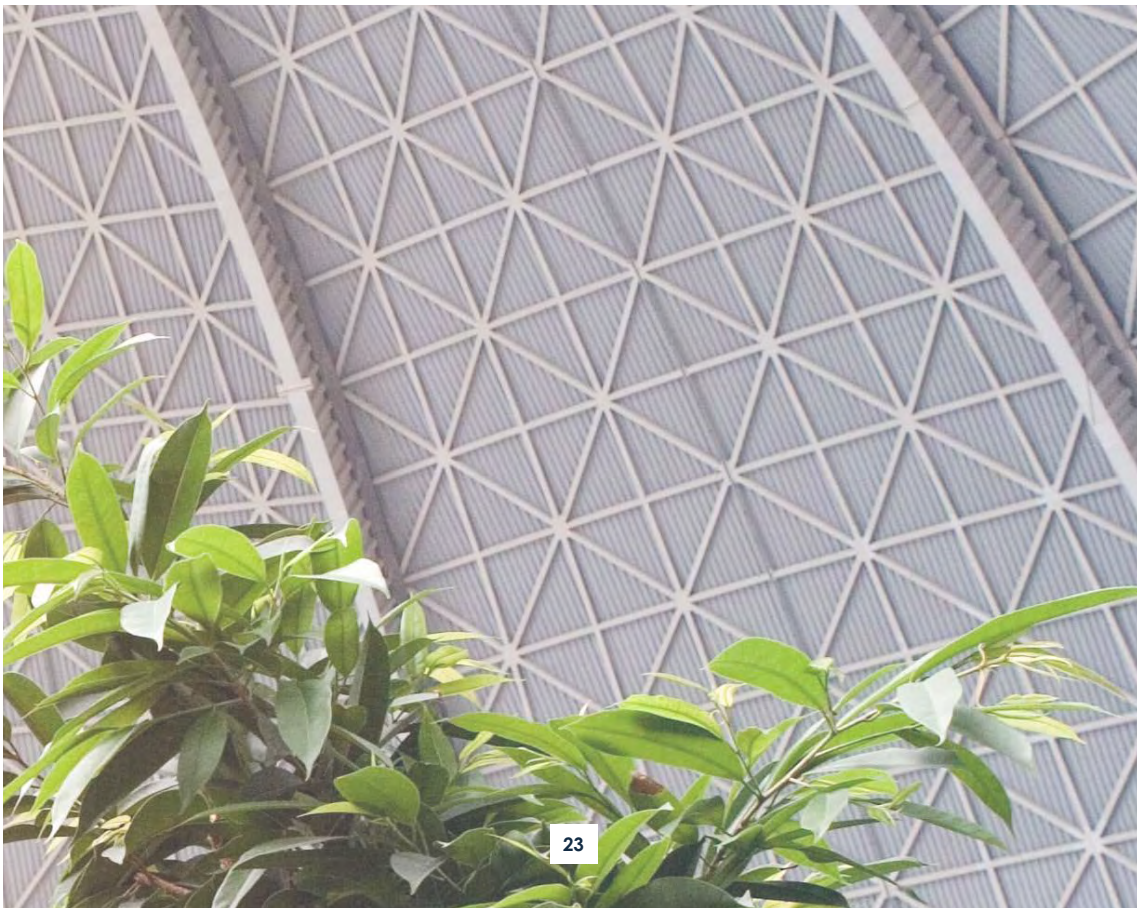
Ecosystems provide essential services, including pollination, water regulation, soil fertility, and carbon storage, that underpin economic activity and climate stability. However, nature continues to face significant pressure, with widespread habitat degradation, deforestation, and ecosystem fragmentation reducing resilience across terrestrial and marine environments. The degradation of natural capital amplifies climate risk and supply chain vulnerability, underscoring the importance of integrating biodiversity considerations into climate and risk management strategies to support long-term economic resilience and sustainable value creation.

As a participant in the PRI's Spring initiative on nature, MAM has deepened

its commitment to addressing biodiversity loss through active ownership, and this is reflected in the growing prominence of this theme across our engagement activities. We engage with investee companies on biodiversity consistently across our equity, fixed income, and convertibles portfolios, recognising that exposure to nature-related risks and dependencies is not confined to a single asset class or sector.

Our engagement focuses on encouraging companies to assess and disclose their dependencies and impacts on natural ecosystems, align their operational practices with the goals of the Kunming-Montreal Global Biodiversity Framework, and ensure that capital expenditure and operational expenditure are directed away from activities that contribute to habitat loss and towards nature-positive outcomes.

Where companies operate in sectors with significant land use, water consumption, or supply chain exposure to biodiversity-sensitive areas, we pay particular attention to the robustness of their nature-related risk management and disclosure practices.





**Figure 15 – Case Study 4: Biodiversity**

**SECTOR:** INDUSTRIALS  
**GEOGRAPHY:** SWITZERLAND  
**ASSET CLASS:** EUROPEAN EQUITIES

**MEETING TYPE:** Initial engagement call  
**INITIAL ENGAGEMENT DATE:** September 2025

**COMPANY PROFILE**

The company is an industrial manufacturer supplying efficiency-centric engine components and related services to global energy and industrial customers.

**ENGAGEMENT RATIONALE**

We initiated engagement in 2025 following ESG discussions related to the company’s decision to revise its SBTi commitments to be less ambitious. While the company operates as a transition enabler, our ESG analysis identified biodiversity as a material topic, and engagement focused on understanding the company’s approach and identifying areas for further improvement. As a supplier to the energy and industrial sectors, the company’s long-term revenue exposure is partly dependent on its customers’ own decarbonisation trajectories; failure to credibly manage its biodiversity and climate commitments risks both customer attrition and a deteriorating ESG risk profile that is directly relevant to our valuation of the holding.

**2025 ENGAGEMENT OBJECTIVES**

- To clarify the outcome of discussions regarding the revised SBTi commitments and its future level of ambition.
- To understand how the company engages suppliers and customers on biodiversity, water, and land impacts, and how these risks are mitigated.
- To establish whether the company has a credible plan to assess and mitigate biodiversity impacts across its value chain, and to agree a time-bound target for enhanced disclosure of those impacts.

**ENGAGEMENT DETAILS**

Following ESG discussions related to a consultation on its SBTi commitments, we prioritised the company for engagement in 2025. Our engagement covered a range of ESG topics, with a particular focus on GHG emissions and biodiversity impacts. We identified

that the company’s position within its value chain presents an opportunity to engage both suppliers and customers on land and marine ecosystem protection, and we held a constructive discussion on how this role could be further strengthened in practice.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of Sustainability	→ SRI Analyst → European Equities Portfolio Manager

Collaboration between the investment and SRI teams is especially important in the small- and mid-cap European equity space. Portfolio managers highlight the most financially material issues for each company, allowing SRI analysts to focus their ESG assessments. After engagements, both teams jointly determine next steps and incorporate the updated ESG insights into the company’s financial analysis.

**PROGRESS OF THE DIALOGUE**

This was an initial engagement conducted in September 2025, and accordingly the dialogue remains at an early stage. The company acknowledged our biodiversity-related concerns and indicated broad alignment with our engagement objective. However, no specific commitments or concrete action steps were communicated during or following the call. We note that earlier in 2025 the company revised its SBTi commitments downward, which we regard as a material signal about the company’s current ESG prioritisation. We will monitor whether its stated openness to improving on biodiversity translates into measurable progress in the next reporting cycle, and this engagement will be subject to review if no substantive updates are received ahead of our scheduled 2026 follow-up.

**OUTCOME OF THE ENGAGEMENT**

The company indicated recognition that there may be room for improvement on biodiversity-related disclosures and risk management and expressed general alignment with the direction of our engagement target. No formal commitments were made at this stage. Given the early nature of the dialogue and the company’s recent revision of its SBTi targets, we regard this as an early-stage but ongoing engagement. A follow-up is planned for 2026, at which point we will assess whether the company has taken substantive steps to progress against the target set.

Target Area	Target	Time Frame	Status
Environment	To develop and disclose a comprehensive biodiversity strategy that addresses impacts across the company’s supply chain and downstream activities, including waste generation and emissions.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



**Figure 16 – Case Study 5: Biodiversity**

**SECTOR:** FINANCIALS  
**GEOGRAPHY:** BELGIUM  
**ASSET CLASS:** GLOBAL BONDS

**MEETING TYPE:** Follow-up engagement call  
**INITIAL ENGAGEMENT DATE:** September 2023  
**2<sup>nd</sup> FOLLOW-UP ENGAGEMENT DATE:** August 2025

**COMPANY PROFILE**

A domestically focused European banking group with a large retail and SME franchise and significant public ownership.

**ENGAGEMENT RATIONALE**

Nature degradation and biodiversity loss are increasingly recognised as sources of material financial risk (credit, market and operational) through impacts on real-economy borrowers and collateral values, and via a fast-evolving supervisory and disclosure landscape.

Through our proprietary credit-focused ESG research, we identified that banks with limited geolocation-enabled screening and unclear governance over nature-related risk may face higher model risk, weaker risk appetite calibration, and slower alignment with emerging market standards).

**2025 ENGAGEMENT OBJECTIVES**

- To understand whether the bank will conduct a group-wide nature-related risk assessment, including geolocation-based screening of sensitive exposures.
- To challenge the conclusion that biodiversity is “non-material” and test how that assessment translates into risk governance and credit processes.

**ENGAGEMENT DETAILS**

We used the follow-up call to test the bank’s readiness for nature-related financial risks. Management stated biodiversity was assessed as non-material in its double materiality process and highlighted limited exposure to agriculture.

We challenged whether this conclusion could understate indirect dependencies and transition risks across SME and infrastructure lending. We asked how nature risk is assessed beyond exclusions, whether the group plans TNFD alignment, and whether it can implement geolocation-based screening. The bank confirmed its risk function is searching for geolocation data, but coverage remains limited for its Belgian SME-heavy book, and no portfolio targets are planned at this stage.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Sustainability Lead	→ SRI Analyst
→ Head of Investor Relations	→ Global Bonds Portfolio Manager

Collaboration between investment and SRI teams supports issuer-specific materiality focus and ensures engagement insights are reflected in ongoing credit assessment and monitoring.

**PROGRESS OF THE DIALOGUE**

The engagement remains ongoing. The bank’s current position is that biodiversity is not a priority topic, but it has initiated work to improve geolocation data to enable biodiversity screening. The sustainability lead also indicated biodiversity may feature in future iterations of the broader transition plan, though no TNFD alignment, targets, or group-wide nature risk framework were committed to during the call. We will maintain follow-up pressure as disclosure expectations on nature-related financial risk continue to rise.

**OUTCOME OF THE ENGAGEMENT**

The company acknowledged the growing importance of nature-related financial risk but has not yet made formal commitments. Incremental progress was noted, and MAM will maintain follow-up pressure as regulatory and disclosure expectations in this area continue to evolve.

Target Area	Target	Time Frame	Status
Environment	We will seek, at the next engagement, a clear update on: (i) progress in improving geolocation data coverage to enable nature/biodiversity screening of higher-risk exposures, and (ii) whether the company’s materiality assessment and risk processes are being refreshed to reflect emerging expectations.	6-12 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



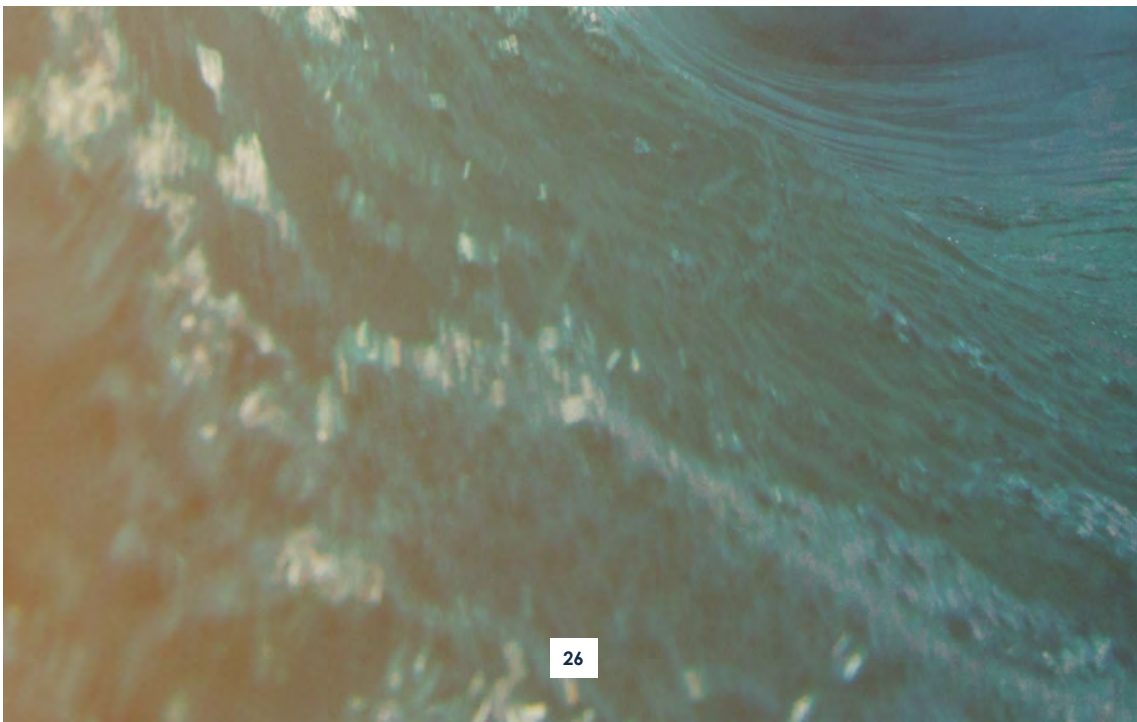
## WORKFORCE MANAGEMENT & HUMAN CAPITAL

The effective management of human capital remains a critical determinant of long-term corporate performance, and one that we engage on consistently across our portfolios. Labour markets are undergoing significant structural shifts, driven by technological change, the automation of routine tasks, and the increasing tendency of companies in certain industries to outsource or casualise parts of their workforce. These dynamics are contributing to elevated employee turnover in sectors such as retail, logistics, and technology services, with meaningful consequences for productivity, institutional knowledge, and corporate culture. We engage with investee companies to understand how they are managing workforce stability, including their approach to talent retention, employee development, and the sustainability of their labour practices across their supply chains.

Occupational health and safety (OH&S) remains a fundamental area of concern across our engagement activities, particularly for companies operating in higher-risk sectors such as manufacturing, construction, energy, and extractives.

We assess the robustness of companies' health and safety frameworks, their track record on workplace incidents, and the quality of their reporting on OH&S outcomes, encouraging management to treat the physical and psychological safety of their workforce as a non-negotiable operational priority and to align their practices with internationally recognised standards.

Diversity, equity, and inclusion (DEI) also remains a core focus of our human capital engagement, notwithstanding the political pushback against DEI initiatives observed in certain markets in recent years. We maintain a consistent position across all geographies: diverse and inclusive workplaces are not only more equitable but demonstrably more productive, innovative, and resilient. We engage with companies to understand the concrete steps they are taking to embed equal opportunity into their hiring, promotion, and remuneration practices, and to ensure that DEI commitments are reflected in measurable outcomes rather than stated intentions alone. We believe that companies which genuinely embed diversity into their culture and operations are better positioned to attract talent, serve diverse client bases, and deliver sustainable long-term value.





**Figure 17 – Case Study 6: Occupational Health & Safety**

<b>SECTOR:</b> INDUSTRIALS <b>GEOGRAPHY:</b> SWITZERLAND <b>ASSET CLASS:</b> SWISS EQUITIES	<b>MEETING TYPE:</b> Follow-up engagement call <b>INITIAL ENGAGEMENT DATE:</b> November 2022 <b>FOLLOW-UP ENGAGEMENT DATE:</b> May 2025
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**COMPANY PROFILE**

A global leader in elevators, escalators and related services, serving both residential and commercial customers.

**ENGAGEMENT RATIONALE**

As a longterm investor, we initiated this dialogue to address ongoing concerns around occupational health and safety (OH&S), particularly given the company's recent reporting of workplace fatalities. We sought to understand the root causes of these incidents, the effectiveness of current prevention measures and the company's grievance mechanisms for both employees and subcontractors.

**2025 ENGAGEMENT OBJECTIVES**

- To understand the root causes behind the reported fatalities and the specific steps being taken to prevent recurrence.
- To assess the company's grievance mechanisms for workplace incidents.
- To review the company's broader OH&S strategy, including cultural initiatives and plans for subcontractor oversight.

**ENGAGEMENT DETAILS**

During the engagement in 2025, we raised concerns about the lack of progress on reducing workplace incidents. Management committed to follow up with

detailed information on the specific incidents but explained that all severe accidents are investigated thoroughly, with assessments of causal factors beyond just human error, leading to targeted improvement plans. To foster a more open culture, the company is rolling out a global Operational Safety programme to encourage early reporting of hazards.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Investor relations team	→ SRI Analyst
→ Sustainability team	→ Swiss Equities Portfolio Manager

Collaboration between the investment and SRI teams was central to this engagement. Portfolio managers highlighted the financial materiality of safety incidents for a company in the elevator and escalator services sector, while the SRI team focused on OH&S metrics and grievance processes. Postengagement, teams aligned on followup priorities and the integration of safety performance into our broader assessment.

**PROGRESS OF THE DIALOGUE**

We welcomed the commitment to provide more detail on recent accidents and the launch of their safety programme, while pressing for clearer metrics on its effectiveness and stronger subcontractor oversight.

**OUTCOME OF THE ENGAGEMENT**

The company acknowledged the growing importance of nature-related financial risk but has not yet made formal commitments. Incremental progress was noted, and MAM will maintain follow-up pressure as regulatory and disclosure expectations in this area continue to evolve.

Target Area	Target	Time Frame	Status
<b>Social</b>	To strengthen their OH&S strategy to minimize workplace-related incidents and to have this process audited by a third-party is measurable progress is not observed within the defined time frame.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



Figure 18 – Case Study 7: Employee Attraction & Retention

**SECTOR:** INDUSTRIALS  
**GEOGRAPHY:** JAPAN  
**ASSET CLASS:** CONVERTIBLE BONDS

**MEETING TYPE:** Initial engagement call  
**INITIAL ENGAGEMENT DATE:** December 2025

**COMPANY PROFILE**

This company engages in urban and community development from a long-term perspective and develops businesses that are closely linked to the lives of their customers. They operate in 4 different sectors: Transportation, Real Estate, Life Services, and Hotels & Resorts.

**ENGAGEMENT RATIONALE**

Our particular concern was the company's low employee satisfaction, which we identified as a key indicator of potential weaknesses in workforce management, company culture, and human capital governance, areas that, left unaddressed, can have meaningful implications for operational performance and long-term value creation.

**2025 ENGAGEMENT OBJECTIVES**

- To assess the adequacy of the company's current and planned retention strategies.
- To evaluate the company's approach to workforce planning in light of identified structural challenges, including demographic pressures and talent scarcity.
- To assess the governance and social security frameworks in place for contractor and non-permanent workers across the company's activities.

**ENGAGEMENT DETAILS**

During the engagement in 2025, we raised concerns about the company's limited disclosure on human capital management and sought to develop a more comprehensive understanding of its workforce

dynamics and retention strategy.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Investor relations team	→ SRI Analyst → Convertibles Portfolio Manager

Collaboration between the investment and SRI teams was central to this engagement. Convertible securities sit at the intersection of equity and fixed income, requiring sustainability considerations to be evaluated alongside both credit and equity-like characteristics. Portfolio managers directed the SRI team's focus towards the most financially material workforce issues for this issuer, and following the engagement, both teams jointly determined next steps and incorporated updated ESG insights into the company's financial analysis.

**PROGRESS OF THE DIALOGUE**

The company confirmed its 2024 employee turnover rate stood at 4.3% and indicated it is actively developing a retention strategy. It demonstrated candid awareness of the structural challenges it faces, noting that Japan's declining working-age population may affect its ability to sustain the quality and quantity of its service delivery over time. On contractor governance, the company confirmed that social security responsibilities are managed both at the employing entity level and through direct engagement with contractor owners. However, workforce data disaggregated by worker category is not currently disclosed, a gap MAM intends to address at the next engagement.

**OUTCOME OF THE ENGAGEMENT**

The company demonstrated a constructive to the dialogue, acknowledging the material nature of the human capital risks and confirming its intention to develop a more structured employee retention strategy. MAM will seek, at the next engagement, a clearer update on the progress of the retention strategy and improved disclosure on workforce composition by worker category.

Target Area	Target	Time Frame	Status
Social	Publish a formalised employee retention strategy and disclose workforce data disaggregated by worker category, including full-time, part-time, and contractor employees.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



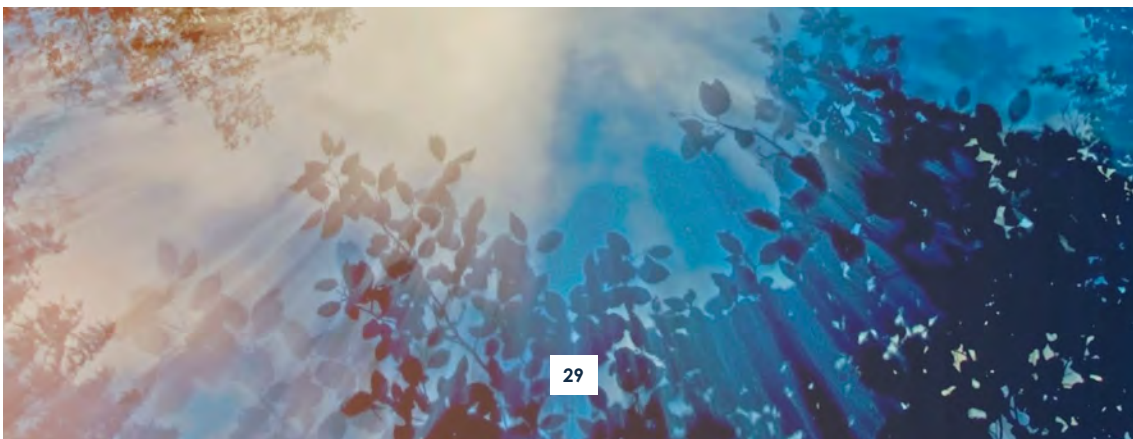
## SUPPLY CHAIN MANAGEMENT & HUMAN RIGHTS

Global supply chains have faced an unprecedented period of disruption, reshaped by escalating trade tariffs, geopolitical tensions, and the accelerating trend towards nearshoring and regionalisation. As companies reassess their sourcing strategies and shift production away from or towards new geographies, these transitions introduce complex human rights considerations, particularly where operations or suppliers are located in regions with weaker labour protections, limited regulatory oversight, or elevated exposure to forced labour and modern slavery. We recognise that supply chain restructuring, whilst often driven by legitimate commercial and risk management objectives, can inadvertently concentrate or displace human rights risks if not managed with appropriate due diligence.

Against this backdrop, supply chain transparency and human rights management have become increasingly material to the long-term financial performance of our investee companies. Regulatory developments, including the EU Corporate Sustainability Due Diligence Directive (CS3D) and equivalent national frameworks, are raising the bar for corporate accountability across value chains, creating both compliance obligations and reputational consequences for companies that fail to identify and address adverse

human rights impacts. We engage with investee companies to understand the depth and rigour of their supply chain due diligence practices, their exposure to high-risk geographies and sectors, and the mechanisms they have in place to identify, mitigate, and remediate human rights violations. Where companies are actively repositioning their supply chains in response to geopolitical or tariff pressures, we seek to understand how human rights considerations are being factored into those decisions, viewing this not only as a risk management imperative but as an opportunity for companies to build more ethical, resilient, and future-proof supply chains.

Our approach to engaging on supply chain management and human rights is applied consistently across all asset classes. The core issues at stake, labour rights, supply chain transparency, and the prevention of modern slavery, do not diminish or manifest differently depending on whether a company is held in an equity, fixed income, or convertibles portfolio; the underlying expectations we place on investee companies remain the same. In addition, across all asset classes, we apply exclusions in respect of companies found to be in violation of the United Nations Global Compact (UNGC), reinforcing our commitment to human rights as a non-negotiable baseline and ensuring that our portfolios do not maintain exposure to issuers that fall below the minimum standards of responsible business conduct.





**Figure 19 – Case Study 8: Human Rights & Community Relations**

<b>SECTOR:</b> INDUSTRIALS <b>GEOGRAPHY:</b> USA <b>ASSET CLASS:</b> GLOBAL EQUITIES	<b>MEETING TYPE:</b> Follow-up engagement call <b>INITIAL ENGAGEMENT DATE:</b> September 2024 <b>FOLLOW-UP ENGAGEMENT DATE:</b> October 2025
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**COMPANY PROFILE**

A leading North American freight railroad operator providing long-haul goods across an extensive rail network.

**ENGAGEMENT RATIONALE**

We initiated this engagement as a follow-up on occupational health and safety, but further analysis raised questions around community relations, particularly engagement with Indigenous communities. Given the rail industry's historical footprint in the United States, we sought to assess whether appropriate safeguards and consultation practices are in place when operating near culturally sensitive lands.

**2025 ENGAGEMENT OBJECTIVES**

- To evaluate the strength of governance and consultation processes for managing community and Indigenous relations.
- To assess how social risks are integrated into operational planning, oversight, and grievance mechanisms.
- To agree on a target toward establishing appropriate guidelines and policies for managing community relations.

**ENGAGEMENT DETAILS**

The discussion focused on the company's management of community and Indigenous relations, given the rail sector's historical links to breaches of

Free, Prior and Informed Consent (FPIC). Management noted that engagement is led by its public affairs team, which maintains ongoing dialogue with communities along active and historical rail corridors. For expansion projects, formal consultations and archaeological assessments are conducted where culturally sensitive sites are present, as illustrated by a recent project delay following the discovery of native burial grounds.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Investor relations team	→ SRI Analyst → Global Equities Portfolio Manager

This engagement was conducted through close coordination between the SRI team and the Global Equities investment team. The portfolio managers contributed in-depth industry knowledge and perspective on core value drivers, while the SRI team identified the most material sustainability considerations, aligning the engagement agenda with both financial and environmental objectives.

**PROGRESS OF THE DIALOGUE**

We aligned with the company on appropriate objectives and will monitor progress against these commitments over the coming reporting periods. While encouraged by the range of internal initiatives underway, we will continue to assess the effectiveness of their implementation in practice.

**OUTCOME OF THE ENGAGEMENT**

The company communicated that they plan to progress on the discussed points and align with the target set. We will continue to monitor progress against the defined time frame.

Target Area	Target	Time Frame	Status
<b>Social</b>	To enhance disclosure regarding the processes for obtaining and upholding Free, Prior and Informed Consent (FPIC), including associated remediation mechanisms and community engagement practices.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



**Figure 20 – Case Study 9: Supply Chain & Human Rights**

**SECTOR:** CONSUMER STAPLES  
**GEOGRAPHY:** SWITZERLAND  
**ASSET CLASS:** SWISS EQUITIES

**MEETING TYPE:** Follow-up engagement call  
**INITIAL ENGAGEMENT DATE:** September 2025

**COMPANY PROFILE**

A Swiss headquartered premium confectionery manufacturer with global operations.

**ENGAGEMENT RATIONALE**

Following our initial engagement in 2022, we have continued the dialogue on supply chain due diligence and human rights risks throughout the years. Given the company's reliance on commodities from highrisk sourcing regions, we focused on progress toward responsible sourcing targets, compliance with Free, Prior and Informed Consent (FPIC) standards, and broader efforts to strengthen human rights oversight across upstream operations.

**2025 ENGAGEMENT OBJECTIVES**

- To assess progress toward responsible commodity sourcing target by end 2025.
- To understand how the company ensures and monitors FPIC compliance across its numerous sourcing projects and certifications.
- To review additional initiatives for enhancing supply chain human rights practices, including living income programmes and external partnerships.

**ENGAGEMENT DETAILS**

In our 2025 followup, we commended the company's progress to over 84% responsible agricultural raw material sourcing by end2024 and sought clarity on reaching the 100% target. Management outlined

efforts to close the gap via expanded certifications and supplier engagement. FPIC is embedded in key certifications, supported by assessments from external child labour experts; the company has also joined a leading sector initiative and launched a 2025 living income pilot for farmers.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Corporate Sustainability Manger	→ SRI Analyst → Swiss Equities Portfolio Manager

Collaboration between the SRI and Swiss Equities teams was key, with portfolio managers identifying financially material supply chain risks and the SRI team focusing on human rights due diligence specifics. Postengagement, both teams aligned on monitoring priorities and incorporated insights into the company's ESG risk profile.

**PROGRESS OF THE DIALOGUE**

The engagement with the company was constructive and detailed, addressing our concerns around supply chain transparency and human rights frameworks. We were encouraged by the integration of FPIC into certifications and external partnerships like the independent child labour institute and industry initiative, while urging accelerated progress on the 100% responsible sourcing target and clearer metrics for the living income pilot. The company committed to providing updates on these areas.

**OUTCOME OF THE ENGAGEMENT**

We achieved progress on supply chain due diligence and reporting targets, working toward enhanced human rights safeguards. The company will continue to expand responsible sourcing and FPIC monitoring.

Target Area	Target	Time Frame	Status
<b>Social</b>	To achieve zero child labour incidents across the value chain, with enhanced disclosure on local stakeholder relationships and FPIC processes, alongside development of a transparency platform for emerging issues and controversies.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



## CUSTOMER ACCESS & QUALITY

Access to essential products and services represents a fundamental dimension of responsible business conduct and a material consideration for long-term value creation. As the sectors in which our investee companies operate become increasingly scrutinised for their role in delivering equitable and high-quality outcomes to end users, companies that fail to manage access, affordability, and service quality risks face growing regulatory, reputational, and financial consequences. Conversely, those that embed inclusive design, non-discriminatory practices, and robust quality governance into their customer-facing operations are better positioned to build durable competitive advantages and maintain the social licence necessary for long-term growth.

The regulatory and policy landscape is reinforcing these expectations. Across financial services, healthcare, and consumer sectors, regulators are placing heightened scrutiny on how companies serve vulnerable or underserved customers, with frameworks such as the FCA Consumer Duty in the UK and equivalent consumer protection regimes in other jurisdictions raising the bar for evidencing fair and equitable customer

outcomes. Companies that cannot demonstrate that their products and services are accessible, fairly priced, and free from discriminatory design face both compliance risk and growing reputational exposure as public and investor expectations on social equity continue to rise.

We engage with investee companies on customer access and quality consistently across our equity, fixed income, and convertibles portfolios, recognising that the materiality of these risks is not limited by how a company is financed. Our engagement focuses on four principal areas: access to healthcare and financial services for underserved populations; the governance of customer experience and satisfaction, including the use of Net Promoter Score and equivalent metrics as indicators of service quality; the management of customer health and safety risks arising from product use; and the absence of discrimination in product design, pricing, and distribution. Where we identify material gaps between a company's stated commitments to inclusive and responsible customer practices and the evidence of delivery in practice, we raise these directly through engagement, encouraging management to strengthen both the substance and the disclosure of their customer access and quality frameworks.





Figure 21 – Case Study 10: Customer Access & Affordability

**SECTOR:** UTILITIES  
**GEOGRAPHY:** USA  
**ASSET CLASS:** GLOBAL BONDS

**MEETING TYPE:** Follow-up engagement call  
**INITIAL ENGAGEMENT DATE:** June 2022  
**3<sup>rd</sup> FOLLOW-UP ENGAGEMENT DATE:** September 2025

**COMPANY PROFILE**

A power and utilities group operating regulated networks and generation assets, supplying essential electricity services across several jurisdictions while executing a transition toward renewables and storage.

**ENGAGEMENT RATIONALE**

Customer outcomes are financially material for regulated utilities: persistent dissatisfaction, elevated disconnections, or weak reconnection performance can increase political and regulatory scrutiny, raise bad-debt risk, complicate rate cases, and ultimately impair the stability of cash flows. Through our issuer monitoring, we identified a sharp decline in customer satisfaction and uneven reconnection outcomes across operating companies. We therefore engaged to assess whether the company has a robust, measurable plan to improve affordability and customer experience, and whether disclosure is decision-useful for credit risk monitoring.

**2025 ENGAGEMENT OBJECTIVES**

- To understand the drivers behind the deterioration in customer satisfaction and how management is measuring root causes across operating companies.
- To request consistent, longitudinal disclosure on disconnections for non-payment and reconnection timeliness, and the operational levers used to improve outcomes.

**ENGAGEMENT DETAILS**

Following earlier dialogue with the company, we focused this follow-up engagement on customer accessibility and affordability indicators after observing a steep decline in customer satisfaction. We challenged management to move beyond

qualitative explanations and to evidence operational control through comparable metrics across jurisdictions. We pressed for longitudinal disclosure on disconnections for non-payment and reconnections within 30 days, and asked management to explain the wide performance dispersion between operating companies. We also requested clearer linkage between affordability programmes (e.g., flexible payment options) and measurable outcomes, given the regulatory and reputational sensitivity of utility customer impacts.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of ESG	→ SRI Analyst
→ Investor Relations Team	→ Global Bonds Portfolio Manager

Engagement insights were integrated into our ongoing issuer risk assessment, with a focus on customer-related regulatory exposure and implications for operating performance resilience.

**PROGRESS OF THE DIALOGUE**

The engagement remains ongoing. The company attributed the customer satisfaction decline primarily to severe weather-driven service disruption in certain markets and customer friction during a billing-system transition in a U.S. operating company. While management noted service reliability metrics were broadly stable, explanations for cross-market differences in reconnection outcomes were not available during the call. The company indicated historical disconnection data exists but is distributed across annual files, and we requested consolidation and improved disclosure to enable trend analysis.

**OUTCOME OF THE ENGAGEMENT**

The company acknowledged our focus on customer metrics and is expected to strengthen the consistency and usability of disclosure. We will monitor progress through forthcoming reporting and follow-up dialogue.

Target Area	Target	Time Frame	Status
Social	Publish consolidated, longitudinal disclosure on disconnections for non-payment and reconnections within 30 days.	6-12 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



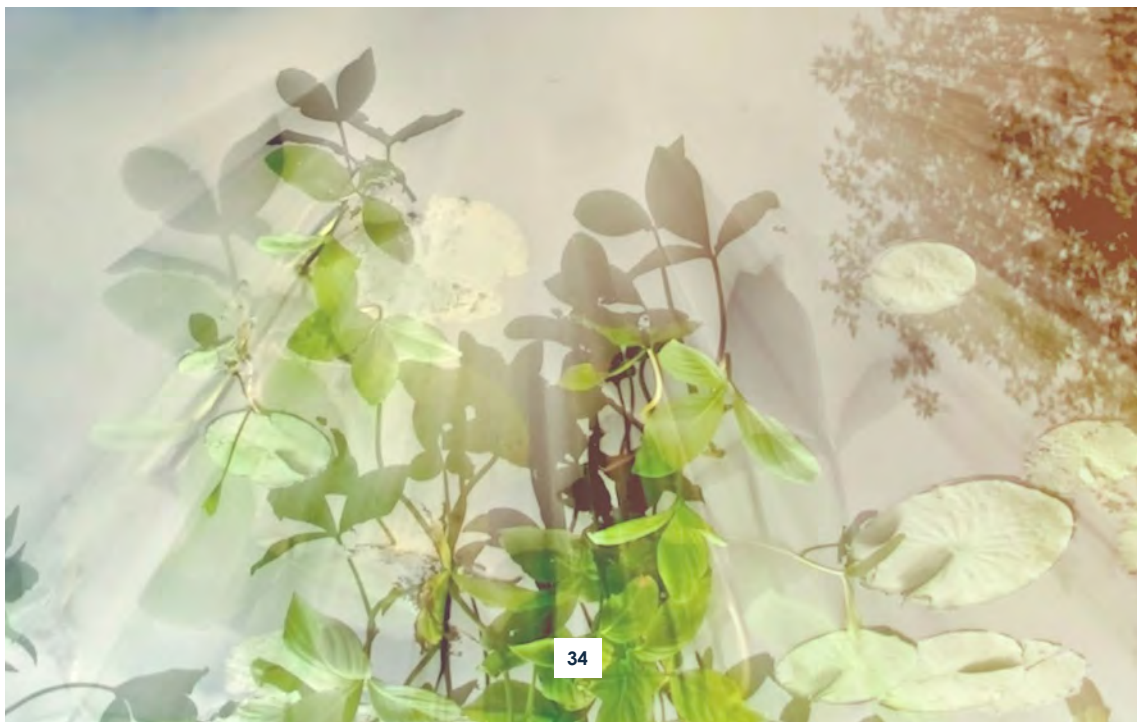
## REPORTING, DISCLOSURE & TRANSPARENCY

The quality and completeness of corporate ESG disclosure remains one of the most significant structural challenges facing the responsible investment industry. In the absence of sufficient transparency from investee companies, asset managers cannot exercise meaningful oversight of the ESG risks embedded within their portfolios, cannot hold companies accountable against stated commitments, and cannot fulfil their stewardship and fiduciary obligations with the rigour that clients and beneficiaries require.

A persistent feature of the current disclosure landscape is the gap between what companies do and what they choose to report. ESG maturity varies considerably across sectors, geographies, and company sizes, and it is neither realistic nor appropriate to expect uniform standards of practice across all investee companies. What is both reasonable and necessary, however, is transparency about where gaps exist and why. A disclosure that clearly articulates the rationale for a particular omission, whether due

to assessed immateriality, operational stage, or a planned future development, is considerably more decision-useful to investors than the absence of disclosure entirely. Where material ESG topics are persistently absent from reporting without explanation, this in itself constitutes a risk signal that warrants further scrutiny and informs the assessment of management quality and governance culture.

The regulatory environment is progressively raising the baseline for corporate disclosure. Frameworks including CSRD, IFRS S1 and S2, and TCFD-aligned reporting are formalising disclosure expectations across global markets, whilst voluntary frameworks such as CDP and TNFD are establishing best practice standards on climate and nature-related transparency. Against this backdrop, engagement on disclosure quality has become an increasingly important component of active ownership, not as a compliance exercise, but as the foundation for an evidence-based stewardship dialogue that enables investors to support investee companies in managing the issues most material to their long-term resilience. The case studies below illustrate how this principle has been applied in practice during 2025.





**Figure 22 – Case Study 11: Reporting, Disclosure & Transparency**

<b>SECTOR:</b> HEALTHCARE <b>GEOGRAPHY:</b> SWEDEN <b>ASSET CLASS:</b> EUROPEAN EQUITIES	<b>MEETING TYPE:</b> Follow-up engagement call <b>INITIAL ENGAGEMENT DATE:</b> October 2024 <b>FOLLOW-UP ENGAGEMENT DATE:</b> September 2025
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**COMPANY PROFILE**

This Swedish healthcare provider operates within care and social service for the elderly, the disabled, and those seeking psychosocial support.

**ENGAGEMENT RATIONALE**

We have held this company since 2024, making it a core holding within our portfolio. Given significant exposure to social issues and associated risks, coupled with its relatively early-stage ESG reporting, we prioritized it for engagement. While we were pleased to see that the company had already made progress since our prior engagement, it still required greater alignment with ESG reporting best practices.

**2025 ENGAGEMENT OBJECTIVES**

- To gather additional information on the business which could not be found in their existing reporting.
- To communicate key areas that the company should prioritise for development of ESG reporting and what we had identified as their material topics.
- To communicate and set targets with the company.

**ENGAGEMENT DETAILS**

Following our initial engagement with the company in 2024, we decided to schedule a follow-up call in 2025 to discuss the progress made at the company

and on the targets we initially set over the year. We were pleased to see during our updated analysis that the company had adopted the majority of our recommendations and seemed to have developed a more profound ESG strategy.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of Quality & Sustainability	→ SRI Analyst
→ Head of Investor Relations	→ European Equities Portfolio Manager

Collaboration between the investment and SRI teams is especially important in the small- and mid-cap European equity space. Portfolio managers highlight the most financially material issues for each company, allowing SRI analysts to focus their ESG assessments.

**PROGRESS OF THE DIALOGUE**

The engagement remains ongoing. While the company has improved its disclosures and addressed several priority areas, key foundational ESG elements are still underdeveloped. We have outlined essential frameworks and reporting expectations, to guide further progress. The company is highly receptive to our recommendations and aligned with our guidance.

**OUTCOME OF THE ENGAGEMENT**

The company partially met the targets set in 2024. However, given the remaining gaps in disclosure and framework development, we established new targets for 2025 that build on the previous ones while being more prescriptive and ambitious.

Target Area	Target	Time Frame	Status
<b>Environment</b>	For the company to develop a robust climate change strategy to accompany their decarbonisation targets. This strategy should also outline renewable targets, a water stewardship strategy, and a waste management plan.	12-18 months	Ongoing
<b>Governance</b>	For the company to report more detail on their remuneration practices and key KPIs, specifically detailing what ESG KPIs are included and how they define how progress is measured across these areas.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



**Figure 23 – Case Study 12: Reporting, Disclosure & Transparency**

SECTOR: FINANCIALS  
GEOGRAPHY: ITALY  
ASSET CLASS: GLOBAL BONDS

MEETING TYPE: Follow-up engagement call  
INITIAL ENGAGEMENT DATE: November 2024  
FOLLOW-UP ENGAGEMENT DATE: July 2025

**COMPANY PROFILE**

A large European universal bank providing retail and corporate banking, investment services, and project finance, with material exposure to transition-sensitive sectors through its lending and advisory activities.

**ENGAGEMENT RATIONALE**

We hold the issuer across multiple fixed income strategies and consider disclosure quality to be financially material for banks, where climate and nature risks are primarily transmitted through financed emissions and credit exposure. Through our internal climate analysis, we identified that comparability and credibility depend on: (i) transparent financed-emissions methodologies, (ii) disclosed data-quality limitations and improvement plans, and (iii) clear reporting architecture under CSRD without losing decision-useful voluntary disclosures.

**2025 ENGAGEMENT OBJECTIVES**

- To challenge the issuer on the transparency and decision-usefulness of its CSRD-aligned sustainability reporting, including what is now embedded in the annual report versus supplementary publications.
- To obtain clearer disclosure on financed-emissions data quality.
- To push for more verifiable reporting on key inputs and constraints.

**ENGAGEMENT DETAILS**

We held a follow-up call focused on whether the issuer’s sustainability reporting remains decision-useful under CSRD and whether financed-emissions reporting is sufficiently transparent for investors. We challenged the issuer on where CSRD-aligned disclosures sit within the annual report and why a separate SDGs report was

produced to preserve voluntary information. We also scrutinised financed-emissions data quality, including newly published sector-level data-quality scores, and discussed limitations driven by SME disclosure gaps and questionnaire response rates. Finally, we discussed how residual “frozen” exposures can affect reported decarbonisation pathways and disclosure credibility.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of Sustainability	→ SRI Analyst
→ Head of Investor Relations	→ Global Bonds Portfolio Manager

**PROGRESS OF THE DIALOGUE**

The engagement remains ongoing. Since the prior reporting cycle, the issuer has:

- Embedded a CSRD-aligned sustainability statement within the annual report and supplemented this with an SDGs report to maintain voluntary disclosures where CSRD criteria constrained coverage.
- Published sector-level financed-emissions data-quality scores (PCAF-style scoring) for the first time, improving transparency even where underlying data remains constrained by SME reporting.
- Indicated further methodology refinement (moving from group-level to more granular calculations) and future reporting updates (e.g., inclusion of validated targets in the next climate reporting cycle).
- We requested follow-up clarity on questionnaire content coverage and updated response-rate metrics.

**OUTCOME OF THE ENGAGEMENT**

The issuer acknowledged the importance of maintaining decision-useful disclosures alongside CSRD compliance and confirmed a pathway to expand transparency on financed-emissions data quality. We will continue to monitor delivery against the targets below.

Target Area	Target	Time Frame	Status
<b>Governance</b>	Strengthen financed-emissions disclosure by maintaining sector-level data-quality scoring, providing clear commentary on key low-quality sectors (drivers, coverage thresholds, and improvement plan), and disclosing questionnaire coverage/ response-rate metrics used to close data gaps.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



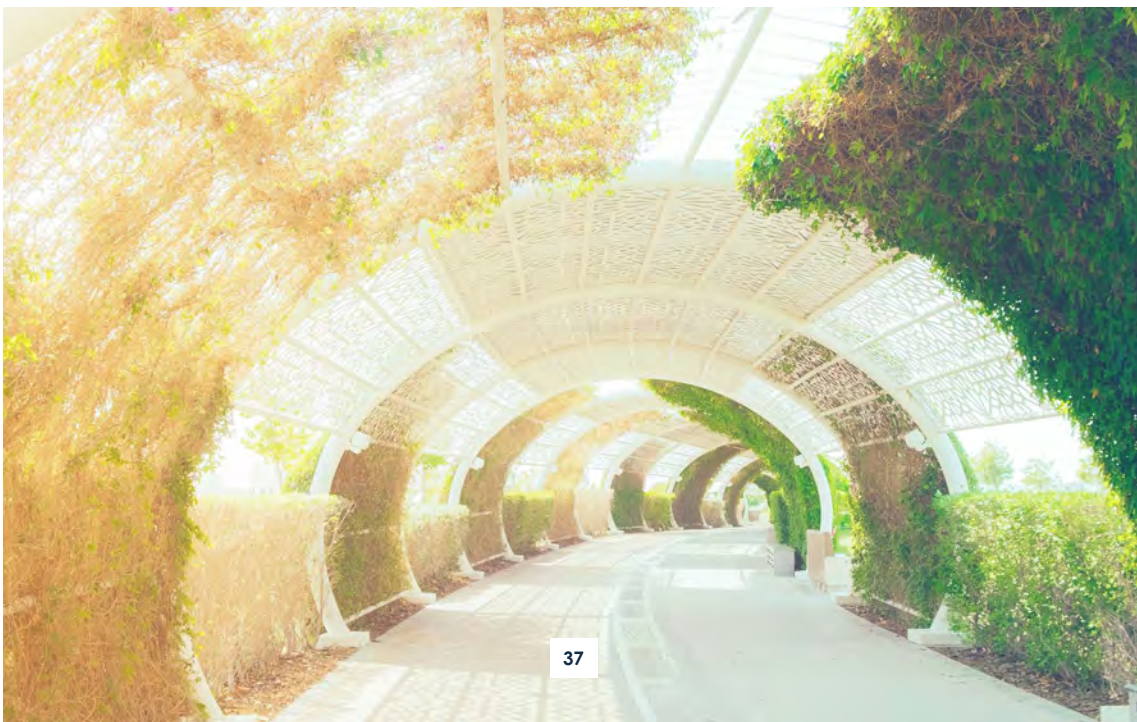
## ETHICAL & RESPONSIBLE AI GOVERNANCE

The rapid proliferation of artificial intelligence across corporate operations, products, and decision-making processes has introduced a material category of ESG risk that the responsible investment industry is only beginning to systematically address. As investee companies across virtually every sector integrate AI-driven tools into their business models, the governance frameworks that determine how those tools are developed, deployed, audited, and controlled have become a legitimate focus of investor scrutiny. Companies that lack adequate oversight of their AI systems are exposed to financial, regulatory, and reputational consequences that are increasingly difficult to quantify but no less material for that uncertainty.

The risks associated with inadequate AI governance are diverse but share common governance roots. Algorithmic bias in credit scoring, insurance underwriting, recruitment, or customer service can expose companies to discrimination claims and regulatory sanction. The use of AI in safety-critical applications raises questions of

liability and operational resilience that bear directly on investment risk. Data privacy considerations create regulatory exposure under frameworks such as GDPR and the EU AI Act, which establishes binding obligations for high-risk AI applications across the European market, whilst the concentration of AI capability within a small number of technology providers creates systemic dependency risks for companies that have not adequately assessed their third-party AI exposure.

Engagement on this theme focuses on the robustness of board-level oversight of AI-related risks, the existence and credibility of internal AI ethics frameworks and audit processes, transparency around the use of AI in customer-facing and operational contexts, and the mechanisms in place to identify and remediate algorithmic bias or unintended harm. Disclosure quality on AI governance remains highly variable across the investment universe, and a significant proportion of companies have yet to articulate a coherent public position on how these risks are being managed. The case study below illustrates how engagement on this theme has been applied in practice during 2025.





**Figure 24 – Case Study 13: Ethical AI Governance**

<b>SECTOR:</b> FINANCIALS <b>GEOGRAPHY:</b> SWITZERLAND <b>ASSET CLASS:</b> SWISS EQUITIES	<b>MEETING TYPE:</b> Follow-up engagement call <b>INITIAL ENGAGEMENT DATE:</b> December 2024 <b>FOLLOW-UP ENGAGEMENT DATE:</b> November 2025
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**COMPANY PROFILE**

A regulated financial services provider offering digital banking and investment solutions through a technology-driven platform with global market access.

**ENGAGEMENT RATIONALE**

We have held this company since 2018, and have previously engaged the company regarding other ESG-related topics. With the emergence of AI and a better understanding of its associated risks, we deemed it critical to engage the company on its AI-driven systems and product offerings. Moreover, we also sought to follow-up on the progress achieved previously set targets and adapt them to reflect new material areas.

**2025 ENGAGEMENT OBJECTIVES**

- To gain deeper understanding on how the company mitigates risks such as unintended bias or discriminatory outcomes from their artificial intelligence.
- To encourage the company to increase reporting beyond their already commendable AI governance section in sustainability report.
- To further discuss other ESG-related topics which we had previously set targets on.

**ENGAGEMENT DETAILS**

Following our initial engagement with the company in 2024, we had planned a follow-up call in 2025 to review progress against the objectives agreed during the prior year. However, subsequent ESG analysis identified AI governance as an increasingly material

topic that had not previously been addressed. As a result, the discussion expanded to include a detailed review of the company's approach to mitigating unintended bias and discriminatory outcomes in the use of AI within its investment recommendation processes.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of Finance & Reporting	→ SRI Analyst
→ Head of ESG Reporting	→ Swiss Equities Portfolio Manager

Collaboration between the investment and SRI teams is especially important in the small- and mid-cap equity space. Portfolio managers highlight the most financially material issues for each company, allowing SRI analysts to focus their ESG assessments. After engagements, both teams jointly determine next steps and incorporate the updated ESG insights into the company's financial analysis.

**PROGRESS OF THE DIALOGUE**

The engagement remains ongoing. The company has confirmed that disclosure on the responsible use of AI will be enhanced in its forthcoming Sustainability Report. In addition, responsible AI principles have been incorporated into the Code of Conduct, supported by expanded training programmes for employees.

**OUTCOME OF THE ENGAGEMENT**

The company welcomed our below target on AI ethics and is currently working towards achieving it.

Target Area	Target	Time Frame	Status
<b>Governance</b>	The company to enhance public disclosure on the responsible integration of AI within its investment product offerings, including information on its ethical AI governance framework and the measures in place to mitigate unintended bias and discriminatory outcomes.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025



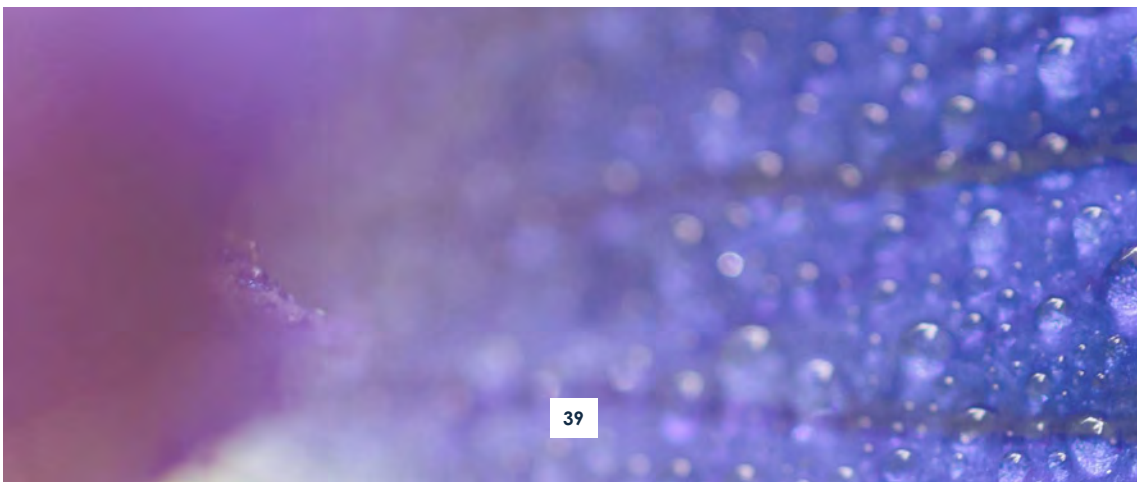
## BOARD PROFILE, DIVERSITY & REMUNERATION

The composition, independence, and incentive structures of corporate boards remain among the most foundational indicators of governance quality and long-term value creation. A board that lacks sufficient independence, fails to reflect an appropriate diversity of skills, backgrounds, and perspectives, or operates under remuneration frameworks that are misaligned with long-term shareholder and stakeholder interests represents a structural governance risk that can manifest across every dimension of corporate performance. These are issues we continue to observe with regularity across our portfolios, and they remained a prominent focus of our engagement and voting activities throughout 2025.

On board composition, diversity and independence remain inconsistently applied across markets despite a regulatory environment that is beginning to impose clearer minimum expectations. In Switzerland, for example, new legislative requirements have introduced minimum gender diversity thresholds for boards of listed companies, yet a number of investee companies are only now beginning to address the structural changes necessary to comply. More broadly, director independence continues to present challenges across corporate governance globally, with long-tenured board members,

concentrated ownership structures, and insufficient separation of chair and CEO roles remaining common features of companies held across our portfolios. We regard genuine board independence and diversity of professional background, experience, and perspective not as box-ticking exercises but as determinants of the quality of oversight being applied to the full range of material risks facing our investee companies.

On remuneration, a recurring concern is the tension between escalating executive pay expectations and the underlying performance that justifies them. As corporates across markets increasingly benchmark compensation against US peers, we are observing pay structures that risk becoming disconnected from long-term, sustainable value creation, particularly where short-term financial metrics dominate incentive frameworks at the expense of ESG outcomes, operational resilience, and multi-year strategic delivery. During 2025, we engaged with several investee companies directly on the structure and transparency of their remuneration policies, and where companies introduced new or revised remuneration frameworks, we participated in consultation processes to ensure that long-term investor interests were represented. Where we identified material misalignment between pay and performance, we reflected this in our voting activity at annual general meetings. The case study below illustrates how this engagement was applied in practice during 2025.





**Figure 25 – Case Study 14: Remuneration**

<b>SECTOR:</b> HEALTH CARE <b>GEOGRAPHY:</b> USA <b>ASSET CLASS:</b> CONVERTIBLE BONDS	<b>MEETING TYPE:</b> Initial engagement call <b>INITIAL ENGAGEMENT DATE:</b> December 2025
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**COMPANY PROFILE**

The company is one of the largest medical device Contract Development and Manufacturing Organizations (CDMO) in the world, serving the cardiac rhythm management, neuromodulation, and cardio and vascular markets.

**ENGAGEMENT RATIONALE**

With executive remuneration structures coming under increasing scrutiny across the financial sector, particularly the degree to which long-term incentive plans are meaningfully linked to non-financial performance criteria, we deemed it important to revisit the company’s approach to ESG integration within its compensation framework.

**2025 ENGAGEMENT OBJECTIVES**

- To gain a deeper understanding of how the company structures ESG-linked performance criteria within its short- and long-term incentive plans, and how progress against these metrics is measured and disclosed.
- To encourage the company to increase the transparency of ESG KPI disclosure within its remuneration reporting to provide investors with meaningful, quantifiable data.
- To discuss other relevant ESG-related topics we had highlighted for engagement.

**ENGAGEMENT DETAILS**

During the meeting, we raised our concern that the company’s current executive remuneration framework does not incorporate ESG-related performance criteria, despite publishing sustainability

commitments across its corporate reporting. We noted that the absence of ESG linkage in pay structures risks undermining the credibility of these commitments. We outlined our expectations for best practice in this area, including the integration of material, time-bound ESG KPIs within both short-term annual bonus and long-term incentive plan structures.

**PARTICIPANTS**

Investee Participants	MAM Participants
→ Head of Investor Relations	→ SRI Analyst → Convertibles Portfolio Manager

Collaboration between the investment and SRI teams is crucial in the convertible bonds space, where formal voting rights are absent and creditor influence depends on direct dialogue. Portfolio managers bring knowledge of the issuer’s credit profile, whilst the SRI team focuses on identifying the most material sustainability risks, ensuring that engagement priorities are grounded in both financial resilience and ESG considerations.

**PROGRESS OF THE DIALOGUE**

The engagement is at an early stage. The company acknowledged our concerns but did not commit to introducing standalone ESG-linked pay criteria in the near term. We have requested that it give further consideration to formalising its approach and improving disclosure on how ESG factors are assessed within the STI programme.

**OUTCOME OF THE ENGAGEMENT**

The company acknowledged that ESG criteria are not explicitly integrated into its executive compensation framework and indicated openness to further consideration. We have set a formal target for improvement and will follow up within the next 12–18 months.

Target Area	Target	Time Frame	Status
<b>Governance</b>	For the company to formalise the integration of explicit ESG KPIs into its executive remuneration framework, with clearly defined targets, transparent weighting relative to financial metrics, and disclosure of outcomes in its annual remuneration report.	12-18 months	Ongoing

Source: Mirabaud Asset Management, Dec-2025





## COLLABORATIVE ENGAGEMENT

In the context of our collaborative stewardship activities, MAM participated in a range of investor initiatives during the reporting period, collectively reaching 235 companies to promote ESG best practices and encourage alignment with internationally recognised standards. Notable developments in 2025 included increased participation in ShareAction's Long-Term Investors in People's Health (LIPH) initiative, which addresses health and wellbeing across the workforce, consumers, and the broader public, and our joining of a collaborative initiative led by the Local Authority Pension Fund Forum (LAPFF) and CCLA Investment Management, through which co-signed "Say-on-Climate" letters were issued to FTSE 100 companies urging boards to commit to shareholder votes on their climate transition plans.

It is worth noting that, unlike individual engagements, which we define solely as virtual or in-person meetings, our collaborative engagement count also includes investor sign-on letters, reflecting the widely recognised role such letters play as a stewardship tool. In 2025, our collaborative activities spanned several initiatives: we led our involvement in the CDP Non-Disclosure Campaign, sending letters to 122 companies, some specifically tailored to reflect our existing relationship with the issuer; we participated as a collaborative investor in virtual engagement meetings through Climate Action 100+, PRI Advance, and PRI Spring; our LIPH participation combined co-signed letters with a direct engagement meeting; and we acted as co-signatories to Say-on-Climate letters addressed to 95 FTSE 100 companies. Figure 27 below shows the split of these activities.

### CDP NON-DISCLOSURE CAMPAIGN (NDC)

The CDP Non-Disclosure Campaign (CDP NDC) is a not-for-profit global disclosure system through which companies share

environmental information. CDP collects data on climate change, water security and deforestation enabling investors to make informed decisions and allowing the industry to improve comparability between companies, measure environmental impacts and drive action. By supporting this collaborative action campaign, we aim to improve transparency by engaging with companies that failed to disclose information through CDP's climate change, forests and/or water security questionnaires.

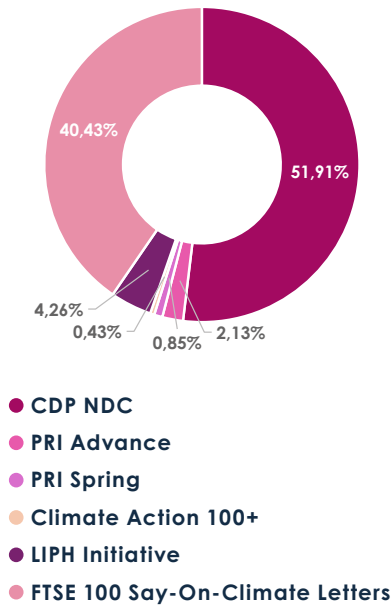
In 2025, Mirabaud joined 223 signatories, representing nearly US\$23 trillion in assets, to engage global issuers on ESG-related disclosure. The 2025 NDC targeted 1,314 companies from a selection of 4,236 non-disclosers. The targeted companies' combined revenue was US\$14.6 trillion, equivalent to 12% of global GDP in 2024. Specific engagements were also undertaken for forests and water security, numbering 306 and 711 companies, respectively.

Of the companies targeted by the campaign, MAM was the lead investor for signed letters sent to 122 distinct companies registered in our funds in 2025. In total, 64 companies were targeted on climate, 30 companies on forests and 84 companies on water, as CDP may ask companies to submit more than one questionnaire, as outlined in Figure 27. MAM was also a co-signer for the letters sent to the other 1,192 distinct companies in 2025.

Of the 122 companies for which MAM held a lead position in 2025, only 9 ultimately disclosed, representing a disclosure rate of approximately 7% across our lead engagements. Whilst we regard the CDP NDC as a critical mechanism for driving environmental transparency, we were disappointed by the low level of response. This outcome is consistent with a growing concern across the responsible investment industry around greenhushing, whereby companies are increasingly choosing to reduce or withdraw environmental disclosures



**Figure 26: Split of Collaborative Engagements by Initiative**



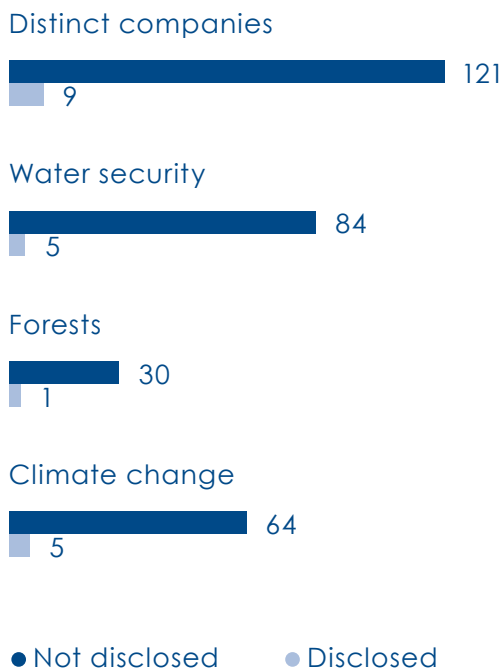
Source: Mirabaud Asset Management, Dec-2025

in response to a shifting political and regulatory climate. We will follow up directly with non-responding companies during the 2026 engagement cycle and will consider whether persistent non-disclosure warrants escalation within our active ownership framework.

**CLIMATE ACTION 100+**

Climate Action 100+ is a global collaborative investor engagement initiative designed to ensure that the world's largest corporate greenhouse gas emitters take the necessary action to align their business strategies with the goals of the Paris Agreement. With the participation of over 600 investors, the initiative targets 169 of the highest-emitting companies globally, seeking commitments to reduce GHG emissions, strengthen climate-related disclosure, and embed robust governance frameworks for managing climate transition risk.

**Figure 27: Response through the CPD NDC**



Source: Mirabaud Asset Management, Dec-2025

In 2025, Mirabaud continued its participation in the initiative as a collaborative investor across two engagement groups: one targeting a US-headquartered home improvement retailer, and one targeting a UK-based engineering and automotive company. The group engaging the home improvement retailer held one formal engagement during the reporting period. The second group encountered difficulties in arranging a meeting with the UK automotive company, and efforts to establish a constructive dialogue will continue into the 2026 engagement cycle.

These collaborative engagements call on companies to commit to credible net zero business strategies underpinned by independently validated emissions reduction targets, formal endorsement of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and demonstrable



board-level accountability for climate-related risk management. Over prior reporting periods, meaningful progress has been observed across a number of participating companies in line with these investor expectations, including improved alignment of emissions trajectories with the 1.5°C pathway and strengthened governance frameworks for climate oversight. Sustaining and deepening this progress remains central to MAM's objectives within the initiative.

### **PRI ADVANCE**

PRI Advance is a collaborative stewardship initiative launched in December 2022, through which investors work collectively to drive meaningful corporate action on human rights and social issues. To date, 269 investors representing approximately US\$35 trillion in assets under management have endorsed the initiative, with 112 investors actively participating in engagements with 38 companies across the metals and mining, electric utilities, and renewable energy sectors. Companies engaged through the initiative are expected to fully implement the UN Guiding Principles on Business and Human Rights (UNGPs), align their political engagement activities with their responsibility to respect human rights, and demonstrate deepening progress on the most severe human rights issues within their operations and across their value chains.

As a signatory to PRI Advance, MAM is committed to respecting human rights across its investment activities, including through the publication of a formal policy commitment, the implementation of a human rights due diligence process to identify, prevent, and mitigate adverse outcomes for people, and the facilitation of access to remedy where violations are identified. MAM's Human Rights Statement, introduced in 2023, formalises this commitment across both the Asset Management and Wealth Management business lines and serves as the foundation

of our approach to human rights as a material investment consideration. In 2025, we continued our participation in two collaborative engagement groups within the initiative: one engaging a Canadian metals and mining company, and one engaging a US-based renewable energy company, the latter of which is discussed in further detail below in Case Study 15.

In 2025, we held two engagements with the Canadian metals and mining company and engagement with the US-based renewable energy company.

### **PRI SPRING**

PRI Spring is a collaborative stewardship initiative focused on nature, designed to address the systemic risks of biodiversity loss and support the global objective of halting and reversing biodiversity decline by 2030. Launched in June 2024, the initiative has attracted over 240 investor signatories representing more than US\$19 trillion in assets under management, with 96 investors actively participating in engagements with 57 targeted companies. By promoting stronger corporate practices on nature-related risk management and disclosure, Spring seeks to drive meaningful real-world environmental outcomes whilst preserving and enhancing long-term investment returns.

In October 2024, MAM upgraded its status from endorser to collaborating investor, commencing active engagement across three groups: one targeting a Latin American financial institution, one targeting a European supermarket retailer, and one targeting a British multinational retailer. During 2025, we continued our participation across all three groups, holding formal engagements with the Latin American financial institution and the European retailer during the reporting period. An engagement with the British multinational retailer has been scheduled for early 2026 and will be reported on in the next reporting cycle.



**Figure 28 – Case Study 15: Advance – Collaborative Engagement on Human Rights**

<p><b>SECTOR:</b> UTILITIES <b>GEOGRAPHY:</b> USA <b>ASSET CLASS:</b> GLOBAL EQUITIES &amp; CONVERTIBLES</p>	<p><b>MEETING TYPE:</b> Follow-up engagement call <b>INITIAL ENGAGEMENT DATE:</b> 2023 <b>FOLLOW-UP ENGAGEMENT DATE:</b> October 2025</p>
<p><b>COMPANY PROFILE</b> A regulated utility provider delivering large-scale renewable generation and transmission solutions with operations spanning domestic and international markets.</p> <p><b>ENGAGEMENT RATIONALE</b> This company was identified as a priority engagement in 2021 following credible reports linking its solar panel procurement to high-risk supply chain regions associated with forced labour. A position was initiated in December 2024, with active engagement established as an explicit condition of investment. Recognising the scale and complexity of the issues involved, we joined Advance, the PRI's collaborative stewardship initiative for human rights and social issues, to engage the company alongside fellow investors on forced labour in its solar supply chain, indigenous peoples' rights, community due diligence, and grievance mechanism transparency.</p>	<p><b>ENGAGEMENT OBJECTIVES</b> Through Advance, our engagement with this company is structured around five key objectives:</p> <ol style="list-style-type: none"><li><b>1. Human Rights Due Diligence (HRDD):</b> Strengthen the company's HRDD framework, including greater alignment with the UNGPs and improved board-level oversight of human rights governance.</li><li><b>2. Supply Chain:</b> Press the company to disclose the outcome of its exit from high-risk sourcing geographies and demonstrate that the reconfigured supply chain has been accompanied by robust due diligence.</li><li><b>3. Community Relationships:</b> Encourage greater transparency on community engagement practices, including public disclosure of grievance mechanisms and the company's approach to Free, Prior and Informed Consent (FPIC) with indigenous and tribal communities.</li><li><b>4. Labour Rights:</b> Monitor labour rights risks across operations and supply chain, with a focus on decent work standards.</li><li><b>5. Responsible Political Engagement:</b> Seek clarity on how the company's lobbying activities align with its stated commitments to clean energy and human rights.</li></ol>
<p><b>PROGRESS OF THE DIALOGUE</b> The engagement has progressed constructively, with the company demonstrating a genuine and cooperative spirit throughout the process. The company has proactively introduced the investor group to its various internal teams working on human rights and has engaged openly on the challenges it faces and the areas it recognises as requiring further improvement. This level of transparency has been encouraging and reflects a willingness to engage substantively rather than defensively.</p> <p>Within the Advance group, participation has been strong, with all member investors actively contributing to research, discussion, and the development of engagement asks. This collaborative dynamic has been instrumental in enabling a well-informed and coordinated approach to a set of complex, multi-faceted issues.</p> <p>The engagement remains ongoing. While progress has been made, several material concerns have not yet been fully resolved, and we will continue to work with the company to drive further improvement against our stated objectives.</p>	

Source: Mirabaud Asset Management, Dec-2025



## REFLECTIONS ON 2025 ENGAGEMENT EFFECTIVENESS

The majority of companies prioritised for engagement by MAM are selected precisely because they are lagging behind sector peers on one or more material ESG dimensions. This means that engagement objectives are rarely narrow in scope; rather, they are designed to address a foundational range of material topics that, taken together, establish a minimum baseline of ESG practice from which a more focused and ambitious dialogue can be built in subsequent years. Whilst this breadth reflects the genuine ESG development needs of our investee companies, it also requires careful prioritisation to ensure that engagement remains purposive and that targets are set at a level that is ambitious but achievable within a realistic timeframe.

Against this backdrop, one of the most encouraging observations from 2025 was the extent to which investee companies returned to us having made tangible progress against targets set in the prior year. A number of companies proactively raised their progress during follow-up engagements, demonstrating that our stewardship activities are having a genuine and measurable impact and that our target-setting process is functioning as intended, striking an appropriate balance between ambition and realism. This feedback also validated our approach of setting clearly defined, time-bound targets: in several instances, investee sustainability leads told us directly that the specificity of our asks had provided them with concrete evidence of investor demand that they

were able to escalate internally to senior management or the board, helping to build the internal case for progress in areas that might otherwise have lacked executive prioritisation. This is precisely the dynamic that effective stewardship is designed to produce.

During 2025, we also introduced a two-way feedback mechanism, inviting investee companies to comment on our engagement approach, the clarity of our asks, and the realism of our targets. The responses were broadly positive, with companies appreciating the structured and transparent nature of our engagement framework. We nonetheless recognise that our processes are not without room for improvement, and we regard continuous self-assessment as an integral part of responsible stewardship practice. In particular, we have identified three areas we intend to develop further in the coming reporting period: first, improving our understanding of realistic implementation timelines across different sectors, geographies, and company sizes, to ensure that target timeframes reflect the operational realities facing our investees; second, developing more nuanced approaches to tracking partial progress against targets, recognising that ESG improvement is rarely binary and that incremental steps deserve to be captured and recognised within our monitoring framework; and third, strengthening our approach to managing relationships with investee companies that remain reluctant to engage, a challenge that, whilst not the norm across our portfolio, requires continued attention and, where necessary, a considered escalation response.



# VOTING

Our proxy voting processes and frameworks are central to our stewardship strategy across our public equity portfolios.

Exercising our voting rights is an essential pillar of our active ownership strategy. We use our voting rights to act in our clients' best interests, promote good corporate governance practices and help drive change within a company.

Our MAM [Engagement and Voting Policy](#) is publicly disclosed on our website. We also publish our [voting records](#) and related rationales when we vote for or against management.

## EXERCISE OF VOTING RIGHTS

Given the volume and diversity of securities held across our funds, Mirabaud Asset Management (MAM) has retained Institutional Shareholder Services (ISS) to support the exercise of voting rights. ISS is a globally recognised and independent provider of proxy voting services and corporate governance research.

MAM operates a global proxy voting programme under which voting rights are exercised in accordance with a custom voting policy, developed by the SRI team in 2023 and formally implemented across all equity and multi-asset funds from 1 January 2024. This policy was built upon MAM's own investment philosophy and stewardship objectives, drawing from industry best practices and applicable regulations to create a tailored framework that more closely reflects our values and governance expectations.

Our guidelines establish rules and thresholds that determine how votes are cast on key topics, while maintaining the flexibility to accommodate regional standards and the nuances of different geographical markets. These are not rigid rules; they function as considered guidelines, allowing portfolio managers to exercise discretion and address specific situations on a case-by-case basis. ISS is responsible for aggregating proxy ballots and applying our custom guidelines operationally, ensuring consistent and effective implementation, alongside providing research support, vote registration, and reporting to MAM and its funds.

Our investment teams retain full discretion over voting decisions, exercised in accordance with the best long-term interests of clients. Where a client's holdings may have a material influence on the outcome of a vote, MAM may communicate its voting intentions to the company ahead of the general meeting.

## SEGREGATED AND POOLED ACCOUNTS

The large majority of our funds are pooled, and voting is undertaken in accordance with the MAM Proxy Voting Policy. For discretionary segregated mandates, the approach to exercising voting rights is agreed with clients on an ad hoc basis, as institutional clients typically file votes independently and may maintain their own separate voting policy. In such cases, no conflicts of interest arise.



## 2025 VOTING ACTIVITIES

In 2025, 3,180 out of 3,213 proposals were voted. Figure 29 summarises MAM's proxy voting activities in the year under review.

Across 3,658 unique proposals available for voting, we voted "for" 87.9% of the time (3,214 votes) while nearly 11.7% of our votes were "against" (427 votes).

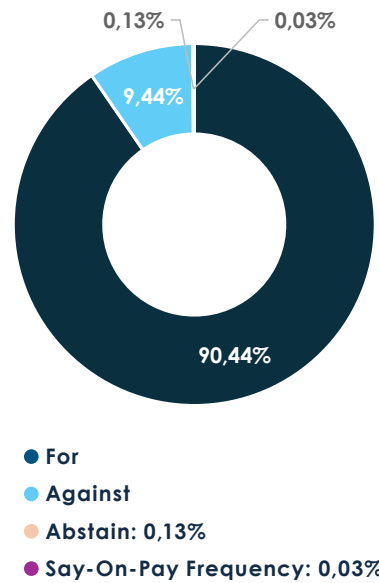
We vote against management only when we believe the ambitions of a company are lacking. In 2025, we voted in line with management 89.3% of the time. Figure 30 provides a breakdown of our voting activities for management-sponsored proposals across several resolution types. There were 2,869 management-sponsored proposals, of which 39% related to director elections.

Figure 31 highlights the different resolution types we voted on put forward by shareholders in 2025. Shareholders sponsored 79 proposals, with *ESG Related* being the category with the most proposals (57%), followed by the *Director Related* category and *Other* proposals (11% and 11% respectively). We voted 'for' on 63% of the shareholder resolutions put to a vote in 2025.

As a global investor operating across multiple regions and asset classes, our proxy voting activity reflects the breadth of our international investment universe. As illustrated in Figure 32, Europe accounted for the largest share of resolutions by region, with 2,522 resolutions voted on, while Asia-Pacific only recorded 119 resolutions, representing the most limited voting activity by geography. In 2025, we did not vote on any meetings in LATAM or the Middle East & Africa.

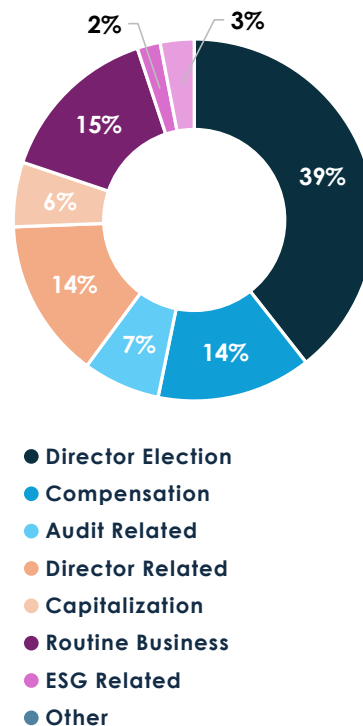
Understanding the specific challenges and material risks facing different industries is a key part of informed stewardship. In 2025, we sought to ensure that our voting

Figure 29: Voting statistics



Source: Mirabaud Asset Management, Dec-2025

Figure 30: Management resolutions

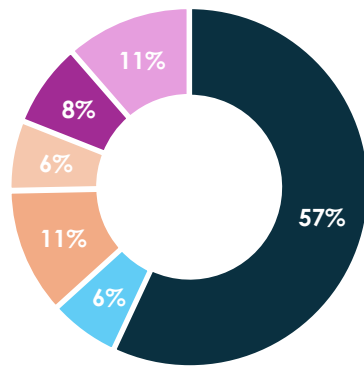


Source: Mirabaud Asset Management, Dec-2025



activity was directed at the issues most relevant to each sector in which we held positions. Our voting spanned a broad range of industries, with Industrials representing the most active sector with 42 meetings voted, whilst Energy as a sector only accounted for a single meeting.

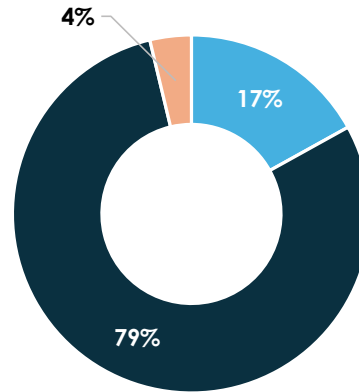
Figure 31: Shareholder resolutions



- ESG Related
- Audit Related
- Director Related
- Compensation
- Corporate Governance
- Other

Source: Mirabaud Asset Management, Dec-2025

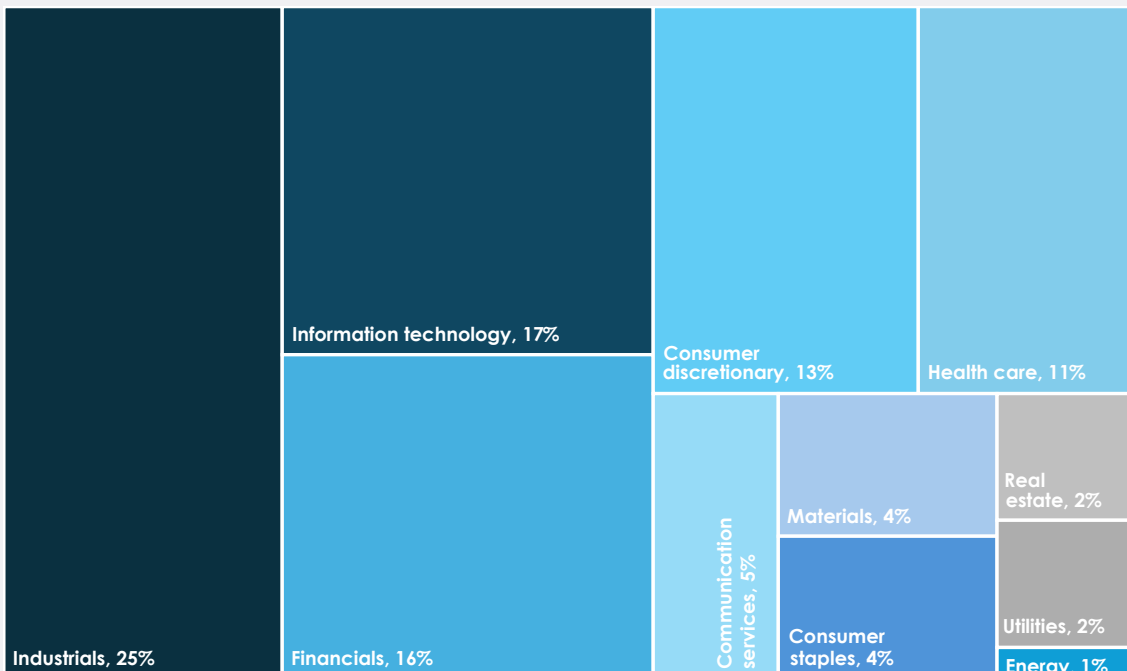
Figure 32: Resolutions voted by region



- North America
- Europe
- Asia Pacific

Source: Mirabaud Asset Management, Dec-2025

Figure 33: Meetings voted by sector



Source: Mirabaud Asset Management, Dec-2025



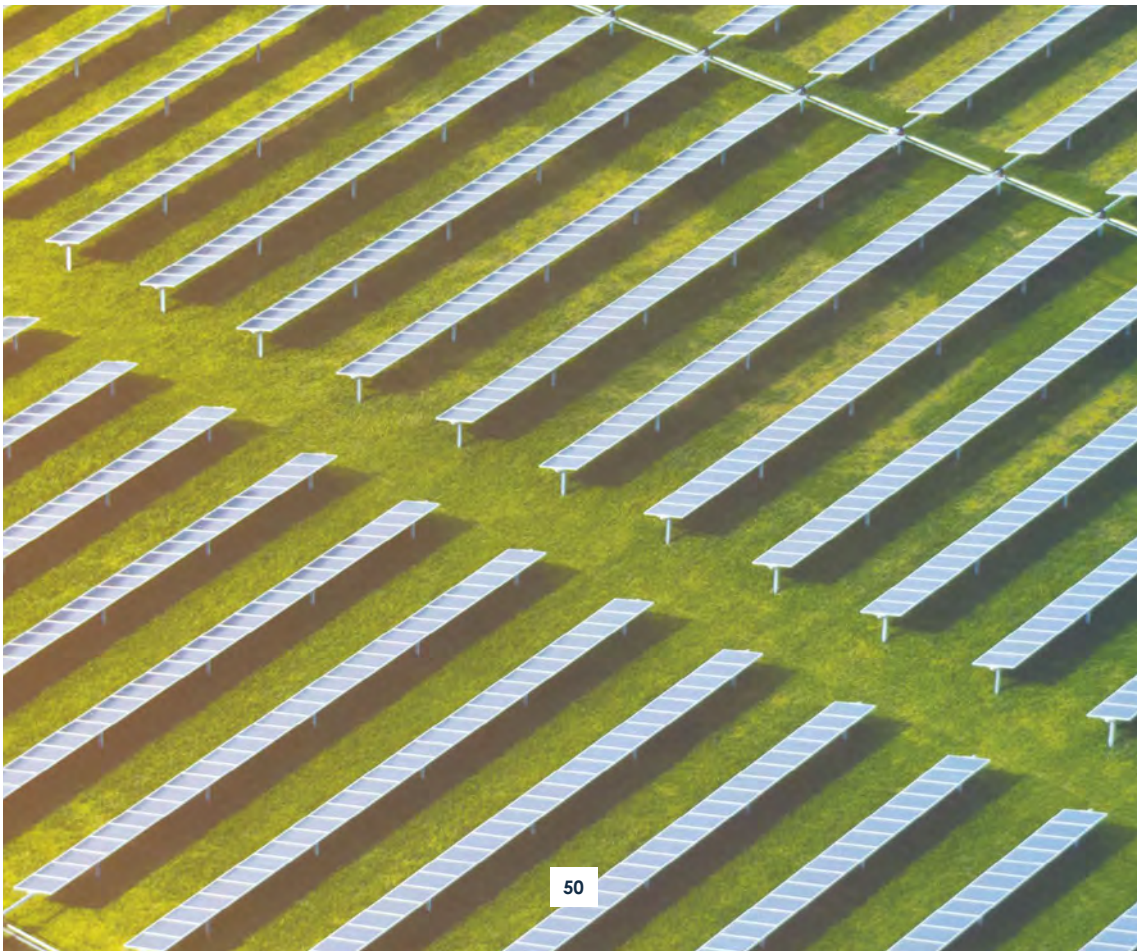
## OPPOSING ISS VOTING RECOMMENDATIONS

In 2025, MAM's voting rights were exercised in accordance with ISS recommendations, applied through our MAM Custom Voting Policy. While ISS provides operational and research support, full discretion and ultimate responsibility for all proxy voting decisions rest with MAM. Where warranted, we conduct direct dialogue and engagement with companies ahead of general meetings, carefully evaluating agenda items in our capacity as active, responsible shareholders.

We view voting as a meaningful tool for driving change, one through which investors can give direct expression to their expectations on sustainability, governance, and long-term value creation. All shareholder and management proposals are reviewed on a case-by-case basis, and we support those that, in our considered judgement, serve the long-term interests of all stakeholders.

Active engagement with our portfolio companies is central to how we exercise our voting rights. Through ongoing dialogue, we communicate our expectations and assess the extent to which a company's policies and practices align with our stewardship objectives. Where a company demonstrates a genuine commitment to improving its practices and articulates clear, credible objectives consistent with our views, we take this into account when determining our vote, including our willingness to support management proposals.

Progress is monitored over time, and we assess whether companies follow through on the commitments made during engagement. We view this as an integral part of our role as a long-term shareholder: using our vote to reinforce and incentivise meaningful change rather than simply to sanction. Case studies 16 and 17 illustrate two instances where our assessment led us to vote differently from ISS's recommendation.





**Figure 34 – Case Study 16: Swiss Industrial Services Company**

<b>SECTOR:</b> INDUSTRIALS <b>GEOGRAPHY:</b> SWITZERLAND <b>ASSET CLASS:</b> SWISS EQUITIES	
<b>ISS:</b> FOR <b>MANAGEMENT:</b> FOR <b>MAM:</b> ABSTAIN	
<p><b>COMPANY PROFILE</b> A leading Swiss-listed multinational operating in the inspection, verification, and certification sector</p> <p><b>MEETING TYPE</b> Annual General Meeting</p> <p><b>RESOLUTION</b> Proposal to change the location of the company's registered headquarters to a different Swiss canton</p> <p><b>ISS RECOMMENDATION</b> ISS supported the proposed relocation, in line with its standard assessment of operational and administrative considerations put forward by management.</p> <p><b>MAM RATIONALE</b> MAM chose to abstain from this resolution, diverging from ISS's</p>	<p>recommendation. We considered the proposed headquarters relocation to be a particularly sensitive matter in the context of the company's identity and longstanding institutional heritage. Relocating the registered seat of a prominent, historically rooted Swiss company carries reputational and symbolic significance that, in our view, warranted a more cautious stance. Rather than opposing the proposal outright, we elected to abstain, reflecting our reservations while acknowledging that the operational rationale presented by management may have merit.</p> <p>Furthermore, as a Geneva-based institution, we were mindful that our proximity to the matter could introduce an element of bias into our assessment and felt that abstaining was the most measured and transparent expression of our position.</p>
<p><b>OUTCOME OF THE VOTE</b> This case illustrates MAM's commitment to exercising independent judgement in its voting decisions. Where we believe a proposal raises considerations that extend beyond purely operational or financial factors, including reputational, cultural, or broader stakeholder dimensions, we will diverge from third-party recommendations and vote in accordance with our own considered assessment.</p>	

Source: Mirabaud Asset Management, Dec-2025



**Figure 35 – Case Study 17: Swiss Consumer Goods Company**

**SECTOR:** CONSUMER DISCRETIONARY    **GEOGRAPHY:** SWITZERLAND    **ASSET CLASS:** SWISS EQUITIES

**ISS:** AGAINST    **MANAGEMENT:** FOR    **MAM:** FOR

**COMPANY PROFILE**

A Swiss-listed multinational consumer goods company with a long-standing controlling family shareholder

**MEETING TYPE**

Annual General Meeting

**RESOLUTION**

Election of an independent candidate to the Board of Directors

**ISS RECOMMENDATION**

ISS recommended voting against the election of the independent candidate on the basis that the dissident nominee had not made a sufficiently compelling case for change at the company.

**MAM RATIONALE**

MAM voted in favour of the independent candidate's election, diverging from ISS's recommendation. Our decision was driven primarily by our concerns regarding the

company's materially weak corporate governance standards, particularly given the degree of influence exercised by the controlling family shareholder. We viewed the election of an independent board member as an important signal to the company and its controlling shareholders that investors expect meaningful governance improvement.

We acknowledge that the candidate may not represent the most transformative choice for driving structural change at the board level. However, as the sole independent candidate on the ballot, their election presented a rare and tangible opportunity to introduce independent oversight into a board that would meaningfully benefit from it. We believe that supporting this candidacy sends a clear message that the status quo is not acceptable to long-term shareholders, and that incremental progress towards greater board independence should be recognised and encouraged.

**OUTCOME OF THE VOTE**

This case reflects MAM's willingness to diverge from third-party recommendations where our own governance assessment points to a different conclusion. In situations where controlling shareholders hold disproportionate influence, we view the exercise of our voting rights as a particularly important lever for advocating change, even where the immediate impact may be limited.

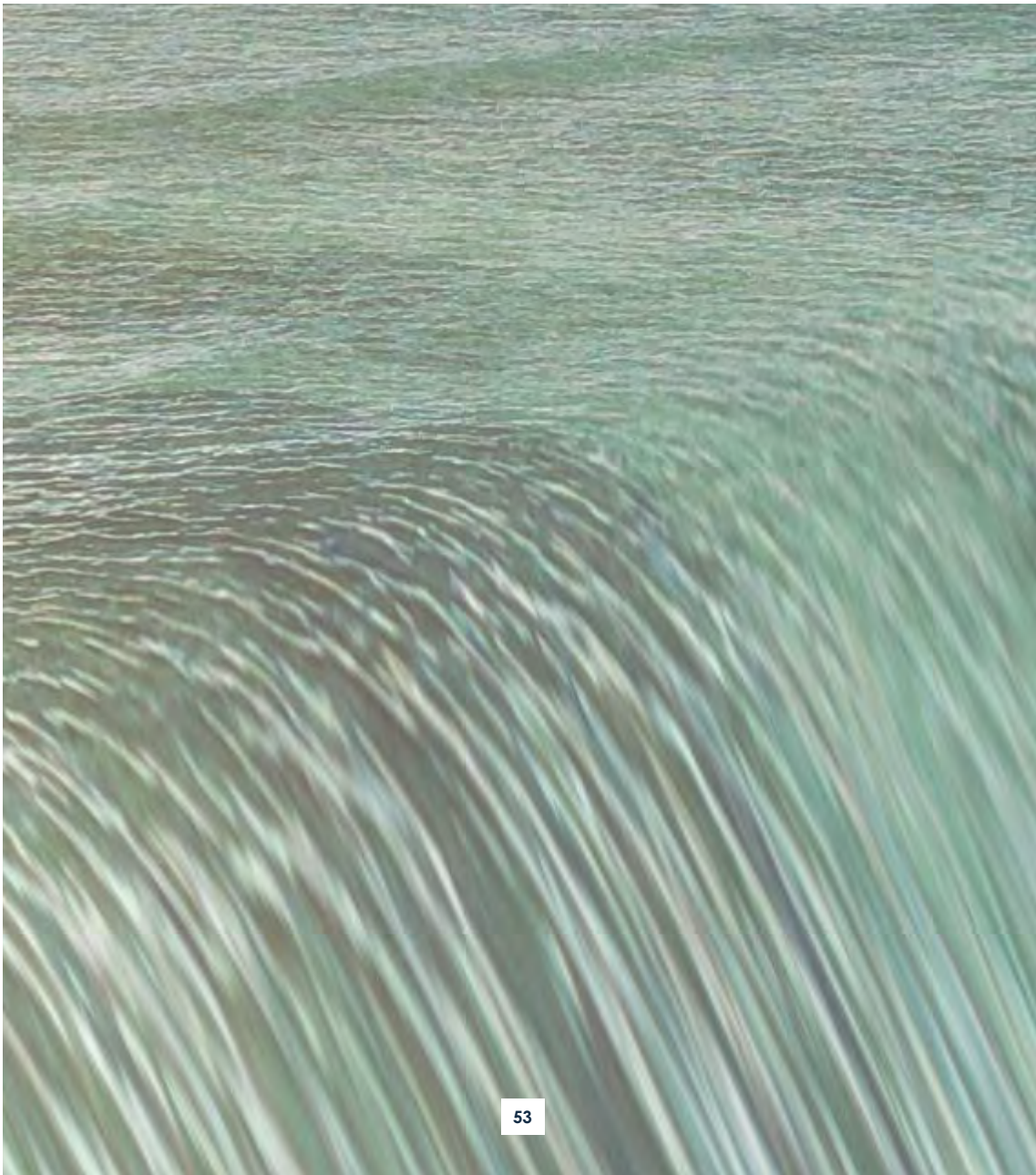
Source: Mirabaud Asset Management, Dec-2025



## OPPOSING MANAGEMENT RECOMMENDATIONS

As a high-conviction, active investor, we seek to invest in companies whose management teams we trust and whose long-term vision aligns with our own. This naturally means that we approach management recommendations with a degree of confidence. Nevertheless, we continuously monitor the business performance and ESG practices of our portfolio companies to ensure they remain consistent with our policies and in line with evolving market standards.

Where our assessment leads us to oppose a management proposal, portfolio managers exercise full discretion over that decision and are required to support it with a clear rationale. Rather than being an adversarial act, voting against management can serve as a catalyst for constructive dialogue on governance and sustainability matters, and we view it as an integral part of our responsibilities as an engaged, long-term shareholder. Case studies 18 and 19 illustrate two instances in which we chose to oppose management proposals and the reasoning behind those decisions.





**Figure 36 – Case Study 18: US Technology Company**

<b>SECTOR:</b> INFORMATION TECHNOLOGY <b>GEOGRAPHY:</b> USA <b>ASSET CLASS:</b> GLOBAL EQUITIES	
<b>ISS:</b> AGAINST <b>MANAGEMENT:</b> AGAINST <b>MAM:</b> FOR	
<b>COMPANY PROFILE</b> A large US-listed multinational technology and IT services company	<p>recommendation. We believe that transparency around political lobbying activity and associated expenditures is a material governance and social issue. Where a company participates actively in the public policy process, shareholders have a legitimate interest in understanding the nature, scale, and direction of that engagement, and in assessing whether it is consistent with the company's stated values and long-term strategic objectives.</p> <p>The absence of adequate disclosure makes it difficult for investors to evaluate potential reputational, regulatory, or alignment risks arising from lobbying activity. Supporting this proposal reflects our broader conviction that robust disclosure on political spending is a reasonable and proportionate expectation for a company of this scale and global influence.</p>
<b>MEETING TYPE</b> Annual General Meeting	
<b>RESOLUTION</b> Shareholder proposal requesting a report on the company's lobbying payments and political spending policy	
<b>MANAGEMENT RECOMMENDATION</b> Management opposed the shareholder proposal, declining to commit to additional disclosure of the company's direct and indirect lobbying-related expenditures.	
<b>MAM RATIONALE</b> MAM voted in favour of the shareholder proposal, against the management's	
<b>OUTCOME OF THE VOTE</b> This case demonstrates MAM's willingness to support shareholder proposals on social and governance grounds, even where management has opposed them. It also highlights our view that political lobbying transparency is not a peripheral concern but a substantive component of responsible corporate conduct.	

Source: Mirabaud Asset Management, Dec-2025



**Figure 37 – Case Study 19: US Specialty Retail Company**

<b>SECTOR:</b> CONSUMER STAPLES <b>GEOGRAPHY:</b> USA <b>ASSET CLASS:</b> GLOBAL EQUITIES	
<b>ISS:</b> AGAINST <b>MANAGEMENT:</b> AGAINST <b>MAM:</b> FOR	
<b>COMPANY PROFILE</b> A large US-listed specialty retail company operating across home improvement and construction materials markets	<p>proposal, against the management's recommendation. Given the nature of the company's business, which is materially exposed to supply chains involving timber, wood-based products, and other natural resources, we consider biodiversity impact and dependency to be a financially relevant and strategically significant risk.</p> <p>The absence of a formal biodiversity assessment leaves shareholders unable to adequately evaluate the company's exposure to risks arising from deforestation, ecosystem degradation, and tightening regulatory requirements in this area. Biodiversity loss is increasingly recognised as a systemic risk with direct implications for supply chain resilience and long-term business continuity. We view this proposal as a reasonable and proportionate request for disclosure that is consistent with emerging best practices in environmental reporting, including frameworks such as TNFD.</p>
<b>MEETING TYPE</b> Annual General Meeting	
<b>RESOLUTION</b> Shareholder proposal requesting the company disclose a biodiversity impact and dependency assessment	
<b>MANAGEMENT RECOMMENDATION</b> Management opposed the proposal, declining to commit to a formal assessment and disclosure of the company's impacts and dependencies on biodiversity.	
<b>MAM RATIONALE</b> MAM voted in favour of the shareholder	
<b>OUTCOME OF THE VOTE</b> This case reflects MAM's commitment to supporting environmental transparency, particularly where a company's business model carries direct exposure to nature-related risks. It further underscores our view that biodiversity, alongside climate, represents a material dimension of environmental stewardship that companies of this scale and supply chain complexity must address proactively.	

Source: Mirabaud Asset Management, Dec-2025



## REFLECTIONS ON 2025 VOTING EFFECTIVENESS

Proxy voting remains an essential pillar of MAM's active ownership strategy and a core mechanism through which we give practical expression to our stewardship values across our equity portfolios. As the broader investment landscape evolves, and as a growing number of companies begin to scale back their climate commitments and de-emphasise ESG considerations under shifting political and regulatory pressures, we believe the importance of disciplined, values-driven voting is greater than ever. In this context, the exercise of voting rights is not merely an administrative obligation; it is one of the most direct and visible tools available to investors seeking to hold companies accountable and to reinforce expectations around long-term, sustainable value creation.

A particularly encouraging development in 2025 was the continued effectiveness of our MAM Custom Voting Policy, which demonstrated its value on a number of occasions by producing voting outcomes that diverged from ISS recommendations where our own assessment pointed to a different conclusion. These instances reflect precisely the purpose for which the policy was designed: to ensure that our voting decisions are grounded in MAM's own values and governance philosophy, rather than defaulting uncritically to third-party guidance. We were pleased to observe that this independence of judgement did not come at the cost of consistency, our voting remained coherent, well-reasoned, and clearly aligned with the stewardship objectives set out in our policy framework.

Looking ahead, we are committed to deepening our voting capabilities and to exercising our rights with increasing intentionality. This includes further developing our internal capacity to identify and act on voting opportunities

that carry particular significance for long-term shareholders, as well as continuing to collaborate with like-minded investors through collective initiatives where coordinated action can amplify our impact. We recognise that meaningful change at the company level is rarely the product of any single investor's vote, and we will continue to seek opportunities to align with collaborative investors and initiatives where shared conviction can translate into shared influence.

### ESCALATION

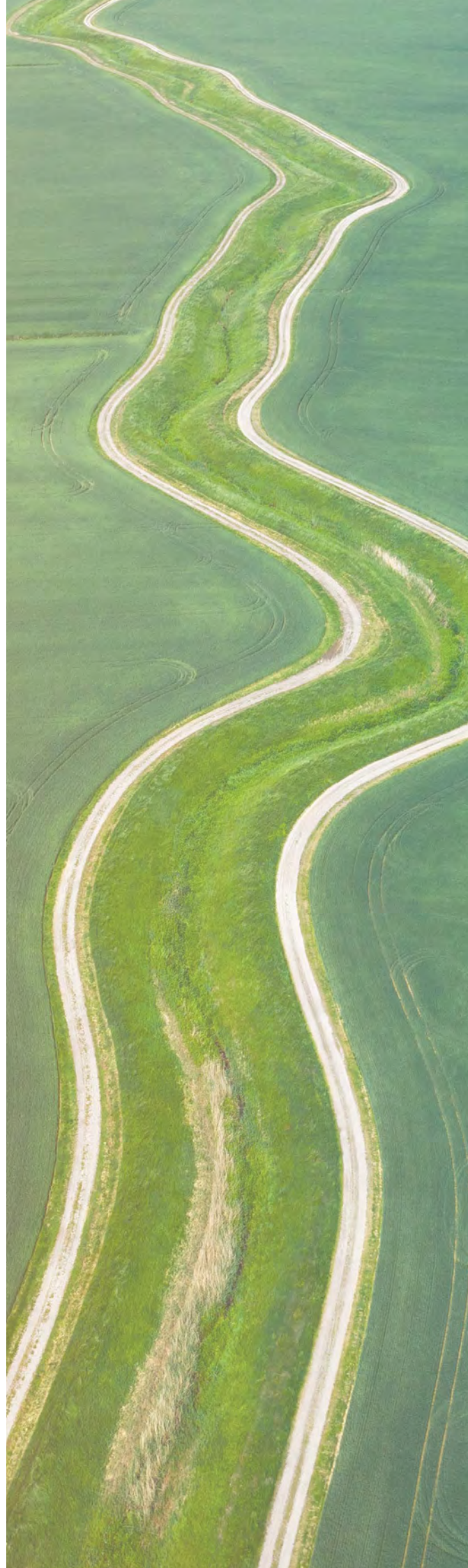
Effective stewardship requires not only the willingness to engage constructively but also the capacity to respond decisively where engagement fails to produce adequate progress. MAM's escalation framework sets out a range of tools available to us where investee companies are unwilling to engage, fail to demonstrate progress against agreed targets within defined timeframes, or exhibit governance or ESG conduct that falls materially below the standards we expect. These tools range from intensified direct engagement and collaborative action with other investors, through to voting against management at general meetings and, in the most serious cases, divestment.

During 2025, there were instances where the nature of our dialogue with investee companies required a more assertive or adapted engagement approach, reflecting situations in which standard engagement alone was insufficient to convey the urgency of our expectations or to prompt the level of responsiveness we deemed necessary. Notwithstanding this, we did not identify any cases during the year where formal escalation was triggered by a clear and sustained failure of progress on the part of an investee company.

This is in large part a reflection of where we are in the lifecycle of our engagement programme. The majority of our active



engagement campaigns were initiated in either 2024 or 2025, with target timelines deliberately set to allow investee companies a realistic window in which to demonstrate progress. As a result, relatively few of those timelines reached their expiry point within the 2025 reporting period, a threshold that, where objectives remain unmet, would ordinarily trigger a formal escalation response. As we move into 2026, we anticipate that a greater number of these timelines will begin to mature, and we expect this to give rise to situations where a more structured escalation approach becomes necessary. We are actively preparing for this and regard it as a natural and healthy evolution of our stewardship programme, one that reflects the increasing depth and ambition of our engagement activities.





# LOOKING AHEAD

2025 represented a year of depth and breadth in our stewardship programme. Across 253 individual ESG meetings with 179 companies, 235 collaborative engagements, and proxy voting activity across our equity portfolios, we continued to demonstrate that active ownership is central to how we manage our clients' assets, not an adjunct to it.

Our stewardship activities in 2025 were shaped by three overarching convictions: that decarbonisation is a financial imperative, not merely an ethical one; that social and governance risks, from supply chain resilience to board accountability, carry real economic consequences; and that the most intractable systemic challenges require collective action alongside individual dialogue. These convictions are reflected in the breadth of themes we engaged on, spanning GHG emissions and SBTi alignment, circular economy practices, biodiversity and natural capital, human rights due diligence, and the governance of emerging technologies such as artificial intelligence.

We recognise that stewardship is an ongoing process, not a series of discrete interactions. The majority of our engagement targets remain active into 2026, with clear milestones and follow-up timelines established to track and hold companies accountable to the progress they have

committed to. Where we encountered setbacks, we have adapted our approach, accordingly, planning direct follow-up and considering escalation where persistent non-disclosure warrants it.

As we enter our eleventh year of stewardship reporting, we remain committed to raising the quality, consistency, and ambition of our active ownership activities. We will continue to invest in the integration of our SRI and investment teams, deepen our participation in collaborative initiatives, and ensure that stewardship outcomes are meaningfully reflected in our portfolio management decisions. In a world where capital allocation has never been more consequential, we believe that rigorous, evidence-based stewardship is one of the most important contributions we can make; to our clients, to the companies in which we invest, and to the broader market ecosystem in which we all operate.



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