

## Directive

Assurance

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Version: 6.0

# Governance Framework

Governance Area	Governance Framework, Legal, Operating Model and Organization		
Effective from / published on	2024-11-01	/	2024-10-01
Scope of validity	all Siemens Healthineers Companies		

Previous version [v5.2](#) effective until: 2024-10-31

## Target group

This Directive is addressed to the Executive Management of Controlled Companies, to employees of Human Resources, Legal, and Shareholder Controlling who advise the Executive Management of Controlled Companies, and to the Governance Owners as well as to employees who are involved in the management of Regulations, e.g., Local Governance Offices.

All employees need to be aware of this Directive, as it defines the Governance Framework and the process of handling of Regulations within Siemens Healthineers.

## Purpose

As Siemens Healthineers is a publicly listed company, the Managing Board is responsible for ensuring compliance with all legal requirements and internal regulations at Siemens Healthineers AG and all Controlled Companies. To fulfill its organizational and supervisory obligations, the Managing Board oversees a governance system in the entire company.

In this context, the Governance Framework is defined and must be implemented as set out in this Directive. It enables Governance Owners to take all necessary actions to support the Managing Board in the fulfillment of its obligations.

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## 1 Glossary

### Specific roles

Author	Person drafting a Regulation, typically editing the document, and managing the creation process.
Content Owner	Person with professional expertise supporting the Author. With this expertise, the Content Owner is acting as topic matter deputy for the Regulation Owner. The Content Owner is technically responsible for the content of a Regulation and serves as a contact person for queries
Corporate Governance Office	Person or team that centrally coordinates and controls the Governance Framework (A G&RIC G).
Executive Management	Legal representatives / executive members of the Board of Controlled Companies (i.e., Managing Director (MD), Finance Director (FD))
Governance Board	Panel that is key for an effective governance across Siemens Healthineers, which acts as a quality gate for all Directives and fosters lean and effective governance structures. For further details see <a href="#">Attachment 3</a>
Governance Owner (GO)	Person responsible for adequate and efficient regulation as mandated by the Managing Board, typically a direct report to the Managing Board of Siemens Healthineers AG and head of a Function (e.g., Head of HR, Legal, QT etc.)
Local Governance Office	Person or team supporting the Managing Director / Finance Director of one or several legal entities with the implementation of the Governance Framework on a local level.
Regulation Owner	<p>The individual authorized to issue either a Directive or an Instruction.</p> <ul style="list-style-type: none"> <li>- For Directives, the Regulation Owner must always be a Governance Owner.</li> <li>- Instructions can be issued by a Head of an OrgUnit based on his organizational mandate.</li> <li>- The Regulation Owner also needs to ensure alignment with other involved parties, including other Governance Owners.</li> <li>- In case a Regulation is covering multiple Governance Areas or OrgUnits and hence is issued by multiple Owners, only one of them can be the designated Regulation Owner</li> </ul>

### Specific terms

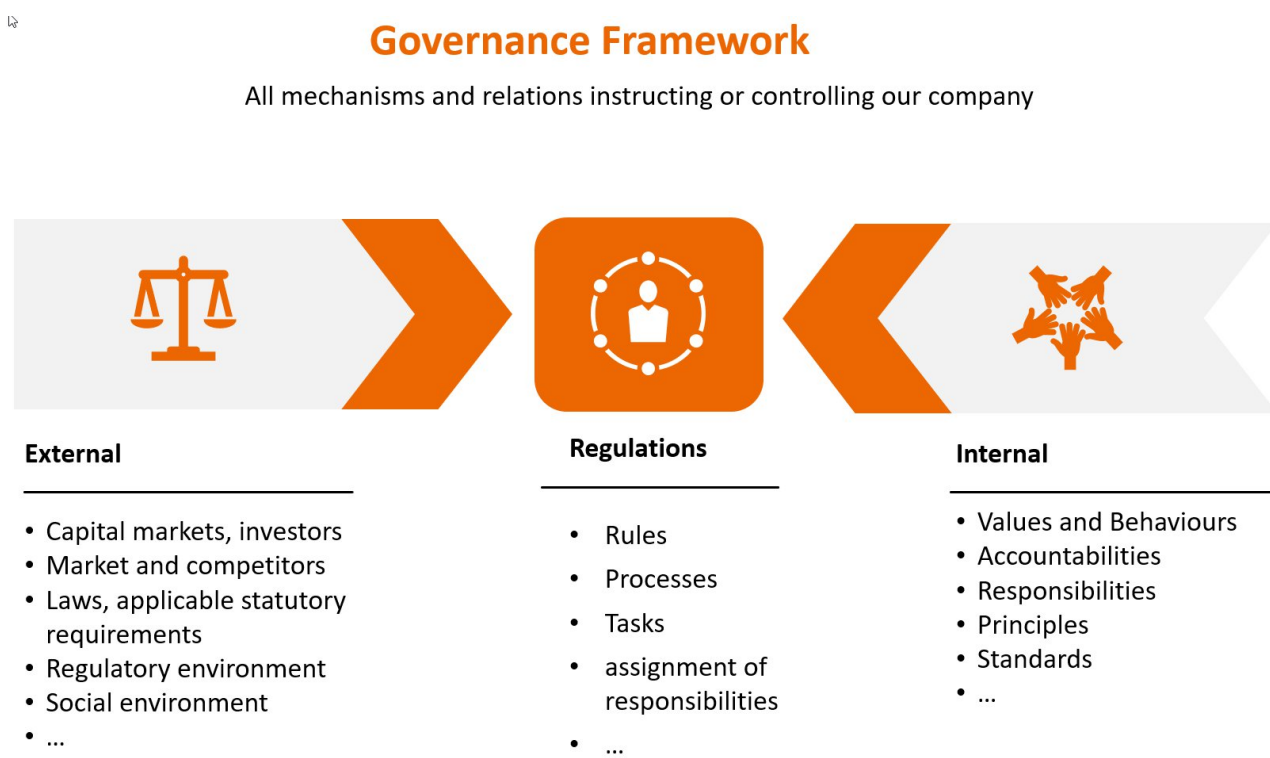
ARE / dependent ARE	The term “ARE” (abbreviation for the German term “Abrechnungseinheit”) can be translated with “accounting unit”. It is generally used to identify accounting departments of legal entities entitled to operate current accounts and that are required to prepare independent Financial Statements. If parts of a legal entity must work with different IT systems and the reporting of business figures for the legal entity in only one ARE is not possible, the instrument of a dependent ARE (dARE) is used. A dependent ARE thus representing a separate (organizational resp. reporting) unit within a legal entity.
COSMOS	Governance module in the <a href="#">COSMOS</a> tool for maintaining, operating, and archiving the Regulation Framework.
Controlled Company	A company which is subject to another entity’s power to direct its activities. This power is typically established by Siemens Healthineers AG directly or indirectly

	holding a majority stake (a majority of shares, or a majority of voting rights) in another company. However, power may also arise from other facts, such as contracts or other arrangements. An entity is considered a “Controlled Company” if it is included in the Siemens Healthineers consolidated financial reporting.
Directive	<p>Regulation issued by the Managing Board or by Governance Owner(s) to adequately manage risks and ensure lean operations as per the assigned Governance Mandate valid for all employees within Siemens Healthineers and valid for all Controlled Companies</p> <p>Directives are the highest binding Regulation managed within the Governance Framework. Directives are developed and maintained by the Governance Owner, supported by the Corporate Governance Office, and published in COSMOS.</p> <p>Directives stipulate fundamental principles to regulate issues that involve significant economic, legal, and/ or reputational risks for Siemens Healthineers (“rules”). These rules must comply with all legal requirements and internal regulations.</p>
Enactment	Enactment refers to the process of constituting a Regulation in a legal entity. It is the formal process step by which the Executive Management of a legal entity formally declares a Regulation within their unit to be effective. As such it can also be seen as the legislative act of the employer. The enactment should take place latest by the effective date as stated in the published Regulation.
Exception	Deviation from stipulations of a Directive and/or the provisions of its implementation, which require approval from the Governance Owner unless explicitly stated otherwise.
Governance Area	Field of exclusive regulation competency throughout Siemens Healthineers for which a global need for regulation must be established and for which risks consistently and continuously must be identified, assessed, managed, and mitigated. This field is also characterized by a more exposed significance (e.g., due to revenue, public perception, regulatory requirements, contractual penalties). The Managing Board mandates governance for this area to the Governance Owner (e.g., Human Resources, Legal, Tax, QT). See also <a href="#">Attachment 2 – Governance Areas</a>
Governance Framework	Set of Siemens Healthineers internal Rules and Regulations to ensure Managing Board control throughout Siemens Healthineers and all Controlled Companies. This set must follow laws and non-legislative requirements. The Regulations must not contradict each other.
Governance Mandate	Delegated Managing Board authority to manage risks with suitable Regulations (i.e., Directives). The Governance Mandate overview is currently available on the <a href="#">Governance Sharepoint</a> .
Implementation	Accountability of the Managing Director (ARE-CEO) and Finance Director (ARE-CFO) to verify if a Directive complies with local laws and other external regulations and ensure compliance of processes, roles, and responsibilities with the requirements of a Directive in their entity. This includes informing employees in the respective entity about any new or revised Directives which they must adhere to. It shall also include objective evidence that the content was understood, and the desired actions/outcomes/behaviors have been achieved.
Instruction	Instructions focus on the implementation of the existing rules, e.g., in form of process descriptions (“How is it done”). They can be issued by the Head of an

	OrgUnit based on his organizational mandate
Regulation Framework	System of controlled documents with the nature of a Regulation. It may include the documents/their content as well as the IT system and the underlying administrative process.
Regulations	Collective term for Siemens Healthineers internal rules, tasks, processes, assignment of responsibilities, etc., which are in written form, binding and for a specific scope (i.e., Directives, Instructions).
Siemens Healthineers Companies / Legal Entities	Siemens Healthineers AG together with all Controlled Companies

## 2 Procedure/Requirements

### 2.1 Graphical illustration of the Governance Framework



### 2.2 Governance Areas and the Mandate of Governance Owner

The Managing Board has the overall Governance responsibility (management and control of the company) and can define Governance Mandates and assign these to specific functions. The Heads of functions are defined as Governance Owners (GO) for the assigned Governance Areas.

A Governance Owner must either have a direct reporting line to a member of the Managing Board or be listed in Organizational Cosmos OrgChart on the top organizational level as a “special responsibility” or “business partner”. A Governance Owner represents the Managing Board in the assigned Governance Area.

In exceptional cases and only by explicit approval by the Managing Board, a subordinate function, not reporting directly to the Managing Board, can be mandated as Governance Owner.

Governance Owners have the following tasks and responsibilities within their assigned Governance Mandate across Siemens Healthineers:

## Governance Owner Tasks and Responsibilities

Within the scope of the Governance Mandate the Governance Owner is obliged and entitled to



The specific scope of a Governance Mandate, its assignment to and the empowerment of the respective Governance Owner must be specified by the Governance Owner and the Corporate Governance Office. The Governance Mandate must be confirmed by the Managing Board. The Corporate Governance Office supports the (potential) Governance Owner in preparation of a decision proposal for the Governance Mandate and acts as a quality gate for approval by the Managing Board. The Governance Mandate overview is available for all employees on the [Governance Sharepoint](#).

An overview of current Governance Areas and Governance Owners is attached to this Directive (see [Attachment 2](#)). The Managing Board annually reviews and confirms the setup of Governance Mandates and its associated Governance Owners

### 2.3 Governance Board

The Governance Board was established to monitor and to support effective governance. Representatives of various functions and organizational units should be represented in the Governance Board to consider the various relevant perspectives within Siemens Healthineers.

With its cross-functional staffing and broad perspectives, the Governance Board directly supports the Managing Board in fulfilling its organizational and supervisory obligations.

Prior to providing a final draft to the Governance Board members for final review and affirmation of a Directive, the expertise of a broad range of stakeholders will be considered.

Utilizing this setup and procedure, the Governance Board acts as quality gate for Directives.

All decisions of the Governance Board must be documented.

Further information on the Governance Board can be found in [Attachment 3](#).

### 2.4 Addressees of the Governance Framework

The Governance Framework is primarily based on Siemens Healthineers' legal structures, e. g. by one entity being the majority shareholder of another or by an employee having its employment agreement with a

company. However, the organizational structure and many processes within Siemens Healthineers are based on the ARE structure. This ARE structure is not entirely identical with the legal structure, as various legal entities consist of a leading ARE and one or more dependent AREs.

When using the term “Managing Director” resp. “Finance Director” in a Regulation, this refers to both, the Executive Management of the legal entity as well as to the “Head of” resp. the “Head of Finance” of an ARE resp. of a dependent ARE.

If a statement is addressed only to the management of a legal entity, this is indicated by the addition of the description “of a/the legal entity”.<sup>1</sup>

Where appropriate, the Executive Management of a legal entity may delegate the obligations (1) - (6) as defined in chapter 2.5 to the Managing Director(s) resp. to the Finance Director(s) of the dependent ARE(s).

## 2.5 Obligations of the Executive Management of Controlled Companies

The Executive Management of a legal entity (Managing Director (ARE-CEO) and optionally Finance Director (ARE-CFO)) of Controlled Companies is obliged:

- (1) to keep itself up to date on all applicable Regulations of Siemens Healthineers. (“Internal Regulations”) and to implement them to the extent possible under applicable law.
- (2) to reach out without undue delay to the Corporate Governance Office and the respective Governance Owner if legal objections or reasons exist which prohibit the implementation of the Directive. If an exception is granted by the Governance Owner, the exception must be filed with the Corporate Governance Office for central archiving. Also, the exception needs to be archived by the Executive Management of the respective entity.<sup>2</sup>
- (3) to repeal Regulations which are outdated resp. obsolete or which conflict with other Internal Regulations.
- (4) to take all required actions to safeguard compliance and periodic controls after implementation of Internal Regulations.
- (5) to appropriately document the process of information, control, and implementation as defined under (1) to (4) above.
- (6) to enforce the rules under (1) to (5) in Siemens Healthineers Companies in which the Company has the majority of the voting rights by way of obliging all members of the respective Executive Management to comply with the rules under (1) to (5).

The obligations of a legal entity’s Executive Management must be defined by the relevant supervisory and/or appointing body.

The employment agreements of all Members of the Executive Management of a legal entity must be concluded in writing and must at least contain stipulations on release and post-contractual cooperation. Furthermore, any Managing Director’s employment agreement and optionally that of any Finance Director must contain the above stated obligations (1)-(6).

For Controlled Companies, especially newly founded or newly acquired companies, the locally responsible Legal organization must take care of the implementation of this chapter’s clauses within the constitutional documents (e.g., Articles of Association). These must contain the obligations of the Executive Management as stated above.

<sup>1</sup> This principle is to be established successively in new and revised Regulations, in previously issued Regulations, this may not be fully established by now.

<sup>2</sup> Although in previous versions of this Directive the word “exemption” was used, Directives are generally valid in all Controlled Companies.



The constitutional documents must be submitted electronically to Shareholder Controlling, promptly, in English, German, French or Spanish, so these can be recorded in the CISS DMS. ([1\\_D\\_7 "Corporate Governance Rules for Siemens Healthineers' Equity Investments"](#))

If it is not possible to implement the clauses as stated in this chapter, changes must be pre-discussed and aligned with the Corporate Governance Office, Legal, Shareholder Controlling and for employment agreements with HR.

## 2.6 Implementation and Enactment

Any Regulation must be put into effect or declared binding.

For Directives, a formal enactment is required locally by each legal entity's Executive Management.

For Instructions, it is usually sufficient to declare this, by means of information within the regulation document ("effective from...") and communication of this within the scope of validity.

The organizations or employees within scope of a Regulation are obliged to implement or comply with it.

The organizations responsible for the content of a Regulation must provide support for implementation and must monitor compliance in an appropriate manner. A reasonable period from date of publication of a Regulation to date of effectiveness must be determined to ensure affected people can be identified and Regulation contents can be trained, documented, and implemented adequately. The default timeframe for the implementation of a Directive, for example, is determined as three months from date of publication. If the implementation of any Regulation's content regularly exceeds the default implementation timeframe, this must be specified within the Regulation itself and highlighted within the section "Implementation Notes".

The above requirements for Enactment and Implementation only apply to companies with employed staff. For any legal entity without any employed staff, the respective Executive Management is bound by the applicable Regulations in its actions and no additional documented Enactment and Implementation is required.

Due to their high importance for the risk management of Siemens Healthineers, special requirements<sup>3</sup> apply to the Implementation and Enactment of Directives as outlined in the following chapter as well as in [Attachment 4](#).

### 2.6.1 Implementation of Directives

The legal representation and the accountability of the management of a legal entity may vary depending on local law and organizational setup. In any case, the Managing Director (ARE-CEO) and optionally also the Finance Director (ARE-CFO) or other senior managers are obligated to

- verify that a Directive complies with local laws and other external regulations,
- implement the Directive and inform employees as required on newly released and upgraded Directives within their entity,

Deviations from the Implementation as outlined in the respective Directive must be applied for via the [Exception Records App](#) and require a formal approval by the respective Governance Owner. The exception approval documentation must be readily available within the respective legal entity; the Exception Records App may be used for this purpose.

For details, please consult chapter 2.6.3 below.

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<sup>3</sup> Exceptions of Directives need to be requested by the executive management of a legal entity and granted by the Governance Owner. These requirements only apply to legal entities that employ their own staff. If a legal entity does not employ its own personnel, the respective executive management is bound by the applicable regulations in its actions and no additional documented enactment and implementation is required..

### 2.6.2 Enactment of Directives

All Directives, in particular newly published ones and “upgraded” Newly issued and upgraded Directives must be explicitly enacted locally; Enactment is not necessary for updated Directives. The enactment should take place latest by the effective date as stated within a newly issued or upgraded Directive. In case the enactment happens after the effective date, the enactment of the Directive is overdue until enactment. The following conditions must be fulfilled before enactment:

- The implementation steps required are completed and the Directive is followed by the entity<sup>4</sup>.
- Employees in their respective entity are informed on newly released and/ or upgraded Directives as required (scope of validity).
- Controls to fulfill the Control Requirements as defined by the Governance Owner are put in place. Further information can be found in Directive [1\\_D\\_9 “Integrated Risk & Internal Control System”](#).

Enactment of a Directive must be documented and archived on a legal entity level. This record comprises at least enactment date, signature & reference to internal communication of the enacted Directives.

In case a Directive in its entirety is deemed as not applicable by the Executive Management, please refer to chapter 2.6.3. below.

### 2.6.3 Applicability, Exceptions and Exception Records App

Directives apply in general to and in all Controlled Companies by default. Directives must be adhered to unless the regulatory content is not relevant, or the Directive explicitly allows exceptions. If the content of a Directive is not relevant, the legal entity/ARE must document this. If a Directive needs to be deviated from, an exception must be requested and approved via the [Exception Records App](#). Exceptions are valid for one year and must be reviewed regularly.

Deviating resp. previously established local exception processes must be routed to and from the Exception Records App.

## 2.7 Governance Offices

Governance Offices provide support at corporate and local level to ensure that compliant processes in connection with the Governance Framework exist and are adhered to. When creating Regulations, the respective Governance Office shall drive the processes as outlined in this Directive and support the creators by providing feedback and acting as a quality gate (e. g. language, consistency, approvals, and coordination with compliance of internal and external Regulations). However, Author, Content Owner and, ultimately, the Regulation Owner remain in any case responsible for the content of a Regulation. It is not within the responsibility of the Governance Office to write, translate, update or upgrade Regulations on behalf of the Regulation Owner.

### 2.7.1 Corporate Governance Office

In addition to 2.7, the Corporate Governance Office:

- is responsible for maintaining the Governance Framework and developing a Governance Vision and Strategy for Siemens Healthineers globally,

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<sup>4</sup> For newly acquired legal entities, the implementation steps required are described in the Governance Implementation Guidance and Control Requirement Guidance

- supports the Governance Owners in defining and delimiting the respective Governance Mandate and thus acts as a quality gate for the Managing Board. The Corporate Governance Office ensures that Governance Mandates are consistent and up to date.
- supports the Governance Owners to take necessary actions on behalf of the Managing Board in fulfillment of its obligations,
- guides Authors through the process of preparing Regulations including the process of review and alignment between the various stakeholders (e.g., Feedback Circle),
- publishes and distributes Directives to the “Heads” of all OrgUnits based on the Organizational Chart depicted in COSMOS,
- hosts the Governance Board which meets quarterly and drives the related processes, in particular the process of creation, alignment, affirmation, and publication of Directives,
- ensures availability of Directives to all employees at any time by maintaining a database for Directives. For all other Regulations, this database is the preferred method of publication and communication.
- supports (e.g., in case of exceptions) the Executive Management to implement the Governance Framework.
- coordinates activities to continuously improve efficient Governance across all Siemens Healthineers Companies (e.g., Governance Office Community meetings).

The role of Corporate Governance Office at Siemens Healthineers is performed by A G&RIC G.

### 2.7.2 Local Governance Office

For each legal entity, it is recommended that the respective Executive Management determines either a person or a team who will assume the role of Local Governance Office within the company. In the absence of any nomination, the Executive Management must assume this role themselves.

The Local Governance Office, in consultation with the Executive Management, shall determine how the process of Implementation and Enactment of Regulations should be carried out locally.

The role of the Local Governance Office may also be transferred to the Local Governance Office of another legal entity, Zone, or Region. The Head of a Zone, for example, may have one Local Governance Office serving several countries in the Zone.

To leverage synergies, it is recommended that Local Governance Offices participate in regular Governance Office Community calls, organized by the Corporate Governance Office. Through cooperation and exchange between Local Governance Offices, e.g., sharing translated versions of Regulations within the same linguistic area, efforts can be optimized further.

## 3 Implementation notes

The following implementation steps are required prior to the enactment of the Directive:

1. The constitutional documents of each legal entity must be established or amended in such a way that they contain the obligations of the management as set out in section 2.5. This is mandatory for all Controlled Companies.

This process is primarily governed by local legal requirements; Shareholder Controlling provides support with the implementation where necessary. The constitutional documents must be submitted to

Shareholder Controlling immediately in electronic form. If these documents are not written in English, German, French or Spanish, a translation must be provided.

2. The locally responsible HR organization in cooperation with the locally responsible Legal organization must ensure that the employment agreement of a legal entity's Managing Director contains the stipulations as per Chapter "2.5 Obligations of the Executive Management of Controlled Companies". For a legal entity's Finance Director, it is optional to include chapter 2.5. within the employment agreement.
3. In case the constitutional documents of a legal entity resp. the employment contracts of the Executive Management contain provisions that correspond in spirit to the provisions as per 1.) and 2) above, there is no need for an immediate amendment. It is sufficient that the wording of the stipulations from chapter 2.5 of this Directive are adopted into any such employment agreement and/ or any such legal entity's constitutional documents at a time when an amendment of these is necessary anyway.
4. For all AREs it is required to define and establish a process for Implementation and Enactment of Directives. This process may be taken over by a dedicated Local Governance Office (see chapter 2.7, 2.7.2). The process must consider alignment with existing local law, to the extent applicable. Special consideration must be given to ensure all employees affected by the stipulations of a Directive will receive adequate notification.

#### Specific tasks for Managing Directors / Finance Directors:<sup>5</sup>

Task	MD/ ARE-CEO	FD / ARE-CFO	account- able	respon- sible
This Directive represents the <b>overall concept</b> for the management and control ('Governance') of the company. As a result, the Executive management of all AREs (incl. dAREs) <b>is obliged to keep itself inform continuously</b> on all applicable regulations and to implement them as described in chapter 2.6.	■	■	n/a	■
Contradictory existing Regulations must be eliminated.	■	■	■	n/a
Implementation or non-implementation of regulations must be communicated. In case of legal objections or other reasons prohibiting the implementation of a Directive, the MD (and/or FD) must reach out to the Corporate Governance Office or the respective Governance Owner to request an Exception. This Exception, if granted by the Governance Owner, needs to be recorded and retained in the Exception Records App. .	■	■	n/a	■

<sup>5</sup> Condensed summary of the immediate tasks for the executive management of an ARE resulting from this Directive. The management is in general jointly responsible in the external relationship; this is only concretized in those cases where the task specified in the Directive is explicitly assigned to only one member. "Accountability" to be understood as: being in charge, but no need to do him-/herself. The task can be delegated // "Responsibility" to be understood as: this needs to be done by that person. The fact that no explicit task is mentioned here does not mean at all that this Directive is not applicable or not relevant; all Directives are binding and must be complied with within the Healthineers Group. The absence of mention of an explicit task therefore means (only) that there is no immediate need for action to be taken by the above-mentioned persons as a result of this Directive.

Ensure compliance and control of Regulations	■	■	■	n/a
Document implementation, information, and monitoring	■	■	■	n/a
Ensure that the rules contained in Chapter 2.5 - Points (1) to (6) of the Directive are enforced in Siemens Healthineers companies in which the Company holds a majority of voting rights. For this purpose, all members of the Executive Management of the respective company must be obliged to observe/comply with rules (1) to (6) and the AoA and the Managing Director's employment agreements must contain the rules stated in chapter 2.5.	■	■	■	n/a

n/a: not applicable

#### 4 Risk and Internal Control (RIC) requirements

Compliance with Control Requirements must be ensured by the Executive Management of the respective legal entity resp. ARE (Managing Director/ARE-CEO, Finance Director/ARE-CFO) through the implementation of appropriate processes and controls. The assessment approach defined by the Governance Owner must be implemented analogously in accordance with the IC system.

The Control Requirements resulting from this Directive are:

[PCMB ref.](#)

that the obligations of the executive management of Controlled Companies as stipulated  
1.1.4.3-4. in the Directive 1\_D\_1 Governance Framework are implemented in the company's  
Articles of Association.

that the service contracts of all executive members of the boards of the Controlled  
Companies are in written form and contain stipulations on release and post-contractual  
2.6.1.1-5 cooperation and that specifically the service contract of its Managing Director and  
Finance Directors contains in addition the obligations of the executive management of  
Controlled Companies as stipulated in the Directive 1\_D\_1 Governance Framework.

## Appendix

### a) Document release

Role	Name, First Name	OrgCode
Regulation / Governance Owner	Zeller, Peter	A
Governance Owner	Mundani, Dagmar	LC
Governance Owner	Naser Martin	HR IE
Content Owner	Sattler, Martin	A G&RIC G
Content Owner	Bindl, Christian	LC CL
Author	Schoen, Thomas	A G&RIC G

In addition, version 4.0 has been approved by the Managing Board of Siemens Healthineers AG.

### b) Change history

Revision	Changes	Date	Author
5.2	Adaption of Attachment 3 (change of Sounding Members) and Attachment 2 (change of Governance Owners and list of Directives)	2023-09-19	Zettelmaier, Verena
6.0	Amendments to regulations on exceptions and introduction of the Exception Records App. Linguistic clarifications and more precise specifications, e.g. definition of the Regulation Owner, without effect on the core content of the Directive	2024-09-19	Schön, Thomas

### c) Reference documents

n.a.

### d) List of attachments

- Attachment 1: [Templates for release and post-contractual cooperation](#)

e) Attachment 2: [Governance Areas](#)

- Attachment 3: [Governance Board](#)
- Attachment 4: [Directive Lifecycle Management](#)
- Attachment 5: [Fact Sheet](#)