



# More than a bank, working together for sustainable progress

Strengthening the community & stakeholder engagement

Triodos  Bank

**Triodos Bank gives meaning to money by using it for positive change together with its Depository Receipt Holders, customers and co-workers. As part of a broader community, we connect people and resources based on ideas from others and us. The goal is to contribute to a fair and sustainable world.**

## Introduction

Triodos Bank aims to be the 'bank of positive change' and was founded to make money work for positive social, environmental and cultural change. To maintain our pioneering role in this area, interacting with and listening to the outside world is crucial. This requires strengthening our engaged stakeholder community. With regards to the upcoming listing on Euronext, now is the time to take stakeholder engagement and the strengthening of the community to a higher level and to ensure a new vital relationship with Depository Receipt Holders.

Triodos Bank embarked on this project to modernise and strengthen relationships with key stakeholders and to involve them in the bank's direction. The aim is to bring the outside world inside the bank as much as possible: outside is where we want to bring about change together. This is the power of together and requires a new way of working with our stakeholders.

This will enable Triodos Bank to strengthen the broader impact of the stakeholder community and together make a greater contribution to *finance change, change finance*. It will also help the bank to work specifically on restoring the trust of its Depository Receipt Holders in the bank. In the recent past, that trust has been damaged, and it will take time to improve this relationship with these ambassadors of the bank. Together we can build a fair and sustainable future.

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## This has happened in the past few months

To shape this ambition, 25 stakeholders representing Triodos Bank's key stakeholder groups were interviewed during the first months of 2025. In doing so, we specifically sought the involvement of young people. During the interviews, we asked about stakeholders' expectations regarding the community and stakeholder engagement. Based on their ideas and expectations, a framework for strengthening the community and increasing stakeholder engagement was developed through co-creation with, among others, representatives of Depository Receipt Holders.

The interviews reveal that for most, "the community" already exists, and while Triodos Bank is an important part of it, it is not at its core. This community is not defined or named, but consists of Individuals and organisations that pursue the same goal as Triodos Bank. The purpose of this process is therefore not to create a community centered around Triodos Bank, but to facilitate partnerships and contribute to the widely shared desire to create a fairer and more sustainable world (the goals of our shared mission).

## Who is part of the community?

We see ourselves as part of a community of individuals and organisations that are (or want to be) committed to positive change: a partnership for a better, fairer and sustainable world. As a bank, we do this through our activities in *financing change, changing finance*.

Building a fair and sustainable system can't be done in isolation. For this we need each other: concerned citizens, government, business and civil society. From policy makers to Depository Receipt Holders, social movements and academics, customers and many others. We want to play a role in this by connecting people and ideas and contributing resources to build a fair and sustainable world. In doing so, we are specifically committed to engaging young people in the community and making the voice of nature heard. In this community, we also strive to have a diverse group of stakeholders, for example in terms of language, age, background, gender and culture. This ensures balanced input, feedback and involvement, allowing us to further strengthen and improve our activities.

## Purpose of the community

The goal of the community is to work together and contribute to the transition to a better, fairer and sustainable society. Triodos Bank works towards this mission by financing initiatives that accelerate the five transition themes we have identified (food, resources, energy, society and wellbeing) and by working towards system change.

The strengths of our stakeholders, such as our customers, Depository Receipt Holders and co-workers need to be brought together. These individuals and organisations are invested, have knowledge and expertise, good networks and are willing to think along together. We want to leverage that even more. Networks, ecosystems and communities are essential for accelerating transitions. Connections bring about change. By investing in the community, we contribute to connecting people and organisations (both nationally and internationally) with the same mission. Besides building a sustainable and fair future together, we strengthen Triodos Bank's social positioning and work to restore trust with our Depository Receipt Holders.

## Community principles

We are not starting from scratch, but want to build on existing initiatives, fill gaps, make improvements and connect existing stakeholder and community activities. We already organise numerous interactions with stakeholders throughout the year. In addition, we follow a formal process to analyse which issues are most important to our stakeholders and determine our material themes. This is done through an annual meeting and survey. This analysis is part of our annual report and meets the requirements of the Corporate Sustainability Reporting Directive (CSRD). We use our international digital channels (app, Colour of Money, social media, website) to strengthen in-person community activities.

Triodos Bank is part of an existing broad community of people and organisations working on the transitions. In the context of community strengthening, we participate in existing initiatives, facilitate them (by offering space to individuals and organisations) and we initiate them ourselves. We actively participate in strengthening what is already there, and initiate new activities if the community identify a need for them and they fit within our mission.

## How we will measure success and make adjustments

Progress will be monitored based on Key Performance Indicators (KPIs) and we strive for collaborative learning (i.e. with participants). This is a continuous process and in addition, results will be shared annually with involved stakeholders. Monitoring takes place not only on the basis of outputs, but wherever possible also on outcome (the effect on mission). We will use the monitoring results to make periodic adjustments. This intended approach of monitoring, evaluation and application of the lessons learned will be assessed after a period of three years and, where necessary and useful, refined or adjusted. Collaboration will be frequently sought with stakeholders.

## Next steps

- During the discussion at the Annual General Meeting (AGM) on May 23, 2025, the Executive Board will present this plan and gather feedback.
- After the AGM, we will create an annual plan, as part of a multi-year approach detailing the implementation of this framework. This will include activities, internal capacity and competencies, budget, anchoring in the Executive Board and annual reporting moments. In developing specific activities, we will assess what distinction can be made in engaging direct and indirect stakeholders.
- Further expansion of stakeholder engagement from the community will be shaped in coordination with the evaluation of SAAT's future role. At the meeting of Depository Receipt Holders on March 7, 2025, SAAT indicated its intention to consider its future role. In addition to its protective role of the bank's independence and mission, SAAT also plays an important informing and connecting role to Depository Receipt Holders. In light of recent changes in the bank's governance, including direct voting rights for Depository Receipt Holders and the right of substitution, SAAT wishes to consider whether its current role needs adjustment.

This question fits well with the thinking on strengthening the community and Triodos Bank would like to form and develop further ideas on this in consultation with Depository Receipt Holders and SAAT. The expectation is that we will come up with proposals within six months. A precondition for strengthening stakeholder engagement is an active community.

- In line with Triodos Bank's strategy, we will focus our attention first on community strengthening and the broader movement from the Netherlands. We will continue to work with different countries and international partners and

networks. We will look in phases at what more can be done to expand community strengthening and stakeholder engagement activities in other countries.