



VAN LANSCHOT  
KEMPEN

# 2023 sustainability supplement

This sustainability supplement forms part of our 2023 annual report

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### About this supplement

This sustainability supplement, which should be read in conjunction with our 2023 annual report and our GRI content index, contains additional sustainability background material.

# Our stakeholders

We differentiate between five main groups of stakeholders based on the way in which we communicate with them: clients, employees, shareholders and bondholders, government/regulators and business partners. Regardless of the stakeholder group or how we engage, we frequently interact with our stakeholders to learn what they expect from us. Internally, we assess these expectations in the light of our strategy and consider 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 solutions or making policy adjustments. We believe that engaging with our stakeholders, demonstrating that we take their expectations into account, and considering the interests of all of our stakeholders, are vital to our purpose: to preserve and create wealth for our clients and for society in a sustainable way.

The table below outlines the key expectations and discussion topics per stakeholder group in 2023. 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 questions and comments from our business partners, including our collaborating companies and suppliers. For more information on stakeholder engagement, see [vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders](https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders).

Stakeholder group	Expectations	Discussion topics in 2023 (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>- Safe and easy ways of contact</li> </ul>	<ul style="list-style-type: none"> <li>- Economic and financial markets developments</li> <li>- Transferring wealth to the next generation</li> <li>- Navigating through interest rates developments</li> <li>- Implementing European sustainability regulation</li> <li>- Service quality and client care</li> <li>- Investment performance</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>- Personal autonomy</li> <li>- Inspiring leadership</li> <li>- Personal and professional development</li> <li>- Competitive salary and benefits</li> <li>- Professional and healthy (hybrid) work environment</li> <li>- Inclusive culture and diverse workforce</li> </ul>	<ul style="list-style-type: none"> <li>- Employee development for example in relation to leadership</li> <li>- Identity and values (personal, decisive, specialised, entrepreneurial)</li> <li>- Artificial intelligence</li> <li>- Diversity and inclusion</li> </ul>
<b>Shareholders and bondholders</b>	<ul style="list-style-type: none"> <li>- Sustainable and profitable growth</li> <li>- Attractive returns and dividend</li> <li>- Solid business model</li> <li>- Running the business in a sustainable way</li> </ul>	<ul style="list-style-type: none"> <li>- Market share and growth ambitions (organic and inorganic)</li> <li>- Interest rates and inflation</li> <li>- Scalable growth and cost control</li> <li>- Sustainability profile and Environment, Social and Governance approach</li> <li>- Capital strategy, capital position and liquidity position</li> </ul>
<b>Governments/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>- Responsible payment of taxes</li> <li>- Positive contribution to society and environment</li> <li>- Contribution to financial stability</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with laws and regulations</li> <li>- Financial solidity, risk management, liquidity management, interest rate management, dividend policy</li> <li>- Tax control framework, technical interpretation of tax rules</li> <li>- Implementation of regulations at Van Lanschot Kempen and Van Lanschot Kempen Investment Management</li> <li>- Sustainable finance, sustainability data and definitions, climate change mitigation and preserving biodiversity ambitions and actions</li> </ul>
<b>Business partners</b>	<ul style="list-style-type: none"> <li>- Timely payment and Van Lanschot Kempen's financial stability</li> <li>- Clear and transparent communication</li> <li>- Proactive collaboration</li> <li>- Long-term partnerships</li> </ul>	<ul style="list-style-type: none"> <li>- Climate change and biodiversity related to energy and food transition</li> <li>- Digital transformation and innovation</li> <li>- Inclusion and diversity in own organisation</li> <li>- Supply chain resilience</li> </ul>

Stakeholder	Type of dialogue	Frequency <sup>1</sup>	Dialogue result and related outcomes
<b>Clients</b>	<ul style="list-style-type: none"> <li>- Personal meetings</li> <li>- Events</li> <li>- Stakeholder event</li> <li>- Surveys</li> <li>- Client portals</li> </ul>	<ul style="list-style-type: none"> <li>D</li> <li>M</li> <li>A</li> <li>A</li> <li>D</li> </ul>	<ul style="list-style-type: none"> <li>- Net assets under management inflows and wealth management service offering</li> <li>- Improved client experience</li> <li>- Improved existing products and services improved and launched new products</li> <li>- Better insight into client preferences on sustainability</li> <li>- Further improving our sustainable and impact investment solutions</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>- Employee engagement survey</li> <li>- Works Council</li> <li>- Employee meetings</li> <li>- Intranet</li> <li>- Training courses</li> <li>- Stakeholder event</li> </ul>	<ul style="list-style-type: none"> <li>A</li> <li>M</li> <li>D</li> <li>D</li> <li>M</li> <li>A</li> </ul>	<ul style="list-style-type: none"> <li>- Well-informed and involved employees</li> <li>- Optimisation of organisation structure, working conditions</li> <li>- Adjustments in education and training</li> <li>- Updated identity and values and revised code of conduct</li> <li>- Working groups focused on empowering and connecting colleagues in relation to gender and LGBTQ+</li> </ul>
<b>Shareholders and bondholders</b>	<ul style="list-style-type: none"> <li>- General meetings</li> <li>- Roadshows, conference calls and other bilateral consultations</li> <li>- Press releases, annual reports</li> <li>- Website</li> <li>- Stakeholder event</li> </ul>	<ul style="list-style-type: none"> <li>A</li> <li>M</li> <li>Q</li> <li>M</li> <li>A</li> </ul>	<ul style="list-style-type: none"> <li>- Diversified shareholder base</li> <li>- Long-term relationships</li> <li>- Enhanced understanding of investment case, capital position and liquidity position</li> <li>- Dividend and capital return</li> </ul>
<b>Governments/regulators</b>	<ul style="list-style-type: none"> <li>- Consultation with AFM and DNB</li> <li>- Credit rating reviews</li> <li>- Consultation with tax authorities</li> <li>- Self-assessments, audits and controls by regulators</li> <li>- Responses to public consultations on draft regulations</li> </ul>	<ul style="list-style-type: none"> <li>M</li> <li>Q</li> <li>Q</li> <li>A</li> <li>Q</li> </ul>	<ul style="list-style-type: none"> <li>- Weighing in on the EU/national regulatory landscape</li> <li>- Adequate credit ratings</li> <li>- Timely and accurate tax returns</li> <li>- Financial ratios in order</li> <li>- Compliance with (evolving) laws and regulations</li> </ul>
<b>Business partners</b>	<ul style="list-style-type: none"> <li>- Contact with suppliers</li> <li>- Sponsorships/partnerships</li> <li>- Assurance by auditors</li> <li>- Participation in industry networks</li> <li>- Stakeholder event</li> </ul>	<ul style="list-style-type: none"> <li>W</li> <li>M</li> <li>A</li> <li>M</li> <li>A</li> </ul>	<ul style="list-style-type: none"> <li>- Stable relationships</li> <li>- Quality of our sponsorships/partnerships</li> <li>- Contribution to sustainability ambitions</li> </ul>

### Our 2023 stakeholder dialogue

One of our platforms for engagement with our stakeholders is our annual stakeholder dialogue. At this event, our management asks for input on specific strategic issues that we face as an organisation. Our most recent stakeholder dialogue focused on biodiversity and food transition. For a summary of the event and its insights, see [vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders/stakeholder-events](https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders/stakeholder-events).

### 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/platforms. For more information, visit our website: [vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders](https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders).

<sup>1</sup>Frequency: D: daily, W: weekly, M: monthly, Q: quarterly, A: annually.

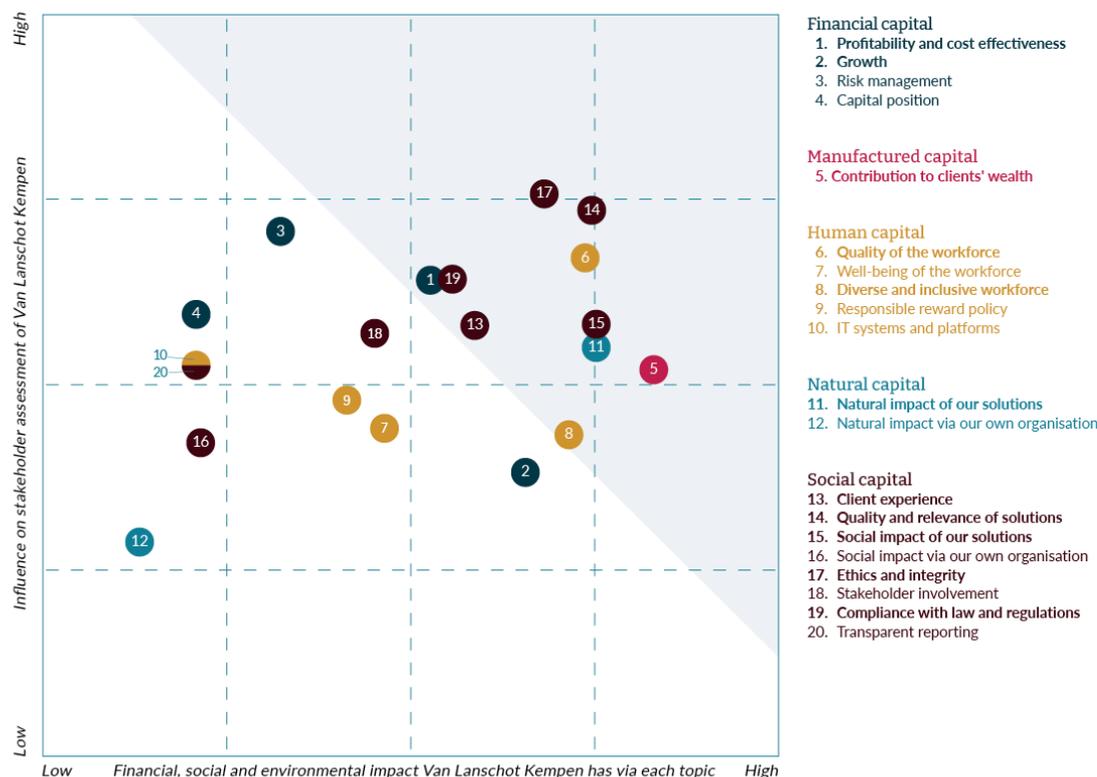
# Our 2021–23 materiality matrix

We conduct a materiality assessment every other year to identify and evaluate our most significant impacts<sup>2</sup>. To assist with comparison of the most recent matrix (2023) with the former one (from 2021), we have added the latter on the right. In the materiality matrix, the topics marked in bold indicate those deemed to be most material based on our 2021 assessment (11 topics out of 20 in total). These topics form the basis of our 2022 and 2023 key performance indicators (KPIs). The 2023 materiality matrix, which forms the basis of our 2024 and 2025 KPIs, can be found in our 2023 annual report, p. 26.

In 2021, our starting point was a longlist of topics, derived from external standards and assessments. These were reduced to a shortlist by internal experts, based on which topics they considered could significantly impact or influence our stakeholders. This shortlist was approved by the Management Board, and formed the basis for a survey via which stakeholders were asked to assess the extent to which each topic influences the decisions they make regarding Van Lanschot Kempen. They were asked to indicate which five topics on the shortlist were most and least important to them when assessing our performance. In addition, a group of senior managers ranked the significance of the impact Van Lanschot Kempen has via each of the topics. This ranking was subsequently cross-checked with a panel of external sustainability experts, after which it was discussed among the Management Board members prior to their approval.

The table and matrix on the next page shows the 11 topics (out of the 20 in total) deemed most material. The table lists the topics in order of materiality. The Global Reporting Initiative (GRI) Standards were updated in 2022 to determine materiality based on an organisation's most significant impacts on the economy, environment and people, including human rights – corresponding to the horizontal axis of our materiality matrix. In line with this, we have added topic 2, "Growth", to the topics we consider to be material.

Our materiality matrix



<sup>2</sup> Impact refers to positive impact and prevention of negative impact, and may be economic, environmental or social in nature.

Topic number	Material topic	Description
5	Contribution to clients' wealth	Positive financial contribution to the wealth of our clients via our investment, advisory, lending and investment banking solutions.
15	Social impact of our solutions	Positive social impact and reduction of negative impact via our solutions (e.g. by investing the assets of our clients in a responsible and sustainable manner, excluding companies exposed to child labour from our investment universe).
11	Natural impact of our solutions	Positive natural impact and reduction of negative impact via our solutions (e.g. by investing the assets of our clients in a responsible and sustainable manner, excluding companies that contribute most negatively to the climate crisis).
14	Quality and relevance of solutions	Development of innovative solutions that answer evolving, individual client needs. Clients have access to a broad and diverse range of solutions. Added value of our advisory services (quality, suitability and execution power).
6	Quality of the workforce	The workforce consists of talented employees who have the relevant expertise and required skill set. Opportunities are offered to employees to develop themselves and extend their skill set.
8	Diverse and inclusive workforce	The workforce is diverse and the organisational culture is inclusive. All employees are offered equal opportunities.
17	Ethics and integrity	Company culture and moral compass by which employees are encouraged to behave ethically and with integrity.
2	Growth	Long-term, sound growth of revenues and assets under management by attracting new clients and/or making acquisitions.
13	Client experience	Easy-to-access, seamless customer journeys via various channels (e.g. app, face-to-face, phone) and providing clients with services and solutions at the right time, leading to high levels of client satisfaction.
19	Compliance with laws and regulations	Compliance with evolving laws, regulations and requirements of regulators (e.g. fair pricing, anti-money laundering).
1	Profitability and cost effectiveness	Return on equity, efficiency ratio, and ability to keep costs under control.

# Our value creation

The table below lists our material topics, the main stakeholder groups these are primarily relevant for, and the KPIs and targets we've set for these topics (per domain/type of capital as defined in the Integrated Reporting Framework).

For more information on our strategy and the performance on our KPIs, see our annual report, pages 13-15.

Type of capital	Material topic (number in materiality matrix)	Stakeholder <sup>3</sup>	KPIs
Financial capital	1. Profitability and cost effectiveness 2. Growth	C, E, S, B	1. CET 1 ratio
			2. Return on equity (CET 1)
			3. Cost/income ratio
Manufactured capital	5. Contribution to clients' wealth	C	4. Three-year relative performance of our managed propositions
Human capital	6. Quality of the workforce 8. Diverse and inclusive workforce	E	5. Employer Net Promoter Score (eNPS)
			6. Employee engagement score (EES)
			7. Percentage of employees who believe they have the opportunity for personal development and growth
			8. Gender balance among senior staff
			9. Gender pay gap
			10. Staff turnover
			11. Absenteeism
Natural capital	11. Natural impact of our solutions	C, S, B	12. Sustainability rating of all Van Lanschot Kempen funds by Morningstar
			13. Decrease in carbon emissions:
			a. Direct emissions via our own organisation
			b. Alignment of our solutions with Paris Agreement:
			i. Van Lanschot Kempen funds and discretionary management solutions
			ii. Fiduciary management (FM) solutions
			c. Indirect emissions via our assets under management (AuM)
			d. Indirect emissions via our mortgage portfolio
			14. Investment Strategies & Solutions sustainability ambition:
			a. Percentage of AuM invested in sustainable and/or impact wealth management solutions
			b. Percentage of AuM in internal and external funds/mandates on the approved list that meet the basic sustainability criteria
			c. Van Lanschot Kempen listed funds engage with companies representing > 50% of carbon footprint of the fund

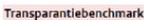
<sup>3</sup> C: clients; E: employees, S: shareholders and bondholders, B: business partners.

Type of capital	Material topic (number in materiality matrix)	Stakeholder <sup>3</sup>	KPIs
Social capital	13. Client experience 14. Quality and relevance of solutions 15. Social impact of our solutions 17. Ethics and integrity 19. Compliance with laws and regulations	C, E, S, B	15. Net Promoter Score (NPS):
			a. Private Clients
			b. Evi van Lanschot
			c. Wholesale & Institutional Clients
			16. Investment Banking Clients: number of fee-generating transactions with repeat corporate finance clients (five-year period)
			17. Number of interactions by Securities with institutional investors
			18. Average Morningstar medallist rating
			19. Engagements for change on social and governance issues for which at least one milestone has been reached in the past year
			20. Percentage of employees who believe they have a responsibility to behave ethically
			21. Percentage of employees who believe the company culture holds everyone to the same standards of ethical behaviour and promotes transparent communication
22. Products and services are subject to strict approval and review procedures, including relevant assessments by Compliance			

# Supplementing sustainability data

## Our sustainability ratings

Van Lanschot Kempen is assessed on sustainability by various leading rating organisations and sustainability benchmarks (see table below).

		
	A research agency that assesses companies on sustainability	<b>B- rating on a scale of A+ to D- (2023)</b>
	An agency that measures companies' resilience to long-term, industry-relevant sustainability risks	<b>AA rating on a scale of AAA to CCC (2023)</b>
	An instrument of the Dutch Ministry of Economic Affairs and Climate that assesses Dutch companies on transparency in the field of sustainability	<b>6<sup>th</sup> of 491 companies (2023)</b>
	A benchmark that assesses the tax policy of multinationals	<b>11<sup>th</sup> of 51 companies (2023)</b>
	An organisation that assesses the integration of ESG in the investment process of financial institutions	<b>4 and 5 stars (out of 5) for responsible investment process (2023)</b>

As of 2023, the Transparency benchmark will be discontinued. This is our final assessment on this initiative.

## Responsible lending policy (results)

After the wind-down of our business loan portfolio, our corporate credit exposure is very limited, including the exposure to sectors which are more sensitive in sustainability terms.

For the past few years, a risk filter has been used to screen the sustainability of business loans to avoid 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	2023	2022	2021
Number of business loans	2,387	2,141	1,808
Of which "potentially high risk"	1	1	16

At the end of 2023, only 1 of our 2,387 business loan clients was designated as "potentially high risk", meaning that we maintain an engagement with this client to better understand their potential involvement in principal adverse impacts.

Our responsible lending policy is in line with the OECD Guidelines for multinational enterprises (MNEs) as well as with the UNGP. This means that our policy outlines in detail our due diligence and engagement process, including possible remedy measures, in relation to potential negative environmental and social impacts on relevant – and affected – stakeholders. For more details and reports on our compliance, see [vanlanschotkempen.com/en-nl/about-us/sustainability/policies-and-resources](https://vanlanschotkempen.com/en-nl/about-us/sustainability/policies-and-resources).

# Supplementing data on natural capital

## Environmental policy objective

Our environmental impact breaks down into three categories. Given the size of our assets under management (AuM), the biggest environmental impact we make relates to how we invest our clients' assets. We have an extensive responsible investment policy in place for all AuM. Our second biggest impact is related to our balance sheet. Measures we have taken to manage this impact include incorporating sustainability considerations in our client due diligence policy; having a responsible lending policy in place; and embedding sustainability within our residential mortgage proposition. Our smallest but most direct climate change impact is via our own operations. We have set targets to reduce our impact related to each of these categories.

## Results for 2023

The graphs on the next page give an overview of our carbon reduction for our own operations. We have made a clear contribution towards our net-zero ambition since we started measuring the footprint of our own organisation in 2011. In our own organisation, absolute carbon emissions in 2023 totalled 2,789 tonnes CO<sub>2</sub>e, or 1.38 tonnes CO<sub>2</sub>e per FTE (2022: 2,775 tonnes, or 1.45 tonnes CO<sub>2</sub>e per FTE). Our carbon emissions per FTE decreased slightly compared with 2022, meaning we remain on track to reduce the carbon emissions of our own organisation by at least 7% per FTE per year, against a 2019 baseline. Starting in 2024, we will step up our ambitions and increase our target to reduce the annual average carbon intensity per FTE from 7% to 8% per year, against a 2019 baseline.

The graphs on page 12 give an overview of our carbon reduction for our AuM and balance sheet. In 2023, the carbon footprint of our balance sheet decreased to 66,288 tonnes CO<sub>2</sub>e from 91,798<sup>4</sup> in 2022. The largest chunk, the carbon footprint of our mortgage portfolio, likely due to lower energy consumption because of higher energy prices and warmer weather in 2022 than in 2021. On average, the energy-efficiency rating of the collateral for our residential mortgages improved.

The aggregate carbon footprint of our AuM for 2023 is 4.0 million tonnes CO<sub>2</sub>e and 317 CO<sub>2</sub>e per million euros invested (based on carbon emissions data for 2021). In 2023, we improved the reporting process for the carbon footprint of our AuM by including scope 3 carbon data and changing to a different external data provider, which means that the carbon footprint and coverage for 2023 are not comparable with the 2022 figures.

The tables on page 12 provides an overview of the carbon footprint of our loan portfolio and AuM for a selection of industries and asset classes respectively, in accordance with the Dutch financial sector's climate commitment.

The breakdown of our loan portfolio's carbon footprint further demonstrates the alignment of our portfolio with our profile as a wealth manager – being mainly focused on residential mortgage loans to private banking clients in the Netherlands and on other loans to healthcare and business professionals. The carbon footprint of these non-residential mortgage loans is indicative, as it is estimated based on factors derived from data drawn from Statistics Netherlands (CBS).

The reporting infrastructure for the carbon footprint of our AuM does not currently allow us to assign each individual holding's associated carbon footprint to one of the prescribed categories. This means that the carbon footprint of various mixed asset class strategies/solutions are categorised under "Other assets".

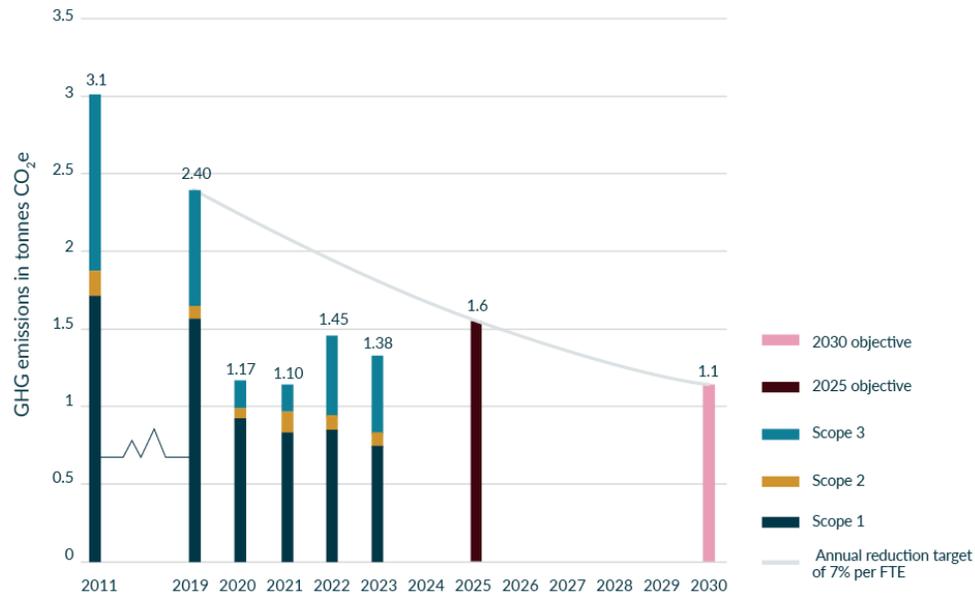
## Carbon offsetting

We will continue to work on reducing our CO<sub>2</sub>e emissions in the coming years. Unfortunately, we will never be able to bring them down to zero; there will always be emissions left over, such as emissions from heating our offices or travelling to clients. Each year, we offset our remaining greenhouse gas (GHG) emissions related to our own operations. We offset the 2023 carbon footprint related to our own operations via reforestation and afforestation projects in Mexico, except for part of the emissions related to the use of company cars which are offset by one of our lease car companies on our behalf.

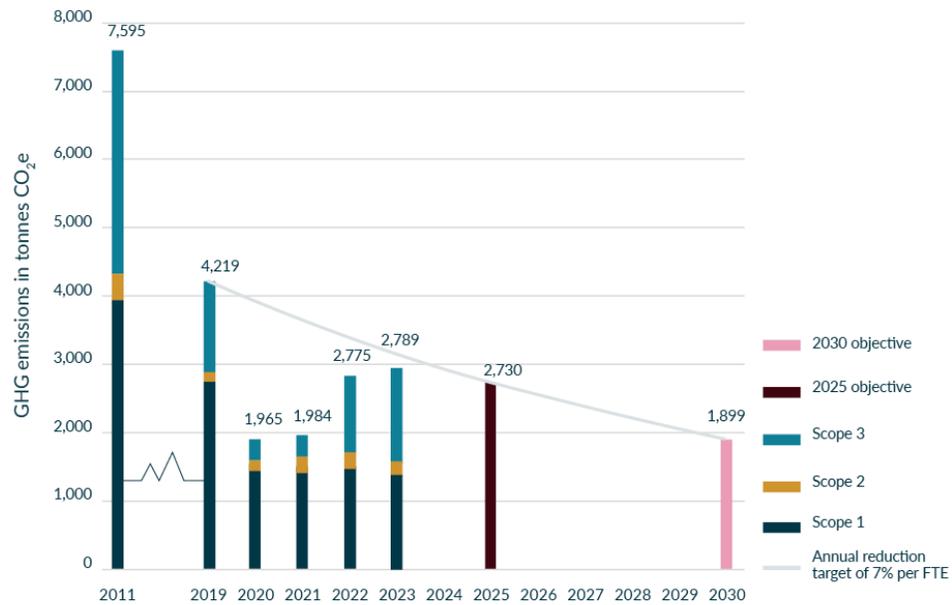
In addition, we collaborate with a service provider that has planted 160,000 trees on our behalf in Portugal and Australia. Over the next 40 years, these trees will store around 43,000 tonnes CO<sub>2</sub>e. When the trees have grown big enough, we will utilise this project to offset the remainder of our own organisation's CO<sub>2</sub>e emissions.

<sup>4</sup> Please note that the carbon footprint of our business loan portfolio for 2022 has been restated, based on additional insights we obtained in 2023.

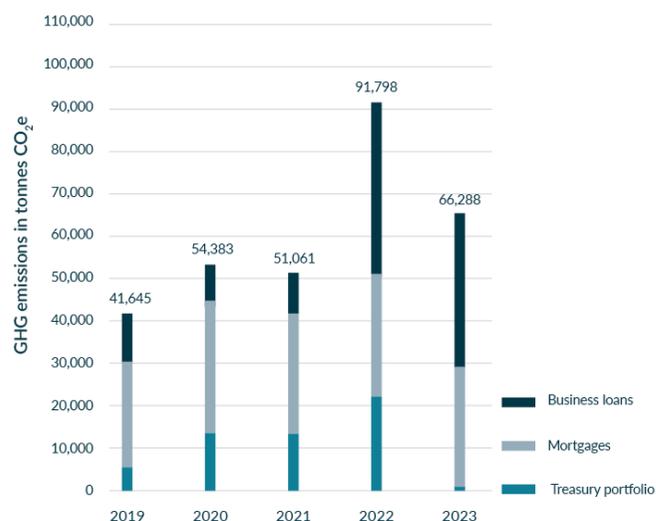
Relative carbon footprint of own operations – per FTE



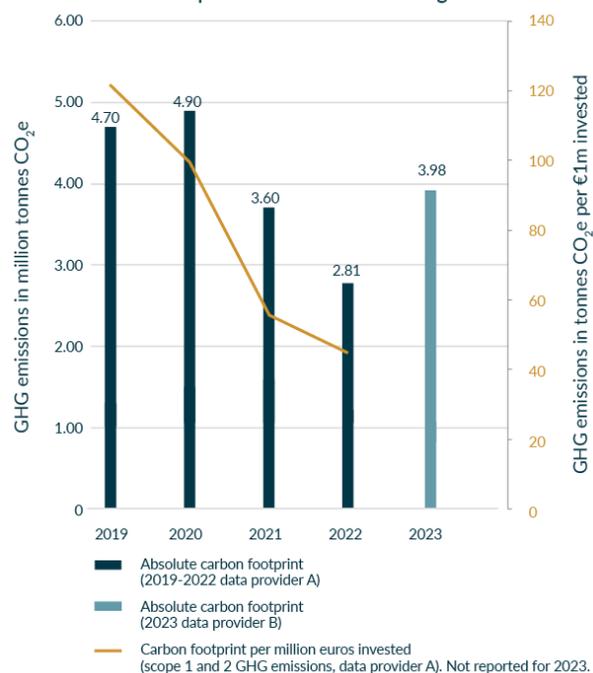
Absolute carbon footprint of own operations



Carbon footprint of balance sheet



Carbon footprint of assets under management



Carbon footprint (per Climate Commitment lending category)	2023 tonnes CO <sub>2</sub> e
Agriculture	—
Aluminium production	—
Cement production	—
Coal	—
Residential mortgages	28,270
Iron and steel production	—
Oil and gas	—
Commercial real estate	191
Transportation	74
Other sectors	36,994
<b>Total loan portfolio</b>	<b>65,529</b>

Carbon footprint of AuM (per Climate Commitment asset class)	2023 tonnes CO <sub>2</sub> e		
	Scope 1 GHG emm.	Scope 2 GHG emm.	Scope 3 GHG emm.
Listed equity	246,661	173,616	464,611
Private equity	Not available	Not available	Not available
Corporate bonds	212,726	40,909	1,918,803
Dutch sovereign bonds	Not available	Not available	Not available
Foreign sovereign bonds	Not available	Not available	Not available
Mortgages	Not available	Not available	Not available
Real estate	1,969	4,933	31,609
Infrastructure	31,307	1,607	25,352
Other assets	2,466,934	801,578	25,802,539
<b>Total invested portfolio</b>	<b>2,959,597</b>	<b>1,022,707</b>	<b>32,424,915</b>

## 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 our most material emissions occur, making it a useful guide when drawing up carbon reduction measures. We began to calculate the footprint of our own operations in 2011 and the methodology that we use is in line with the international Greenhouse Gas Protocol.

Carbon reporting according to Greenhouse Gas Protocol	2023 tonnes CO <sub>2</sub> e	2022 tonnes CO <sub>2</sub> e	2021 tonnes CO <sub>2</sub> e
<b>Scope 1 GHG emissions</b>	<b>1,445</b>	<b>1,638</b>	<b>1,425</b>
Natural and biogas consumption for heating of offices	189	236	310
Company car use (business and private, petrol/diesel)	1,254	1,399	1,114
Diesel consumption for testing of emergency power supply	2	2	1
<b>Scope 2 GHG emissions (market-based)</b>	<b>115</b>	<b>130</b>	<b>240</b>
Electricity consumption (incl. for electric company cars)	0	0	0
District heating for selection of offices	115	130	240
<b>Scope 2 GHG emissions (location-based)</b>	<b>1,472</b>	<b>1,959</b>	<b>Not available</b>
Electricity consumption (incl. for electric company cars)	1,357	1,829	Not available
District heating for selection of offices	115	130	Not available
<b>Operational Scope 3 GHG emissions</b>	<b>1,231</b>	<b>1,008</b>	<b>320</b>
Business air travel	499	415	81
Business car use (non-company cars; petrol)	523	442	154
Company car use (business and private, electric)	18	Not available	Not available
Business public transport kilometres	48	39	6
International train travel	11	4	Not available
Paper	118	86	72
Goods transport (couriers)	11	12	4
Water	3	3	3
<b>CO<sub>2</sub> total (tonnes) - own organisation</b>	<b>2,789</b>	<b>2,775</b>	<b>1,984</b>
<b>CO<sub>2</sub> (tonnes) per FTE</b>	<b>1.38</b>	<b>1.45</b>	<b>1.10</b>
Offset GHG emissions using carbon credits	2,791	3,289	1,981
<b>Supplementary to Scope 3 GHG emissions</b>			
Scope 3 GHG emissions associated with balance sheet	66,288	91,798	51,061
Scope 3 GHG emissions associated with AuM (in million tCO <sub>2</sub> e)	4.0 <sup>5</sup>	2.8	3.6

<sup>5</sup> In 2023, we improved the reporting process for the carbon footprint of our AuM by including scope 3 carbon data and changing to a different external data provider, which means that the carbon footprint and coverage for 2023 are not comparable with the 2022 figures.

Sustainability key data	Van Lanschot Kempen (total)			NL	BE	Other countries <sup>6</sup>
	2023	2022	2021	2023	2023	2023
<b>Environmental management and purchasing</b>						
Electricity consumption (million Kwh)	4.2	4.6	4.6	3.7	0.4	0.04
Green energy (%)	100%	99%	100%	100%	100%	100%
District heat consumption (MJ)	4,518	4,834	6,665	4,518	n/a <sup>7</sup>	n/a
Natural gas consumption (m <sup>3</sup> )	44,380	47,686	64,573	n/a	43,330	1,050
Biogas consumption (m <sup>3</sup> )	108,354	161,862	209,853	102,663	n/a	5,691
Other fuel consumption from crude oil and petroleum products (litres)	600	728	325	600	n/a	n/a
Water consumption (m <sup>3</sup> )	9,032	9,814	9,417			
Paper consumption (kg)	36,501	25,734	22,357			
Paper recycling (kg)	29,347	28,532	3,812			
Waste (kg)	55,839	59,865	51,274			
Business air travel (# flights)	1,936	1,885	475			
International train travel (# trips)	1,592	927	Not available <sup>8</sup>			
Company car electricity consumption (EV / PHEV; kWh)	88,601	Not available	Not available			
Company car petrol (litres)	411,770	418,907	344,652			
Company car diesel (litres)	28,466	55,913	52,455			

<sup>6</sup> The "Other countries" column comprises Switzerland and the United Kingdom.

<sup>7</sup> n/a stands for not applicable.

<sup>8</sup> Following the adoption of a stricter international travel policy, we started to more closely monitor international train travel from 2022.

# Supplementing data on human capital

Sustainability key data	Van Lanschot Kempen (total)			NL	BE	Other countries <sup>6</sup>
	2023	2022	2021	2023	2023	2023
<b>Employees</b>						
Total number employees	2,066	1,918	1,784	1,810	175	81
– Male	1,318	1,256	1,186			
– Female	748	662	598			
Employment contract – internal staff						
– FTEs	1,904	1,780	1,654	1,661	166	77
– Male	1,250	1,193	1,125			
– Female	654	587	529			
Employment contract – external staff						
– FTEs	116	135	151			
– Male	82	96	98			
– Female	34	39	53			
Employment contract						
– External staff (%)	6.1%	7.6%	9.1%			
Employment contract – full-time						
– Number	1,299	1,223	1,086	1,091	140	68
– Male	973	929	858			
– Female	326	294	228			
Employment contract – part-time						
– Number	767	695	698	719	35	13
– Male	345	327	328			
– Female	422	368	370			
Employment contract – permanent						
– Number	1,854	1,704	Not available	1,606	171	77
– Male	1,206	1,125	Not available			
– Female	648	579	Not available			
Employment contract – temporary						
– Number	212	214	Not available	204	4	4
– Male	112	133	Not available			
– Female	100	81	Not available			
Non-guaranteed hours employees						
– Number	–	–	–	–	–	–
– Male	–	–	–			
– Female	–	–	–			

Sustainability key data	Van Lanschot Kempen (total)			NL	BE	Other countries <sup>6</sup>
	2023	2022	2021	2023	2023	2023
<b>Employees</b>						
Age distribution employees						
- < 30 years	447	Not available	Not available			
- 30 to 50 years	954	Not available	Not available			
- > 50 years	665	Not available	Not available			
Turnover rate						
- Number	80	114	89	78	1	1
- Percentage	4.1%	6.4%	5.2%			
- Male	55	74	56			
- Female	25	40	33			
- < 30 years	17	38	16			
- 30 to 50 years	52	54	48			
- > 50 years	11	22	25			
New employee hires						
- Number	316	359	181	292	13	11
- Male	184	211	162			
- Female	132	148	82			
- < 30 years	190	Not available	Not available			
- 30 to 50 years	104	Not available	Not available			
- > 50 years	22	Not available	Not available			
Employees that participated in regular performance and career development reviews						
- Number	2,007	Not available	Not available			
- Male	1,284	Not available	Not available			
- Female	723	Not available	Not available			
Investment in training (€ million)	4,5	4,7	2,9			
Average number of training hours per person						
- Number	50.8	Not available	Not available			
- Male	50.7	Not available	Not available			
- Female	50.9	Not available	Not available			
Highest-paid individual to median annual total compensation <sup>9</sup>	15.1%	14.8%	14.7%			
Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual relative to the median pay increase	4	2	Not available			
Employees represented by the Works Council (%)	95%	Not available	Not available			
Absenteeism (%) <sup>10</sup>	2.6%	2.8%	2.2%	2.7%	2.9%	0.7%
Employment covered by collective bargaining agreements (%) <sup>11</sup>	86%	85%	85%			
Employee motivation and engagement (%)	90%	88%	88%			

<sup>9</sup> The median in the calculation excludes Belgium, Switzerland and United Kingdom employees. The ratio reflects fixed pay – defined as full-time salary, holiday allowance, and the so-called 13th month payment. For specification of the highest-paid individual, see annual report, pages. 218-219 (Remuneration of the Management and Supervisory Boards).

<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.

<sup>11</sup> 86% of our employees are covered by collective labour agreements reached between the Works Council and Management Board. This only comprises employees in the Netherlands. The improvement in remuneration and working conditions in our other countries of operation is partially derived from these agreements, coupled with local conditions and developments. In addition, a proportion of our staff, mainly the management of the organisation, are employed under position-based contracts, which focus more on them achieving certain targets. The conditions of these contracts are also partially based on the agreements reached between the Works Council and Management Board.

# EU taxonomy

In the annual report, we made several amendments to the prescribed templates. The unmodified templates from the EU taxonomy regulation are published here. Fees and commissions and trading book KPIs will only apply for Van Lanschot Kempen effective 2026.

## Summary of KPIs to be disclosed by credit institutions under Article 8 taxonomy regulation

Total environmentally sustainable assets		KPI <sup>12</sup>	KPI <sup>13</sup>	% coverage (over total assets) <sup>14</sup>	% of assets excluded from the numerator of the GAR (Article 7(2) and (3) and Section 1.1.2. of Annex V)	% of assets excluded from the denominator of the GAR (Article 7(1) and Section 1.2.4 of Annex V)	
<b>Main KPI</b>	<b>Green asset ratio (GAR) stock</b>	10.5%	0.2%	10.5%	55.8%	23.5%	20.7%
					% coverage (over total assets)	% of assets excluded from the numerator of the GAR (Article 7(2) and (3) and Section 1.1.2. of Annex V)	% of assets excluded from the denominator of the GAR (Article 7(1) and Section 1.2.4 of Annex V)
<i>Additional KPIs</i>	<i>GAR (flow)</i>	7.3%	—%	7.3%	57.4%	184.0%	88.0%
	<i>Trading book<sup>15</sup></i>	-	-	-			
	<i>Financial guarantees</i>	0%	0%	0%			
	<i>Assets under management</i>	-	-	-			
	<i>Fees and commissions income<sup>16</sup></i>	-	-	-			

<sup>12</sup> Based on the counterparty's turnover KPI.

<sup>13</sup> Based on the counterparty's CapEx KPI, except for lending activities where for general lending turnover KPI is used.

<sup>14</sup> % of assets covered by the KPI over banks' total assets.

<sup>15</sup> For credit institutions that do not meet the conditions of Article 94(1) of the CRR or the conditions set out in Article 325a(1) of the CRR.

<sup>16</sup> Fees and commissions income from services other than lending and AuM.

1. Assets for the calculation of GAR FY 2023

The assets used for the calculation of the green asset ratio (GAR) are published below. Turnover is included in this table, with the exception of households, for which CapEx is published.

Million EUR		a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	p	q	r	
		31/12/2023																		
		Total [gross] carrying amount	Climate change mitigation (CCM)						Climate change adaptation (CCA)				Water and marine resources (WTR)				Circular economy (CE)			
			Of which towards taxonomy relevant sectors (taxonomy-eligible)						Of which towards taxonomy relevant sectors (taxonomy-eligible)				Of which towards taxonomy relevant sectors (taxonomy-eligible)				Of which towards taxonomy relevant sectors (taxonomy-eligible)			
		Of which environmentally sustainable (taxonomy-aligned)						Of which environmentally sustainable (taxonomy-aligned)				Of which environmentally sustainable (taxonomy-aligned)				Of which environmentally sustainable (taxonomy-aligned)				
		Of which use of proceeds						Of which use of proceeds				Of which use of proceeds				Of which use of proceeds				
		Of which transitional						Of which transitional				Of which transitional				Of which transitional				
		Of which enabling						Of which enabling				Of which enabling				Of which enabling				
		Of which use of proceeds						Of which use of proceeds				Of which use of proceeds				Of which use of proceeds				
		Of which enabling						Of which enabling				Of which enabling				Of which enabling				
<b>GAR - Covered assets in both numerator and denominator</b>																				
1	Loans and advances, debt securities and equity instruments not HFT eligible for GAR calculation <sup>17</sup>	9,178	7,446	1,368	–	11	–	–	–	–	–	–	–	–	–	–	–	–	–	
2	<b>Financial undertakings</b>	<b>2,100</b>	<b>684</b>	<b>27</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
3	Credit institutions	1,399	111	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
4	Loans and advances	14	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
5	Debt securities, including UoP	1,302	110	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
6	Equity instruments	82	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
7	Other financial corporations	701	573	26	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
8	of which investment firms	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
9	Loans and advances	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
10	Debt securities, including UoP	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
11	Equity instruments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
12	of which management companies	322	302	26	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
13	Loans and advances	322	302	26	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
14	Debt securities, including UoP	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
15	Equity instruments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
16	of which insurance undertakings	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
17	Loans and advances	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
18	Debt securities, including UoP	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
19	Equity instruments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
20	<b>Non-financial undertakings</b>	<b>2</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
21	Loans and advances	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
22	Debt securities, including UoP	1	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
23	Equity instruments	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
24	<b>Households<sup>17</sup></b>	<b>6,750</b>	<b>6,750</b>	<b>1,342</b>	–	<b>11</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	
25	of which loans collateralised by residential immovable property <sup>17</sup>	6,699	6,699	1,331	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
26	of which building renovation loans	51	51	11	–	11	–	–	–	–	–	–	–	–	–	–	–	–	–	
27	of which motor vehicle loans	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
28	<b>Local governments financing</b>	<b>327</b>	<b>12</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
29	Housing financing	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
30	Other local government financing	327	12	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	
31	<b>Collateral obtained by taking possession: residential and commercial immovable properties</b>	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	

<sup>17</sup>Due to uncertainty about the financial objective of the household loans collateralised by residential immovable property, we excluded €334 million in 2022 from our exposures to EU Taxonomy-eligible economic activities. This will therefore impact the GAR flow.







2. GAR sector information

Breakdown by sector - NACE 4 digits level (code and label)		a	b		c	d		e	f		g	h		i	j		k	l	
		Climate Change Mitigation (CCM)						Climate Change Adaptation (CCA)						Water and marine resources (WTR)					
		Non-Financial corporates (Subject to NFRD)				SMEs and other NFC not subject to NFRD		Non-Financial corporates (Subject to NFRD)				SMEs and other NFC not subject to NFRD		Non-Financial corporates (Subject to NFRD)				SMEs and other NFC not subject to NFRD	
		[Gross] carrying amount		Of which environmentally sustainable (CCM)		[Gross] carrying amount		Of which environmentally sustainable (CCM)		[Gross] carrying amount		Of which environmentally sustainable (CCA)		[Gross] carrying amount		Of which environmentally sustainable (CCA)		[Gross] carrying amount	
Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR	
1		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
2		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
3		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
4		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
...		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Breakdown by sector - NACE 4 digits level (code and label)		a	b		c	d		e	f		g	h		i	j		k	l	
		Circular economy (CE)				Pollution (PPC)				Biodiversity and Ecosystems (BIO)									
		Non-Financial corporates (Subject to NFRD)				SMEs and other NFC not subject to NFRD		Non-Financial corporates (Subject to NFRD)				SMEs and other NFC not subject to NFRD		Non-Financial corporates (Subject to NFRD)				SMEs and other NFC not subject to NFRD	
		[Gross] carrying amount		Of which environmentally sustainable (CE)		[Gross] carrying amount		Of which environmentally sustainable (CE)		[Gross] carrying amount		Of which environmentally sustainable (PPC)		[Gross] carrying amount		Of which environmentally sustainable (PPC)		[Gross] carrying amount	
Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR		Mn EUR	
1		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
2		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
3		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
4		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
...		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–

Breakdown by sector - NACE 4 digits level (code and label)		a	b		c	d	
		TOTAL (CCM + CCA + WTR + CE + PPC + BIO)					
		Non-Financial corporates (Subject to NFRD)				Non-Financial corporates (Subject to NFRD)	
		[Gross] carrying amount		Of which environmentally sustainable (TOTAL (CCM + CCA + WTR + CE + PPC + BIO))		[Gross] carrying amount	
Mn EUR		Mn EUR		Mn EUR		Mn EUR	
1		–	–	–	–	–	–
2		–	–	–	–	–	–
3		–	–	–	–	–	–
4		–	–	–	–	–	–
...		–	–	–	–	–	–



Continuation of 3. GAR KPI stock FY 2023 for Turnover Alignment

		r	s	t	u	v	w	x	z	aa	ab	ac	ad	ae	af
		31/12/2023													
		Pollution (PPC)				Biodiversity and Ecosystems (BIO)				TOTAL (CCM + CCA + WTR + CE + PPC + BIO)					
% (compared to total covered assets in the denominator)		Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)					
		Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)					
		Of which Use of Proceeds		Of which enabling	Of which Use of Proceeds		Of which enabling	Of which Use of Proceeds		Of which transitional	Of which enabling				
<b>GAR - Covered assets in both numerator and denominator</b>															
1	Loans and advances, debt securities and equity instruments not HFT eligible for GAR calculation	—%	—%	—%	—%	—%	—%	—%	—%	7.6%	0.3%	—%	0.1%	—%	14.8%
2	<b>Financial undertakings</b>	—%	—%	—%	—%	—%	—%	—%	—%	<b>32.6%</b>	<b>1.3%</b>	—%	—%	—%	<b>12.8%</b>
3	Credit institutions	—%	—%	—%	—%	—%	—%	—%	—%	7.9%	—%	—%	—%	—%	8.5%
4	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	0.1%
5	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	8.5%	—%	—%	—%	—%	7.9%
6	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	0.4%	0.4%	—%	—%	0.2%	0.5%
7	Other financial corporations	—%	—%	—%	—%	—%	—%	—%	—%	81.8%	3.7%	—%	—%	—%	4.3%
8	of which investment firms	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
9	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
10	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
11	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
12	of which management companies	—%	—%	—%	—%	—%	—%	—%	—%	93.7%	8.1%	—%	—%	—%	2.0%
13	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	93.7%	8.1%	—%	—%	—%	2.0%
14	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
15	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
16	of which insurance undertakings	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
17	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
18	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
19	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
20	<b>Non-financial undertakings</b>	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
21	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
22	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
23	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
24	<b>Households</b>										—%	—%	—%	—%	—%
25	of which loans collateralised by residential immovable property										—%	—%	—%	—%	—%
26	of which building renovation loans										—%	—%	—%	—%	—%
27	of which motor vehicle loans										—%	—%	—%	—%	—%
28	<b>Local governments financing</b>	—%	—%	—%	—%	—%	—%	—%	—%	<b>3.6%</b>	—%	—%	—%	—%	<b>2.0%</b>
29	Housing financing	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
30	Other local government financing	—%	—%	—%	—%	—%	—%	—%	—%	3.6%	—%	—%	—%	—%	2.0%
31	<b>Collateral obtained by taking possession: residential and commercial immovable properties</b>	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
32	<b>Total GAR assets</b>	—%	—%	—%	—%	—%	—%	—%	—%	<b>5.3%</b>	<b>0.2%</b>	—%	—%	—%	<b>38.2%</b>



Continuation of 3. GAR KPI stock FY 2023 for CapEx Alignment

		r	s	t	u	v	w	x	z	aa	ab	ac	ad	ae	af
		31/12/2023													
		Pollution (PPC)				Biodiversity and Ecosystems (BIO)				TOTAL (CCM + CCA + WTR + CE + PPC + BIO)					
% (compared to total covered assets in the denominator)		Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)					
		Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)					
		Of which Use of Proceeds		Of which enabling	Of which Use of Proceeds		Of which enabling	Of which Use of Proceeds		Of which enabling	Of which Use of Proceeds		Of which enabling		
<b>GAR - Covered assets in both numerator and denominator</b>															
1	Loans and advances, debt securities and equity instruments not HFT eligible for GAR calculation <sup>17</sup>	—%	—%	—%	—%	—%	—%	—%	—%	81.1%	14.9%	—%	0.1%	—%	55.8%
2	<b>Financial undertakings</b>	—%	—%	—%	—%	—%	—%	—%	—%	32.6%	1.3%	—%	—%	—%	12.8%
3	Credit institutions	—%	—%	—%	—%	—%	—%	—%	—%	7.9%	—%	—%	—%	—%	8.5%
4	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	0.1%
5	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	8.5%	—%	—%	—%	—%	7.9%
6	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	0.7%	0.7%	—%	—%	—%	0.5%
7	Other financial corporations	—%	—%	—%	—%	—%	—%	—%	—%	81.8%	3.7%	—%	—%	—%	4.3%
8	of which investment firms	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
9	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
10	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
11	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
12	of which management companies	—%	—%	—%	—%	—%	—%	—%	—%	93.7%	8.1%	—%	—%	—%	2.0%
13	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	93.7%	8.1%	—%	—%	—%	2.0%
14	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
15	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
16	of which insurance undertakings	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
17	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
18	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
19	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
20	<b>Non-financial undertakings</b>	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
21	Loans and advances	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
22	Debt securities, including UoP	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
23	Equity instruments	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
24	<b>Households<sup>17</sup></b>									100.0%	19.9%		0.2%	—%	41.0%
25	of which loans collateralised by residential immovable property <sup>17</sup>									100.0%	19.9%		—%	—%	40.7%
26	of which building renovation loans									100.0%	21.4%		21.4%	—%	0.3%
27	of which motor vehicle loans									—%	—%	—%	—%	—%	—%
28	<b>Local governments financing</b>	—%	—%	—%	—%	—%	—%	—%	—%	3.6%	—%	—%	—%	—%	2.0%
29	Housing financing	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
30	Other local government financing	—%	—%	—%	—%	—%	—%	—%	—%	3.6%	—%	—%	—%	—%	2.0%
31	Collateral obtained by taking possession: residential and commercial immovable properties	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%	—%
32	<b>Total GAR Assets<sup>17</sup></b>	—%	—%	—%	—%	—%	—%	—%	—%	57.2%	10.5%	—%	0.1%	—%	79.2%







## Continuation 4. GAR KPI flow FY 2023 CapEx

		r	s	t	u	v	w	x	z	aa	ab	ac	ad	ae	af	
		31/12/2023														
		Pollution (PPC)				Biodiversity and Ecosystems (BIO)				TOTAL (CCM + CCA + WTR + CE + PPC + BIO)						
% (compared to flow of total eligible assets)		Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-eligible)						Proportion of total new assets covered
		Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)				Proportion of total covered assets funding taxonomy relevant sectors (taxonomy-aligned)						
		Of which Use of Proceeds		Of which enabling		Of which Use of Proceeds		Of which enabling		Of which Use of Proceeds		Of which transitional		Of which enabling		
<b>GAR - Covered assets in both numerator and denominator</b>																
1	Loans and advances, debt securities and equity instruments not HFT eligible for GAR calculation <sup>17</sup>	-%	-%	-%	-%	-%	-%	-%	-%	-31.1%	-3.4%	-%	-0.1%	-%	-125.1%	
2	<b>Financial undertakings</b>	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
3	Credit institutions	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
4	Loans and advances	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
5	Debt securities, including UoP	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
6	Equity instruments	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
7	Other financial corporations	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
8	of which investment firms	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
9	Loans and advances	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
10	Debt securities, including UoP	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
11	Equity instruments	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
12	of which management companies	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
13	Loans and advances	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
14	Debt securities, including UoP	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
15	Equity instruments	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
16	of which insurance undertakings	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
17	Loans and advances	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
18	Debt securities, including UoP	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
19	Equity instruments	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
20	<b>Non-financial undertakings</b>	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
21	Loans and advances	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
22	Debt securities, including UoP	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
23	Equity instruments	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
24	<b>Households<sup>17</sup></b>									100.0%	10.8%	-%	0.2%	-%	38.9%	
25	of which loans collateralised by residential immovable property <sup>17</sup>									100.0%	10.0%	-%	-%	-%	41.1%	
26	of which building renovation loans									100.0%	-3.8%	-%	-3.8%	-%	-2.2%	
27	of which motor vehicle loans									-%	-%	-%	-%	-%	-%	
28	<b>Local governments financing</b>	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
29	Housing financing	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
30	Other local government financing	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
31	<b>Collateral obtained by taking possession: residential and commercial immovable properties</b>	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	
32	<b>Total GAR Assets<sup>17</sup></b>	-%	-%	-%	-%	-%	-%	-%	-%	67.8%	7.3%	-%	0.1%	-%	57.4%	



# Reporting principles

## Purpose

Our 2023 annual reporting which (in addition to this sustainability supplement) encompasses our annual report, tax transparency report, and GRI content index, is intended to inform our stakeholders on our financial and non-financial policies and the associated efforts and results recorded in 2023. The reporting in this supplement provides more details, especially in relation to our financial and non-financial value creation.

## Scope

Our reporting covers, as far as possible, the entire Van Lanschot Kempen organisation unless indicated otherwise, and is thereby generally in accordance with the list of entities as included in our annual report. A notable exception is the information related to the environmental footprint of our own operations, which is limited to the countries where we have significant operations: the Netherlands, Belgium, the United Kingdom and Switzerland. Other countries not included in the environmental footprint are, in aggregate, not considered to be material. We generally consolidate information based on the full consolidation method (when we have management control of the subsidiary).

## Reporting period

Our reporting covers the period from 1 January 2023 up to and including 31 December 2023, while also including comparative information from the previous two years 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 2024.

## Reporting process

We have introduced an internal reporting manual that specifies (e.g. for our KPIs) what definitions are used, how the data for the report is collected, and what checks and balances should be conducted.

## 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. Our GRI content index showing how GRI has been incorporated in our 2023 annual report can be found on our website ([vanlanschotkempen.com/en-nl/about-us/sustainability/reporting-and-regulation](https://vanlanschotkempen.com/en-nl/about-us/sustainability/reporting-and-regulation)).

## 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, employees, shareholders and bondholders, governments/regulators and business partners. Our annual report and sustainability supplement set out how we engaged our stakeholders in the reporting year, which topics stakeholders have raised with us and how we responded to them. Stakeholders with whom we engage are selected based on the stakeholder's link with the theme under discussion, stakeholder interest in participating in dialogue and pre-existing relationships. Our stakeholder engagement policy explains what our stakeholder engagement process looks like – see [vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders](https://vanlanschotkempen.com/en-nl/about-us/sustainability/governance-and-stakeholders). We warmly invite you to share your opinions and views with us – contact details can be found on the final page.

## Materiality

Our 2023 annual report mainly contains information on our material topics. 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 the second quarter of 2023 for the purpose of defining 2024 and 2025 targets and KPIs. Information on our latest materiality assessment is included in our annual report. Our reporting for 2023 is still based on our previous assessment, conducted in 2021, which is outlined in "Our 2021-23 materiality matrix" on page 5 above.

## Choices made when reporting activities in the value chain

Through our annual reporting we aim to provide all information that our key stakeholders require to make an informed assessment of our performance. As a wealth managers, our activities cover various parts of the financial sector value chain and have links to both asset owners (those who provide capital) and the real economy (generally companies that require capital to run and grow their business). In the process of allocating funds, we touch various groups of stakeholders, e.g. our employees and our shareholders.

We consider the information that is crucial for them to form their assessment to be "material". To understand which themes, topics and information they find important, we conduct a materiality assessment once every two years. 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 table on the next page).

A boundary indicates:

- 1) Where the impact (most likely) occurs (inside 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	Boundaries (where the impact occurs/type of involvement)				Comment
		Inside Van Lanschot Kempen	Involvement	Outside Van Lanschot Kempen	Involvement	
Profitability and cost effectiveness (1)	Clients, employees, shareholders, business partners	•	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 clients, employees, shareholders and business partners.
Growth (2)	Employees, shareholders, business partners	•	Causing	•	Directly linked	Getting entrusted with the capital of our clients is the most fundamental proof of being a successful wealth manager. By growing our AuM, we create additional value for clients and as an organisation. By expanding our AuM, we also increase our indirect impact.
Contribution to clients' wealth via investments (5)	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.
Quality of the workforce (6)	Employees, clients	•	Causing	•	Causing	Impact is caused inside Van Lanschot Kempen, as our HR policies are focused on our employees. In addition, there may be 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).
Diverse and inclusive workforce (8)	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).
Natural impact of our solutions (11)	Clients, business partners			•	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.
Client experience (13)	Clients			•	Causing	Although we cause an important proportion 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).
Quality and relevance of solutions (14)	Clients			•	Causing	Although we cause an important proportion of the impact internally (via our employees and our solutions), the impact itself occurs mainly outside Van Lanschot Kempen (with clients).
Social impact of our solutions (15)	Clients, business partners			•	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.
Ethics and integrity (17)	Clients, employees, shareholders, business partners	•	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).
Compliance with laws and regulations (19)	Clients, employees, shareholders, business partners	•	Causing	•	Directly linked	Impact takes place inside Van Lanschot Kempen (license to operate) but can also move outside our organisation (clients, employees, shareholders, business partners).

### 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 Strategy, Sustainability & Corporate Development team, which had an advisory role, especially in relation to non-financial data. The Strategy, Sustainability & Corporate Development department 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. Some of the data are drawn from central management information systems and some from local sources. The Strategy, Sustainability & Corporate Development department performs a plausibility check and collates the data supplied.

### Accuracy

Most of sustainability data we report is drawn from standard reporting systems and external sources. However, in some cases where such data was found to be lacking, we used assumptions or estimates. An illustrative example is that for some of our operations, mainly outside the Netherlands, we use assumptions to estimate the annual energy consumption and corresponding carbon footprint, for instance, because data on energy consumption for the full year is not available at the moment of reporting.

### Carbon calculation for our own organisation

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

- Because no final annual accounts were available at the beginning of 2024 for Van Lanschot Kempen's gas, electricity and water consumption for the full financial year 2023, these figures have partially been extrapolated.
- 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 apply a generic emission factor for the GHG emissions resulting from car travel in the Netherlands.
- 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 financed emissions

We estimate the carbon emissions associated with our balance sheet items, and assets under management, in accordance with the methodology of the Platform for Carbon Accounting Financials (PCAF). We calculate emissions associated with mortgages using the latest known loan-to-value ratio compared with the loan-to-value ratio at origination. Deviating from the PCAF methodology, we only calculated carbon emissions for mortgages that had been on our books for at least three years. This was done to smooth out any short-term deviations in our portfolios.

### 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 sustainability information that is in line with AFM Guidelines on Sustainability Claims. 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

We publish an integrated annual report. This means that the most material financial and non-financial information is covered in our annual report; details of these topics and 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 2022 as far as possible, so that the data remains readily comparable. Where earlier definitions or figures have been adjusted in 2023, this is expressly stated in the text or in the footnotes.

### Verification

Earlier versions of the annual report were submitted for feedback to internal departments, the Management Board and the Supervisory Board. The final version has been approved by the Management and Supervisory Boards. 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 Accountants NV (PwC). For more information on the scope of this verification, the activities performed by PwC and the results of these activities, see PwC's assurance statement on page 263 of our 2023 annual report. The Management Board is closely involved in the verification process and related findings. The findings of the review are shared with the Management and Supervisory Board.

### Other relevant sustainability publications

Detailed public information on our sustainability policies can be found on [vanlanschotkempen.com/en-nl/about-us/sustainability](https://vanlanschotkempen.com/en-nl/about-us/sustainability).

## Reference table: Disclosure of Non-Financial Information Act

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

In 2017, a 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>18</sup>		
				AR	S	W
Van Lanschot Kempen	Business model	19	Business model	8-11, 13-15, 30	–	vanlanschotkempen.com/en-nl/about-us/sustainability
	EU Taxonomy		Taxonomy eligibility and alignment	81-87	17-31	
Own organisation	Environmental	13	Policy	5, 21, 28, 47	10, 34	vanlanschotkempen.com/en-nl/about-us/sustainability/sustainability-in-our-own-operations
			Results	7, 14-15, 21-23, 44, 47,	10, 11, 13, 14	
			Risks and management	71	–	
			KPIs	5, 14-15	7, 11	
	Social and employees Human rights Anti-corruption and bribery	6, 8	Policy	9, 23, 39-42, 51	–	
			Results	5, 14-15, 24, 40-43, 53,	15, 16	
			Risks and management	39-42	–	
			KPIs	14-15, 39	8	
Balance sheet	Environmental	11	Policy	28, 45-47	10, 34	vanlanschotkempen.com/en-nl/about-us/sustainability/policies-and-resources
			Results	14-15, 44, 45-47, 92	10, 12, 13	
			Risks and management	71-72	–	vanlanschotkempen.com/nl-nl/private-banking/hypotheken
			KPIs	14-15, 45-47	7	
	Social and employees Human rights Anti-corruption and bribery	15, 17	Policy	50-52	–	
			Results	92, 50-52	8	
			Risks and management	39-42	–	
			KPIs	–	–	
Assets under management (AuM)	Environmental	11	Policy	22, 28, 44, 45-48	10, 34	vanlanschotkempen.com/en-nl/investment-management/sustainability-approach
			Results	7, 14-15, 22, 44, 46	9, 10, 12, 13	
			Risks and management	46, 73	–	vanlanschotkempen.com/nl-nl/private-banking/beleggen/duurzaam-beleggen
			KPIs	14-15, 46	7	
	Social and employees Human rights Anti-corruption and bribery	15, 17	Policy	50-52	–	
			Results	14-15, 51, 92	8	
			Risks and management	50-52	–	
			KPIs	14-15, 50-52	8	

<sup>18</sup> AR: annual report S: sustainability supplement W: Van Lanschot Kempen website.

# Glossary

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

## De Nederlandsche Bank (DNB)

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

## Dutch Authority for the Financial Markets (AFM)

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

## Engagement

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.

## Global Reporting Initiative (GRI)

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)

## Greenhouse Gas Protocol

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

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)

## MSCI

Well-established ESG data provider with almost 50 years of experience, used by over 1,400 investors. MSCI rates more than 8,700 companies on an ongoing basis. Companies receive a thorough review at least annually. [msci.com](https://www.msci.com)

## OECD Guidelines for Multinational Enterprises

The OECD Guidelines for MNEs 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)

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. [carbonaccountingfinancials.com](https://www.carbonaccountingfinancials.com)

## Principles for Responsible Investment (PRI)

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

## Sustainalytics

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

Ranks 51 Dutch companies on the level of transparency they provide on tax.

## Transparency Benchmark (Transparantiebenchmark)

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.

## United Nations Guiding Principles (UNGP)

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

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)

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This report was published on 22 February 2024.