

## How does ABN AMRO perform Stakeholder Engagement?

# Stakeholder Engagement 2015

ABN AMRO takes its stakeholders' interests seriously. It is our responsibility to manage and discuss the impact of our activities. In doing so, we balance the bank's interests with those of our stakeholders. Their support will be vital to restoring trust in the banking sector, and to our own long-term success.

We define stakeholders as the groups or individuals we influence through our activities, products and services, and who in their turn affect our ability to achieve our goals. Based on this, we have identified stakeholder groups that are of material importance to the sustainable success of our business. We strive to maintain a constructive dialogue with these stakeholder groups and consider their views in our decision-making by focusing on the topics they consider most important, and which we can influence.

### Materiality

We regularly ask our stakeholders which sustainability themes they consider to be relevant and what they want to discuss. We developed a [materiality matrix](#) in 2014, which will be updated in 2016.

Based on these stakeholder consultations, we draw up a plan of action, monitor progress and report the results of our efforts.

In 2015, ABN AMRO organised a dialogue on human rights and three in-depth stakeholder dialogues in follow-up to the outcomes of the 2014 dialogues. In general, input given by stakeholders is used by the Stakeholder Board, which subsequently decides what actions need to be taken, by whom and within which timelines. Sustainable Banking [reports](#) on the results and progress on the actions taken.

### Stakeholder Board

Our fourteen stakeholder groups were identified during a strategic update in 2012. ABN AMRO's renewed Stakeholder Board, set up in 2013, led to the further professionalisation of our stakeholder management in 2014. The Board comprises a member of the Managing Board, members of the Management Group and senior executives. The members of the Stakeholder Board are responsible for specific stakeholder groups, for coordinating the bank's stakeholder management, and carrying out activities and actions within their own business, division or department. A number of divisions have dedicated stakeholder managers who are responsible for day-to-day activities. The primary task of the Stakeholder Board is to prioritise the most urgent topics. We make no attempt to evade sensitive issues, not least because clients and the public often consider these to be particularly important.

### Internal awareness

Besides engaging with external stakeholders, we seek to create internal awareness of sustainability within the bank by offering training programmes and holding town hall meetings. We want to make sure all staff are aware of our policies and approach and are able to integrate sustainability into their day-to-day business.

## Engaging with the Fair Finance Guide

An outside perspective is always valuable. One of our many stakeholders is the Fair Finance Guide (FFG) which aims to further improve sustainability within the financial sector. It compares the major Dutch banks and insurance companies in terms of sustainability, and publishes the results every year. ABN AMRO's sustainability activities are included in these analyses. In developing its sustainability activities, ABN AMRO chooses to work on the material sustainability topics as determined by all stakeholders. Some of the key issues identified by the FFG are not material to ABN AMRO as they apply to only a very small part of our portfolio. While the FFG believes that ABN AMRO should exclude many sectors from financing, it is our opinion that we should always try to use our influence as a financier to contribute to a better world in the long term. We do, of course, exclude activities that are controversial, such as any practice considered unethical, harmful, exploitative or abusive (see our Exclusion List). When a client breaches our policies and is not willing to engage, we will eventually terminate our relationship with that client. These differences of approach between ABN AMRO and the FFG may result in a low FFG score, for example on animal welfare.

## Complaints and grievance mechanism

Any stakeholder can file a complaint through various channels: [our website](#), one of our branches, or by contacting our call centre. ABN AMRO's complaints policy includes the possibility to file a complaint about the bank's impact on society.

We have an internal grievance procedure in place for employees or suppliers who have a complaint about ABN AMRO's activities or employees (see our Whistleblowing Policy).