Sustainably successful together

Our contribution to sustainable development until 2020
Sustainably successful together

As a cooperative bank, Rabobank aims to help its clients achieve their ambitions in and for a sustainable society. For that reason, we focus our own contribution to society on accelerating sustainable agriculture and food supply worldwide, and on strengthening the vitality of communities. By linking our financial services, expertise and relevant networks to the sustainable ambitions of all our clients, we can become stronger and more sustainable together. As evidence of our commitment we aim within our own organisation to distinguish ourselves with our performance in the financial services industry.

Strengthening vital communities

As active participants in our local communities, we increase economic and social vitality by supporting the business success of local collective initiatives in the countries in which we operate. Each individual bank focuses on current local social issues. In the Netherlands, these issues include sustainability, economic vitality and ensuring quality in healthcare and housing. In developing countries, we focus our efforts on establishing and professionalising farming organisations, as well as providing access for all to local financial infrastructures. We provide manpower, knowledge, networks, facilities and financial services to achieve this objective. We also invest 3% of our annual profit in society on a not-for-profit basis. In doing so we improve society’s self-sufficiency and cooperation, while at the same time strengthening community vitality.
Accelerating sustainable agriculture and food supply worldwide
We actively participate in ten Round Tables to improve the sustainability of agricultural value chains on a global scale, and we facilitate our clients in integrating the results of these efforts into their business operations. We also collaborate with a number of innovative clients and social partners to help them manage ambitious sustainability projects in agricultural value chains that can also inspire others to become more sustainable faster. In doing this, we add value for our clients, and at the same time accelerate a sustainable agriculture and global food supply.

Working with corporate clients
Sustainability is essential to the long-term success of businesses. We therefore encourage and support all of our corporate clients to gradually improve. To this end, we fully integrate sustainability in our industry visions and actively share our knowledge with them. We work with our larger clients to periodically review their sustainability performance, and on the basis of this review, we then explore opportunities to work together to find ways to improve their performance and help them achieve long-term business success. We also bring our clients together so that they can share their knowledge of sustainability and to facilitate them to create commercial opportunities. In addition, we provide customised financial solutions to optimise the potential success of these opportunities. We proactively support sustainability leaders by prioritising their access to finance and by doubling the scope of the services we provide to them. In this way, we combine the business success of clients with sustainable innovation for society.

Advice for retail customers
We help our retail customers achieve their financial goals by providing professional financial advice. For society’s vulnerable, we are committed to providing access to relevant financial services. Through our consultancy, we offer easy-to-understand, transparent products and services. Any assets entrusted to us are invested on the basis of meaningful sustainability criteria. Responsible savings and investments are our standard. For clients with a specific interest in sustainability, we offer a competitive package of products and services for sustainable investment and living. In this way, we combine providing the best possible financial advice with a positive contribution to sustainable development.

Our efforts
Our contribution to sustainable development is delivered by professional employees who consider this ambition an integral part of our customer service. We actively encourage and support our employees to continuously do this so that they can make a genuine difference in the day-to-day interactions with our clients. We integrate sustainability in our internal business operations and communicate transparently about our vision and activities. This is how we remain publicly accountable and how we contribute to the public debate on sustainability.
Introduction

We see it daily: Sustainability is becoming increasingly important to our clients and to society. There is a growing desire to make agriculture and food supply more sustainable worldwide. People are becoming aware that a healthy balance between wealth and well-being is essential to building a vital society and that the best solutions are created through cooperation. These developments are aligned with the role the Rabobank Group aims to play in society – we want to grow stronger in a sustainable way, together with our clients.

In this publication we share the objectives and activities that will form our contribution to sustainable development until the year 2020.

Banks can play an important role in achieving sustainable development: through financial support, advice and by connecting clients, helping them to make a positive impact on society. These activities have become an essential part of our services and of our corporate clients’ business operations. This means it also contributes to profitability – both in today’s economy and in the long term. Our cooperative model will help us to further accelerate sustainable development together with our clients. Rabobank aims to be a service-oriented and reliable partner focused on cooperation.

We align our goals with those of all our corporate and retail customers – together we strive to achieve a healthy balance between wealth and well-being. We define our contribution to sustainable development as a collective effort to use natural resources as efficiently as possible, reduce our impact on the environment and close raw material cycles in order to create a circular economy. We promote development opportunities for people, respect their rights, and promote solidarity. In so doing, we support prosperity and stability in the long term.

Our contribution to society focuses especially on the issues of sustainable agriculture & food supply and vital communities. These two topics coincide perfectly with our identity and founding history, as well as with major global and local social challenges. They have also been selected on the basis of our global market position in food and agriculture, our

Sustainable development

Sustainable development is development which meets the needs of the current generations without compromising the ability of future generations to meet their own needs. (United Nations Brundtland Commission Report, 1987)
market-leader position in the Netherlands and our expertise, objectives and foundation as a cooperative bank. As a financial services provider, Rabobank can help to substantially improve the sustainability of the food and agri industry. We also assist clients and businesses in other industries with their banking needs and finance their businesses to make them more sustainable. As a cooperative bank, our main reason for existence is to provide financial solutions to all our members and clients. We aim to provide them with up-to-date and high-level expertise in sustainability. Our aim is to bring together clients, experts and other stakeholders in value chains on a regional level and help them to create valuable physical and virtual networks. We expect our employees to stand out from the competition by their expertise and through participation in these networks. We also engage with the wider world by providing input for the public debate as part of our efforts to promote sustainable development.

Our goals, targets and activities build on existing operations and represent a key cornerstone of the strategy of the Rabobank Group and its divisions. Sustainability is key to how we organise our cooperative customer services. Within ‘Banking for Food’ – the bank’s food and agri strategy in development - it is a key part of our social contribution and distinctive customer services on a global scale.

This publication focuses on the fundamentals of our goals, targets and activities relating to sustainable development and is therefore not an exhaustive description of our activities in this area. We first address the opportunities, goals and activities relating to the two central social issues and then describe how we aim to support all our corporate and retail customers in achieving their sustainability ambitions. The report concludes with a description of how we integrate our sustainability strategy into our internal organisation. The key performance indicators are highlighted in orange.
Societies all over the world are changing rapidly, and many communities have seen a weakening of government influence. Growing individuality is coupled with a tangible desire for people to work together. As part of this trend, cooperative organisations are undergoing a revival, since they offer the major benefit of being able to unite individual and common interests. This is in line with our own roots as a cooperative bank and with the public role we aim to fulfil. In the countries in which we operate, we aim to improve the financial infrastructure, support the business success of cooperatives and boost economic development in a way that is in balance with social, cultural and environmental values – a society in which people work together to improve the wealth and wellbeing of all. In working to improve the vitality of the communities in which it is active worldwide, Rabobank aims to be more than a bank alone – we also support social initiatives and promote the self-sufficiency of people in the Netherlands and internationally.

**Shared goals**

In response to the trend of smaller government and a market that does not always meet their needs the way they would like it to, people are taking charge of different areas of life. This trend of people joined together by a sense of enterprise in order to serve their comparable individual interests also extends to tangible issues such as sustainable energy, healthcare, fibre-optic networks and joint homebuilding initiatives. The initiators of these projects are therefore looking for support, and many turn to Rabobank for expertise, contacts and financial support. We are convinced that organisation on a cooperative basis will help make our society more sustainable, and we aim to increase the number of cooperatives worldwide so as to grow stronger together in a sustainable way.
We strengthen the local financial infrastructure, improve access to this infrastructure for all, provide loans and other banking services, and provide support to member organisations and partner banks.

**Achieving ambitions**
This section explains what we plan to do in the coming years to achieve our objective of strengthening vital communities by using our services, knowledge and networks.

**Supporting clients through financial services**
Rabobank is involved in funding local social initiatives throughout the Netherlands, involving healthcare, housing, sustainable energy and other areas. We encourage people to be proactive in creating innovative solutions, which includes building an affordable, individual and small-scale healthcare system. We also provide support to clients in finding suitable organisational forms, such as local cooperatives. We will be increasing our services to new local cooperatives over the next few years. Account managers at Local Member Banks receive support in this process from newly appointed specialists who help develop customised solutions for the fast-growing healthcare industry. We aim to remain the natural partner in these initiatives, the values of which closely reflect our mission and social position.
In the Netherlands, we aim to provide extra support to vulnerable populations. We are developing additional services for these clients, as part of Rabobank’s goal of providing members of vulnerable populations suitable access to financial services.

Worldwide Rabobank provides farmers and other businesses in developing countries access to financial services, especially through Rabo Foundation en Rabo Development. We also assist local partner banks of Rabo Development in developing their products and distribution channels.

Supporting clients by sharing knowledge
The Local Member Banks in the Netherlands support local and regional initiatives through funding, as well as providing support in the form of manpower, expertise and access to business networks. We invite our clients to actively share their ideas on socioeconomic issues and help us decide how to contribute to their solution. At our Local Member Banks, we also provide facilities and expertise to assist NGOs, while employees have the opportunity to act as volunteers and donate their expertise, experience and time to a variety of social projects.

We support social initiatives in the communities in which we operate with manpower, knowledge, networks and facilities and we invest the equivalent of 3% of our annual profit in social initiatives on a not-for-profit basis.
Local Member Banks across the Netherlands engage young people in discussions at key moments in their lives. We coach them in order to help them manage their money responsibly. By involving our employees, through partnerships with educational institutions and through the use of apps, we provide financial advice to young people adapted to their personal situation and share our knowledge about the housing market with first-time homebuyers.

In developing countries, Rabobank Foundation and Rabo Development share expertise in building financial and production cooperatives. We provide them with technical support and specialist expertise, as well as getting our own employees involved in projects.

**Connecting clients through networks**
In order to promote cooperation, we intend to share our expertise and experience in cooperative business with our clients in the Netherlands and abroad in the coming years. We will do this by supporting new cooperatives. We use our network to connect clients with cooperative-based initiatives with experts and investors, in order to help cooperatives achieve business success. We do this both in the Netherlands in the areas of sustainability, care, housing and economic vitality through the Local Member Banks and in developing countries (specifically in the food and agri industry), mainly through the Rabobank Foundation and Rabo Development.

By 2020, we will be supporting 1,000 new local collective community-based initiatives achieving business success, including 500 in the Netherlands and 500 in developing countries.
The global population continues to grow and is expected to surpass nine billion by 2050. According to the Food and Agriculture Organisation (FAO), production must increase by at least 60% if we are to provide adequate, safe and nutritious food to all. An additional challenge for the agricultural sector is that it must accomplish this on roughly the existing agricultural land surface and with minimum (additional) use of scarce or finite raw materials. This is compounded by the fact that environmental impacts must be reduced through the more efficient use of water and other inputs, a reduction in carbon emissions and a decrease in waste streams. Furthermore, the rights and needs of the local population must be respected. In other words, agriculture is expected to increase its output while at the same time reducing its impact on the natural environment and society and in addition appropriate attention to animal welfare. More than ever before, this will only be possible through the use of existing and new technologies, precision agriculture and the strategic use of residual streams.

The parties that provide our daily food – including farmers, supermarkets and the scientific and political communities and interest groups – must work together in order to achieve these objectives. We note that a growing number of our corporate clients are fully integrating sustainability of the food supply into their strategies and business operations and, in doing so, demonstrate their ability to seize opportunities. They have expressed a need for knowledge, networks, appropriate solutions and valuable business partners, including a stable, long-term financial services provider. As a leading global food and agri bank, we aim to do more than just meet this need – we intend to work together with local farms and international businesses to make agriculture and the food supply more sustainable sooner.

We assist our clients in accelerating a sustainable agriculture and food supply, thereby also supporting their business success.
Shared ambitions

As a cooperative, we know that in order to create a sustainable food supply, we must first make capital and knowledge available and connect and strengthen communities based on a long-term vision and on our local involvement, both in the Netherlands and elsewhere. We support training programmes for young farmers, as this ensures the use of available knowledge of modern and sustainable agricultural technologies, which contributes to continuity. As financial professionals with a passion for agriculture and food, we also work closely with farmers and growers in order to enable them to produce food using sustainable methods while at the same time achieving commercial success. This is how we aim to contribute to global, sustainable food security.

Our views of agricultural value chains are based on the most recent sustainability knowledge. We will also place opportunities for sustainable agriculture and food supply on the public agenda for the future and will actively contribute in the Round Tables for agricultural value chains which are most important to our Dutch and international clients and global sustainable development. We actively share the information gathered in the Round Tables with our clients. We expect clients operating in sensitive countries and sectors – including soy, palm oil, sugarcane, forestry and beef – to be able to demonstrate by 2020 that their entire primary output complies with internationally accepted sustainability standards. We consider economic, environmental and social interests involved when advising clients, as well as continually monitoring and initiating new trends. By sharing knowledge in our dialogue with clients and stakeholders and by regularly adjusting our financing criteria, we help making the main agricultural value chains more sustainable sooner. We will focus on helping clients who make an ongoing effort to make their business operations more sustainable.

Round Tables

Round Tables are international initiatives to make material production more sustainable, including the corresponding value chain. Round Tables provide all stakeholders – including farmers, businesses and NGOs – with the opportunity to provide input.
We define our vision of how to improve the sustainability of the agricultural value chain for soy, palm oil, sugarcane, forestry, beef, dairy, fish, coffee, cocoa and bio-materials. We share our vision and actively participate in Round Tables or similar initiatives to accelerate the process of making these agricultural value chains more sustainable and work together with our clients to integrate the outcomes of these dialogues into their business operations and achieve commercial success at the same time.

**Achieving objectives**

Below we explain how we intend to use our financial services to contribute to the process of accelerating a more sustainable agriculture and food supply through our services, expertise and networks.

We actively contribute to improving agricultural value chains due to sustainability being an integral part of our philosophy about sectors. We share this knowledge in dialogue with our clients.

**Supporting clients through financial services**

We partner with our clients to develop financial solutions that truly make a difference in improving supply-chain sustainability. In doing so, we also provide a basis for attracting investors and putting them in touch with our clients. Our services may include advice or product solutions, or we might refer clients to third-party services. In all these services, we always put our clients’ interests first, based on our banking expertise and in-depth knowledge of agricultural sectors and their specific sustainability aspects. We reinforce the agricultural value chains that are most relevant to our clients worldwide by providing financial solutions that increase chain stability and sustainability. This is our way of contributing to resolving bottlenecks in these chains.

**Supporting clients by sharing knowledge**

We are valued by our global clients in agriculture and food supply for our in-depth knowledge. We continuously invest in knowledge, competencies and awareness-raising for our employees by providing access to effective training and coaching at leading educational institutions. Throughout this process, we promote the exchange of information about

---

**Agricultural value chains**

Agricultural value chains refer to the process of producing agricultural raw materials, the processing of these materials into food and their distribution to consumers.
the supply chain, both locally and internationally, so as to make relevant and up-to-date knowledge available. The methods we use include presentations, customer meetings and publications. In addition, we also organise **master classes** for entrepreneurs, which cover aspects such as sustainable food production, succession planning, **best practices** and cooperation within the supply chain. We will also actively investigate the sustainability aspects of key value chains, which may include anything from food waste, water, animal welfare, commodity speculation, biotechnology, issues relating to land use, deforestation, food versus animal feed versus fibre, and innovation to increase revenues. We aim to permanently contribute to our clients’ business success by sharing our knowledge of sustainable agriculture and food. We then measure the success of these efforts by using customer panels and gauging to what extent our positive contribution is acknowledged by society, as well as by offering our clients appealing transactions.

**Connecting clients through networks**

Energy issues, climate change and environmental, social and financing issues are increasingly affecting agricultural output. This, in turn, has made agriculture and the food supply both more complex and more volatile. It has created a need for cooperation in local, regional and global networks - in value chains and based on circular models - in order to ensure the input of a large number of parties and achieve greater stability and public support in the long term.

We provide industry leaders and information networks with a platform to ensure that clients can seize opportunities and distribute risks in the supply chain. Moreover, we also help encourage our clients to broaden their horizons. We make a point of involving clients, Local Member Banks, members and all other parties in the supply chain. We regularly organise theme seminars and connect farmers, growers and businesses in the chain through social media and virtual networks in order to create sustainable solutions. We aim to establish Rabobank’s reputation as a leading bank in terms of making agriculture and the food supply more sustainable.
Rabobank aims to support its clients in good times and bad. The current economic downturn calls for creative solutions, and sustainability serves as an important source of inspiration. Rabobank expects the sustainable economy to have a significant impact on society, being convinced that such an economy is stronger, better equipped to face future challenges, and therefore more successful. This trend provides exciting opportunities for our corporate clients – we aim to encourage them and support them in seizing these opportunities. These businesses might be looking to reduce their energy and raw materials consumption or make them more sustainable. Another opportunity for businesses could be ‘closing the loop’. Many businesses also work more closely with other companies so as to create more innovative chains together. This model is referred to as the ‘circular economy’. Rabobank is committed to supporting this development through its services. We want to provide the best possible financial services to clients that facilitate a sustainable economy.

**Shared ambitions**

We note that a growing number of clients recognise the opportunities offered by a sustainable economy, including the conversion of waste into raw materials and renewable solar and wind energy. Rabobank would like to help build a sustainable economy and provides customised financial services, expertise and access to relevant networks to its corporate clients.

In achieving this shared goal of Rabobank, profitability and sustainability go hand in hand.
**Achieving objectives**

Below we explain how we intend to help our corporate clients in conducting sustainable business using our services, expertise and networks.

**Supporting clients through financial services**

We use our corporate clients’ strong sustainability performance to back up funding proposals and customer reviews. We also offer them customised financial solutions that help them to gradually improve their performance. Furthermore, sustainable initiatives are given priority in providing financing, subject to the standard risk/return requirements. We work with the frontrunners to develop new financial solutions at their request in order to support them in their business success.

We launch new products which directly link our savers and investors with innovative sustainable businesses. If desired, we also help sustainable frontrunners and clients operating in industries with a positive social impact in subscribing for shares and bonds. And we launch innovative leasing solutions to help increase sustainable mobility. When it comes to promoting sustainable energy generation, we provide both our own financing solutions and services relating to third-party financing. Finally, we also provide customised financing for local collective sustainable energy initiatives.

**Rabobank gives priority to sustainability leaders in financing and will double the volume of the services provided to them.**

**The circular economy**

The circular economy ensures that products and raw materials can be reused as often as possible and lose as little value as possible in the process. This is vastly different from our current, linear economy, where raw materials are converted into single-use, disposable products that deplete the supply of raw materials and cause pollution.
Supporting clients by sharing knowledge

By 2020, our corporate clients will be able to count on us at all times for up-to-date and high-quality expertise relating to sustainability. We closely involve our clients in the process of developing, maintaining and disseminating our knowledge of sustainability trends and we want to ensure that our clients regard us as a leading financial player in the sustainable economy.

The percentage of corporate clients indicating they were satisfied with how sustainability was discussed in client meetings increases annually.

We know that, in order to provide our clients with useful knowledge and advice, we must be aware of their positions, both in an absolute sense and in relation to their competitors. We are therefore developing a method to assess clients and advise them to what extent they are ahead or behind their competitors in their industry. The ‘client photo’ we create on this basis provides us with information on the client’s position – both in terms of the company’s strengths and weaknesses and in terms of opportunities and threats in their market. We then compare the successive pictures with each other so as to create strategic knowledge of sustainability that can help our clients get ahead. We support them in seizing these opportunities.

For small clients, we do not provide a ‘sustainability photo’ as such, but rather make the sustainability knowledge they need available to them through mobile applications in order to support them as effectively as possible as they gradually become more sustainable. We aim to assist our clients in improving their average sustainability performance each year. This contributes to their business success while at the same time improving our credit portfolio’s risk profile.

Client photos

We group our clients’ sustainability performance into categories. We encourage our clients to gradually improve their performance, where they must meet our minimum requirements. We also work together with our clients in making our services, expertise and networks available.
By 2020, all our corporate clients will have maximum access to the sustainability expertise they require, and the sustainability performance of all our larger corporate clients will be recorded in a customer photo.

**Connecting clients through networks**

Corporate clients involved in sustainable business can count on Rabobank to provide support through relevant networks.

Our experts connect with clients and other stakeholders at meetings, which allows us to share our knowledge and develop new business and financing models. In the coming years, we will also be exploring regional opportunities throughout the Netherlands in order to organise the circular economy. We are also involved in launching, financing, or participating in, initiatives that promote the high-quality reuse of raw materials and sustainable chains.
Retail customers

All our retail customers find our products and services easily comprehensible and understand their sustainability impact.

A growing number of our clients are expressing a desire for easy-to-understand banking products and transparency about what happens to their money, which should both reflect their own values and goals. By 2020, Rabobank will do the best possible job in helping them to achieve their goals by providing transparent products and services and investing their assets based on meaningful sustainability criteria. We also provide expert advice on sustainable living. This is how we connect our retail customers with our corporate clients and jointly make a positive contribution to sustainable development.

Shared ambitions
In 2020, Rabobank will provide a full range of products and services that will represent the interests of our clients while at the same time contributing to sustainable development. This means we explain how our clients' funds are invested, that our products are easy to understand, and that vulnerable populations have access to our services. In order to meet these commitments, we will be developing a number of activities that will help us achieve our goals. In each country in which we operate, we will organise these activities based on our core values, our local market position, the products and services provided at the local level, and the local cultural context.
Achieving ambitions
Below we explain how we support clients in achieving their sustainability ambitions using our services, expertise and networks.

Supporting clients through financial services
Rabobank regards transparency as an inextricable part of its services. Our products should be easy to understand, and for each of our products we will therefore explain exactly how we invest the funds, as well as provide information on the percentage of our loans that temporarily do not comply with our sustainability policy. We will explain why this is the case, what we are doing about it, and how this percentage will develop. We will touch briefly on our sustainability policy in all our product information.

Responsible saving and investing are the standard at Rabobank. As part of our investment policy, we periodically raise our requirements for socially responsible investments. For clients looking to take it one step further, we will provide a competitive range of products and services relating to sustainable investments in 2020. As part of these efforts, we will also add products and services to our range that are aimed not only at financial returns but also, specifically, at generating positive societal impact, such as impact deposits, impact bonds or impact investment funds.

The percentage of retail and private banking clients indicating that they are satisfied about how they can match their finances to their sustainable ambitions with the appropriate products increases annually.
Rabobank aims to allow people to participate in the economy fully and independently, focusing in particular on vulnerable populations. This may have financial-economic reasons or may be due to illness or other causes. The various divisions of the Rabobank Group determine independently for which vulnerable populations of clients they will develop specific services.

By 2020, more than 80% of clients from vulnerable populations will find that Rabobank does a good job managing their banking business.

**Supporting clients by sharing knowledge**

Our clients must be able to count on a clear explanation of the relationship between banking and sustainable development. If clients appreciate it, they will be provided with the best possible advice by 2020 on how to organise their finances in a way that is aligned with their sustainability ambitions. In this process, we focus on savings, investing, retirement and home financing. For example, we inform clients about the possibilities and financial impact of making their homes more sustainable and provide products to facilitate this.

The percentage of retail customers reporting that they were satisfied with how sustainability was discussed in the client meeting increases annually.
Connecting clients through networks

Rabobank aims to support clients with small-scale sustainable initiatives, for example in healthcare, housing or sustainable energy generation. In order to be able to provide the best possible services to our clients, we integrate knowledge and expertise in our local networks.

We provide platforms to our clients that allow them to contribute to the development of new products and services relating to housing, work, studies, internships, finance and business. We also actively involve our clients in our dialogue on sustainability with companies included in their investment portfolios. This gives clients the opportunity to provide input on sustainability issues for this dialogue.
Our efforts

The goals, targets and activities discussed in this publication were established through collaboration between employees in all divisions and Local Member Banks within the Rabobank Group. This section focuses on implementing these goals, targets and activities in our organisation; specifically, on how sustainability is embedded in our day-to-day work, monitoring our sustainability impact, the sustainable organisation of our internal business operations, and contributing to the public debate. We also focus on employee activities.

Sustainability in our day-to-day work
We will integrate the activities into all relevant policy processes, products and services. For example, the Executive Board and Supervisory Board regularly discuss progress in their meetings, and it is also covered in the divisions’ annual plans, internal and external reports, and as part of the performance management process. We adapt the objectives of the strategy for the individual group divisions and make them an integrated part of the management cycle. Once a year, we measure progress and report on this both within the organisation and externally.

Monitoring sustainability impact
Rabobank aims to continuously improve its sustainability performance and is transparent in its communications on these activities. We monitor the public’s appreciation for our efforts based on the RobecoSAM’s Corporate Sustainability Assessment global financial institutions, which assigns scores related to sustainability performance.
Sustainable organisation of internal business operations

In terms of sustainability, Rabobank’s internal business operations are innovative and ambitious. We aim to reduce our energy consumption as much as possible, for example by facilitating teleworking in order to reduce employee travel time. Rabobank is also as sustainable as possible in its purchasing policies, attempting to use renewable raw materials and contracts based on circular economic principles wherever we can. The Operations department also serves as an expertise centre for the group as a whole.

We promote a situation where our employees spend as little time on the road as possible. In the Netherlands, we encourage the shared use of our offices by all employees and optimise opportunities for remote communications. We are minimising and modernising our facilities as well as making them more sustainable.

By increasing energy-efficiency and by reducing and making mobility and other services more sustainable, we aim to further reduce carbon emissions per FTE per year by 2020 by 10% from 2013.
By building long-term relationships with our suppliers we can actively share knowledge, permanently increase our sustainability performance and encourage cooperation in building a sustainable economy. All our supplier contracts include sustainability performance requirements. We assess all our major suppliers based on their sustainability performance, using public reports if available. We also include all their suppliers in our assessment and analyse the relevant sustainability risks. We actively encourage our suppliers to embrace sustainable product innovation, for example in logistics and document services.

**Contributing to the public debate**

We will be actively positioning ourselves in the public debate in years to come by sharing our ideas and positions on important social issues, as well as by helping to create solutions.

We work with all relevant group divisions to evaluate what social trends our clients and stakeholders feel are the most important. Based on this information, we then select a number of issues on which we would like to position ourselves and which we can manage effectively. We draft a vision report, take positions and communicate them on a strategic basis. We also measure its effect on Rabobank’s reputation in relation to sustainability among the public and our stakeholders.

By 2020, 80% of the Dutch public should associate Rabobank with sustainability in a positive way, along with at least one of the following topics: sustainable agriculture and a sustainable food supply; and vital communities.

---

**Rabobank defines cooperative banking as:**

1. Building long-term relationships with members and clients.
2. Integrating sustainability into our day-to-day work.
3. Encouraging the participation of clients and members.
4. Being a grounded and solid bank.
Employees and leadership
In our efforts to further integrate sustainability into the heart of the organisation, we have created a number of employee activities. Sustainability will be an integral part of our training programmes and is already a requirement in our hiring processes. The required competencies candidates must possess in terms of sustainability and cooperative banking are detailed in all job profiles. We will emphasise the competencies ‘collaboration’ and ‘customer focus’ in our job advertisements and our organisational profile will highlight our identity as a cooperative organisation. We explain that the willingness and enthusiasm of our employees to promote this identity on a day-to-day basis is a key part of our selection criteria. Finally, Rabobank promotes a culture that reflects the bank we strive to be and in which sustainability plays a significant role.

Cooperative and sustainable banking forms an integral part of recruitment and selection and the training programmes for all employees.

Integrating sustainability into our introduction programme
Rabobank offers an induction programme for new employees in all units, as part of which we explain our identity and core values, including sustainability, and teach them how to apply these in their jobs.

Promoting a cooperative mentality and behaviour
We provide a company-wide culture programme in which we re-evaluate the values of our organisation as a cooperative bank, as well as define the desired culture and employee behaviour. The purpose is to define exactly what characterises our current culture and in what ways our conduct in providing cooperative services to our members and clients might be improved.
The culture programme focuses on our attitude and conduct in our day-to-day work. Fundamentals of the Rabobank culture include a readiness to act, honouring commitments, transparency, and austerity. Ours is a culture in which cooperative banking extends well beyond providing financial services. We want our employees to understand this – we expect them to focus on our members and clients and put their interests first in their jobs. This entails professional collaboration and doing business based on reciprocity. Dilemma-based work and presenting critical opposing viewpoints are all part of this approach.

**Integrating cooperative behaviour into performance evaluations and development plans**

The cooperative competences of ‘collaboration’ and ‘customer focus’ are part of the performance goals and individual performance evaluations of our employees. We feel it is important for our managers to lead by example. As part of all management training programmes, we encourage managers to promote our cooperative identity on an everyday basis. Rabobank also conducts an annual employee survey in which respondents are asked how they perceive Rabobank’s identity.

We aim to increase our organisation’s score on the criteria ‘customer cooperation’ and ‘cooperative characteristics’ in the employee survey each year.
Organisational profile

The most important public duty of any bank is to serve the real economy with integrity, respect and professionalism. As a cooperative bank, Rabobank adds an extra dimension: We aim to support people in achieving their ambitions through cooperation. In achieving this we focus on building long-term relationships. Sustainable development has become an inextricable part of it.

How we help people achieve these ambitions is encapsulated in our four core values: respect, integrity, professionalism and sustainability. Along with our brand values – involved, leading and nearby – they form the basis of how we serve our clients. However, these values have not been embraced within our organisation as a matter of course, and so, we measure our actions against these values. We aim to be a solid financial institution that makes a positive contribution to sustainable development. We are transparent in how we account for our activities in order to make our contribution to society visible to all.

Our mission

Rabobank puts the common interest of individuals and society first. Based on this commitment, it aims to be a driving, innovative force that contributes to sustainable growth in wealth and wellbeing. Our objective is to accommodate the current and future ambitions of individuals and society by improving cooperation and presenting the most effective financial solutions for them. This is how Rabobank intends to contribute to the sustainable development of society in an economic, social and environmental sense.
Sustainably successful together

Publication details
Copy: Rabobank Group
Concept and design: Schuttelaar & Partners

For any questions and comments regarding this document, please contact:
Bas Rüter – Director of Sustainability
Email: j.s.ruter@rn.rabobank.nl

Rabobank Sustainability
Postbus 17100
NL-3500 HG Utrecht
The Netherlands

www.rabobank.com/sustainability