



VAN LANSCHOT  
KEMPEN

# Inclusion and Diversity Policy

June 2023

## Contents

- 1. Our vision on inclusion and diversity >
- 2. Our ambition to grow into an increasingly diverse organisation >
- 3. Our approach: five pillars to unlock the potential of inclusion and diversity >
- 4. Our intention: to improve continuously >
- Contact details >
- Appendix >



# 1. Our vision on inclusion and diversity

At Van Lanschot Kempen we preserve and create wealth for our clients and for society in a sustainable way. Our commitment to inclusion and diversity goes hand in hand with our ambition to contribute to a sustainable and more inclusive world. We firmly believe that to do so effectively we need to foster an inclusive workplace where everyone's unique contributions are valued and where we optimise our combined talents.

## **Making diversity dynamic**

For Van Lanschot Kempen diversity is about something fundamentally different than managing numbers and reporting on KPIs. Similarly, reflecting society is not an end in and of itself. Such a 'static' interpretation of diversity does not do justice to what it should really be about: making diversity dynamic by unlocking its potential to the benefit of our employees, our clients, our partners, and society as a whole. Giving meaning to inclusion and diversity therefore requires more than steering by numbers. For us it is about striving to make inclusion and diversity work for our entire organization, and hence all of our stakeholders.

## **An inclusive environment**

Unlocking the potential of diversity while at the same time having the know-how to address and facilitate it in an inspiring way. It requires from our teams that they leverage the unique qualities of every member to activate the team's full potential. It also requires each individual in our organization to connect their capabilities with the capabilities of others. So that we as an organization can be both diverse and act as one.

## **Our entrepreneurial spirit**

The entrepreneurial spirit that characterizes Van Lanschot Kempen hinges on our collective ability to bring a different perspective to the table. We do this day in, day out by facilitating the individual needs of our clients, by engaging with different perspectives earnestly, by being curious about what new opportunities they could bring us, thus contributing to the competitive advantage that we have as Van Lanschot Kempen. Our willingness to gain new perspectives, value differences and our attitude to adapt to change is instrumental in making diversity work for us.

## **Diversity in all its forms**

We aim for diversity not only in terms of gender, nationality, age, educational background, sexual orientation and gender identity, religion, ethnic background, disability or distance to the labour market, but also across personal experiences, characteristics, socioeconomic backgrounds, and the different skills that people bring. We recognise the true value of having diverse perspectives at the table, and also realize it takes time to learn and adapt to get there. In line with our motivation to adapt to change, we are committed to ensuring we take steps to attract, develop and retain a diverse range of talent.

### **Keeping up with societal developments**

Independent of our motivation to foster an inclusive workplace, taking inclusion and diversity seriously is also simply necessary to keep up with the developments in our environment and in society as a whole. With every year that passes, our clients and colleagues are becoming more diverse. Growth opportunities will be hampered for organisations that lack the adaptability to serve these emerging groups. We therefore strive to work on inclusive finance as we increasingly learn from new clients, for example female entrepreneurs and clients with different ethnic backgrounds. A diverse workforce empowers us to cater to this new generation of clients.

Additionally, the labour market is continually changing: the proportion of female graduates is consistently greater than the proportion of male graduates, the share of graduates with a migration background is steadily increasing, and the potential of people with an occupational disability is increasingly being unlocked. The new generation of talent expects nothing less of their (prospective) employers than that they strive to create a safe, diverse, and inclusive environment. Stemming from our motivation, and the necessity to strengthen our competitive position, we want to actively engage with all of these developments.

### **Unlocking the true potential of diversity**

Attracting, developing and retaining diverse perspectives, in combination with clear expectations and responsibilities for each of us to play our part in fostering an inclusive environment, is how we work together at Van Lanschot Kempen to unlock the true potential of diversity. Thus, serving our clients, partners, and society more effectively.



## 2. Our ambition: To grow into an increasingly diverse organisation

In recent years we have been giving more attention to the broader topic of inclusion and diversity. We believe an inclusive culture will go a long way towards improving diversity and vice versa.

Our workforce – including our international colleagues – is becoming more diverse and our employees' perception of inclusion, according to our employee engagement survey, has significantly grown over the past years. From this perspective, we are on the right track, but it is only the beginning of our journey.

Focus helps us to make choices. This means that we do not try to do everything at once but first establish the fundamental basics when it comes to fostering an inclusive and diverse organisation. From a gender perspective, we acknowledge that we have work to do. That is why our current focus is to strive to increase the percentage of women in our top levels, our senior management levels and in all other levels throughout the organization. We intend to use the knowledge and experience we gain in working towards achieving gender balance to also improve other aspects of diversity at Van Lanschot Kempen. In the coming years, our aim is to build on our accumulated experiences with minority groups in order to grow into an increasingly diverse organization.

Ways in which we do this, for example, is by listening to our Employee Resource Groups, having questions on Inclusion & Diversity in our Employee Engagement Survey and organizing dialogue sessions and Inclusion & Bias Awareness trainings.

[Van Lanschot Kempen Annual Report 2023 on inclusion and diversity](#)



# Van Lanschot Kempen Annual Report 2023

In 2023, we further embedded inclusion and diversity in our core HR processes and activities, with a particular focus on our recruitment and selection processes, as well as talent development initiatives.

In terms of gender diversity, we aim for 50% male and 50% female in our inflow across all levels. To support the business in achieving this balance, we:

- Offer flexible hours and working conditions;
- Embed unbiased interview technique training in our hiring process (to standardise the approach);
- Use game-based assessment for junior positions (to reduce the potential for biased decision-making);
- Have partnerships with agencies and networks focusing on female talent.

In line with the Ingrowth Quota and Target Ratios Act that took effect on 1 January 2022, we also aim for a minimum of 30% women and 30% men in the three levels immediately below the Management Board (senior staff). To achieve this target, we have drafted concrete action plans in collaboration with employees and our Management Board.

- For instance, when it comes to recruiting for senior staff positions, our intention is to have a final recruitment shortlist that is well balanced from a gender perspective.
- In 2024, we will pay extra attention to building an external network of potential female candidates for future positions at mid to senior levels.
- For positions immediately below Board level, the Management Board must approve appointments.

We believe that throughflow, supported by good succession planning, is important for keeping home-grown talent within our organisation.

- We apply the principle that the internal pipeline should be activated through talent reviews, succession planning and workforce planning.
- We aim for proportional promotions while also taking into account the composition of our workforce.

At year-end 2023, the inflow of female employees year-on-year was 41%, the same as in 2022. In contrast, the gender balance among senior staff was 19.0% female, which represents a slight improvement of 1.1% percentage points though well below our target of 30%.

In 2023, we also took steps to broaden the ethnic diversity of our workforce. We began a collaboration with Roots Inspire: a leadership development platform that helps organisations build an internal pipeline of ethnically diverse leaders under the guidance of inspiring role models. The programme works from all angles: offering development for existing colleagues, mentoring external talent that we would like to attract to our organisation, and working with current leaders in our organisation to learn about the perceived career blockers.

To maintain continuous awareness of our targets for senior staff, and to foster commitment to achieving our shared action plan, the topic of diversity is regularly discussed within our business unit management teams.



### 3. Our approach: Five pillars to unlock the potential of inclusion and diversity

We believe genuine dedication enables us to create value for the longer term, which is why we are committed to truly embedding inclusion and diversity throughout the entire ecosystem of Van Lanschot Kempen. We strive to unlock the potential of diversity today, tomorrow and in the future. Which means that we look beyond static numbers to mirror society as an end in and of itself. With this in mind we have identified five pillars that will enable us to continuously work on and realize our ambitions to add value for our employees, shareholders, our clients and society as a whole.

An inclusive environment requires meaningful collaboration between persons in leadership positions, our teams, and each individual. Our five pillars are aimed at empowering each of our colleagues to bring what makes them unique, while simultaneously stimulating collaborative and meaningful relationships across Van Lanschot Kempen.

Our ambition is to be an attractive and inclusive employer for all talent available in the labour market. By investing in the development of our leadership we ensure that our leadership levels have a deep understanding of inclusion and diversity and are equipped with the knowledge and skills to embrace and embed it throughout our organisation. We continuously strive to attract a diverse range of talented professionals. We believe one of the reasons people choose Van Lanschot Kempen over our competitors is because of the broader and deeper level of responsibility we are able to offer them. We offer our employees the opportunity to assume a broad range of responsibilities and to have impact in what they do. To accommodate the individual needs of our employees we offer flexible and

inclusive labour conditions. We take deliberate steps to remove obstacles as we strive to level the playing field. We are working on the accessibility of our offices. We take action to structurally improve our employment practices in light of inclusiveness. And lastly, we are transparent about our ambitions and goals on inclusion and diversity and seek internal and external ways to monitor our progress as we pursue our purpose to preserve and create wealth in a sustainable way.

## Pillar 1. Our leadership walks the talk

**An inclusive and diverse workplace will only be realised when leadership is truly committed to not just talking the talk, but also walking the walk.**

Therefore, we ask of our leadership to lead by example in creating an inclusive culture by being curious, vulnerable, and creative in building diverse teams. We invite our leaders to openly share their personal stories, ambitions, and challenges and to elaborate on why they find inclusion and diversity important for their teams. We expect our leadership levels to be clear and transparent about our goals on inclusion and diversity. We encourage our leaders to engage in active and open dialogue with their teams to promote a deep understanding of inclusion and diversity and to foster a commitment to embedding inclusion and diversity throughout our entire organization. We equip our leaders with the knowledge and skills to bridge differences and leverage the respective capabilities of the unique individuals within their teams.

We expect our leaders to keep inclusion and diversity on their management agenda continuously, just as the Management and Supervisory Boards have committed to do. Our leaders are accountable for both the composition of their teams – how truly diverse their teams are and what actions they have taken to improve the overall representation – and indicators on the engagement and functioning of the team (ranging from dashboard reporting to survey outcomes).

To support the realisation of these objectives we provide our leaders with the necessary resources to invest in themselves and their teams. We offer different webinars,

workshops and programs, alongside inclusion and bias awareness trainings.

## Pillar 2. We attract, hire and retain diverse talent

**We want to build the best teams possible and recognise that in order to do so, we need to attract and hire a more diverse pool of candidates. We believe that different profiles add new perspectives to our company and we are committed to putting these talents on the right spot, and retaining them. We are motivated to ensure equality of opportunity and support the growth of our employees by providing opportunities for development.**

Our aim is to create a continuous flow of talent. Both an internal flow of talent, and talent coming from outside of our organization. We continue to refine the approach we take to attracting diverse talent, including the use of specialized search agencies, talent sourcers and our own referral program to build truly diverse talent pools and to proactively reach out to talent in the market.

We are taking action to achieve a better overall gender balance and aim for at least one third women and one third men in both the Management and Supervisory Board and for at least 30% women and 30% men in senior management levels. We aim for gender balance on inflow across all job levels while accepting that for specific roles the labour market is tight and our ambitions will be challenging to achieve. We intend to increase – on an annual basis – the number of people working for us with a disability or distance to the labour market, and also with an international background.

We aim for our recruitment to take place in an inclusive manner. Hiring teams and selection panels will consist of people with different backgrounds and will change regularly to keep a fresh perspective on the people we hire. We communicate our commitment to inclusion and diversity via our social media platforms, we share diverse content on the careers section of our website, while also giving attention to the gender-neutrality of our vacancy texts.

We work on internal mobility and succession planning in general, also incorporating the perspective of diversity. We offer our employees the opportunity to assume a broad range of responsibilities and to have impact in what they do. Being recognised and valued for their individual talents and provided with the opportunity to further develop these talents lies at the foundation of our efforts to support each colleague in unlocking their full potential. We see attracting, hiring and retaining diverse talent as a key element of executing on our independent, specialist wealth management strategy in the markets we operate in.



### **Pillar 3. We offer flexible and inclusive labour and working conditions**

**To give space to our employees to express their personal identities and to meet their individual needs we are committed to offering flexible and inclusive labour and working conditions, thereby stimulating a greater sense of belonging for all of our colleagues.**

We offer flexible hours, work locations and working from home options – in consultation with management. We empower our leaders to be responsive to the individual needs of their team members. Our main offices are accessible for people with a disability. We support parents of young children encountering the challenges of simultaneously working and raising children by providing for up to 20 weeks of maternity leave, 6 weeks of partner leave, or 6 weeks of adoption leave (fully paid). We give room to our employees to choose which public or religious holidays they want to celebrate, and offer the option to exchange days where preferred.

### **Pillar 4. We strive for a level playing field**

**We are intrinsically motivated to achieve equal pay for equal work. We take action to level the playing field, by removing the less visible barriers that (prospective) colleagues encounter.**

We are committed to equal pay for equal work and aim to further close the pay gap between men and women at Van Lanschot Kempen to within a range of +/-2%, and will measure this bi-annually.

Given our international presence, but also for the purpose of enhancing cultural diversity, and promoting an inclusive culture, we are increasingly becoming a bilingual organization. We offer Dutch and English language courses to our colleagues and publish our vacancies in both languages, alongside working towards having most of our documents available in both Dutch and English.

### **Pillar 5. We aim to structurally improve our inclusive employership**

**To foster an inclusive workspace we need to ensure that we hear those who experience inappropriate behaviour, that we promote an open dialogue and that we welcome the expertise of others.**

We structurally embed safe spaces in order that our colleagues feel safe to speak out in case they experience inappropriate behaviour. We have systems in place, both internally and externally, to prevent, report and address complaints – and we actively take steps to both engage our colleagues in dialogue and to remove any barriers to speaking up.

A personal approach is part of our unique offering to our clients; in the same way our colleagues are invited to share their stories, ambitions, and challenges in order to foster an open dialogue and create awareness of the importance of an inclusive environment where everyone feels welcome.

We actively invite our external partners and the networks we are part of to help us set standards, to share their best practices with us, to assess our employment practices and

to lend their expertise on how we can further improve in order that we can be the inclusive employer we aim to be.



## 4. Our intention: To improve continuously

This policy lays out Van Lanschot Kempen's vision on inclusion and diversity, while simultaneously outlining the concrete steps that we are committed to taking in order to make this vision a reality. We know that working on inclusion and diversity requires continuous attention, an open mindset, and the willingness to gain new perspectives. This policy therefore does not aspire to be 'finished' or 'final'. Instead, it aims to provide a solid foundation on which we can build over the years to come. As societal views change over time we will review this policy regularly, at a minimum once per three years.

To improve upon this policy, we will closely monitor how the vision and concrete steps laid-out in this text are lifted from paper and how they land in practice. We will continue to conduct employee surveys and to promote open dialogue within our organisation to collect feedback. We will provide an update in our annual report regarding the progress we are making on inclusion and diversity. Furthermore, we will carry on the conversation with our colleagues at Van Lanschot Kempen, and also with our internal and external networks to continuously improve, to sharpen our interventions and to determine together the next best steps to further foster an inclusive workspace.

In this way, we will continue to evolve to the needs of our stakeholders – our employees, our clients, and society as a whole.

### Contact details

Would you like to discuss the content of our Policy further? Then please contact our Inclusion & Diversity Manager.

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# Appendix



## Pillar 1. Our leadership walks the talk

An inclusive and diverse workplace will only be realised when leadership is truly committed to not just talking the talk, but also walking the walk.

- › **Inclusion and diversity on the agenda of our management team meetings.** We make sure our managers address inclusion and diversity regularly by making it a topic on the management team meetings agenda at a minimum once every quarter, where the inflow, throughflow & outflow data is reviewed, and action plans are (re-)assessed.
- › **Employee Engagement Surveys.** We regularly conduct pulse surveys alongside our Employee Engagement Survey to gain insights into where we are doing well as an organization and where we can do even better. Specifically on inclusion and diversity the results on 'Inclusion', 'Voice', 'Growth' and 'Fair pay' are reviewed to assess how the responses of various (minority) groups compare to the group as a whole. The results and comments are provided

to all managers in order to activate a conversation within their teams and to activate a conversation within their teams and to determine action plans for improvement initiatives.

- › **Manager Journey.** We have launched a Manager Journey which provides our managers with training sessions on the skills they need to stimulate, motivate and develop our people. The program also includes one day on inclusive leadership, with a deep dive into the biases that managers need to be aware of, such as within the recruitment & selection process, and within the performance review cycle and promotion process
- › **Leadership development.** Besides the Manager Journey, we have introduced the Leadership Communication Course for our leaders, as communication is one of our most important assets. Through this program our leaders are supported to boost their personal impact through inclusive day-to-day communication. We also offer Leadership Team Boosts using Management Drives where we deep dive into the diverse profiles in our

teams and create awareness of the different perspectives

- › **Manager webinars on combining family life and work.** We provide tailored sessions to managers of parents and women in menopause to address the challenges faced by parents caring for a family with young children in combination with a career and work/life balance, the impact of pregnancy and childbirth, and the challenges faced by women experiencing symptoms of the menopause while working. The objective is to provide managers with tools for discussing the physical and mental aspects of both young parenthood and menopause.
- › **Manager workshops.** We organise different workshops to equip managers with the tools to support their teams with managing stress and workloads, or to stimulate development as part of the annual performance management goal-setting cycle. The objective is to ensure we facilitate an inclusive environment where colleagues are stimulated to develop their skills.

## Pillar 2. We attract, hire and retain diverse talent

**We want to build the best teams possible and recognise that in order to do so, we need to attract and hire a more diverse pool of candidates. We believe that different profiles add new perspectives to our company and we are committed to putting these talents on the right spot, and retaining them. We are motivated to ensure equality of opportunity and support the growth of our employees by providing opportunities for development.**

**To stimulate a continuous flow of diverse talent we take a multi-pronged approach.**

- › **Employer branding.** We share the diverse stories of our colleagues and celebrate specific days in the year as part of our inclusion & diversity calendar, both via our intranet and our social media platforms. We recognise the importance of raising awareness of the diverse range of backgrounds & experiences our colleagues have, while continuing to promote an inclusive environment where diversity is welcomed. In line with our strategy to be an attractive and inclusive employer for all talent sources available in the labour market we also convey a diverse range of content on our recruitment website.
- › **Talent sourcers.** We continuously strive to recruit a diverse range of talented professionals and to support this objective we have dedicated sourcers who reach out to prospective talents in the labour market and invite them to consider working for our company.
- › **Search agencies.** We engage with specialised search agencies to support us with attracting a broad & diverse range of candidates into the application process.
- › **Referral program.** Van Lanschot Kempen considers its

own employees to be the best ambassadors on the labour market. Our own employee's diverse networks often contain people who are a great match for our organisation. We actively stimulate our ambassadors to reach out to potential colleagues that add to the diversity of our workforce, and offer a referral fee.

- › **Talent pools.** We build diverse external pools of talent who we keep in contact with regarding potential opportunities opening up at Van Lanschot Kempen.
- › **Different educational background.** In our quest to attract a more diverse range of talent, we are opening up to different educational backgrounds, particularly within our entry-level roles.
- › **Gender-neutral vacancy texts.** We embed the use of gender-decoding tools in our vacancy drafting process to check the gender-neutrality of our text.
- › **Balanced selection pools.** Within the selection process, in order to facilitate a fair assessment of the candidate, we are working on having balanced selection pools (such as 50% female and 50% male) in place.
- › **Working with a disability.** We believe that all talent should be utilised. That is why we have a central budget to support the hiring of people with a disability. We believe in creating sustainable jobs with perspective to grow which is why we focus on putting people in the right spot. To support our strategy to hire and retain talents with a distance to the labour market, we partner with a number of organisations who connect us with talents with a disability, such as Onbeperkt aan de Slag, Ctalents, Studeren en Werken op Maat, IT Vitae, and UWV.

**To support the retention of our talent we provide internal mobility and growth opportunities.**

- › **Gender balance.** We are taking action to achieve a better overall gender balance and aim for at least one third women and one third men in both the Management and Supervisory Board and for at least 30% women and 30% men in senior management levels. We are adapting our recruitment and promotion processes to ensure that they are inclusive, and to create awareness of biases amongst the key actors in executing these processes. Improving our gender balance is a key priority for us as a company. In working to achieve this we are also focusing on building our funnel of talent and stimulating female throughflow by giving attention to developing our mid-level talent pipeline, as this can be an effective lever to increase the representation of women in senior leadership positions in the longer term.
- › **Internal mobility.** At Van Lanschot Kempen we find it important to offer existing talent the opportunity to develop and grow within our company. We also offer our talent the opportunity to move on to another position within the organisation or to play an active role in projects. When promoting internal mobility, we focus on strengthening diversity in the various echelons of the organisation.
- › **360-feedback.** It is important to facilitate an open dialogue as part of a continuous learning cycle and an inclusive culture, therefore we invite feedback from others in order to identify the skills we can further develop. We support each other to unlock everyone's full potential.
- › **Mentoring program.** Within Van Lanschot Kempen we believe that we can learn from each other and that is what mentoring is all about. It helps professionals who are willing to learn and develop themselves with the

support of colleagues who are open to sharing their experiences and imparting advice. This also builds sustainable relationships and contributes to our inclusive culture.

### Pillar 3. We offer flexible and inclusive labour and working conditions

To give space to our employees to express their personal identities and to meet their individual needs we are committed to offering flexible and inclusive labour and working conditions, thereby stimulating a greater sense of belonging for all of our colleagues.

- › **Flexible way of working.** We offer a hybrid way of working ("our way of working"), which translated into practice means colleagues come to the office for team-meetings and brainstorming sessions and can continue to work from home in line with their schedule. We provide our employees with the necessary hardware to work remotely. We also offer flexible working hours, part-time working options and the possibility to 'build your own schedule' in consultation with your manager. Thereby offering maximum flexibility to facilitate a diversity of personal needs and wishes.
- › **Flexible inclusive conditions.** We provide colleagues the option to exchange generally recognized public holidays (such as Easter Monday) with another religious holiday (such as Eid Al-Fitr) if preferred. We aim to be inclusive in the conditions we offer, with the intention to stimulate a greater sense of belonging for all our colleagues.
- › **Flexible budget.** At Van Lanschot Kempen we strive to be an inclusive employer and hope that everyone feels comfortable to bring their true self to work, which means that

we allow colleagues to wear visible symbols of religious beliefs or other symbols that are important to them. We also find it important to value the diversity of beliefs held by our employees and provide room for different beliefs and a quiet space to reflect during the working day, for instance a prayer room. We are also conscious that not everyone identifies as male or female, and to give space to our employees to express their personal identity, we have designated gender-neutral toilets.

- › **Accessibility for everyone.** We ensure that our working environment is accessible for people with a disability. We have a colleague dedicated to supporting the hiring, onboarding and retention of colleagues with a distance to the labour market, who provides support where needed.
- › **Child-related leave.** We support parents of young children by offering up to 20 weeks of maternity leave, up to 6 weeks of partner leave, and 6 weeks of adoption leave. We also offer up to 26 weeks of parental leave to take care of children under 8.
- › **Care-related leave.** We offer up to 4 weeks of short term care leave and up to 6 weeks of long-term care leave (in every period of 12 months).
- › **A lifecycle approach.** We recognise that there are times in the lifecycle where employees need more support than usual, for instance during menopause or when becoming a parent, which is why we also offer webinars and workshops to address these challenges.

### Pillar 4. We strive for a level playing field

**We are intrinsically motivated to achieve equal pay for equal work. We take action to level the playing field, by removing the less visible barriers that (prospective) colleagues encounter.**

- › **Equal pay for equal work.** In line with our core values, Personal, Specialised, Entrepreneurial and Decisive, we support the principles of both equal opportunity and equal pay (in comparable positions) which is, of course, always more than the living wage. In 2023, we engaged an external party, AnalitiQs, to carry out an in-depth analysis to test the assumption that we adhere to the principles of equal opportunity and equal pay. The scope included all internal employees in the Netherlands. The results of this analysis indicated an unexplained (corrected) pay gap of 3%; for comparison purposes, the Statistics Netherlands (CBS) average is 5.5% and the average for Dutch financial institutions is 13%. In order to address this gap, we make adjustments as part of our regular compensation. We have set a KPI for 2023-2024 to reduce our pay gap to within a range of +/-2%.
- › **Corporate language.** We are taking steps to become a bilingual organization as we aim to be inclusive for all of our stakeholders, including both clients and employees. Therefore, within our organisation, we use English as our corporate language in addition to Dutch. To support this approach we publish our vacancies in both languages, we offer (Dutch and English) language courses to our colleagues, and we determine which languages should be used for internal & external communications. As we expand our offering in Belgium we will also take into account where we need to incorporate French.

## Pillar 5. We aim to structurally improve our inclusive employership

To foster an inclusive workspace we need to ensure that we hear those who experience inappropriate behaviour, that we promote an open dialogue and that we welcome the expertise of others.

- › **Systems and policies to prevent, report and address complaints.** We strive for a trusted and safe working environment where everyone can be themselves and where undesired behaviour is not accepted or tolerated. We have systems in place to prevent, report and address complaints – and actively take steps to engage our colleagues in dialogue and take actions to remove barriers to speaking up.
  - **Policy of (un)desired behaviour.** Van Lanschot Kempen has formulated a policy that outlines the actions that should be taken when there is a suspicion of undesired behaviour – including sexual harassment. We actively promote and create awareness of the systems we have in place to support the implementation of this policy.
  - **Confidential counsellors (internal).** We have four designated internal advisors to whom employees can speak confidentially, in particular if they experience inappropriate behaviour.
  - **Company counsellor (external).** The company counsellor is available for employees and offers guidance in dealing with the situation at hand. This may involve, for example, bullying in the workplace or harassment. The company counsellor is independent and external.
  - **Complaints procedure.** The complaints procedure is intended to ensure that an employee with a

complaint is taken seriously and feels heard in a fair and independent manner, that the complaint is handled with due care and that the submission of a complaint does not have any adverse consequences for the complainant.

- **Complaints committee.** The committee handles complaints from employees regarding the inappropriate and/or unacceptable actions of other employees or of Van Lanschot Kempen as an employer.
- **Health and Safety Service.** Van Lanschot Kempen works together with the occupational health and safety service Human Capital Care. At the end of 2021 a study into the working conditions within our company, the so-called Risk Inventory and Evaluation, was carried out. This study also included questions on inappropriate behaviour and responses were anonymous. Human Capital Care delivered a report with recommendations on next steps.
- › **Facilitating dialogue, connection, and collaboration.** A personal approach is part of our unique offering to our clients. In the same way, our colleagues are invited to share their stories, ambitions, and challenges in order to foster an open dialogue and create awareness of the importance of an inclusive environment where everyone feels welcome.
  - **VLK Networks.** We work actively with our Women's Network, International Network and our Pride Network to facilitate connection between our colleagues, to promote a dialogue on meaningful topics, to create awareness of common challenges encountered and to learn from each other's experiences.
  - **Inclusion & bias awareness sessions.** We offer these sessions to our colleagues with the objective to increase knowledge around biases and to promote

awareness of inclusion at Van Lanschot Kempen. We have recently created gender inclusivity guidelines to make sure that we include the gender diverse employees and clients of Van Lanschot Kempen. You can read more about these guidelines [here](#).

- › **Partnerships to learn from the expertise of others.** We actively invite our external partners and networks to help us set standards, to share their best practices, to assess our performance and to share their expertise on how we can further improve. With the objective to continuously foster an inclusive environment we are engaged in a number of external partnerships and collaborations.
  - **Workplace Pride** – Workplace Pride – We became a member of Workplace Pride in 2021 and launched this internally during Pride Week. We have quarterly meetings with our Workplace Pride account manager to discuss which next steps we can focus on to further increase our level of LGBTQ+ inclusion at Van Lanschot Kempen.
  - **Women Inc** – INCubator program – We are a member of the WomenInc INCubator program alongside a number of other organisations in the Netherlands and during quarterly sessions we deepdive into topics relevant to inclusive employership.
  - **WIFS** – [WIFS](#) – We are a partner of WIFS, a platform focused on creating a better (gender) balance in the financial services sector.
  - **Lead Your Future** – [Lead Your Future](#) – We are an active partner of this platform for young female talent studying in the Netherlands. We have a number of role models who actively participate in the events that Lead Your Future host.