

# Sustainability Supplement 2020

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### About this supplement

This sustainability supplement, which should be read in conjunction with our annual report and our GRI content index, contains additional sustainability background material.

# OUR STAKEHOLDERS

We identify five main stakeholder groups: clients, shareholders, employees, government/regulators and other stakeholders, including all those who might be affected by the decisions and activities of Van Lanschot Kempen (e.g. society at large, suppliers and competitors). The interests and expectations of the different stakeholder groups vary, and may lead to potential conflicts of interest.

Every year, we assess all suggestions that result from our various dialogues with stakeholders. We test them against our strategy and assess how other stakeholders would be affected if they were implemented. Suggestions that are in line with our strategy and compatible with the interests of other stakeholders may entail us introducing new services or policy adjustments.

The table below outlines the key expectations and discussion topics per stakeholder group in 2020. Expectations in the table are derived from a variety of sources: discussions with clients and periodic client satisfaction surveys, meetings with shareholders, and analysis of recurring questions and comments from various external stakeholders, including civil society organisations and regulators. More information on the types of dialogue with each stakeholder group can be found on the next page.

| Stakeholder group                                     | Expectations  | Discussion topics in 2020 (examples, non-exhaustive)   |
|---|---|--|
| <b>Clients</b>  | <ul style="list-style-type: none"> <li>- Excellent client experience</li> <li>- Strong personal relationships</li> <li>- Holistic advice and personalised, relevant solutions</li> <li>- Risk-rewarding returns</li> <li>- Easy omni-channel service</li> </ul>   | <ul style="list-style-type: none"> <li>- Economic and financial markets developments (also in relation to Covid-19)</li> <li>- Service quality and client care</li> <li>- Investment performance</li> <li>- Responsible, sustainable, impact investment, charity</li> <li>- Value creation, SDGs, climate change, ESG</li> </ul> |
| <b>Shareholders<br/>(and other capital providers)</b> | <ul style="list-style-type: none"> <li>- Solid performance</li> <li>- Attractive returns and sustainable – preferably growing – dividend</li> <li>- Run the business in a sustainable way</li> </ul>  | <ul style="list-style-type: none"> <li>- Strategy and targets for 2023</li> <li>- Sustainable profile and ESG approach</li> <li>- Organic and inorganic growth opportunities</li> <li>- Capital strategy</li> </ul>  |
| <b>Employees</b>                                      | <ul style="list-style-type: none"> <li>- An inclusive culture and diverse workforce</li> <li>- Inspiring leadership</li> <li>- Personal and professional development</li> <li>- Growth opportunities and through flow</li> <li>- Personal autonomy</li> <li>- Competitive salary and benefits</li> <li>- A professional and healthy (home)work environment</li> </ul> | <ul style="list-style-type: none"> <li>- Health and well-being</li> <li>- New way of working during and after Covid-19</li> <li>- Personal and professional skill development</li> <li>- Employee surveys: outcomes and follow-up</li> <li>- Diversity and inclusion</li> </ul>  |
| <b>Government/regulators</b>                          | <ul style="list-style-type: none"> <li>- Compliance with laws and regulations (practices within the letter and spirit of the law)</li> <li>- Positive contribution to society and environment (including SDGs)</li> </ul>   | <ul style="list-style-type: none"> <li>- Compliance with laws and regulations</li> <li>- Implementation of new (sustainability) regulations</li> <li>- Financial solidity, risk management, funding strategy, dividend policy</li> <li>- SDGs, OECD Guidelines for MNE, climate change</li> </ul>                                |
| <b>Other stakeholders<br/>(including value chain)</b> | <ul style="list-style-type: none"> <li>- Fair business opportunities</li> <li>- Limited negative impact</li> <li>- Positive contribution to society and environment (including SDGs)</li> </ul>   | <ul style="list-style-type: none"> <li>- Responsible, sustainable and impact investing</li> <li>- Climate change</li> <li>- SDGs, OECD Guidelines for MNE</li> <li>- Inclusion and diversity</li> </ul>  |

| Stakeholder                               | Form of dialogue  | Frequency | Result and related outcome of the dialogue   |
|---|---|-----------|--|
| Clients                                   | – Client meetings   | D         | <ul style="list-style-type: none"> <li>– Net inflow of AuM</li> <li>– New products launched</li> <li>– More online service provision</li> <li>– More client information on responsible and sustainable investment</li> <li>– Further growth of our sustainable and impact investment solutions</li> </ul>          |
|   | – (Online) client events  | M         |  |
|   | – Online stakeholder event                                      | A         |  |
|   | – Client survey   | A         |  |
|   | – Client portals  | D         |  |
|   | – Client treatment  | M         |  |
| Shareholders                              | – General meeting   | A         | <ul style="list-style-type: none"> <li>– Diversified shareholder base</li> <li>– Long-term relationships</li> <li>– Better understanding investment case</li> </ul>  |
|   | – Roadshows, conference calls and other bilateral consultations | M         |  |
|   | – Press releases, annual reports                                | Q         |  |
|   | – Website and social media                                      | M         |  |
|   | – Online stakeholder event                                      | A         |  |
| Employees                                 | – Performance management system                                 | SM        | <ul style="list-style-type: none"> <li>– Optimisation of organisation structure</li> <li>– Adjustments in education and training</li> <li>– Well-informed and involved employees</li> <li>– Further enrolment Private Banking Academy</li> </ul>   |
|   | – Pulse surveys   | A         |  |
|   | – Work meetings   | M         |  |
|   | – Works Council   | M         |  |
|   | – Intranet  | A         |  |
|   | – Training courses  | Q         |  |
|   | – Online stakeholder event                                      | A         |  |
|   | – Internal meetings   | W         |  |
| Government/<br>regulators                 | – Consultation with AFM and DNB                                 | M         | <ul style="list-style-type: none"> <li>– Financial ratios in order</li> <li>– Credit ratings</li> <li>– Compliance with laws and regulations</li> <li>– Weighing in on the EU/national regulatory landscape</li> </ul>   |
|   | – Self-assessments, audits and controls                         | Q         |  |
|   | – Credit rating reviews   | A         |  |
|   | – Responses to public consultations on draft regulations        | Q         |  |
| Other stakeholders<br>(incl. value chain) | – Participation in PRI, UN GC, VBDO, CDP, etc.                  | Q         | <ul style="list-style-type: none"> <li>– Revised and strengthened climate change policy</li> <li>– Shared knowledge on, for instance, market outlook</li> <li>– Product awards to Kempen</li> <li>– High ratings in sustainability benchmarks, certification of our funds and Forum Ethibel certificate</li> </ul> |
|   | – Assurance by accountants                                      | A         |  |
|   | – Participation in industry networks                            | Q         |  |
|   | – Online stakeholder event                                      | A         |  |
|   | – Consultations with civil society                              | A         |  |
|   | – Research by external parties                                  | Q         |  |
|   | – (Social) media feeds/website                                  | M         |  |
|   | – Industry consultation via DUFAS                               | M         |  |

Frequency: D: daily W: weekly M: monthly Q: quarterly SM: six-monthly A: annually

### Stakeholder meetings in 2020

We held several (virtual) events with stakeholders in the reporting year, e.g.

- In October, we organised an online climate event for our Private Banking clients, focusing on making their homes, enterprises and investment portfolios more sustainable.
- In November, we held our annual (online) stakeholder event (for clients, shareholders, employees and other stakeholders), focusing on the theme of climate change.

Due to Covid-19, we organised fewer stakeholder meetings.

### Our memberships and partnerships

To be well informed about developments and trends among our stakeholders, Van Lanschot Kempen is a member of and partners with several organisations. More information can be found on our website under the heading "Memberships": [vanlanschotkempen.com/responsible/policy](https://www.vanlanschotkempen.com/responsible/policy).

## 2020 STAKEHOLDER EVENT

On 6 November 2020, Van Lanschot Kempen organised its 10th stakeholder dialogue. We changed the format of our stakeholder dialogue, reflecting the pandemic situation. The set-up was an online format featuring two interview sessions by two external experts, coupled with a discussion of the survey outcomes amongst our stakeholders as well as a live discussion with our stakeholders. Because of the significance of the topic of climate change to a growing group of stakeholders, we decided to broaden our scope to include investors as well as equity and debt analysts. This meant that we had a diverse group of stakeholders comprising some of our peers and advisers (auditing firms, sustainability advisers), clients, employees, ESG rating agencies and financial stakeholders. Approximately 40 stakeholders participated and discussed climate change with a member of our Executive Board.

Our CFRO Constant Korthout was interviewed by Wouter Scheepens, founding partner of sustainability consultants Steward Redqueen, on how climate change impacts Van Lanschot Kempen's financial position. Constant explained that climate change is important for a broader range of stakeholders and increasingly a topic of discussion in our interactions with our shareholders and investors. The same goes for our asset management business, which raises the very same questions with their investees. We have been putting sustainability high on the agenda over the past few months. Our strategic ambitions explicitly incorporate sustainability and we are raising the bar beyond what we have done so far. We need to make a shift internally in terms of our role as a company in society, what we do actively, and make the move from "do no harm" to "do good". We have to make the change this decade. Constant Korthout said he hoped to have more intense conversations with our clients about this topic in the coming years. It makes a difference to our role as a wealth manager, makes it part of the conversation with our clients on their future wealth planning. He said he hoped to use the trust we have built with our clients to make an impact on how they think about climate change, the future and our role. We engage with our clients and investees to make sure they act upon this theme and take the right actions.

In the second part of the event, Antoinette van Lier, an independent sustainability consultant and former partner of Ownership Capital, interviewed Lars Dijkstra, CIO of Kempen Capital Management, on climate change and our asset management business. Lars Dijkstra emphasised that the focus should be on transition risk. This is where we can integrate financial and sustainability risks and opportunities really well. It is important to start measuring the carbon footprint of portfolios and investee companies even as the quality of the data continues to develop. We are better able to measure the indirect effects – Scope 3 – as well, which enables us to set climate targets. Measuring progress against the UN Sustainable Development Goals (SDGs) will be the next data challenge. Returning to transition risk, Lars observed that this is one of our most important themes as an investor. Using high-quality data, we set targets and commitments to measure our progress and report this to our clients. Kempen has committed to net-zero emissions by 2050, with two intermediate targets. The more sustainable our funds are, the lower their carbon intensity curve is relative to the overall market, moving us further along the Climate Transition Benchmark and the Paris-Aligned Benchmark. We have been on this pathway for a couple of years, with our portfolios moving towards a lower carbon footprint. As active investors, we have a role to play as we see a need to integrate investment alpha and sustainable alpha. Looking at the climate crisis, the financial sector has a big role to play in terms of allocating capital. We need to step up collectively and act much faster.

Constant Korthout closed the stakeholder dialogue with some key takeaways. We are in control as a company but it is a journey and we are by no means finished. It is important to have a dialogue with our stakeholders. Also, we should not underestimate our power as a company – our employees and relationships with our clients. We can use that power to make the difference. Climate change is an exponential problem that will have an impact on equity and debt markets. The financial sector collectively has a role to play and at Van Lanschot Kempen we are more prepared than ever to play ours.

# RISKS AND OPPORTUNITIES

In addition to the trends and developments that impact our operating environment (see “The changing world around us” on page 14-16 of our annual report), we recognise specific risks and opportunities associated with our sector.

The table below outlines the connections between our material topics (grouped under types of capital) and these risks and opportunities.

| Type of capital                | Material topics  | Opportunities  | Risks: potential impacts | Risk: probability  | Mitigating measures | More information   |   |
|--------------------------------|--|--|--------------------------|--|---------------------|--|---|
| Financial                      | <ul style="list-style-type: none"> <li>– Profitability and cost effectiveness (1)</li> <li>– Contribution to clients' wealth via investments (6)</li> </ul>  | <ul style="list-style-type: none"> <li>– Act as one</li> <li>– Advance through digital and analytics</li> <li>– Accelerate growth</li> </ul>   | Van Lanschot Kempen      | <ul style="list-style-type: none"> <li>– Weaker performance due to rising geopolitical and economic uncertainty, ongoing low interest rate environment, environmental developments and societal pressures (e.g. pandemic)</li> </ul>   | Medium              | <ul style="list-style-type: none"> <li>– Continued application of strict credit acceptance and monitoring procedures</li> </ul>  | See annual report pp. 20-21, pp. 56-59  |
|                                |  |  | Stakeholders             | <ul style="list-style-type: none"> <li>– Clients: Weaker performance due to rising geopolitical and economic uncertainty, environmental developments and societal pressures (e.g. pandemic)</li> </ul>   |                     | <ul style="list-style-type: none"> <li>– Development of new products</li> <li>– Holistic advice to clients</li> </ul>  |   |
| Human, intellectual and social | <ul style="list-style-type: none"> <li>– High-quality workforce (9)</li> <li>– Development and training of staff (11)</li> <li>– Ethics and integrity (24)</li> <li>– Superior client experience (13)</li> </ul> | <ul style="list-style-type: none"> <li>– Improve results, client satisfaction and reputation through a highly skilled, diverse and inclusive workforce</li> <li>– Achieve our sustainability ambitions by having staff with well-developed skills in sustainability in general and sustainable finance in particular</li> <li>– Attract, develop and retain the workforce</li> </ul> | Van Lanschot Kempen      | <ul style="list-style-type: none"> <li>– Negative results due to low employee engagement, low-quality workforce, high absenteeism and high key staff turnover</li> <li>– Reputational risk due to cybercrime</li> </ul>  | Medium              | <ul style="list-style-type: none"> <li>– Training, development and well-being programmes for employees</li> <li>– Employee surveys</li> <li>– Further enhancement of cyberdefence policies</li> <li>– Advanced dashboards for better management</li> <li>– Improvement of client apps</li> <li>– Client surveys</li> </ul> | See annual report pp. 29-31, p. 56, p. 63   |
|                                |  |  | Stakeholders             | <ul style="list-style-type: none"> <li>– Clients: Negative impacts due to cybercrime</li> <li>– Clients: Poor service due to low employee engagement, low-quality workforce, high absenteeism (partly due to Covid-19) and high key staff turnover</li> <li>– Employees: Redundancies due to innovation/new technologies and insufficient skillsets</li> <li>– Employees: Higher workload and absenteeism due to Covid-19</li> </ul> |                     |  |   |
|                                | <ul style="list-style-type: none"> <li>– Impact via client assets (investments) (16)</li> <li>– High-quality, tailored solutions (14)</li> </ul>   | <ul style="list-style-type: none"> <li>– Increase visibility</li> <li>– Increase the number of new clients through the development of innovative sustainable and impact investing solutions</li> <li>– Achieve our sustainability ambitions by increasing the pool of our sustainability and impact investing by making it part of our default client offering</li> </ul>            | Van Lanschot Kempen      | <ul style="list-style-type: none"> <li>– Decreased investment universe due to sustainable investment criteria</li> <li>– Reputational risk in the event of labour and human rights issues in the (value) chain of our investees</li> </ul>   | Low to medium       | <ul style="list-style-type: none"> <li>– ESG policies (engagement, voting, exclusion and avoidance)</li> <li>– Sustainable funds (with more best-in-class social investees) and impact funds</li> </ul>  | See annual report pp. 38-41   |
|                                |  |  | Stakeholders             | <ul style="list-style-type: none"> <li>– Clients: Reputational risks in the event of labour and human rights issues in their investment portfolios</li> </ul>  |                     |  |   |
| Natural                        | <ul style="list-style-type: none"> <li>– Impact via client assets (investments) (16)</li> </ul>  | <ul style="list-style-type: none"> <li>– Improve reputation and increase number of new clients through more sustainable and impact investing (in line with EU sustainability regulation that focuses on contributing to climate neutrality, e.g. the EU Taxonomy Regulation)</li> </ul>  | Van Lanschot Kempen      | <ul style="list-style-type: none"> <li>– Relatively small climate risks (both physical and transitional) as client investments are well diversified (regions and sectors) and highly liquid</li> </ul>   | Low                 | <ul style="list-style-type: none"> <li>– ESG policies (engagement, voting, exclusion and avoidance)</li> <li>– Sustainable and impact funds (with lower climate sensitivities)</li> </ul>  | See annual report pp. 33-36 and our TCFD report <a href="https://www.vanlanschotkempen.com/responsible/environment">vanlanschotkempen.com/responsible/environment</a> |
|                                |  |  | Stakeholders             | <ul style="list-style-type: none"> <li>– Investees: Lower stock performance for climate-sensitive investees, as less capital is invested in their stocks</li> </ul>  |                     |  |   |

# VALUE CREATION

The table below shows – by capital type – material topics, and stakeholder groups for whom value is created, as well as KPIs (per material topic) through which we manage

value creation and our results. Value creation is a main topic in our annual report. For every material topic, we indicate: 1) what it is; 2) why and for whom it is material;

3) how we manage it; 4) how we evaluate our management approach; and 5) the results we achieved in 2020 (see pages 24-41).

| Type of capital        | Material topic (number in materiality matrix)   | Stakeholder <sup>1</sup> | KPIs   | KPI (number in AR) | Target                     | Result 2020                  |
|------------------------|---|--------------------------|--|--------------------|----------------------------|------------------------------|
| Financial              | Profitability and cost effectiveness (1)  | C, E, S, O               | Return on equity (CET 1)   | 2                  | 10–12%                     | ● 4.4%                       |
|                        |   |                          | Efficiency ratio   | 3                  | 70–72%                     | ● 85.7%                      |
| Human and intellectual | Contribution to clients' wealth via investments (6)   | C                        | Three-year relative performance of discretionary management mandates   | 4a                 | > benchmark                | ● -1.8%                      |
|                        |   |                          | a. Private Banking<br>b. Evi   | 4b                 | > benchmark                | ● -2.2%                      |
| Human and intellectual | High-quality workforce (9)  | C, E                     | Employee engagement score  | 5                  | > 80%                      | ● n/a <sup>2</sup>           |
|                        |   |                          | Employer Net Promoter Score (eNPS)   | 6                  | > 10                       | ● 6                          |
| Human and intellectual | Development and training of staff (11)  | C, E                     | Gender balance in management positions   | 7                  | > 30% female<br>> 30% male | ● 21% female<br>79% male     |
|                        |   |                          | Percentage of total number of training courses followed to develop new skills in order to adapt the workforce (e.g. technical, digital, adaptability) <sup>3</sup> | 8                  | > 25%                      | ● 25%                        |
| Natural and social     | Contribution to clients' wealth via investments (6)<br>Superior client experience (13)<br>High-quality, tailored solutions (14)<br>Impact via client assets (investments) (16)<br>Ethics and integrity (24) | C, E, S, O               | Net Promoter Score (NPS)   |                    |                            |                              |
|                        |   |                          | a. Private Banking   | 9a                 | 10                         | ● 26                         |
|                        |   |                          | b. Evi   | 9b                 | 10                         | ● 5                          |
|                        |   |                          | c. Asset management  | 9c                 | 20                         | ● n/a <sup>4</sup>           |
|                        |   |                          | Merchant Banking: number of successful transactions with repeat Corporate Finance clients (five-year period)   | 10                 | 60-70%                     | ● 39%                        |
|                        |   |                          | Merchant Banking: bundled commission paid by repeat Securities clients   | 11                 | >80%                       | ● 95%                        |
|                        |   |                          | Asset Management: average Morningstar rating of investment strategies (institutional share class)  | 12                 | >3.5                       | ● 3.6%                       |
|                        |   |                          | Percentage of employees who positively evaluate our culture regarding ethical behaviour and integrity <sup>5</sup>   | 13                 | > industry average of 84%  | ● 89%                        |
|                        |   |                          | Private Banking sustainability ambition: AuM invested in sustainable and/or impact investment wealth management solutions  | 14                 | last year +10%             | ● 2020: €3,063m<br>+ €1,017m |
|                        |   |                          | Asset Management sustainability ambition   |                    |                            |                              |
|                        |   |                          | a. Percentage of internal and external fund managers on the approved list that meet the sustainability criteria <sup>6</sup>                                       | 15a                | > last year                | ● 76%                        |
|                        |   |                          | b. Engagement cases with companies that our funds invest in per year   | 15b                | 80-100 cases               | ● 116                        |
|                        |   |                          | c. Engagements for change for which at least one milestone has been reached in the past year <sup>7</sup>  | 15c                | 10-15 engagements          | ● 61                         |

● KPI more than achieved ● KPI achieved ● KPI almost achieved ● KPI not achieved ● KPI far from achieved

Please note: as the table above is in line with our materiality matrix, the KPIs shown deviate slightly from those mentioned in our annual report. The table only contains those KPIs that relate to our material topics.

<sup>1</sup> C: clients; E: employees; S: shareholders; O: other (suppliers, competitors, society at large, etc.).

<sup>2</sup> Measured once every two years, score for 2019: 82%.

<sup>3</sup> The KPI % of training for new skills does not cover the full range of trainings offered within Van Lanschot Kempen. It is calculated based on trainings for employees working in the Netherlands, booked via our learning platform and via our training broker.

<sup>4</sup> Measured once every two years, score for 2019: 31.

<sup>5</sup> The score for this KPI is based on responses to the following statements in the employee engagement survey:

– In my experience, all employees are held to the same standards of ethical behaviour; – This organisation operates with integrity in its internal dealings (i.e. with employees); – I think I could report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal.

In 2020, the first statement underlying this score was changed to: We operate with integrity in our external dealings (with clients, suppliers, etc.).

<sup>6</sup> The asset classes covered by our ESG scorecard are listed equities, government bonds (developed and developing), corporate bonds (investment grade and high yield) and listed real estate. Funds with no material asset allocation are not in scope.

<sup>7</sup> Engagement consists of four stages. If it moves to the next stage, a milestone has been achieved.

## Financial capital

In line with the International Integrated Reporting Framework we define financial capital as the pool of funds available to an organisation for use in the production of goods or the provision of services. Funds can be obtained through financing, such as debt, equity or grants, or generated through operations or investments.

| Profitability and cost effectiveness (material topic 1) |   |
|---|---|
| Description   | See annual report (Topics that are material to our stakeholders), p. 18   |
| Why material and for whom?                              | See annual report, p. 26  |
| Management approach                                     | See annual report, p. 26  |
| Evaluation of approach                                  | Multi-year forecasts are regularly recalibrated, and measures are taken in the event of deviations. Annual targets are measured every month, and changes are made in the event of (interim) deviations. |
| Results in 2020   | See annual report, p. 26  |

| Contribution to clients' wealth via investments (material topic 6) |   |
|--|---|
| Description  | See annual report (Topics that are material to our stakeholders), p. 18   |
| Why material and for whom?   | See annual report, p. 26  |
| Management approach  | See annual report, p. 26  |
| Evaluation of approach   | Our investment processes are periodically evaluated by the relevant investment teams and our risk team. Their performance is monitored by the management teams of Kempen Asset Management and Van Lanschot Private Banking. |
| Results in 2020  | See annual report, p. 26  |



## Human and intellectual capital

In line with the International Integrated Reporting Framework, we define human capital as people's competencies, capabilities and experience, and their motivation to innovate. This includes their alignment with, and support for, the organisation's governance framework, risk management approach and ethical values, as well as their ability to understand, develop and implement the organisation's strategy.

It also includes their loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate. We define intellectual capital as organisational, knowledge-based intangibles, including intellectual property (such as patents, copyrights, software, rights and licences).

| High-quality workforce (material topic 9) |  |
|---|--|
| Description                               | See annual report (Topics that are material to our stakeholders), p. 18                  |
| Why material and for whom?                | See annual report, p. 29   |
| Management approach                       | See annual report, p. 29   |
| Evaluation of approach                    | Our HR policies are periodically evaluated by our HR department and our Executive Board. |
| Results in 2020                           | See annual report, pp. 29-30   |

| Development and training of staff (material topic 11) |  |
|---|--|
| Description   | See annual report (Topics that are material to our stakeholders), p. 18  |
| Why material and for whom?                            | See annual report, p. 29   |
| Management approach                                   | See annual report, p. 29   |
| Evaluation of approach                                | We ensure that all changes and updates to legal and regulatory requirements are reflected in the relevant (compulsory) part of our learning platform. With regard to the non-compulsory training, we periodically review courses and preferred suppliers to reflect the needs and requirements of our workforce. |
| Results in 2020                                       | See annual report, pp. 29-30   |

## Natural capital

In line with the International Integrated Reporting Framework, we define natural capital as all renewables and non-renewable environmental resources and processes that provide goods or services that support the past, current or future prosperity of an organisation. Natural capital includes air, water, land, minerals, forests, biodiversity and eco-system health.

| Impact via clients' assets (investments) (material topic 16) |  |
|--|--|
| Description  | See annual report (Topics that are material to our stakeholders), p. 18  |
| Why material and for whom?                                   | See annual report, p. 33   |
| Management approach  | See annual report, p. 33   |
| Evaluation of approach                                       | Our ESG Council is responsible for devising, implementing and reviewing our responsible and sustainable investment policies. |
| Results in 2020  | See annual report, p. 33-34  |

## Social capital

In line with the International Integrated Reporting Framework, we define social capital as the institutions and relationships within and between communities, groups of stakeholders and other networks, as well as the ability to share information to enhance individual and collective well-being.

Social capital includes shared standards, values and behaviours; key stakeholder relationships; trust and willingness to engage; intangibles associated with the brand and reputation of an organisation; and an organisation's social licence to operate.

| Superior client experience (material topic 13) |   |
|--|---|
| Description                                    | See annual report (Topics that are material to our stakeholders), p. 18   |
| Why material and for whom?                     | See annual report, p. 39  |
| Management approach                            | See annual report, p. 38-39   |
| Evaluation of approach                         | The management teams of Van Lanschot Private Banking, Evi, Kempen Asset Management and Kempen Merchant Banking periodically evaluate client experience, and develop specific actions to further improve it. Both evaluations and action plans are discussed by the Executive Board. |
| Results in 2020                                | See annual report, p. 39  |

| High-quality, tailored solutions (material topic 14) |  |
|--|--|
| Description  | See annual report (Topics that are material to our stakeholders), p. 18  |
| Why material and for whom?                           | See annual report, pp. 38-39   |
| Management approach                                  | See annual report, pp. 38-39   |
| Evaluation of approach                               | Depending on the type of policy, reviews are carried out by our Product Boards, the Compliance department and the Operational Risk Committee or other committees created for this purpose. |
| Results in 2020                                      | See annual report, p. 39   |

| Impact via clients' assets (investments) (material topic 16) |  |
|--|--|
| Description  | See annual report (Topics that are material to our stakeholders), p. 18  |
| Why material and for whom?                                   | See annual report, p. 38   |
| Management approach  | See annual report, p. 38   |
| Evaluation of approach                                       | Our ESG Council is responsible for devising, implementing and reviewing our responsible and sustainable investment policies. |
| Results in 2020  | See annual report, p. 38   |

| Ethics and integrity (material topic 24) |   |
|--|---|
| Description                              | See annual report (Topics that are material to our stakeholders), p. 18   |
| Why material and for whom?               | See annual report, pp. 38-39  |
| Management approach                      | See annual report, pp. 38-39  |
| Evaluation of approach                   | The effectiveness of our management approach regularly features on the agendas of the Compliance and Operational Risk Committee, the Executive Board and the Audit and Compliance Committee of the Supervisory Board. We continue to evaluate this topic within these committees. |
| Results in 2020                          | See annual report, p. 39  |

# GLOSSARY

This glossary provides insight into the definitions and the abbreviations used in this report.

## **Carbon Disclosure Project (CDP) (p. 4)**

The Carbon Disclosure Project is a not-for-profit organisation that collects, harmonises and publishes environmental data. Van Lanschot Kempen affiliated to the CDP in 2014. [cdp.net](https://www.cdp.net)

## **De Nederlandsche Bank (DNB) (p. 4)**

The Dutch central bank. [dnb.nl](https://www.dnb.nl)

## **DUFAS (p. 4)**

Dutch Fund and Asset Management Association. DUFAS is an industry association for asset managers and investment institutions active in the Netherlands. [dufas.nl](https://www.dufas.nl)

## **Dutch Authority for the Financial Markets (AFM) (p. 4)**

The regulator for financial institutions in the Netherlands. [afm.nl/en](https://www.afm.nl/en)

## **Engagement (p. 6)**

A sustainability strategy that seeks, through active dialogue, to persuade companies, fund managers, borrowers and other stakeholders that their sustainability policies should be made compatible with international treaties and conventions.

## **Forum Ethibel (p. 4)**

A Belgian consultancy in the field of corporate social responsibility (CSR) and socially responsible investment (SRI). [forumethibel.org](https://www.forumethibel.org)

## **Global Reporting Initiative (GRI) (p. 20)**

An independent organisation which develops guidelines for sustainability reports. Van Lanschot Kempen's integrated annual report is based on GRI. [globalreporting.org](https://www.globalreporting.org)

## **Gold Standard (p. 18)**

The Gold Standard is an independent sustainability label for carbon offset projects. Several of Van Lanschot Kempen's carbon offset projects qualify for the label. [cdmgoldstandard.org](https://www.cdmgoldstandard.org)

## **Greenhouse Gas Protocol (p. 16)**

The Greenhouse Gas Protocol is the worldwide standard for accounting and reporting greenhouse gas emissions by companies. [ghgprotocol.org](https://www.ghgprotocol.org)

## **ISS ESG (p. 18)**

The ISS ESG corporate rating provides an assessment of a company's environmental, social and governance performance. ISS ESG is a subsidiary of Deutsche Börse. [issgovernance.com](https://www.issgovernance.com)

## **OECD Guidelines for Multinational Enterprises (p. 3)**

The OECD Guidelines for MNE describe what the Dutch government expects from multinational enterprises when it comes to corporate social responsibility. They provide companies with guidance in the field of e.g. supply chain management, human rights, child labour, environment and corruption.

## **Platform Carbon Accounting for Financials (PCAF) (p. 16)**

PCAF is a global partnership of financial institutions that work together to develop and implement a harmonised approach to assess and disclose the greenhouse gas emissions associated with their loans and investments.

## **Principles for Responsible Investment (PRI) (p. 4)**

The Principles for Responsible Investment consist of six guidelines to which financial institutions can sign up, and which are aimed at encouraging responsible investment. Kempen Capital Management signed the PRI in 2009. [unpri.org](https://www.unpri.org)

## **Sustainable Development Goals (SDGs) (p. 3)**

The Sustainable Development Goals are a set of 17 interlinked goals designed to be a "blueprint to achieve a better and more sustainable future for all by 2030". They are adopted by all United Nations Member States.

## **Sustainalytics (p. 18)**

One of the leading providers of ESG research and ratings and part of the investment research group Morningstar. Sustainalytics reports are widely commissioned by institutional investors, banks and asset managers. [sustainalytics.com](https://www.sustainalytics.com)

## **Tax Transparency Benchmark (p. 18)**

Ranks 77 Dutch companies on the level of transparency they provide on tax.

## **Transparency Benchmark (Transparantiebenchmark) (p. 18)**

A benchmark constructed by the Dutch Ministry of Economic Affairs to provide insight into how Dutch businesses report their activities in relation to corporate social responsibility. [transparantiebenchmark.nl/en](https://www.transparantiebenchmark.nl/en)

## **United Nations Guiding Principles (UNGP) (p. 19)**

The UNGP are a set of guidelines for States and companies to prevent, address and remedy human rights abuses committed in business operations. [business-humanrights.org/en/](https://www.business-humanrights.org/en/)

## **VBDO (p. 4)**

The Dutch Association of Investors for Sustainable Development (VBDO) has set itself the goal of making the capital market more sustainable. [vbdo.nl/en](https://www.vbdo.nl/en)

# APPENDICES

## Our sustainability key data

| Sustainability key data <sup>8</sup>           | Van Lanschot Kempen |         |         | Van Lanschot Kempen (Netherlands) |         |         | Van Lanschot Kempen (other countries) |         |         |
|--|---------------------|---------|---------|-----------------------------------|---------|---------|---------------------------------------|---------|---------|
|  | 2020                | 2019    | 2018    | 2020                              | 2019    | 2018    | 2020                                  | 2019    | 2018    |
| <b>Environmental management and purchasing</b> |                     |         |         |                                   |         |         |                                       |         |         |
| Energy consumption (million Kwh)               | 5.0                 | 6.2     | 6.9     | 4.4                               | 5.5     | 6.2     | 0.6                                   | 0.7     | 0.7     |
| Green energy (%)                               | 99.9                | 99.9    | 99.2    | 100                               | 100     | 100     | 99.2                                  | 100     | 91.7    |
| Natural gas consumption (m3)                   | 55,461              | 60,813  | 186,325 | —                                 | —       | 120,686 | 55,461                                | 60,813  | 65,639  |
| Biogas consumption (m3)                        | 181,907             | 250,241 | 150,000 | 181,907                           | 250,241 | 150,000 | —                                     | —       | —       |
| Water consumption (m3)                         | 12,393              | 14,738  | 20,880  | 11,576                            | 13,742  | 19,902  | 817                                   | 996     | 978     |
| Paper consumption (kg)                         | 28,991              | 49,293  | 63,396  | 25,180                            | 40,825  | 55,285  | 3,811                                 | 8,468   | 8,111   |
| Paper recycling (kg)                           | 16,461              | 54,134  | 66,171  | 12,552                            | 47,890  | 58,921  | 3,909                                 | 6,244   | 7,250   |
| Waste (kg)                                     | 90,462              | 161,283 | 157,747 | 82,308                            | 149,285 | 147,498 | 8,154                                 | 11,998  | 10,249  |
| Business air travel (flights)                  | 488                 | 3,844   | 4,570   | 417                               | 3,385   | 4,141   | 71                                    | 459     | 428     |
| Company car kilometres (million)               | 9.6                 | 13.4    | 13.0    | 8.0                               | 10.3    | 10.2    | 1.6                                   | 3.1     | 2.8     |
| Company car petrol (litres)                    | 334,304             | 530,604 | 455,146 | 283,646                           | 488,077 | 441,337 | 50,658                                | 42,527  | 13,809  |
| Company car diesel (litres)                    | 104,008             | 267,854 | 355,338 | 51,314                            | 142,176 | 193,954 | 52,694                                | 125,678 | 161,384 |
| Company car LPG (litres)                       | —                   | 665     | 919     | —                                 | 665     | 919     | —                                     | —       | —       |
| Carbon emissions (tonnes)                      | 1,965               | 4,220   | 4,680   | 1,510                             | 3,407   | 3,803   | 455                                   | 813     | 877     |
| <b>Employees<sup>9</sup></b>                   |                     |         |         |                                   |         |         |                                       |         |         |
| Employees (FTEs)                               | 1,564               | 1,560   | 1,621   | 1,397                             | 1,184   | 1,259   | 166                                   | 375     | 362     |
| Sick leave (%) <sup>10</sup>                   | 2.3                 | 3.0     | 2.7     | 2.2                               | 3.3     | 3.1     | 3.0                                   | 2.0     | 1.5     |
| Investment in training (million €)             | 2.0                 | 2.8     | 4.5     | 1.9                               | 2.0     | 3.6     | 0.1                                   | 0.8     | 1.0     |

<sup>8</sup> Our website ([vanlanschotkempen.com/en/sustainability/policy](https://vanlanschotkempen.com/en/sustainability/policy)) has information on how sustainability is organised at Van Lanschot Kempen.

<sup>9</sup> The "Van Lanschot Kempen (other countries)" column only comprises Van Lanschot Belgium and Van Lanschot Switzerland.

<sup>10</sup> The number of days lost to sick leave (excluding maternity leave) as a percentage of the potentially available number of working days in a year..

| Sustainability key data   | Van Lanschot Kempen                                   |       |   |
|---|---|-------|---|
|   | 2020  | 2019  | 2018  |
| <b>Employees</b>  |   |       |   |
| Employee motivation and engagement (%)  | No score; actions taken on health and engagement scan | 82    | No score; actions taken on health and engagement scan |
| Employment contract – internal staff  |   |       |   |
| – FTEs  | 1,564   | 1,560 | 1,621   |
| – Male / female (%)   | 67/33   | 65/35 | 64/36   |
| Employment contract – external staff  |   |       |   |
| – FTEs  | 117   | 201   | 223   |
| – Male / female (%)   | 71/29   | 73/27 | 75/25   |
| Employment contract   |   |       |   |
| – External staff / internal staff (%)   | 7.5   | 12.9  | 13.8  |
| Employment contract – full-time   |   |       |   |
| – Number  | 995   | 1,203 | 1,248   |
| – Male / female (%)   | 80/20   | 77/23 | 77/23   |
| Employment contract – part-time   |   |       |   |
| – Number  | 695   | 440   | 458   |
| – Male / female (in %)  | 46/54   | 31/69 | 29/71   |
| Employment covered by collective bargaining agreements (%) <sup>11</sup>                      | 83  | 74    | 77  |
| Ratio highest paid individual to median annual total compensation all employees <sup>12</sup> | 14.0  | 16.0  | 15.9  |
| Turnover rate (%)   | 5   | 7     | —   |

### Performance and career development reviews

All employees receive regular performance and career development reviews.

### New employee hires

- In 2020, we hired 181 new employees, of which 120 male and 61 female.
- Most employees (144) were hired in the Netherlands. The other 37 were hired abroad.
- New hires by age group:
  - Under 30: 75 employees
  - 30-45: 69 employees
  - Over 45: 37 employees

<sup>11</sup> Only Van Lanschot Kempen in the Netherlands.

<sup>12</sup> The median in the calculation excludes employees from Van Lanschot Belgium and Van Lanschot Switzerland. The ratio reflects both fixed pay – defined as full-time salary, holiday allowance, the so-called 13th month payment and, at Kempen, market-related allowance – and variable pay. Variable remuneration is defined as discretionary payments and the tax value of shares vesting in 2020 and included in payroll tax. For specification of the highest-paid individual, see annual report, p. 84. As of 2020, an FTE equals 40 working hours for all employees, instead of 36 hours for some employees, as previously. This adjustment had an impact of around 40 FTEs as of 1 January 2020.

## Our environmental footprint

As a financial services provider, Van Lanschot Kempen has a direct environmental impact that is relatively limited. However, we have worked hard in recent years to reduce our environmental footprint

## Calculating our environmental footprint

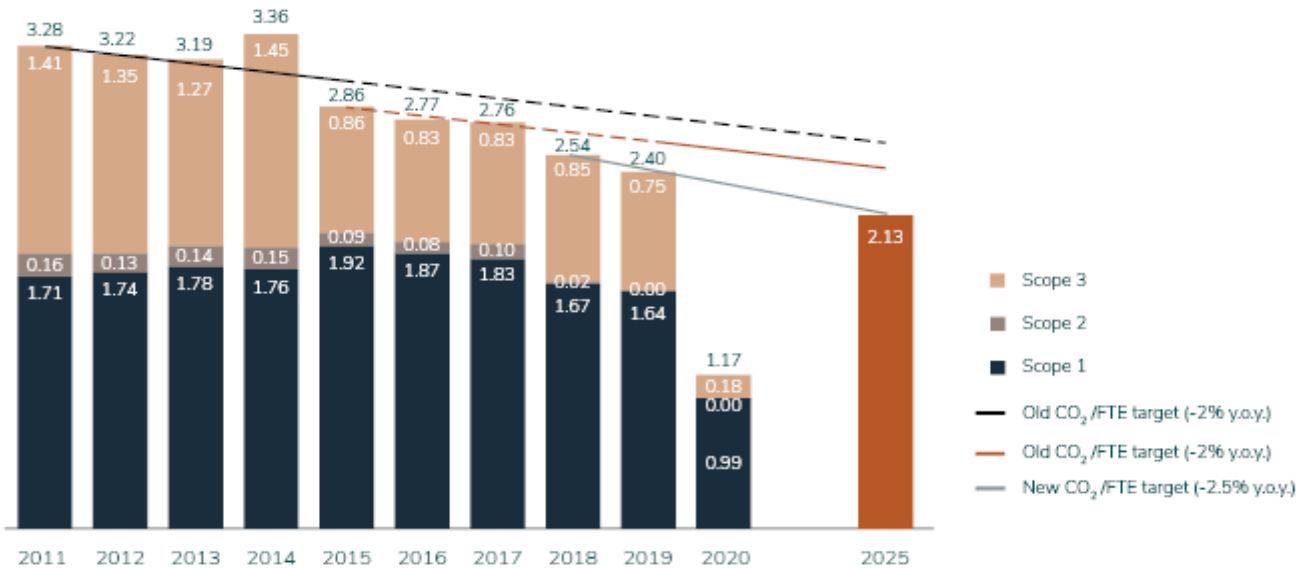
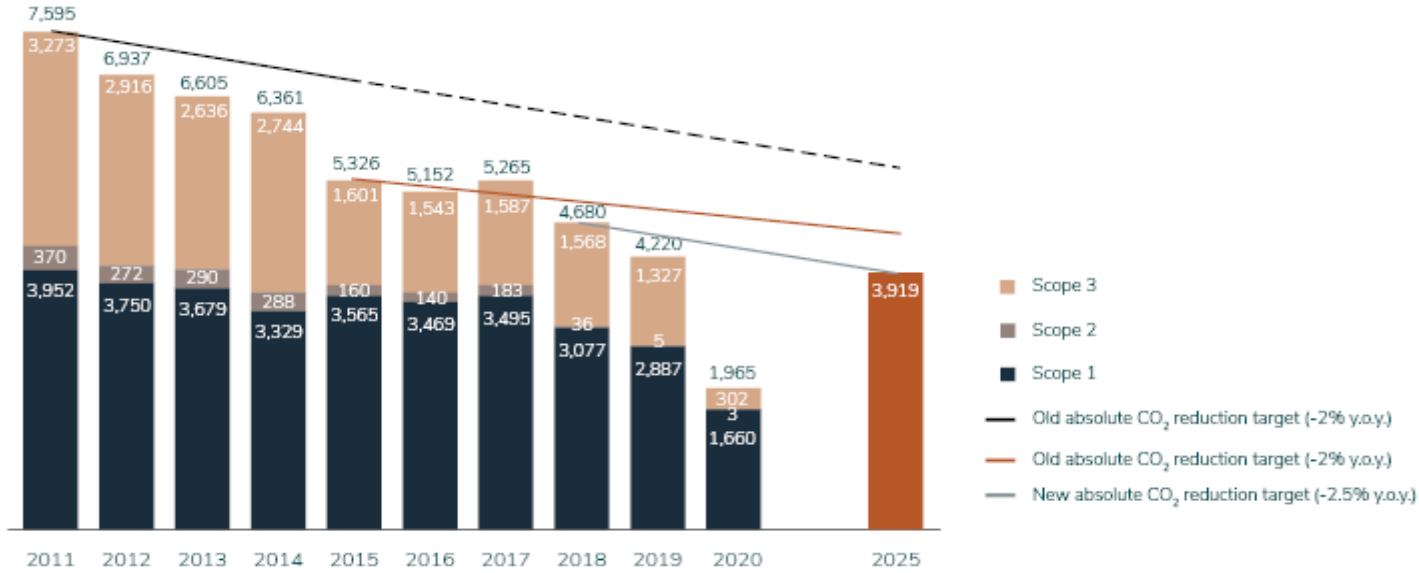
Our footprint shows at a glance where the most material emissions occur, making it a useful guide when drawing up carbon reduction measures. We began to calculate it in 2011. The methodology that we use is in line with the international Greenhouse Gas Protocol.

| Carbon reporting according to Greenhouse Gas Protocol                      | 2020 tonnes CO <sub>2</sub> | 2019 tonnes CO <sub>2</sub> | 2018 tonnes CO <sub>2</sub> |
|--|-----------------------------|-----------------------------|-----------------------------|
| <b>Scope 1 (direct emissions)</b>  | <b>1,660</b>                | <b>2,887</b>                | <b>3,077</b>                |
| Heating  | 408                         | 567                         | 680                         |
| Company car use (business and private)                                     | 1,252                       | 2,320                       | 2,397                       |
| <b>Scope 2 (indirect emissions electricity)</b>                            | <b>3</b>                    | <b>5</b>                    | <b>36</b>                   |
| Electricity consumption  | 3                           | 5                           | 36                          |
| <b>Scope 3 (other indirect emissions)</b>                                  | <b>302</b>                  | <b>1,327</b>                | <b>1,568</b>                |
| Business air travel  | 132                         | 1,039                       | 1,227                       |
| Business car use (non-company cars; petrol)                                | 42                          | 75                          | 97                          |
| Business public transport kilometres                                       | 14                          | 13                          | 11                          |
| Paper  | 94                          | 160                         | 205                         |
| Goods transport (couriers)   | 16                          | 36                          | 21                          |
| Water  | 4                           | 4                           | 6                           |
| <b>CO<sub>2</sub> total (tonnes) – own organisation</b>                    | <b>1,965</b>                | <b>4,220</b>                | <b>4,680</b>                |
| FTE internal   | 1,564                       | 1,560                       | 1,621                       |
| FTE external   | 113                         | 201                         | 223                         |
| <b>CO<sub>2</sub> (tonnes) per FTE</b>                                     | <b>1.17</b>                 | <b>2.40</b>                 | <b>2.54</b>                 |
| <b>Supplement on Scope 3</b>   |                             |                             |                             |
| Investments via balance sheet <sup>13</sup>                                | 47,879                      | 41,645                      | 48,746                      |
| Investments via assets under management (in millions tonnes) <sup>14</sup> | 4.9                         | 4.7                         | 3.8                         |

<sup>13</sup> The carbon footprint via the assets on our balance sheet is estimated for the fifth time. All material assets are in scope: cash and cash equivalents and balances at banks; financial instruments; loans and advances; and other. We follow the PCAF methodology where possible, but deviate on mortgages where we correct for LTV and green energy. Both the 2018 and 2019 numbers have been revised.

<sup>14</sup> The carbon footprint via our Assets under Management (AuM) is estimated for the third time. The AuM covered by our carbon footprint measurement is 50% and comprise equities, bonds and government bonds only. The aggregated carbon footprint is based on the absolute footprint metric.

Carbon emissions own organisation





**Environmental policy objective**

We have an environmental policy objective in place and have undertaken various initiatives to reduce our environmental impact.

For our own organisation our objective is to reduce our average carbon emissions per FTE by 2.5% a year in the period until 2025. For mortgages our objective is to yearly reduce carbon emissions per euro. In 2020 we have also set climate change objectives for our clients' assets - in line with the goals of the Paris Agreement.

Since a methodology for setting science-based targets for financial sector organisations had been published in October 2020 ([sciencebasedtargets.org/sectors/financial-institutions](https://sciencebasedtargets.org/sectors/financial-institutions)), we are currently investigating how to use this information to better align our own targets with the Paris Agreement. Our efforts will focus on setting Paris aligned targets for our own organisation and our balance sheet activities, as our new targets for client assets are already in line with 'Paris'.

**Policy implementation**

For our own organisation the central department for Purchasing, Contract Management & Facilities implements our environmental policy, with advice (where needed) from our Sustainability Centre. The execution of our climate change policy for client assets is delegated to the Sustainability Centre, together with the portfolio managers within Van Lanschot Kempen. Examples of reduction measures can be found at [vanlanschotkempen.com/responsible/environment](https://vanlanschotkempen.com/responsible/environment).

**Results for 2020**

We have made a clear contribution towards a net-zero economy since we started measuring the footprint of our own organisation in 2011 (-74% carbon reduction). 2020 was an extraordinary year in this regard as - due to Covid-19 - our business travel was so low that it reduced our carbon emissions by 1,975 tonnes. Together with some smaller reductions our total calculated carbon emissions fell by 2,254 tonnes (-53.4%) to 1,965 tonnes. Emissions per FTE fell by 51.1%, to 1.17 tonnes per FTE.

For more details on the carbon emissions calculations for our own organisation, see [vanlanschotkempen.com/responsible/environment](https://vanlanschotkempen.com/responsible/environment).

In 2020, we also made progress in calculating our indirect carbon footprint: we further refined - and applied - our methodology for measuring emissions via our balance sheet, although the results are still estimates. The refinement mainly related to better embedding our data and calculations in our systems. Also, for the fourth time we calculated the footprint of (a part of) our assets under management (see also annual report, p. 34). In 2021, we will further develop our methodologies and continue to explore opportunities to reduce our indirect footprint.

**Carbon offset**

Since 2011, we have focused on partly offsetting our direct carbon emissions (in addition to our carbon reduction measures). On average, our offsetting percentage was 41% in the period up until 2018. As of 2019, we decided to increase this percentage to 100%. In 2020 we took the following offsetting measures:

- Company cars (Van Lanschot Kempen in the Netherlands): Fully offset by planting trees or by sustainable energy projects.
- Postal deliveries Van Lanschot Kempen in the Netherlands: Fully offset by international sustainability projects designated as Gold Standard.
- All other emissions: Fully offset via emission-reduction units from renewable energy projects designated as Gold Standard.

**Our sustainability ratings**

Van Lanschot Kempen is assessed on sustainability by various leading rating organisations and sustainability benchmarks, e.g. the Transparency Benchmark, Sustainalytics and ISS ESG. In most of these rankings and ratings we hold high positions.

|   |  |  |
|---|--|---|
|  | A research agency that assesses companies on sustainability  | 1 <sup>st</sup> position (in sector mid-sized diversified financials)               |
|  | An instrument of the Dutch Ministry of Economic Affairs and Climate that assesses Dutch companies on transparency in the field of sustainability | 10 <sup>th</sup> of 487 companies   |
|  | An organisation that assesses companies on climate policies and results  | F rating (not responded)  |
|  | An agency that audits companies' implementation of their sustainability policies   | Certificate achieved  |
|  | A benchmark that assesses the tax policy of multinationals   | 16 <sup>th</sup> of 77 companies  |
|  | An organisation that assesses the integration of ESG in the investment process of financial  | A/A+ rating   |
|  | A research agency that assesses companies on sustainability  | In top 5 of 80 companies (C+ rating)  |

## ESG scoring funds

In 2018, we started rating internal and external fund managers on our approved list, with the ultimate aim to rate them all. In 2020, we screened 147 funds against ESG criteria (2019: 90 funds), accounting for 28% of our AuM. Their ESG scores range between 2 and 5. As a percentage of assets under management the scores are: 3% Basic (score 2, of which the large majority are passive funds); 18% Avoid harm (score 3); 7% Do better (score 4). The distribution of the 147 funds' ESG scores are: 35% Basic; 46% Avoid harm; 17% Do better; and 2% Do good (score 5). In 2020, we have started assessing funds in private and alternative asset classes. In 2021, we aim to extend the coverage of the ESG scoring and align the different asset classes.

## Responsible lending policy (results)

Van Lanschot Kempen's corporate loan portfolio stood at €1.1 billion at year-end 2020 (2019: €1.4 billion). We had virtually zero corporate credit exposure in sectors such as agriculture, fishing, utilities, oil and gas, all of which are more sensitive in sustainability terms. The same goes for borrowers with production located in low-wage countries, which likewise barely feature in our portfolio.

For the past nine years, a risk filter has been used to screen the sustainability of corporate loans to prevent negative impacts in areas such as environmental issues, labour and human rights violations. This process did not identify any material sustainability issues in the portfolio.

| Progress in implementation of responsible lending policy | 2020  | 2019  | 2018  |
|--|-------|-------|-------|
| Number of corporate loans                                | 2,114 | 2,211 | 2,212 |
| Of which "potentially high risk"                         | 9     | 17    | 17    |

At the end of 2020, 2,105 corporate loans in the book were classified as "low risk" and only nine were designated as "potentially high risk". Most of the "potentially high risk" corporate borrowers are businesses in "sensitive sectors" (e.g. clothing and other manufacturing sectors) which import from non-western countries.

Potential risks include poor working conditions, human rights violations and serious environmental pollution. Only one of the nine cases above relates to a borrower with an indirect involvement in the arms sector. One other is related to gambling.

In all cases, we engaged the borrower on the precise risks and how the company in question might go about mitigating them. Many borrowers appreciated our engagement and have responded by taking the necessary measures.

Our responsible lending policy is in line with the OECD Guidelines for MNE and UNGP. This means that our policy outlines in detail our due diligence and engagement process, including possible remedy measures, in relation to possible negative environmental and social impacts on relevant – and affected – stakeholders. For more details and reports on our compliance, see [vanlanschotkempen.com/responsible/core-banking-activities](https://vanlanschotkempen.com/responsible/core-banking-activities).

## Reporting principles

### Purpose

Our 2020 annual report (which includes the sustainability supplement and the GRI content index) is intended to inform our stakeholders – in line with GRI Standards – on our financial and non-financial policies and the associated efforts and results recorded in 2020. This provides more details, especially in relation to our financial and non-financial value creation.

### Scope

The report covers, as far as possible, the entire Van Lanschot Kempen organisation in the Netherlands, Belgium, the United Kingdom, the United States, France and Switzerland. Where acquisitions or disposals have occurred, these are explicitly reported, and it is stated whether or not they have been included for reporting purposes. In 2020, we completed the acquisition of Hof Hoorneman Bankiers, a Dutch wealth manager with around €2.0 billion in client assets. This acquisition did not influence the outcomes of our KPIs in 2020.

### Reporting period

This report covers the period from 1 January 2020 to 31 December 2020 inclusive, while also including data from the previous year in order to provide a clearer picture of developments over time. Brief reference is made in a number of places to relevant developments following the closure of the reporting period; where this is the case, it is explicitly noted that the development in question occurred during the first months of 2021.

### Reporting process

We have set out Van Lanschot Kempen's annual reporting process in an internal reporting protocol. This specifies who is involved in the drafting of the report, how the subjects to be covered in the report are determined, how the data for the report is collected, what definitions are used for this data, how the collected data is verified, processed and consolidated, and how the final report is published. There's a separate reporting protocol for KPIs.

### GRI

Van Lanschot Kempen has been following the guidelines of the Global Reporting Initiative (GRI, [globalreporting.org](https://www.globalreporting.org)) for

its sustainability reporting since 2009. GRI is the international standard for transparent sustainability reporting. The GRI content index showing how GRI has been incorporated in our 2020 annual report can be found on our website ([vanlanschotkempen.com/responsible/external-assessment](https://vanlanschotkempen.com/responsible/external-assessment)). This report has been prepared in accordance with the GRI Standards: Comprehensive Option.

### Stakeholder engagement

The dialogue with our stakeholders is the most important source of information on what our stakeholders expect from us. We identify five main stakeholder groups: clients, shareholders, employees, government/regulators and others, including all those who might be affected by the decisions and activities of Van Lanschot Kempen (e.g. society at large, suppliers and competitors). In our annual report and the sustainability supplement we set out how we engage our stakeholders in the development of our policies, which topics stakeholders have raised with us in 2020 and how we responded to them. Once a year, we also gather our stakeholders during our so-called stakeholder event (this year virtually); more information on this event can be found on page 5 and at [vanlanschotkempen.com/responsible/policy](https://vanlanschotkempen.com/responsible/policy). We warmly invite you to share your opinions and views with us – contact details can be found on the final page.

### Materiality

Our 2020 annual report mainly contains information on our material topics. A topic is deemed to be (most) material if it is important to our stakeholders (i.e. it can significantly influence their view of the topic and the decisions they take in response) and is also important in terms of the impact of Van Lanschot Kempen (i.e. we can make a significant positive or negative economic, environmental or social impact via this specific topic). As material topics are relatively stable over time, their identification is carried out once every two years.

The most recent identification of material topics for our stakeholders was carried out in September 2019. The identification process comprised two steps:

- To assure that we took all stakeholder expectations into consideration, we first gathered relevant data from a large number of information sources that became available in the year, e.g. the results of client satisfaction surveys and client panels; client feedback at client meetings; complaints submitted to the Complaints department; employee feedback (through employee surveys and ideas committees); shareholder feedback during face-to-face discussions and the annual general meeting; responses and suggestions from regulators; feedback from various stakeholders directly to the Sustainability Centre department; feedback from third parties (via [investorrelations@vanlanschotkempen.com](mailto:investorrelations@vanlanschotkempen.com), [sustainability@vanlanschotkempen.com](mailto:sustainability@vanlanschotkempen.com) or social media); analysis of other banks' annual reports (best practices); external benchmarks and rating results.
- In step 2, all these data were further structured and condensed to create a more concise overview, in line with our strategy and our broad set of financial and non-financial KPIs. The list ultimately comprised 25 different topics, structured under five overarching themes.

The list of 25 topics was then incorporated into two surveys. The first one, focused on the vertical axis of the materiality matrix, was sent to a large cross-section of our stakeholders: 635 clients, employees, shareholders, civil society organisations and other banks. The other survey, oriented on the horizontal axis of the matrix, was sent to a small group of external specialists and our Executive Board. The 2019 materiality matrix, which resulted from these two surveys, indicates eight material topics and was ultimately approved by the Executive Board in October 2019. For a detailed overview of all material topics and KPIs, see annual report, page 18.

Please note that the Executive Board has also approved KPIs for the other, less material topics. Although we do not report externally on these KPIs, they form an integral part of our internal management information.

**Choices made when reporting activities in the value chain**  
Our 2020 annual report incorporates a value creation model (see annual report, p. 25), which is an improved version of the one presented in earlier years. When selecting elements for inclusion in the graph, materiality has been an important selection criterion. The Executive Board had the final say in deciding the value creation model.

As was the case for the value creation model, we use materiality as the basic principle for further reporting our activities in the value chain. What this means in practice is that we chiefly report on topics that are material to our stakeholders, within our sphere of influence and within our own organisation. We do not generally report on chain issues or other topics that our stakeholders do not consider material, over which we have no direct influence, or which are otherwise situated outside Van Lanschot Kempen. In line with GRI, we have assessed – for each material topic externally reported – the so-called “boundaries” (see the table below).

A boundary indicates:

- 1) where the impact (most likely) occurs (in or outside Van Lanschot Kempen) and
- 2) what Van Lanschot Kempen's involvement with these impacts is. We may be involved because we
  - a) caused the impact,
  - b) contributed to the impact, or
  - c) are directly linked to the impact through business relationships.

| Material topic                                      | Material to <sup>15</sup>                | Boundaries (where the impact occurs / type of involvement) |             |                             |                 | Explanation  |
|---|--|--|-------------|-----------------------------|-----------------|--|
|   |  | Inside Van Lanschot Kempen                                 | Involvement | Outside Van Lanschot Kempen | Involvement     |  |
| Profitability and cost-effectiveness (1)            | Clients, employees, shareholders, others | •  | Causing     | •                           | Causing         | We cause impacts within Van Lanschot Kempen when we manage our cost effectiveness (e.g. impact on employees due to reorganisations). Our cost management can also cause outside impacts, e.g. for suppliers, clients, shareholders or other stakeholders.                            |
| Contribution to clients' wealth via investments (6) | Clients                                  |  |             | •                           | Causing         | Although we enable a significant part of the impact internally (via our investment process), the impact itself occurs mainly outside our organisation, with our clients.   |
| High-quality workforce (9)                          | Employees, clients                       | •  | Causing     | •                           | Causing         | Impact is caused inside Van Lanschot Kempen as our HR policies are focused on our employees. In addition, there is also potential impact outside Van Lanschot Kempen, as the quality of our workforce can also impact our clients (e.g. via the service that our employees provide). |
| Development and training of staff (11)              | Employees, clients                       | •  | Causing     | •                           | Causing         | Impact is caused inside Van Lanschot Kempen (via training and development) but can also move (via our employees) outside our organisation (clients).   |
| Superior client experience (13)                     | Clients                                  |  |             | •                           | Causing         | Although we enable an important part of the impact internally (via e.g. the creation of tools, systems and apps), the impact itself occurs mainly outside Van Lanschot Kempen (with clients).  |
| High-quality, tailored solutions (14)               | Clients                                  |  |             | •                           | Causing         | Although we cause an important part of the impact internally (via our employees and our solutions), the impact itself occurs mainly outside Van Lanschot Kempen (with clients).  |
| Ethics and integrity (24)                           | Clients, employees, shareholders, others | •  | Causing     | •                           | Causing         | Potential impacts can be caused both within our organisation (by our employees) as well as outside our organisation (via the behaviour of our employees).  |
| Impact via client assets (investments) (16)         | Clients, others                          |  |             | •                           | Directly linked | We are directly linked to our client investments as we invest in companies, via our own funds and via external funds. Impacts can occur at investees, our clients and other stakeholders.  |

<sup>15</sup> Others: suppliers, competitors, society at large, etc.

### Data collection process

The collection of data is a joint effort of several departments. For the KPI data-collection process, the Finance, Reporting & Control department played a leading part, assisted by the Sustainability Centre, which had an advisory role, especially in relation to non-financial data. The Sustainability Centre played a leading role in gathering non-KPI data. To collect KPI data, we have used qualitative and quantitative surveys based on a variety of external guidelines endorsed by Van Lanschot Kempen and on internal policy principles. The surveys were sent to all relevant divisions and/or departments within the organisation. A specific individual was designated within each division and each department to collect the data and report to the Sustainability Centre. Some of the data are drawn from central management information systems and some from local sources. The Sustainability Centre performs a plausibility check on the data supplied and collates them.

### Accuracy

Most of sustainability data we report were drawn from standard reporting systems and supplier invoices. Assumptions or estimates have, however, been made in a number of cases where hard data were lacking. This is particularly the case for our carbon calculations.

### Carbon calculation for our own organisation

Carbon emissions were calculated and reported in line with the Greenhouse Gas Protocol ([ghgprotocol.org](https://ghgprotocol.org)), using the conversion factors set out by internationally recognised organisations and published on [co2emissiefactoren.nl](https://co2emissiefactoren.nl). We applied the following assumptions and estimates:

- Because no final annual accounts were available at the beginning of 2020 for Van Lanschot Kempen's gas, electricity and water consumption in the Netherlands, these figures have been partially estimated (via extrapolation).
- Diesel consumption when testing emergency systems within Van Lanschot Kempen in the Netherlands was estimated.
- Average fuel consumption of non-company cars for business travel is not known. We therefore used a figure equal to the average petrol consumption of company cars.
- Several assumptions and estimates were used for all business travel using public transport when converting expense claims into kilometres travelled.

- Total transport in kilometres for the delivery of office supplies and catering relates solely to Van Lanschot Kempen's activities in the Netherlands and is based in part on estimates.

There is very little likelihood that potential errors or inaccuracies in the estimates and assumptions referred to above would have a significant impact on the final results, given that the elements in question only account for a limited proportion of total calculated carbon emissions.

### Carbon calculation for balance sheet items

Carbon emissions were calculated using the methodology of the Platform for Carbon Accounting Financials (PCAF). We deviated from this methodology for financial institutions when no enterprise value was available (using balance sheet as a proxy) and deviated for mortgages by adjusting for loan-to-value and for green electricity usage. In addition we only calculated carbon emissions for mortgages that were at least three years in our book and for which three year public energy data were available.

- Financial institutions: Calculated by using the percentage difference of the value of the asset (year-on-year) per financial institution and multiplying this by the carbon footprint from last year.
- Mortgages: Data for electricity and gas use on a postcode level (six digits: 1234 AA) from CBS.
- Corporate lending: As carbon data are not available for every loan, external data was used (from CBS) to calculate sector-average carbon emissions.

### Balance

To ensure that our own annual report is balanced, we report both positive and negative financial and non-financial performance. We capture the development of our performance by showing historic figures.

### Clarity

We aim to present information that is understandable, accessible, and usable by our stakeholders. Our annual report describes the financial and non-financial impact of our organisation for our material topics. We provide additional information, especially on our value creation. We have also added a reference table in response to legislation on disclosure of non-financial information, to make it easier for our stakeholders to see how we comply. In addition, we

include a GRI content index in which we state, for instance, our material topics and where to find relevant information.

### Comparability

For the sixth year running, we are publishing an integrated annual report. This means that the most material financial and non-financial information is covered in our annual report; less material topics are discussed in our sustainability supplement and on our website. Our policy and objectives in terms of the social aspects of doing business have not changed from the previous reporting period. The definitions we use are still in line with our report for 2019 as far as possible, so that the data remains readily comparable. Where earlier definitions or figures have been adjusted in 2020, this is expressly stated in the text or in the footnotes.

### Ambition for reporting policy

We intend to continue reporting in line with GRI standards in 2021 and beyond, and to further improve our integrated report. In 2021, we will again invite our stakeholders to contribute constructively to our thinking on reporting structure and disclosures.

### Verification

Earlier versions of the annual report were submitted for comments to internal departments, the Executive Board and the Supervisory Board. The final version has been approved by the Statutory Board. Non-financial information included in the annual report, as well as the underlying data collection and data aggregation processes, have been reviewed by our independent external auditors, PricewaterhouseCoopers (PwC). For more information on the scope of this verification, the activities performed by PwC and the results of these activities, please refer to PwC's assurance statement (pp. 208-219 in our annual report). The Statutory Board is closely involved in the verification process and related findings. The findings of the review are shared with the Statutory and Supervisory Boards.

### Other relevant sustainability publications

Detailed public information on our sustainability policies can be found on [vanlanschotkempen.com/responsible and kempen.com/en/asset-management](https://vanlanschotkempen.com/responsible-and-kempen.com/en/asset-management).

### Reference table: disclosure of non-financial information act

Decree on Disclosure of Non-financial Information (*Besluit bekendmaking niet-financiële informatie*)

In 2017, a new Dutch regulation came into force that made reporting on a number of non-financial themes compulsory for companies that qualify as a large public interest entity

(grote organisatie van openbaar belang) with more than 500 employees.

These themes comprise environmental, social and employee issues, as well as anti-corruption, bribery and human rights. For each of these themes, companies are obliged to report on the relevant policies, results, risks (including management of these risks), and non-financial

key performance indicators.

The regulation also requires companies to describe their business models in their annual reports.

The reference table shows where the required non-financial information can be found and also whether this information relates to our material topics.

| Scope                         | Dutch legislation themes   | Material topics | Requirements         | Where to find our disclosures (page numbers) <sup>16</sup> |           | W VLK: <a href="https://vanlanschotkempen.com/responsible">vanlanschotkempen.com/responsible</a><br>W K: <a href="https://kempen.com/en/asset-management">kempen.com/en/asset-management</a> |
|-------------------------------|--|-----------------|----------------------|--|-----------|--|
|                               |  |                 |                      | AR   | S         |  |
| Van Lanschot Kempen           | Business model   | —               | Business model       | 20-22  | —         | —  |
| Own organisation              | Environmental  | —               | Policy               | 20-21, 24  | 17        | W VLK:/environment   |
|                               |  |                 | Results              | 22, 33-34  | 15-17     |  |
|                               |  |                 | Risks and management | —  | —         |  |
|                               |  |                 | KPIs                 | 22, 33-34  | 16-17     |  |
|                               | Social and employee<br>Human rights<br>Anti-corruption and bribery | 9, 11, 24       | Policy               | 20-21, 24, 29-31, 38-39                                    | —         | —  |
|                               |  |                 | Results              | 22, 29-31, 38-39   | 7, 13-14  |  |
|                               |  |                 | Risks and management | 56, 63-64  | 6         |  |
|                               |  |                 | KPIs                 | 29-31, 38-39   | 7         |  |
| Balance sheet                 | Environmental  | —               | Policy               | 20-21, 24, 33-35   | 17-18     | W VLK:/environment<br>W VLK:/core-banking-activities   |
|                               |  |                 | Results              | 22, 33-35  | 15, 17-18 |  |
|                               |  |                 | Risks and management | 58, 62, 64   | —         |  |
|                               |  |                 | KPIs                 | 22, 24, 33-35  | 17        |  |
|                               | Social and employee<br>Human rights<br>Anti-corruption and bribery | —               | Policy               | 20-21, 38, 58, 62  | —         | —  |
|                               |  |                 | Results              | 38-39, 58, 62  | 18        |  |
|                               |  |                 | Risks and management | 56, 58, 62-64  | 18        |  |
|                               |  |                 | KPIs                 | —  | —         |  |
| Assets under management (AuM) | Environmental  | 16              | Policy               | 20-21, 24, 33  | 15-17     | W VLK:/environment<br>W K:/esg   |
|                               |  |                 | Results              | 22, 33-36  | 15        |  |
|                               |  |                 | Risks and management | 57, 64   | 6         |  |
|                               |  |                 | KPIs                 | 33   | 7         |  |
|                               | Social and employee<br>Human rights<br>Anti-corruption and bribery | —               | Policy               | 20-21, 24, 38  | —         | —  |
|                               |  |                 | Results              | 22, 38-41  | —         |  |
|                               |  |                 | Risks and management | 38   | 6         |  |
|                               |  |                 | KPIs                 | 38   | 7         |  |

<sup>16</sup> AR: annual report S: sustainability supplement W: website.

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We welcome your views and opinions – please see our contact details above.

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