

ESG Report 2022

Meaningful Investing

syntrus | achmea
real estate & finance



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FOREWORD



Boris van der Gijp,
Director Real Estate
Investments Syntrus
Achmea Real Estate & Finance

As an investor, we are increasingly aware of how our investments affect the world around us. In this ESG Update Report 2022, we report on our progress in this regard. Based on our ESG strategy 'Meaningful Investing', we improve our environmental performance and create a positive social impact. To avoid this amounting to mere rhetoric, we describe what we have done and what results we have achieved in this report.

Last year, for instance, we invested in senior housing because we want to ensure that the elderly can live independently at home as long as possible. A home where carers can work properly also relieves pressure on healthcare institutions. We also believe this is the key to movement in the residential market. Seniors leaving single-family homes trigger a series of moves.

In collaboration with our sister company Zilveren Kruis, we have developed the healthcare concept *Samen Zelfstandig* (Independent Together) that can be rolled out across the Netherlands. One example is the 'eef' (giving life) residential concept in our De Nieuwe Sint Jacob project in Amsterdam: living with on-call care, support and additional services. I see this as the start of a new era, where real estate is being built into a platform for service provision.

Mindful of climate considerations, we have made sustainability upgrades to many of the homes in our portfolios in recent years. With better insulation, solar panels and modern, energy-efficient installations, our tenants are now also better equipped to deal with the energy crisis. To meet the ambitions of the Paris Climate Agreement, we have drawn up a carbon reduction roadmap for all real estate portfolios, encompassing the CRREM (Carbon Risk Real Estate Monitor) pathways. These will determine our sustainability agenda in the coming years.

I am proud of the Social Impact Monitor (SIM) that we developed in-house in 2022. This innovative tool provides insight into the social impact of our real estate on residents and the surrounding area. Through regular measurements, we can track growth in impact. And to help others do the same, we make our SIM available to other investors.

In line with the new European rules of the Sustainable Finance Disclosure Regulation (SFDR), Syntrus Achmea has described the sustainability policy for each fund and mandate. That policy has been translated into measurable indicators and reports, so that we give our investors the correct information and avoid greenwashing.

To help our colleagues realise their personal ambitions, we launched the 'All you can learn' training plan last year. Everyone at Achmea can choose from a wide range of training courses. We have also introduced a one-off climate budget of €2,500 for our employees for making their homes more sustainable, for example with solar panels.

At Syntrus Achmea Mortgages, we help clients finance sustainability upgrades. Our goal is to have an energy label A on average for the entire mortgage portfolio by 2030.

I invite you to read in this report how we, as Syntrus Achmea, work with our employees and partners to achieve solid, long-term financial returns for our clients. For us, this is 'Meaningful Investing'. And as Meaningful Investors, we are proud of that.

Kind regards,

Boris van der Gijp

SYNTRUS ACHMEA'S IMPACT IN 2022

Investing in tomorrow's world



40%

reduction in the carbon emissions
of residential portfolios
(compared to 1990)



Most sustainable
global healthcare
real estate fund in GRESB



35%

of the fleet is
fully electric



4,398

clients have made sustainability
upgrades to their homes through
their mortgage



74%

of the real estate portfolio
has an energy label A

Focusing on closer relationships with stakeholders



8.0

average score for our asset
management services



6.6

average satisfaction with
shops and retail environment



8.0

score as an attractive
employer (2021: 8.1)



7.4

average satisfaction among
mortgage agents



7.5

average satisfaction with
home and living environment

Achieving the highest level of services and products



525

properties are included in our
Social Impact Monitor



98%

of Special Credits clients
could stay in their own homes



Outperformance

compared to the
MSCI residential benchmark

**€500
million**

invested in sustainable
acquisitions



Stimulating innovation



**€2
million**

invested in sustainable
innovations



**460
tonnes**

of CO₂ saved because of using
timber as a building material in
the One Milky Way project

ziezodan

41%

of tenants opted for
durable repairs
through ZieZoDan



Introduction

of the 'unlimited'
All you can learn
training budget



4.500

clients were approached
through *Duurzaam Woongemak*
(Sustainable Living) to insulate
their homes

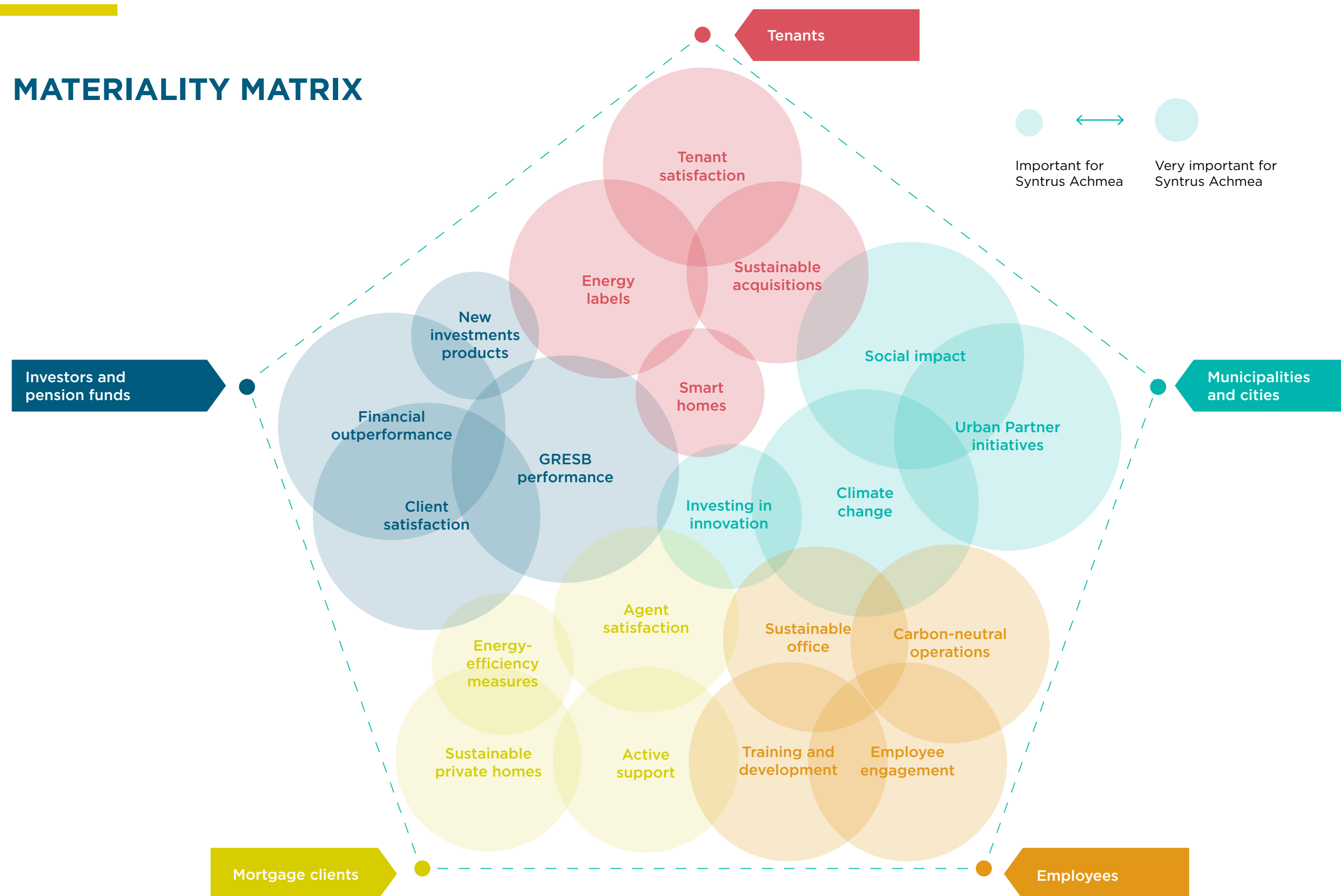
OUR ESG STRATEGY

Stakeholders and material topics

Stakeholders and material ESG topics are at the core of our business. With our asset management in real estate and mortgages, we contribute towards a sustainable future. In 2019, we examined which sustainability topics our internal and external stakeholders find most important. We identified the material topics by interviewing employees from various departments including investor relations, investment management, mortgages, real estate and the board. And we looked at this from the perspective of our stakeholders: investors, tenants, mortgage clients, employees, municipalities and cities.

The materiality matrix shows our stakeholders' different interests. The size of the circles shows how relevant the themes are to our organisation. We address a broad range of topics because every stakeholder has their own priorities. These material topics are included in our ESG strategy with corresponding targets.

MATERIALITY MATRIX



Municipalities and cities

- Climate change
- Urban Partner initiatives
- Social impact
- Investing in innovation

Investors and pension funds

- GRESB performance
- Client satisfaction
- Financial outperformance
- New investments products

Employees

- Carbon-neutral operations
- Employee engagement
- Sustainable office
- Training and development

Tenants

- Energy labels
- Tenant satisfaction
- Sustainable acquisitions
- Smart homes

Mortgage clients

- Energy-efficiency measures
- Agent satisfaction
- Active support
- Sustainable private homes

Meaningful investing

We choose to make sustainable investments in real estate and mortgages, thus offering our stakeholders a solid financial future in an attractive living environment. This is the best way for us to achieve a stable, long-term financial return combined with social impact. For us, this is 'meaningful investing'.

Our strategy has four main themes:

- Investing in tomorrow's world
- Focusing on closer relationships with stakeholders
- Achieving the highest level of services and products
- Stimulating innovation

These main themes are subdivided into five strategic pillars that are directly linked to our stakeholders:

- Positive impact on society: We want to have a positive impact on society, now and in the future, by investing in liveable cities.
- Best investment manager in the Netherlands: We achieve social and long-term financial returns for investors.
- Best employer: We offer our employees a dynamic, sustainable and healthy workplace.
- Attractive and sustainable real estate: We offer tenants attractive and sustainable real estate.
- Sustainable mortgage provider: Mortgage clients and agents see us as a sustainable mortgage provider.

OUR ESG STRATEGY



Investing
in tomorrow's
world



Focusing on
closer relationships
with stakeholders



Achieving the
highest level of
services and products



Stimulating
innovation

1 Positive impact on society

Climate
change

Urban Partner
initiatives

Social
impact

Investing in
innovation

2 Best investment manager in the Netherlands

GRESB
performance

Client
satisfaction

Financial
outperformance

New investment
products

3 Best employer

Carbon-neutral
operations

Employee
engagement

Sustainable
office

Training and
development

4 Attractive and sustainable real estate

Energy
labels

Tenant
satisfaction

Sustainable
acquisitions

Smart
homes

5 Sustainable mortgage provider

Energy-efficiency
measures

Agent
satisfaction

Active
support

Sustainable
private homes

POSITIVE IMPACT ON SOCIETY

At Syntrus Achmea, we provide pleasant places to live, shop and work in addition to innovative healthcare solutions. We want to have a positive impact on society by investing sustainably in districts and cities. As an urban partner, we work with our partners to solve local and social challenges. We focus, for instance, on providing affordable housing, both for rent and for sale, and suitable housing for the elderly so that they can live at home independently for longer. We set the bar high for new acquisitions because we want our investments to create sustainable value. We therefore challenge our partners to use bio-based and circular materials and to view a building from the user's perspective. We are truly prioritising the health and happiness of building users in this regard.

'As a team, we have acquired exceptional projects that fit perfectly with our ESG ambitions, despite the challenging conditions in the property market.'

- Anjelica Cicilia, Acquisition and Development Director



2022 facts

40%

reduction in the carbon emissions of residential portfolios (compared to 1990)

5

funds included in the Social Impact Monitor (SIM)

525

properties included in the Social Impact Monitor (SIM)

€2

million

invested in sustainable innovations

INVESTING IN TOMORROW'S WORLD

CLIMATE CHANGE

To avoid contributing towards climate change any longer, we want to significantly reduce the carbon emissions of our real estate investments.

 **KPI: Achieving carbon-neutral real estate portfolios by 2050.**

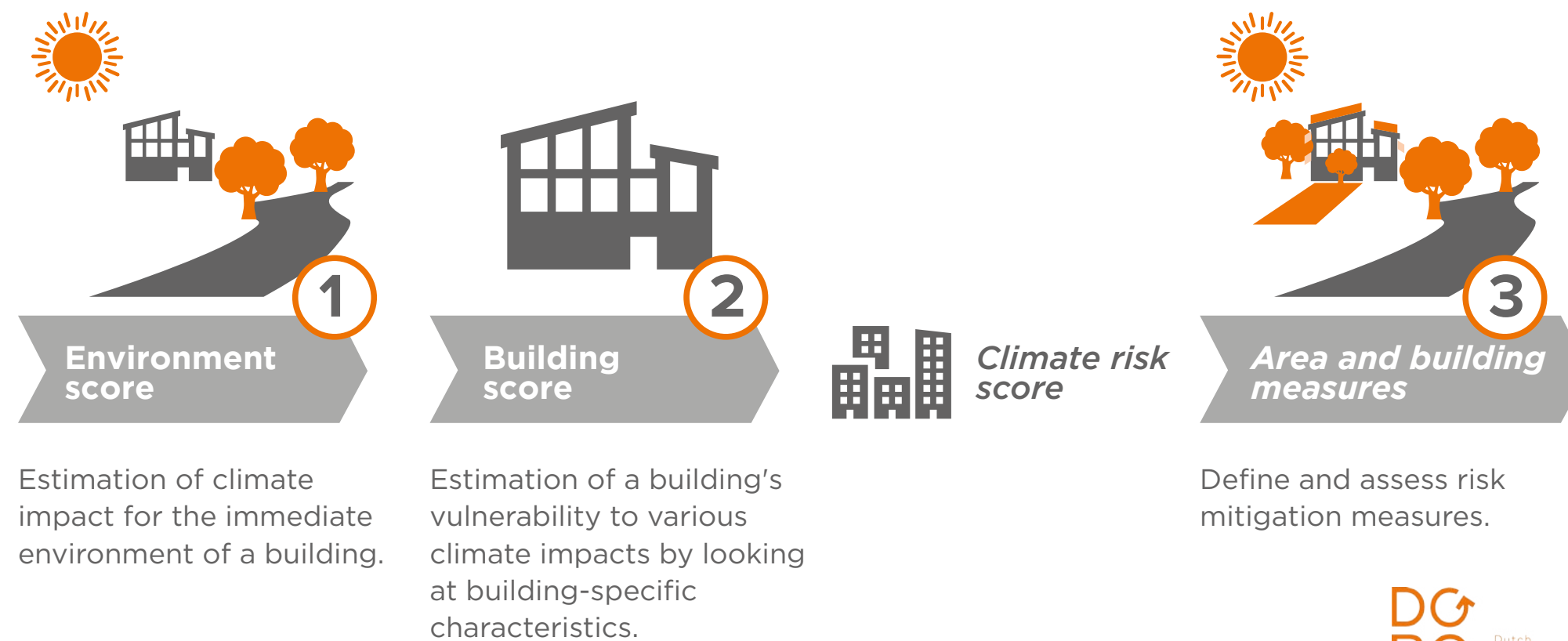
Midway through the transition to a climate-neutral economy, our goal is to minimise our contribution to climate change by halving the carbon emissions in our portfolios by 2030, with an end goal of carbon-neutral real estate by 2050. Although we are already well on our way to achieving those targets, we are under no illusion that there is still a long way to go. By 2022, carbon emissions in the residential portfolio had already reduced by 40% compared to the 1990 reference year. A 48% reduction was achieved in the retail portfolio compared to 2018, partly as a result of the lockdown during the Corona pandemic.

We have integrated the Carbon Risk Real Estate Monitor (CRREM) into our CO₂ dashboard to provide a clear focus of the measures we need to take to make our portfolios climate-neutral and to be able to

effectively analyse them. CRREM shows which year our assets will no longer meet future energy efficiency standards (i.e. become stranded assets). We created a building-level 'Paris Proof' roadmap for our healthcare real estate in 2022. For each building, we determined the measures needed to meet the carbon reduction target. The other funds already had a roadmap for 2022.

Besides reducing our climate impact, we are preparing our portfolios for the changing climate. By using a climate risk scan, we have identified physical climate risks at building level. If a significant risk is identified, we investigate adaptation options.

Framework for climate adaptive buildings



'We participate in the development of the Framework for Climate Adaptive Buildings for the Dutch real estate sector by the Dutch Green Building Council (DGBC). We intend to use this to start identifying and addressing climate change risks in the property portfolios.'

- Roel Kalfsveld, Sustainability Manager

7 AFFORDABLE AND
CLEAN ENERGY11 SUSTAINABLE CITIES
AND COMMUNITIES12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION

FOCUSING ON CLOSER RELATIONSHIPS WITH STAKEHOLDERS

URBAN PARTNER INITIATIVES

We work with municipalities, housing associations, project developers, construction companies, healthcare institutions and other stakeholders to make our cities efficient and resilient.

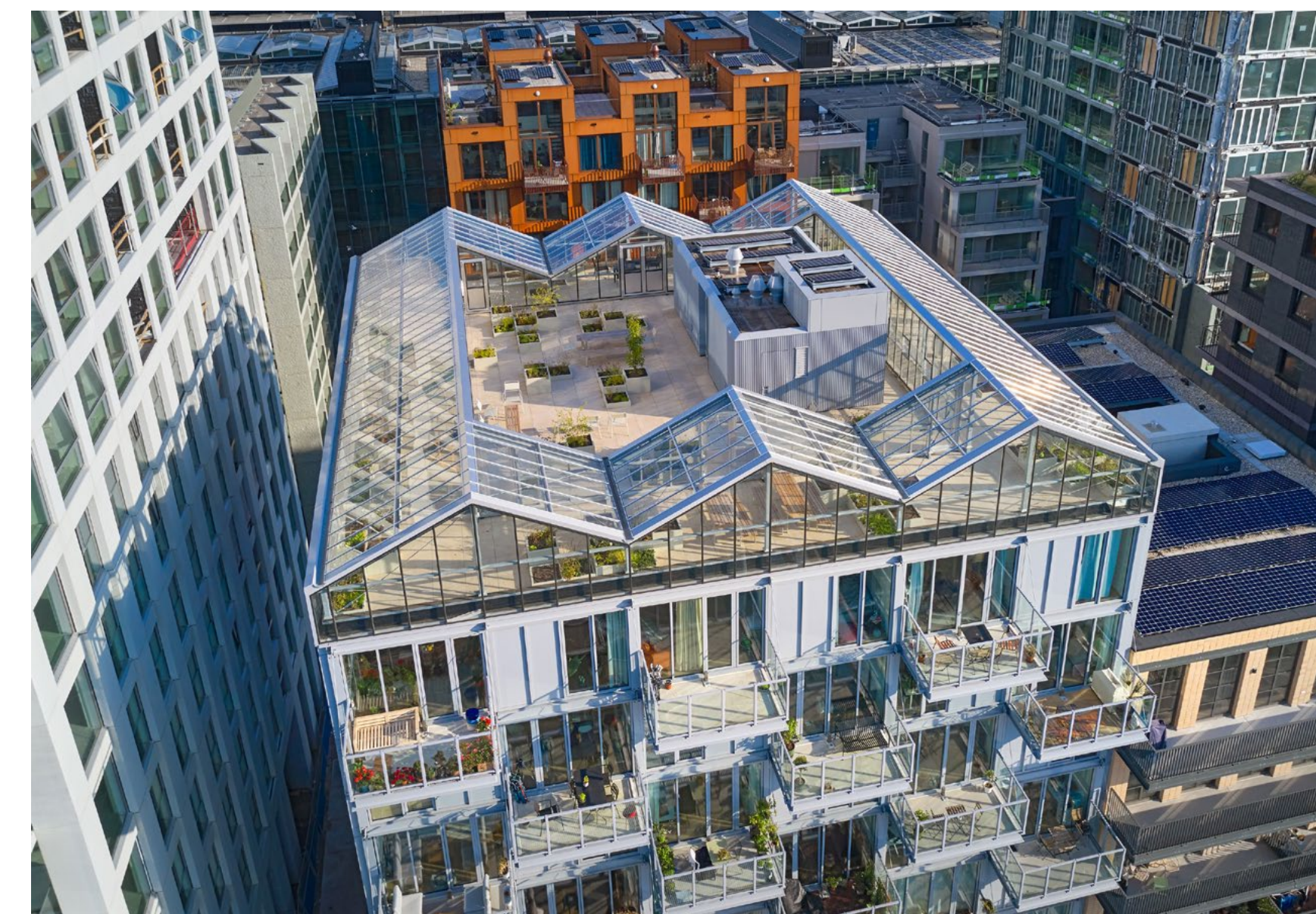


KPI: Investing €1 billion in Urban Partner initiatives by 2030.

As an Urban Partner, we connect parties that contribute to the long-term improvement of districts and cities. We invest on behalf of our clients in vulnerable districts and assume our social responsibility by making these areas livelier and more future-proof. Our aim is to invest €1 billion on behalf of our clients in Urban Partner initiatives that contribute to affordable housing for specific groups in the mid-market segment by 2030. In the process, we create an attractive and safe living environment that increases the value of our real estate.

One example of such an urban partner initiative is the social manifest in Oostenburg. As Amsterdam's former industrial and commercial centre, Oostenburg has been redeveloped into an area with 1,800 homes, small creative businesses, restaurants and cafés. It is becoming a vibrant district with industrial charm. The purpose of the social manifesto, which we co-authored with housing corporation Stadgenoot and the municipality of Amsterdam, is to create a district that is open and accessible to everyone and provides space for everyone's lifestyle and needs.

As the first major real estate investor, and at our initiative, we signed a covenant with the municipality of Amsterdam on the improper use of housing in 2022. We work closely with the municipality of Amsterdam to prevent and tackle housing abuse by criminals. This will free up more housing for those entitled to it and improve the quality of life in the neighbourhood.



Oostenburg in Amsterdam

3 GOOD HEALTH
AND WELL-BEING



11 SUSTAINABLE CITIES
AND COMMUNITIES



17 PARTNERSHIPS
FOR THE GOALS



ACHIEVING THE HIGHEST LEVEL OF SERVICES AND PRODUCTS

SOCIAL IMPACT

Through our investments, we raise the quality of life in the neighbourhood..

 **KPI: Making the social impact of our real estate investments measurable.**

In September 2022, we launched the Social Impact Monitor (SIM). We developed this monitor in conjunction with SpringCo Urban Analytics to measure and improve the social impact of our residential and other real estate investments. The SIM covers five dimensions: residents, housing, bonding, amenities and the environment. Various indicators are used in those dimensions such as building characteristics, satisfaction scores for the home and living environment, proximity to amenities, home-turnover rate, greenery in the area, and so on. Different sources are used, including property data, tenant satisfaction survey data and data sources such as WoOn, Statistics Netherlands (CBS), EDM, ZorgkaartNL and the National Tree Register.

Five funds now use the Social Impact Monitor: Achmea Dutch Residential Fund (ADRF), Rabobank Pensioenfond, PME Pensioenfond, BPL Pensioen and AP&L. 525 properties have been evaluated with the SIM.

Residential properties can score between 0 and 1 in the SIM. The highest scoring project had a score of 0.77, the lowest score was 0.29. The average social impact of all investments was 0.56.

If we look at the properties that score well – and thus have a high impact – we see those properties scoring well on all five dimensions. In the housing dimension, for example, properties have a higher social impact because they help to meet demand for rental housing in the nonsubsidised sector. In the residents dimension, properties with high satisfaction (>7) often have a higher social impact.

We are continuing to develop the SIM tool so that we can soon add retail and healthcare real estate to housing. And the monitor will be refined in the coming years based on our experiences and insights.

‘An investment must not only be sustainable and pursue financial returns, but also have a measurable and positive impact on people, the environment or society.’

– Kristel van Dam, Manager Strategy & Innovation



Launch SIM



STIMULATING INNOVATION

INVESTING IN INNOVATION

We work on innovation for a sustainable, healthy and safe living environment.

 KPI: Investing €0.5 billion in innovation by 2030.

At Syntus Achmea, we understand what innovation means for our position as a leading asset manager. For this reason, we are intent on boosting our innovation capacity and growing our business through new investment products, more effective business processes and improving existing products. In 2022, we invested €2 million in innovations.

At least half a million more homes need to be built or converted in the Netherlands to provide healthy and appropriate housing for all elderly people. We are taking up this social challenge with Zilveren Kruis and developing residential concepts that specifically allow the elderly to live independently at home for longer. The 'eef' concept, which we launched at the residential care complex De Nieuwe Sint Jacob in Amsterdam last year, is a good example of this. Within this residential concept, we offer lifelong living comfort, meeting spaces and

healthcare and other services. Residents can use a web portal and app to arrange practical matters or keep in touch with the other residents. A community manager is also on site six days a week.

In 2021, we completed a successful pilot project with ZieZoDan, a tool that allows tenants to easily submit requests for and schedule repairs. In 2022, this led to more than 15,000 completed repairs, of which 94% were satisfactorily resolved and 81% were resolved on the first visit.

File preparation is an important part of letting homes. During this process, important documents are collected from a prospective tenant so that their eligibility for rental housing can be assessed. Collecting these important documents is a labour-intensive process for tenant and landlord alike. For this reason, we launched a pilot project with Ockto in 2022 for Rijnvliet, a new construction project in Utrecht, to further automate tenant acceptance. Using Ockto, information can be automatically retrieved from the Employee Insurance Agency (UWV), MijnOverheid (including GBA, the municipal personal records database), the Dutch Tax and Customs Administration, Mijn Pensioenoverzicht (a central pensions database) and the Land Registry to check the creditworthiness and reliability of prospective tenants.



De Nieuwe Sint Jacob in Amsterdam

We also sponsored the 2022 Fraud Film Festival, developed an impact framework with GRREY Company for the Achmea Dutch Residential Fund, and used drones to create 3D images of real estate for the purpose of making it more sustainable.

3 GOOD HEALTH
AND WELL-BEING



7 AFFORDABLE AND
CLEAN ENERGY



11 SUSTAINABLE CITIES
AND COMMUNITIES



BEST INVESTMENT MANAGER IN THE NETHERLANDS

At Syntrus Achmea, we offer our clients a broad range of services in which achieving financial returns goes hand in hand with achieving social impact. Our aim is to be the best asset manager in the Netherlands. We do that by investing on behalf of our clients in real estate and mortgages with stable financial returns and measurable positive social impact.

In responsible investing, we want to contribute positively to society, and consider several aspects for this purpose. First, we strive to make new investments as sustainable as possible and to make our existing investments more sustainable. We inspire our clients to invest in innovations such as solid timber construction and forward-thinking, future-proof forms of investment. We also set high standards for our internal organisation and the parties we work with in terms of sustainability and responsiveness to clients. To keep building on the relationship with our clients and achieve greater impact, we continuously measure and improve our financial performance. This enables us to best assist our clients in achieving their financial and social objectives.



2022 facts

No.1

**Most sustainable
global healthcare
real estate fund in GRESB**

8

**Client satisfaction
for our asset
management services**

Outperformance

**compared to the MSCI
residential benchmark**

SFDR Level 2

has been implemented

INVESTING IN TOMORROW'S WORLD

GRESB PERFORMANCE

We aim for the highest possible ESG performance for the real estate portfolios.

 **KPI: We aim for the highest five-star GRESB rating for all the funds and portfolios we manage.**

At Syntrus Achmea, we believe that sustainable investment in real estate is the best way to achieve stable, long-term financial returns. To monitor the sustainability performance of our various funds, we participate in the Global Real Estate Sustainability Benchmark (GRESB) each year. This investor-led initiative evaluates and compares the ESG performance of over 1,500 real estate funds worldwide. In 2022, nine Syntrus Achmea-managed portfolios participated in GRESB.

We are extremely proud that Syntrus Achmea Real Estate & Finance's Achmea Dutch Health Care Property Fund (ADHCPF) has again been singled out as the most sustainable healthcare real estate fund in the world. As a result, the ADHCPF may call itself 'Sector Leader' in the

leading, international GRESB benchmark.

The ADHCPF improved its score compared to last year by another 2.2% and achieved the highest five-star rating. No fewer than six other real estate funds and portfolios, including the residential fund ADRF and the retail fund ADRPF, achieved this maximum score for their sustainability performance.

On average, scores rose slightly to 88.9 points (out of 100), with six portfolios scoring 90 points or higher. The average score of all funds participating in the GRESB-benchmark worldwide edged up from 73 to 74 points. As in previous years, all Syntrus Achmea funds and portfolios scored significantly higher than this average again.



2022 facts

7
funds achieved
GRESB 5 star rating

88.9
average GRESB score

No. 1
Most sustainable healthcare
fund in the world



FOCUSING ON CLOSER RELATIONSHIPS WITH STAKEHOLDERS

CLIENT SATISFACTION

We understand our clients' wishes and needs and tailor our services to them.



KPI: Achieving an overall client satisfaction rating of 8 or higher among investors by 2025.

Syntrus Achmea's Investor Relations department conducts an annual client satisfaction survey (CSS). Clients (or their representative parties, such as fiduciary managers) can rate Syntrus Achmea's products and services through a digital questionnaire. In this process, we seek feedback on components such as investment agreements and returns, communication, governance and risk management.

We first made this survey available in digital format in 2020 and clients could again enter their ratings and comments directly through a portal this time. This method appears to have a positive impact on the overall response rate. In 2021-2022, the response rate was 76-77%, compared with 70% in 2020 and 51% in 2019.

In 2022, Syntrus Achmea achieved an average rating of 8 for 'Overall service' (compared to 7.8 in 2021). It received very good ratings in relationship management (8.3), performance of investment agreements (8.2) and transparency (7.9). The Net Promoter Score (NPS) has also risen sharply, by 20 points to a score of 24 in 2022. This shows that most of our clients would recommend us to other parties.

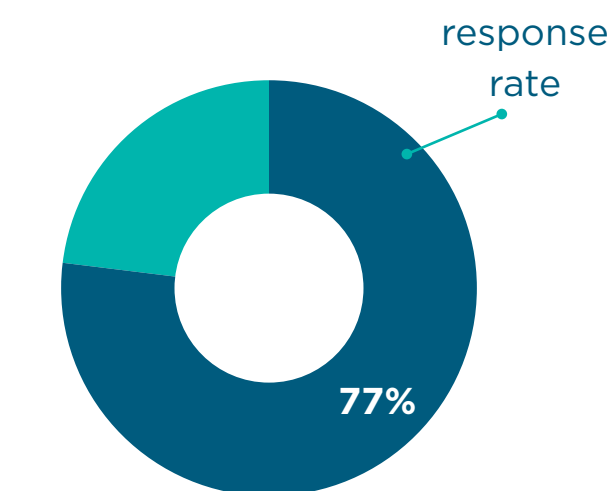
As there were also opportunities to continue improving satisfaction, such as providing more explicit information and even better reports, we will work in the coming period to optimise our services.



2022 facts

8

average satisfaction for
"Overall service"



response rate

24

Net Promoter Score (NPS)

ACHIEVING THE HIGHEST LEVEL OF SERVICES AND PRODUCTS

FINANCIAL OUTPERFORMANCE

We use research-backed portfolio strategies to achieve stable, long-term returns.

 **KPI: Achieving financial outperformance in our real estate portfolios.**

We participate annually in the Morgan Stanley Capital International (MSCI) Property Index to compare the financial performance of our funds to that of regional peers in the sector. Through careful portfolio management, we offer our clients the highest possible return. Our aim is to financially outperform the MSCI real estate benchmark, with performance commensurate with a risk-return profile that meets our investors' expectations and requirements.

With a return of 2.9%, the Achmea Dutch Residential Fund (€2.2 billion) achieved an outperformance of 1.3 percentage points compared to the MSCI residential benchmark. In recent years, the fund has acquired many new properties and made existing properties more sustainable, resulting in a green portfolio with 84% energy label A properties.

The Achmea Dutch Retail Property Fund (€0.9 billion) achieved a positive result of 1.4%. However, the return lagged behind the MSCI benchmark for retail (4.3%) because of the transfer tax on two real estate portfolios acquired in 2022 for over €390 million. Excluding these one-off costs, the total return was 4.8%.

At Syntrus Achmea, we continuously add value to investments with a positive effect on rental value, improving the risk-return profile for our clients. We do so with a sustainable and future-proof investment product that meets market demand. We focus on managing our portfolios using an active buying and selling strategy. Our goal is to achieve high occupancy rates coupled with low operating costs to create lasting benefits for our investors.



Leeuwesteijn in Utrecht



STIMULATING INNOVATION

NEW INVESTMENT PRODUCTS

We are constantly on the lookout for investments that are both socially relevant and benefit our clients.

 **KPI: Implementing at least five innovative propositions for investors by 2025.**

We have set the target of offering our clients at least five innovative propositions by 2025, including investment products – real estate and mortgages – and services.

In 2022, we continued to invest in timber projects, such as ‘One Milky Way’ at Binckhorst in The Hague: of the 213 apartments in this project, 47 will be in the mid-range rent segment. The apartments are divided between a high residential block with 183 units and a low-rise building with 30 units. This low-rise building is being constructed with Cross Laminated Timber (CLT), a natural building material whose carbon impact is much lower than traditional materials such as steel and concrete. This will save around 460 tonnes of CO₂ in the construction of the 30 homes at the Binckhorst. Bio-based materials will also be

used in the new construction, further reducing carbon emissions. A large, communal roof garden for residents will encourage meetings and enhance biodiversity in the area. This project is scheduled to be completed in the first half of 2026.

In 2022, we again actively engaged with our clients to bring them up to date on current issues in real estate. We held several masterclasses in 2022 on topics including measuring carbon emissions in real estate and mortgages and the Sustainable Finance Disclosure Regulation (SFDR).

The SFDR’s main purpose is to improve and streamline sustainability disclosures to investors and to also counter what is known as greenwashing. To prepare the organisation for the introduction of these new European regulations, we have been busy describing our sustainability policy for each fund and mandate. We have also translated the sustainability policy into characteristics, measurable indicators, binding elements and reports. More information can be found on [our website](#).



One Milky Way in The Hague



BEST EMPLOYER

As part of Achmea, we work together towards a healthy, safe and sustainable society. We do this based on our core values: **Bevlogen (Enthusiasm), Eigentijds (Modernity), Ambitieu (Ambition), Trots (Pride) and Slagvaardig (Decisiveness) - BEATS.**

We offer our employees a healthy and sustainable working environment with meaningful work and a proper work-life balance. For instance, the standard length of our full-time working week is 34 hours. In 2022, we worked on the foundations of our internal organisation. To remain successful in the future, we are transitioning as an organisation. We have introduced attractive new concepts for employees, including 'All You Can Learn' and the 'Climate Budget'. And the fact that we score high on the theme 'attractive employer' (2022: 8.0) is proof that our employees appreciate our approach. This is how we want to be an attractive employer.

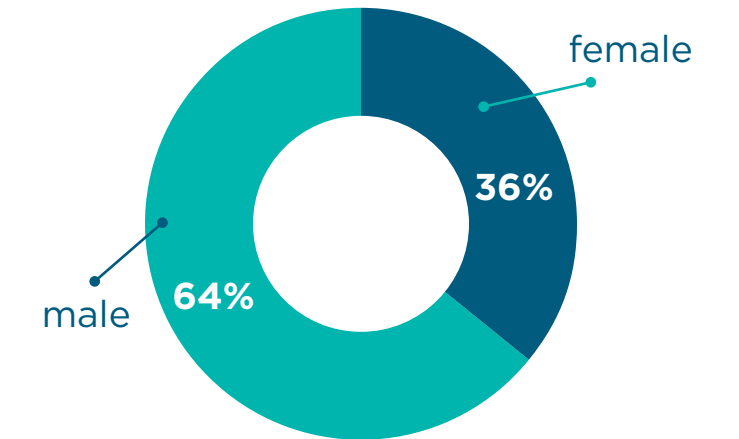
'2022 was the year in which we focused on our internal organisation and now we are fully prepared for the opportunities and challenges of the future'

- Tascha Tinneveld, HR Business Partner

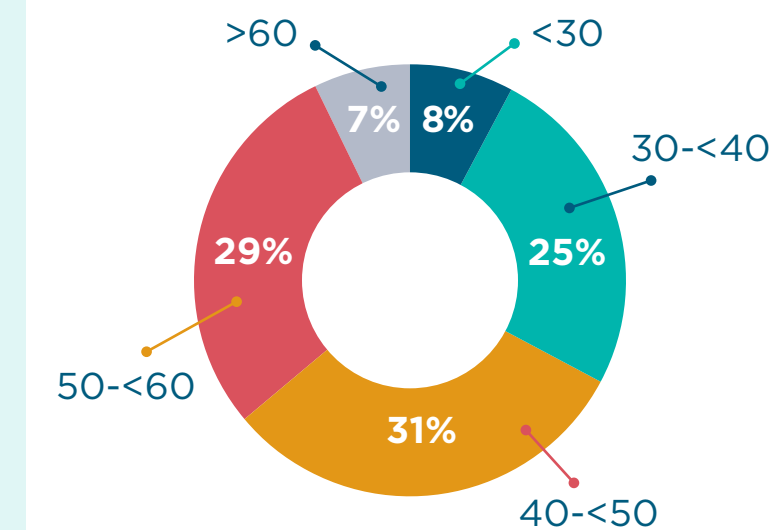


2022 facts

488
employees



female/male ratio



employees by age

4.1%

sickness absence

27%

**women in
management positions**

35%

**on the fleet is
fully electric**

INVESTING IN TOMORROW'S WORLD

CARBON-NEUTRAL OPERATIONS

We aim to reduce our organisation's carbon emissions to zero.



KPI: A carbon-neutral organisation by 2030

To meet the Paris Agreement climate goals, we have set ourselves the target of operating on a carbon-neutral basis by 2030. This means that our carbon emissions will be net zero, energy consumption will be reduced as much as possible, and we will procure 100% circular and energy-efficient products and materials for our own organisation by 2030. Besides the big step of already moving to a sustainable office, we are making our mobility more sustainable and saving on office waste.

To promote sustainable mobility, our employees can use their personal climate budget to buy an electric bike. As for our fleet, 35% is fully electric (reference date: December 2022), 13% is plug-in hybrids, and the remaining 52% will be replaced by an electric variant in the coming years. Employees have mostly used their climate budget to install solar panels at their homes, while buying a bicycle was the second most popular use.

In 2022, we emitted a gross total of 23.5 kilotonnes of CO₂ (Achmea's average is 2.1 tonne per FTE); 15 kilotonnes of these gross emissions have already been offset through supplier purchases. Achmea offset the remaining 8.5 kilotonnes with Gold Standard certificates from a Cook Stoves project in Rwanda.

From 2027, net emissions will be offset through tree planting, for which we have partnered with Land Life Company. Between 2021 and 2024, this partnership will plant around 1 million trees in countries including Australia and Iceland. Some 390,000 trees were already planted by the end of 2022. Because these are young plants, it will take several years before they can absorb enough CO₂ and this can be certified.



FOCUSING ON CLOSER RELATIONSHIPS WITH STAKEHOLDERS

EMPLOYEE ENGAGEMENT

By focusing on engaging and inspiring our employees, job satisfaction and optimal performance logically follow.



KPI: Achieving a minimum score of 8 in the engagement section of the Employee Satisfaction Survey by 2025.

We conduct an annual employee engagement survey, whose results help us identify opportunities for improvement in each department. An independent organisation conducts the survey and the questions are about topics including cooperation, trust in the organisation, leadership, communication and our employees' health and well-being. In 2022, 75.2% of our employees participated in the survey.

In 2022, a reorganisation within Achmea has been announced that will have a major impact on our business. Real estate and mortgages will be split and continue separately. This reorganisation will come into effect in 2023.

The average engagement score was 7.1 (2021: 7.5), mainly because of the announced changes. At 7.6, employee engagement remained as high as before (2021: 7.6). Employees report enjoying themselves, feeling proud and doing meaningful work. As for

employment practices, employees rate us at 8.0 (2021: 8.1) for the theme 'attractive employer'.



2022 facts

7.1

engagement score
(2021: 7.7)

8

score as an
attractive employer
(2021: 8.1)

75.2%

participation
(2021: 76.5%)

ACHIEVING THE HIGHEST LEVEL OF SERVICES AND PRODUCTS

SUSTAINABLE OFFICE

We set high sustainability standards for our own office accommodation and provide a healthy working environment for our employees.

KPI: Achieving a BREEAM In-Use certificate by 2023.

Our office in the Qube offices complex in Amsterdam is more than just a workplace; it's a meeting place where teams work together and we encourage creativity to achieve our goals. The office has been designed around our employees' well-being, and we have done our utmost to create a welcoming environment in which they feel at home. Our indoor greenery improves the air quality and gives the space a calming atmosphere. And we have installed smart LED lighting that is not only energy-efficient but also contributes to a pleasant working environment. The office additionally has an energy label A.

To support our employees, we have invested in innovative audiovisual techniques, allowing us to effortlessly hold video conferences with our colleagues across the country and ensuring seamless collaboration between our teams.

We have also opted for a circular design of our office, using recycled materials and furniture that can be reused after use. This ties in with our sustainable business philosophy and contributes to a better environment.

All these elements collectively make our office a lovely place to work; a place that our employees enjoy coming to and where we enjoy welcoming our clients. In 2023, the office will be certified by the independent BREEAM In-Use standard.




Qube offices in Amsterdam



STIMULATING INNOVATION

TRAINING AND DEVELOPMENT

We give our employees the opportunity to develop their skills in a broad range of areas within our organisation's objectives..

 KPI: By the end of 2022, each employee has a personal and professional development plan.

At Syntrus Achmea, our employees are our priority. Because we want them to develop both professionally and personally, we invest in their growth and development. The sustainable employability of our employees is high on our agenda. We want to ensure that they are sustainably employable not only within, but also outside Achmea.

We launched the 'Talent, Develop, Perform' programme (abbreviated as 'TOP' in Dutch) at Achmea in 2019. The TOP programme gives our employees the freedom to shape their own development within the six frameworks we have set. These frameworks are: Talent, Self-Management, Short-Cycle, Feedback, Self-Reflection and Coaching Supervision. All employees can use this programme.



We also launched 'All you can learn' in the third quarter of 2022 with an 'unlimited' training budget (up to €5,000). Our employees can attend a broad range of training on a new platform for online and offline courses. Many employees have already taken advantage of the training on offer, attending professional and personal development courses in 2022. These include discovering personal drives,

real estate-related master classes and Power BI training.

The sustainable employability of our employees translates into the number of employees who have advanced to other positions at Achmea. We are extremely proud that the promotion rate was 5.1% in 2022.

2022 facts

Introduction of
**'All you
can learn'**

100%
of employees participate
in the TOP programme

5.1%
employees have been
promoted at Achmea



ATTRACTIVE AND SUSTAINABLE REAL ESTATE

Our real estate investments focus on complying with the highest sustainability standards and meeting our current and future tenants' needs. Sustainability is a key aspect of our real estate, and we strive to contribute to the environment in which our real estate is located.

Through our real estate investments, we not only achieve a market-based return for our investors, but our investments also benefit our tenants, other users, neighbourhood, district or municipality. To achieve our ambition, we develop sustainable real estate and invest significantly in making sustainability upgrades to our existing real estate portfolio. We not only invest in carbon reduction and the climate resilience of our buildings, but also innovate in our services in and around the home to improve our tenants' health and well-being.

Focusing specifically on the elderly and people in need of care, we work with our property managers to build the real estate management of the future and to strive for tenant satisfaction. We are automating our processes and working in a data-driven way. This makes us even better at creating sustainable and attractive properties for current and future generations.

'We will pursue our mission and continue unabated in making our real estate more sustainable. Along with our partners, we have made 1,900 homes more sustainable in the past six years. But we still have a lot of work to do. Over 1,000 more homes are on our list for the next three years.'

- Annemarie Maarse - Residential & Healthcare Director



INVESTING IN TOMORROW'S WORLD

ENERGY LABELS

We aim to minimise the energy consumption of our real estate investments.

 **KPI: 100% of the buildings will have an A energy label by 2030.**

As our goal is to make all our investments energy-efficient, we work closely for this purpose with our partners on large-scale maintenance projects and renovations.

In 2022, we signed an agreement with Zonnegilde to install 1,800 solar panels on the shops and shopping centres of the Achmea Dutch Retail Property Fund (ADRPF). The annual energy output of these panels is equivalent to the energy consumption of 200 households. Not only is this a substantial sustainability boost for the portfolio, but it also makes the fund more resilient to rising energy costs.

We also made 500 homes more sustainable, taking the total to over 1,900 homes since 2017. Over 1,000 more homes are scheduled for

these upgrades in the next three years. We can accelerate sustainability through close cooperation with our partners; all actions are planned in a process, like train carriages after one another. The most common sustainability measures are optimising insulation (glass, cavity wall and floors), CO₂-controlled ventilation and solar panels.

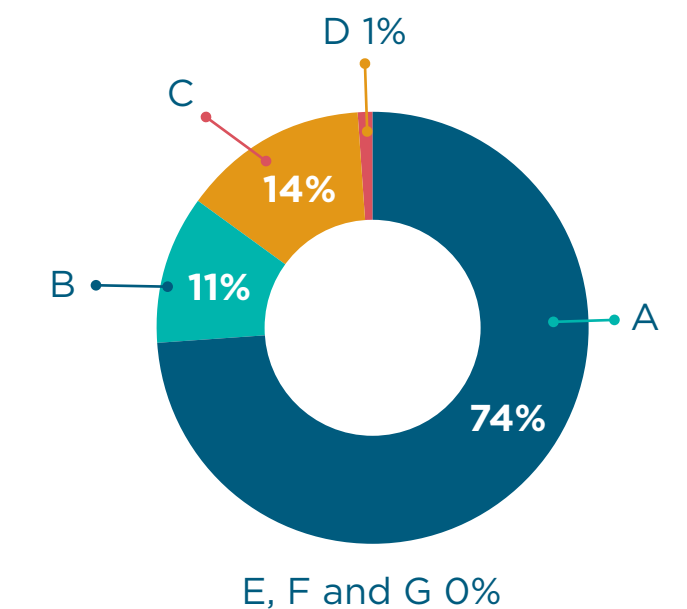
BPL Pensioen has made sustainable upgrades to 25 terraced houses in Rockanje using circular materials. The homes have improved from energy label C to energy label A. The energy-saving measures will save 10,475 cubic metres of gas annually and reduce carbon emissions by 41,073 kilograms. Recycled, bio-based or circular materials have been used in this sustainability project. For example, bio-based insulation material has been used in the front door and the window frames are made of 100% recycled plastic.

In 2022, 74% of the real estate had an A label and 25% had a B or C label. Only 1% of the real estate had an energy label below C. In sustainability projects, we aim to improve the energy label by at least two classes.



Sustainable houses in Rockanje (source: BAM)

2022 facts



**Energy labels of real estate
(% of book value)
Operating portfolio in NL**



FOCUSING ON CLOSER RELATIONSHIPS WITH STAKEHOLDERS

TENANT SATISFACTION

We are committed to achieving an ideal balance between tenants' wishes and our services.



KPI: Improving tenants' average satisfaction score for the building and its surroundings by at least 5% by 2025 (base year 2018).

Because our tenants' satisfaction is a key indicator for us, we conduct annual surveys to see what they think of their homes and the buildings. In the process, we monitor relevant indicators such as the quality of the real estate, satisfaction with property management, appreciation of amenities and facilities, and overall satisfaction with our services.

Based on these surveys, we draw up improvement plans with the property managers. Our aim is to improve our tenants' satisfaction scores with buildings and their surroundings by at least 5% by 2025.

In 2022, the average satisfaction score was 7.5 for our residential properties (equal to the base year) and 6.6 for our commercial real estate (+6% compared to the base year). We continue working hard to improve these scores and serve our tenants to the best of our ability. For example, we have made more sustainability upgrades and green investments to make our properties even more attractive to our tenants. We have also started active community management, encouraging contact between residents and the manager through a community app.

In 2022, we introduced a tool to evaluate client satisfaction in new construction projects, including checking the provision of information, rental supply, accessibility and quality on completion.



2022 facts

Tenant satisfaction

7.5

for home and living environment

6.6

for shops and retail environment



ACHIEVING THE HIGHEST LEVEL OF SERVICES AND PRODUCTS

SUSTAINABLE ACQUISITIONS

We buy sustainable and thus future-proof real estate projects.

KPI: We buy new buildings only if they have an average GPR Gebouw score of 7.5 or higher.

At Syntus Achmea Real Estate & Finance, we believe in the power of cooperation to contribute positively to society. We work closely with municipalities, developers and healthcare organisations to buy real estate on a large scale for our clients. Our acquisition strategy focuses on connecting people in well-designed public spaces, with greenery and facilities that assist their happiness and health.

Amsterdam Oostenburg, where we are transforming outdated inner-city locations while preserving characteristics, is a prime example of such a project. Here, we combine new construction, nonsubsidised sector and mid-segment rental housing, prioritising people working in education and healthcare who would otherwise not find a place in the city.

The Nieuwe Sint Jacob in Amsterdam, a sustainable healthcare complex that we built with healthcare institution Amstelring, is another example of our commitment to society. Here, we offer care facilities in line with the 'living at home longer' concept, regardless of where you live in the complex.

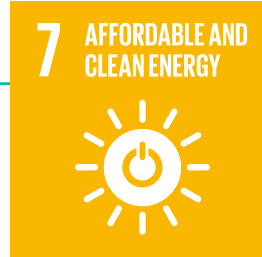
We require an average GPR Gebouw score of at least 7.5 when buying new buildings. In 2022, we invested over €500 million; the GPR requirements for these investments were an average of 7.5.

Through our Schedule of Requirements, we also encourage the use of recycled, circular and bio-based materials. We do this with the lowest possible Environmental Performance for Buildings (MPG) score; an MPG of 0.8 has been the statutory requirement since July 2021. We also do not use more installations and materials than strictly necessary, so as to minimise the environmental impact of our new buildings and simplify future maintenance.

By working with all stakeholders, including developers, builders, housing corporations and institutional investors, we can have a positive impact on major social issues such as housing shortages, climate adaptation, sustainability and energy transition.



Amsterdam Oostenburg



STIMULATING INNOVATION

SMART HOMES

We use new technologies not only to increase a home's practical value for our tenants, but also to measure sustainability performance.

 **KPI: By 2030, all our homes will be smart and future-proof.**

As Syntrus Achmea, we focus on creating an attractive residential portfolio through innovations that make homes smarter. Smart homes are all about user-friendliness, safety and comfort. We also focus on the elderly who want to continue living independently and invest in concepts that contribute to the health and safety of our residents.

To gain insight into the smartness of our homes, we use the Smart Readiness Indicator (SRI) tool, a European Union policy instrument. Our Schedule of Requirements (SoR) has been adapted to align our new homes with this tool, allowing future residents to make their homes smart.

For example, our smart homes have automatic technical fault alerts and help with saving energy, reducing costs and an improved indoor climate. Smart homes also ensure residents' safety, with linked smoke detectors, among other features.

And we invest in tools that help reduce the energy consumption of homes, including reading smart meters. Smart water meters allow us to monitor water consumption and respond promptly to leaks.

We also install ventilation systems with humidity and CO₂ sensors for each room, guaranteeing a healthy indoor climate.

And we fit a Wi-Fi intercom as standard, allowing residents to see remotely who is at the door and to operate the main entrance door.

All these applications are fitted with a Modbus connection, ensuring residents can connect to a smart management system (home automation).

Besides our focus on smart homes, we also offer smart solutions to our clients. Our client portal, for instance, schedules repairs at times convenient for residents around other technician appointments in the neighbourhood. This reduces carbon emissions during transport. In 2022, 41% of our clients chose this more sustainable option.

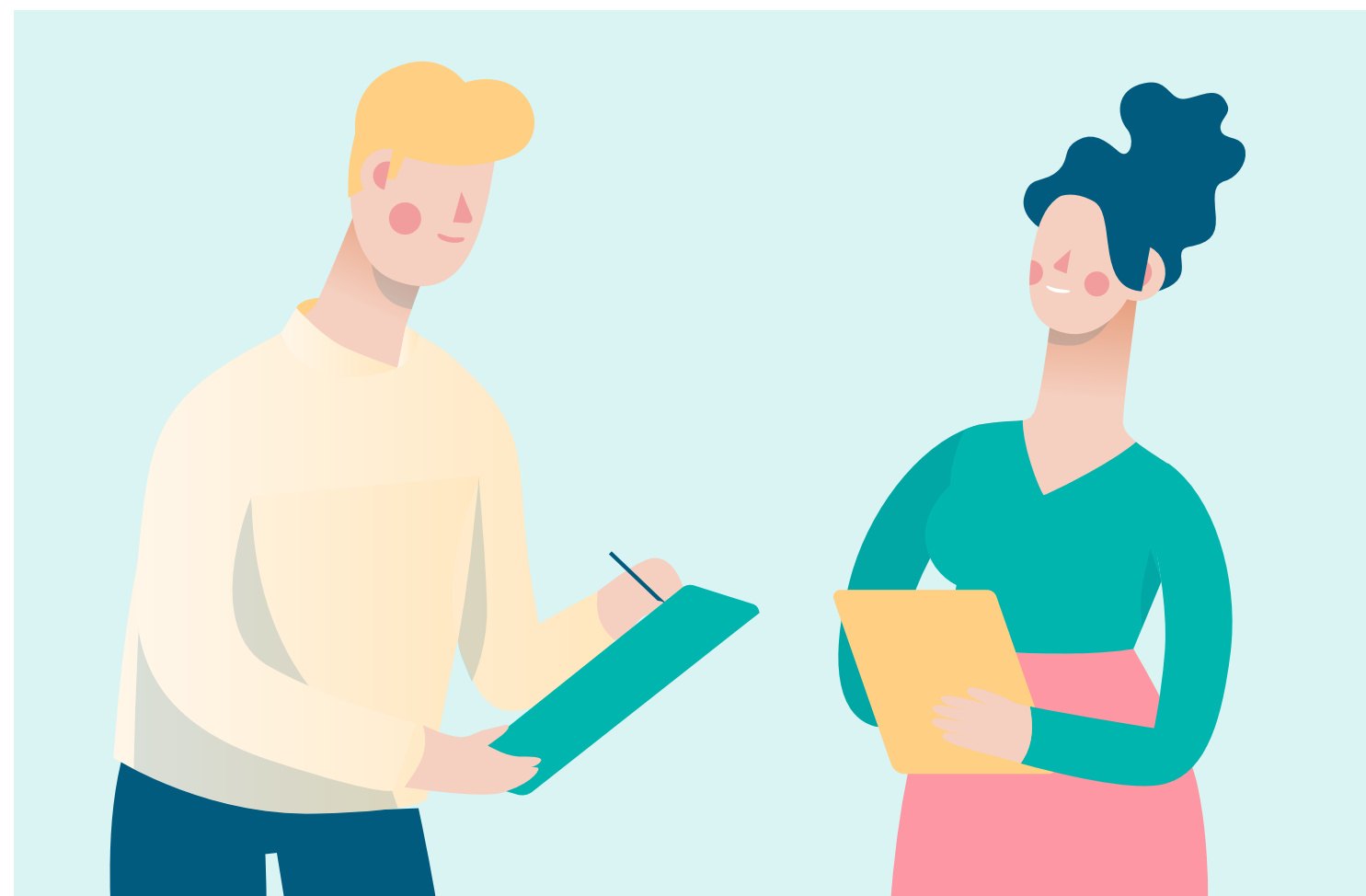


SUSTAINABLE MORTGAGE PROVIDER

Syntrus Achmea offers several options to consumers buying, renovating or making sustainable upgrades to a home. We offer mortgages under the Attens, Centraal Beheer, Syntrus Achmea, Tellius and Woonfonds brands. To play our part in a sustainable future, we set ambitious ESG targets in 2022. By 2030, for example, we aim to have raised all our mortgages to A-label level on average.

We take our social responsibility seriously by encouraging clients to make their homes more sustainable, thus reducing their effect on the climate. Through Centraal Beheer's *Duurzaam Woongemak* (Sustainable Living) platform, we offer services to help customers make their homes more sustainable and mortgage products to finance energy-saving measures. Advisers also talk to clients about sustainability during discussions about new mortgages, as a move is the ideal time to make the home more sustainable and improve the energy label.

At Syntrus Achmea, we also stand by our clients in difficult times. We actively make suggestions and offer support if they face major changes in their personal or financial situation. And if their payments are in arrears, we talk to the client ourselves. We also offer clients working in healthcare specific conditions with our Attens brand. This allows healthcare workers to include the irregularity allowance in their mortgage applications, affording them better access to the housing market.



2022 facts

**€27.6
billion**
as the total value
of mortgages in 2022

63.7%
of the mortgages
has a green label
(A, B or C)

For **24%**
of all new mortgages
sustainability measures
were discussed

Green page
introduced

INVESTING IN TOMORROW'S WORLD

ENERGY-EFFICIENCY MEASURES

We inform our clients about the options to make their homes more sustainable.

 **KPI: We will average an A label across our mortgage portfolio by 2030.**

We updated our ESG ambitions during 2022. The new objectives are more measurable and meaningful. While we initially wanted to inform all existing clients about the options to make their homes more sustainable, we are now taking bigger steps to take our portfolio towards an energy label A by 2030.

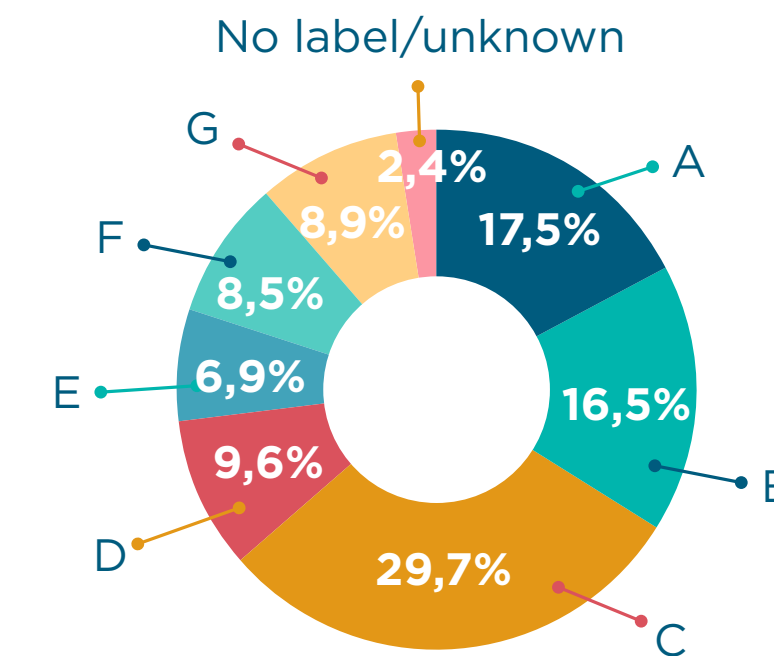
At the end of 2022, over 63.7% of properties had a green label (A, B or C), of which 17.5% had an A label. To continue raising this percentage, we want to support our clients in making their homes attractive and future-proof and to inform them on the measures available to them. We offer financial solutions to clients who choose to implement these sustainable measures. These can include modifications such as wall insulation or replacing windows, but also more drastic measures such

as replacing heating or ventilation systems, floor and roof insulation or installing solar panels. Centraal Beheer's *Duurzaam Woongemak* (Sustainable Living) is the platform where we offer services that help clients make sustainability upgrades to their homes. Through this platform, we offer general information, explain specific options to make a home more sustainable and clients can hire our selected partners.

Sustainability measures can often be financed as part of a mortgage. In 2022, 4,398 clients applied for the opportunity to take these measures. In addition, in 2022 we are working on the possibility of offering customers a discount on the interest rate, the amount of which is linked to the energy label of the house.

In 2022, we also developed a 'green page' with a preliminary interest rate offer for our clients, which

was introduced in 2023. On this green-coloured page, we explain the benefits of sustainability to clients and the possibility of organising this themselves through our *Duurzaam Woongemak* (Sustainable Living) service.



**Energy labels mortgages
(% of number of mortgages)**

FOCUSING ON CLOSER RELATIONSHIPS WITH STAKEHOLDERS

AGENT SATISFACTION

The best mortgage company in the Netherlands.



KPI: Achieving a minimum satisfaction score of 8 among agents by 2025..

Our mortgages are offered through independent agents who examine our clients' financial situation, advise them and help them to draw up their mortgage wishes and requirements. The agents who work with us have a significant influence on purchasing and financing a home.

A wide variety of mortgages are available, and agents help clients choose the one that suits them best. Because agents play an important role in our mortgage lending, it is essential that we use quick and clear procedures for providing a mortgage.

In 2022, we conducted two satisfaction surveys and agents were again extremely satisfied with the service that Syntrus Achmea offers. Mid-office support, for instance, was perceived as very pleasant, through an

efficient process and quick responses from staff. After switching to a new programme in 2022, agents can connect directly with the specific region they are working with now.

Because of conducting new specific surveys, it is no longer possible to recreate the final score of 8 in 2022. However, we can better measure the Net Promoter Score (NPS) – a method also used to measure tenant satisfaction for our properties. In 2022, the satisfaction score was 7.4, confirming most agents were satisfied with our services.

As it is becoming increasingly important to discuss the options for making one's home more sustainable before moving, we encourage agents to pay attention to sustainability and the financial solutions we offer. In 2022, according to HDN applications, home sustainability was already discussed during 24% of all new mortgages (source: Mortgage Data Network – HDN index)



ACHIEVING THE HIGHEST LEVEL OF SERVICES AND PRODUCTS

ACTIVE SUPPORT

We support our mortgage clients whose lives take unexpected turns.

 **KPI: We strive to ensure that 80% of the clients whose accounts enter Special Credits are able to continue living in their homes.**

We want to give our mortgage clients the best possible support if they face unexpected financial challenges. In many ways, inflation and higher energy costs meant 2022 was a financially challenging year for many clients. Preventing arrears and providing prompt intervention and support to our clients is essential, especially in these difficult times.

Fortunately, we did not see an increase in clients entering Special Credits. This department assists clients to prevent their financial problems from increasing. We strive to ensure that 80% of the clients whose accounts enter it are ultimately able to continue living in their homes. In 2022, 98% of clients who entered could stay in their own homes.

We have also drawn up a new residual debt policy, under which we aim to offer clients the perspective of a debt-free future.

In 2022, all our staff received budget coaching training, through which they learnt how to better assist clients in arrears. Because of this, we now also offer a more personalised approach and better care for our clients.

We also have produced a leaflet for Centraal Beheer and Woonfonds clients that they receive three months before their fixed-interest period changes. This will start for the other mortgage brands in 2023. The brochure explains how the fixed-interest period works and the clients' choices. We also cover the Mortgage Check, which gives customers a better understanding of the future affordability of their mortgage in 10 minutes.

We use this to inform our clients when mortgage rates change to avoid nasty surprises.



STIMULATING INNOVATION

SUSTAINABLE PRIVATE HOMES

We achieve sustainability together.

 **KPI: Our aim is to implement at least 500 sustainability measures with our existing mortgage clients by 2025.**

Although we understand the enormity of the challenge of making all the homes in the mortgage portfolio sustainable, we are committed to doing this as much as possible. We have taken several initiatives to inform, activate and, where possible, even give discounts to our clients on investing in making their homes more sustainable.

In 2022, for example, we drew up a strategic plan to actively approach our clients about the options for making their homes more sustainable. Not every client has the same needs and every home is ultimately unique, but by using our specific approach, we see opportunities to inform our clients step by step, where it applies to them. For instance, we approached 4,500 clients with a lower energylabel and gave them the opportunity to insulate their homes with a €250 discount through *Duurzaam Woongemak* (Sustainable Living). We will inform clients

with a slightly better energy label about the possibility of installing solar panels, while clients with energy labels A and B will be informed about installing a heat pump.

We have also expanded the options for clients to extend their mortgage with a sustainability budget. Clients are given 2 years to spend this budget on sustainability. If there is any money left after two years, the unused budget will be deducted from the mortgage sum. In this way, we try to ensure flexibility when buying a new home.

If a client wants to make their home more sustainable, it is possible to increase their mortgage. As relatively small amounts are often involved, the mortgage adviser's consultancy costs weigh heavily on the total investment. For this reason, we will allow mortgage increases for sustainability in 2023 on our existing mortgages, without the intervention of an agent.



PERFORMANCE INDICATORS

Syntrus Achmea reports on its environmental and social impact in accordance with best market practices. We believe it is essential to be transparent about our impact. Carbon emissions are calculated in accordance with the guidelines of the Greenhouse Gas Protocol (GHG Protocol). This is the international standard to report on greenhouse gas emissions, including CO₂.

We know that our data is not yet complete and will continue to optimise reporting on our environmental impact in the years ahead.

Organisational boundaries

Syntrus Achmea reports on environmental indicators for the Dutch real estate portfolios for both the in-house funds and the separate accounts. The energy labels have also been reported on for Syntrus Achmea's residential mortgage fund (PVF Particuliere Hypothekenfonds).

Reporting year

Energy consumption and the accompanying carbon emissions have been reported on for the calendar years 2020 and 2021. At the time of publishing this ESG report, the data for 2022 was not yet available. Energy labels, building certifications and social impact indicators have been reported on for the calendar years 2021 and 2022.

Data coverage

The enclosed tables show the data coverage for the reported data. Because of smart meters and closer cooperation with tenants, grid operators and energy suppliers, we have managed to increase data coverage for housing and healthcare. Data coverage decreased in 2021 for retail properties; measures were taken to optimise data coverage for 2022.

Reliability

An external party collects and reports carbon emissions and energy consumption data and the data is verified by an independent party annually.

Other reports

The impact of Syntrus Achmea's office and employees is included in Achmea's annual report. Fund-specific impact figures are reported to the funds in separate reports.

Task Force on Climate-Related Financial Disclosures

We believe that investing in resilient buildings and cities provides stable, long-term returns. A brief summary of our strategy on climate-related risks and opportunities has been included in the ESG report for 2021. A more comprehensive TCFD report will be published separately on the website in 2023.

ENVIRONMENTAL PERFORMANCE

ENVIRONMENTAL PERFORMANCE

Indicator		Total Syntrus Achmea		By property type					
		Total		Residential		Healthcare		Retail	
		2020	2021	2020	2021	2020	2021	2020	2021
Energy (MWh)	Total electricity	77,780	73,519	51,398	58,934	6,458	7,511	19,924	7,074
	Total district heating and cooling	34,171	60,092	32,102	49,255	1,180	10,382	889	455
	Total fuels	146,748	133,400	130,654	123,443	3,702	6,176	12,392	3,781
	Total energy	258,699	269,032	214,154	231,632	11,340	24,069	33,205	11,310
	Data coverage	70%	71%	72%	85%	45%	96%	62%	34%

Indicator		2020				2021			
		Total	Residential	Healthcare	Retail	Total	Residential	Healthcare	Retail
CO ₂ -emissions (tonnes CO ₂)	Total direct CO ₂ emissions (Scope 1)	810	460	200	150	370	280	70	20
	Total indirect CO ₂ emissions (Scope 2)	2,990	1,420	1,290	280	3,110	1,670	1,420	20
	Total indirect CO ₂ emissions (Scope 3)	63,770	50,070	2,420	11,280	60,030	52,300	3,920	3,810
	Total emissions	67,570	51,950	3,910	11,710	63,510	54,250	5,410	3,850
	Data coverage	N/A	73%	46%	62%	71%	85%	96%	34%

Intensities		2020	2021
Energy (kWh/m ² /year)	Energy intensity - residential	110.2	113.1
	Energy intensity - retail	192.8	107.2
	Energy intensity - healthcare	170.5	163.0
CO ₂ emissions (kg CO ₂ /m ² /year)	CO ₂ intensity - residential	26.6	26.4
	CO ₂ intensity - retail	68.0	36.6
	CO ₂ intensity - healthcare	58.8	36.6

Reductions v.s. baseline year		1990	2021	% difference
Energy (kWh/m ² /year)	Residential	189.60	113.1	-40%
CO ₂ emissions (kg CO ₂ /m ² /year)	Residential	44.20	26.4	-40%

Reductions v.s. baseline year		2018	2021	% difference
Energy (kWh/m ² /year)	Retail	218.9	107.2	-51%
CO ₂ emissions (kg CO ₂ /m ² /year)	Retail	70.9	36.6	-48%

Reductions v.s. baseline year		2017	2021	% difference
Energy (kWh/m ² /year)	Healthcare	159.8	163.0	2%
CO ₂ emissions (kg CO ₂ /m ² /year)	Healthcare	46.0	36.6	-20%

BUILDING CERTIFICATES AND ENERGY LABELS

CERTIFICATES AND ENERGY LABELS

Buidling certificates (% of floor size)	2021	2022
GPR	51%	54%
BREEAM	1%	1%
Not certified	48%	45%

Energy labels real estate (% of floor size)	2021	2022
A	71%	74%
B	12%	11%
C	15%	14%
D	1%	1%
E	0%	0%
F	0%	0%
G	0%	0%
No label / unknown	1%	0%

Energy labels mortgages (% of number mortgages)	2021	2022
A	19%	17.5%
B	16%	16.5%
C	29%	29.7%
D	9%	9.6%
E	6%	6.9%
F	9%	8.5%
G	9%	8.9%
No label / unknown	3%	2.4%

SOCIAL INDICATORS

BOARD

Board	2022
Number of employees	7
Male	57%
Female	43%

By age	2022
<30 years old	0%
30 - 40 years old	0%
40 - 50 years old	14%
50 - 60 years old	57%
60> years old	29%

EMPLOYEES

Employees and diversity	2020	2021	2022
Total number of employees (headcount)	518	503	488
Male	62%	64%	64%
Female	38%	36%	36%

By age	2020	2021	2022
<30 years old	10%	6%	8%
30 - 40 years old	22%	25%	25%
40 - 50 years old	32%	32%	31%
50 - 60 years old	30%	31%	29%
60> years old	6%	7%	7%

Diversity - management	2020	2021	2022
Females in senior management positions	26%	33%	27%

Type contract	2020	2021	2022
Parttime	14%	12%	11%
Fulltime	86%	88%	89%

Health and wellbeing	2020	2021	2022
Sickness ratio	3.1%	3.2%	4.1%
Workplace check	4%	16%	-
Health check	100%	-	-
Employee engagement score	7.4	7.7	7.1
Response rate	79%	77%	75%

Training and development	2020	2021	2022
Training budget per employee	€ 1,100	€ 1,500	€ 5,000
ESG training (% employees)	82%	100%	100%
Skills training (% employees)	100%	100%	100%
Self-reflection (% employees)	44%	55%	57%
TOP program (% of employees)	-	100%	100%

PUBLICATION DETAILS

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Syntrus Achmea fondsen: Achmea Dutch Residential Fund, Achmea Dutch Retail Property Fund, Achmea Dutch Health Care Property Fund, Achmea Dutch Value Added Investments Partnership en hypotheekfondsen Attens, Tellius en PHF Particuliere Hypotheekfondsen.

Separate accounts: Rabobank Pensioenfondsen, BPL Pensioen, Achmea Pensioen- en Levensverzekeringen (AP&L), Stichting Bedrijfstakpensioenfondsen van de Metalektro (PME).

International real estate: German Residential Partnership I, NINE