

How we voted in 2026

This report reviews our voting activity during the six months to 30 June 2026 and explores the issues that shaped our decisions during the 2026 proxy voting season.

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Responsible Investment



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Stewardship issues rarely arise in isolation. Executive pay, climate, shareholder rights and board accountability often intersect. Across these topics, a central question informed our assessment: had the board made a credible case for shareholder support?

During the first half of 2026, we voted on 49,769 proposals at 3,758 company meetings. Most items received our support, but not all. Where governance standards were weak, remuneration was poorly aligned, shareholder protections were at risk, or long-term sustainability oversight fell short, we used our vote to express concern and escalate where appropriate.

Voting is a part of our wider stewardship toolkit. Alongside engagement, research and advocacy, it allows us to support progress, challenge poor practice and communicate the standards we expect of companies.

The actions we take may not always apply to any specific Royal London Asset Management product or strategy as each will have their own investment objective and make investment decisions according to this. Please check the product details for specific objectives and outcomes.

The highlights

- **Board:** Board-related proposals made up the largest part of the ballot, with **25,813 votes**. We **voted against 3,641** board-related items, including 2,771 votes *against* or *abstain* on director elections.
- **Pay:** We voted **against 1,908** compensation proposals, with pay accounting for the second-largest number of votes *against* after board-related resolutions.
- **Climate:** We voted *against* directors on climate grounds at **44 companies**, **supported 34 climate** shareholder resolutions, and **backed 14 Say on Climate** votes.
- **Environment:** There were **114 environmental** shareholder proposals, we voted **for 46**, **against 47** and **abstained on 21**.
- **Nature:** We escalated in at least **70 cases** where we felt biodiversity or nature-related risks were not being suitably addressed.
- **Diversity:** We voted *against* over **290 unique proposals** explicitly citing a diversity-related concern.
- **Human Rights:** We **supported 9** shareholder proposals on human rights standards.

Exercising our voting rights

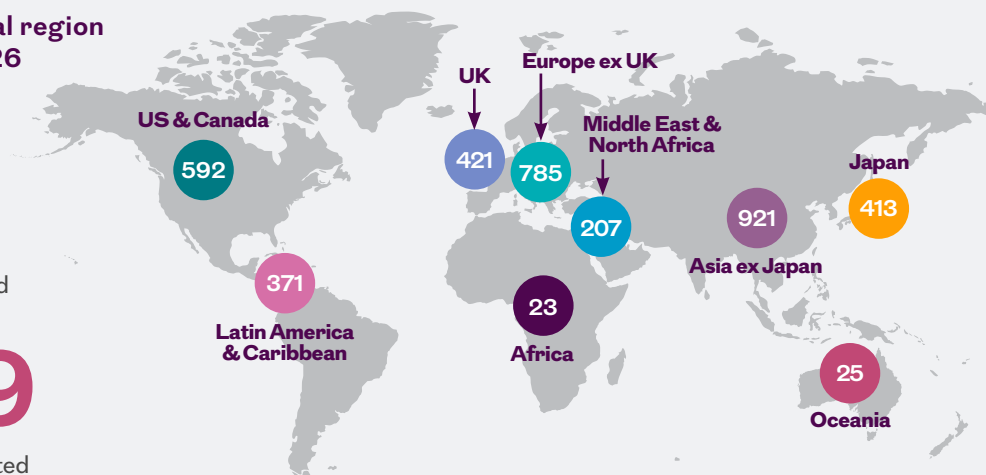
Meetings by geographical region
6 months to 30 June 2026

3,758

total number of meetings voted

49,769

total number of resolutions voted



A general guide to how we vote

Voting gives us a clear way to express support, raise concerns and hold companies to account. It is not a standalone activity. It forms part of our wider stewardship approach, alongside engagement, research and advocacy.

At Royal London Asset Management, our approach is pragmatic, proportionate and grounded in context. We apply our own voting policies alongside local market practice, company circumstances and engagement insights. External research informs our analysis, but it does not determine our votes. Our decisions reflect our own judgement and, where relevant, the insight we have built through engagement.

FOR

We support proposals that align with our voting guidelines, market practice and shareholders' long-term interests.

AGAINST

We oppose proposals that fall short of our expectations, best market practice or are not considered to be in shareholders' long-term interests.

ABSTAIN

We *abstain* where concerns exist, but a vote *against* may not be proportionate. An abstention can communicate concern while allowing for further engagement or escalation.

Voting is closely linked to engagement. It can reinforce support where companies are making progress or provide a clear escalation route where concerns remain unresolved. We aim to use our vote consistently and thoughtfully, recognising that effective stewardship requires careful judgement as well as clear principles.

NO AUTO-VOTING

As part of our active approach, we analyse every single vote.

We use voting research, data, internal insights and engagement to drive the final decision which is taken in-house.

ABSTAIN INTENTIONALLY

We are deliberate in how we use our choice to *abstain*.

Issues are rarely black and white, and we use abstentions to send a signal or invite further engagement.

APPLY LOCAL BEST PRACTICE

Voting is an opportunity to engage and suggest improvements.

Our approach goes beyond the minimum standards and asks for best practice relative to each market.

SEEK CONSENSUS

We vote as a house and seek input from investment teams.

Therefore, when we vote, it represents our collective view.

CHANGE TAKES TIME

Change cannot happen overnight, and we acknowledge when companies are in the process of change.

BE CONSISTENT

We apply our policies and votes consistently across companies and over time but apply judgement where appropriate.

Spotlight on material topics

We explore the key issues that defined this voting season and influenced our voting outcomes. Drawing on our post-season analysis, we highlight the trends, challenges and opportunities that will shape our future stewardship approach and areas of focus.

Board elections – accountability starts at the top

Boards sit at the heart of corporate governance. They appoint and oversee management, approve strategy, safeguard shareholder rights and are ultimately responsible for how companies navigate long-term risks and opportunities. That is why director elections are one of the most important votes shareholders cast.

Director elections are about more than the individuals standing for re-election. They are an opportunity to assess whether boards are providing effective oversight, managing risks appropriately and acting in shareholders' interests. When those expectations are met, we are pleased to offer our support. When they are not, voting against directors can be one of the clearest signals available to investors.

So far this year, we have voted on 25,813 board-related proposals. Our votes against or abstain signalled concerns relating to oversight, independence, shareholder rights or where broader governance standards remained unresolved.



Accountability starts at the top. Director elections are one of the most important ways shareholders can hold boards to account.

Sophie Johnson,
Head of Governance
& Voting



We voted on
17,356 individual
director elections

We supported
84% of director
elections

We voted *against*
or *abstained* on
2,771 director
elections or
escalation.

In some cases, we supported directors because governance structures, oversight and disclosure gave us confidence that boards were fulfilling their responsibilities. In others, director elections became the route through which concerns were expressed, with votes cast *against* those responsible for governance oversight where progress had fallen short of expectations.

Our approach reflects a straightforward principle: **accountability starts at the top**. Where boards demonstrate effective leadership and strong governance, they can expect our support. Where significant concerns remain, director elections provide shareholders with an important opportunity to drive change.

Case Study

BP plc

- **Theme:** Board elections
- **Sector:** Energy
- **Location:** UK

BP is one of the world's largest integrated energy companies, with operations spanning oil, gas and renewable energy.

Before the Annual General Meeting (AGM) in April, we engaged with BP regarding several concerns, in particular the revocation of previously approved shareholder resolutions on climate disclosure, a change to the articles of association and the decision to exclude a shareholder resolution from the agenda. Our concerns were that this series of actions had the effect of reducing shareholder influence and undermining confidence in the company's approach to climate transparency and accountability.

Given the significance of these issues and the board's responsibility for overseeing strategy and shareholder engagement, we decided to vote against the re-election of the Chair Albert Manifold. While his re-election passed with 81.7% support, a few weeks after the AGM the Chair was removed from the Board for 'serious concerns' over behaviour and conduct¹.

We joined a collaborative engagement effort with the company in August to express our desire for the appointment of a credible and experienced Chair. The appointment of a new Chair was announced on the 2nd of September.

How we voted

Elect Albert Manifold – *against*

¹ <https://www.bbc.co.uk/news/articles/cjrppppwwlo>

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Executive pay – making the case

Executive pay is one of the clearest signals a board can send about what it values. When designed well, pay can support long-term performance, encourage responsible decision-making and align management with shareholder interests. When it falls short, it can reward results that have not been fully earned, increase certainty for executives while shifting risk to shareholders, and ultimately undermine confidence in a board's judgement.

That is why executive pay is more than a headline issue. It is a core governance issue. As investors, we have a responsibility to assess whether remuneration is proportionate, transparent and genuinely linked to long-term value creation. We are not opposed to higher levels of pay where a compelling case is made. However, when companies ask shareholders to approve larger or more flexible packages, they need to explain clearly why those awards are justified and how they support shareholder outcomes.

This voting season saw continued upward pressure on executive pay, with companies increasingly seeking higher bonuses and more generous long-term incentive opportunities. The rationale was often that pay should better reflect the scale and complexity of the business, while helping to attract and retain senior talent in a competitive global market. Royal London Asset Management supported proposals where companies presented a clear strategic case, demonstrated strong long-term performance and maintained a robust link between pay and shareholder returns.

In first half of 2026 we voted on **5,571** pay proposals

We opposed **34%** of pay proposals globally

We supported management on **85%** of pay proposals

Where we voted against, the issue was rarely the pay level alone. More often, concerns centred on the quality of the case being made. Limited performance disclosure, excessive discretion, increased certainty of reward or exit arrangements that appeared misaligned with shareholder interests all made support harder to justify.

In 2026, higher pay was not automatically a problem, but higher pay needs stronger evidence.

Case Study

Woodside Energy Group

- **Theme:** Executive pay
- **Sector:** Energy
- **Location:** Australia

Woodside Energy Group is an Australian energy company focused on the exploration, development and production of oil and gas assets.

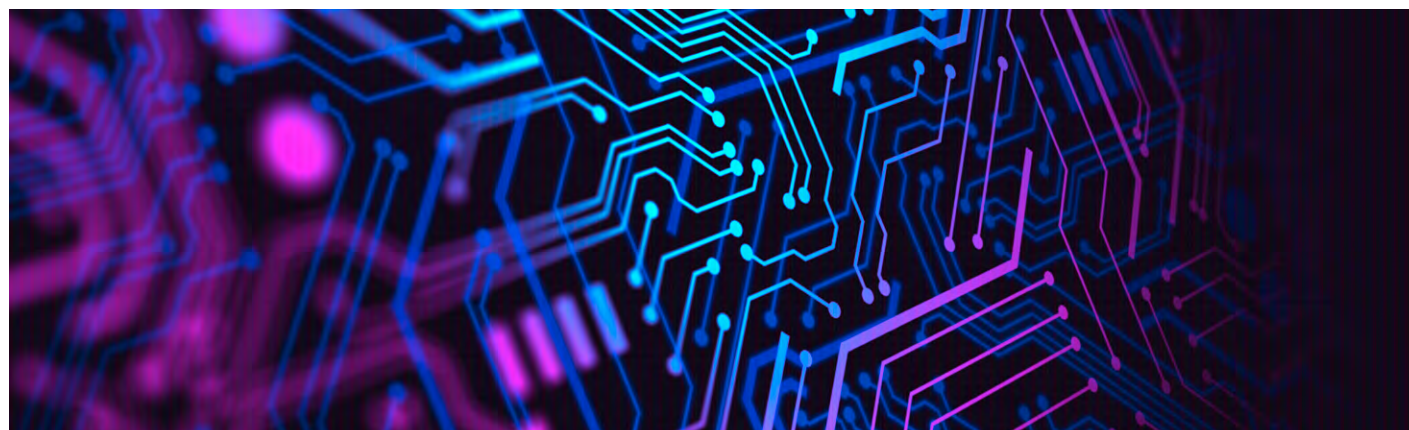
We opposed the remuneration report following changes to the company's executive pay framework. The company moved from a combined incentive plan to separate bonus and long-term incentive structures. Positively, this introduced stronger long-term features, including deferral periods and a new capital-based performance measure. However, the changes also significantly increased incentive opportunity, with the CEO's maximum award rising from 420% to 570% of fixed pay.

We also reviewed retention awards granted to three executives during the recent CEO transition. While recruitment awards are sometimes necessary, we oppose the granting of retention awards in all but the most exceptional of cases. We remained concerned about the scale of the increases proposed in addition to these one-off awards.

Given the scale of the uplift and insufficient supporting justification, we voted against the remuneration report.

How we voted

Approval of the remuneration report – *against*



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Shareholder rights – the balance of power

Shareholder rights help define the relationship between investors and boards. They influence how much say shareholders have on major decisions, how well their interests are protected, and how accountable boards remain between annual meetings. At their heart, these rights are about balance: ensuring boards can run companies effectively while remaining answerable to the shareholders whose capital they oversee.

In the first half of 2026, this became an increasingly prominent voting theme.

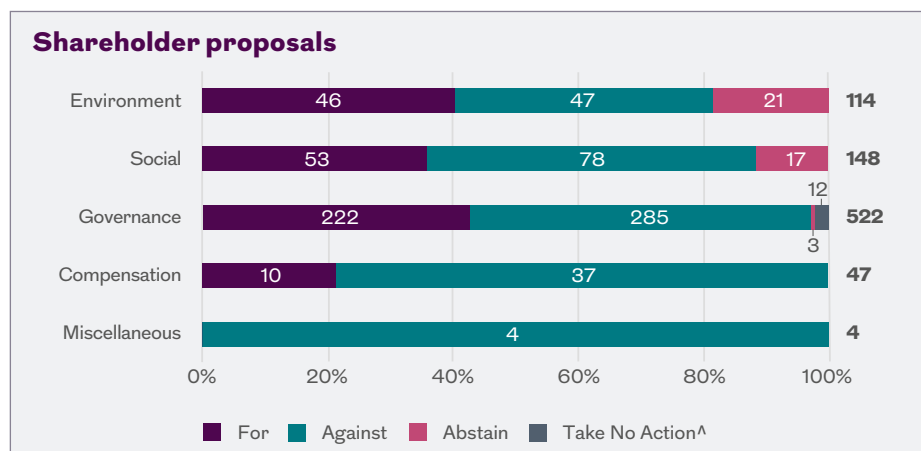
We voted on **4,310** capital management proposals

We supported **80%** of capital management proposals

We voted against **616** proposals on share issuances

Share issuances are proposals that give a company the authority to issue new shares. The issue is not whether companies should have the flexibility to raise capital. In many cases, we support reasonable authorities where limits are clear and safeguards are in place. Flexibility can be valuable, however, when companies ask for broad powers without adequate protections, we believe shareholders should ask tougher questions. RLAM generally supports non-pre-emptive issuance up to specified limits, but will vote against proposals that exceed these thresholds unless exceptional circumstances justify them.

Shareholder proposals also picked up on this theme. We voted on 835 shareholder proposals in the first half of this year, 522 on governance-related topics. We supported 222 and opposed 285, reflecting a case-by-case approach². Where a proposal would strengthen shareholder rights, we supported it. Where the company had already substantially addressed the concern, or the proposal lacked sufficient focus, we opposed it. Ultimately, it comes down to whether the proposal improves accountability and supports long-term value.



[^] We endeavour to vote all meetings but may elect to 'Take no action' where share blocking is in place or in the event of international sanctions.

Case Study

CGI Inc

- **Theme:** Shareholder rights
- **Sector:** Technology
- **Location:** Canada

CGI Inc. is a global IT and business consulting services company, based in Canada, that provides technology, outsourcing and digital transformation solutions to organisations across a range of sectors.

At the company's AGM, shareholders considered a proposal aimed at strengthening transparency, dialogue and fairness between the board and minority shareholders. The proposal focused on three areas: disclosing voting outcomes by share class, introducing an annual say-on-pay vote, and explaining how minority shareholder concerns influence board decision-making on pay, governance and the balance of power.

We supported the proposal because CGI's dual-class share structure gives its co-founder and Executive Chair majority voting control through high-vote shares. While the company complies with current disclosure requirements, greater transparency would help minority shareholders better understand the company's approach to these areas.

How we voted

Shareholder proposal regarding measures to enhance transparency and dialogue – **for**

² In addition there were 3 abstains and 12 votes on which we elected to 'take no action,' this was due to voting restrictions such as shareblocking in the local market.

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Climate and nature - from pledges to progress

Climate and nature risks can affect how companies invest, operate and plan for the future, with consequences for long-term value. For companies in high-impact sectors, investors need confidence that boards understand those risks and can explain how they are managing them.

This is where 2026 feels different from a simple climate ambition story. The conversation has moved from setting targets to demonstrating progress. As attention shifts towards delivery, voting becomes an important tool when confidence in implementation, governance or accountability starts to weaken. In H1 2026:

We voted *against* directors on climate grounds at 44 companies

We supported climate shareholder resolutions at 26 companies

We supported Say on Climate votes at 7 companies

That mix of votes matters. Supportive votes show where additional disclosure or credible plans are helping investors assess progress. Votes against directors show where concerns remained unresolved.

Nature is becoming part of the same conversation. Companies cannot build long-term resilience without considering their impact on the natural systems they depend on. Royal London Asset Management expects companies to identify, acknowledge and address material negative risks and impacts linked to biodiversity, deforestation and sensitive ecosystems. Where operations affected biodiversity-sensitive areas, voting decisions focused on whether oversight, accountability and risk management were sufficiently robust. Where they were not, we escalated our approach accordingly.

Case Study

Ferrovial

- **Theme:** Climate
- **Sector:** Infrastructure
- **Location:** Spain

Ferrovial is a global infrastructure company based in Spain that develops, operates and maintains transport and urban infrastructure assets.

We welcomed the company's continued commitment to annual climate strategy reporting and its Science Based Targets initiative (SBTi)-aligned emissions reduction targets. The latest disclosure also provided additional information on the decarbonisation levers available across its operations, demonstrating an ongoing commitment to improving transparency on climate-related risks and opportunities.

Despite this progress we remained concerned that, in our view, the reporting did not provide sufficient decision-useful information on how capital expenditure aligns with the company's net-zero pathway. In particular, the disclosures did not materially improve investors' understanding of how Ferrovial assesses, prioritises and allocates capital to support its climate ambitions.

As a result, we voted against the proposal to approve the company's climate strategy and will continue to monitor future disclosures for evidence of improved alignment between strategy, capital allocation and net-zero objectives.

How we voted

Advisory vote on climate strategy report – *against*



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Workplace culture - turning disclosure into accountability

Workplace culture is not always visible from the outside, but it can tell investors a lot about how a company is run. Issues such as harassment, bullying, discrimination, whistleblowing and misconduct are not just internal HR matters. They can reveal deeper questions about governance, oversight, risk management and whether employees feel able to speak up when something is wrong. A healthy culture can support better decision-making, stronger oversight and long-term resilience. Conversely, persistent workplace concerns can be an early warning sign of wider governance weaknesses.

The voting approach here requires careful judgement. Better disclosure can strengthen accountability, but disclosure alone is not enough. Information needs to be meaningful, comparable and linked to how companies manage issues in practice. Where companies responded constructively and demonstrated progress, we continued to engage. Where concerns persisted or momentum stalled, abstentions were used to signal that further action was needed. In the first half of 2026 we voted on 148 social shareholder proposals.

We supported 53 social shareholder proposals

We opposed 78 social shareholder proposals

We abstained on 17 social shareholder proposals

We also supported 12 shareholder proposals requesting additional reporting, showing support where additional workforce diversity or human-capital management related disclosures could help investors better understand how companies are managing their people and culture.

Case Study

DHL Group

- **Theme:** Workplace culture
- **Sector:** Logistics
- **Location:** Germany

DHL Group is a world-leading logistics company, providing parcel, express, freight transport, supply chain management and e-commerce logistics services.

At DHL Group, we abstained on the ratification of Management Board and Supervisory Board acts. We recognised the company's continued engagement and the maintenance of existing workforce culture and misconduct disclosures. However, we wanted clear progress against our specific engagement asks, including stronger transparency around misconduct outcomes, more consistent and comparable data on harassment, bullying and discrimination across the group, and more insight into how these issues are monitored and addressed over time.

How we voted

Ratification of management board acts – *abstain*

Ratification of supervisory board acts – *abstain*

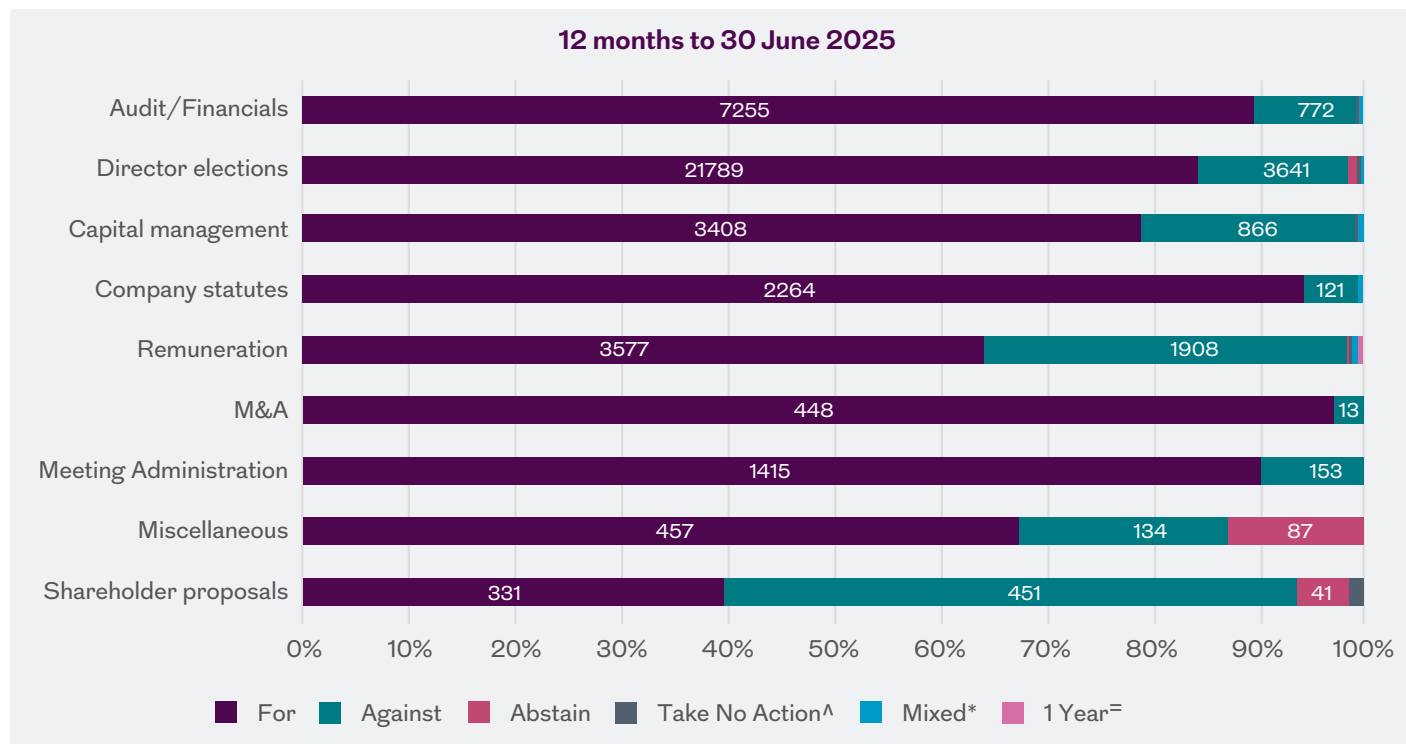


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Looking ahead

Our voting during the first half of 2026 reflected a consistent expectation: companies should explain clearly how their governance arrangements, executive remuneration and management of material risks support long-term value. Where companies demonstrated credible progress, we supported them. Where disclosure, oversight or accountability fell short, we used our votes to signal concern and, where appropriate, escalated our engagement. These findings will inform our engagement priorities and the continued development of our voting approach.

2025 voting season overview



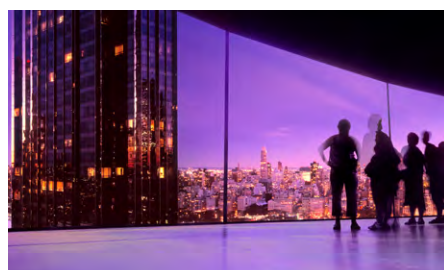
[^] We endeavour to vote all meetings but may elect to 'Take no action' where share blocking is in place or in the event of international sanctions.

⁺ Unvoted resolutions are rare but can occur due to the very late arrival of voting positions or when the number of board candidates exceeds the available seats.

* Mixed votes may include meetings voted by proxy card instead of via the voting platform, client directed voting in segregated accounts or due to the late settlement of trading.

⁼ 1 year refers to a vote specific to remuneration in the US. Royal London Asset Management will vote *for* remuneration to be put to a vote every year rather than every 2 or 3 years.

Find out more



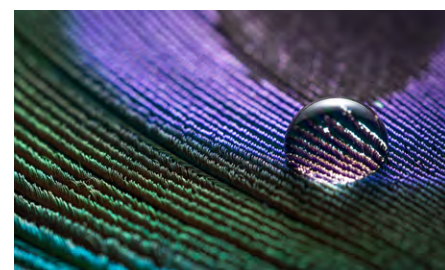
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