



ABN AMRO Group N.V.

Impact Report 2018

Including Integrated Profit & Loss and other
impact statements

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Welcome to ABN AMRO's 2018 **Impact Report**

In 2018, we announced our refreshed strategy and new purpose. Our purpose Banking for better, for generations to come is about more than sustainability. It is about creating long-term value and positive impact for all our key stakeholders: our clients, our employees, our investors and society at large.



“We take long-term value creation for our stakeholders seriously. We measure it so we can manage it.”

We acknowledge that creating value involves more than financial value. We create value by paying interest and dividends to our investors. We also create value by supporting our clients with excellent service and financing their needs and dreams; and by supporting our employees in enjoying and finding purpose in their work.

We want to contribute to healthier, wealthier and happier people. For example, with our digital offering and financial coaches, we aim to improve our positive social and economic impact. We also want to contribute to a healthier planet for generations to come by financing circular businesses and projects. Finally, we are aware that issues exist in value chains where we have a shared responsibility. We are committed to minimising our negative impacts – for example, by limiting carbon emissions and aiming for zero human rights violations in our value chain.

One challenge we face is having the right information to manage our long-term value creation. This starts with data about our impacts: What is our carbon footprint? What skills and capabilities did our employees gain? In addition, we need to know the value of our impacts on stakeholders. This enables us to make trade-offs, increase our total value creation and find the right balance between the needs of our various stakeholders. It also helps us to

identify issues in our own organisation and value chains, so we can work with our stakeholders to tackle these.

The Integrated Profit & Loss is a tool that helps us with this challenge by quantifying and monetising our impact. After carrying out various pilot projects, this year, we have applied it for the first time to the bank as a whole. The Integrated Profit & Loss methodology enables us to make impact statements. Just like financial statements provide the information needed to manage and communicate our financial performance, impact statements provide the information we need to manage our social, environmental and economic impact.

We recognise this is an innovative approach and that such impact statements will need to evolve. At the same time, innovation requires bold action and we are proud to be the first bank to publish Impact Statements with an Integrated Profit & Loss.

Kees van Dijkhuizen
Chief Executive Officer

About this report

This Impact Report provides an assessment of the impact of the majority of ABN AMRO's activities during 2018. It is the result of collaboration between ABN AMRO and the Impact Institute, building on multiple pilots conducted since 2014.

Among others, we have carried out impact assessments on ABN AMRO's mortgage portfolio, human capital creation, and the external costs of cocoa and diamond financing. With this report, we provide the first bank-wide impact assessment of ABN AMRO.

Given the innovative nature of this report, we have chosen to present results this year in categories based on ranges and not exact EUR amounts. The exact impact results may be subject to change as our methods and data improve; the ranges are more robust.

The report follows the Framework for Impact Statements (FIS) of the Impact Institute (see Disclosures).

We invite your feedback

If you have any questions or comments about this report, please send an email to impactreport@nl.abnamro.com.

Introduction to our **first Impact Report**

Creating long-term value for our stakeholders

ABN AMRO has an important role in society. We provide mortgages and banking services; we finance industry and lend to business. In doing so, we create long-term value for all our stakeholders. This value may take the form of financial value but also, for example, environmental or social value. Guiding us in our efforts to create value is our purpose, Banking for better, for generations to come.

ABN AMRO is making strides in its reporting on the value it creates for its stakeholders (see our Integrated Annual Review) and on explaining where we can still make improvements in our performance (see our Human Rights Report and our Sustainability facts & figures).

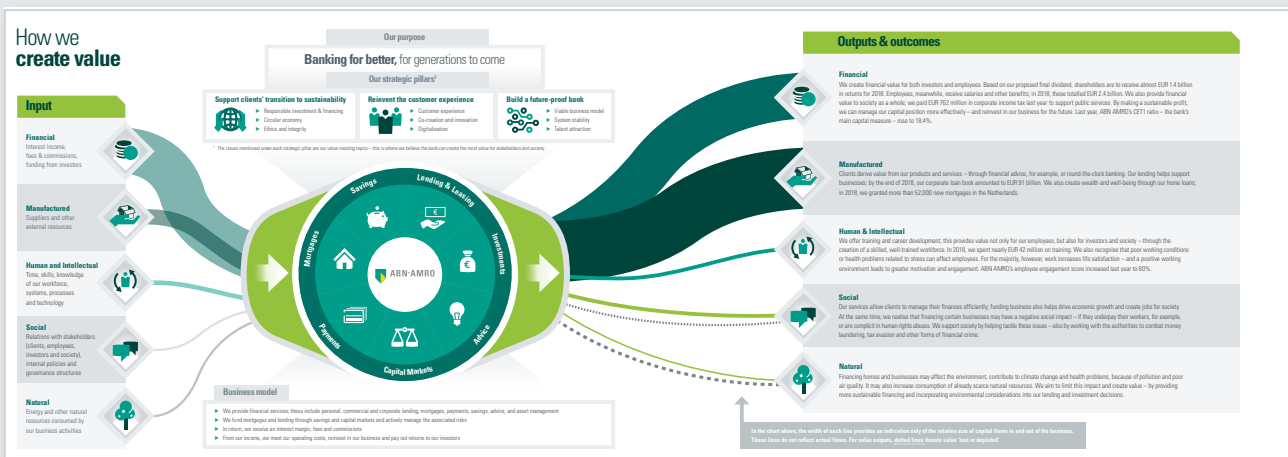
One challenge we face is how to measure the value we create for our stakeholders, so that we can steer on value creation in a data-driven manner. This requires an understanding of the impacts of our actions; we need

to balance trade-offs between different impacts, between the short term and the long term, and between the interests of different stakeholders. This can be done in an effective or credible way if we measure and value our impact: what difference do we make for our stakeholders and how valuable is this to them? With this report, we address the challenge head-on by measuring and valuing our impact on all stakeholders and reporting the results.

How we create value Creating value for our stakeholders

We are committed to creating long-term value for our stakeholders. Multiple factors influence how we create value, such as our business model, operating environment, people and culture. We have developed a Value Creation Model depicting how we create value as a bank. The Value Creation Model provides a qualitative analysis of how value is created.

Additionally, we carry out a regular review of our operating environment to identify Value Creating Topics where we believe we (can) contribute most for our stakeholders.



Integrated Profit & Loss

This report follows the Integrated Profit & Loss (IP&L) methodology to quantify our value creation in a systematic and reliable manner. The Integrated Profit & Loss (IP&L) gives us a tool to measure and steer on our value creation for all stakeholders.

In short: we create value if our stakeholders are better off with us than without us. To capture value creation, we measure and monetise the various positive and negative impacts we have through our business. We define an impact as a specific way in which we positively (or negatively) affect the lives of our stakeholders. Such an impact may be financial, e.g. profits and salaries, or non-financial, such as job satisfaction and air pollution.

The IP&L is an extension of the traditional P&L, which captures financial value created for shareholders. The IP&L captures the financial and non-financial value created for

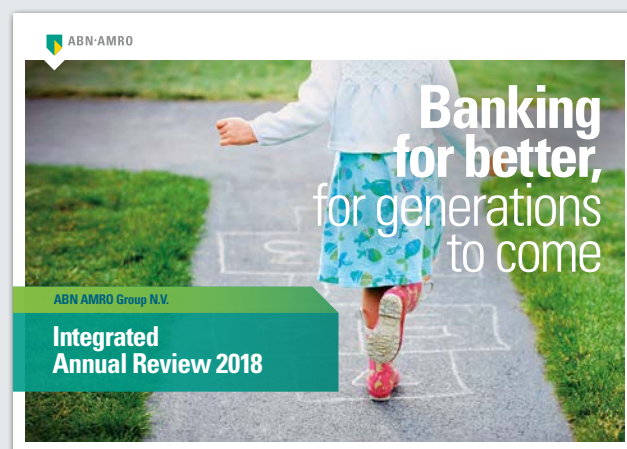
all stakeholders. It quantifies key impacts, such as profits, customer satisfaction and carbon emissions, and monetises these impacts into euro amounts. The IP&L takes our direct impacts into account, such as the energy we use in our offices, but also our indirect impacts, such as the jobs that are created by our clients. Quantifying and monetising impacts in a systematic manner makes different impacts within a company comparable, which drives better management decisions. In addition, it contributes to making impact information across companies comparable, which facilitates decision making of our investors and other stakeholders.

Our purpose aims to benefit all stakeholders

ABN AMRO's refreshed strategy is built around our purpose: Banking for better, for generations to come. This means better for all our stakeholders: clients, investors, employees and society. Banking for better, for generations to come aims for positive value creation through three strategic pillars:

- ▶ Supporting our clients' transition to sustainability
- ▶ Reinventing the customer experience
- ▶ Building a future-proof bank

The Value Creation Model, Value Creating Topics and strategy refresh are described in our [2018 Integrated Annual Review](#). This Impact Report complements the Review by providing quantitative insights into how much and for whom value was created in 2018.



Information required to manage long-term value for our stakeholders

To manage and report systematically on impact, we compile Impact Statements similar to financial statements using the IP&L methodology. These Impact Statements provide the information we need to manage long-term value for our stakeholders. Reporting and steering on impact requires finding the right level of aggregation.

Even though we need to measure them, we cannot steer on hundreds of indicators. At the same time, we do not want to reduce our overall impact to a single number, for example because we want to create value to each of our stakeholder groups and do not want to offset our climate change impact against our financial impact.

Hence, it is useful to identify a few key dimensions of impact. In this report, we follow the four dimensions of impact on which an organisation can steer and report, specified by the Framework for Impact Statements (FIS) of the Impact Institute.

1 Value created for our stakeholders

Generating more value for each stakeholder than they put in.

2 Value created for our investors

We need to be and remain profitable to create value for our shareholders, but also for our continuity and ability to invest in the future.

3 Do no harm

Working towards making sure the rights of our stakeholders are respected, also throughout our value chains and we do not harm people and nature in our efforts to create value.

4 Contribution to Sustainable Development according to the UN Sustainable Development Goals (SDGs)

Nations worldwide have committed to realising specific sustainability goals and we act on the responsibility we have to contribute to these global goals.

To steer on these dimensions, clear metrics are required. The FIS requires a specific Impact Statement for each dimension, which may be derived from the Integrated Profit & Loss. Hence, in our Impact Statement, we include, in addition to the Integrated Profit & Loss

Statement, the following four statements:
 (1) the Stakeholder Value Creation Statement,
 (2) the Investor Value Creation Statement,
 (3) the External Costs Statement and (4) the SDG Statement.

Our key results on long term value creation

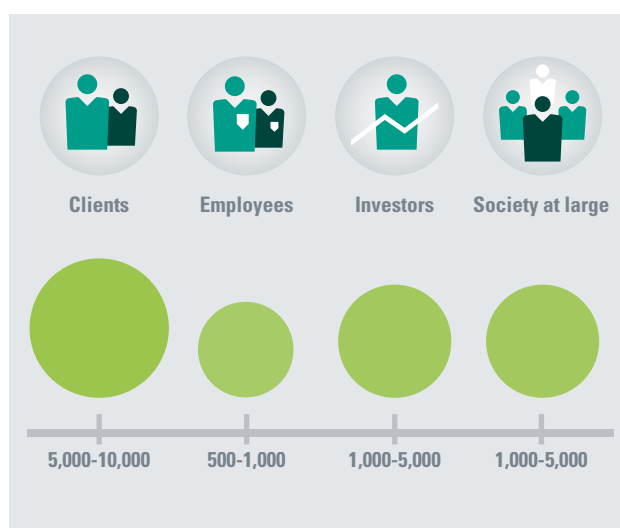
The results of the IP&L show that, overall, ABN AMRO created value for each stakeholder group. Figure 1 shows that the net value created (the sum of the value of all positive and negative impacts) is positive for each stakeholder group. This means that each stakeholder group received more value from ABN AMRO than it put in.

For example, the value of the salaries, job satisfaction and training employees receive, more than compensates for the time and effort they put in. As can be seen in the figure on the right, most value is created for our clients.

Important inputs include the fees and interest payments by clients, the time of employees and the services provided by suppliers. Large positive impacts generated by the bank include net profit, the value of mortgage provision for clients, interest payments to investors, and the development of skills and knowledge of our employees. Negative impacts generated by the bank include data breaches in our own operations, contributing to climate change and underpayment in the value chains we finance.

Value created per stakeholder in 2018

(in EUR millions)



The bubbles depict the net value created per stakeholder. Below the bubbles the range of the estimated value creation in EUR millions is shown.

About the IP&L

In the Integrated Profit & Loss (IP&L), as developed by the Impact Institute, value creation is defined as the contribution to the wellbeing of people, now and in the future. This value creation is measured on the six capitals of the International Integrated Reporting Council (IIRC): financial, manufactured, human, intellectual, social and natural. The impacts can occur in ABN AMRO's own operations, at our clients or in their value chains.

The IP&L provides insight into four key dimensions of impact and the results on each dimension are summarised below.

1 Value created for our stakeholders

We see that we created substantial value for our clients: an estimated EUR 5 -10 billion. To be attractive to clients, our services need to be worth more than what our clients pay for them. This also holds for employees – we created more value for them, for instance through salaries and an increase in skills and well-being, than they provided ABN AMRO in terms of time and effort. We see that we generated positive impacts for society at large, for example in the form of taxes to the government and by contributing to the fight against financial crime.

2 Value created for our investors

We created substantial financial value for our investors in terms of dividends and interest payments in 2018. However, we also increased our ability to create further investor value in the long term: ABN AMRO and its investors will benefit from the increased human capital created by our employees during the year and the increase in ABN AMRO's brand value during 2018.

3 Do no harm

The third dimension refers to respecting human rights and respecting the natural environment. We want to create value while respecting the rights of all, including the most vulnerable and future generations.

We aim to eliminate any harms for people and nature in our own operations, for which we have a direct responsibility. For our people, we are committed to respect basic labour rights as an employer in every country where the bank has a presence, see our Human Rights Report 2018. For harms to nature, we had a minor impact on climate change caused by the energy we used. We offset these carbon emissions from energy use of our own organisation. A relevant negative impact for our clients was a limited number of privacy breaches.

We aim to contribute to the minimisation of social and environmental costs throughout our value chains, for which we have a shared responsibility. The largest costs we imposed in 2018 on society related to natural capital depletion in our value chains. Through our lending operations and investments, ABN AMRO shares responsibility for air pollution, transformation of natural land and contribution to climate change throughout various value chains. We also contributed to social costs in our value chains including underpayment and child labour. Our Human Rights Report 2018 describes our efforts to contribute to protecting human rights in our value chains.

4 Contribution to the Sustainable Development Goals (SDGs)

The final key dimension is our contribution to sustainable development through the UN Sustainable Development Goals (SDGs). As this is our first year, we can provide only a baseline assessment. In the coming years, we can look at how our impact improves to contribute to the SDGs. ABN AMRO has chosen to focus on three SDGs: 8, 12 and 13. The baseline assessment shows that our main contribution is to Decent work and economic growth (SDG 8). We have almost 19,000 employees worldwide (in FTE) and through our banking activities we promote decent jobs, entrepreneurship and encourage growth of SMEs and social enterprises. We contribute to Responsible consumption and production (SDG 12) by financing circular loans and assets. Our 2018 impact statements indicate a notable negative impact, however, on Climate action (SDG 13). Reducing both our own and supporting our clients' transition to sustainability was a key element of our recent strategy refresh.

Our impact

The Integrated Profit & Loss

In the Integrated Profit & Loss (IP&L), value creation is defined as the contribution to the well-being of people, now and in the future. The IP&L is described in the Framework for Impact Statements, issued by the Impact Institute.

It builds on existing frameworks, such as the Integrated Reporting framework (2013), the Natural Capital Protocol (2015), the Social Capital Protocol (2017), the International Financial Reporting Standards (2018), GRI Standards (2018) and the CES framework of European statistics agencies (2014). Our IP&L framework is further explained in the disclosures of this report.

The impact on our stakeholders is divided into 43 separate impact categories, which may be grouped according to the six capitals of the International Integrated Reporting Council (IIRC): financial, manufactured, human, intellectual, social and natural. Impacts on stakeholders may occur in ABN AMRO's own operations, at our clients or in our value chains.

Our IP&L covers a majority of the bank's activities and impacts, but is not yet fully complete. The majority of ABN AMRO's activities, as measured by their contribution

to our income or balance sheet, are in scope. For example, mortgage provision, payments, and business lending are in scope, while credit cards and treasury services are not yet in scope. Results are reported in ranges of EUR amounts.

The figure on the next page provides an overview of value created in 2018, according to the IP&L. On the vertical axis, the six capitals are depicted – and on the horizontal axis, our four stakeholder groups. The figure shows that we created net value for each stakeholder group. We affected stakeholders through our impact on the six capitals:

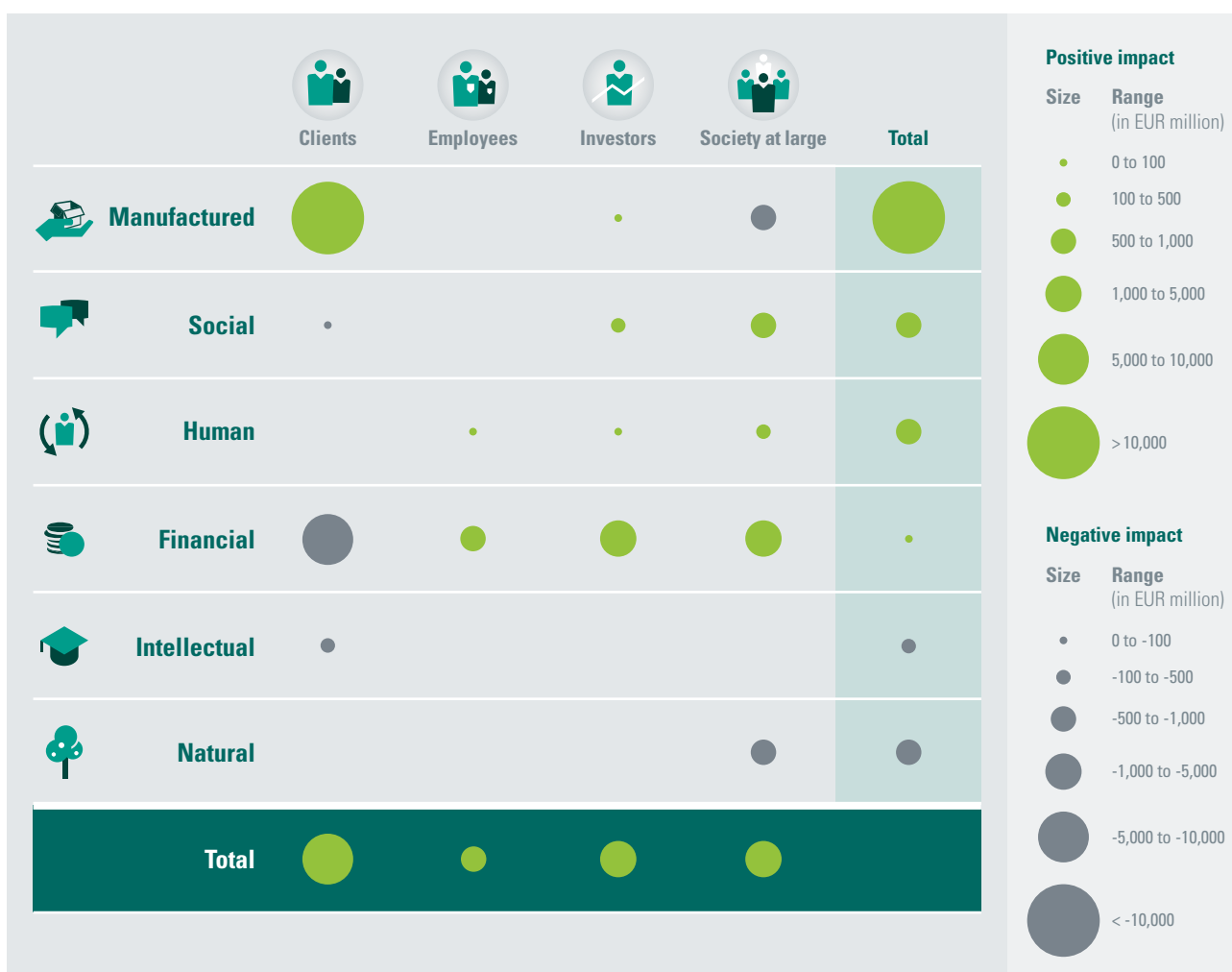
- ▶ We generated financial value for our investors, employees and society at large through dividends, interest payments, salaries, taxes, and economic activity through our business lending. To finance our activities, we used financial capital such as interest income, fees and commissions.

Six capitals

Capital	Description	Example flows
 Financial	All stocks consisting of a form of money and other financial assets	Taxes
 Manufactured	All tangible assets and the value created by services	Increase in house value
 Intellectual	All intangible assets	Data breaches
 Human	All value relating to people, including including health and competences	Well-being from employment
 Social	All value relating to communities groups of people, including social ties, network and norms	Decrease in cash-related crime
 Natural	Stocks of natural capital assets	Water pollution

- ▶ We also created value in terms of manufactured capital by providing services, such as enabling home-ownership or fast money transfers.
- ▶ Human capital, such as the time, skills and knowledge of our employees, is used for our activities' operations. Employees in turn receive value through training and skills development, but also through the well-being effects of employment.
- ▶ We measured a negative effect in terms of Intellectual capital due to data breaches and cybercrime. We must note here that no positive intellectual capital impacts were measured this year in the selected scope.
- ▶ Overall, we reduced natural capital due to negative impacts such as carbon emissions, resource use and pollution both from our own operations and value chains. Although this is the case for almost all companies, we will work hard to limit this negative effect.
- ▶ On social capital, our activities resulted in some negative impacts, such as financial distress of mortgage clients who experienced financial difficulties or cases of underpayment in our value chains. We also see substantial positive impacts on social capital. For instance, the increase in our brand value results in the creation of social capital.

Summary of the Integrated Profit and Loss



The size of the bubbles represents the size of the of the impact. Capitals have been ordered from high to low total net value creation. The legend shows shows the ranges for a few sizes.

Value created for our stakeholders

To measure the impact on other stakeholders, we compiled a value creation diagram per stakeholder. A value creation diagram shows what capital is used (left), and what capital is generated (right). These flows of capital refer to financial and non-financial profits and losses from the IP&L and are represented by lines with dotted lines for generated losses. The flows of capital are split into the different capital types of the IIRC.



Clients

Clients provide fees and interest payments (financial capital) for which they receive services (manufactured capital). We create value for our clients if the value of the services we provide exceed what our clients paid for them. In 2018, for example, through our mortgage

provision, clients experienced well-being from home ownership. Through our account services, clients gained time due to fast money transfers, and our lending services enabled commercial and corporate clients to build their businesses.

Client value creation

(displayed in flows per capital)





Employees

Our employees are a key asset. They make it possible to run the operations of the bank and create value for stakeholders. In 2018, they invested time, skills and effort (human capital). In return, they received salaries (financial capital), but also gained new skills and capabilities (human

capital), through training and on-the-job development. Employment has also been shown to increase well-being (human capital). Job satisfaction at ABN AMRO is higher than average work satisfaction in the Netherlands, further increasing the impact of well-being from work.

Employee value creation

(displayed in flows per capital)



Note on employment

It is also valuable to put this into the perspective of the various reorganisations ABN AMRO has gone through. Possibly without these the well-being effect per employee would have been even higher and if FTEs would not have decreased also the total value

created for employees would be higher. At the same time, employing people has an opportunity cost as it requires the time and effort of employees that could also be put at use elsewhere.

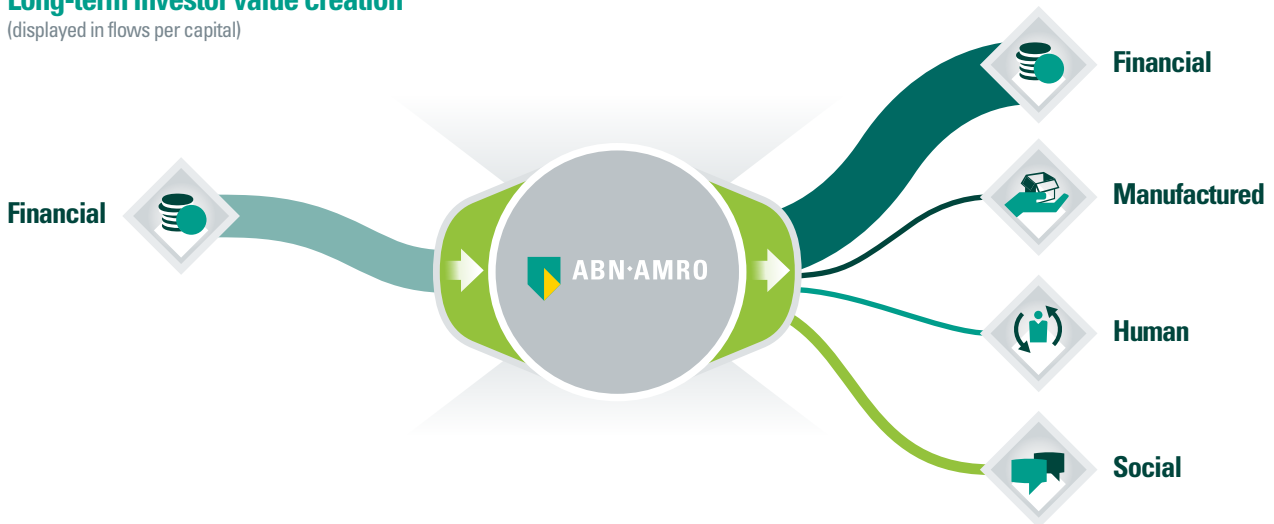


Investors

The value creation diagram builds on our income statement (see our Annual Report 2018) and extends it by taking into account aspects that are more challenging to measure in a precise and standardised manner. The diagram includes the effects of non-financial capital creation on investor wealth and value of the inputs from investors in terms of the cost of capital. In this way we can capture the short-term value (profits and interest payments) we created – which remains essential. In addition, it enables us to capture the long-term value we created for investors by estimating the increase (or decrease) in non-financial assets as brand value, capabilities and technology and value these through their potential to create future profits and interest payments.

We see that investors gained primarily financial capital in the form of profits and interest payments. However, ABN AMRO also created value for its investors by increasing its non-financial capital base. Human capital was increased, representing the increasing skill of employees, which increases the estimated future earnings of the bank. The social capital gains contain the increase in brand value of ABN AMRO, which entails, among others, an increase in the future clients that can be attracted and maintained.

Long-term investor value creation (displayed in flows per capital)



Note on flows of financial capital

Note that lines do not represent stocks of capital as represented on the balance sheet, such as the value of loans, which would be much larger. In addition, the

figure does not show the financial cash flows, but rather the cost of capital on the left-hand side and the interest payments and profits on the right-hand side.



Society at large

During 2018, society at large received financial capital through, among others, income taxes from ABN AMRO. In addition, our suppliers received payments in return for their services. ABN AMRO also created value to society at large through its lending and investment portfolio. Investment in the construction sector will, however, create a different impact than one in the cocoa sector. Therefore, ABN AMRO is partially responsible for the impact in the resulting value chains. This includes positive impacts such as the consumer value of the goods and services that are produced and jobs that are created, but also negative impacts such as contributions to climate change.

Optimising our investment impact requires balancing various effects, such as generating income for cocoa farmers versus potential stimulation of child labour. By being aware of issues and challenges, we can engage with sectors and clients to improve their impact. Steering on impact can support decision making about when we should focus on improving a sector that faces challenges and when we should stimulate the growth of sectors with a relatively positive impact.

We specify the impacts of these activities in the section Financing sectors and industries: direct and indirect impacts (see page 20).

Value creation for society at large

(displayed in flows per capital)



Do no harm

Doing no harm means respecting human rights and respecting the natural environment. This holds both for the bank's own operations and for the activities of others in the value chains of the bank.

The IP&L consists of benefits and costs. Some of these costs, the internal costs, are voluntarily incurred by the stakeholder, such as payments from clients. Other costs, the external costs, are involuntarily absorbed by others.

The absence of external costs is a measure of the extent to which we 'do no harm'. Examples are the cost of climate change for future generations or the cost of health and safety issues for workers. We aim to eliminate any external costs. For our own operations, we have a direct responsibility and are committed to avoid any harm to people or nature. For external costs arising in our value chains, we have a shared responsibility and aim to minimise harms, together with our partners in the value chain.

Our External Costs Statement shows that:

- ▶ The largest external costs as a result of the bank's activities were borne by the environment. Through our lending operations and investments, ABN AMRO shares responsibility for air pollution, land transformation and contribution to climate change throughout the value chain.

- ▶ Some social external costs, such as underpayment and child labour, occurred in our value chains. In 2016, ABN AMRO became the first bank worldwide to publish a Human Rights Report in accordance with the UN's official reporting guidelines and has since then aimed to increase awareness among stakeholders of the importance of respecting human rights.
- ▶ In 2018, to facilitate our services, we stored vast amounts of (client) data. We take our responsibilities seriously. However, some data breaches occurred during the year, which resulted in, among others, a decrease in well-being for clients.

Overview of external costs of ABN AMRO's activities grouped per type of capital

(in EUR millions)



Contribution to climate change

The IP&L includes an estimate of the amount of carbon emissions to which we contributed. This refers not only to carbon as a result of energy use in our buildings, but also indirect carbon emissions through the construction of new houses financed by ABN AMRO mortgages and carbon emissions in the value chains of our lending portfolios.

To measure these emissions, there are several different methodologies, including those issued by the Platform Carbon Accounting Financials. In the IP&L methodology, impacts are attributed over the different actors that have a shared responsibility (the sum equalling the total impact). In the IP&L, the attributable impact is accounted for by means of added value. For example, when we grant a mortgage for a house, carbon emissions are attributed to, among other, the construction sector, energy companies, and ABN AMRO.

With the IP&L methodology, an estimated 1-2 megatonnes of CO₂-equivalent emissions is attributed to ABN AMRO. Most of these external costs are indirect. For each tonne of CO₂, an average external cost of EUR 110 is included in the IP&L to monetise the impact, which is based on the social cost of carbon method. Total external costs are estimated at around EUR 100-250 million.

With among other, our bank-wide 'Mission 2030', we aim to reduce both our own and our clients' contributions to climate change. For our own organisation, we compensate the carbon emissions from energy use.

Contribution to the Sustainable Development Goals

Through our activities, we aim to create long-term value for all our stakeholders. One important aspect of long-term value creation is our contribution to sustainable development through the UN Sustainable Development Goals (SDGs). The SDGs are globally-agreed goals by all nations to enable all people to live a good life, for generations to come.

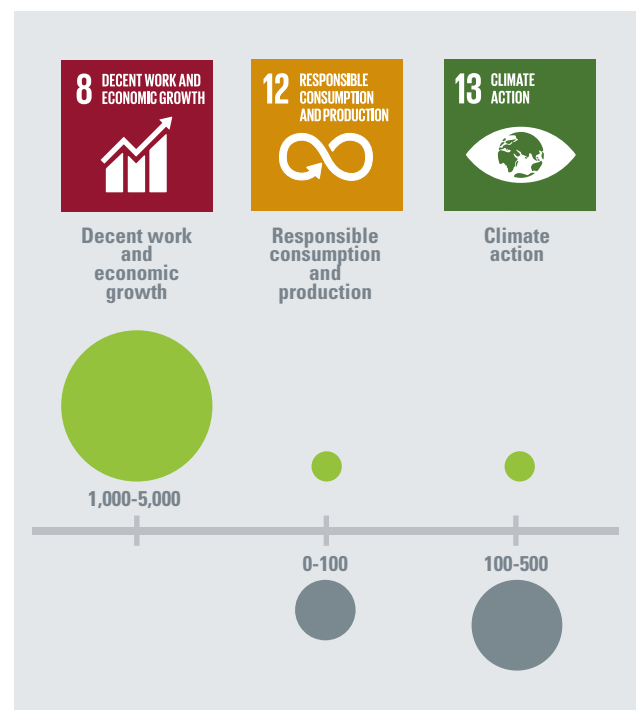
In 2017, we identified those SDGs most closely related to our sustainability themes: SDG 8: Decent work and economic growth; SDG 12: Responsible production and consumption; and SDG 13: Climate action. This year, we provide the first building block towards measuring our contribution to the SDGs by compiling an SDG Baseline Statement, which maps our impacts on the 17 SDGs. In future years, the SDG Statement will provide insight into how ABN AMRO may contribute to reaching these goals in terms of improved performance.

Our 2018 SDG Baseline Statement confirms our selection of SDGs where we can contribute by improving our impact. We have a positive contribution to SDG 8: Decent work and economic growth. We have almost 19,000 employees worldwide and through our banking activities we promote decent jobs, entrepreneurship and encourage growth of corporations, SMEs and social enterprises. However, we have significant negative impacts on SDG 12 and 13, due to our lending and investment portfolio.

We have identified initiatives to accelerate the shift towards positive impacts on SDG 12 and 13, such as financing circular loans and assets and our bank-wide 'Mission 2030.' With this mission, we aim to reduce both our own and our clients' climate change impact by offering tools and advice on how to make homes and real estate more sustainable. For private banking, we have made sustainable investments our default option; for commercial and corporate clients, we have launched initiatives for sustainable financing.

ABN AMRO's baseline impact on the three focus SDGs

(in EUR millions)



Illustrations of our impact

We have impact on our stakeholders through the products and services we provide. The following illustrations provide examples of impacts that have been included in the IP&L, with references to our various impact statements.

Providing payment and account services



Payment and account services are among ABN AMRO's most visible services. We provide fee and interest-based payment and account services to our clients; this includes debit cards, savings accounts, online and mobile banking, and innovative services such as Tikkie. To facilitate these services we incur certain costs, such as IT and employee expenses, and must comply with all relevant regulation. How do these payment and account services create value for our clients and other stakeholders?

In 2018, ABN AMRO created value by providing an infrastructure for payments and accounts, by facilitating digital transactions, for example [see table on page 23 - Impact 17](#), and storing and managing money [see table on page 23 - Impact 19](#) for our clients. Digital transactions make fast and frequent transactions possible, as opposed to cash transactions that are more time-consuming and which are more prone to cash-related crime.

The value of this service is especially significant for businesses as cash payments can be time-consuming and result in higher costs. Additionally, clients derive value from storing their money safely and being able to manage their money, for instance through the digital and app environments that ABN AMRO provides.

Another important impact resulting from the payments and accounts services was in our role in detecting suspicious

transactions and tax evasion [see table on page 23 - Impact 31](#). This impact includes an estimate of the added value from reported suspicious transactions and an increase in income for the government from additional taxes on savings and value added tax (VAT) paid. Increase in income from VAT paid was particularly significant. Eliminating cash-in-hand through digital transactions and storage, increases traceability of money. By facilitating digital payments, ABN AMRO contributed to decreasing the VAT gap, the difference between VAT paid and the amount of VAT that should be paid.

Finally, savings and cash deposits on client accounts also enable us to provide lending services, such as mortgages. Our clients have deposits to secure and manage their money. Part of these funds can be put to good use, by helping other clients in the form of loans. When using these funds, we have a responsibility to ensure that we lend it in a way that benefits society and to manage risks so we can safeguard our clients' savings.



"We want to create value by offering our clients sound savings products and services and also by making responsible and sustainable choices on where we invest their savings."

Paul van Oordt
Director Savings & Deposits

Providing mortgages to our clients



ABN AMRO is one of the largest mortgage providers in the Netherlands and mortgage provision is one of the bank's key activities. When ABN AMRO grants mortgages to clients, they are provided with a loan, which they can use to buy a house. However, this transaction leads to impacts on ABN AMRO's other stakeholders. How do mortgage services create these impacts and which stakeholders are affected?

The largest value was created through the direct provision of mortgages to clients [see table on page 23 - 🏠 Impact 14](#). On average, monthly interest payments are lower than rental payments, which creates financial value for clients. Moreover, clients accumulate wealth with house prices in the Netherlands increasing significantly over the past year. Also, clients have on average increased life satisfaction from home ownership, compared with those renting.

However, some of ABN AMRO's clients might have difficulties paying their mortgage loan. This can lead to financial distress and loss of well-being [see table on page 23 - 🗨️ Impact 36](#). For this reason, ABN AMRO has introduced an early warning system to detect and support clients that may run into difficulties in an early phase.

Finally, providing mortgages stimulates the construction sector. This has considerable positive impact, but can also lead to costs to society at large. Construction means an increase in air pollution, which is a health hazard, and it consumes energy, which leads to carbon emissions and more air pollution [see table on page 23 - 🌿 Impact 41 and 43](#). For this reason, we work on initiatives that improve the impact on nature of our mortgages. For example, we offer lower interest rates to clients that buy a home with a better energy label.



"With sustainable mortgages supporting energy efficiency, we can create positive value for our clients and society."

Claire Dumas
Director of Mortgages

Financing sectors and industries: direct and indirect impacts



ABN AMRO has a large portfolio of commercial, corporate, and private banking clients. We provide, among other things, lending services, asset management, and various financial and advisory services to help grow businesses. With loans and investments, businesses can grow, which creates jobs and leads to economic activity. Financing these industries also has effects through their value chains, both positive and negative. How does financing sectors and industries create value and for whom? And what external costs arise?

ABN AMRO has a large role in the development of the economy. In 2018, by providing loans, we created value for all our stakeholders. Our clients were able to grow their businesses [see table on page 23 - 🌱 Impact 15](#), which also led to an increase in profits further along the value chain [see table on page 23 - 📈 Impact 12](#). Loans and investments also enable an increase in employment at clients and their value chains, which leads to human capital creation and well-being of employment for employees.

Different industries make different products and all of these products have their own consumer value – the amount which a consumer is willing to pay for a product. Various actors in a value chain contribute to the value created for consumers. We attribute part of this consumer value to our lending and investments services that finance production of these goods and services [see table on page 23 - 🌱 Impact 18](#).

Producing goods and services may also lead to negative effects. Much of this negative impact is on the environment [see table on page 23 - 🌿 Impact 38-43](#). For example, transporting goods generates air pollution; agriculture uses land and the construction sector uses scarce materials. In terms of negative social impacts, global supply chains that infringe on human rights still unfortunately exist. A large negative social impact is underpayment [see table on page 23 - 🗣️ Impact 37](#), while child labour [see table on page 23 - 🗣️ Impact 34](#) is also a notable impact that should be eradicated. We are aware that issues exist in value chains where we have a shared responsibility. Measuring external costs helps to identify these issues, so we can work with other stakeholders to tackle these. We can do so by our financing, but also with client advisory on impact and contributions to SDGs.

We work with our clients to improve their impact through our financing and client advisory services. We focus on supporting our clients' transitions in energy, circularity and social impact. By creating more insight into impacts of our portfolio, we can increase our positive impact and decrease our negative impact by making better financing decisions ourselves and helping our clients run a smarter, more future-proof business.



“We are stepping up our game with sustainable financing, green bonds and circular economy investments to support our clients’ transition to sustainability.”

Fred Bos
Director Commercial Banking Clients

Impact statements

About these statements

The IP&L shows the quantified and monetised value of each impact for each stakeholder classified according to the six capitals defined in the <IR> framework of the International Integrated Reporting Council (IIRC): financial, manufactured, intellectual, environmental, social, and human capital.

Each statement refers to ABN AMRO Group N.V. and includes impacts both related to our own operations and those occurring in our value chain. Some activities and impacts are out of scope (see Disclosures).

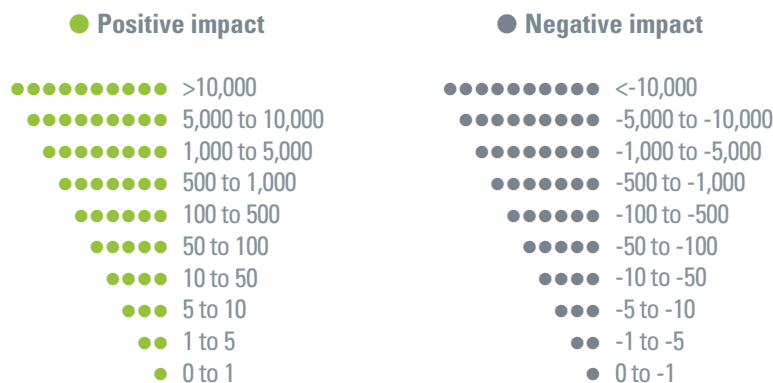
The size of each impact is displayed on a scale of 0 to 10 balls (see the key). The number of balls represent a range of monetised impact in EUR million. One ball represents the smallest impact, while ten balls represent the largest impact. Zero balls represents the absence of material impact (within the scope). The colour of each ball indicates direction: green for positive impacts and grey for negative ones.

Each line in the statements represents the monetised impact of a group of impacts. If applicable, a reference is made to the corresponding impact in the Integrated profit & loss statement.











This is the first time that these statements are presented, resulting from the first bank-wide impact assessment. Among other, comparative information on prior periods is not available and results may be subject to change as our methods and data improve.

Key for monetised impacts

(in EUR millions)



Integrated Profit & Loss Statement

	 Clients	 Employees	 Investors	 Society at large	Total
Financial	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●
 1 Interest payments			●●●●●●●●		●●●●●●●●
2 Payments to suppliers				●●●●●●●●	●●●●●●●●
3 Net profit/loss			●●●●●●●●		●●●●●●●●
4 Employee payments		●●●●●●●●		●●●●●●	●●●●●●●●
5 Correction for loan impairments and depreciation			●●●●●●		●●●●●●
6 Income tax payments				●●●●●●	●●●●●●
7 Payments from clients	●●●●●●●●				●●●●●●●●
8 Investments in fixed assets			●●●●		●●●●
9 Payments for change in housing stock	●●●●●●●●			●●●●●●	-
10 Value of money creation				●●●●●●	●●●●●●
11 Net cost of capital			●●●●●●	●●●●●●●●	-
12 Contribution to added value of value chain	●●●●			●●●●●●●●	●●●●●●●●
13 Payments from buyers in the value chain				●●●●●●●●	●●●●●●●●
Manufactured	●●●●●●●●		●●●	●●●●●●	●●●●●●●●
 14 Client value of mortgage provision	●●●●●●●●				●●●●●●●●
15 Client value of lending services	●●●●●●●●				●●●●●●●●
16 Client value of fee-based services	●●●●●●●●				●●●●●●●●
17 Client value of money transfers	●●●●●●●●				●●●●●●●●
18 Consumer value in value chain				●●●●●●	●●●●●●
19 Client value of money storage and management	●●●●●●				●●●●●●
20 Client value of asset management	●●●●●●				●●●●●●
21 Changes in fixed assets in value chain				●●●●	●●●●
22 Changes in fixed assets			●●●		●●●
23 Change in housing stock	●●●●●●			●●●●●●	-
24 Value of supplier services				●●●●●●●●	●●●●●●●●
Human		●●●●	●●●●	●●●●●●	●●●●●●
 25 Creation of human capital		●●●●●●	●●●●	●●●●●●	●●●●●●
26 Well-being effects of employment		●●●●●●		●●●●●●	●●●●●●
27 Workplace health and safety incidents		●	●●	●●●●	●●●●
28 Value of time		●●●●●●		●●●●●●	●●●●●●
Intellectual	●●●●●●				●●●●●●
 29 Costs of cybercrime	●●●●				●●●●
30 Data and privacy breaches	●●●●●●				●●●●●●
Social	●●●●		●●●●●●	●●●●●●	●●●●●●
 31 Detected suspicious transactions and tax evasion			●●●●●●	●●●●●●	●●●●●●
32 Change in brand value and customer loyalty			●●●●●●		●●●●●●
33 Decrease in cash-related crime	●●●				●●●
34 Child labour in value chain				●●●●	●●●●
35 Gender discrimination in access to higher skill jobs				●●●●	●●●●
36 Financial distress due to repayment difficulties of loans	●●●●				●●●●
37 Underpayment in value chain				●●●●	●●●●
Natural				●●●●●●	●●●●●●
 38 Use of scarce water				●●●●	●●●●
39 Use of scarce materials				●●●●●●	●●●●●●
40 Water pollution				●●●●	●●●●
41 Contribution to climate change				●●●●●●	●●●●●●
42 Land use and transformation				●●●●●●	●●●●●●
43 Air pollution				●●●●●●	●●●●●●
Total	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●

This table shows grouped impacts. This statement provides an overview of financial and non-financial impacts of ABN AMRO Group N.V.

Value Creation Statement

	Input	Output positive	Output negative	Net value creation
Clients				
1 Financial	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●
2 Manufactured	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●
3 Intellectual		●●●●●●●●	●●●●●●●●	●●●●●●●●
4 Social		●●●	●●●●●	●●●●●
Employees				
5 Financial	●●●●●	●●●●●●●●	●	●●●●●●●
6 Human	●●●●●	●●●●●●	●	●●●●●
Investors				
7 Financial	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●
8 Manufactured	●●●●●●●●	●●●●●●	●●●●●●	●●●
9 Human		●●●●●●	●●	●●●●●●
10 Social		●●●●●●		●●●●●●
Society at large				
11 Financial	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●
12 Manufactured	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●
13 Human		●●●●●●●●	●●●●●●	●●●●●●
14 Social		●●●●●●	●●●●●●	●●●●●●
15 Natural	●●		●●●●●●●●	●●●●●●●●
Total	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●



This table shows grouped impacts. This statement shows the value creation for each stakeholder group of ABN AMRO Group N.V.

Investor Value Creation Statement

	Input	Output positive	Output negative	Net value creation
Financial				
1 Interest payments	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●
3 Net profit/loss		●●●●●●●●		●●●●●●●●
5 Correction for loan impairments and depreciation		●●●●●●		●●●●●●
8 Investments in fixed assets			●●●●●	●●●●●
11 Net cost of capital	●●●●●●●●			●●●●●●●●
Manufactured				
22 Changes in fixed assets		●●●●●	●●●●●	●●●
Human				
25 Creation of human capital		●●●●●	●●	●●●●●
27 Workplace health and safety incidents		●●●●●	●●	●●
Social				
32 Change in brand value and customer loyalty		●●●●●●		●●●●●●
Total	●●●●●●●●	●●●●●●●●	●●●●●●●●	●●●●●●●●

This table shows grouped impacts. This statement shows the short- and long-term value creation for investors of ABN AMRO Group N.V.

External Costs Statement

	 Clients	 Employees	 Investors	 Society at large	Total
Human					
 27 Workplace health and safety incidents		●		●●●●	●●●●
Intellectual					
 30 Data and privacy breaches	●●●●●●				●●●●●●
29 Costs of cybercrime	●●●●				●●●●
Social					
 37 Underpayment in value chain				●●●●●●	●●●●●●
35 Gender discrimination in access to higher skill jobs				●●●●	●●●●
34 Child labour in value chain				●●●●	●●●●
Natural					
 43 Air pollution				●●●●●●●●	●●●●●●●●
42 Land use and transformation				●●●●●●	●●●●●●
41 Contribution to climate change				●●●●●●	●●●●●●
40 Water pollution				●●●●●●	●●●●●●
39 Use of scarce materials				●●●●●●	●●●●●●
38 Use of scarce water				●●●●	●●●●
Total	●●●●●●	●		●●●●●●●●	●●●●●●●●

This table shows grouped impacts.

This statement provides an overview of the external costs of the activities of ABN AMRO Group N.V.

Sustainable Development Goals Baseline Statement

		Baseline assessment	
		Negative	Positive
1 	SDG 1 – No poverty		
	37 Underpayment in value chain	■	
3 	SDG 3 – Good health and well-being		
	26 Well-being effects of employment		■
	36 Financial distress due to repayment difficulties of loans	■	
	43 Air pollution	■	
	40 Water pollution	■	
5 	SDG 5 – Gender equality		
	35 Gender discrimination in access to higher skill jobs	■	
6 	SDG 6 – Clean water and sanitation		
	38 Use of scarce water	■	
7 	SDG 7 – Affordable and clean energy		
	39 Use of scarce materials	■	
8 	SDG 8 – Decent work and economic growth		
	12 Contribution to added value of value chain		■
	4 Employee payments		■
	3 Net profit/loss		■
	10 Value of money creation		■
	28 Value of time	■	
	27 Workplace health and safety incidents	■	
	35 Gender discrimination in access to higher skill jobs	■	
	34 Child labour in value chain	■	
12 	SDG 12 – Responsible consumption and production		
	39 Use of scarce materials	■	■
13 	SDG 13 – Climate action		
	41 Contribution to climate change	■	■
	39 Use of scarce materials	■	■
14 	SDG 14 – Life below water		
	40 Water pollution	■	
15 	SDG 15 – Life on land		
	42 Land use and transformation	■	
16 	SDG 16 – Peace and strong institutions		
	29 Costs of cybercrime	■	
	30 Data and privacy breaches	■	
	33 Decrease in cash-related crime		■
	31 Detected suspicious transactions and tax evasion		■
	34 Child labour in value chain	■	
17 	SDG 17 – Partnerships for the goals		
	12 Contribution to added value of value chain		■
	4 Employee payments		■
	6 Income tax payments		■
	31 Detected suspicious transactions and tax evasion		■

This table shows impacts grouped by SDG. This statement maps the impacts of ABN AMRO Group N.V. on its stakeholders onto the 17 United Nations Sustainable Development Goals. This statement shows whether ABN AMRO Group N.V. has positive and/or negative impacts per SDG over 2018. The statement does not show the progress of the bank over years nor its performance relative to internal or external benchmarks. Unlike the previous statements, this statement does not provide information about the size of the impact.

Disclosures

Framework

The Impact Statements included in this report follow the Impact Institute's Framework for Impact Statements (FIS Beta) (2019), see [impactinstitute.com/framework-for-impact-statements](https://www.impactinstitute.com/framework-for-impact-statements). FIS builds on existing frameworks, such as the Integrated Reporting framework (2013), the Natural Capital Protocol (2015) and the Social Capital Protocol (2017).

Scope and boundaries

Activities scope

We defined the scope of the Impact Statements to include most of the activities of ABN AMRO Group N.V. (ABN AMRO henceforth) as measured by the contribution of these activities to the income statement, balance sheet and FTEs of the bank. The selection of activities was therefore also primarily based on contribution to the income statement and size on the balance sheet. In addition, data availability was also taken into consideration. The following of activities were in scope:

- ▶ Retail Banking: Mortgages, Payments, Deposits
- ▶ Commercial Banking: Loans, Payments, Deposits
- ▶ Corporate & Institutional Banking: Corporate Loans, Payments, Deposits
- ▶ Private Banking: Mortgages, Deposits, Assets under Management (Equity only)
- ▶ Own organisation: Human Capital, Natural capital, Financial capital

A range of Group functions have roles in the activities mentioned above, such as Risk management, Finance and control, Innovation, and Technology. Impacts of these group function roles are included indirectly through the activities.

Several aspects were placed out of scope, including consumer lending, credit cards, insurance, future income and pensions, suppliers, capital markets, several advisory services, treasury and private equity.

The activities chosen met the target scope. Approximately 60% of the activities of ABN AMRO were covered, based on their contribution to the income statement.

Impacts scope

The scope of impacts of the Impact Statements was set to capture all material impacts within the activities scope where possible. A materiality assessment was done against the Standard Impact List of the FIS and impacts identified in existing publications on the impact of banks. The materiality assessment was based on previous research, reports by the bank and research about the impact of the banking sector. The Impact List at the end of the disclosures specifies the impacts in scope. Impacts expected to be less material were placed out of scope. A number of impacts were placed out of scope due to feasibility considerations for the reporting year, mostly relating to data availability; these included soil pollution, regional economic development, reputation and trust in the sector, (positive) health effects of consumers and (non-)technological innovation.

Value chain scope

All steps in the value chains that ABN AMRO is active in were placed in scope, insofar as ABN AMRO has a shared responsibility in the chain, such as through investment and lending.

Data

Organisational data

Data of ABN AMRO for 2018 was used where possible and applicable. This data included, among others the financial statements for 2018, carbon emissions of own organisation, portfolio characteristics for the various portfolios, and HR-related data.

Whenever data for 2018 was not available, we aimed to use the most recent period possible. If recent ABN AMRO data was not available, we used secondary data sources on the banking sector.

Other data

For other data, including data about the market, economy and society, we used national statistics, international databases and scientific literature. To estimate the value chain impact, we used a global Input-Output model based on various international databases containing trade flows between sectors and countries. In addition, various databases were used as input for financial and non-financial impact estimations per sector.

Definitions

Below definitions are based on FIS.

Stakeholders are groups or individuals who are affected by organisation's business activities, and also those who affect the organisation's ability to create value over time. ABN AMRO identifies four stakeholder groups: Clients, Employees, Investors and Society at large.

Capitals are different forms of stocks within the organisation's activities. ABN AMRO uses a classification of the following six capitals: Financial, Manufactured, Intellectual, Natural, Social, and Human Capital based on the <IR> framework of the International Integrated Reporting Council (IIRC).

Capital stocks are the collection of resources available for future production, service provision, consumption and other use by organisations, people and ecosystems on earth.

Capital flows are changes in a set of capital stocks within a given timeframe in terms of the quantity or quality of any asset in the stock or in terms of the ownership of an asset.

Impact is defined as a capital flow and/or a change in experienced well-being associated with the operations of ABN AMRO during the reporting year. ABN AMRO's (overall) impact is defined as all our material impacts, both of financial and non-financial nature.

External cost is a negative and involuntary impact on a stakeholder due to an organisation's activity, which is not offset by a positive impact of at least equal value.

Value creation is the net positive value created by the organisations to the society.

Value chain of a product or service is the set of organisations that supply intermediate goods and services to each other in order to produce a finished product or final service. An organisation is active in a value chain if it contributes to it, for example by having a measurable added value to the finished product or final service. A bank is a supplier to all organisations that it offers financial services to, thereby enabling these organisations to produce their own products and services. Hence, a bank plays a role in many value chains.

Integrated Profit & Loss (IP&L) Statement is a monetised statement that presents all material valued impacts of the reporting organisation, classified by the Capitals and Stakeholders, that were realised during the reporting period. The IP&L Statement in this report refers to the reporting period 2018.

Methodology

Impact estimation

In the assessments in this report, impact pathways were used. Impact pathways are a method to identify how the activity of a company leads to an output (the direct result of an activity), a result (the systems level result of the output) and an outcome (the effect that the result has on society, such as well-being or pollution). The resulting impact is the difference between the outcome of the activity of the company and the outcome of a reference scenario.

For our services to end-users (consumers), the impact pathways were modelled using a micro-economic approach. The impacts of our lending and investment portfolio were estimated using a macro-economic model. First, the impacts of each sector per country were measured. Secondly, the amount invested in each sector and country combination in our portfolio was analysed. Finally, an input-output model was used to analyse the trade flows and estimate to which sectors and countries our investments contributed.

Monetisation

The impact estimation resulted in a quantified footprint for each impact. Some of these are financial (e.g., elements of added value), others are non-financial (e.g., contribution to climate change). By monetising the non-financial impacts, all impacts were converted to the same unit. Monetisation was performed with a combination of welfare and abatement cost approaches, which are common techniques for monetisation. Most impacts were monetised using a welfare approach, as that allows for the estimation of the contribution of that impact to the well-being of people. External costs were monetised using an abatement cost approach.

Attribution

Impacts are in almost all cases created as a result of the activities of multiple organisations. Therefore, each impact should be attributed to the relevant actors. The attribution step consistently attributes a share of the impact value to each actor. As a principle, the sum of the attributed impacts of all organisations should be equal to the total impact. For these statements two attribution principles were used. First, the average impact principle specifies that the reported impact is the average of the absolute

impact of an organisation and its marginal impact. Second, the added value principle that specifies that impact in value chains is attributed according to the value added of organisations in that value chain.

Process Background

From 2014-2018, ABN AMRO and the Impact Institute (or under the name True Price) carried out four different impact assessments with varying scopes. In 2018, it was decided to compile a bank-wide Integrated Profit & Loss.

Governance

The compilation of the Impact Statements and the Impact Report was overseen by a steering board comprising members of ABN AMRO's strategy team and ABN AMRO sustainability team.

In addition, an advisory expert group was installed, which consisted of experts from the bank's Risk Management, Strategy and Finance departments.

Finally, representatives of the business lines were consulted for feedback at the start of the project, data collection during the project, and to review draft results. A group of around 100 professionals within the organisation were involved in the compilation of the Impact Statements.

Process steps

To compile the Impact Statements, the four required phases from FIS were followed.

Frame phase

During the frame phase, expectations, objectives and intended use for the Integrated Profit & Loss were formed.

Scope phase

During the scoping phase, the scope of the assessment and impacts was set. Firstly, we carried out a preliminary scoping of the bank's activities. A materiality assessment of the activities was performed, and the selected activities discussed during internal expert consultation sessions. Secondly, a long list of impacts was compiled and a qualitative materiality assessment conducted on the long list. Expected non-material impacts were consequently placed out of scope. This impact list was reviewed by the expert group. Thirdly, feasibility of the analysis was

assessed by producing a data availability intake, an overview of required data points, of which the internal availability was assessed.

Measurement and valuation phase

The measurement and valuation phase consisted of three sub-phases: defining the impact framework, and measuring and valuing the impacts. The impact framework was defined by creating impact pathways for each impact. During the next sub-phase the impacts were quantified. We started this by building calculation frameworks and collecting the best available data. The final sub-phase was monetisation. Monetisation factors were determined for each impact; impacts were then monetised using specific monetisation factors.

Reporting phase

The reporting phase consisted of validating and interpreting the results and subsequent reporting. There was an internal validation process within the project team, an internal audit process and a validation with the expert group and other experts from the business lines. The impact statements were compiled on the basis of the validated results.

Specific disclosures

Scoping

ABN AMRO has impact in its value chain through investments. The impacts in the value chain were estimated based on the sectors, industries and countries that ABN AMRO invests in and the average impact of those industries.

Data

When possible, primary data specific to ABN AMRO was used. When not available, data was used based on averages value in the Netherlands, thereby assuming that ABN AMRO performs similarly to other banks or parties in the financial services industry. This choice was made case by case and depends on the specific use of the data point.



If data choices were necessary, we preferred to take the conservative estimate. This means that positive impacts are at their minimum and negative impacts at their maximum.

Model

If model choices were necessary, a conservative estimate is always aimed for. This means that positive impacts are at their minimum and negative impacts at their maximum.

For mortgage provision, the reference scenario used was the situation in which clients will rent the same property. For deposit services, the reference scenario used was the situation where identical transactions and savings occur using cash.

Impact list

	Stakeholders	Impact	Description
Financial			
	1 Investors	Interest payments	Interest paid to investors by ABN AMRO
	2 Society at large	Payments to suppliers	Payments to suppliers from ABN AMRO's own operations
	3 Investors	Net profit/loss	Net profit/loss of ABN AMRO
	4 Employees	Employee payments	Payments from ABN AMRO to employees
	4 Society at large	Employee payments	Income taxes from payments to ABN AMRO's employees
	5 Investors	Correction for loan impairments and depreciation	Non-cash expenses included in net profit/loss of ABN AMRO
	6 Society at large	Income tax payments	Income tax paid by ABN AMRO to the government
	7 Clients	Payments from clients	Interest, fee and commissions payments from both retail and business clients of ABN AMRO
	8 Investors	Investments in fixed assets	Investments in fixed assets for ABN AMRO's own operations
	9 Clients	Payments for change in housing stock	Change in cash of ABN AMRO's clients due to buying/selling houses
	9 Society at large	Payments for change in housing stock	Change in cash of third parties due to buying/selling houses
	10 Society at large	Value of money creation	The impact on real GDP growth due to the money created by ABN AMRO
	11 Investors	Net cost of capital	The cost of the capital that is provided by investors
11 Society at large	Net cost of capital	The value of the capital that is provided by the investors for society at large	
12 Clients	Contribution to added value of value chain	Net profit/loss for clients of ABN AMRO due to their lending and investments services	
12 Society at large	Contribution to added value of value chain	Contribution to added value in value chains, such as taxes, employee payments, profit	
13 Society at large	Payments from buyers in the value chain	Payments from final consumers and businesses in the value chains	
Manufactured			
	14 Clients	Client value of mortgage provision	Value of home-ownership attributable to mortgages, including living in a house, well-being increase of home-ownership, the increase in housing values and savings from home-ownership as opposed to renting
	15 Clients	Client value of lending services	Value of lending services to retail and business clients excluding mortgage lending
	16 Clients	Client value of fee-based services	Value of fee-based services to retail and business clients excluding deposit services
	17 Clients	Client value of money transfers	Value of facilitating money transfers, including increase in well-being and decrease in financial costs from non-cash transactions
	18 Society at large	Consumer value in value chain	Consumer value of products produced in the value chains
	19 Clients	Client value of money storage and management	Value of storage and management of money through deposits
	20 Clients	Client value of asset management	Value derived by private banking clients from the management of their wealth
	21 Society at large	Changes in fixed assets in value chain	Changes to fixed assets in the value chains
	22 Investors	Changes in fixed assets	Change in fixed assets of ABN AMRO after depreciation
	23 Clients	Change in housing stock	Change in the stock of houses owned by clients of ABN AMRO
	23 Society at large	Change in housing stock	Change in the stock of houses owned by third parties due to selling to/from ABN AMRO clients
24 Society at large	Value of supplier services	Value of goods and services purchased from suppliers by ABN AMRO	

	Stakeholders	Impact	Description
Human			
	25 Employees	Creation of human capital	The increase in capacities and knowledge of employees due to on-the-job learning and training
	25 Society at large	Creation of human capital	Benefits to society at large from the creation of human capital of ABN AMRO's employees and employees in the value chains
	25 Investors	Creation of human capital	The long-term value of increasing the capacities and knowledge of employees for ABN AMRO and its investors
	26 Employees	Well-being effects of employment	The well-being effect of employment due to among others positive effects on self-esteem, autonomy, social relations and social status
	26 Society at large	Well-being effects of employment	The well-being effect of employment in the value chains
	27 Employees	Workplace health and safety incidents	Health effect of occupational diseases and incidents of ABN AMRO employees
	27 Society at large	Workplace health and safety incidents	Health effect of occupational diseases and incidents in the value chains
	28 Employees	Value of time	The value of time of the labour provided by employees of ABN AMRO
	28 Society at large	Value of time	The value of time of the labour provided by employees in the value chains
	Intellectual		
	29 Clients	Costs of cybercrime	Potential costs of cybercrime and digital theft targeted at ABN AMRO
	30 Clients	Data and privacy breaches	Costs of security breaches regarding data of clients
Social			
	31 Society at large	Detected suspicious transactions and tax evasion	Increased government income from detected tax evasion and the value of detecting suspicious transactions reported by ABN AMRO
	32 Investors	Change in brand value and customer loyalty	Change in brand value and Net Promotor Score of ABN AMRO
	33 Clients	Decrease in cash-related crime	Decrease in financial losses from robberies and fraudulent banknotes of clients due to the provision of a digital payment infrastructure
	34 Society at large	Child labour in value chain	Presence of child labour in the value chains
	35 Society at large	Gender discrimination in access to higher skill jobs	Gender discrimination in accessing higher skilled jobs in the value chains
	36 Clients	Financial distress due to repayment difficulties of loans	Stress clients experience as a result of loan defaults and/or mortgage defaults
	37 Society at large	Underpayment in value chain	Underpayment gap in the value chains, measured by the difference between the actual income people receive and the living wage which provides a decent standard of living
Natural			
	38 Society at large	Use of scarce water	Blue water (surface and ground water) use in the value chains
	39 Society at large	Use of scarce materials	Mineral and fossil fuel resource depletion in the value chains; fossil fuel resource depletion due to ABN AMRO's own operations
	40 Society at large	Water pollution	Water pollution in the value chains
	41 Society at large	Contribution to climate change	Contribution to climate change via the emissions of greenhouse gases of ABN AMRO's own operations and in the value chains
	42 Society at large	Land use and transformation	Land use and land transformation in the value chains
	43 Society at large	Air pollution	Air pollution in the value chains

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