



VAN LANSCHOT  
KEMPEN

# 2023 GRI content index

This GRI content index forms part of our 2023 annual report

# GRI Standard Disclosures

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
GRI: General Disclosures 2021	<b>1. The organisation and its reporting practices</b>		
	<b>Disclosure 2-1 Organisational details</b>		n/a
	<ul style="list-style-type: none"> <li>a. Legal name;</li> <li>b. Nature of ownership and legal form;</li> <li>c. Location of headquarters;</li> <li>d. Countries of operation.</li> </ul>	<ul style="list-style-type: none"> <li>a. Van Lanschot Kempen NV</li> <li>b. Public company under Dutch law ("<i>naamloze vennootschap</i>")</li> <li>c. Hooge Steenweg 29, s-Hertogenbosch, the Netherlands</li> <li>d. Netherlands, Belgium, United Kingdom, Switzerland</li> </ul>	
	<b>Disclosure 2-2 Entities included in the organisation's sustainability reporting</b>		n/a
	<ul style="list-style-type: none"> <li>a. List of entities included in sustainability reporting;</li> <li>b. If the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting;</li> <li>c. Approach used for consolidating the information, including:               <ul style="list-style-type: none"> <li>i. whether the approach involves adjustments to information for minority interests;</li> <li>ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities;</li> <li>iii. whether and how the approach differs across the disclosures in this Standard and across material topics.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. The notes to our financial statements include a list of the entities covered by our financial reporting - AR: p. 208 (Disclosure of interests in other entities); The sustainability supplement points out the differences between the entities included in our sustainability reporting and this list - S: Reporting principles, p. 32</li> <li>b. The notes to our financial statements include a list of the entities covered by our financial reporting - AR: p. 208 (Disclosure of interests in other entities); The sustainability supplement points out the differences between the entities included in our sustainability reporting and this list - S: Reporting principles, p. 32</li> <li>c. S: Reporting principles, pp. 32 - 34 (i - iii)</li> </ul>	
<b>Disclosure 2-3 Reporting period, frequency and contact point</b>		n/a	
<ul style="list-style-type: none"> <li>a. Reporting period and the frequency of sustainability reporting;</li> <li>b. Reporting period for its financial reporting;</li> <li>c. Publication date of the report or reported information;</li> <li>d. Contact point for questions about the report or reported information.</li> </ul>	<ul style="list-style-type: none"> <li>a. 1 January 2023 - 31 December 2023, annually</li> <li>b. 1 January 2023 - 31 December 2023</li> <li>c. 22 February 2024</li> <li>d. Investor Relations, <a href="mailto:investorrelations@vanlanschotkempen.com">investorrelations@vanlanschotkempen.com</a></li> </ul>		
<b>Disclosure 2-4 Restatements of information</b>			n/a
Restatements of information made from previous reporting - including: <ul style="list-style-type: none"> <li>i. the reasons for the restatements;</li> <li>ii. the effect of the restatements.</li> </ul>	Some amounts may differ from previously published reports; in these cases, explanations are given in the footnotes. As per our sustainability reporting, there were no restatements compared with our 2022 annual report and sustainability supplement.		

<sup>1</sup>AR: annual report S: sustainability supplement W: corporate website.

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 2-5 External assurance</b></p> <ul style="list-style-type: none"> <li>a. Policy and practice for seeking external assurance, and involvement of highest governance body and senior executives;</li> <li>b. External assurance               <ul style="list-style-type: none"> <li>i. link or reference to the external assurance report;</li> <li>ii. description of scope and basis of assurance;</li> <li>iii. description of the relationship between the organisation and the assurance provider.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. S: Reporting principles, Verification, p. 32</li> <li>b. AR: Other information, Assurance report of the independent auditor, p. 263 - 267 (i; ii; iii)</li> </ul>	n/a
	<p><b>Disclosure 2-6 Activities, value chain and other business relationships</b></p> <ul style="list-style-type: none"> <li>a. Sector(s) in which the organisation is active;</li> <li>b. Description of value chain, including:               <ul style="list-style-type: none"> <li>i. activities, products, services, and markets served;</li> <li>ii. supply chain;</li> <li>iii. downstream entities from organisation and activities;</li> </ul> </li> <li>c. Other relevant business relationships;</li> <li>d. Significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: Van Lanschot Kempen at a glance, pp. 8 - 11</li> <li>b. AR: Van Lanschot Kempen at a glance, pp. 8 - 11 (i). As Van Lanschot Kempen we procure goods and services from various organisations to be able to conduct our operations, including consultancy services, external staff, software, data services, office space. More information on our procurement policies can be found on our website, <a href="https://vanlanschotkempen.com/en-nl/about-us/sustainability/sustainability-in-our-own-operations/procurement-and-suppliers">vanlanschotkempen.com/en-nl/about-us/sustainability/sustainability-in-our-own-operations/procurement-and-suppliers</a> (ii); Entities downstream of our activities are mainly institutional clients and distributors of our investment funds (iii).</li> <li>c. AR: p. 211 (Disclosure of interests in other entities)</li> <li>d. No significant changes</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 2-7 Employees</b></p> <ul style="list-style-type: none"> <li>a. Total number of employees, and a breakdown of this total by gender and by region;</li> <li>b. Total number of: <ul style="list-style-type: none"> <li>i. permanent employees, and a breakdown by gender and by region;</li> <li>ii. temporary employees, and a breakdown by gender and by region;</li> <li>iii. non-guaranteed hours employees, and a breakdown by gender and by region;</li> <li>iv. full-time employees, and a breakdown by gender and by region;</li> <li>v. part-time employees, and a breakdown by gender and by region;</li> </ul> </li> <li>c. Description of methodologies and assumptions used to compile the data, including whether the numbers are reported: <ul style="list-style-type: none"> <li>i. in head count, full-time equivalent (FTE), or using another methodology;</li> <li>ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;</li> </ul> </li> <li>d. Contextual information necessary to understand the data reported under 2-7-a and 2-7-b;</li> <li>e. Description of significant fluctuations in the number of employees during the reporting period and between reporting periods.</li> </ul>	<ul style="list-style-type: none"> <li>a. S: pp. 15 - 16 (Supplementing data on human capital)</li> <li>b. S: pp. 15 - 16 (Supplementing data on human capital) (i, ii, iv and v). We have no staff without guaranteed hours (iii).</li> <li>c. In FTE (i) per year-end (ii)</li> <li>d. If you need any further information, please reach out to us via investorrelations@vanlanschotkempen.com.</li> <li>e. There were no significant fluctuations in the number of external FTEs during the reporting period and between reporting periods.</li> </ul>	n/a
	<p><b>Disclosure 2-8 Workers who are not employees</b></p> <ul style="list-style-type: none"> <li>a. Total number of workers who are not employees and whose work is controlled by the organisation and: <ul style="list-style-type: none"> <li>i. the most common types of worker and their contractual relationship with the organisation;</li> <li>ii. the type of work they perform;</li> </ul> </li> <li>b. Description of methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: <ul style="list-style-type: none"> <li>i. in head count, full-time equivalent (FTE), or using another methodology;</li> <li>ii. at the end of the reporting period, as an average across the reporting period, or using another methodology;</li> </ul> </li> <li>c. Description of significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.</li> </ul>	<ul style="list-style-type: none"> <li>a. S: pp. 15 - 16 (Supplementing data on human capital) (i - ii: external staff are mainly freelancers and temporary project staff on secondment who help to initiate and complete projects)</li> <li>b. In FTE (i) per year-end (ii)</li> <li>c. There were no significant fluctuations in the number of external FTEs during the reporting period and between reporting periods.</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 2-9 Governance structure and composition</b></p> <ul style="list-style-type: none"> <li>a. Description of governance structure, including committees of the highest governance body;</li> <li>b. List of committees of highest governance body that are responsible for decision-making on and overseeing the management of the organisation's impacts on the economy, environment, and people;</li> <li>c. Description of composition of the highest governance body and its committees by: <ul style="list-style-type: none"> <li>i. executive and non-executive members;</li> <li>ii. independence;</li> <li>iii. tenure of members on the governance body;</li> <li>iv. number of other significant positions and commitments held by each member, and the nature of the commitments;</li> <li>v. gender;</li> <li>vi. under-represented social groups;</li> <li>vii. competencies relevant to the impacts of the organisation;</li> <li>viii. stakeholder representation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. AR: pp. 92 - 100 (Report of the Supervisory Board); W: <a href="https://vanlanschotkempen.com/en/about-us/management-supervision">vanlanschotkempen.com/en/about-us/management-supervision</a></li> <li>b. The Supervisory Board does not include a dedicated committee to oversee the impacts on the economy, environment and people.</li> <li>c. AR: pp. 92 - 100 (Report of the Supervisory Board) (i; iii); AR: pp. 122 - 123 (Our Supervisory Board) (ii; iv; v)</li> </ul> <p>Not explicitly included: vi / vii / viii. We do not report on vi, as this item is not material in the context of Van Lanschot Kempen. As an organisation, we do not consider membership of under-represented social groups when selecting members of the Management and/or Supervisory Boards. For vii, we aim to have these competences represented on the Supervisory Board as a whole, not by the individual members. As for viii, we have not considered stakeholder representation when selecting members of the Management and/or Supervisory Boards.</p>	n/a (c vi / vii / viii)
	<p><b>Disclosure 2-10 Nomination and selection of the highest governance body</b></p> <ul style="list-style-type: none"> <li>a. Description of the nomination and selection processes for the highest governance body and its committees;</li> <li>b. Description of the criteria used for nominating and selecting highest governance body members, including the following considerations: <ul style="list-style-type: none"> <li>i. views of stakeholders (including shareholders);</li> <li>ii. diversity;</li> <li>iii. independence;</li> <li>iv. competencies relevant to the impacts of the organisation.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/corporate/dit-zijn-wij/bestuur-en-toezicht/beleid-werving-en-selectie-raad-van-bestuur-en-raad-van-commissarissen.ashx">https://www.vanlanschotkempen.com/-/media/files/documents/corporate/dit-zijn-wij/bestuur-en-toezicht/beleid-werving-en-selectie-raad-van-bestuur-en-raad-van-commissarissen.ashx</a> (in Dutch: <i>Beleid werving en selectie Van Lanschot Kempen</i>)</li> <li>b. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/corporate/dit-zijn-wij/bestuur-en-toezicht/beleid-werving-en-selectie-raad-van-bestuur-en-raad-van-commissarissen.ashx">https://www.vanlanschotkempen.com/-/media/files/documents/corporate/dit-zijn-wij/bestuur-en-toezicht/beleid-werving-en-selectie-raad-van-bestuur-en-raad-van-commissarissen.ashx</a>(in Dutch: <i>Beleid werving en selectie Van Lanschot Kempen</i>); in addition, Van Lanschot Kempen has drafted a policy for recruitment and selection (Policy Recruitment &amp; Selection Van Lanschot Kempen), a diversity policy (Diversity Policy Supervisory Board and Executive Board) and profiles for the Supervisory and Management Boards (Profile Supervisory Board). We also refer to the by-laws of the Supervisory Board as well as to its public profile.</li> </ul>	n/a
	<p><b>Disclosure 2-11 Chair of the highest governance body</b></p> <ul style="list-style-type: none"> <li>a. Whether the chair of the highest governance body is also a senior executive in the organisation;</li> <li>b. Whether the chair is also a senior executive.</li> </ul>	<ul style="list-style-type: none"> <li>a. Van Lanschot Kempen has a two-tier board, with the chair of the Supervisory Board not being a senior executive.</li> <li>b. See (a).</li> </ul>	n/a

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	<p><b>Disclosure 2-12 Role of the highest governance body in overseeing the management of impacts</b></p> <ul style="list-style-type: none"> <li>a. Description of the role of the highest governance body and of senior executives in developing, approving, and updating the organisation's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;</li> <li>b. Description of the role of the highest governance body in overseeing the organisation's due diligence and other processes to identify and manage the organisation's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> <li>i. whether and how the highest governance body engages with stakeholders to support these processes;</li> <li>ii. how the highest governance body considers the outcomes of these processes;</li> </ul> </li> <li>c. Description of the role of the highest governance body in reviewing the effectiveness of the organisation's processes as described in 2-12-b, and report the frequency of this review.</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: pp. 112 - 118 (Corporate governance), pp. 92 - 100 (Report of the Supervisory Board), pp. 122 - 123 (Our Supervisory Board)</li> <li>b. AR: pp. 112 - 118 (Corporate governance), pp. 92 - 100 (Report of the Supervisory Board; i-ii), pp. 122 - 123 (Our Supervisory Board)</li> <li>c. AR: pp. 112 - 118 (Corporate governance), pp. 92 - 100 (Report of the Supervisory Board), pp. 122 - 123 (Our Supervisory Board)</li> </ul>	n/a
	<p><b>Disclosure 2-13 Delegation of responsibility for managing impacts</b></p> <ul style="list-style-type: none"> <li>a. Description of how the highest governance body delegates responsibility for managing the organisation's impacts on the economy, environment, and people, including: <ul style="list-style-type: none"> <li>i. whether it has appointed any senior executives with responsibility for the management of impacts;</li> <li>ii. whether it has delegated responsibility for the management of impacts to other employees;</li> </ul> </li> <li>b. Description of the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organisation's impacts on the economy, environment, and people.</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 112 - 118 (Corporate governance) (i; ii); <a href="https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders">vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders</a> (How we organise sustainability within Van Lanschot Kempen)</li> <li>b. AR: pp. 92 - 100 (Report of the Supervisory Board); <a href="https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders">vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders</a> (How we organise sustainability within Van Lanschot Kempen)</li> </ul>	n/a
	<p><b>Disclosure 2-14 Role of the highest governance body in sustainability reporting</b></p> <ul style="list-style-type: none"> <li>a. Whether the highest governance body is responsible for reviewing and approving the reported information, including the organisation's material topics, and if so, describe the process for reviewing and approving the information;</li> <li>b. If the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: pp. 92 - 100 (Report of the Supervisory Board)</li> <li>b. See (a).</li> </ul>	n/a

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	<p><b>Disclosure 2-15 Conflicts of interest</b></p> <p>a. Description of the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated;</p> <p>b. Whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to:</p> <ul style="list-style-type: none"> <li>i. cross-board membership;</li> <li>ii. cross-shareholding with suppliers and other stakeholders;</li> <li>iii. existence of controlling shareholders;</li> <li>iv. related parties, their relationships, transactions, and outstanding balances.</li> </ul>	<p>a. AR: pp. 112 - 118 (Corporate governance); vanlanschotkempen.com/en-nl/about-us/who-we-are/compliance (Board); AR: pp. 122 - 123 (Our Supervisory Board)</p>	n/a
	<p><b>Disclosure 2-16 Communication of critical concerns</b></p> <p>a. Description of if and how critical concerns are communicated to the highest governance body;</p> <p>b. Total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.</p>	<p>a. Critical concerns may be voiced by way of a range of channels, in addition to directly to the Supervisory Board. These include, for instance, the stakeholder dialogue, during the general meeting, the media, etc.</p> <p>b. In the last reporting period, no critical concerns were voiced to the Supervisory Board.</p>	n/a
	<p><b>Disclosure 2-17 Collective knowledge of the highest governance body</b></p> <p>a. Measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.</p>	<p>a. AR: p. 93 (Report of the Supervisory Board, Assuring governance quality)</p>	n/a
	<p><b>Disclosure 2-18 Evaluation of the performance of the highest governance body</b></p> <p>a. Description of the processes for evaluating the performance of the highest governance body in overseeing the management of the organisation's impacts on the economy, environment, and people;</p> <p>b. Whether the evaluations are independent or not, and the frequency of the evaluations;</p> <p>c. Description of the actions taken in response to the evaluations, including changes to the composition of the highest governance body and organisational practices.</p>	<p>a. AR: pp. 99 - 100 (Report of the Supervisory Board, Assuring governance quality)</p> <p>b. AR: pp. 99 - 100 (Report of the Supervisory Board, Assuring governance quality)</p> <p>c. AR: pp. 99 - 100 (Report of the Supervisory Board, Assuring governance quality)</p>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 2-20 Process to determine remuneration</b></p> <p>a. Description of the process for designing its remuneration policies and for determining remuneration, including:</p> <ul style="list-style-type: none"> <li>i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration;</li> <li>ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration;</li> <li>iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organisation, its highest governance body and senior executives;</li> </ul> <p>b. The results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.</p>	<p>a. AR: pp. 102 - 110 (Remuneration report; i - iii); <a href="https://www.vanlanschotkempen.com/en-nl/about-us/who-we-are/governance/remuneration-policies">vanlanschotkempen.com/en-nl/about-us/who-we-are/governance/remuneration-policies</a> (By-laws and composition of the Supervisory Board, the Statutory Board, and profiles of the Supervisory and Management Boards)</p> <p>b. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/corporate/investor-relations-en/shareholders-meetings/2023/agsm-23-may-2023/confirmed-minutes-agm-25-may-2023.ashx">https://www.vanlanschotkempen.com/-/media/files/documents/corporate/investor-relations-en/shareholders-meetings/2023/agsm-23-may-2023/confirmed-minutes-agm-25-may-2023.ashx</a></p>	n/a
	<p><b>Disclosure 2-21 Annual total compensation ratio</b></p> <p>a. The ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual);</p> <p>b. The ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual);</p> <p>c. Contextual information necessary to understand the data and how the data has been compiled.</p>	<p>a. S; pp. 15 - 16 (Supplementing data on human capital)</p> <p>b. S; pp. 15 - 16 (Supplementing data on human capital)</p> <p>c. S; pp. 15 - 16 (Supplementing data on human capital). For more information on the remuneration of our Management Board, see the Remuneration report included in our annual report: AR: pp. 102 - 110</p>	n/a
	<p><b>Disclosure 2-22 Statement on sustainable development strategy</b></p> <p>A statement from the highest governance body or most senior executive of the organisation about the relevance of sustainable development to the organisation and its strategy for contributing to sustainable development.</p>	AR: Message from the Chair (pp. 4 - 5); AR: p. 13 - 14 (Our strategy)	n/a



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	<p><b>Disclosure 2-23 Policy commitments</b></p> <ul style="list-style-type: none"> <li>a. Description of policy commitments for responsible business conduct, including:                             <ul style="list-style-type: none"> <li>i. the authoritative intergovernmental instruments that the commitments reference;</li> <li>ii. whether the commitments stipulate conducting due diligence;</li> <li>iii. whether the commitments stipulate applying the precautionary principle;</li> <li>iv. whether the commitments stipulate respecting human rights;</li> </ul> </li> <li>b. Description of policy commitment to respect human rights, including:                             <ul style="list-style-type: none"> <li>i. the internationally recognised human rights that the commitment covers;</li> <li>ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organisation gives particular attention to in the commitment;</li> </ul> </li> <li>c. Links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this;</li> <li>d. Level at which each of the policy commitments was approved within the organisation, including whether this is the most senior level;</li> <li>e. Extent to which the policy commitments apply to the organisation’s activities and to its business relationships;</li> <li>f. Description of how the policy commitments are communicated to workers, business partners, and other relevant parties.</li> </ul>	<ul style="list-style-type: none"> <li>a. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)                             <ul style="list-style-type: none"> <li>i. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> <li>ii. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> <li>iii. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> <li>iv. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> </ul> </li> <li>b. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx</a> (Human and labour rights policy)                             <ul style="list-style-type: none"> <li>i. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx</a> (Human and labour rights policy)</li> <li>ii. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx</a> (Human and labour rights policy); We extended our protection of human rights to our role as an asset manager; in other words, our commitment extends to the stakeholders of investee companies to some degree, and thus includes a wide variety of stakeholder groups. For this reason, we have not identified specific at-risk or vulnerable groups (ii).</li> </ul> </li> <li>c. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx</a> (Human and labour rights policy)</li> <li>d. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx</a> (Human and labour rights policy)</li> <li>e. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/human-rights-and-labour-rights-policy.ashx</a> (Human and labour rights policy)</li> <li>f. Responsible business conduct policy commitments are made public on the Van Lanschot Kempen website, which is our means of communication with all stakeholders. We also communicate to employees through periodic updates, including webinars where we explicitly stipulate our commitment to and compliance with the OECD RBC principles.</li> </ul>	<p>n/a</p>
	<p><b>Disclosure 2-24 Embedding policy commitments</b></p> <ul style="list-style-type: none"> <li>a. Description of how each policy commitment for responsible business conduct is embedded throughout activities and business relationships, including:                             <ul style="list-style-type: none"> <li>i. how it allocates responsibility to implement the commitments across different levels within the organisation;</li> <li>ii. how it integrates the commitments into organisational strategies, operational policies, and operational procedures;</li> <li>iii. how it implements its commitments with and through its business relationships;</li> <li>iv. training that the organisation provides on implementing the commitments.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)                             <ul style="list-style-type: none"> <li>i. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> <li>ii. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> <li>iii. <a href="https://www.vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx">vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oezd-guidelines.ashx</a> (OECD Disclosure)</li> <li>iv. Through periodic updates, including webinars where we explicitly stipulate our commitment to and compliance with the OECD RBC principles.</li> </ul> </li> </ul>	<p>n/a</p>

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 2-25 Processes to remediate negative impacts</b></p> <ul style="list-style-type: none"> <li>a. Description of commitments to provide for or cooperate in the remediation of negative impacts that the organisation identifies it has caused or contributed to;</li> <li>b. Approach to identify and address grievances, including the grievance mechanisms that the organisation has established or participates in;</li> <li>c. Description of processes by which the organisation provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to;</li> <li>d. Description of how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms;</li> <li>e. Description of how the organisation tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.</li> </ul>	<p>vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oecd-guidelines.ashx (OECD Disclosure)</p> <ul style="list-style-type: none"> <li>a. vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oecd-guidelines.ashx (OECD Disclosure)</li> <li>b. vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oecd-guidelines.ashx (OECD Disclosure)</li> <li>c. vanlanschotkempen.com/-/media/files/documents/investment-management/esg/policies/oecd-guidelines.ashx (OECD Disclosure)</li> </ul>	n/a
	<p><b>Disclosure 2-26 Mechanisms for seeking advice and raising concerns</b></p> <ul style="list-style-type: none"> <li>a. Description of the mechanisms for individuals to: <ul style="list-style-type: none"> <li>i. seek advice on implementing the organisation's policies and practices for responsible business conduct;</li> <li>ii. raise concerns about the organisation's business conduct.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. We annually seek advice via our stakeholder dialogue. In addition, any recommendations can be provided during the general meeting, or via any of our corporate communications channels. To ensure that employees can always report (perceived) general, operational or financial irregularities, even if they experience (internal) barriers to doing so, Van Lanschot Kempen has a whistleblower procedure in place. The procedure can be found under "reporting irregularities" at <a href="https://www.vanlanschotkempen.com/en-nl/about-us/who-we-are/compliance">vanlanschotkempen.com/en-nl/about-us/who-we-are/compliance</a>. Examples of potential irregularities include theft, violations of laws and regulations, material and intended violations of internal rules, violations of a pledge of secrecy, irregularities in financial reports, etc.</li> </ul> <p>The whistleblower procedure is not intended for issues concerning labour, labour conditions, sexual harassment, violence, bullying, aggression, violence and discrimination. For those issues, employees can contact our Human Resources department or a confidential counsellor. If third parties, e.g. suppliers, intermediaries or NGOs, wish to lodge a complaint, they can contact our Compliance Director via our corporate website (see under "reporting irregularities"). If clients wish to lodge a complaint concerning general, operational or financial irregularities, they can use the complaints procedure, <a href="https://www.vanlanschotkempen.com/en-nl/about-us/who-we-are/compliance">vanlanschotkempen.com/en-nl/about-us/who-we-are/compliance</a>.</p>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 2-27 Compliance with laws and regulations</b></p> <p>a. Total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> <li>i. instances for which fines were incurred;</li> <li>ii. instances for which non-monetary sanctions were incurred;</li> </ul> <p>b. Total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by:</p> <ul style="list-style-type: none"> <li>i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period;</li> <li>ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods;</li> </ul> <p>c. Description of significant instances of non-compliance;</p> <p>d. Description of how it has determined significant instances of non-compliance.</p>	<p>a. Not applicable, as there were no significant instances of non-compliance with laws and regulations during the reporting period (i - ii).</p> <p>b. Not applicable, as we received no fines during the reporting period (i - ii).</p> <p>c. Not applicable, as there were no significant instances of non-compliance.</p> <p>d. See (c).</p>	n/a
	<p><b>Disclosure 2-28 Membership associations</b></p> <p>Industry associations, other membership associations, and national or international advocacy organisations in which it participates in a significant role.</p>	<p><a href="https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders">vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders</a></p>	n/a
	<p><b>Disclosure 2-29 Approach to stakeholder engagement</b></p> <p>a. Description of approach to engaging with stakeholders, including:</p> <ul style="list-style-type: none"> <li>i. the categories of stakeholders it engages with, and how they are identified;</li> <li>ii. the purpose of the stakeholder engagement;</li> <li>iii. how the organisation seeks to ensure meaningful engagement with stakeholders.</li> </ul>	<p>AR: p. 25 - 26 (Stakeholders' expectations; (i - iii))</p>	n/a
	<p><b>Disclosure 2-30 Collective bargaining agreements</b></p> <p>a. Percentage of total employees covered by collective bargaining agreements;</p> <p>b. For employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.</p>	<p>a. S: p. 10 (Supplementing sustainability data)</p> <p>b. S: p. 10 (Supplementing sustainability data)</p>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
<b>GRI 3: Material Topics 2021</b>	<b>2. Disclosures on material topics</b>		
	<p><b>Disclosure 3-1 Process to determine material topics</b></p> <ul style="list-style-type: none"> <li>a. Describe the process it has followed to determine its material topics, including:               <ul style="list-style-type: none"> <li>i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships;</li> <li>ii. how it has prioritised the impacts for reporting based on their significance;</li> </ul> </li> <li>b. Specify the stakeholders and experts whose views have informed the process of determining its material topics.</li> </ul>	<ul style="list-style-type: none"> <li>a. S: p. 5 - 6 (Our 2021-23 materiality matrix; i-ii)</li> <li>b. S: p. 5 - 6 (Our 2021-23 materiality matrix)</li> </ul>	n/a
	<p><b>Disclosure 3-2 List of material topics</b></p> <ul style="list-style-type: none"> <li>a. List the organisation's material topics;</li> <li>b. Report changes to the list of material topics compared to the previous reporting period.</li> </ul>	<ul style="list-style-type: none"> <li>a. S: p. 5 - 6 (Our 2021-23 materiality matrix)</li> <li>b. Our 2023 reporting is based on the outcomes of our latest materiality assessment, which was conducted in 2021. The assessment prior to that took place in 2019. Compared with the outcomes of that assessment:               <ul style="list-style-type: none"> <li>i. The following topics remain material: Profitability and cost effectiveness, Ethics &amp; integrity, Contribution to clients' wealth (renamed in 2021), Client experience (renamed in 2021), and Quality of the workforce (renamed in 2021);</li> <li>ii. The topic Quality and relevance of solutions was revised to Quality and relevance of solutions, as we consider that the relevance of solutions in terms of these meeting the needs of our clients is more important than whether a product is tailored to the needs of one particular client;</li> <li>iii. The topics Social impact of our solutions, Natural impact of our solutions, Diverse and inclusive workforce, Growth, and Compliance with laws and regulations were added. For the topics that were renamed we have used the titles as included in the 2021 assessment.</li> </ul> </li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
<b>Material topics (number in materiality matrix)</b>			
1. Profitability and cost effectiveness	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 32 (Financial capital)</li> <li>b. AR: p. 32 (Financial capital)</li> <li>c. AR: p. 32 (Financial capital); AR: pp. 54 - 63 (Financial performance)</li> <li>d. AR: pp. 45 - 48 (Natural capital); AR: pp. 50 - 52 (Social capital; i - ii); AR: pp. 35 - 37 (Manufactured capital) ; W: Tax Reporting Transparency 2023, document published on our website at <a href="https://vanlanschotkempen.com/results">vanlanschotkempen.com/results</a></li> <li>e. AR: p. 32 (Financial capital); AR: pp. 54 - 63 (Financial performance)</li> <li>f. On a quarterly basis, we update shareholders, bondholders and other stakeholders on the (financial) performance of the company and any significant developments. Also, our Investor Relations team frequently contacts investors and is open to any questions.(<a href="mailto:investorrelations@vanlanschotkempen.com">investorrelations@vanlanschotkempen.com</a>).</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 201-1 Direct economic value generated and distributed</b></p> <p>a. Direct economic value generated and distributed (EVG&amp;D) on an accruals basis, including the basic components for the organisation's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components:</p> <ol style="list-style-type: none"> <li>i. direct economic value generated: revenues;</li> <li>ii. economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments;</li> <li>iii. economic value retained: 'direct economic value generated' less 'economic value distributed'.</li> </ol> <p>b. Where significant, report EVG&amp;D separately at country, regional, or market levels, and the criteria used for defining significance.</p>	<p>a. AR: pp. 47 - 48 (Financial performance ; i-iii); W: Tax Reporting Transparency 2023 document, published on our website at <a href="http://vanlanschotkempen.com/results">vanlanschotkempen.com/results</a>. (ii - payments to government by country). We do not report on community investment, as it is not material for our organisation. Moreover, we primarily conduct community investment through our Van Lanschot Kempen Foundation, which is a separate, independent entity.</p> <p>b. AR: pp. 241 (Segment information); AR: p. 132 - 134 (Summary of significant accounting policies)</p>	n/a
	<p><b>Disclosure 201-2 Financial implications and other risks and opportunities due to climate change</b></p>	As Van Lanschot Kempen we have adopted the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD); these have been embedded in the "Risk and capital management" section of the annual report.	n/a
	<p><b>Disclosure 201-3 Defined benefit plan obligations and other retirement plans</b></p> <p>a. If the plan's liabilities are met by the organisation's general resources, the estimated value of those liabilities;</p> <p>b. If a separate fund exists to pay the plan's pension liabilities:</p> <ol style="list-style-type: none"> <li>i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them;</li> <li>ii. the basis on which that estimate has been arrived at;</li> <li>iii. when that estimate was made;</li> </ol> <p>c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage.</p> <p>d. Percentage of salary contributed by employee or employer;</p> <p>e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.</p>	<p>a. AR: pp. 198 - 204 (Notes to the consolidated statement of income)</p> <p>b. AR: pp. 198 - 204 (Notes to the consolidated statement of income, i - iii)</p> <p>c. Liabilities are fully covered.</p> <p>d. This differs for the various pension schemes in place for the Van Lanschot Kempen workforce. All staff is covered by a defined contribution scheme in which the percentage of salary contributed by Van Lanschot Kempen depends on the age of the employee. The contribution of employees under the Van Lanschot Kempen defined contribution scheme, the largest scheme within Van Lanschot Kempen, is at least 4% of pension base salary.</p> <p>e. Participation is mandatory in all jurisdictions</p>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 201-4 Financial assistance received from government</b></p> <ul style="list-style-type: none"> <li>a. Total monetary value of financial assistance received by the organisation from any government during the reporting period;</li> <li>b. The information in 201-4-a by country;</li> <li>c. Whether, and the extent to which, any government is present in the shareholding structure.</li> </ul>	Van Lanschot Kempen does not receive any financial assistance from the government.	n/a
2. Growth	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 32 (Financial capital)</li> <li>b. AR: p. 32 (Financial capital)</li> <li>c. AR: p. 32 (Financial capital)</li> <li>d. AR: p. 45 (Natural capital), AR: p. 50 (Social capital, i - iii)</li> <li>e. AR: p. 45 (Natural capital), AR: p. 50 (Social capital, i - iii)</li> <li>f. On a quarterly basis, we update shareholders, bondholders and other stakeholders on the (financial) performance of the company and any significant developments. Also, our Investor Relations team frequently contacts investors and is open to any questions or comments (investorrelations@vanlanschotkempen.com).</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
3. Contribution to clients wealth	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 35 (Manufactured capital)</li> <li>b. AR: p. 35 (Manufactured capital)</li> <li>c. AR: p. 35 (Manufactured capital)</li> <li>d. AR: pp. 45 - 48 (Natural capital); AR: pp. 50 - 52 (Social capital, i - ii) ; AR: pp. 35 - 37 (Manufactured capital); W: Tax Reporting Transparency 2023, document published on our website at <a href="https://vanlanschotkempen.com/results">vanlanschotkempen.com/results</a> (iii)</li> <li>e. AR: pp. 35 - 37 (Manufactured capital, i - iv)</li> <li>f. We frequently contact our clients via various channels regarding their financial well-being.</li> </ul>	n/a
	Own indicator(s):	AR, p. 35, KPI 4 Three-year relative performance of our managed propositions (manufactured capital)	



GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
6. Quality of the workforce	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 39 (Human and intellectual capital)</li> <li>b. AR: p. 39 (Human and intellectual capital)</li> <li>c. AR: p. 39 (Human and intellectual capital)</li> <li>d. AR: pp. 39 - 42 (Human and intellectual capital, i - iii)</li> <li>e. AR: pp. 39 - 42 (Human and intellectual capital, i - iv)</li> <li>f. Our Management Board and HRM department are in frequent contact with our Works Council on matters including the training and other development opportunities offered to our staff, and inform the members of the Works Council on any actions taken based on employee feedback.</li> </ul>	n/a
	<p><b>Disclosure 404-1 Average hours of training per year per employee</b></p> <ul style="list-style-type: none"> <li>a. Average hours of training that the organisation's employees have undertaken during the reporting period, by: <ul style="list-style-type: none"> <li>i. gender;</li> <li>ii. employee category.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. Due to the manner in which we administer the training undertaken by our staff, we unfortunately do not yet have this information available (i, ii).</li> </ul>	Information unavailable/incomplete

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 404-2 Programmes for upgrading employee skills and transition assistance programmes</b></p> <ul style="list-style-type: none"> <li>a. Type and scope of programmes implemented and assistance provided to upgrade employee skills;</li> <li>b. Transition assistance programmes provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 42 (Human capital)</li> <li>b. To facilitate continued employability, we provide programmes to employees who are preparing for termination of employment or retirement. Retiring employees are guided by their manager and HR Business Partner. Any required additional support is provided, for example, through "Pensioen in Zicht" training. The redundant employee is offered support consisting of guidance by an outplacement agency and/or any other guidance facilities. The employer selects two outplacement agencies for the redundant employee to choose from at their discretion. The external counsellor meets with the redundant employee shortly after the notification of selection for redundancy in order to prepare a plan of action. Together with the redundant employee, the external counsellor reviews the options of the selected redundant employee and determines specific counselling objectives. This enables them to set up a personal, customised plan aimed at improving the worker's employability and finding alternative employment.</li> </ul>	
8. Diverse and inclusive workforce	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: pp. 39 - 42 (Human and intellectual capital)</li> <li>b. AR: pp. 39 - 42 (Human and intellectual capital)</li> <li>c. AR: pp. 39 - 42 (Human and intellectual capital)</li> <li>d. AR: pp. 39 - 42 (Human and intellectual capital, i - iii)</li> <li>e. AR: pp. 39 - 42 (Human and intellectual capital, i - iv)</li> <li>f. In addition to a dialogue with the Works Council, we have set up various internal networks to invite feedback and collect insights from certain specific groups of employees and inform them of our progress to promote diversity &amp; inclusion.</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p><b>Disclosure 405-1 Diversity of governance bodies and employees</b></p> <ul style="list-style-type: none"> <li>a. Percentage of individuals within the organisation's governance bodies in each of the following diversity categories:               <ul style="list-style-type: none"> <li>i. gender;</li> <li>ii. age group;</li> <li>iii. other indicators of diversity;</li> </ul> </li> <li>b. Percentage of employees per employee category in each of the following diversity categories:               <ul style="list-style-type: none"> <li>i. gender;</li> <li>ii. age group;</li> <li>iii. other indicators of diversity.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. The composition of our Supervisory and Management Boards in these regards is reported in: AR: p. 40 (Human capital, i) ; AR: pp. 119 - 121 (Our Management Board members, i-iii) ; AR: pp. 122 - 123 (Our Supervisory Board members, i-iii). With the exception of gender balance, we do not specifically aim to hire board members within these specific categories and therefore do not disclose our boards' diversity in percentage terms other than their gender breakdown. (link to board selection and appointment policy: <a href="https://www.vanlanschotkempen.com/-/media/files/documents/corporate/dit-zijn-wij/bestuur-en-toezicht/beleid-werving-en-selectie-raad-van-bestuur-en-raad-van-commissarissen.ashx">https://www.vanlanschotkempen.com/-/media/files/documents/corporate/dit-zijn-wij/bestuur-en-toezicht/beleid-werving-en-selectie-raad-van-bestuur-en-raad-van-commissarissen.ashx</a> - only available in Dutch).</li> <li>b. S: pp. 15 - 16 (Supplementing data on human capital; i - iii)</li> </ul>	Aspects a i to iii, not applicable
	<p><b>Disclosure 405-2 Ratio of basic salary and remuneration of women to men</b></p> <ul style="list-style-type: none"> <li>a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation</li> <li>b. The definition used for 'significant locations of operation'.</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 40 (Human capital). Please note that we only have this information available on group level.</li> <li>b. S: p. 32 (Reporting principles)</li> </ul>	Information unavailable (405-2 a); we only have this data available on group level

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
11. Natural impact of our solutions	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 45 (Natural capital)</li> <li>b. AR: p. 45 (Natural capital)</li> <li>c. AR: p. 45 (Natural capital)</li> <li>d. AR: pp. 45 - 48 (Natural capital, i - iii)</li> <li>e. AR: pp. 45 - 48 (Natural capital, i - iv)</li> <li>f. We engage with our stakeholders on these matters via our regular channels ( e.g. stakeholder dialogue, general meeting, media, etc.), and with regards to climate change in particular via the the Dutch financial sector's Climate Commitment.</li> </ul>	n/a
	Disclosure 305-1 Direct (Scope 1) GHG emissions	The material topic refers to our indirect impact on natural capital via our investment solutions. Since the scope of this GRI disclosure is focused on the impact of organisations in terms of GHG emissions that directly relate to their operations, we find that this GRI topic disclosure is not relevant to our impact in relation to this material topic. Please note that we do disclose the carbon footprint of our operations in our sustainability supplement, S: p. 10 (Supplementing sustainability data).	Disclosure not relevant to our impact in relation to this material topic.
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	The material topic refers to our indirect impact on natural capital via our investment solutions. Since the scope of this GRI disclosure is focused on the impact of organisations in terms of GHG emissions related to energy consumption related to their operations, we find that this GRI topic disclosure is not relevant to our impact in relation to this material topic. Please note that we do disclose the carbon footprint of our operations in our sustainability supplement, S: p. 10 (Supplementing sustainability data).	Disclosure not relevant to our impact in relation to this material topic.

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p>Disclosure 305-3 Other indirect (Scope 3) GHG emissions</p> <ul style="list-style-type: none"> <li>a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO<sub>2</sub> equivalent;</li> <li>b. If available, the gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all;</li> <li>c. Biogenic CO<sub>2</sub> emissions in metric tons of CO<sub>2</sub> equivalent;</li> <li>d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation;</li> <li>e. Base year for the calculation, if applicable, including: <ul style="list-style-type: none"> <li>i. the rationale for choosing it;</li> <li>ii. emissions in the base year;</li> <li>iii. the context for any significant changes in emissions that triggered recalculations of base year emissions;</li> </ul> </li> <li>f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source;</li> <li>g. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<p>The material topic refers to our indirect impact on natural capital via our investment solutions. We have therefore focused our references on the information related to the carbon footprint of our assets under management and of our residential mortgage portfolio. Please note that we disclose Scope 3 elements related to the carbon footprint of our operations in our sustainability supplement, p. 13 (Supplementing data on natural capital).</p> <ul style="list-style-type: none"> <li>a. AR: pp. 45 - 48 (Natural capital), S: p. 13 (Supplementing data on natural capital)</li> <li>b. The scope includes all Scope 1 and 2 GHG emissions as disclosed by investee companies, which should generally include the most important greenhouse gases.</li> <li>c. AR: pp. 45 - 48 (Natural capital), S: p. 13 (Supplementing data on natural capital)</li> <li>d. See above for references to this disclosure</li> <li>e. For KPIs 13a, 13bi, and other carbon footprint reduction targets, we use 2019 as our base year, as this was the first year as of which we had access to sufficient reliable data to monitor our progress across our assets under management, loan book and with regards to our own operations. For the carbon footprint of our AuM specifically, we do use a base year.</li> <li>f. Provided by data providers ISS ESG and MSCI ESG for the carbon footprint of our AuM and Statistics Netherlands for the carbon footprint of our residential mortgage portfolio.</li> <li>g. For both aspects, we use the methodologies as prescribed by PCAF.</li> </ul>	<p>We do not use a base year in relation to the carbon footprint of our AuM (305-3 e).</p>
	<p>Disclosure 305-4 GHG emissions intensity</p> <ul style="list-style-type: none"> <li>a. GHG emissions intensity ratio for the organisation;</li> <li>b. Organisation-specific metric (the denominator) chosen to calculate the ratio;</li> <li>c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3);</li> <li>d. Gases included in the calculation; whether CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub>, NF<sub>3</sub>, or all.</li> </ul>	<p>The material topic refers to our indirect impact on natural capital via our investment solutions. We have therefore focused our references on the information related to the carbon intensity of our Kempen funds/discretionary portfolios, and our residential mortgage portfolio. Please note that we also report on the carbon intensity of our operations in our sustainability supplement, p. 13 (Supplementing data on natural capital).</p> <ul style="list-style-type: none"> <li>a. AR: pp. 45 - 48 (Natural capital)</li> <li>b. For our funds and discretionary portfolios: percentage of funds that comply with 7% average annual emission intensity reduction (in terms of carbon footprint per €1m of revenues). For residential mortgage portfolio: CO<sub>2</sub>e/EUR.</li> <li>c. For Kempen funds and discretionary portfolios: Scope 1 and 2 GHG emissions of investee companies. For residential mortgage portfolio: Scope 1 and 2 GHG emissions of energy consumed by households in terms of electricity and natural gas.</li> <li>d. For Kempen funds and discretionary portfolios, the scope includes all Scope 1 and 2 GHG emissions as disclosed by investee companies, which should generally include the most important greenhouse gases. For residential mortgage portfolio: all gases, as per applied GHG emission factor prescribed by PCAF NL.</li> </ul>	<p>n/a</p>

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
	<p>Disclosure 305-5 Reduction of GHG emissions</p> <ul style="list-style-type: none"> <li>a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO<sub>2</sub>e;</li> <li>b. Gases included in the calculation;</li> <li>c. Base year or baseline, including the rationale for choosing it;</li> <li>d. Scopes in which reductions took place;</li> <li>e. Standards, methodologies, assumptions, and/or calculation tools used.</li> </ul>	<p>The material topic refers to our indirect impact on natural capital via our investment solutions. We have therefore focused our references on the information related to the carbon footprint of our AuM. Please note that we also report on the carbon footprint of our operations in our sustainability supplement, S: p. 13 (Supplementing data on natural capital).</p> <ul style="list-style-type: none"> <li>a. AR: pp. 45 - 48 (Natural capital)</li> <li>b. The scope includes all Scope 1 and 2 GHG emissions as disclosed by investee companies, which should generally include the most important greenhouse gases.</li> <li>c. For KPIs 13a, 13bi, and other carbon footprint reduction targets, we use 2019 as our base year, as this was the first year as of which we had access to sufficient reliable data to monitor our progress across our assets under management, loan book and with regards to our own operations. For the carbon footprint of our AuM specifically, we do not use a base year.</li> <li>d. Reduction is achieved via the carbon footprint of our AuM, which can be considered part of our scope 3 GHG emissions.</li> <li>e. We apply the methodology as prescribed by PCAF.</li> </ul>	<p>We do not use a base year in relation to the carbon footprint of our AuM (305-5 c).</p>
	<p>Disclosure 305-6 Emissions of ozone-depleting substances (ODS)</p>	<p>The material topic refers to our indirect impact on natural capital via our investment solutions. As the scope of this GRI disclosure is focused on the impact of organisations in terms of ODS emissions that directly relate to their operations, we find that this GRI topic disclosure is not relevant to our impact in relation to this material topic.</p>	<p>Disclosure not relevant to our impact in relation to this material topic.</p>
	<p>Disclosure 305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions</p>	<p>The material topic refers to our indirect impact on natural capital via our investment solutions. As the scope of this GRI disclosure is focused on the impact of organisations in terms of NOx, SOx and other significant air-polluting emissions that directly relate to their operations, we find that this GRI topic disclosure is not relevant to our impact in relation to this material topic.</p>	<p>n/a</p>
	<p>Own indicator(s):</p>	<ul style="list-style-type: none"> <li>- AR: pp. 45 -48 (Natural capital): KPI 13bi Alignment of our solutions with Paris Agreement</li> <li>- AR: pp. 45 - 48 (Natural capital): KPI 13bii Alignment of our solutions with Paris Agreement</li> <li>- AR: pp. 45 - 48 (Natural capital): KPI 14a Percentage of AuM invested in sustainable and/or impact wealth management solutions</li> </ul>	<p>n/a</p>

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
13. Client experience	<p><b>Disclosure 3-3 Management of material topic</b></p> <p>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. Description of policies or commitments regarding the material topic;</p> <p>d. Description of actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> <p>e. The following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> <p>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<ul style="list-style-type: none"> <li>a. AR: p. 50 (Social capital)</li> <li>b. AR: p. 50 (Social capital)</li> <li>c. AR: p. 50 (Social capital)</li> <li>d. AR: p. 50 (Social capital, i - iii)</li> <li>e. AR: p. 50 (Social capital, i - iv)</li> <li>f. We are in frequent contact with our clients and have an in-house team that specialises in and frequently conducts client satisfaction and customer experience research.</li> </ul>	n/a
	Own indicator(s):	<ul style="list-style-type: none"> <li>- AR: pp. 50- 52 (Social capital): KPI 15a NPS Private Clients</li> <li>- AR: pp. 50- 52 (Social capital): KPI 15b NPS Evi van Lanschot</li> <li>- AR: pp. 50- 52 (Social capital): KPI 15c NPS Wholesale &amp; Institutional Clients</li> <li>- AR: pp. 50- 52 (Social capital): KPI 16 Investment Banking Clients: number of successful transactions with repeat corporate finance clients (five-year period)</li> <li>- AR: pp. 50- 52 (Social capital): KPI 17 Number of interactions (indexed) with institutional investors by Securities</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
14. Quality and relevance of solutions	<p><b>Disclosure 3-3 Management of material topic</b></p> <p>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</p> <p>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</p> <p>c. Description of policies or commitments regarding the material topic;</p> <p>d. Description of actions taken to manage the topic and related impacts, including:</p> <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> <p>e. The following information about tracking the effectiveness of the actions taken:</p> <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> <p>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</p>	<ul style="list-style-type: none"> <li>a. AR: p. 35 (Manufactured capital), AR: p. 50 (Social capital)</li> <li>b. AR: p. 35 (Manufactured capital), AR: p. 50 (Social capital)</li> <li>c. AR: p. 45 (Natural capital), AR: pp. 50 - 52 (Social capital)</li> <li>d. AR: p. 45 (Natural capital), AR: p. 50 (Social capital, i - iii)</li> <li>e. AR: p. 45 (Natural capital), AR: p. 50 (Social capital, i - iv)</li> <li>f. We are in frequent contact with our clients and have an in-house team that specialises in and frequently conducts client satisfaction and customer experience research.</li> </ul>	n/a
	Own indicator(s):	<ul style="list-style-type: none"> <li>- AR: pp. 45 - 48 (Natural capital): KPI 13bi Alignment of our solutions with Paris Agreement</li> <li>- AR: pp. 45 - 48 (Natural capital): KPI 13bii Alignment of our solutions with Paris Agreement</li> <li>- AR: pp. 45 - 48 (Natural capital): KPI 12 Sustainability rating of all Kempen funds by Morningstar</li> <li>- AR: pp. 50 - 52 (Social capital): KPI 18 Average Morningstar analyst rating</li> </ul>	n/a



GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
15. Social impact of our solutions	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 50 (Social capital)</li> <li>b. AR: p. 50 (Social capital)</li> <li>c. AR: p. 50 (Social capital)</li> <li>d. AR: pp. 50 - 52 (Social capital, i - iii)</li> <li>e. AR: pp. 50 - 52 (Social capital, i - iii)</li> <li>f. We are in dialogue with our stakeholders on these matters via our regular channels ( e.g. stakeholder dialogue, general meeting, media, etc.). More information on stakeholder engagement can be found in our stakeholder engagement policy on <a href="https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders">vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders</a>.</li> </ul>	n/a
	Own indicator(s):	- AR pp. 50 - 52 (Social capital): KPI 19 Engagements for change on social and governance issues for which at least one milestone has been reached in the past year	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
19. Compliance with laws and regulations	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> <li>f. Description of how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).</li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 50 (Social capital)</li> <li>b. AR: p. 50 - 52 (Social capital)</li> <li>c. AR: p. 50 (Social capital)</li> <li>d. AR: pp. 68 - 70 (Risk and capital management)</li> <li>e. AR: p. 50 (Social capital), AR: pp. 68 - 70 (Risk and capital management)</li> <li>f. AR: p. 66 (Risk and capital management)</li> </ul>	n/a

GRI Standard	Disclosure	Reference <sup>1</sup>	Omission
17. Ethics & integrity	<p><b>Disclosure 3-3 Management of material topic</b></p> <ul style="list-style-type: none"> <li>a. Description of the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights;</li> <li>b. Whether the organisation is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships;</li> <li>c. Description of policies or commitments regarding the material topic;</li> <li>d. Description of actions taken to manage the topic and related impacts, including: <ul style="list-style-type: none"> <li>i. actions to prevent or mitigate potential negative impacts;</li> <li>ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation;</li> <li>iii. actions to manage actual and potential positive impacts;</li> </ul> </li> <li>e. The following information about tracking the effectiveness of the actions taken: <ul style="list-style-type: none"> <li>i. processes used to track the effectiveness of the actions;</li> <li>ii. goals, targets, and indicators used to evaluate progress;</li> <li>iii. the effectiveness of the actions, including progress toward the goals and targets;</li> <li>iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a. AR: p. 50 (Social capital)</li> <li>b. AR: p. 50 - 52 (Social capital)</li> <li>c. AR: p. 50 (Social capital)</li> <li>d. AR: pp. 68 - 70 (Risk and capital management)</li> <li>e. AR: p. 50 (Social capital), AR: pp. 68 - 70 (Risk and capital management)</li> <li>f. AR: p. 66 (Risk and capital management)</li> </ul>	n/a