

Workshop: Understanding the drivers

Lessons learned by ABN AMRO

- ◆ Identify key drivers for Reputation and the relation to Sustainability
- ◆ Look at the specific challenges for the Banking sector
- ◆ Case study: ABN AMRO's Sustainability learning curve
- ◆ Tools : share with you what works for ABN AMRO
- ◆ How this has impacted and changed the Bank

Sustainability and Reputation

Lessons learned at ABN AMRO

Int. Sustainability Leadership Symposium

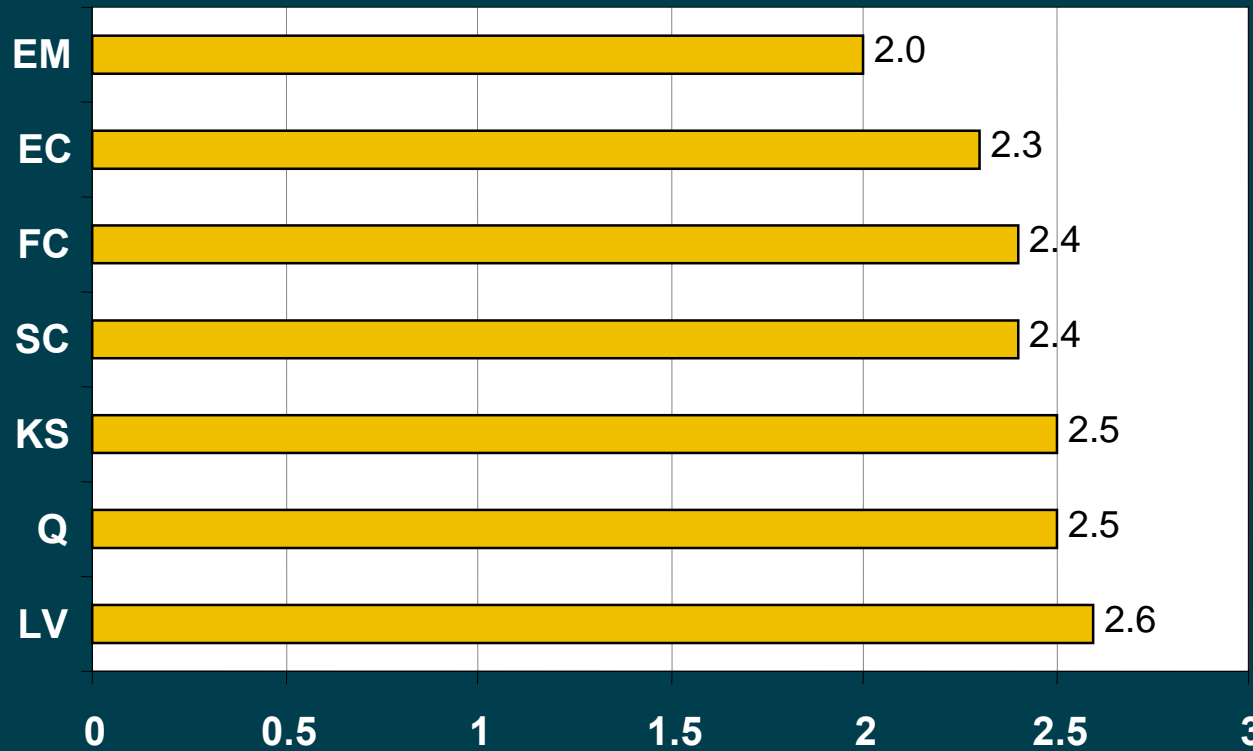
Zurich, September 08,2005

Madeleine Jacobs

Head of Group Sustainability, ABN AMRO

Key Drivers for Reputation

Survey among CEO's of Fortune 500 Companies
7 key elements determining Reputation

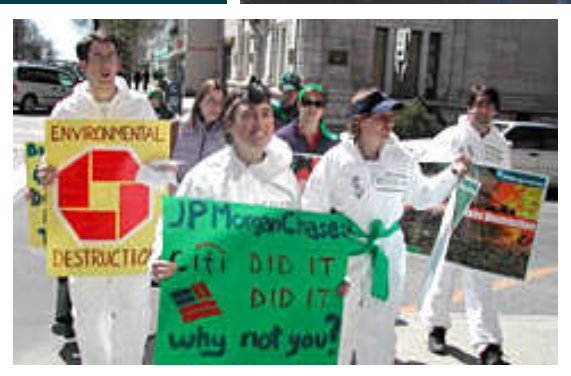


- EM** Emotional Connection
- EC** Environmental Credibility
- FC** Financial Credibility
- SC** Social Credibility
- KS** Knowledge & Skills
- Q** Quality
- LV** Leadership & Vision

Source: Cambridge University
Global Study, April 2003

Reputation Risk

Banks urged to drop Ecuador pipeline



Finance Global Warming?
Not With My Money!

Key influences on banks



Wake Up Call



FoE's Campaign against AA's involvement in Freeport

My money

	
<i>Mijn geld</i>	<i>De bank</i>
	
<i>De mijn</i>	<i>De ver-vui-ling</i>
Stop mijn geld alleen in schone en eerlijke projecten Milieudefensie	
www.milieudefensie.nl	

The bank

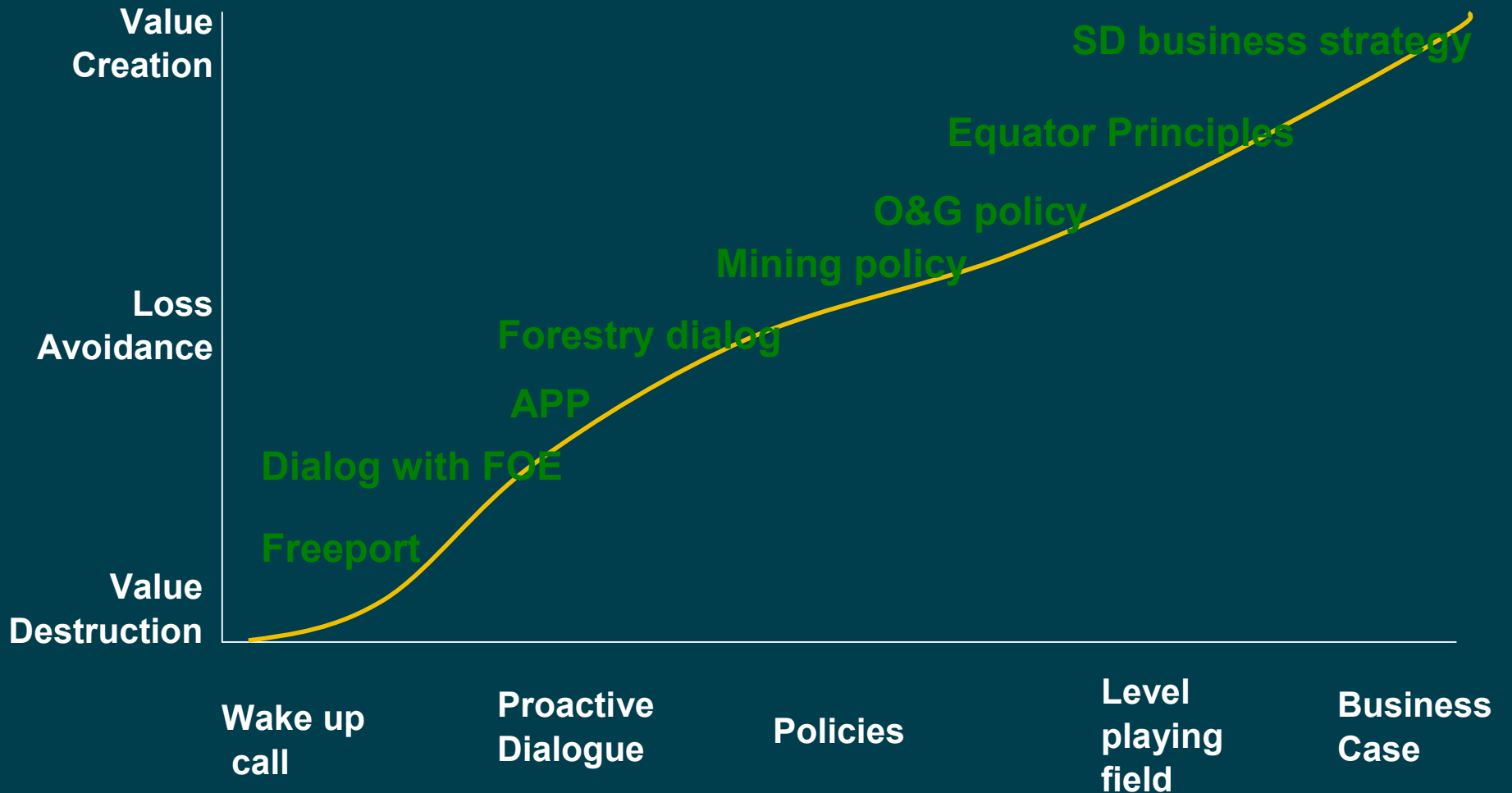
The mine

The pollution

Provide my money only
to clean and fair projects



Sustainability learning curve

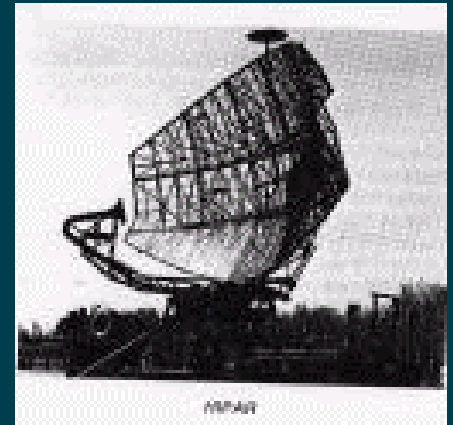


Elements that worked for us

- ◆ Proactive Issue Management
- ◆ Dialogue and policy development (governance)
- ◆ Transparency and dilemmas
- ◆ Ambition & leadership
- ◆ Link to core business and strengths
- ◆ Embed in all processes, engage staff
- ◆ Partnerships with clients, NGO's, academic world, government

How does this impact the Bank?

- ◆ Integrity as our key compass
- ◆ Better antenna for developments in society
- ◆ Receptivity for dilemmas, room for doubt
- ◆ Transparency on deliberations
- ◆ Aligning personal & business values
- ◆ Mindset for innovation, new opportunities



A more society oriented Bank

Quote

“Underlying the whole scheme of civilization is the confidence men have in each other, confidence in their integrity, confidence in their honesty, confidence in their future.

Bourke Cockran