



Social Impact

How to create positive change

Addressing social challenges in practice

‘Social impact: from one person to another’

This publication puts social impact on the map – the third sustainability theme in ABN AMRO’s strategy alongside climate change and the circular economy. Social impact is about **equal opportunities, financial inclusion and financial resilience**. It’s about social challenges and how our bank can contribute to a society everyone can participate in. Here we give enthusiastic employees the opportunity to talk about the initiatives they’re involved in. Although the selection presented here represents only a fraction of what is being done at the bank, it clearly reflects the many manifestations and importance of social impact. To ensure a structured framework, we use the same approach and step-by-step plan to look at all these initiatives. A number of stakeholders also have their say, stakeholders who work on social challenges themselves or who underscore with their insight and vision the importance of this topic. And since there’s no finishing line when it comes to social impact, we end with an outline of the bank’s objectives for 2021.

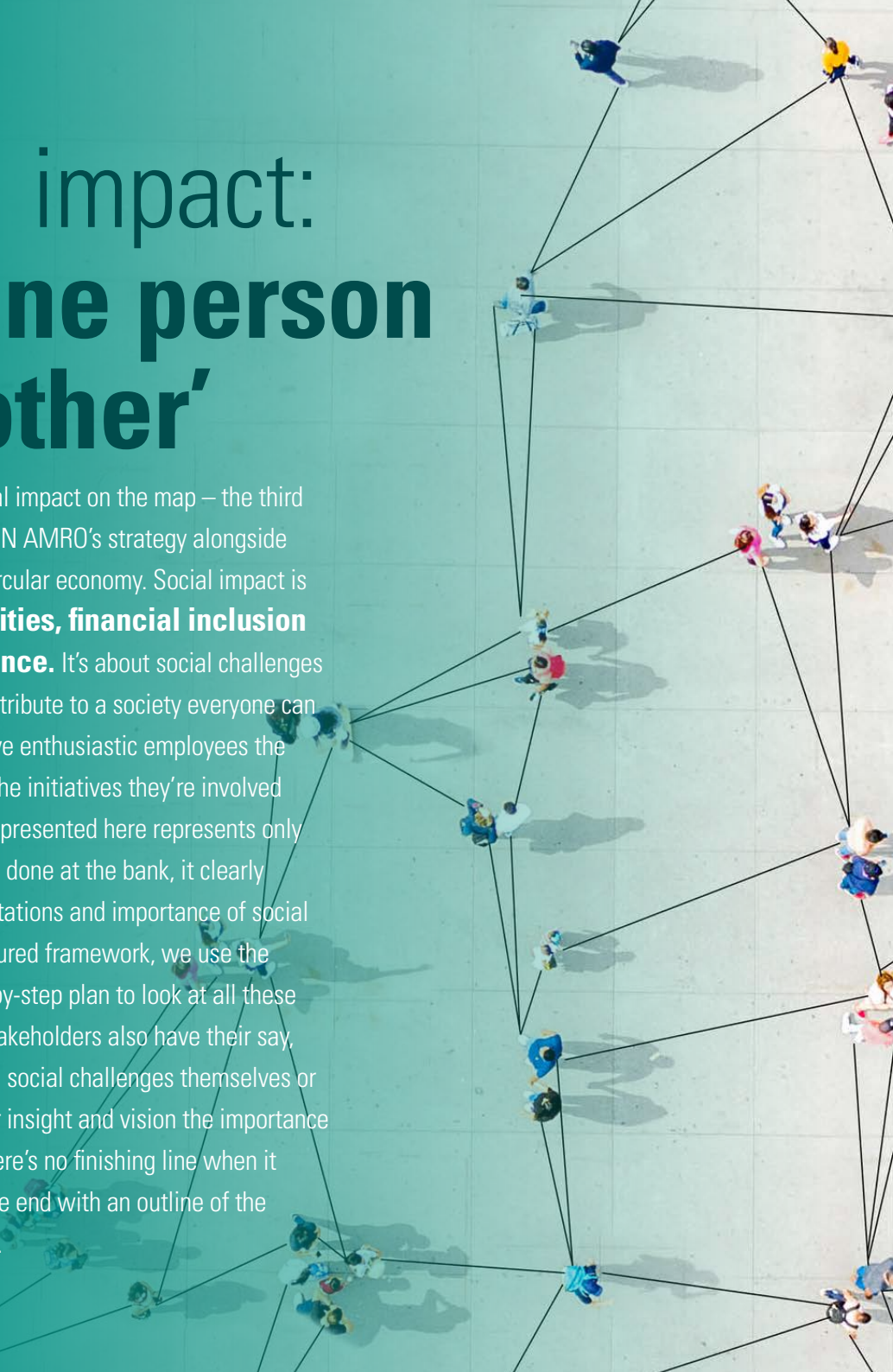
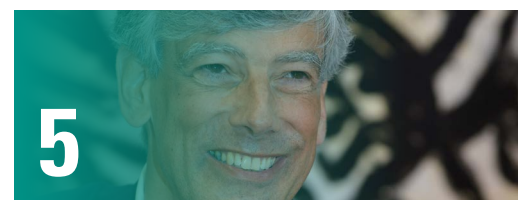


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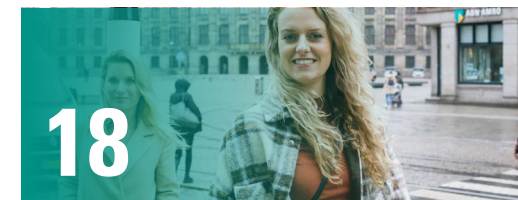
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Social challenges in figures

30 - 40%

Women have 30-40% less in savings when they reach retirement age than men. Women are also more likely to live in poverty

2040

is the year in which the number of people aged over 80 will have doubled compared with 2020

1 in 5

Dutch households have excessive debt

200% higher

Net employment is 200% higher for people without a disability than for disabled people

50%

of people with financial problems are functionally illiterate

1 in 17

Dutch people don't have internet, with one-third of those being aged 75+

790.000

Dutch people don't have enough money to cover their basic needs

73%

of students have student loans, compared to 48% in 2012

300.000

children under the age of 12 grow up in poverty in our country

250.000

jobs were performed by Eastern European migrant workers before the coronavirus pandemic

<https://diversiteitinbedrijf.nl/kennisplatform/arbeidsbeperking-of-chronische-ziekte/>
<https://www.oliverwyman.com/content/dam/oliver-wyman/v2/publications/2019/November/Women-In-Financial-Services-2020.pdf>
SCP rapport 2017

<https://www.kennisbundel.nl/rapport/lezen-begrijpen-laaggeletterdheid-en-schulden>
<https://www.divosa.nl/armoede-en-schulden-nederland#armoede-en-schulden-in-nederland>

<https://opendata.cbs.nl/statline/#/CBS/nl/dataset/84346NED/table?ts=1565172203461>
<https://www.cbs.nl/nl-nl/nieuws/2019/01/zes-procent-nooit-op-internet>
<https://digitaal.scp.nl/armoedein kaart2019/de-omvang-van-armoede/>

'BANKING IS FIRST AND FOREMOST ABOUT PEOPLE'

Our society is facing major challenges – in a range of areas. This year's global COVID-19 pandemic has made it painfully clear that the most vulnerable in society always need our attention. More and more companies are becoming aware of this reality. The s for social in the ESG framework for sustainability is now front and centre – more so than ever before. A worldwide movement has taken off, one which involves the financial sector, too, since banking is mainly about people. It's about our clients and colleagues, about people in our clients' supply chains and in the companies in which our clients invest. Most are self-sufficient and can manage quite well on their own. But not all are so fortunate.

That's because there are also vulnerable members of society. People who are in danger of exclusion. People who have lagged behind for so long that we've virtually accepted it as normal. People who have fallen prey to criminal organisations because of a lack of life experience. People who have made a false start owing to the situation they find themselves in. People who face discrimination. People who are exploited by their employer. And people who can't keep up with fundamental changes in society and thus risk missing the boat altogether. These are often tragic stories.

As a bank, we have a pivotal role to play in the community. That means we also have a social role, which raises a number of important issues. How can we, as a bank, help make clients in vulnerable positions more resilient? How do we ensure equal opportunities? How do we get everyone to participate?

Our employees function as antennas, enabling us to actually reach and help people in vulnerable positions – either directly with specific products or services or indirectly by wielding our influence or actively participating in the social debate. And we're not going it alone. Day in, day out, we work together with public and private organisations to lend a helping hand to people in vulnerable positions. After all, it's only together that we'll make a meaningful impact on society.

This publication shows how relevant and broad social impact is and what challenges our society faces. It also sheds light on a number of the bank's own initiatives. We hope it will be both an incentive and an inspiration. Let's take responsibility together in those contexts where we can make a real difference. Because, after all, there's still a world of difference to be made.

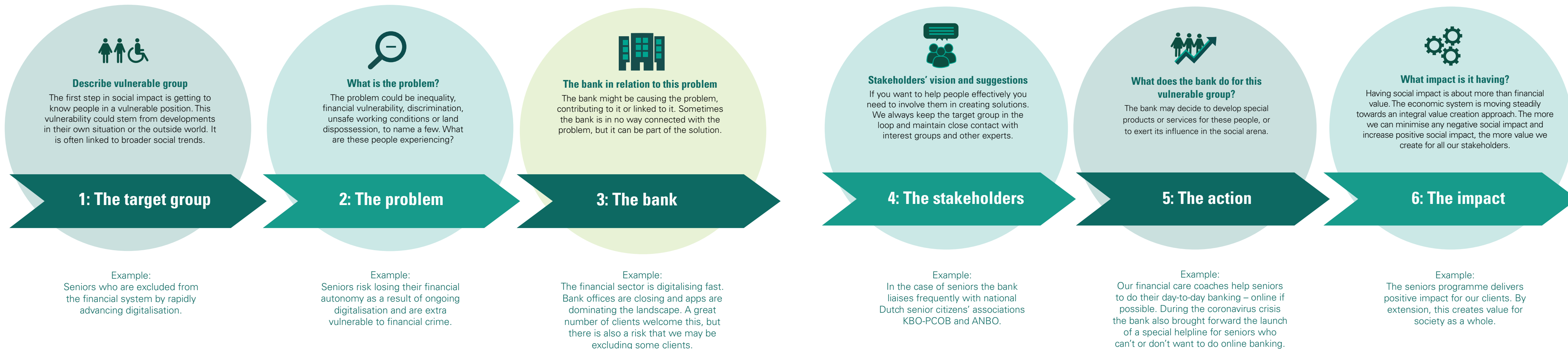
Robert Swaak



Robert Swaak – CEO ABN AMRO

Shaping **social impact**

The bank runs a lot of different social impact initiatives, so we use a six-step flowchart to ensure we apply a structured approach to all of them. This creates a uniform overview of what we're doing, how these activities are connected and what impact we are achieving through them. Below, this is illustrated using the example of seniors as a vulnerable group.



Seniors programme

Financial autonomy empowers seniors

Many of the bank's elderly clients are alarmed by the ever-growing trend of digitalisation and bank branch closures. They often struggle with online banking: some find it complex, while others are afraid of making mistakes. But being reliant on others to manage their personal finances would mean giving up a lot of freedom. That's why autonomy is at the very heart of the bank's seniors programme. After all, it's crucial that people remain in control of their own lives for as long as they possibly can.



Gudy van der Wal - Verbruggen

Financial vulnerability

Some 800,000 of ABN AMRO's five million retail clients are seniors (i.e. sixty-five or older). But Gudy says the issue is not age – it's much more about financial autonomy. "Are clients able to manage their own finances in a time when online banking is common practice and bank branches are disappearing? Whether you're sixty-five or eighty-nine, it doesn't matter. Each client is free to decide whether they would like a little support from us or not." Many seniors are unable to keep up with technological developments, and are in danger of being left behind. "There's a large group of seniors that need only a little more support and confidence to do their banking online," Gudy says, "but they're reluctant to ask their children or other family members for help. That's OK, though, because we're here to reach out to them. These are clients who have yet to make the step to online banking because they're afraid or unsure. We teach them all about internet and mobile banking. However, there is another group of seniors who can no longer take that step or aren't interested. We help these clients by supplying them with paper statements, bank transfer forms, postage-free envelopes and the Seniors Line – all free of charge."

A growing problem

Gudy says seniors face a variety of problems: "If you've been doing your own banking all your life, it's very hard to suddenly lose that skill because you can no longer keep up with the technology. There are also people who always left banking to their partner. But once their partner is no longer there, they may feel lost without some help. My own mother found herself in this unfortunate position. She's eighty-two, and thanks to the bank's online banking training, she now manages it all very well on her own." Failing health, too, can be a problem for these clients. "People become less mobile as they grow older," Gudy continues. "And that will only increase as average life ex-

pectancy rises and people live at home longer. The same goes for mental health problems. The number of people with dementia is expected to grow significantly in the coming years."

Social responsibility

The seniors programme is lined to several of the roles played by the bank. "A person has to have access to financial services to participate in society. That's our primary responsibility," Gudy explains. "We offer a helping hand to clients who are struggling to do their banking. It's our duty to know our clients well. Only then can we provide them with the services they need and inform them appropriately." The bank also plays a social role which is equally important. Gudy explains why: "Seniors are a vulnerable group. They're the ones who are most affected by developments like digitalisation. The same can be said of Covid-19. If an elderly person is infected, they're at greater risk. Not to mention all the other negative side effects of the pandemic, like growing isolation. Vulnerable seniors are also victims of financial crime now more than ever before. As a bank, we can't turn a blind eye to that."

"Many seniors are reluctant to ask their children or other family members for help. We are here to reach out to them."

Always vigilant

Unusual situations are par for the course, in Gudy's experience. "When a client who's eighty-one falls head over heels for a forty-seven-year-old woman and gives

her unlimited access to his bank account, you stop and take notice. Scenarios like this can be sensitive. After all, the client may well think, 'What business is it of yours?'. Plus we're operating on the edges of privacy law in such cases." Gudy believes it's important to identify ways we can make a difference, and information and awareness initiatives are key in this respect. "Suppose that a financial care coach is supporting a ninety-two-year-old client to learn about internet banking and notices that his/her/the client's debit card was recently used at a trendy clothing shop. Alarm bells start ringing. Whatever the purchase was, it probably wasn't for the client. If it was a present for their grandchild, fine. But what if it wasn't? In situations like this, we explain how we can help clients and urge them never to hand over their bank cards or share their PIN with anyone." The bank is actively involved in the Dutch government's Seniors and Security Information Campaign with the well-known slogan 'Maak het ze niet te makkelijk' (Don't make it too easy for them). "Plus we'll soon launch a fraud check card for our clients, providing tips on safe banking," Gudy adds.

Joining forces

Gudy is pleased with the broad public support these initiatives enjoy and sets great store by the bank's close contacts with special interest groups. "We maintain close ties with the senior citizens' associations KBO-PCOB and ANBO. In the context of the coronavirus pandemic, they're focusing more on loneliness, while our focus is at financial autonomy." The bank joined forces with ANBO to launch the Senior Line in mid-April. Gudy: "The line was already in development, but we launched it earlier because of Covid-19. When a client calls the Senior Line, they do not end up in an answer menu. Instead, they're transferred directly to a bank employee who can answer the client's questions. Also our financial care coaches are always



Gudy van der Wal-Verbruggen

oversees the ABN AMRO seniors programme, including the bank's thirty financial care coaches. She is wholeheartedly committed to social causes. Shortly after her husband's untimely death, she also lost her father. Therefore Gudy was even more motivated to take a stand for vulnerable groups in society.

standby for additional support where necessary." Each year, ANBO organises the Veiligheids10daagse, a ten-day-event specially for seniors and their security which attracts a wide range of stakeholders. "ABN AMRO is one of the contributors," Gudy says. "We make locations available, provide speakers and offer workshops on distraction burglary, phishing and WhatsApp fraud." The bank also works with the senior citizens' association KBO-PCOB, which has many local alliances where former bank employees regularly give presentations on the digital world.

Bringing disciplines together

"The bank also takes part in local alliances made up of notaries, doctors, administrators and representatives of the bank," Gudy continues. "Drawing on their own disciplines, each one focuses on specific themes they're picked up on in the local community, such as financial abuse. Together they find solutions and initiate action." There are some sixty-five alliances currently active in the Netherlands. ABN AMRO frequently consults with municipalities and provinces on digital inclusion and debt problems. It also maintains close ties with specialist organisations like the Stichting Dementie (Dementia Foundation) and Veilig Thuis, an advice centre and information line for the prevention of domestic violence and child abuse. Gudy says, "It's very important that bank employees know where they can report financial or other abuse. We're seeing that they're also better at recognising the signs of dementia after completing the training provided by the Stichting Dementie."

Promoting financial autonomy

The bank's thirty financial care coaches specifically help clients who are unable to visit a branch themselves. The aim is to ensure that these less mobile clients, mostly

seniors, are financially autonomous. "We show them how they can use our video banking service to easily consult a bank representative. And we help them stay alert by giving them tips on secure banking. If a client is looking for a more solid basis, we offer them a course in online banking." The bank recently launched a special campaign allowing clients to buy a tablet at a discount. "This is just one more way we're helping seniors overcome barriers to banking online," Gudy explains. "For those clients who can't take advantage of our internet banking services, we help them with their daily banking needs at home," she says. "Whether they need assistance with a bank transfer, opening an additional account, applying for a new debit card or arranging a direct debit mandate, we're there to help." A referral to a notary can also be made if clients want to draw up a will or a living will. And if they have questions about their mortgage or investments, they're immediately connected to a one of our colleagues with the right expertise via video banking.

"All our efforts are meant to ensure that our clients can continue to do their own banking for as long as possible."

Contributing to a sense of pride

Since the programme launch, the bank has seen an increase in satisfaction among its elderly clients. "All our efforts are meant to ensure that our clients can continue to do their own banking for as long as possible," Gudy stresses. "Online banking is our first goal. If a client prefers to have a one-to-one conversation, we're happy to

help them via video banking. But if that's not an option, we contact them by phone and can even organise a home visit. Again, it's all about maximising our clients' autonomy. Clients who manage to make the switch to online banking are often very proud of themselves," says Gudy, having witnessed this first-hand. "For them, it's their ticket to feeling they're a part of today's society again. That's where our focus always needs to be. None of us wants to be sidelined – no matter how old we are."

Staying sharp

Gudy is pleased with the results the bank has achieved so far, but says there's still room for improvement. "The Financial Services Complaints Tribunal (KifID) recently ruled in the bank's favour on a complaint of a client concerning the revoke of his overdraft facility because of his age. As much as I understand the bank's position in terms of our duty of care, I have to admit that personally I struggle with the fact that there's an age limit on this service. I think it would be better if we looked at each case individually. I want with all my heart to do everything I can to promote financial inclusion in our society."



"None of us wants to be sidelined – no matter how old we are."

'BANKS HAVE A MAJOR SOCIAL IMPACT'

Chris Buijink – Chairman of the Dutch Banking Association



Banks matter, to you and to me. Banks have a major social impact. Pivotal financial moments – buying a house, taking out a loan or opening a bank account for your child – can have a direct impact on people's lives. That impact can be positive. After all, a bank can help you start your own business and make your dream a reality. But it can be negative too. Getting into debt or struggling to manage internet banking are examples. Besides their commercial role, banks have an important function in society at large, which is why they need to be aware of the impact they have on society. And they are. Their many years of commitment to financial education in primary education and their engagement with the Nederlandse Schuldhulp Route (Dutch Debt Assistance Route) and the human rights covenant all attest to that. In the coming years, banks could also focus on helping older people get to grips with online banking and protecting them from financial abuse. And ensuring that essentially healthy businesses can weather the coronavirus crisis – in the interest of our economy and the jobs on which so many families depend.

Stakeholders

Labour exploitation

Migrant workers deserve our respect

It's an age-old practice: in sectors with labour shortages, many businesses in the Netherlands turn to foreign workers. Unfortunately, this practice can sometimes result in exploitation. Migrant workers often live in cramped, overcrowded living quarters. They frequently end up earning less than the statutory minimum wage because of exploitative schemes and loopholes, and have signed employment contracts they can't even read. "It's only by taking a stand together that we'll keep migrant workers from being exploited."

Han Mesters

Supporting a family

Migrant workers are employed in Dutch agriculture, logistics and industry, and many are from Romania, Bulgaria and countries outside the European Economic Area (EEA, a slight extension of the EU's single market). It's worth noting that fewer and fewer of these migrants are from Poland, where the wage gap with the Netherlands has narrowed considerably in recent years. Many of these migrants are recruited in their own country by temporary employment agencies. Han describes their situation: "These are people who have left their homes and families to come here to work for a few months. After arriving in the Netherlands, they often live together in small holiday homes. They've often got a zero-hours contract, and sometimes they're given just two hours' notice before they have to go to work."

Cheap migrant workers from further and further afield

More and more migrants are being put to work by Dutch companies through a scheme known as A1 remuneration. Perfectly legal, the scheme is intended to promote the exchange of workers from countries in the EEA. Han explains: "A1 remuneration lets temporary employment agencies deploy workers temporarily in another EEA country like the Netherlands. In theory, these temporary workers pay social security contributions and build up a pension in their own country during this period of employment. But in practice, the situation is often very different." Han says the A1 scheme is open to abuse: "These workers are often recruited in Ukraine by Polish temporary employment agencies. They pay social security contributions in Poland and build up a pension there. The question, though, is whether they'll ever actually see any of that money again. In many cases, in fact, they don't even know it exists since they can't read their contract because it's in Polish." He

points out that there are also businesses in the Netherlands that prefer to make use of this controversial practice: "Remember that social security contributions are much lower in Poland than they are here. So when paid the statutory minimum wage in the Netherlands, each worker is about three euros cheaper per hour," says Han, who wrote specifically on this issue in a report entitled "Goedkope arbeidsmigrant komt van steeds verder" (Cheap migrant workers are coming from further and further afield).

"When workers are dependent on an employment agency, the agency can pretty much call the shots. And that's what's happening on a large scale."

Dependent people are vulnerable people

"These migrant workers from Eastern Europe come here to make a living," Han continues, "and generally don't feel like they're being exploited. Often the living conditions in their home country aren't the best either. Plus they can earn more here than they could back home." Han says that's where the risk is: "When workers are dependent on an employment agency, the agency can pretty much call the shots. And that's what's happening on a large scale." Migrant workers run the risk of being exploited as a result of low wages, high housing costs and shady penalty schemes. Their contracts are frequently in a foreign language, and they're often treated with anything but respect. In fact, it's not unusual for migrants to be told there are ten others waiting to take their place. The continuing pressure on rates for hiring temporary workers encourages the use of A1 remuneration. Han has some advice for the procurement departments of big companies: "It's important to

ask yourself whether this continued pressure is consistent with the importance of being a good employer. Companies that hire migrant workers also have to be held accountable."

Exerting influence where possible

Many agencies recruiting foreign workers arrange both their housing and work for them. Han explains: "Because of the severe housing shortage here in the Netherlands, agencies are looking more and more to invest in property. So they come knocking on our door for financing." As a lender, the bank feels it has a responsibility when it comes to the plight of these migrant workers. Han says, "The responsibility the bank has towards society means we want to be sure that the agencies we're providing financing to are ensuring that these migrants have safe housing and transport. That's why we do extensive research into a given agency's objectives, working methods and reputation before accepting them as a client. This allows us to determine whether the agency is playing by the rules and treating the workers it brings to the Netherlands with respect. Certification bodies like the Stichting Normering Flexwonen (Foundation for Flexible Housing Standards, or SNF) are helping us in this respect." Han says the bank also exerts its influence wherever possible: "We ensure our clients play by the rules when housing migrant workers, respecting the minimum number of square metres per person and the maximum number of people per room. We make suggestions if we see areas for improvement, followed up by firm agreements and monitoring." When confronted, an exploitative employment agency will be more inclined to look for another lender. "We think it's important that the industry remains clean of businesses that violate human rights," Han says, "and that's why we play an active role in the social debate on this issue and work closely with a number of public and private stakeholders."



Han Mesters

is a sector banker with ABN AMRO's Business Services. He regularly gives presentations on trends in his sector and has a strong presence on social media. Han is the author of a report entitled "Human Capital: het enige kapitaal dat ertoe doet" (Human Capital: The Only Capital That Matters). People are a key focus of his work.

Joining forces to prevent exploitation

The bank liaises with key stakeholders, like trade union FNV, on these issues. Han explains why: "They alert us to new developments, which helps us in our day-to-day service provision. They also give us feedback if they feel we could be doing more in a certain area, and that keeps us on our toes." Also of great importance is the bank's ongoing dialogue with the Federation of Private Employment Agencies (ABU) and the Dutch Association of Intermediary Organisations and Temporary Employment Agencies (NBBU). With 550 temporary employment agency affiliates, the ABU represents 65 per cent of all turnover in the employment agency sector. The NBBU, for its part, makes up 23 per cent of the market with 1,300 organisations. "We maintain close ties with both these bodies, since they're in a unique position to report to us on what's happening in the market," Han continues. "They sometimes differ in their views, the A1 remuneration scheme being a good example. The ABU is opposed to the scheme because it encourages unfair competition. The NBBU, while not opposed to it, says the key is proper enforcement." At the European level, too, the exploitation of migrant workers is high on the agenda. The revised Posting of Workers Directive has been in force since July 2020 and should make the scheme less attractive to unethical agencies. Under the directive, employers may no longer add travel, meal and accommodation expenses to wages, but must reimburse these separately. The average actual wage thus decreases, and underpayment can be detected more readily. In addition, a new certification body called PayOK was recently established, a foundation that checks whether payments made to temporary workers are effected properly.

The importance of knowing clients well

The bank does extensive checks on business clients before taking them on, through subsequent interim reviews and whenever they apply for a loan. There's also a checklist of questions on sustainability and social impact for each sector. "For employment agencies, we look at how they're promoting the physical and psychological safety of their employees," Han says. "If they're providing them with housing as well, we make sure they're complying with all SNF standards." ABN AMRO also checks whether an agency has specific statutory certification. Han continues, "Even if they do, though, an employment agency may still be guilty of exploiting migrant workers. Certification is a good first step, but it's not a 100 per cent guarantee." In the event of any red flags, the bank does additional research. Han says, "We then have to ask if there have been any serious health, safety or environmental incidents. Has the client been fined or penalised for any environmental or employment violations?"

"Social impact is increasingly important, particularly for companies providing human capital."

The bank also focuses on industry-wide solutions. In this context, it has provided input for a guarantee fund being developed by the Dutch Ministry of Social Affairs and Employment. "Unscrupulous agencies often shut down their private limited companies as soon as they're on the authorities' radar," Han points out. "That's how they avoid fines and penalties. Then they start all over again by establishing a new company. To counteract this type of activity, the Dutch parliament wants to change the rules.

It may soon be the case that new agencies will have to deposit €100,000 into a guarantee fund." A company that subsequently shuts down but has played by the book will be refunded the full amount. The bank is involved in the financial implementation of the fund.

Social transition offers opportunities

The bank is committed to improving the living and working conditions of migrant workers. Han says, "That's why we do such extensive background checks on our clients, verify their certification and have formed public-private partnerships. Local authorities have also introduced additional regulations on the proper housing of immigrant workers." Where possible, the bank weighs in on new legislation and regulations. Since January 2020, the Wet arbeidsmarkt in balans (Balanced Labour Market Act, or WAB) has narrowed the gap between permanent and flexible contracts. Under this legislation, the income and employment conditions of flexible workers must be on an equal footing with those of permanent employees. "Public-private partnerships are growing in importance because of the speed at which these types of organisations operate and constantly come up with new schemes. It would also be helpful if, in the future, we could sit down together on a daily basis and share real-life cases. Unfortunately, though, privacy laws are currently a barrier to closer collaboration." Many of the bank's efforts are aimed at blocking disreputable businesses, yet Han also sees plenty of opportunities for strengthening businesses operating in good faith. "Social impact is increasingly important, particularly for companies providing human capital." This is a real chance for them to set themselves apart. As a bank, we can encourage them to raise their profile as businesses that are committed to improving society."



'GOOD INTENTIONS AREN'T ENOUGH'

Ruben Koekoek – Managing Director Social Finance NL



If you want to make a substantial impact on society, you won't get far unless your good intentions are supported by a sound business case. That's why Social Finance NL has teamed up with the Ministry of Social Affairs and Employment to launch a fund that helps employers create an inclusive organisation so that people with difficulties entering the labour market can join the workplace. To finance these new business cases, we need a bank that works with us to find solutions, leverages its network and isn't afraid to participate in innovative forms of collaboration. ABN AMRO has proved itself on all these points and is now an important partner in making the business community truly inclusive.

Stakeholders

Money mules

Keeping youngsters on the straight and narrow

Want to make some easy money? For some young people, the temptation is too hard to resist. For a fee, these youngsters let themselves be used by fraudsters: they hand over their debit card and PIN, and allow their bank account to be used for transactions on behalf of a third party. Unfortunately, they're often unaware that the money is transferred to their account by criminals. These young victims are known as money mules (or smurfers). And despite their naivety, they are considered offenders by the police. "By raising youngsters' awareness of these illegal activities, we're helping them avoid getting a criminal record at such a young age."

Ireen Lammerts & Bo Schilder

Ignorance breeds vulnerability

Criminals use money mules to distance themselves from their crimes. "These mules effectively hand over their bank accounts to launder money acquired illegally," Ireen says. But she points out that most money mules aren't even aware they're involved with criminals. "The majority of them are young people who have been recruited by work-from-home ads and social media. They're often very surprised to find out they've been party to money laundering." Because they are mostly young and naïve, they don't necessarily realise that get-rich-quick schemes are usually an initial indicator of criminal activity. "In many cases, recruitment happens online – unbeknown to those closest to the victims," Ireen continues. "That's why it's so important that we educate this vulnerable group."

Money mules on the rise

The bank is seeing an increase in the number of money mules. Ireen explains, "We think it's related to the introduction of instant payments, which only take a few seconds to transfer funds. That speed is a real boon to criminals looking to hide the origin of funds, which are sent through a widespread network and hit the mule's account in a split second so that they can then withdraw the money again from an ATM – all at lightning speed." The increase in the number of money mules is also connected with a more general trend of rising fraud of various types. "The friend-in-need scam (also known as WhatsApp fraud), phone scams (or spoofing) and romance scams are all becoming more and more frequent," says Bo. "People transfer funds in good faith, not realising they're actually victims of fraud. That money often ends up directly in the mule's account. The criminals then withdraw it using the mule's debit card so it can't be traced to them."

Protecting people

The bank acts as a gatekeeper of the financial system. Bo and Ireen are working closely with other departments at the bank in an effort to make it unattractive for money mules to carry out their activities and so to cut back their numbers. ABN AMRO is also teaming up with other banks to help keep the financial system safe. Bo explains, "The nationwide focus on identifying money mules serves multiple purposes. First, we want to stop vulnerable young people being recruited by criminals to work as mules. We're also educating our clients about all types of fraud, like phishing and the friend-in-need scam on WhatsApp, so they don't fall prey." Bo says there's a direct connection between these two approaches: "The fewer criminals there are out there who succeed in committing this type of fraud, the fewer money mules they'll need. In addition to protecting potential victims, the national approach launched in the Netherlands aims to make it more difficult for criminals to launder money obtained through fraud, scams and drug trafficking."

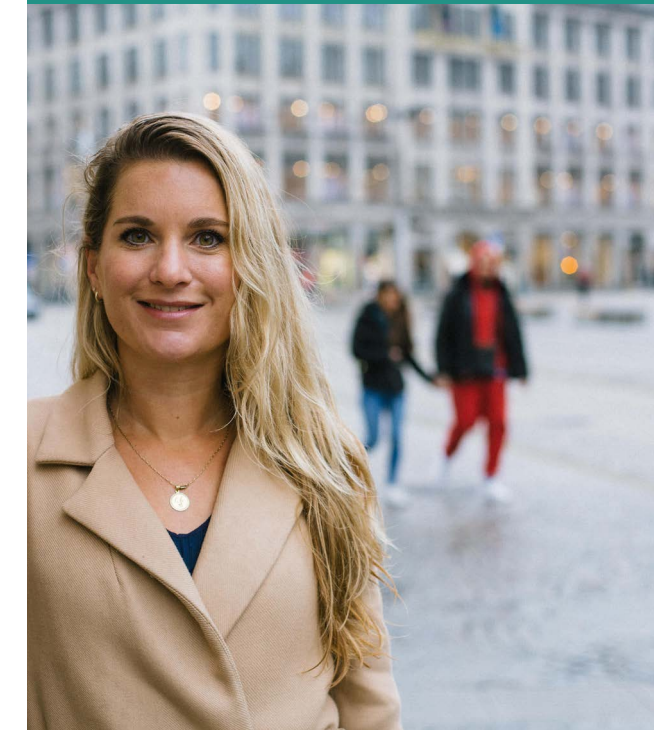
"It's so important that we educate this vulnerable group."

A web of public-private partnerships

The Dutch banking sector, the police, the Public Prosecution Service and the Ministry of Justice and Security are working together through the National Internet Fraud Reporting Centre (LMIO) in a number of working groups to tackle internet fraud. Bo represents the bank as a member

Ireen Lammerts

works as an advisor in the bank's Security & Integrity Management (SIM) department. She has worked at various banks, where she has closely studied the problem of money mules. In a previous position, she had frequent contact with young mules, and can empathise with their situation – a real asset when it comes to her prevention work.





Bo Schilder

also works as an advisor with SIM. She is a member of various working groups focusing on the problem of money mules. She is also a member of the bank's Money Mules Virtual Team and contributes together with her SIM colleagues to the European Money Mule Action (EMMA) project.

of the 'Money mules: detection and policy' working group, an initiative of the Dutch Banking Association (NVB). "The aim of this sub-project," she explains, "is to arrive at a clear-cut interbank money mule profile and identify indicators that these activities are happening. We hope this will help us detect mules at an earlier stage and take measures to prevent fraudulent transactions." The bank is also participating in the European Money Mule Action (EMMA) project, which has resulted in "a number of mules identified by the bank being interviewed by the police," Bo says. The European awareness campaign 'Don't be a mule' is also an EMMA initiative. In the Netherlands, the Electronic Crimes Task Force (ECTF) – a collaboration between the four major banks, the credit card issuer ICS, the Dutch Banking Association, the police and the Public Prosecution Service – plays a coordinating role.

"Every client who decides as a result of our information campaign not to give someone access to their bank account means one less crime is committed."

Active awareness raising

Ireen is actively involved in raising awareness among vulnerable young people. "At the end of 2019, we joined forces with the Ministry of Justice and Security and the TMI Academy to launch a pilot project to help keep vulnerable young people from becoming mules." The target group consisted of youngsters aged twelve to eighteen

enrolled in pre-vocational secondary education or already in practical, on-the-job training programmes or apprenticeships. The education programme is called 'Only you decide who you are'. Ireen continues, "The bank sponsors this initiative, with Security & Integrity Management sharing information about safe banking and not becoming a mule." The pilot project involved 150 young people and was a great success, having significantly increased awareness among this group. The project will be continued after the coronavirus crisis.

Promoting security

Because it hopes to make a dent in the growing number of money mules, ABN AMRO is also helping the police in their investigations. "If criminals continue to operate unchecked, it's ultimately to the detriment of society," Ireen points out. "And we can't let that happen. That's why all stakeholders are working hard to detect and prevent crime using their own expertise." A bill outlining the rules for data processing by inter-institutional alliances is currently before the Lower House of the Dutch parliament. Ireen welcomes the bill, saying, "This law will soon open up more ways for public and private stakeholders to share and combine data, which will really help us deal with the problem of money mules." Bo concludes by stressing the importance of raising awareness: "Every client who decides as a result of our information campaign not to click on a link in a fake email or give someone access to their bank account means one less crime is committed. Our efforts are helping to ensure people don't fall victim to crime and to make them safer."

'A MINDSHIFT AROUND PEOPLE AND THE ENVIRONMENT'

Maria van der Heijden – Director of MVO Nederland



The current economic system is fixated on financial profit. We need to shift our mindset to broaden the focus to include the value that companies have for people and the planet. With NEx, the Nieuwe Economie Index (New Economy Index), MVO Nederland is assessing the Dutch business community against non-financial criteria, shining a light on what companies are currently contributing, and what more they could contribute, to society. When assessing loan applications, a bank like ABN AMRO should be basing its evaluation of a given business on indicators that say something meaningful about its contribution to society. If all lenders take this step, we'll be giving a real boost to the new economy.

Stakeholders

Banking through a gender lens

Equal opportunities benefit everyone

Women still lag behind men in terms of equal opportunities. And despite major breakthroughs, there's still a long way to go to a level playing field. Even the services ABN AMRO provides sometimes fail to align with the wishes, needs and ideas of women. The bank has now launched the "Banking through a gender lens" programme to help bring about change. "Women are a treasure trove of untapped potential. If we manage to unlock that potential, we'll all benefit – women and men, society and the bank."

Nicole Böttger & Marianne Verhaar-Strijbos

Women lagging men

Banking through a gender lens is the bank's tool for focusing on all women – not just on women who don't have equal rights and who are in vulnerable positions, but also on women who may not even be aware that they have fewer opportunities than men. "Today women are still discriminated against in favour of men," Nicole starts out. "Many women all over the world find themselves in difficult circumstances they can't escape without outside help. Not to mention that women often earn less and are systematically passed over for top positions. Plus, even today, there's a large group of women who are still financially dependent on men." "At the same time," Marianne adds, "we're seeing that women are claiming an increasingly prominent role for themselves in amassing, preserving and passing on wealth. For us, as a bank, it raises the question of how we can best serve their needs. Men and women can take very different approaches to wealth, financial planning and running a business – there's no magic one-to-one conversion formula."

"If we can better promote the interests of women, the result will be a fairer and healthier society for all."

Equality promotes fairness

"Women aren't one big homogeneous group either," Marianne continues. "There's no 'one-solution'. Equality is intended to promote fairness, which only works if there are equal opportunities for everyone. That means ABN AMRO needs to cultivate a deep understanding of all its client groups, since that's the only way we can provide our clients – both women and men – with the services they

need." In pursuit of an all-inclusive society, focusing on a particular group like women can sometimes be the need of the hour. Marianne sees the empowerment of women not as exclusive, but as complementary and inclusive.

"Gender equality is not just about helping women benefit from a more equal society," she says. "If we can better promote the interests of women, the result will be a fairer and healthier society for all."

Guarding against polarisation

Looking back, Nicole notes that women have long been at a disadvantage: "In the 1960s, an international women's movement got under way to fight for greater equality. Since then, great strides have certainly been made, but we still have a long way to go. Lots of companies put a premium on equal opportunities and equal pay. But behind true equality lies so much more. Remember that society has developed from a male perspective. It's just how we've always looked at things. Inequality is deeply rooted in our system – to such an extent, in fact, that we don't know any better." Marianne says she believes that equality for women means opportunities for progress: "All this calls for the right focus. It's not about 'men versus women' or 'us versus them'. It's about 'us and them', about 'women and men'. That's how we all benefit, not just in the corporate world, but in society at large. Only then can we truly create equality and well-being." Research shows that women who have control over their financial affairs feel more secure about their financial future and are clearly more confident than women who don't really understand their finances.

Missing out on business opportunities

"It's helpful to put this in a social context," Marianne says. "In many areas, the contribution women make is growing – in politics, on boards, at universities. We're also seeing a knock-on effect on young women's

Nicole Böttger

is a product owner with Diversity & Inclusion. Her commitment to equal opportunities and rights for all, regardless of gender, cultural background, disability, age, sexual orientation or religion, directly informs her work at the bank. She shapes policy and is the driving force behind many initiatives at the bank. Equal rights for women are high on her agenda.



professional choices and even in scientific and medical research.” It recently emerged, for instance, that heart failure in women manifests itself differently than in men, but up to now, research has focused almost exclusively on men. This difference may result in women being prescribed different medication and treatment in the future. “Strangely enough, the financial world hasn’t kept up with this trend,” Marianne continues. “Research shows that women feel that their needs are not being adequately met by financial service providers. If we fail to improve here, we’re going to miss out on important opportunities, since we won’t be serving our current clients with the products and services that support them, and new clients will go elsewhere. We can’t afford to disregard the market share that women now represent.” The numbers don’t lie – women have more and more financial clout. “In order to serve women better, we need a clearer understanding of their financial goals,” Marianne stresses. “We have to learn how they think and what they want. We can’t simply assume that women will always prefer impact investing over returns, for instance. It’s vital that we guard against common stereotypes like these and avoid the pitfalls of feminising existing products. ‘Pinkification’ is definitely not the answer.”

“The numbers don’t lie – women have more and more financial clout.”

Men: part of the solution

Nicole is responsible for overseeing the bank’s diversity and inclusion policy. She says she believes gender equality has many facets: “Women are still at a disadvantage in many areas, and they could use a little extra support from us to pave the way to equality. After all, this process

won’t happen by itself – special efforts are needed to make equality a reality. It’s not about giving preferential treatment to women. It’s about enabling them to catch up with men. Based on ‘Banking through a gender lens’, we’re taking an even more active role.” ABN AMRO recently demonstrated its commitment to equality when it endorsed the UN Women’s Empowerment Principles in April 2020. “Of course, that endorsement means we now have to put our money where our mouth is,” Nicole continues. “Those at the top are embracing these principles, and that’s a powerful signal, since we have to do this together and that includes men. I’m in full agreement with Marianne.” But not everyone is convinced of the need to launch this movement together. “It’s true that we still need to gain some ground here,” Nicole agrees. “I recently asked our CEO for a list of names of men who would be willing to help us shape the gender lens. At the moment, only a handful are involved.”

At the heart of society

Nicole is in daily contact with representatives of the government, trade unions, the scientific community and NGOs. “As a bank, we have a direct line to a number of big companies. We all exchange knowledge and regularly team up together.” Nicole co-authored the advisory report Diversity in the Boardroom: Time to Accelerate published by the Social and Economic Council of the Netherlands (SER). “Since ABN AMRO has pursued an active diversity and inclusion policy for years, we’ve learned a lot. It’s an honour to be able to make that expertise available for use in broader society, too.” The bank has also signed several charters including the Talent naar de Top (Talent to the Top) charter for ensuring more women occupy top positions and the Diversiteit in Bedrijf (Diversity in Business) charter, which promotes diversity in the workplace. But the bank’s efforts go beyond its own workforce and clients. “Women

also find themselves in vulnerable positions in our clients’ supply chains,” Nicole says. “They may face discrimination and even verbal, physical or sexual misconduct on the part of men either on the job or in their profession. Our policy should also reflect this issue more incisively.”

“We still need to gain some ground here.”

Asking the right questions

Marianne says financial inclusion is a top priority: “Whether a person is an investor, runs their own business or is working to define and shape a legacy, our female clients may be missing opportunities, perhaps because we’re not offering them those opportunities or because we don’t know them well enough. And that’s why we need to learn even more about their needs.” Most advisors are used to providing clients with a solution or an answer. “By asking the right questions, though, you get a clearer idea of where opportunities lie for a given client,” Marianne explains. “Many women in their sixties and seventies, for example, regret not having learned more about managing money earlier in life. We regularly see women who end up facing complex questions about their assets because they’ve gone through a divorce, they’ve outlived their partner, or they themselves are older now.” Marianne continues, “It would be better to keep a few steps ahead. That’s why we have to give them more support and ask them about their goals, motivation and, most importantly, their financial concerns. In this way, we can help them make the financial arrangements that will suit them best.” Marianne stresses

that this applies to all the bank’s clients: “Being financially independent, no matter how much money you have, is a great feeling. Not only does it make you feel strong, but it also means you’re free to make choices. And that’s crucial to our well-being.”

“Sadly, female entrepreneurs are still 30 per cent less likely to get a loan than their male counterparts.”

Rewriting our DNA

Nicole sees the movement towards gender-neutral service provision as an organic process: “We have to incorporate the gender lens in our DNA, and that’s not going to happen overnight.” The bank first wants to raise awareness, focusing on direct impact where it can. “We recently made our job ads gender neutral,” Nicole continues. “Since then, we’ve seen an increase in the number of women applying. But it’s also interesting that the new ads haven’t put off male applicants. We’re excited that this small step is already paying off.” Even in its role as a sports sponsor, the bank is making strides. Nicole explains, “We’ve started sponsoring the Ajax women’s football team in Amsterdam and recently launched a female empowerment programme focusing on hockey, sports in which women don’t yet have equal opportunities.” There are also many bank-wide initiatives, she says: “Female employees at the branches may now wear men’s company clothing if they prefer. Another pilot project involves all interviews being conducted by one male and one female member of staff. And we invite

at least two female applicants for an interview for every job opening at the bank.”

Self-critical

Nicole says she sees gender equality gaining ground at the bank: “We’re raising awareness among young women about how they manage their finances through the ‘Baas in eigen beurs’ (Master of your own Money) campaign. The ‘Vrouwen en vermogen’ (Women and Wealth) event is all about how women view wealth, what needs they have and what obstacles they face. The knowledge we gain from these platforms will inform the work we do in the future by improving our services or doing additional research.” For a whole year now, ABN AMRO has participated in the Borski Fund together with other banks. The fund makes €21 million available to companies with women at the helm. Marianne and Nicole both welcome the work of the fund. “At the same time, though, we still need to look closely at what’s going wrong when it comes to our own lending to female entrepreneurs,” Nicole adds. “Sadly, this group is still 30 per cent less likely to get a loan than their male counterparts.”



Marianne Verhaar-Strijbos

is director of Private Wealth Management, the department serving ultra-high-net-worth individuals. Marianne says the number of women accruing, preserving and passing on wealth is on the rise. She also believes that by tailoring its services better to women, the bank will create all sorts of new opportunities. And she’s convinced this move will benefit everyone, not just women.

Meaningful to the world

Marianne sees the gender lens as a source of exciting opportunities. “Diverse teams perform better, so it would be a shame if we left all that potential untapped, wouldn’t it?” She also sees a clear role for the bank here. “Financial independence is about freedom of choice, which is crucial to us all. That’s why we need to encourage and empower all our clients, including women. This strengthens them in their role as partners, mothers and human beings, and that benefits everyone. The better we understand and serve our female clients the more empowered they are. That, too, is ‘Banking for better, for generations to come.’”

“Financial independence is about freedom of choice, which is crucial to us all.”



‘WHAT IS IMPORTANT AND TO WHOM?’

Herman Mulder – Chairman of the Impact Economy Foundation



Social impact starts with answering the question of what’s important and to whom. Social impact is driven by a willingness to ensure the structural involvement of stakeholders who may be positively or negatively affected in the introduction of new plans, services and products. It’s about inviting relevant external stakeholders as valued guests to help you decide what’s on the menu, not putting them on the menu. Have confidence in yourself and in your stakeholders to jointly find solutions to problems and identify opportunities for all. This encompasses both *business in society* and *banking is about people* and calls for appropriate governance!

Stakeholders



Job opportunities for people with disabilities

Participating in society boosts self-esteem

Of all the people in the Netherlands with a disability, some 65 percent are unemployed. It's a large group made up of roughly 1.2 million people who are eager to work but are rarely if ever given the chance. So the Dutch government and employers have agreed to create 125,000 extra jobs for this group. ABN AMRO aims to employ 225 people with disabilities in the Netherlands by 2025. Financial independence is the bank's focus. "It's not just about a job and a salary – it's also about being a full member of society."



Sven Romkes & Nicole Riebandt

Passed over because of a disability

In the 2013 Sociaal Akkoord (Social Agreement), the Dutch government and employers agreed to create 125,000 extra jobs for people with disabilities by 2025. The government is responsible for generating 25,000 of these new positions, businesses 100,000. Although people with disabilities are often indiscriminately lumped together, it's important to remember that this is a very diverse group. "The nature of the disability will largely determine what these people need," Sven starts out. "A person in a wheelchair or someone with a visual impairment is usually well served by the right facilities and smart aids. An individual with a chronic illness will need flexible working hours. Those with mental illness will primarily benefit from coaching, while a person with mild learning difficulties will perform best with structure and guidance. All these people have one thing in common, though: they don't necessarily get a chance to make use of their talents in a paid job because of their disability." Through its B-Able programme, the bank looks for employment opportunities for these individuals.

Fewer jobs nationwide

"The main issue is transitioning to work," Sven continues. "With the right facilities, clear agreements and good guidance, these people can make a very valuable contribution to any company. The only problem is that finding the right job and a decent wage isn't always straightforward for them." Although more and more companies say they want to make a sustainable contribution to society, Sven is seeing that many companies are already turning their backs on the commitments set out in the Social Agreement. "The Dutch business community was actually ahead of the 125,000-job quota for 2025 by 12,000, but that number has since fallen by 4,000, which is worrying." ABN AMRO is trying to counter this trend, though,

having met its annual job target earlier than expected a few months before the end of 2020. "The bank currently employs 112 people with disabilities, and we aim to double that number by 2025," Sven explains. "The Managing Board has supported the programme since 2013, which is the main reason it's been so successful."

"The nature of a disability will largely determine what these people need."

A focus on diversity and inclusion

The bank has two good reasons to create job opportunities for people with disabilities, Sven says. "Obviously, we have to abide by our legal obligations. But the main reason for ABN AMRO is that it's a social mission." The bank has been firmly committed to diversity and inclusion for many years. "We believe passionately in equal opportunities for all, regardless of a person's gender, sexual orientation, origin, race, religion, age or disability. The bank aims to be a reflection of the diverse society we live in and is fully committed to ensuring universal participation. When we help people with disabilities into work, they feel like full members of society, and that's crucial to their self-esteem." ABN AMRO has opted for a broader strategy than that required by the Social Agreement. The agreement focuses exclusively on people with disabilities who cannot earn the minimum wage on their own. But the bank takes into account all people with disabilities with a view to placing them in normal jobs with decent pay.



Sven Romkes

is the spiritual father of the bank's B-Able programme, which helps people with disabilities into work. Since 2013, he has managed to convince senior management of the importance and added value of B-Able. As active lobbyist in The Hague, Sven also devotes a great deal of energy to encouraging other companies to move in this direction.

Nicole Riebandt

is, like Sven, a people development consultant at the B-Able Desk. She is committed to recruiting people with disabilities for long-term employment at the bank. Each and every company should be a reflection of society. And until that goal has been reached, she will continue to encourage managers at the bank to take on people with disabilities.



Creating opportunities together

To succeed in its mission, ABN AMRO maintains contact with multiple stakeholders in and outside the bank. "Through a joint lobby group, we work to persuade politicians to ensure that new legislation is consistent with standard practice," Sven says. "We're also in constant dialogue with trade unions, the Confederation of Netherlands Industry and Employers (VNO-NCW) and the UWV benefits agency. Together with UWV and other players, we organise a monthly job fair for people with disabilities which has recently moved online because of the coronavirus crisis." Sven and Nicole also maintain close contact with various business units at the bank. "Together we think about possible jobs, who might be interested in them and how we can facilitate employment in the most effective way possible." On a daily basis, Sven and Nicole work with the social enterprises Onbeperkt aan de slag (Putting ability to work) and Ctalents which play an intermediary role, with Ctalents focusing specifically on people with a visual or hearing impairment. Both are committed to helping people with disabilities find suitable employment.

From the sidelines to star player

"If, for years on end, your disability has been the main focus and suddenly your talent is in the spotlight, that's a huge boost to your self-confidence," says Nicole. "With a contract and a decent salary, your sense of self-worth soars." Many of these employees are placed in normal jobs with us, jobs they're fully capable of if provided with the right support. Sometimes the bank creates jobs specially for disabled people. "These new positions do have to serve the bank's broader business strategy," Nicole continues. "The Warm Welcome employees with disabilities who welcome clients at our bank branches

are a perfect example." Nicole says she sees the Sign Language Coffee Bars as a successful initiative for raising awareness among employees and clients. "At many of our branches, ordering coffee in sign language is now a fully integrated feature of the daily routine. Several other companies have since adopted the concept, which also contributes to our social mission." The bank also uses the knowledge and experience it's gained from B-Able to advise its clients. Nicole says, "The B-Able Desk provides information to the bank's clients on how to help people with disabilities into work." The bank also regularly proposes work at other companies to people with disabilities if there are no current opportunities for them at ABN AMRO.

"If, for years on end, your disability has been the main focus and suddenly your talent is in the spotlight, that's a huge boost to your self-confidence."

A role model for other companies

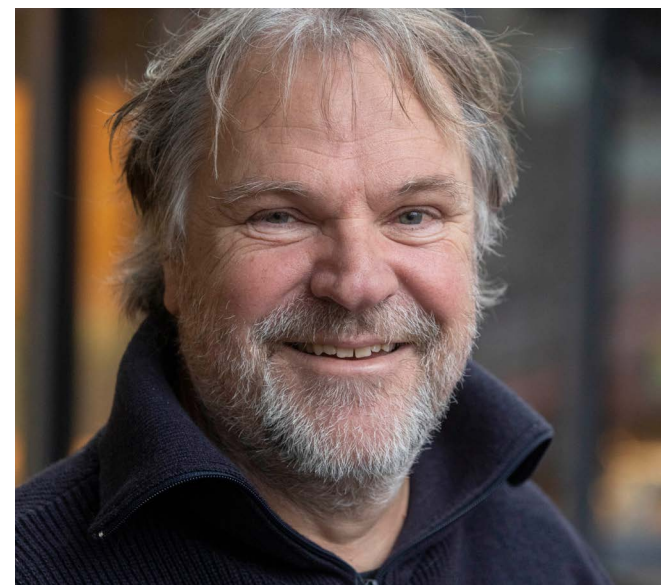
Sven says ABN AMRO now serves as a role model in the Netherlands: "We've been involved in this area for about seven years now, and we've accomplished a lot. But we haven't gone and put ourselves on a pedestal either. We believe it's important to keep improving, even if we're further along than most other companies." When people with disabilities gain long-term employment, they're obviously no longer on benefits. But besides this positive social impact, the B-Able programme also has special value for the bank and its entire workforce. "Annual employee surveys show that teams including people with disabilities score higher on satisfaction," Sven explains. Plus they have lower absenteeism rates, and that has a positive impact on productivity. We also see it reflected in higher customer satisfaction levels at branches where Warm Welcome employees work." Yet Sven stresses the importance of maintaining momentum: "It's not always onward and upward – the work doesn't do itself. If people with disabilities leave the bank, we have to do our utmost to catch up again." Paradoxically, another cause for concern is how big the B-Able network has grown. "The other day," Sven says, "I happened to notice that one of our candidates wasn't doing so well. I felt really bad about that, especially because it's always been one of our strengths that we know, talk to and stay in touch with everyone. Now that there are over 100 of us, it's obvious we can't do that any more, and that's a real shame." Together with their colleagues, Sven and Nicole are looking for new ways to show their involvement and dedication.



"It's not always onward and upward – the work doesn't do itself."

'WE WON'T LET EAGERNESS FADE'

Hans Spekman – Director of Jeugdeducatiefonds (Youth Education Fund)



Some 300,000 children under the age of twelve grow up in poverty in the Netherlands – more than half of them in a family where one or both parents have a job. Just about everybody is in favour of equal opportunities, but that ideal is not yet a reality in this country. The Jeugdeducatiefonds (Youth Education Fund) aims to contribute to a society in which all children can develop their full potential. That's good for the child, for society and for tomorrow's economy. We work together with primary schools. Teachers know the children's talents. We're able to do our work thanks in part to the tremendous support we receive from the ABN AMRO Foundation and their volunteers. Every child is eager. Together we can make a difference. We won't let their eagerness fade.

Stakeholders

What's in store for 2021?

Social inequality is on the rise in many areas of society, both in the Netherlands and in other countries. As a bank, we always have to watch social developments closely, since there's no finishing line when it comes to social impact. That said, we do have to make choices and use the resources we have effectively in order to make a real impact together with our stakeholders. 2021 will see us launch new initiatives and further develop existing ones.



Increasing knowledge and awareness

To play our role where we're most needed, we need to increase knowledge and awareness of social impact among our staff. We plan to accomplish this by training them in this area, both in a general sense and in terms of specific themes.

Reporting

Assessing and reporting on the impact we make helps us as an organisation to actively reduce negative impact and increase positive impact. Our 2020 Impact Report will provide transparent insight into the impact ABN AMRO is making, with a special focus this year on the financial uncertainty clients are facing as a result of Covid-19 and the role the bank can play here.

Financial autonomy and young people

Young people become more financially independent around the age of fifteen to twenty-four, and this is also the period in which they run a greater risk of getting into money problems. The bank's social impact programme for young people was established to help this group learn how to handle their money responsibly and avoid or reduce debt. This rolling programme is helping youngsters find financial independence and autonomy.

Local alliances

In 2015, the government established the Brede Alliantie Veilig Financieel Ouder Worden (Broad Alliance for the Financial Safety of the Elderly) to address at local, regional and national level the issue of protecting seniors from financial abuse. ABN AMRO actively contributes to this countrywide initiative. In addition, bank staff participate in local affiliate alliances – networks connecting municipalities, healthcare providers, civil-law notaries and banks. These alliances work to raise awareness of financial abuse among the elderly and provide them with effective tips and tools. They're also working to inform healthcare professionals who regularly visit the elderly about financial abuse and teaching them how they can help combat it. All this in a concerted effort to help prevent, identify and stop financial abuse. ABN AMRO is stepping up its local participation in 2021 with the aim of achieving full nationwide coverage.

Developing our service provision to seniors

Given ongoing digitalisation and the downsizing of our network of branch offices, our aim is to ensure senior citizens can do as much of their own banking for as long as possible. To that end, we're offering targeted support to those who want and need it. And we'll be maintaining close contact with this client group and other stakeholders to adapt and further develop our services wherever necessary.



Adapting the bank's communication to the needs of the semi-literate

Half of all those with financial problems have difficulty reading. As a result, they may very well have problems understanding letters and other types of communication from institutions and other organisations. In 2021, ABN AMRO will be further adapting its online and individual communications to ensure that even those clients with reading difficulties can understand.

Problem debt

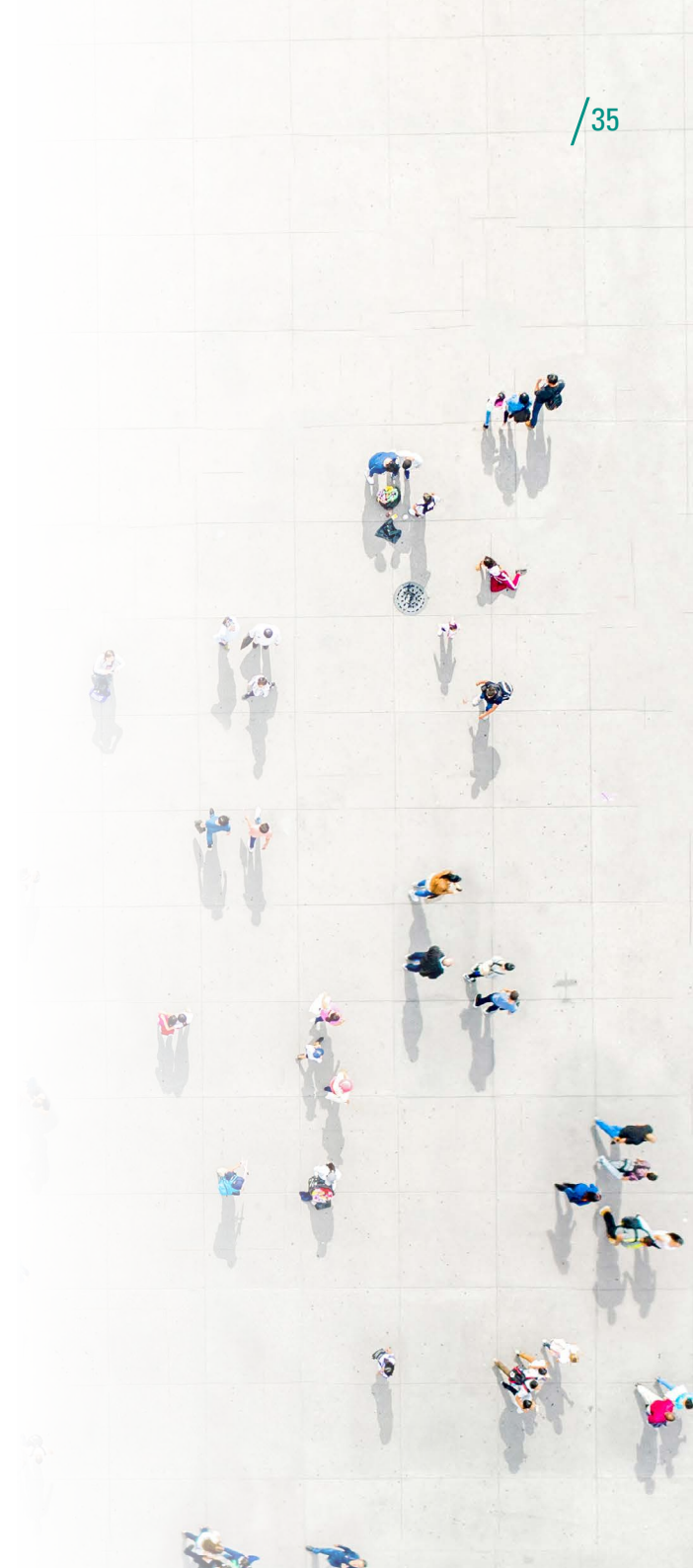
The Netherlands is home to a growing number of people with problem debt, and Covid-19 is behind the latest rise. People with financial problems wait five years on average before seeking help, which is why vulnerable clients are sometimes hard to identify. It's crucial that the bank gets a clear picture of these vulnerable client groups. Our bank and the financial sector have an important role to play in creating solutions as well as preventing these problems. In light of this responsibility we offer help to clients having problems meeting their payment obligations or in financial difficulty, and actively refer them to other debt assistance professionals via the Nederlandse Schuldhulp Route (Dutch Debt Assistance Route).

Implementation of the 'Banking through a gender lens' programme

This programme focuses specifically on women – as the bank's clients, employees and also as actors in our clients' supply chains. ABN AMRO is closely reviewing its own role as an employer, service provider, lender and investment service provider. This will give us a clear picture of the possibilities, opportunities and shortcomings of our business operations in terms of bringing about real change.

Banking for Better days

Under ABN AMRO's collective labour agreement, employees are entitled to take five Banking for Better days to do voluntary work with ABN AMRO Foundation or for their own network. In 2021, we will again be highlighting the use of these days with opportunities for making a positive social impact.



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