

Board Member	Stakeholder	Category	Project
July 2025			
Bing Leng	CITIC Group	General discussion/update/relationship building	
Elizabeth Seeger	Institutional Limited Partners Association (ILPA)	General discussion/update/relationship building	
	Oak Hill Advisors, LP	General discussion/update/relationship building	
	The World Bank	General discussion/update/relationship building	
	Brazilian Financial and Capital Markets Association (ANBIMA)	General discussion/update/relationship building	
	American Bankers Association (ABA)	General discussion/update/relationship building	
	American Petroleum Institute	General discussion/update/relationship building	
	Trellis Group	General discussion/update/relationship building	
Emmanuel Faber	DAI, Frankfurt Main Finance, BVI, IdW, GdV, BdB, DSRG, City of Frankfurt am Main, City of Eschborn, Sustainable Finance Cluster	General discussion/update/relationship building	
	International Chamber of Commerce (ICC)	General discussion/update/relationship building	
	European Commission	Regulatory Adoption/Endorsement related discussion	
	Network for Greening the Financial System (NGFS)	General discussion/update/relationship building	
Hiroshi Komori	E-Squate Inc.		Speaking at an external event
	sendenkaigi kankyo business		Speaking at an external event
	MSCI		Speaking at an external event
	Cierpa & Company, Inc.		Speaking at an external event
Jeff Hales	American Petroleum Institute	Regulatory Adoption/Endorsement related discussion	
Jenny Bofinger-Schuster	DHL	General discussion/update/relationship building	
	The Taskforce on Nature-related Financial Disclosures (TNFD)	General discussion/update/relationship building	Biodiversity, Ecosystems and Ecosystems Services
	Accounting Standards Committee of Germany (DRSC or ASCG)	General discussion/update/relationship building	
	IFRS Sustainability Alliance members	General discussion/update/relationship building	
	EFRAG, European Commission	General discussion/update/relationship building	S1 - General Sustainability-related Disclosures
	GLOSUS	General discussion/update/relationship building	
Jingdong Hua	California Public Employees' Retirement System (CalPERS)	General discussion/update/relationship building	
	Egon Zehnder & Stanford	Speaking at an external event	
Ndidi Nnoli-Edozien	cric	Speaking at an external event	
	67CEOs Foundation	Speaking at an external event	
	The German Association of Women Academics	Speaking at an external event	
	A4S	Speaking at an external event	
	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	General discussion/update/relationship building	
	Nigerian Exchange Group (NGX)	General discussion/update/relationship building	
	Institute of Certified Public Accountants of Kenya (ICPAK)	General discussion/update/relationship building	
	Securities and Exchange Commission (SEC) [Nigeria]	General discussion/update/relationship building	
	Financial Reporting Council of Nigeria (FRCN)	General discussion/update/relationship building	
	African Forum of Independent Accounting and Auditing Regulators (AFIAAR)	General discussion/update/relationship building	
Richard Barker	PwC, EY, KPMG, Deloitte, Grant Thornton, BDO	General discussion/update/relationship building	S1 - General Sustainability-related Disclosures, S2 - Climate-related Disclosures
Sue Lloyd	International Organization of Securities Commission (IOSCO)	General discussion/update/relationship building	S1 - General Sustainability-related Disclosures, S2 - Climate-related Disclosures
	Canadian Sustainability Standards Board (CSSB)	General discussion/update/relationship building	SASB Standards Technical Enhancements
	GHG Protocol	General discussion/update/relationship building	S2 - Climate-related Disclosures
	Sustainability Standards Board of Japan (SSBJ)	General discussion/update/relationship building	S1 - General Sustainability-related Disclosures, S2 - Climate-related Disclosures
	EFRAG, European Commission	General discussion/update/relationship building	S1 - General Sustainability-related Disclosures
	Bloomberg	General discussion/update/relationship building	S1 - General Sustainability-related Disclosures
Verity Chegar	BlackRock	General discussion/update/relationship building	
	California Public Employees' Retirement System (CalPERS)	General discussion/update/relationship building	
	Council of Institutional Investors (CII)	Regulatory Adoption/Endorsement related discussion	SASB Standards Technical Enhancements
	CPP Investments	General discussion/update/relationship building	
	Global Real Estate Engagement Network (GREEN)	General discussion/update/relationship building	
	International Corporate Governance Network (ICGN)	Technical/Project-specific education/outreach other than consultative groups	Customer/Advisory Group Member group meeting
	International Corporate Governance Network (ICGN)		
	International Auditing and Assurance Standards Board (IAASB), Schroders Investment Management	General discussion/update/relationship building	
	Pacific Investment Management Company (PIMCO)	General discussion/update/relationship building	
	UBS Global Asset Management	General discussion/update/relationship building	
	UBS Global Asset Management	General discussion/update/relationship building	Speaking at an external event
	XBRL US, American Institute of CPAs (AICPA), EcoEngineers	General discussion/update/relationship building	
Veronika Pountcheva	IFRS Sustainability Alliance members	General discussion/update/relationship building	
August 2025			
Bing Leng	Friends of the Earth (HK)	General discussion/update/relationship building	
Elizabeth Seeger	Paul Weiss	General discussion/update/relationship building	
	Environmental Defense Fund (EDF)	Technical/Project-specific education/outreach other than consultative groups	SASB Standards Technical Enhancements
	Latham & Watkins	General discussion/update/relationship building	
	Caisse de dépôt et placement du Québec (CDPQ)	General discussion/update/relationship building	
	FedEx Corporation	General discussion/update/relationship building	
	Cooley LLP	General discussion/update/relationship building	

	Kirkland & Ellis LLP Alston & Bird LLP Ropes & Gray LLP Investment Company Institute (ICI) US Chamber of Commerce Chapel Hill Denham	General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building	
Emmanuel Faber	Porticus, Roche German Federal Ministry of Finance The Taskforce on Nature-related Financial Disclosures (TNFD) German Federal Ministry of Justice (BMJ Bund), German Federal Ministry of Finance (BMF Bund), Hessian Ministry of Finance (HMDF) International Organization of Securities Commission (IOSCO) International Federation of Accountants (IFAC)	General discussion/update/relationship building Regulatory Adoption/Endorsement related discussion General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building	Human Capital/Human Rights, Biodiversity, Ecosystems and Ecosystems Services
Hiroshi Komori	Financial Services Agency (FSA) [Japan] Japanese Institute of Certified Public Accountants (JICPA) Japanese Association for International Accounting Studies (JAIAS)	General discussion/update/relationship building General discussion/update/relationship building Speaking at an external event	
Jenny Bofinger-Schuster	European Securities and Markets Authority (ESMA) University of Stanford Deutsches Aktieninstitut (DAI)	General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building	
Jingdong Hua	Asian Infrastructure Investment Bank (AIIB)	Regulatory Adoption/Endorsement related discussion	
Ndidi Nnoli-Edozien	Financial Reporting Council of Nigeria (FRCN) Pan African Federation of Accountants (PAFA) Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Nigerian Exchange Group (NGX) Financial Reporting Council of Nigeria (FRCN) African Development Bank Group (AFDB)	Other Speaking at an external event General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building	
Richard Barker	UK Department of Business and Trade (DBT)	General discussion/update/relationship building	SASB Standards Technical Enhancements
Sue Lloyd	External Reporting Board (XRB) [New Zealand], NZ Society of Actuaries External Reporting Board (XRB) [New Zealand], Financial Markets Authority [New Zealand] External Reporting Board (XRB) [New Zealand], Auckland Council External Reporting Board (XRB) [New Zealand], KPMG, Sanford Limited External Reporting Board (XRB) [New Zealand], Bank of New Zealand External Reporting Board (XRB) [New Zealand], Sustainability Reporting Board Australian Prudential Regulation Authority (APRA) Deloitte Australia, Chartered Accountants Australia and New Zealand (CAANZ) UK Department of Business and Trade (DBT)	General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building Speaking at an external event General discussion/update/relationship building	S1 - General Sustainability-related Disclosures, S2 - Climate-related Disclosures S2 - Climate-related Disclosures SASB Standards Technical Enhancements
Tae-Young Paik	Accounting Research and Development Foundation (ARDF) Accounting Research and Development Foundation (ARDF)	Speaking at an external event Speaking at an external event	
Verity Chegar	International Corporate Governance Network (ICGN) eXtensible Business Reporting Language (XBRL) US Malaysian Investor Relations Association (MIRA) Pacific Investment Management Company (PIMCO) Bank of America California State Teachers' Retirement System (CalSTRS)	Regulatory Adoption/Endorsement related discussion Speaking at an external event Regulatory Adoption/Endorsement related discussion Regulatory Adoption/Endorsement related discussion General discussion/update/relationship building Regulatory Adoption/Endorsement related discussion	Technical/Project-specific education/outreach other than consultative groups (SASB) SASB Standards Technical Enhancements
September 2025			
Bing Leng	AIGCC Engagement & Policy Working Group BIMCO, ICS, HKSOA, HK SAR Government	Technical/Project-specific education/outreach other than consultative groups Speaking at an external event	SASB Standards Technical Enhancements
Elizabeth Seeger	International Monetary Fund (IMF) K&L Gates LLP PepsiCo, Inc. United Nations Conference on Trade and Development (UNCTAD) EY American Institute of CPAs & The Chartered Institute of Management Accountants (AICPA-CIMA) Environmental Defense Fund (EDF) Carlyle Group LP United Nations Global Compact (UNGC) Integrated Disclosure Project (IDP)	General discussion/update/relationship building Other General discussion/update/relationship building General discussion/update/relationship building Other General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building Speaking at an external event General discussion/update/relationship building	SASB Standards Technical Enhancements
Emmanuel Faber	American Institute of CPAs & The Chartered Institute of Management Accountants (AICPA-CIMA) Investment Company Institute (ICI) Neuberger Berman, NYSTRS, BNY Advisors, Norges Bank IM, APG AM, J.P. Morgan, SFERS, Blackrock, State of CT Pension Fund, AustralianS UK Climate Change Committee Bloomberg Ford Foundation The World Business Council for Sustainable Development (WBCSD) The World Business Council for Sustainable Development (WBCSD) S&P United Nations Global Compact (UNGC)	General discussion/update/relationship building Regulatory Adoption/Endorsement related discussion General discussion/update/relationship building Regulatory Adoption/Endorsement related discussion General discussion/update/relationship building Other General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building General discussion/update/relationship building Regulatory Adoption/Endorsement related discussion	SASB Standards Technical Enhancements

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