



Van Lanschot

2016 Corporate Social Responsibility Supplement

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About this supplement

Van Lanschot Kempen publishes an integrated annual report that includes both financial and non-financial information. The most material non-financial information is incorporated in the integrated report. Other less material non-financial information, or information only requested by a few stakeholders, is set out in this supplement or on our website at corporate.vanlanschot.nl/en/responsible.

1. Framework and overview of non-financial data

The framework set out below supplements our annual report and offers a more detailed overview of our corporate social responsibility policy. It shows the most important risks, targets (KPIs for the 2016-20 period) and achievements in each of the four focus areas.

Focus areas	GRI aspects ¹	Material topics	Key risks	KPIs for 2016-2020	Achieved 2015	Achieved 2016	KPI achieved?	More info
1. Core banking activities – Client acceptance – Responsible/sustainable investments – Impact investing – Corporate Finance & Securities – Investments in associates – Responsible lending	1, 3 through 9	1 through 6, 10 through 13, 23	Reputational damage, e.g. via dishonest clients, irresponsible lending and investment	KPI 1: Higher client loyalty score than previous year (Net Promoter Score) ²	– 11 PB – 17 Evi 32 AM	– 3 PB – 11 Evi		AR p. 12
				KPI 2: Growth in assets under screening (AuS) ³ – Private Banking – Evi – Asset Management	78% 79% 100% 76%	82% 75% 100% 85%		AR p. 45
				KPI 3: Screening balance sheet for responsible use of entrusted funds	Forum Ethibel certificate achieved	Forum Ethibel certificate achieved		AR p. 12
2. Good employment practices – Training – Talent development – Employability – Diversity	1 through 6	17, 18, 21	Employees who are not sufficiently client-focused or sufficiently expert and engaged	KPI 4: Enhancing employee engagement	71%	No score; actions done on health and engagement scan		AR p. 56
3. Environmental management and purchasing – Carbon reduction – Responsible purchasing	1, 3, 6		Reputational damage – due to dishonest or irresponsible business partners – due to greenwashing	KPI 5: For the 2016-25 period: a carbon reduction per FTE averaging 2% p.a.	Carbon emissions 5,324 tonnes (–16.3%) Per FTE: 2.86 tonnes (–14.8%)	Carbon emissions 4,950 tonnes (–7.0%) Per FTE: 2.66 tonnes (–6.9%)		CSR supplement p. 11
4. Social engagement and external assessment – Sponsorship and donations – Stakeholder dialogue – Transparency	2, 7, 8, 9	5, 23, 24	Reputational damage – due to insufficient attention to transparency and society's expectations – through donations to or sponsorship of dishonest organisations	KPI 6: Transparency benchmark: top 20	16th in list of 245 companies	12th in list of 252 companies		AR p. 12
				KPI 7: Sustainalytics: top 10 (peer group)	1st in peer group	1st in peer group		AR p. 12

KPI fully achieved
 KPI largely achieved
 KPI stable; partially achieved
 KPI achieved to a small extent
 KPI not achieved

¹ For GRI Aspects, see chapter Reporting Principles, pp. 14-17.

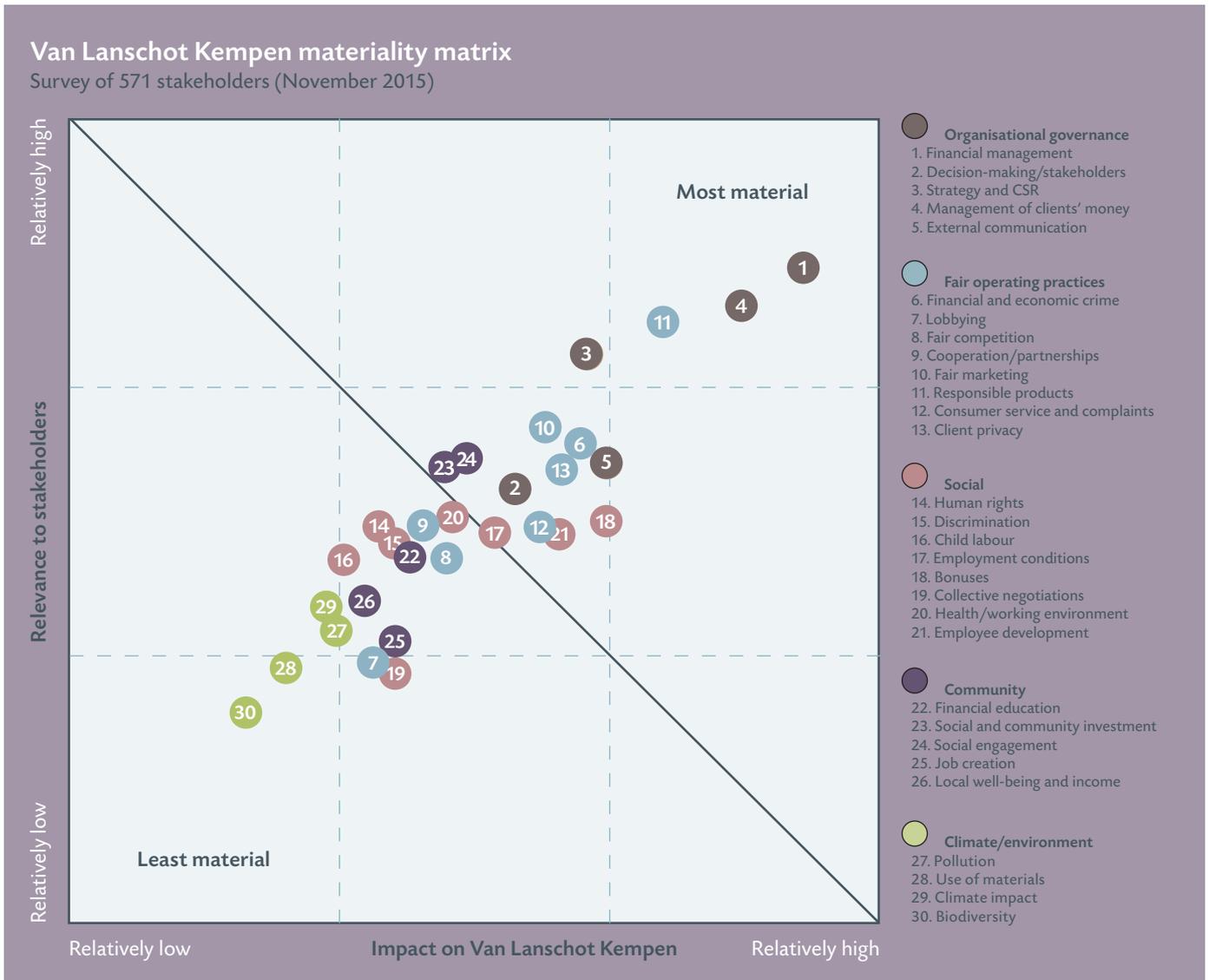
² Van Lanschot Nederland, Evi and Asset Management.

³ Assets under screenings (AuS) refers to assets that are screened on environmental, social and governance aspects as a percentage of total assets under management (AuM). The definition of AuM was revised in 2015. AuS have been calculated using the new definition, which has also been applied retrospectively.

Material aspects

We sit down with our stakeholders every two years to map out which topics are important to them and which topics they see as important to Van Lanschot Kempen's success.

The outcome is set out in our materiality matrix. In our annual report we showed the 2013 and 2015 outcomes on five main categories. The outcome of the 2015 materiality matrix below also shows the underlying material topics.



The KPIs have been updated and are broadly in line with the previous KPIs. The main changes are the period, which is 2016-2020 for all KPIs except KPI 5, for which the period has been extended to 2025. The measurement of KPI 1 has been set as the Net Promoter Score (NPS), and for KPI 4 this year the focus is qualitative instead of a score (as was the case in 2015, based on our health and engagement scan). The table shows that 57% of the KPIs

– four out of seven – for corporate social responsibility were fully met in 2016. Three KPIs were largely met.

Overview of non-financial data

The following overview of non-financial data, broken down by division, is provided as a supplement to the non-financial key data in the annual report.

CSR key data	Van Lanschot Kempen			Private Banking + Evi		Asset Management + Merchant Banking	
	2016	2015	KPI achieved?	2016	2015	2016	2015
1. Core banking activities							
Client satisfaction (NPS) ¹	– 3 PB – 11 Evi	– 11 PB – 17 Evi 32 AM		– 3 PB – 11 Evi	– 11 PB – 17 Evi	n/a	32
Assets under screening (%) ²	82	78 ²		–	–	–	–
– Private Banking	75	79 ²		75	79 ²	–	–
– Evi	100	100 ²		100	100 ²	–	–
– Asset Management	85	76 ²		–	–	90	76 ²
Responsible lending policy	Forum Ethibel certificate	Forum Ethibel certificate		Forum Ethibel certificate	Forum Ethibel certificate	–	–
2. Good employment practices							
Employees (FTEs)	1,670	1,666		1,192	1,208	478	458
Women (%)	37	39		40	42	30	30
Employee motivation and engagement (%)	No score; actions done on health and engagement scan	71		–	71	–	–
Sick leave (%) ³	3.9	3.7		4.2	4.1	3.2	2.5
Investment in training (€ m)	3.7	4.3		2.8	3.2	0.9	1.1
3. Environmental management and purchasing							
Energy consumption (million Kwh)	7.7	8.1 ⁴		5.0	5.2 ⁴	2.7	2.9
Green energy (%)	97	96		95	94	100	100
Natural gas consumption (m ³)	441,863	509,067 ⁴		395,173	453,171 ⁴	46,690	55,896
Water consumption (m ³)	17,796	18,907 ⁴		9,202	10,553 ⁴	8,594	8,354
Paper consumption (kg)	69,051	91,515		58,206	78,260	10,845	13,255
Paper recycling (kg)	97,850	121,430 ⁴		68,006	92,243	29,844	29,187 ⁴
Waste (kg)	157,033	157,667 ⁴		101,545	112,881	55,488	44,786 ⁴
Company cars A/B/C label (% of total)	89	92		86	91	99	98
Company car kilometres (million)	12.8	12.7		10.8	11.1	2.0	1.6
Company car petrol (litres)	369,965	410,057		269,626	312,134	100,339	97,923
Company car diesel (litres)	406,055	415,099		386,602	395,948	19,453	19,151
Company car LPG (litres)	863	999		863	999	–	–
Carbon emissions (tonnes)	4,950	5,324		3,382	3,786 ⁴	1,568	1,538
4. Social engagement and external assessment							
Transparency benchmark (position)	12th	16th		–	–	–	–
Sustainalytics (position)	1st	1st		–	–	–	–
GRI	GRI4 Comprehensive	GRI4 Comprehensive		–	–	–	–

KPI fully achieved KPI largely achieved KPI stable; partially achieved KPI achieved to a small extent KPI not achieved

1 Van Lanschot Nederland, Evi and Asset Management.

2 Assets under screening (AuS) refers to assets that are screened on environmental, social and governance aspects as a percentage of total assets under management (AuM). The definition of AuM was revised in 2015. AuS have been calculated using the new definition, which has also been applied retrospectively.

3 The number of days lost to sick leave (excluding maternity leave) as a percentage of the potentially available number of working days in 2016.

4 Revised figures based on final 2015 data. Waste and paper recycling figures at Kempen were revised to correct double counting of paper recycling in figure for waste.

2. Stakeholder dialogue

Dialogue with our stakeholders is a key driver of the ongoing development of our corporate social responsibility policy. It tells us what our stakeholders expect of us, and what they genuinely consider to be most important.

We identify six groups within Van Lanschot Kempen's stakeholders: clients, employees, shareholders (and other capital providers), civil society organisations, government/regulators, and other banks. We have identified these stakeholders based on the degree of impact and influence they have on us as well as vice versa. The table on pages 7-8 sets out the key expectations, discussion topics and forms of dialogue (including the frequency of this dialogue) for each stakeholder group. The final column shows the results of the dialogue with each of the groups.

The table was compiled based on a variety of sources: discussions with clients and periodic client satisfaction surveys, meetings with shareholders, and analysis of recurring questions and comments from various external stakeholders, including civil society organisations and regulators. The abbreviations used are explained in the glossary at the end of this supplement.

Actions arising from the stakeholder dialogue

We begin by taking the recommendations and suggestions that have arisen during the dialogue with our stakeholders and testing them against our strategy. The next step is to assess how other stakeholders would be affected if they were to be implemented. Recommendations and suggestions that are in line with our strategy and compatible with the interests of other stakeholders may result in new services or policy adjustments. Here are a few examples from 2016:

- Development of our governance planning service. This service helps foundations and associations by providing insight into their business management so they can further professionalise their organisation.
- Update of our discretionary asset management service to Private Banking clients. The update included a further expansion in our range of (third-party) sustainable investment funds.
- A new impact investing service for our clients. We now advise clients on (third-party) impact investing funds and we are working on including these funds in our discretionary asset management service as well.
- Development (and first application) of a method for measuring the climate impact of our balance sheet; further improvements in the measurement and monitoring of the climate impact of our investment portfolios.

External assessment by stakeholders

Van Lanschot Kempen is assessed by various stakeholders on sustainability. More information on these external assessments can be found on our website under the heading 'External assessment': corporate.vanlanschot.nl/responsible/external-assessment.

Stakeholder event 2016

We organised a stakeholder event in December 2016, as we have done in previous years. A large group of clients, employees, external specialists and civil society organisations came together with a member of our Statutory Board and other (senior) managers to discuss corporate social responsibility issues in relation to Van Lanschot Kempen's strategy. The focus this year was on our sustainability profile and our responsible investment policy. The key questions were:

- How is Van Lanschot Kempen's sustainability profile perceived – also compared with peers – and should we be enhancing this profile?
- When investing clients' money, how should we deal with investment dilemmas (e.g. supply chain responsibilities)?

Within its peer group Van Lanschot Kempen was perceived as being in the top three or four most sustainable banks in the Netherlands. The event generated suggestions for further enhancing our sustainability profile. We also received helpful advice on how to deal with investment dilemmas with regard to our investments on behalf of clients. These suggestions and recommendations will be taken on board in 2017.

You can find a report of the discussions at the 2016 stakeholder event on our website: corporate.vanlanschot.nl/responsible/policy.

Three external specialists share their thoughts

'I know Van Lanschot Kempen as an organisation that is keen on learning from its stakeholders. The atmosphere during the last stakeholder meeting was once again open and constructive, not defensive. Van Lanschot Kempen received valuable advice from its stakeholders. In addition to this, my advice would be to focus more on areas where Van Lanschot Kempen wants to make a positive difference. Stop only following external rankings and benchmarks. Choose your own themes, create positive and visible results and – very importantly – tell it!'

Wouter Scheepens, sustainability expert and Partner at Steward Redqueen

"'Improve the world; start with asset management.'" That may not be the first thought of a wealthy individual, a social organisation or a religious institution. But more and more it's the second or third thought. At the same time, there is a real lack of clarity among private investors and institutions about how to contribute to this debate. There are also numerous questions about the risks, returns and social impact.

'Van Lanschot Kempen has had a policy on responsible investing for years. As of 2016, investors have been given the opportunity to invest in funds that directly contribute to a better and cleaner world. Think, for instance, of microfinance and clean energy. This is to be applauded. The challenge for Van Lanschot Kempen is not limited to a successful introduction of such financial products – informing and enthusing clients is at least as important. And if you don't do this, you miss the boat – and more importantly miss the chance to connect with your clients. Impact investing offers an opportunity to start a conversation with wealthy clients. This requires that Van Lanschot Kempen has something to say about good asset management (check), a better world (more difficult) and the bridge between the two (this is the challenge). To take up this challenge, Van Lanschot Kempen should turn the slogan around: "Improve asset management; start with the world."

Prof Dr Harry Hummels, Professor of Social Entrepreneurship, Utrecht University, and Professor of Ethics, Organisations and Society, Maastricht University

'During our cooperation with Van Lanschot Kempen around the annual report and external benchmarks (including CDP) it became more and more obvious that the organisation has high ambitions with regard to corporate social responsibility, and especially the environment. These ambitions are underpinned by solid data collection and concrete actions. As well as cutting the carbon emissions of its own organisation, Van Lanschot Kempen is working on mapping and reducing emissions outside the organisation, and thereby cutting the total environmental impact of the company. In the future, Van Lanschot Kempen could optimise these ambitions by setting scientifically based goals; think for example of science-based targets around carbon emissions.'

Wouter van 't Hoff, Advisor at Sustainalize

Stakeholder	Stakeholder expectations	Discussion topics in 2016
Clients	<ul style="list-style-type: none"> - Clients' interests first - Expert, client-centric staff - Use of modern communication and service concepts - Responsible use of client assets - Financial solidity 	<ul style="list-style-type: none"> - Impact of strategy - Service quality - Client care - Investment performance - Responsible/sustainable/impact investment - Social entrepreneurship and charity - Winding down corporate loans - Branch reorganisation - Introduction of omnichannel service offering - Impact of outsourcing universal banking services
Employees	<ul style="list-style-type: none"> - Personal development - Employment terms - Clients' interests first - Clear communication - Financial solidity 	<ul style="list-style-type: none"> - Personal development - Impact of strategy - Service improvement - Enhanced efficiency/efficacy - Changing employment terms (harmonisation of employee conditions) - Investment in professional skills
Shareholders (and other capital providers)	<ul style="list-style-type: none"> - Strategy implementation - Profitability - Protecting reputation - Effective risk management - Financial solidity - Transparency - Corporate social responsibility 	<ul style="list-style-type: none"> - Strategy update and financial targets - Financial results - Capital strategy and dividend policy - Secondary offering of 30% stake by Delta Lloyd - Acquisition of private banking activities of Staalbankiers - Funding strategy - Credit rating - Risk management - Remuneration policy - Impact of regulation - Shareholder base and liquidity
Civil society organisations (society at large)	<ul style="list-style-type: none"> - Active contribution to a sustainable and stable society - Openness to dialogue - Transparency - Financial solidity - Responsible remuneration policy 	<ul style="list-style-type: none"> - Tax avoidance - Controversial weapons - Climate change - Food and agriculture - Labour – proper living wage - Sustainable Development Goals - OECD guidelines
Government/regulators	<ul style="list-style-type: none"> - Financial solidity - Client interests first - Compliance with laws and regulations - Controlled and sustainable remuneration policy - Professional risk management - Good governance 	<ul style="list-style-type: none"> - Financial solidity - Client interests first - Compliance with laws and regulations (e.g. interest rate derivatives SME clients) - Asset quality review - OECD guidelines
Other banks	<ul style="list-style-type: none"> - Constructive industry consultation - Financial solidity - Fair competition 	<ul style="list-style-type: none"> - Laws and regulations - Responsible and sustainable banking - Sustainable Development Goals

Stakeholder	Form of dialogue	Frequency	Result of the dialogue
Clients	– Client meetings	D	– Financial ratios in order
	– Client events	W	– Growth in AuM
	– Stakeholder events	A	– Increased client satisfaction
	– Client surveys	A	– Simplified product range
	– Client portals	D	– More online service provision
	– Client management	D	– Evi Beleggen Belgium and Evi4kids – Wealth planning service, health planning service and governance service – Additional sustainable products, incl. addition of impact investing funds and third-party passive sustainable investment funds to investment advice service – More client information on responsible investment – Charity Service helped more clients and extended its service with impact investing – Product awards Kempen & Co and Evi
Employees	– Performance management system	SM	– Optimisation of organisation
	– Work meetings	W	– Reduction in FTEs
	– Works Council	M	– Education and training
	– Intranet	D	– More harmonised employee terms
	– Training courses	A	– Well-informed and involved employees
	– Internal meetings	Q	
Shareholders (and other capital providers)	– General Meeting of Shareholders	A	– Updated strategy
	– Roadshows, conference calls and other bilateral consultation	Q	– Financial ratios in order – Clear capital strategy and increased dividend pay-out ratio target
	– Press releases, trading updates and annual reports	Q	– Successful placement of 30% stake in Van Lanschot
	– Credit rating reviews	A	– Successful acquisition of Staalbankiers' private banking activities
	– Website and social media	M	– Diversified funding
	– Stakeholder dialogue	A	– Standard & Poor's credit rating confirmed at BBB+ (outlook unchanged and stable) and Fitch rating confirmed at BBB+ (outlook unchanged and stable)
Civil society organisations (society at large)	– Bilateral consultation	Q	– Deepening sustainable investment and starting impact investment
	– Participation in PRI, UN GC, MVO NL, VBDO, CDP, etc.	Q	– More assets under screening (AuS, as % of AuM)
	– Research by civil society organisations	M	– Method for measuring carbon impact of assets balance sheet and method for assets under management further applied
	– Website and social media	M	– Further integration climate change policy
	– Stakeholder event	A	– Social projects, donations, sponsorship
	– Auditors	A	– Higher score Transparency Benchmark – Forum Ethibel certificate
			– Integrated report (GRI4 Comprehensive and externally verified) – Industry-wide agreement on human rights (SER, IMVO) – More tax disclosure – Pax publication on controversial weapons – Signed Sustainable Development Goals Investing (SDGI) Agenda and Sustainable Development Investments
Government/ regulators	– Consultation with Dutch Authority for the Financial Markets (AFM) and De Nederlandsche Bank (DNB)	M	– Financial ratios in order – Various client-interest projects completed
	– Self-assessments, audits and controls	Q	– Abidance by the derivatives recovery framework – Industry-wide agreement on human rights (SER, IMVO)
Other banks	– Bilateral consultation	M	– Sustainability policy for financial institutions continued and update on climate progress
	– Industry consultation ¹ via NVB, DUFAS, E-RISC (UNEP FI), GRESB	M	– Industry-wide agreement on human rights (SER, IMVO) – Signed Sustainable Development Goals Investing (SDGI) Agenda and Sustainable Development Investments

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

1 Topics and activities discussed in industry consultation, such as NVB and DUFAS, are published via these industry organisations.

3. Responsible investment and lending

It is important to many of our stakeholders that Van Lanschot Kempen uses client assets in a responsible way, in terms of both investment and lending. Our annual report contains a detailed description of how we go about achieving this, and some supplementary information is also provided below.

Responsible and sustainable investment

In addition to responsible investment, which centres around dialogue with companies and investment funds, Van Lanschot Kempen offers clients the opportunity to invest in sustainable funds, in which the emphasis is on exclusion rather than engagement.

Van Lanschot and Kempen Capital Management have offered three sustainable investment funds since 2013: Kempen Global Sustainable Equity Fund, Kempen (Lux) Euro Sustainable Credit Fund and Kempen (Lux) Sustainable European Small Cap Fund. These sustainable funds, available for clients whom we advise on investments, are subject to more stringent exclusion criteria than apply to responsible investment solutions. For instance, they exclude companies that are active in nuclear energy, tobacco, fur, weapons and alcohol, or which are involved in animal testing or genetic modification. The funds are also prohibited from investing in businesses that contravene the UN Global Compact. For further information, see Kempen's website kempen.nl/asset-management/investment-funds-overview.

As of 2017, Private Banking clients opting for discretionary management can also invest in a broader range of (external) sustainable mutual funds via our new offer 'Duurzaam+'. See our annual report (p. 35) for further details.

Responsible lending

Van Lanschot's corporate loan portfolio stood at €2.4 billion at year-end 2016 (2015: €3.0 billion).

The bank has virtually zero corporate credit exposure in sectors such as agriculture and fishing, chemicals, utilities, and oil and gas, all of which are more sensitive in sustainability terms. The same goes for borrowers with production located in low-wage countries, which likewise barely feature in the portfolio.

For the past six years, a risk filter has been used to screen the sustainability of corporate loans. This process did not identify any material sustainability issues in the portfolio. The number of corporate loans for which screening is required stood at 81 at the end of the year.

Progress in implementation of responsible lending policy	2016	2015
Corporate loans	2,479	2,785
– Of which exempt from responsible lending policy ¹	2,398	2,663
Items to be screened	81	122
– Of which 'potentially high risk'	27	42

Of all the loans screened over the past five years, 138 were designated as 'potentially high risk'. Of these, 27 remained in the portfolio at year-end 2016 (2015: 42). In the other 111 cases, the loan relationship has since been redesignated as 'low risk' or has been terminated altogether.

Screening our corporate loan portfolio: an example

In the spring of 2016, Van Lanschot received a credit application from a Dutch company supplying climate control solutions to health care institutions, housing associations and schools. With the entrepreneur not an existing client and manufacturing a proportion of their products in Bosnia, we initiated additional sustainability research, focusing in particular on labour and environmental conditions in Bosnia. Our investigation revealed that Bosnia has ratified the most relevant ILO conventions, implying little chance of poor labour conditions, such as forced labour, discrimination or child labour. As the production facilities are built with the aid of EU subsidies, only produce high-grade technology products (no low-skilled labour) and have never been at the receiving end of any controversies, the chances of any irregularities were concluded to be slim. Lastly, the entrepreneur's customers – i.e. semi-public institutions – were taken into consideration, as they are known to impose CSR requirements on their suppliers. Our research findings resulted in a positive CSR rating for the company.

¹ Relates to business professionals, commercial real estate, the Dutch medical sector and other relationships regarding which the risk is zero, due for instance to the nature and location of the business operations. These are screened, however, for involvement with financial crime (CDD).

Complaints management

Our aim at Van Lanschot Kempen is to offer our clients the high-quality service and personal attention they expect and demand. If clients feel that we have not lived up to these expectations, we urge them to let us know, either through their banker or via the Complaints department. We want to make it easy to submit complaints and we do our best to pick up any signs of dissatisfaction. In addition to the issues that clients raise with us directly – personally or in writing – we keep a close eye on social media.

Our objective when dealing with complaints is to put things right between ourselves and the dissatisfied client. Like our clients, we want to pursue a long-term and mutually rewarding relationship, and an important principle in this regard is that equal cases must be treated equally in practice. The members of our Statutory Board and senior management play an active role in dealing with complaints. They are readily approachable by clients, and place great importance on responding in person to complaints addressed to them.

The Complaints department analyses the cases we receive to identify trends and developments, which it then reports to the Statutory Board and senior management. Complaints provide us with valuable signals for improving our service and we set out to learn as much from them as we can. The department constantly talks to colleagues elsewhere in the bank in order to improve our processes and products.

Kempen follows the same principles as Van Lanschot when it comes to dealing with complaints: members of the Management Board are involved and investigations are also made to see whether other clients might be in a similar position. The Compliance and Group Risk Management departments are notified about complaints, so that the wider organisation can learn from them as well.

Most of the remaining 27 ‘potentially high risk’ corporate borrowers are businesses in ‘sensitive sectors’ (e.g. clothing, wood-based products and other manufacturing) which import from or have production facilities in non-western countries. Potential risks in this regard include illegal logging, poor working conditions, human rights violations and serious environmental pollution. Only two of the 27 cases relate to borrowers with an indirect involvement in the arms sector.

In all 27 of the cases mentioned above, we engaged the borrower on the precise risks and how the company in question might go about mitigating them. Many borrowers appreciate our engagement and have already responded by taking the necessary measures. There is a small group for which further improvement is still possible, and it is these that we will continue to monitor particularly actively.

4. Environmental management and purchasing

As a financial services provider, Van Lanschot Kempen's direct environmental impact is relatively limited. All the same, we have worked hard in recent years to reduce our environmental footprint – efforts that are increasingly bearing fruit.

Calculating our environmental footprint

We began to calculate Van Lanschot Kempen's carbon footprint in 2011, in line with the international Greenhouse Gas Protocol. Our footprint shows at a glance where the most material emissions occur, making it a useful guide when drawing up carbon reduction measures.

Environmental policy objective

Van Lanschot Kempen has an environmental policy geared towards our own organisation, the objective of which is to reduce our average carbon emissions per FTE by 2% a year in the 2016–25 period. We have considerably reduced Van Lanschot Kempen's carbon emissions in recent years. Our long-term reduction target was revised in 2016 and the period has been changed; we have extended our target to 2025.

Policy implementation

Van Lanschot set up a Green Team in 2008 to implement this policy, consisting of employees from Purchasing, Contract Management & Facilities, Human Resource Management, Corporate Social Responsibility and the branch organisation. The Sustainability Team at Kempen is a similar multidisciplinary group. Because our environmental policy has become more and more integrated into our organisation, the relevance of these environmental teams has diminished over the last years. During 2016 the teams did not meet; all the 2016 environmental measures to reduce our environmental footprint (and carbon emissions) were carried out by our regular teams and departments (e.g. Purchasing, Contract Management & Facilities). We will continue this approach in 2017. Examples of reduction measures can be found on corporate.vanlanschot.nl/responsible/environment.

Reductions achieved in 2016

More efficient organisation and specific reduction measures contributed to a further decline in 2016 in our consumption of gas, electricity, paper, water, and in the fuel consumed by company cars and goods transport. Air travel was the only relevant component for which no reduction was observed, due in particular to the increase in international clients at Kempen.

Carbon emissions in 2016

Van Lanschot Kempen's total calculated carbon emissions fell by 375 tonnes in 2016 (-7.0%) to 4,950 tonnes. Emissions per FTE were down 6.9% to 2.66 tonnes, thanks to reduction measures. See for more details on the carbon emissions calculations of our own organisation: corporate.vanlanschot.nl/responsible/environment.

We have made a first attempt to calculate the indirect environmental footprint of our balance sheet and have started to do this for our assets under management as well. We will continue to refine our method and calculations in 2017, and will explore further opportunities to reduce our indirect footprint.

Carbon offset

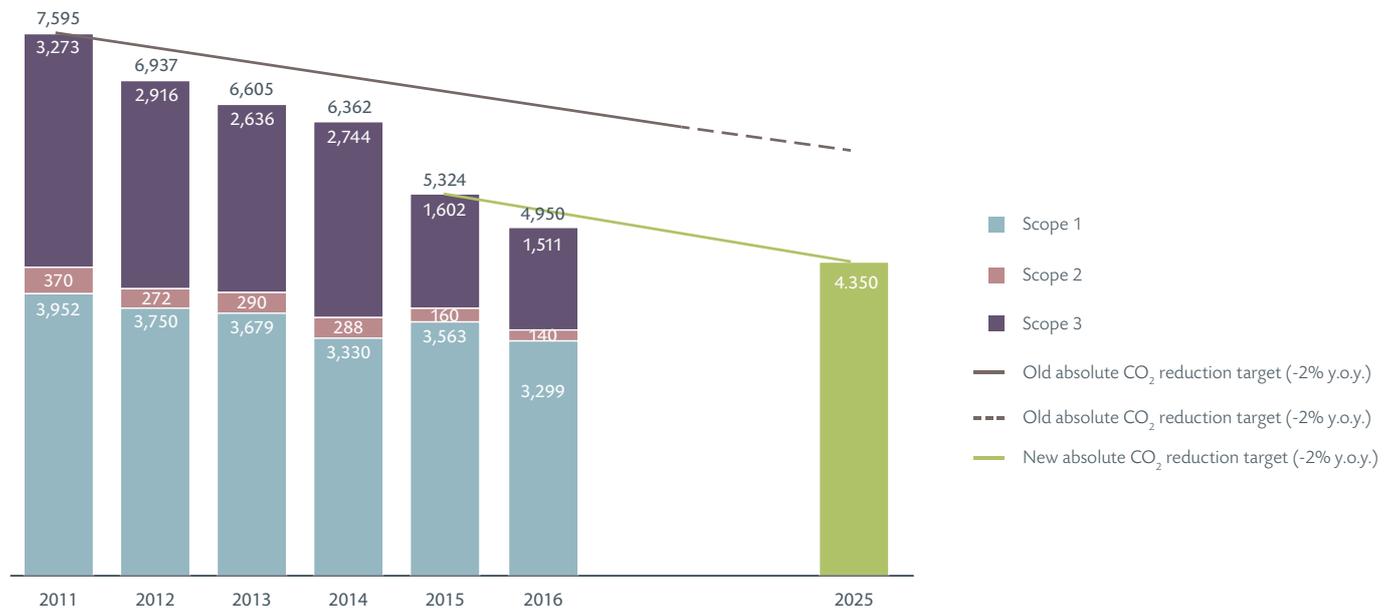
Van Lanschot Kempen also focuses on carbon offsetting as well as on reducing our emissions. We offset 43% of our total carbon emissions at year-end 2016 (2015: 46%) through the purchase of carbon certificates. The offsets related to the following emissions:

- Gas consumption (Van Lanschot in the Netherlands): Fully offset since 2011 via voluntary emission-reduction units from emission-reducing projects. There was no offset in Belgium or at Kempen.
- Company cars (Van Lanschot in the Netherlands): The carbon emissions of all our company cars were fully offset by planting trees or by sustainable energy projects.
- Postal deliveries (Van Lanschot in the Netherlands and Kempen): All our post is delivered carbon-neutrally. This means that the carbon emissions associated with these deliveries are offset by international sustainability projects designated as Gold Standard.

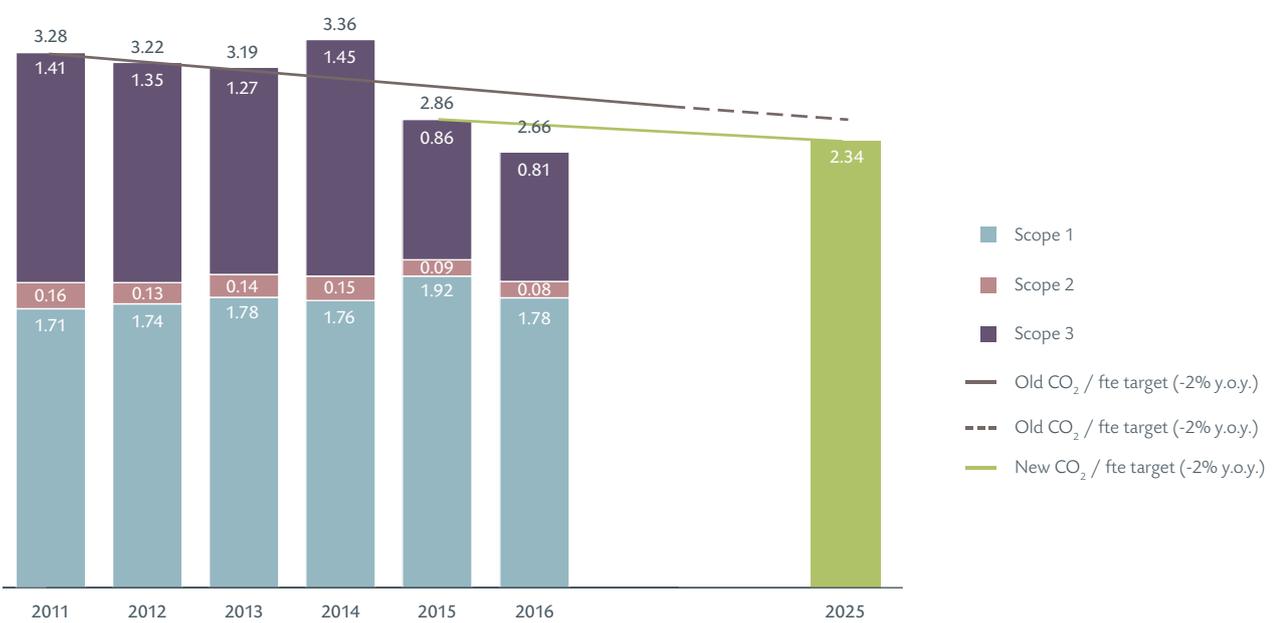
CDP

We also report our annual carbon data to CDP (formerly the Carbon Disclosure Project). This provides institutional investors affiliated to CDP with access to harmonised climate data, which they can then use to make their own investment policy more sustainable. For more information, see www.cdp.net.

Carbon emissions (in tonnes)



Carbon emissions (in tonnes per FTE)



Carbon reporting according to Greenhouse Gas Protocol	2016 tonnes CO ₂	2015 tonnes CO ₂
Scope 1 (direct emissions)	3,299	3,563
Heating	951	1,074
Company car use (business and private)	2,347	2,489
Scope 2 (indirect emissions electricity)	140	160
Electricity consumption	140	160
Scope 3 (other indirect emissions)	1,510	1,602
Business air travel	1,111	1,088
Business car use (non-company cars)	123	154
Business public transport	34	33
Paper	224	305
Goods transport (couriers)	14	16
Water	5	6
CO₂ total (tonnes) own organisation	4,950	5,324
FTE internal	1,670	1,666
FTE external	187	194
CO₂ (tonnes) per FTE	2.66	2.86
Supplement on Scope 3		
Investment via balance sheet ¹	127,156	n/a
Investment via Assets under Management	n/a	n/a

Offset carbon emissions	2016	2015
Offset as % of total carbon emissions	43%	46%
Carbon emissions offset (in tonnes CO ₂)	2,120	2,426

Purchasing

Since 2009 Van Lanschot Kempen has been assessing the sustainability of its suppliers, with a key role played by the group-wide Purchasing, Contract Management & Facilities Service Centre. All purchasing processes at Van Lanschot Kempen in which the Service Centre is involved are subject to specific CSR monitoring. Procurement provides annual purchasing training aimed especially at employees who are regularly involved in procurement.

In 2015 we incorporated our responsible purchasing policy within the business partner due diligence (BPDD) policy. Van Lanschot Kempen works with a variety of business partners, comprising individuals and companies with a commercial relationship with the bank in areas such as purchasing.

The BPDD policy ensures that we only work with business partners who meet our integrity and CSR standards. It is used to analyse and manage risks prior to and during collaboration. A supplier's statement enables us to identify the stability, country, industry, integrity, reputation and other risks associated with a business partner. Van Lanschot Kempen does not enter into relationships with business partners that fail to satisfy the BPDD policy.

Van Lanschot signed the Sustainability Manifesto in 2015, together with 40 other companies. The manifesto is intended to encourage responsible purchasing and to inspire other companies and their suppliers. For more information, see our website at corporate.vanlanschot.nl/responsible/environment.

At the end of 2016 we introduced key supplier management to deepen our relationships with our key suppliers and gain further insights into possible benefits and risks associated with our collaboration. We will continue with key supplier management in 2017.

¹ The carbon footprint via the assets on our balance sheet is estimated for the first time. All material assets are in scope: cash and cash equivalents and balances at banks; financial instruments; loans & advances; and other. We expect to fine-tune our approach in 2017 and to repeat the exercise based on 2016 data.

5. Reporting principles

Purpose of the report

The 2016 annual report (including this supplement) is intended to inform the stakeholders of Van Lanschot Kempen of our corporate social responsibility policy and the associated efforts and results recorded in 2016.

Scope

The report will, as far as possible, cover the entire Van Lanschot Kempen organisation in the Netherlands, Belgium, the United Kingdom, the United States and Switzerland. Where acquisitions or disposals have occurred, these are explicitly reported and it is stated whether or not they have been included for reporting purposes. One acquisition was completed in 2016 (the private banking activities of Staalbankiers), the data for which have been fully incorporated in the 2016 annual report and this supplement.

Reporting period

The report covers the period from 1 January 2016 to 31 December 2016 inclusive, while also including data from the previous year in order to provide a clearer picture of developments over time. Brief reference is made in a number of places to relevant developments following the closure of the reporting period; where this is the case, it is explicitly noted that the development in question occurred during the first months of 2017.

Reporting process

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

Global Reporting Initiative (GRI)

Van Lanschot Kempen has been following the guidelines of the Global Reporting Initiative (www.globalreporting.org) for its corporate social responsibility reporting since 2009. GRI is the international standard for transparent CSR reporting. The GRI table showing how the various GRI themes have been incorporated in our 2016 annual report can be found on our website (corporate.vanlanschot.nl/external-assessment). We believe that our 2016 annual report meets the standards of the G4 'Comprehensive Option'.

Stakeholder engagement

The dialogue with our stakeholders is the most important source of information on what our stakeholders expect of us. In our annual report and in this supplement we set out how we engage our stakeholders in the development of our policy. We also describe the topics that stakeholders raised with us in 2016 and how we responded to them. We warmly invite you too to share your opinions and views with us – contact details can be found on the final page of this supplement.

Materiality

Van Lanschot Kempen's 2016 annual report chiefly contains information on material topics. A topic is deemed to be material if it is important to our stakeholders (i.e. it can significantly influence their view of the topic and the decisions they take in response) and is also important to Van Lanschot Kempen (i.e. it could have significant positive or negative economic, environmental or social consequences for the bank).

Material topics are relatively stable over time, and for this reason the identification of material topics is done biennially. The most recent identification of material topics was carried out in 2015; the next update will be in 2017. The identification process comprises a number of steps as described in the box below and finally results in a so called materiality matrix.

Identification of material topics

Step 1: Identification of potentially material topics

In step 1 we establish potentially material topics based on information from a large number of available sources.

The latter include:

- The most recent annual report (also drawn up based on GRI), including the KPI results they contain;
- The GRI indicator list (GRI4);
- A broad set of information sources that became available in the course of the year: results of client satisfaction surveys and client panels (Kroonadviesraad, KAR); client feedback during client meetings; complaints submitted to the Complaints department; employee feedback (through employee surveys and ideas committees); shareholder feedback during bilateral discussions and the Annual General Meeting of shareholders; responses and suggestions from the regulators; feedback from various stakeholders directly to the Corporate Social Responsibility department; results of Van Lanschot Kempen's own research (Family Business Barometer, Vermogend Nederland); feedback from third parties (via vanlanschot@vanlanschot.com, verantwoordondernemen@vanlanschot.com or social media); analysis of other banks' annual reports (best practices); external benchmarks and rating results (e.g. from the Transparency Benchmark, Sustainalytics, the Fair Bank and Insurance Guide, Eumedion and the Dutch Association of Investors for Sustainable Development (VBDO)).

Step 2: Identification of material topics, scope and outlines

In step 2 the list drawn up during step 1 is further structured and condensed to create a more concise one in keeping with the structure of ISO 26000. This list contains five main themes (organisational governance, labour practices, the environment, fair operating practices, and community themes) which are then broken down into 30 sub-topics. The latter are incorporated in a survey that is presented to a large group of Van Lanschot Kempen stakeholders (clients, employees, shareholders, civil society organisations and other banks).

The survey invites stakeholders to indicate:

1. Which of the 30 topics they consider the most/least important (from their own point of view and in their own interests); and
2. Which of the 30 topics they consider to be the most/least decisive to the success of Van Lanschot Kempen (with this defined broadly to mean financial, reputational and operational success).

The stakeholders' responses result in a 'materiality matrix' (see annual report p. 18). The vertical axis in this figure corresponds with the first survey question (relevance to stakeholders) and the horizontal axis with the second (impact on Van Lanschot Kempen).

For 2015/2016 the materiality matrix (see page 3) shows that the topics under the themes 'organisational governance' and 'fair operating practices' score the highest on both axes, followed at some distance by a number of labour and community themes. These topics are, therefore, the most material for Van Lanschot Kempen's stakeholders. GRI4 specifies that material topics must be expressly included in the annual report. Topics with a relatively low score on both axes are not included in the annual report, but are presented in this supplement or on our website.

The materiality matrix was discussed in detail at the annual stakeholder event on 24 November 2015 with clients, employees, civil society organisations and other interested parties. The event generated a series of suggestions for further sharpening the methodology we use to identify material themes. Many of the suggestions and recommendations have been taken on board immediately; others will be tackled in the years ahead. A report on the meeting can be found on our website at corporate.vanlanschot.nl/responsible/policy.

Determining GRI aspects

GRI does not work with the ISO 26000 themes that we use but with its own GRI 'aspects'. We have therefore linked the most material topics from the materiality matrix to the GRI aspects. The results can be found in the table on page 16.

The table shows that the material GRI aspects were the same in 2015/2016 as in 2013/2014. A few limited shifts can be detected, however, in the underlying material topics. The topics social engagement (24) and employee development (21) have gained in materiality, for instance, and have therefore now been classified as 'material'. The opposite applies to three other topics: safety and health/working environment (20), fair competition (8) and cooperation/partnerships (9) are no longer considered material.

It should also be noted that four material topics are not linked to a GRI aspect. These are variable remuneration (18), external communication (5), strategy and CSR (3) and decision-making/stakeholders (2). The lack of a link reflects the fact that GRI4 does not include any Aspects corresponding with these topics. This does not, incidentally, prevent Van Lanschot Kempen from reporting in detail on these material topics. For (18), for example, see our remuneration policy on page 79 of our annual report, for (2) the description of the dialogue with our stakeholders on page 19 of our annual report, and for (3) and (5) the annual report and website.

We would also point out that GRI has made material Aspects 7, 8 and 9 mandatory for financial institutions. For further information on this, see the GRI Financial Services Sector Supplement.

ISO 26000

ISO 26000 is an international standard on corporate social responsibility drawn up in consultation with organisations and experts from 94 countries. The standard offers a practical guide to integrating socially responsible behaviour in a company's existing strategies, processes, systems and working practices. The advantage of ISO 26000 is its clear structure: corporate social responsibility is broken down into just over 30 topics, divided into five main themes.

Choices made when reporting activities in the value chain

Our 2016 annual report incorporates a value creation model (see annual report p. 17), which is an improved version of the first value creation model as presented in our 2015 annual report. The same elements have been included in the model, with materiality – as defined by the GRI – being an important selection criterion. The Executive Board had the final say in deciding the model.

As was the case for the value creation model, we use materiality as the basic principle for the further reporting of our activities in the value chain. What this means in practice is that we chiefly report on topics within our own organisation, topics within our sphere of influence, and topics that are material to our stakeholders. We do not generally report on chain issues or other topics that are otherwise situated outside Van Lanschot Kempen, over which we have no direct influence, or which our stakeholders do not consider material. In the table below we have mapped the material topics to stakeholders to indicate whether their scope is relevant inside and/or outside Van Lanschot Kempen.

Data collection process

The non-financial data for the 2016 annual report was collected in the same way as in previous years. The Corporate Social Responsibility department played a leading role in this process, using qualitative and quantitative surveys based on a variety of external guidelines endorsed by Van Lanschot Kempen and on internal policy principles. The surveys were sent to all relevant divisions and/or departments within the organisation. A specific individual was designated within each division and each department to collect the data and report it to the Corporate Social Responsibility department. Some of the data is drawn from central management information systems and some of it from local sources. The Corporate Social Responsibility department performs a plausibility check on the data supplied and collates it.

Material GRI aspects (GRI4)	Corresponding topic from materiality matrix		Is the 2015/2016 topic material inside or outside Van Lanschot Kempen?		
	2015/2016	2013/2014	Inside	Outside	If outside: for whom? ¹
1. Economic performance	1, 11	1, 3, 11, 12	1	1, 11	1: CIRNP; 11: CN
2. Indirect economic impacts	23, 24	23	–	23, 24	23, 24: CN
3. Compliance	4, 6, 10, 11	4, 6, 10, 11	6	4, 6, 10, 11	4: CN; 6: CIRNP; 10: CR; 11: CN
4. Product and service labelling	4, 10, 11, 12	4, 10, 11	–	4, 10, 11, 12	4: CN; 10: CR; 11: CN; 12: CR
5. Customer privacy	13	13	–	13	13: CR
6. Training and education	21	–	21	–	–
Added based on GRI sector supplement					
7. Product portfolio	4, 11	4, 9, 11, 20	–	4, 11	4, 11: CN
8. Audit	–	–	–	–	–
9. Active ownership	4, 11	4, 11	–	4, 11	4, 11: CN
Topics that could not be linked to GRI aspects	2, 3, 5, 18	2, 5, 8, 18	3, 18	2, 5, 18	2, 5, 18: CIRNP

Accuracy

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

- Because no final annual accounts were available at the beginning of 2017 for Van Lanschot’s gas, electricity and water consumption in the Netherlands, these figures have been partially estimated for 2016.
- Diesel consumption when testing emergency systems within Van Lanschot Kempen in the Netherlands was estimated.
- Average fuel consumption of non-company cars for business travel is not known. We therefore used a figure equal to the average petrol consumption of company cars.
- Several assumptions and estimates were used for all business travel using public transport when converting expense claims into kilometres travelled.
- Total transport in kilometres for the delivery of office supplies and catering relates solely to Van Lanschot Kempen’s activities in the Netherlands and is based in part on estimates.

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

Carbon emissions were calculated and reported in line with the Greenhouse Gas Protocol (www.ghgprotocol.org). Calculation of the emissions was made using the conversion factors set out by internationally recognised organisations. Having used conversion factors dating from 2011 for a number of years, we updated these in 2015 to current levels. Consequently, the factor used for most components of our emissions is as of 2015 than in previous years. Air travel was the only component for which this was not the case.

Comparability

We are publishing an integrated annual report this year for the second time. This means that the most material information is covered in our annual report; less material topics are discussed in this supplement or on our website.

Our policy and objectives in terms of the social aspects of doing business have not changed from the previous reporting period. All the definitions we use are also still in line with our report for 2015 as far as possible, so that the data remains readily comparable. Where earlier definitions or figures have been adjusted in the course of 2016, this is expressly stated in the text or in the footnotes.

Ambition for reporting policy

We intend to continue reporting in line with GRI4 in 2017 and beyond, and to further improve our integrated report. We will seek, for instance, to refine several aspects of our value creation model. In 2017 we will also update our materiality matrix and we will again invite our stakeholders to contribute constructively to our thinking in this regard.

Verification

Earlier versions of the annual report and this supplement were submitted for comments to the divisions and the Supervisory Board. The final version of this report has been approved by the Statutory Board.

The non-financial information included in the annual report and the supplement have been reviewed by independent, external auditors. Ernst & Young Accountants LLP provided assurance over data reported in 2015. Van Lanschot Kempen asked PricewaterhouseCoopers (PwC) to verify the 2016 annual report, its supplement and the underlying data collection and data aggregation processes. For more information on the scope of this verification, the activities performed by PwC and the results of these activities, please refer to PwC’s assurance statement (p. 246 in our annual report). The Statutory Board is closely involved in the verification process and related findings. The findings of the audit are shared with the Statutory Board and Supervisory Board.

Other relevant publications on corporate social responsibility

In addition to Van Lanschot Kempen’s 2016 annual report and this supplement, detailed public information on our corporate social responsibility policy can be found on the Van Lanschot and Kempen websites.

6. Glossary

This glossary provides insight into the definitions used in the main corporate social responsibility indicators that are relevant for Van Lanschot Kempen. Please refer to the GRI table and the relevant pages for further details on the implementation of these indicators, the definitions and measurement methods used.

Assets under screening (AuS) (p. 8)

The part of the assets under management that are screened for sustainability issues.

Carbon Disclosure Project (CDP) (p. 6, 8, 12)

The Carbon Disclosure Project is a not-for-profit organisation that collects, harmonises and publishes environmental data. Van Lanschot Kempen affiliated to the CDP in 2014 and also supplies it with environmental data. www.cdp.net

CSR Netherlands (MVO Nederland) (p. 8)

Dutch knowledge and networking organisation for corporate social responsibility (CSR), set up in 2004. Van Lanschot Kempen is a member. www.mvonederland.nl/csr-netherlands

De Nederlandsche Bank (DNB) (p. 8)

The Dutch central bank. www.dnb.nl

DUFAS (p. 8)

Dutch Fund and Asset Management Association. DUFAS is an industry association for asset managers and investment institutions active in the Netherlands. www.dufas.nl

Dutch Authority for the Financial Markets (AFM) (p. 8)

The regulator for financial institutions in the Netherlands. www.afm.nl/en

Engagement (p. 9, 10, 14)

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

E-Risc (p. 8)

Environmental Risk Integration in Sovereign Credit Analysis. A UNEP FI project in which investors, credit rating agencies and universities have jointly developed a model to incorporate environmental indicators in the assessment of a country's creditworthiness.

Fair Bank and Insurance Guide (p. 15)

(Eerlijke Bank- en Verzekeringswijzer, EBVW)
The Fair Bank and Insurance Guide is an initiative of Oxfam Novib, Amnesty International, Friends of the Earth Netherlands, the trade union FNV, the Dutch Society for the Protection of Animals and the peace movement Pax. The organisation evaluates and compares the sustainability of Dutch banks and insurers. www.eerlijkebankwijzer.nl

Fitch (p. 8)

Credit rating agency. www.fitchratings.com

Forum Ethibel (p. 2, 4, 8)

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

Global Reporting Initiative (GRI) (p. 14, 15, 16)

An independent organisation which develops guidelines for sustainability reports. Van Lanschot Kempen's integrated annual report is based on GRI. www.globalreporting.org

Gold Standard (p. 12)

The Gold Standard is an independent sustainability label for carbon offset projects. Several of Van Lanschot Kempen's carbon offset projects qualify for the label. www.cdmgoldstandard.org

Greenhouse Gas Protocol (p. 11, 13, 17)

The Greenhouse Gas Protocol is the worldwide standard for accounting and reporting greenhouse gas emissions by companies. www.ghgprotocol.org

Green Team (p. 11)

A team that identifies and implements potential environmental improvements within Van Lanschot.

GRESB (p. 8)

The Global Real Estate Sustainability Benchmark (GRESB) is a worldwide sustainability benchmark for real estate companies. www.gresb.com

ILO (p. 9)

The International Labour Organisation is a United Nations agency to which over 180 countries are affiliated. The ILO draws up international labour conventions. www.ilo.org

Internationaal Maatschappelijk Verantwoord Ondernemen covenant (IMVO) (p. 8)

The IMVO covenant on human rights is signed by representatives of the government, non-governmental organisations and banks, and aims to help banks uphold human rights when investing in companies.

ISO 26000 (p. 15, 16)

An international standard for corporate social responsibility. It offers practical guidance on integrating socially responsible behaviour into a company's existing strategies, processes, systems and working practices.

Kroonadviesraad (KAR) (p. 15)

An advisory council made up of a representative selection of our clients, which takes part in Van Lanschot's digital client surveys.

NVB (Nederlandse Vereniging van Banken) (p. 8)

The Dutch Banking Association. www.nvb.nl/en

Principles for Responsible Investment (PRI) (p. 8)

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

Sociaal-Economische Raad (SER) (p. 8)

The SER advises the Dutch government and parliament on the main outlines of socio-economic policy.

Standard & Poor's (p. 8)

Credit rating agency. www.spratings.com

Sustainable Development Goals (SDGs) (p. 7, 8)

In 2015, the United Nations set out the Sustainable Development Goals (SDGs) for 2030: a set of 17 highly ambitious goals relating to climate, poverty, healthcare, education and other challenges.

Sustainable Development Goals Investing (SDGI) Initiative (p. 7, 8)

This agenda for SDG Investment, signed by a group of 18 Dutch banks, insurance firms and national pension funds, invites the Dutch government and central bank to make a concerted effort with them in support of the SDGs.

Sustainable Development Investments (SDI) (p. 7, 8)

A statement signed by several institutional investors, including APG, PGGM and Kempen & Co, to encourage the investment of institutional assets in ways that contribute to the SDGs.

Sustainalytics (p. 2, 3)

A Dutch research agency that rates the sustainability of companies worldwide. Sustainalytics reports are widely commissioned by institutional investors, banks and asset managers. www.sustainalytics.com

Transparency benchmark (p. 2, 3)

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

UN Global Compact (UN GC) (p. 9)

The UN Global Compact is a United Nations initiative geared towards corporate social responsibility. It consists of ten sustainability principles to which companies are invited to sign up. www.unglobalcompact.org

VBDO (p. 8, 15)

The Dutch Association of Investors for Sustainable Development (VBDO) has set itself the goal of making the capital market more sustainable. The VBDO has over 700 individual and institutional members. www.vbdo.nl/en

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