

Impact and engagement

Triodos Bank exists to benefit people, the environment and culture. Find out what we achieved in 2012, how we developed our co-worker group, progressed our own environmental impact as an institution, and how we engaged with our stakeholders.

Impact in a nutshell

Triodos Bank is not like most banks.

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Impact in a nutshell

Triodos Bank is not like most banks. Our starting point is to improve people's quality of life, and we use finance to do it. And we can only make a sustainable difference with money deposited and invested by individuals and institutions across Europe; money that's only lent to, and invested in, enterprises that benefit people, the environment and culture. Here's a selection of the difference we made together in 2012.

100%

of Triodos Bank loans
and investments benefit
sustainable projects.



Click on the impact circle to learn more about Triodos Bank's impact.

Impact statistics methodology

Measuring the impact of what we do for people, the environment and culture is important because we want our stakeholders to have a transparent picture of what Triodos Bank's role in the wider world really means. But it's not always easy to quantify in a meaningful way. Most measures of non-financial impact have both pros and cons – the quantity of people attending a culture performance is not the only, or necessarily the best, way to measure the positive benefit of a cultural performance, for instance. But it does provide an indication of the performance's reach, and therefore the significance of the finance that helped make it happen.

We recognise that these figures can be improved and are working to do just that. In the meantime, we want you to have a clear picture of how we have come to the impact measures you will read in this report.

The following explains the approach we have taken per impact measure.

Energy and climate

The calculation of CO₂ emission reduction, is produced using conversion rates (kWh gram CO₂) from the Greenhouse Gas Protocol Initiative, based on the 2007 (International Panel for Climate Change) IPCC Assessment report. The conversion rates indicate the grams of CO₂ avoided in the mix of all power plants in a country where we are active per kWh green energy produced in 2006 (the most recent date available to us). This mix also contains installed renewable energy capacity which is not what another green kWh would wish to save. So in reality the CO₂ reduction is slightly higher. We make a calculation based on the average energy use per kWh per household to extrapolate to the figure opposite. We recognise that other methodologies are available in some countries like the UK (such as the British Wind Energy Association, BWEA, in the UK).

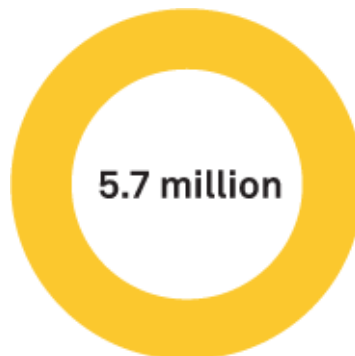


The renewable energy projects we finance generated enough green energy to meet the needs of the equivalent of 1,300,000 European households, avoiding 2,023,143 tonnes of CO₂ emissions

Arts and culture

The arts and culture figure we use is based on the number of people who attended events, or visited shows, in 2012, provided by institutions Triodos Bank finances in each of its branches. If this figure was not available we calculated the average number of people who attended an event or show at a particular project during the year, multiplied by the number of events it put on.

We measured at least 80% of the 'Arts and Culture' portfolio in each country, and extrapolated the remaining proportion based on this figure. If we were unable to measure 80% of a country's loan portfolio we have only included a figure for the proportion of the loan book that we could measure. Because of the complexity of accurately describing how many individuals they reach we have not included individual artists, musicians or their equivalent that Triodos Bank finances in this figure.

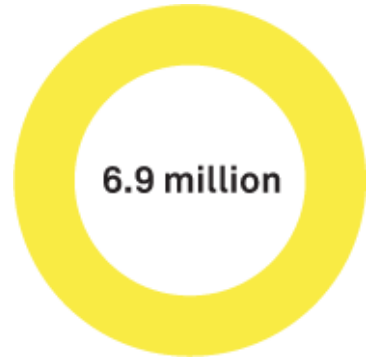


During 2012 Triodos Bank finance helped make it possible for 5.7 million visitors to enjoy theatres or museums across Europe.

We recognise that an individual project may not have received all of its finance from Triodos Bank, and so it is not wholly responsible for its ability to put on these performances. But we believe that, typically, Triodos Bank's financing of an arts and culture project plays a central role in its overall finances; so we can legitimately use this measure in this context.

Social/Microfinance

The evidence of the impact of our microfinance activity is drawn from Triodos Investment Management's Emerging Markets Sustainability Management System. This information is based on detailed quarterly reports by the microfinance institutions in the portfolio, and annual reviews.



Our specialised microfinance funds provide finance to 99 microfinance institutions in 45 countries, serving 6.9 million borrowing clients.

Care for the Elderly

We have calculated the number of elderly people served by projects financed by Triodos Bank as at 31 December 2012, across our European network. At least 80% of the care for the elderly loan portfolio in a branch is measured, and the remaining proportion extrapolated based on this figure. If we were unable to measure 80% of a country's loan portfolio we have only included a figure for the proportion of the loan book that we could measure.



During 2012 9,840 individuals benefited from care for the elderly projects at 150 care homes financed by Triodos Bank.

Food and farming

Triodos Bank's food and farming impact measures help show how our finance for food and farming businesses relates to people in terms of the number of people that could be sustainably fed from the organically managed land on the organic farms in the five countries in Europe that Triodos Bank operates in.

Triodos Bank's finance may only comprise a small part of the total farm business. We have estimated the number of people that could be supplied with a sustainable diet from the whole farm, since this best reflects the farmers' potential impact; it assumes that Triodos Bank finance is an important part of an organic enterprise's total borrowing.

The Ecological Footprint method, developed by the World Wild Fund for Nature (WWF), has been used to estimate the total number of people that could be fed from the organic land farmed as a result of Triodos Bank finance. This is a theoretical approach that shows the link between the diets that people eat and the farmland that provides their food.

The Ecological Footprint (EF) is a measure of the global hectares (gHa) associated with any resource consuming economic activity. WWF have estimated the EF for many countries as part of the WWF Living Planet project. They estimate that for the whole of the EU an average of 1.17gHa of cropland and 0.19gHa of grazing land are required to feed each person for one year from the farmed land, in Europe and beyond. They provide EF estimates for each of the five countries where Triodos Bank finances organic farming. These data have been used to estimate the number of people that could be fed three meals each day from the whole organically farmed area of the farms financed by Triodos Bank in Europe.

Triodos Bank provides finance for organic farmers who organically manage 21,300 Hectares of farmland in the five countries where it operates; Belgium, Germany, Netherlands, Spain and the UK. The total number of people that could be fed (16,800) has been calculated from the country-specific EF and expressed as the total number of meals (18 million) based on the assumption that individuals eat three meals each day.

The WWF EF includes all the hectares of land needed to supply the current unsustainable diet. As such it is a 'worst case scenario' for the land area that is needed to feed each person. If sustainable diets and organic production methods were used, we would have a very different diet and different levels of production of different types of food, but we could feed far more people from each hectare of land. Thus the EF provides a low estimate of the number of people that could be sustainably fed, in that it assumes current patterns of food consumption (high levels of meat and livestock products) that are associated with a high demand for land. For example it includes the production of feed for livestock kept in non-organic production systems. This estimate is theoretical and is designed to enable the reader to visualise the link between farmed land and the food we eat. It does not reflect the real production of crops and livestock on the Triodos Bank financed farms.



The organically managed land on the farms which Triodos Bank finances could produce the equivalent of just over 18 million meals in 2012, or enough food to provide a sustainable diet for 16,800 people during the year.

Themes and our impact

Triodos Bank's stakeholders are interested in the themes the bank addresses, why we choose to finance these areas, and the difference our activity makes.

The following pages provide details of four key themes that Triodos Bank focuses on. They are not the only ones, but they are crucial to the organisation's efforts to increase people's quality of life in meaningful ways.

The following pages include examples of the kind of projects Triodos Bank finances within these themes, and details of our financial and non-financial impact.

In the 2012 Annual Report we have focused on:

- [Arts and Culture](#)
- [Energy and Climate](#)
- [Food and Agriculture](#)
- [Microfinance](#)

Impact in Arts and Culture

The issue

Personal creative expression is a fundamental human need, and can create and safeguard human dignity. Art can express things that can't be put into words. There are many powerful examples of people who live in difficult circumstances, whose freedom is restricted for instance, finding other forms of self-expression through art and culture.

In less extreme circumstances, art and culture has a relatively basic function, providing personal and community benefits. On an individual level, it can inspire and encourage change, for both artists and the public alike. At the level of society as a whole, art can bridge divisions and establish links between individuals and groups. There are many examples of the economic upside of Arts and Culture for cities more broadly.

Triodos Bank's vision

A lively cultural sector cannot be fully dependent on government subsidies and must develop a range of forms of finance. So Triodos Bank wants to be a catalyst for this kind of cultural entrepreneurship.

Triodos Bank wants to invest in artists, institutions and cultural entrepreneurs building important bridges with society. Their work should be both accessible, innovative and challenging. Triodos Bank believes it is essential that institutions link artistic standards with broad accessibility. In this way, art becomes an investment in the vitality of society as whole, from countries, to cities, towns and local neighbourhoods.

Meaningful links to society can be established in many ways. Not just by appealing to a broader public, but also by cultural institutions entering into relationships with other parties, such as, businesses, social institutions and banks. And connections can be made in other ways, like professional performers joining together with their amateur contemporaries.

Triodos Bank is a pioneer financing arts and culture. It invests in innovation and development. Even entrepreneurs who only establish a relationship with quality of life to a limited degree – the usual criteria for Triodos Bank finance – but who demonstrably have a serious intention to strengthen that relationship, are eligible for finance. This may for example mean that Triodos Bank decides to collaborate with a music group that focuses primarily on a small, regular audience, but at the same time is working seriously on achieving broad accessibility. It may also mean that it finances a theatre that generates most of its income from popular productions, and subsequently uses part of those profits to produce less mainstream performances. Assessing the intentions of entrepreneurs is a complicated process that is difficult to detail in measurable criteria. That's why Triodos Bank maintains a permanent discussion about the assessment process and decisions on finance. Triodos Bank enters in to sustainable, long-term relationships with entrepreneurs. It is important then that the entrepreneur chooses Triodos Bank for more than financial reasons alone. A long-term relationship gives the bank an opportunity to make a real difference, and to cooperate in partnership and contribute ideas to help an entrepreneur achieve his or her goals in the long-term. In that process, Triodos Bank's network offers clear added value. It brings entrepreneurs together, in an environment of trust, to enable them to learn from one another.

It goes without saying that in deciding whether a project is suitable for finance from a bank, an assessment of creditworthiness is also crucial. Only entrepreneurs who represent a responsible investment, from a financial perspective, are eligible for finance. However, considerations about finance and content are brought together in Triodos Bank's deliberations. This makes good sense, not least because a cultural entrepreneur capable of producing socially-relevant work has a greater chance of attracting more interest, and therefore a better financial result.

So what does Triodos Bank do about it?

Triodos Bank has invested in the cultural sector for many years. For over three decades, it has established a sound reputation for financing individual artists, artists' collectives and cultural institutions. For many banks, artists represent too great a risk to issue a loan or credit. But this view is not justified in Triodos Bank's experience.

At 31 December 2012 Triodos Bank has financed 591 Arts and Culture projects. The number of people attending an event is not the only measure of its merit, but is it an indication of the scale of the impact of Triodos Bank's cultural finance. During 2012 Triodos Bank finance helped make it possible for 5.7 million visitors (2011: 6.8 million visitors) to enjoy theatres or museums across Europe.

The decrease in total number of visitors to cultural projects is largely explained by changes in the Spanish loan book in this sector. The number of arts and culture projects it lent to in 2012 decreased. However, it lent in higher financial volumes during the year and has expanded its impact into a new sector of film and broadcast projects. This is likely to result in increased impact in 2013 and 2014, as more people attend cinemas and view television programmes.

Figures

2012 Amounts in thousands of EUR	Lending Arts and Culture	Cultuurfonds
Number of projects	591	28
Total amount	135,991	91,527

2011 Amounts in thousands of EUR	Lending Arts and Culture	Cultuurfonds
Number of projects	591	26
Total amount	114,780	118,228

Impact in Energy and Climate

The issue

Before the advent of the Industrial Revolution, in the middle of the 18th century, the global average temperature was around 13.7°C. It now stands at nearly 14.5°C.

According to the UN Intergovernmental Panel on Climate Change (IPCC)¹, this increase is most likely the result of burning fossil fuels since the industrial revolution; activity that has created greenhouse gas emissions and higher levels of CO₂ concentration in the atmosphere. A consensus is emerging that the global temperature increase should be limited to 2°C, because exceeding it risks severe and lasting problems, such as 'runaway' climate change.

In addition major fossil energy resources, which provide most of the energy we use today, are concentrated in a limited number of countries. As current accessible fossil energy becomes scarcer, and nations secure their future energy demands, access to energy creates substantial economic and political dilemmas.

These problems of climate change and energy security are converging. Current patterns of energy production and consumption are unsustainable and have an increasingly negative impact on people and planet. But solutions are possible. Changing to an economy that uses far less carbon could happen within a few decades. The money and the technology required are available to make this profound change. But to do it will require a massive transformation from the way energy is used today.

¹ IPCC has been criticized on their processes for developing its reports. Mistakes were found but did not fundamentally affect the accuracy of the overall conclusions.

Triodos Bank's vision

In an era of economic recovery climate change and the energy crisis must remain a key part of the public debate. Fighting climate change, energy security, and access to energy in the developing world, will remain – next to the global food and water crises – key challenges for the next decades.

Given existing and emerging technologies, and the availability of capital despite the financial downturn, transitioning towards a low carbon economy is possible. But it requires a concerted effort from many organisations, businesses, producers and consumers. The financial sector is one and should play a central role. Investment decisions must not be guided anymore by short-term financial interests. Instead, they should combine long-term financial, environmental and social considerations. And they should be rooted in an authentic vision which is aligned with, but not dependent on, government policies.

The transition to a low carbon economic future requires an investment strategy based on three major drivers:

Reduction

Reduced demand for, and the more efficient use of, energy – preventing waste, increasing the efficiency of equipment and changing human behaviour are the cheapest and most effective ways to deliver it.

Massive installation of renewable energy systems

The augmented use of renewable energy sources is crucial. From solar and hydro to wind and tidal, renewable energy can be developed as large central power plants or small decentralized systems for villages or individual households. Solar energy has, in our view, the largest potential of all renewable energy sources. It is available everywhere on earth.

Switch to low carbon fuels

The use of remaining fossil fuels, which dominate current energy production, can be reduced by a switch to more 'cleanly' fuels like natural gas and using waste heat (Combined Heat and Power, abbreviation: CHP).

So what does Triodos Bank do about it?

Triodos Bank is a sustainable banking and investment expert, with a long track record financing projects and investing in energy projects that actively benefit the environment. It has a wide portfolio of clean energy finance, in the form of loans, investments and project finance. As the market for clean energy matures, Triodos Bank aims to find new areas where leadership is required and participate in more maturing sectors and geographical areas.

More specifically, Triodos Bank lends to and invests in renewable energy generation and energy saving. It does so on a local scale where possible, and on a large scale where projects are 'in balance' (energy subsidiary). It chooses not to lend or invest in oil and coal because of its negative impact on human health and the environment. Nor will it finance nuclear power projects given proliferation, safety and environmental concerns.

By the end of 2012, Triodos Group and its climate and energy investment funds were financing 346 projects across Europe (361 in 2011), with a generating capacity of 2,038 MW of energy (2,134 MW in 2011), or enough energy to meet the electricity needs of the equivalent of 1,300,000 European households during the year. This represented a decrease on the previous year which was primarily because of the repayment of some debts, the sale of some projects in Triodos Investment Management and the Dutch branch, and a less windy year in The Netherlands resulting in less production in some key projects.

Figures

2012 Amounts in thousands of EUR	Lending	Groenfonds	Triodos Renewables Europe Fund	Triodos Renewables PLC	Ampere Equity
Number of projects	271	51	23	8	15
Total amount (at historical cost or nominal)	1,241,044	151,978	40,448	67,200	287,605

2011 Amounts in thousands of EUR	Lending	Groenfonds	Triodos Renewables Europe Fund	Triodos Renewables PLC	Ampere Equity
Number of projects	270	62	31	8	15
Total amount (at historical cost or nominal)	1,011,000	181,352	42,365	53,313	305,600

Impact in Food and Farming

The issue

Mainstream agriculture used to be largely organic, without the pesticides and chemical fertilizers that are now a key part of European farming. However, this has changed dramatically over the past six decades. Mainstream agriculture has become highly industrialized, with widespread use of pesticides and chemical fertilizers. This far-reaching change has resulted in some serious problems.

At the same time consumption of food has increased markedly, to feed a growing and increasingly affluent population. Demand has prompted many agricultural producers to explore ways to produce more and more food on less and less land. At the same time, some consumers have chosen to grow, and buy, more sustainably produced food.

The issue for the future

Mainstream farming, and the world's current patterns of consumption, are neither sustainable nor resilient. Pollution from pesticides and chemical fertilizers work at the expense of nature, and exacerbate climate change, creating a serious threat to the food security of future generations.

Food chain

Mainstream food production methods, and many current diets, are unsustainable. In addition, the way the food chain is structured causes serious environmental, social and economic problems.

There is a growing gap between producers and consumers. Food products and commodities are shipped around the globe, using oil whose fluctuating price impacts the delivery of food globally, releasing CO₂ and contributing to climate change.

The gap between producers and consumers has social consequences too. Food becomes anonymous, losing its cultural relevance, and consumers become unaware of where their food comes from and the way it has been produced.

Growing market

But there is another side to this story. In recent years, demand for organic food, produced in a sustainable way, has increased. The number of organic farmers has grown rapidly at the same time.

In 2008 the total value of the European organic market was an estimated EUR18 billion, an increase of around 12% on the previous year. Germany, France, the UK and Italy represent the largest markets for organic products. In the European Union, around 4% of agricultural land is farmed organically.

Triodos Banks' vision

Food is fundamental to human life. So it is essential to produce it in a sustainable way, in balance with nature providing consumers with diets that can be supplied sustainably.

Organic farming can do just that. It avoids pesticides, chemical fertilizers and genetically modified crops, and it involves higher standards of animal welfare. Instead of disturbing the ecological balance, organic farming strengthens and develops it.

Balanced approach

Organic farming is characterised by its balanced approach. It guarantees high quality and healthy food, now and in the future. Organic agriculture recognises the relationship between our environment, our health and the food we eat.

Transparency

Sustainable and organic farming is not just about production on the farm, or energy efficiency. The way the whole food chain is organised is critical to a sustainable food supply. It should be transparent and short, with a focus on local and seasonal food as far as possible. This can foster a direct relationship between producer, product and consumer.

Short, transparent food chains raise awareness among consumers, are energy efficient, and improve opportunities for businesses providing a better food and farming system.

The story of food

A strong relationship between producers and consumers transforms the linear food chain into a more circular one encouraging producers and consumers to communicate with each other.

Food production could lose its anonymity and become part of a social network, and be offered and enjoyed in a social context. That's important because food is part of the story of our lives, communities and well-being.

So what does Triodos Bank do about it?

Triodos Bank has financed organic agriculture for over 30 years, financing the entire organic food chain, from producers and processors to retailers and restaurants.

In 2012 Triodos Bank provided almost EUR 187 million (1,310 loans) to finance organic projects, covering an area of 22,034 hectares (2011: 23,000 hectares).

Investing in innovation

Triodos Bank only provides finance for certified organic farms, and farmers converting to organic agriculture. It actively uses its broad network of organic farmers and stimulates the exchange of knowledge, experience and inspiration.

Multifunctional farming

Triodos Bank is convinced that agriculture has much more to offer than food production alone. It encourages organic entrepreneurs to expand their activities and benefit the community more broadly, through initiatives such as cultural events, education, healthcare or ecological development.

Retail, restaurants and care farms

Triodos Bank finances retail businesses and restaurants using organic, and preferably locally produced seasonal products, as well as care farms. The entrepreneurs running these enterprises offer a wide variety of healthy and organic products, care for people with physical and learning disabilities, and focus on raising consumer awareness.

Impact in Microfinance

The issue

An estimated 2.7 billion people, or close to half the world's population, have no access to formal financial services. They are unable to open a bank account, negotiate a loan to start a business, or buy insurance.

Access to these financial services has a fundamental impact on the lives of millions of people. It enables them to build their assets gradually, develop micro, small and medium-sized enterprises, and improve their income earning capacity, to create employment and provide a financial cushion for the future.

While there still is a long way to go to make sure that everyone, everywhere, has access to a diverse range of financial services, the past ten years have seen a tremendous growth of financial services offered to poorer people by an increasing number and variety of financial institutions.

The industry has proven that low income populations are bankable and can be offered financial services in a sustainable way. On the back of the microfinance industry's success, commercial banks in developing countries have partnered with microfinance institutions (MFIs) to reach lower income customers. In some markets MFIs have transformed into licensed banks, allowing them to further expand their products and services.

Diversification is important for MFIs and banks, and an essential element for growth. For MFIs, diversification is geographic with institutions focusing their services on difficult to reach communities in rural areas. Moreover, many MFIs are broadening their range of loan products to better meet the specific needs of their existing and potential clients. Besides loans, they also offer their clients the chance to save or to take out insurance. For this reason, 'inclusive finance' is increasingly used to describe this kind of activity: access to a broad package of financial services for everyone, including loans to small and medium-sized enterprises.

However, significant challenges remain, not least because millions of people are still excluded. As the microfinance sector becomes more mature and integrated into mainstream financial systems, the landscape in which it operates becomes more complex. In recent years aggressive growth and increased competition led to the financial system overheating and the over indebtedness of clients. Growth and profitability was put before the interests of microfinance clients prompting questions about the wisdom of prioritizing financial gain over sustainable development.

As the industry matures it must address its challenges in a balanced way in order to shape an inclusive financial services industry that keeps the interests of its low-income clients at its core.

Triodos Bank's vision

Triodos Bank has been one of the leading investors in the microfinance sector since making its first investments in the industry in 1994. We recognised that sustainable development, and addressing inequality, exclusion and poverty issues in particular, was a global issue and have been applying our expertise in the inclusive finance sector to address these international challenges ever since.

Over the past ten years we have seen microfinance rapidly evolve and expand. Many national governments across all continents have come to recognize the importance of building inclusive

financial sectors – where the majority of people have access to financial services. The financial inclusion gap has appeared on the agenda of the United Nations and G20, for example. Increasingly, investors have recognized the potential for social and financial returns from microfinance, and direct funding towards it.

As an investor we can influence the direction the inclusive finance industry takes. We share this responsibility with everyone involved in the value chain – investors, microfinance institutions, banks and other stakeholders – to understand, acknowledge and act in the interests of clients; clients, who are typically living on low-incomes and constrained by limited financial knowledge, power and influence. Focusing on the interests of these individuals and their families is the only way to achieve long term sustainable financial results.

To help shape an inclusive financial services industry that keeps the client's interests at its core, a group of investors, including Triodos Investment Management, worked together to draft Principles for Investors in Inclusive Finance. These investors believe that specific principles for investors in inclusive finance will strengthen the movement towards responsible finance. The [principles](#) have been developed with a broad group of stakeholders including UNPRI (United Nations Principles for Responsible Investment Initiative) and were launched in January, 2011.

Triodos Bank supports the sector in other ways too; it recognises that we live in an interconnected world, where changes in one country – such as economic crises – can have a profound impact on the other side of the globe. These connections also present enormous opportunities, so Triodos Bank co-founded the [Global Alliance for Banking on Values](#) in 2009, a network of banks promoting the use of finance to deliver sustainable development for unserved people, communities and the environment.

So what does Triodos Bank do about it?

Since 1994, our assets under management in the inclusive finance sector have increased to EUR 437 million, making us one of the leading investors in the industry.

We focus on long-term relationships, based on transparency and fairness, with financial institutions that demonstrate a sustainable approach towards providing financial services to underserved communities.

Through specialised funds¹ – Triodos-Doen, Hivos-Triodos Fund, Triodos Fair Share Fund and Triodos Microfinance Fund – we provide finance to 99 emerging and well-established MFIs and banks across 45 countries. We hold equity stakes in 18 leading MFIs and banks and play an active role on the Board of Directors – a platform to share our knowledge and expertise about sustainable banking. Our investments continue to diversify from pure MFIs towards broader financial institutions that offer larger loans (to small and medium-sized enterprises), or other financial products, such as leasing. 'Inclusive finance' reflects this broader focus on expanding access to affordable and responsible financial products and services to those traditionally excluded.

We work together with our clients to shape the direction of the industry to address key strategic challenges, such as supplying finance for renewable energy projects or sustainable agriculture practices. This is an important part of the strategy for Triodos-Doen and Hivos-Triodos Fund in particular.

We provide finance to those financial institutions that seek to balance people, planet and profit. This vision of sustainability forms the basis for our investment policy and is an integral part of its analysis and decision-making process. We make use of a Sustainability Management System to guarantee that this process is effective and transparent. This system is continually being refined

to keep it in line with new market developments and to further deepen the impact of our sustainability philosophy.

The microfinance institutions and banks we finance reach 6.4 million savers (2011: 7.5 million) and 6.9 million borrowers (2011: 7.9 million), of which 65% are women, and 48% of whom live in rural areas.

The declining numbers are primarily due the changes in the composition of the portfolio of Triodos Investment Management's Emerging Markets funds. During the year the funds exited nine larger, well established institutions where Triodos Investment Management's impact has necessarily declined over time. At the same time it entered 12 smaller institutions, with fewer borrowers and savers, where these funds can have a larger qualitative impact.

A short description of all MFIs and banks in our portfolio and a number of key indicators can be viewed at [Know Who We Finance](#).

1 The funds are managed by Triodos Investment Management, a 100% subsidiary of Triodos Bank.

Figures

2012 Amounts in thousands of EUR	Hivos - Triodos Fund	Triodos - Doen Fund	Triodos Fair Share Fund	Triodos SICAV II - Triodos Microfinance Fund	WWB-Isis Fund
Assets under management	70,615	91,637	151,056	122,404	7,409
Number of institutions financed	45	56	43	31	2

2011 Amounts in thousands of EUR	Hivos - Triodos Fund	Triodos - Doen Fund	Triodos Fair Share Fund	Triodos SICAV II - Triodos Microfinance Fund	WWB-Isis Fund
Assets under management	68,143	82,235	121,111	91,679	-
Number of institutions financed	44	59	43	28	-

Co-worker report

Most businesses depend on people to succeed. But, as a pan-European values-based bank, Triodos Bank's relationship with its co-workers is often very different to its contemporaries.

This means that, in all its offices, Triodos Bank chooses not to provide bonuses for reaching financial targets, for example; it has a very low ratio between the highest and lowest paid co-workers compared to other banks its size; and it integrates Triodos Bank values at all levels of development – from regular values seminars for new co-workers, to a specially tailored 'visionary leadership development'. It even influences the way people who work at Triodos Bank are described. Triodos Bank 'co-workers', are just that. They are valued individuals who work together to deliver Triodos Bank's mission.

Many people who work at Triodos Bank tap into the growing appetite to transform the economy, coupled with Triodos Bank's continuing success in the countries where it operates, has made it an attractive place to both be a customer and a co-worker.

Triodos Bank has a genuinely innovative approach to attract, retain and develop the people who make it what it is. This report, which covers the organisation's social policy in general and the co-worker policy in particular, provides details of what that approach means in practice.

Triodos Bank's social policy is based on a belief that an organisation can only develop in a positive sense if its co-workers have the room and opportunity for professional and personal development. Key aspects of this vision are authenticity, cooperation, entrepreneurship and a professional, commercial attitude.

Triodos Bank is a European bank, locally embedded. Because of this Human Resources policy may differ across the countries where Triodos Bank works, because of differences in the individual offices' stage of development, size, culture and local legislation. This report covers social policy applying to the whole bank.

The co-worker report concerns everyone employed by Triodos Bank. Co-workers of the joint venture Triodos MeesPierson are not included in the figures.

The figures in the co-worker report are divided by Business Unit, rather than country.

Social key figures*

	2012	2011	2010	2009	2008	2007
Number of co-workers at year-end	788	720	636	577	477	397
Average number of ftes** during the year	694	636	556	482	402	346
Number of ftes** at year-end	722	660	577	525	429	363
Absenteeism	3.0%	2.2%	1.9%	2.6%	2.4%	1.9%

* The co-worker report includes everyone employed by Triodos Bank. Co-workers of the joint venture Triodos MeesPierson are not included.

** Fte stands for full-time equivalents and is the number of co-workers calculated on a full-time basis per week. (For The Netherlands this is 40 hours, Belgium 37 hours, United Kingdom 37.5 hours, Spain 37 hours, for Germany 40 hours and for France 35 hours).

A year in highlights

In total Triodos Bank recruited 144 co-workers (2011: 161) in the branches and business units. This is a gross figure taking into account the replacement of leavers and recruitment for short term assignments.

A selection of the year's highlights follows:

- The UK branch moved to a new sustainable office in the centre of Bristol, to be embedded in the local community, and strengthening its commercial presence. The office won an award for the best office to work in, during the year
- Increased legislation meant new positions were created to handle these requirements at the Head Office. A new COO was recruited. She begins her role early in 2013
- Triodos Bank hosted the Institute for Social Banking's Summer School on the theme of 'The Impact of Sustainable Banking'. 60 participants from around the world, and from both sustainable and mainstream banks, universities and other organisations participated
- The German branch, in its third full year of operation, deepened its (new) co-workers connection with Triodos Bank via international events, training programmes and an international induction programme
- The Dutch branch focused on the role of leadership and management in the culture of the organisation
- Triodos Investment Management's leadership was strengthened: Michael Jongeneel, previously Triodos Bank's COO, became Managing Director of Triodos Investment Management. Two new directors were appointed with responsibility for Emerging Markets and Climate and Energy
- In Spain contrary to developments in the country Triodos Bank continued to grow and was able to recruit new co-workers and focussed strongly on the development of all co-workers. In the central services in Madrid a new organic menu was offered. An Employee Self Service Portal was also implemented as part of the Human Resources system
- In November two co-workers began operating in a representative office in France
- The job family methodology was implemented in Belgium and Germany. Spain and UK will follow in 2013.

9%

The total number of co-workers increased by 9% from 720 to 788 in 2012.

HR policy

Fair remuneration and the regulation on sound remuneration

Triodos Bank believes good and appropriate remuneration for all its co-workers is very important. Differences in remuneration between co-workers, locally and internationally, are carefully monitored.

In 2011 the “Regulation of De Nederlandsche Bank N.V. of 16 december 2010 on Sound Remuneration Policies pursuant to the Financial Supervision Act (Regeling beheerst beloningsbeleid Wft 2011) was implemented.

The aim of this regulation is to ensure that the remuneration policy of co-workers in senior management, control or risk-taking positions, promotes sound and effective risk management and shall not encourage risk-taking in excess of the financial institution’s risk tolerance level. Triodos Bank fully endorses this, but in order to be fully compliant Triodos Bank needs to design and implement formal, sometimes even bureaucratic processes, controls and procedures. This can mean that more controls and procedures create the risk of checking boxes instead of taking responsibility for materially reflecting the intent of the regulations.

Triodos Bank believes that a moderate remuneration policy without bonuses creates a healthy and simple system where there’s limited need for control. With this in mind it has established an international remuneration policy. In 2012 the policy was further refined to fully comply with the “Regulation on Sound Remuneration”.

Key elements of this policy are:

- not to offer bonus or share option schemes to either its Board members or co-workers. Financial incentives are not considered an appropriate way to motivate and reward co-workers. Sustainability is, by its very nature, the result of a combined effort by team members aimed at both the short and long term.
- Triodos Bank may provide additional individual awards to co-workers to a maximum of one months’ salary. These contributions are for extraordinary achievements and are at the discretion of management after consultation with Human Resources. Contributions are not based on pre-set targets, and are always offered in retrospect. These are referred to as “Tokens of Appreciation” (TOA).
- An annual, collective financial award can be paid for the overall achievements and contribution of all co-workers. This very modest amount is the same for all co-workers with a maximum of EUR 500 for each co-worker.
- Fixed salaries should be broadly aligned with market rates to attract and retain the right quality of co-workers. As Triodos Bank operates in the financial market its remuneration needs to be mindful of pay in the wider sector to allow for a healthy in and outflow of co-workers. As a relatively small and fast-growing player in its market Triodos Bank has to be able to recruit excellent co-workers at all levels. Although Triodos Bank strives to stay close to the market, it maintains a relatively flat remuneration structure. This can be challenging when recruiting for more senior positions, where salaries in the market are higher and bonuses more common.

4.5 days

The number of days per co-worker spent on development and training increased from 3.3 to 4.5 days.

- The factor by which the maximum salary in the lowest scale and the maximum salary for senior management differ in each country, will be monitored carefully to ensure the discrepancy between the highest and lowest remunerated co-workers is not excessive. In The Netherlands in 2012 the ratio was 9.4 (2011: 9.8). This ratio was lower in other countries due to the smaller size of the offices and because the Triodos Bank Executive Board is based at the head office in The Netherlands.
- Severance payments should be modest. If in a country legislation or generally accepted norms are available, these should be followed. Severance payments should, at all times, avoid rewarding underperformance. In 2012 9 times a severance payment was paid. On average the severance payments accounted for 5.8 months of salary and all were below one year.

Category	Present 31.12.2012	Avg of ft yearly salary 2012 in EUR	Max of ft yearly salary 2012 in EUR	Min of ft yearly salary 2012 in EUR	Avg of salary increase	Max of salary increase	# TOA in 2012	Avg of TOA of salary 2012	Max of TOA of salary 2012	Factor highest-lowest paid
Executive director	2	247,000	272,000	222,000	1.6%	3.2%	0	0.0%	0.0%	1.2
Senior management	9	164,281	199,500	146,000	2.2%	9.1%	1	0.2%	0.2%	1.4
Responsible for control functions	25	89,770	136,892	51,756	3.1%	11.4%	6	3.6%	6.7%	2.6
Remuneration bracket of Board/Senior management/Other risktakers	21	102,808	145,268	74,211	3.7%	9.1%	5	4.8%	8.5%	2.0

Categories are according to the Regulation on Sound Remuneration. The category "other" has been eliminated as the number of co-workers in this group was too limited, which would harm their privacy.

Works councils

Triodos Bank believes in the principle that the interests of co-workers and the organisation should be aligned. A works council, made up of representatives of the co-worker body, helps to make sure that this happens. In countries where there is no works council the involvement of co-workers happens through formal and informal meetings between management and co-workers.

The Dutch works council has five members plus an appointed secretary, all of whom were in place throughout 2012. The works council was involved in various changes in the organisation structure, and the effects of the adapted international remuneration policy in the Netherlands.

In the UK a co-worker forum, made up of elected representatives from across the business, meet quarterly to discuss a range of subjects, from business updates and structural changes, to policy amendments and culture.

In Belgium works councils are strongly regulated and linked to the unions. Works council elections did not go ahead in the Belgian branch because of a lack of candidates from the unions. Co-worker involvement in the branch's development is organised through different working groups convened as a result of an annual Belgian co-worker meeting.

The German branch does not have a formal works council. It has however appointed a team as a sparring partner for senior management to address subjects such as work-life balance, business banking processes, and innovations to connect co-workers more closely with Triodos Bank.

In Spain the works council's term of office ended in December 2010, and no candidates have run for election since.

Living the organisation's values

Co-workers' connection with Triodos Bank's mission, and the way its values are apparent in their daily work, is vitally important. This manifests itself in weekly, Monday morning meetings and the induction process for new co-workers.

Discussion sessions, meetings with clients (both at Triodos Bank and at the customer's locations) were organised to better understand and experience the essence and the issues of the sectors in which Triodos Bank operates.

In the Netherlands co-workers participated in events for its clients and stakeholders ranging from discussions with scientists from think-tank, the Sustainable Finance Lab, to the Boer-Bankier-Burger Day, exploring the perspectives of a farmer, a banker, and a civilian. Most business units organised an event for all its co-workers during the year and worked, for example, on collaboration, giving and receiving feedback and dialogues about their personal connection to Triodos Bank's values and activity.

Triodos Bank arranges two meetings each year to help support Triodos Bank's organisational growth and to stimulate the engagement and involvement of its co-workers: an annual extended International Management Council meeting and an annual Co-worker Conference. The former focused on the deeper connection with the organisation's roots and ambition through intensive and personal dialogues. Similar sessions, inspired by this experience, were organised within business units and at Head Office later in the year.

The annual Co-worker Conference was hosted in The Netherlands and accommodated 117 co-workers, who were invited to contribute their vision and energy around the theme: 'Connecting in a Changing World'.

Applications for vacancies at Triodos Bank grew during the year. The careful selection of the right candidates takes into account their commitment to Triodos Bank's values and mission, their professionalism, and a fit with Triodos Bank's entrepreneurial and 'hands-on' way of working.

Developing co-workers

Each year various training modules and courses are organised, with both an international and local focus, within the Triodos Academy. In 2012 52 co-workers participated in two Values seminars, which introduce Triodos Bank values as they relate to daily work.

Other tailored training was organised in the different business units, such as team leader and self management training. Training modules were also provided by the [Institute for Social Banking](#), including round table discussions covering specific disciplines and a summer school, which this year was hosted by Triodos Bank in Doorn, The Netherlands.

Although the development costs per co-worker decreased from EUR 2,020 to EUR 1,731, the number of days spent on development and training increased from 3.3 to 4.5 days per co-worker. In Spain considerable attention was paid to the in-house training of co-workers in the commercial offices. In addition, English classes were provided for all co-workers. More, and better value in-house training was organised overall.

Training expenses per co-worker

Amounts in EUR	2012	2011	2010
The Netherlands	1,650	1,943	1,801
Belgium	2,015	2,190	2,059
United Kingdom	694	1,607	1,391
Spain	1,080	976	947
Germany	1,765	1,658	1,004
France	419	-	-
Private Banking NL	2,383	3,029	1,801
Triodos Investment Management	2,821	2,202	1,977
Head office	2,205	3,142	3,144
Average	1,731	2,020	1,897
Increase	-14.3%	6.5%	43.9%

The figure of 2010 is adjusted.

Private Banking was not represented as a separate business unit in previous years, but included in the figures of the Dutch branch.

Co-worker statistics

The total number of co-workers increased by 9% from 720 to 788 in 2012.

The ratio of women to men remained virtually unchanged. In 2012, Triodos Bank employed 404 women (51.3%) and 384 men (48.7%).

Triodos Bank strongly believes that a more diverse management will create a healthier culture and will have a positive impact on its achievements.

The share of women in management positions improved and is now at a healthy 42% (2011: 37%). A female COO was recruited during the year, and starts in March 2013. Triodos Bank will continue to pay attention to the gender balance within the organisation, especially in commercial management positions.

Flexible working remains common practice in most countries. Overall 25% of Triodos Bank co-workers work part time of which 27% are men. The average age remains quite stable with 39.5 years (2011: 39.2)

Triodos Bank aims to keep its sickness rate below 3%. This increased to 3% in 2012 (2011: 2.2%) in part, because of a number of cases of long term illness, mainly in the first half year of the year.

	2012	2011	2010
The Netherlands	2.9%	2.5%	2.2%
Belgium	3.4%	1.9%	1.8%
United Kingdom	0.9%	0.8%	1.2%
Spain	2.7%	1.7%	1.7%
Germany	4.7%	3.1%	1.5%
France	0.0%	-	-
Private Banking NL	4.2%	0.7%	1.1%
Triodos Investment Management	3.9%	1.5%	1.3%
Head office	3.2%	3.9%	3.0%
Total	3.0%	2.2%	1.9%

The number of temporary co-workers increased to 46 fte (2011: 31.8), or 6.2% of the average workforce. This increase is mainly due to vacancies were difficult to fill, cover for long-term illness and some peaks in workload.

	2012			2011			Growth		
	FTE (# at year end)	FTE average	# co-workers	FTE (# at year end)	FTE average	# co-workers	FTE (# at year end)	FTE average	# co-workers
The Netherlands	125.1	125.1	144	125.4	124.3	145	-0.3%	0.7%	-0.7%
Belgium	83.9	85.3	91	81.3	77.4	88	3.2%	10.2%	3.4%
United Kingdom	86.9	85.1	91	76.8	75.6	80	13.1%	12.6%	13.8%
Spain	166.8	148.1	169	129.5	114.9	132	28.8%	28.8%	28.0%
Germany	28.5	28.4	35	28.2	27.6	32	1.0%	2.7%	9.4%
France	2.0	0.3	2	-	-	-	-	-	-
Private Banking NL	8.8	8.7	10	8.3	8.0	9	6.0%	8.7%	11.1%
Triodos Investment Management	90.6	89.9	103	92.9	90.8	104	-2.5%	-0.9%	-1.0%
Head office	129.2	122.7	143	117.7	117.0	130	9.8%	4.9%	10.0%
Total	721.6	693.6	788	659.9	635.6	720	9.3%	9.1%	9.4%

The attrition rate increased slightly to 9.6% (2011: 8.8%) with no specific areas of concern. The UK rate decreased to 11.3% (2011: 14.9%).

Attrition rates

% left compared to the start of the year	2012	2011	2010
The Netherlands	10.3%	7.4%	9.8%
Belgium	6.8%	5.2%	8.8%
United Kingdom	11.3%	14.9%	15.6%
Spain	6.8%	5.2%	10.3%
Germany	9.4%	6.7%	9.1%
France	0.0%	-	-
Private Banking NL	11.1%	0.0%	0.0%
Triodos Investment Management	12.5%	11.8%	11.4%
Head office	10.0%	10.7%	10.8%
Total	9.6%	8.8%	10.9%

Number of temporary (external) co-workers as fte's

based on 1,550 working hours per fte, per year	2012	2011	2010
The Netherlands	14.4	10.0	8.0
Belgium	2.7	0.5	1.9
United Kingdom	5.6	2.8	0.6
Spain	0.0	-	-
Germany	0.5	0.3	1.1
France	0.0	-	-
Private Banking NL	0.4	0.0	0.0
Triodos Investment Management	5.2	3.5	1.2
Head office	17.1	14.7	16.9
Total	46.0	31.8	29.6
% of total fte	6.2%	4.8%	5.1%

Age categories of co-workers of Triodos Bank at year end

Age	2012		2011		2010	
	number	%	number	%	number	%
< 28 years	62	8%	69	10%	63	10%
28 - 35 years	229	29%	209	29%	174	27%
35 - 42 years	211	27%	182	25%	176	28%
42 - 49 years	159	20%	143	20%	121	19%
49 - 56 years	71	9%	69	10%	66	10%
>= 56 years	56	7%	48	7%	36	6%
Total	788	100%	720	100%	636	100%

Years of service of co-workers of Triodos Bank at year end

Years of service	2012		2011		2010	
	number	%	number	%	number	%
0-1 years	131	17%	142	20%	121	19%
1-3 years	224	28%	219	30%	221	35%
3-5 years	174	22%	158	22%	122	19%
5-10 years	168	21%	118	16%	104	16%
10-15 years	66	8%	60	8%	51	8%
> 15 years	25	3%	23	3%	17	3%
Total	788	100%	720	100%	636	100%

Prospects

Unlike much of the banking sector, Triodos Bank expects to continue to grow its co-worker group at approximately the same level in 2013.

Triodos Bank aims to keep its attrition rate below 10% and the illness rate under 3%. The health policy in The Netherlands will be reviewed during the year.

Triodos Bank will continue to pay attention to the retention and development of its co-workers.

In 2013 the Triodos Academy will continue with the Values seminar and Management Development Programme. The Visionary Leadership Program will be redesigned and improved. Attention will be paid to the development and training of commercial co-workers, especially in the area of Business Banking.

Several initiatives will offer co-workers the opportunity to engage at a deeper level with Triodos Bank and her stakeholders, such as MasterPeace, special client visits for co-workers and participation of co-workers in, for example, the public conferences during the year on "Money and Consciousness" in Spain.

Given Triodos Bank's international character and continuing growth, new technologies will be used to improve communication between co-workers and to facilitate collaboration.

Triodos Bank will continue to carefully select candidates and explore new ways to find and select future talent.

Environmental report

Triodos Bank's largest positive impact on the environment comes from financing entrepreneurs and enterprises developing innovative ways to combat climate change.

But the organisation also has a responsibility for its own environmental impact as an institution. You can find details of what this means in practice in this chapter, including Triodos Bank's internal environmental policy, environmental management strategy and environmental performance during 2012.

Environmental Management System

Environmental considerations are a key part of everything Triodos Bank does.

An active Environmental Management System (EMS) monitors and reduces the adverse environmental impact of all its activities. EMS procedures are audited by the internal audit department, using risk based audit planning, to make sure the system continues to deliver meaningful improvements.

While implementing Triodos Bank's environmental policy is the responsibility of every co-worker, a general environmental manager and local environmental managers in each branch, are responsible for embedding the EMS within the organisation.

The local environmental managers inform and update all co-workers about their branch's environmental performance and progress, at least twice a year, maintaining awareness about internal environmental issues.

Environmental key figures

absolute quantities/ftes*	2012	2011	2010	2009	2008	2007
Energy consumption						
Electricity in kWh/fte	3,045	2,622	2,991	2,884	3,075	2,961
Gas in m ³ /fte	127	134**	163	105	101	113
Business travel						
By aircraft in km/fte	5,940	6,160	6,804	6,621	6,329	5,651
By car in km/fte	1,450	1,611***	2,389	2,596	2,416	2,130
By public transport in km/fte	858****	1,194	1,149	809	808	824
Commuting						
By car in km/fte	4,209	4,866	5,591	6,229	5,458	5,201
By carpool in km/fte	32	50	197	238	131	203
By public transport in km/fte	3,529	3,774	3,939	3,820	3,642	3,796
By bike or on foot in km/fte	628	639	724	808	619	612
Paper usage						
Total paper use in kg/fte	286	346	306	288	334	313
Office paper in kg/fte	23	25	32			

* Ftes: average number of full time co-workers during the year.

** The gas invoice of the UK office of the last two months of 2011 was received after finishing the figures of 2011. Therefore the gas usage in 2011 has been adjusted (+27m²/fte). The CO₂ compensation of this gas will be done this year.

*** Business travel by car in 2011 has been adjusted (-226km/fte) due to a more accurate calculation of this figure.

**** Including December 2011 for The Netherlands

absolute quantities/ftes*	2012	2011	2010	2009	2008	2007
Printed paper in kg/fte	264	321	274			
Printed paper in kg/customer****	0.44	0.60	0.56			
Co-workers						
Ftes	693	636	556	477	393	346
External, temporary co-workers	46	31	30	33	43	40
Buildings (absolute figures)						
Surface area in m ²	27,413	23,746	23,250	18,933	15,040	12,546
Volume in m ³	91,253	81,957	88,256	72,651	55,596	35,836

* Ftes: average number of full time co-workers during the year.

** The gas invoice of the UK office of the last two months of 2011 was received after finishing the figures of 2011.

Therefore the gas usage in 2011 has been adjusted (+27m²/fte). The CO₂ compensation of this gas will be done this year.

*** Business travel by car in 2011 has been adjusted (-226km/fte) due to a more accurate calculation of this figure.

**** Including December 2011 for The Netherlands

Key figures and basis of notes to them

The environmental key figures show the total figure for the five branches expressed per fte.

Triodos Bank's temporary co-workers are included in the calculation of the environmental figures. This provides a more realistic picture of the organisation's actual environmental impact. The co-workers engaged by Triodos MeesPierson are not included in this calculation because they do not use Triodos Bank's buildings.

The energy figures show the electricity and gas consumption per fte. The figures are derived from invoices and meter readings.

Business travel data shows the number of kilometres per fte travelled by co-workers by public transport, plane, and car - whether in a private car or taxi based on distance declarations or in a company car using mileage readings.

Travel by plane and public transport is calculated on the basis of ticket data. Commuting distances are shown per fte and are based on the distance between home and work, as well as on data from interviews or co-worker questionnaires detailing the means of transport used. A car-pooler is defined as a co-worker who shares a car with another co-worker for commuting purposes.

Triodos Bank's main objective is to operate in a CO₂ neutral way and therefore, in case of doubt, chooses to offset more CO₂ emissions than, in theory, required to match its actual footprint.

In addition, Triodos Bank has opted to compensate all its emissions, irrespective of whether these emissions are offset by Triodos Bank's suppliers.

Paper usage is calculated using procurement invoices and by calculating the weight of the different types of paper used in each office, or by figures provided by the supplier.

In order to better determine what measures are needed to reduce paper usage Triodos Bank splits paper use between office paper and printed paper. Office paper shows the kilograms of paper used per fte and the printed paper shows the kilograms of paper used per customer.

Emission of CO₂ (equivalents)

in thousands of kg	2012	2011	2010	2009
Electricity	353	17	0	138
Gas consumption (heating)	112	0	232	130
Gas consumption (heating)		34*		
Paper	468	907	686	600
Public Transport	219	136	107	80
Car	865	774	867	832
Flights	936	1,051	908	824
Total	2,952	2,919	2,800	2,604
Minus: Compensation for CO ₂ credits	(2,952)	(2,885) (34)*	(2,800)	(2,604)
CO ₂ balance (neutral)	0	0	0	0
CO ₂ compensation costs per tonne (EUR)**	12.50	12.50	12.50	12.50

* The gas invoice of the UK office of the last two months of 2011 was received after finishing the figures of 2011. Therefore the CO₂ compensation of this gas will be done this year.

** 50% of CO₂ emissions were compensated by emission reduction projects, representing a value of EUR 15 per tonne of CO₂ in line with the Gold Standard. The other 50% is accounted for by sustainable forestry projects, representing EUR 10 per tonne of CO₂.

Achievements in 2012

Triodos Bank commits to a number of environmental goals and measures progress against them annually:

Key priorities

This year a benchmark for Triodos Bank's environmental data has been produced to assess its performance against similar organisations. Although Triodos Bank performs very well on energy consumption and levels of sustainable commuting, it underperforms compared to its peer group on business travel and paper usage.

The focus continued to be on reducing paper usage in 2012, and further limiting energy consumption. The team also explored how to reduce business travel by plane without compromising the quality of contact between co-workers and clients living in different parts of the world.

During the year paper usage diminished in the Dutch branch as customers stopped receiving bank account statements by post unless they requested this service.

At the start of the year new, more environmentally-friendly printers reduced printer energy consumption by 40% in the UK and The Netherlands.

In Belgium, the Human Resources team completed the development of an online evaluation tool, enabling the branch to manage the entire co-worker evaluation process electronically.

Despite customer numbers in Spain increasing by over 70%, the use of printed paper and business travel per fte declined.

Our environmental impact

Energy consumption and reductions – new technology

Triodos Bank aims to use green energy to power all its offices. Where it starts working in a new office which doesn't already use a renewable energy supplier it converts to renewable energy as quickly as possible.

The organisation took further, practical steps to reduce its environmental footprint during the year. The organisation started to implement a thin client's project during the year to reduce computer energy usage. This new technology, which was adopted by the UK during a move to new premises, can save 90% of the energy use of conventional computers. Its use will be extended across Triodos Bank. Energy consumption in Triodos Bank's data centre also decreased by 5% during the year.

Most desktop computers in Belgium were replaced by Thin Client's leading to a reduction in energy usage of 10%, and all bulbs were replaced with energy saving alternatives.

Gas and electricity consumption

In 2012, gas consumption per fte decreased by 6% and decreased per office cubic metre (m³) by 6%, compared to 2011. Electricity consumption increased by 16% per fte.

Electricity consumption per square metre (m²) also increased, by 11%. Electricity use increased in the UK because of the move to a larger office, and in Spain because of the renovation of the central office in Madrid.

Sustainable Energy

Triodos Bank aims to use electricity from renewable energy sources to power all its offices, and already does in The Netherlands, UK, Belgium and Germany.

All of the existing, and new, offices in Spain used renewable energy by the end of the year. In addition, the Dutch branch uses green gas for its heating.

Triodos Bank is in discussion with its suppliers about the reliability of the source of the renewable energy it buys. More information will be available about this in 2013 and, if necessary, the data in the report about grey and green energy will be revised. We have taken a conservative view in our calculations of CO₂ emissions for electricity and included a proportion of grey energy used in The Netherlands, UK and Belgium offices.

Travel

Business Travel

Co-workers use public transport for travel whenever possible, but when travel by car is essential Triodos Bank buys company cars with a high environmental performance.

In 2012 the maximum CO₂ emissions allowed for commercial vehicles declined from 150 gr to 130 gr. The average CO₂ emissions for the fleet declined from 120 gr in 2011 to 115 gr in 2012.

Triodos Bank in The Netherlands owns an electric car for co-worker journeys of up to 70 kms. In addition, it leases two electric cars and has installed charging points for visitors and co-workers.

The number of kilometres travelled by air per fte decreased by 4% in 2012 (compared to a decrease of 9% in 2011). This remains an important area of attention.

Commuting

The total commuting distance decreased by 11% per fte in 2012. 42% of the total commuting distance made by Triodos Bank co-workers was travelled using public transport, compared to 40% in 2011. Commuting by car decreased by 14%, per fte.

Triodos Bank's policy is to encourage co-workers to travel to and from work using the most environmentally-friendly option.

In the Netherlands the office promoted the use of electric bikes, resulting in 18 co-workers permanently changing the way they commute. Together, they now travel at least 90,000 kms by bike, instead of car or public transport.

The number of UK co-workers who cycle to work more than doubled in 2012 (from 12 to 30). Almost half the UK co-workers now spend most of their journey to work on foot, or travel by bike, covering a distance equivalent to of over one and half times the circumference of the world.

Paper Usage

Triodos Bank aims to reduce the environmental footprint of its paper usage and printing.

Where possible, it uses recycled paper and environmentally sound printing processes and materials, such as waterless offsetting and vegetable inks. The use of office paper decreased by 11% per fte, and the use of printed paper – such as promotional material for customers – also decreased by 18% per fte, and by 27% per customer.

Triodos Bank encourages its growing number of customers to communicate with it in an environmentally-friendly way (by telephone, e-mail or the internet). Examples include expanding its online product offering, improving the efficiency of opening accounts online, and communicating with customers electronically where possible.

Biodiversity

Triodos Bank recognises that, through the indirect impact of its investments and loans, it could unintentionally damage biodiversity.

For this reason, Triodos Bank has lending criteria for companies operating in sectors with a high risk of negative effects on biodiversity. This approach ensures businesses have a policy to identify these risks and act to deal with problems when they occur.

At the same time Triodos Bank focuses on financing enterprises that protect and encourage biodiversity.

Waste

Triodos Bank monitors the waste collection process very carefully, separately collecting glass, paper, plastics, food and garden waste. It also encourages proactive recycling.

Computers made available after the UK started using Thin Client, for example, were recycled and are now in use in schools in Africa.

Water

Triodos Bank monitors water consumption very closely, and uses it as sparingly as possible. The head office uses groundwater to heat and cool the building and rainwater to flush its toilets.

This is the biggest single impact on limiting its water use.

Climate neutral operations

After it has reduced its environmental footprint as much as it can, Triodos Bank offsets 100% of its remaining CO₂ emissions.

Its environmental policy is designed to reduce greenhouse gas emissions in three distinct steps. Firstly, it aims to take as many energy-saving measures as possible. Secondly, any essential energy consumption is sourced from renewable suppliers, where possible. Finally, any remaining CO₂ emissions are compensated by buying CO₂ credits from the Climate Neutral Group.

100%

Triodos Bank offsets
100% of its CO₂ emissions.

Half of Triodos Bank's CO₂ emissions were compensated by emission reduction projects in line with the Gold Standard. The remaining half were accounted for by sustainable forestry projects. As far as possible, Triodos Bank avoids the use of volatile organic materials and other materials that could damage the ozone layer.

Buildings infrastructure

Triodos Bank believes it is important that its buildings provide a pleasant, stimulating space for its co-workers to work, and that they have a minimal environmental footprint.

This applies to all its branches. Materials and products used in all its offices must pass strict environmental tests. Triodos Bank's total floor area increased by 4% in 2012, because of the opening of two new offices in Spain.

The new UK office has become a reference point for sustainable buildings in the region, attracting a number of visits from interested organisations during the year.

Outsourcing or procurement

External suppliers are assessed according to social and environmental criteria, including Triodos Bank's own sustainability criteria and best environmental practice. In 2012, it started to map the sustainability standards used in the countries where it's active. Building on this work, further steps will be taken in 2013 to build a more socially and environmentally sound procurement policy.

In Spain, for example, the branch has adopted a new standard in office furniture, only using Forest Stewardship Council (FSC)-approved wood and natural varnishes.

Triodos Bank aims to make maximum use of the services of companies that work with people with physical and learning disabilities.

If possible, Triodos Bank employs suppliers that are located close to its offices. And, if appropriate, asks for a tailored approach to sustainability, including using sustainable raw materials and sourcing products, in turn, from local suppliers.

The energy-efficiency of office equipment and environmental impact of other products is used to inform decisions before buying them. Through its procurement, Triodos Bank encourages its suppliers to address social and environmental issues in a more conscious and sustainable way.

Products and services

As part of the lending process, potential borrowers are assessed according to their environmental, social, and cultural impact, to make sure they reflect the values at the heart of Triodos Bank.

In the case of investment funds, Triodos Bank conducts its own sustainability analysis. These form one of the criteria for inclusion in the investment portfolio. Criteria for exclusion include threats to biodiversity, violations of environmental legislation and nuclear energy.

Policy and compliance

Triodos Bank's Statement of Environmental Policy

Environmental considerations are an integral part of all Triodos Bank's activities, and, wherever possible, Triodos Bank actively supports sustainable development. Final responsibility for the environmental policy rests with the Executive Board. Its implementation is the responsibility of every co-worker.

The key elements of Triodos Bank's environmental policy are:

1. in respect of its (bank) financing policy, to focus on activities that aim to deliver sustainable development.
2. to reduce and/or eliminate the environmental impact of its own activities by adopting environmental considerations as an integral part of its operations
3. to comply with all relevant statutory provisions and with all associated rules and agreements
4. to fully inform and train co-workers when necessary, to ensure that Triodos Bank's environmental policy can be implemented effectively
5. to endeavour to have an open dialogue with all Triodos Bank's stakeholders, and to report the environmental policy results in the Annual Report, together with targets for future years
6. to strive for continuous improvement and development of the Environmental Management System
7. regular assessment of the implementation of the environmental policy.

Compliance

There were no environmental incidents or violations of environmental legislation or regulations to report in 2012.

Prospects

The most important goals for the environmental management programme for 2013 are to:

- Use results of a co-worker survey to improve the environmental management system via an action plan
- Make and implement an action plan to ensure that Triodos Bank's sustainable standards are reflected in its procurement policy across departments, and recognised throughout the organisation.
- Achieve a reduction of:
 - 10% per fte in office paper
 - 15% per customer in printed paper
 - 10% per fte in flights
 - 15% per customer in flights
 - 10% per fte in energy/electricity
 - 10% per square metre in energy/electricity

Stakeholder dialogue

Find out who Triodos Bank's stakeholders are, what Triodos Bank has done in this area in 2012, and why it's so important, here.

Triodos Bank's success depends on understanding, and reacting to, the world around it. It depends on relationships and active and ongoing conversations with the varied and diverse groups and individuals, who influence its impact. That's why stakeholder dialogue plays an important role in Triodos Bank's activities throughout the year.

Triodos Bank maintains strong relationships with all its stakeholders, including shareholders (holders of depository receipts), customers, co-workers, Non-Governmental Organisations (NGOs) and government.

It works closely together with organisations working for the environment, organic farming, renewable energy, arts and culture, education, human rights and development co-operation. And it defines its stakeholders as all the people, groups and organisations with which it has a business or other relationship. The dialogue with all these stakeholders is an important source of inspiration and new ideas.

Our stakeholders

Triodos Bank identifies three discrete groups of stakeholders:

- Customers, depository receipt holders, co-workers and suppliers
- NGOs and government
- Advisors and inspirers.

Customers, depository receipt holders, co-workers and suppliers

Dialogue with this group of stakeholders mainly involves weighing up economic interests. Each stakeholder – whether saver, investor, borrower, supplier or co-worker – has something to gain or lose in their relationship with Triodos Bank. The balance between long and short-term interests, and self and public interest, forms the basis for dialogue.

Triodos Bank hosts bespoke events for its investors and surveys them annually to find out more about what they think about the institution itself and its role in the wider world.

NGOs and government

Discussions predominantly focus on the social, environmental and cultural context in which Triodos Bank operates.

These stakeholders do not have a financial interest, but do have a clear interest in Triodos Bank's development.

During the year a UK politician, for example, launched a Parliamentary Motion to support greater competition in the banking sector to make room for smaller, sustainable banks like Triodos Bank.

Triodos Bank is an active member of the Transitienetwerk Middenveld, a partnership of organisations advocating a transition to a fairer, more sustainable society, and the organizers of Belgium's high-profile Transition Festival.

Advisors and inspirers

This diverse group of people contribute to the further development of Triodos Bank's vision and mission. It includes external advisors with innovative ideas who respond to requests or provide advice spontaneously, and individuals who inspire new possibilities and insights.

These people are vitally important, particularly in the development of sustainability strategies.

Transparency

Since its foundation, transparency has been one of Triodos Bank's major objectives. It believes it is essential that depositors and investors know what happens to their money.

Meetings take place throughout the year with customers and depository receipt holders as part of this commitment to transparency. These meetings offer room for open discussions about Triodos Bank's strategy and policy. In Spain an on and offline survey to more than 100,000 customers provided relevant information about their needs and expectations.

In 2012 Triodos Bank continued to host customer days in different places, providing customers with direct access to co-workers from across the organisation. It also arranged events for depository receipt holders in Belgium, the UK, Spain and The Netherlands.

The Dutch branch has developed 'heart-head' days enabling personal customers to hear how their savings are used directly from the entrepreneurs who borrow from Triodos Bank, and at the locations of the enterprises themselves.

Triodos Bank co-workers regularly attend a variety of events to meet and talk to Triodos Bank stakeholders. The Spanish branch alone attracted more than 15,000 people to 150 public conferences in 2012, while in Germany the branch co-hosted or attended over 30 events. The Belgian branch intensified its links with business clients and prospects in its sectors, by organising and participating at professional conferences and workshops. In the UK, personal customers were invited to a series of events to visit the enterprises Triodos Bank finances, to see the impact of their savings at first hand.

Triodos Investment Management also regularly hosts and participates in conferences to share leading impact investing thinking. In 2012, it was lead sponsor, and participated in, the influential Amsterdam 'Put Your Money where Your Mouth Is Community's Impact Investment Days', with a focus on private wealth.

Triodos Investment Management also organised three well-attended events featuring contributions from world-renowned speakers, Paul Gilding, John Liu and Michael Masters. The talks focused on investment and sustainable development for banks and institutional investors.

The German branch co-initiated a dialogue with clients and stakeholders around the question of land-grabbing, and co-sponsored 'Purchase of land - New forms of ownership in organic farming', a major study under the auspices of Demeter International.

Meanwhile in Spain, the development of new online communication tools to spread Triodos Bank's activity and make its transparent approach more visible included a new Triodos Fundación website, blogs, and an online version of Triodos Bank's magazine.

Communication

On and offline communication

In its written and online publications, Triodos Bank provides clear information about the sectors it works in. The quarterly Triodos Bank magazine, the annual report, the interim report and the websites inform stakeholders about specific projects and companies Triodos Bank finances.

The magazine is a key tool demonstrating Triodos Bank's commitment to transparency. While the existing websites offer visitors three types of information: product information, details about the projects and companies it finances, and general Triodos Bank information, including its mission, history, key figures and organisational structure.

The websites are an increasingly important means of communication for Triodos Bank, attracting growing numbers of visitors. They averaged 875,000 monthly in 2012 (2011: 640,000).

In addition, many of Triodos Bank's branches use social media to connect with thousands of like-minded people and groups; and with increasing success. Over 80,000 people were fans on Facebook, across all branches, by the end of the year. Triodos Bank launched its first active Twitter profile in June 2011, in the UK, attracting more than 1,000 followers. The Belgian branch launched a Facebook page for the first time while the German branch, in its third year of operation, more than doubled its Facebook fan-base to more than 6,000.

Media coverage increased in all branches. In Spain, for example, increasing coverage on television in particular, generated the equivalent of EUR 6.2 million in free publicity.

Communication with our customers also involves active engagement. In The Netherlands, for example, a '[watwiljeveranderen.nl](http://www.watwiljeveranderen.nl)' (what do you want to change) campaign invited people to tell Triodos Bank what they would like to change with their money. The campaign was promoted on television, radio and online and all suggestions received a personal response from Triodos Bank.

Internal communications

Internal communication at Triodos Bank mainly takes place during weekly co-worker meetings, which are organised in all its branches. Co-workers are encouraged to contribute to the policy-making process. In the UK, this resulted in a Co-worker Forum to work on the results of a detailed co-worker survey.

Some departments and branches also use internal newsletters to keep co-workers informed about developments in the branch.

Charitable giving

Through the charitable foundations operating within Triodos Bank, the organisation supports innovative initiatives in organic farming, renewable energy and economic development in developing countries. Fundacion Triodos, in Spain, hosted The 3rd International Conference on Organic Farming and Financing, for example, bringing the organic and social sectors together and attracting 400 participants.

The Belgian branch maintained a yearly grant-raising campaign, with a focus on Talita, a non-profit organisation that supports disadvantaged women. Talita received over EUR 17,000 as a result of this work.

In 2012 the foundations made donations totalling EUR 0.8 million (2011: EUR 1.48 million).

Impact

During the year, Triodos Bank continued to develop how it reports the non-financial impact of its loans and investments. It undertook a review of how it records this impact, refining and improving the criteria which underpin the measures published in chapter [Themes and our impact](#). An additional education impact measure is new to this year's report under chapter [Impact in a nutshell](#).

Statistical measures can only tell a limited story, and Triodos Bank is careful not to over-claim when using them. However they provide an important indication of Triodos Bank's impact in practice and are available under [Methodology](#).

One of Triodos Investment Management's funds published its second impact report during the year. [Triodos Sustainable Trade Fund's Impact Report 2011](#) documents its results in delivering its mission to improve the lives of small-scale farmers and stimulate sustainable agriculture in developing countries.

Triodos Bank co-founded De Groene Zaak (The Green Cause), a Dutch lobbying organisation of sustainable companies. Prior to the Dutch general election in 2012, it successfully argued for a circular economy, directly impacting on the policy of the coalition government that came into power. Triodos Bank in the UK convened a group of renewable energy companies during the year to deliver a letter to the Treasury investigating the subsidies offered to all energy industries in an effort to develop a level playing field for all.

International reach

Triodos Bank has co-created initiatives designed to use the collective power of like-minded organisations. The [Global Alliance for Banking on Values](#), for example, was co-founded by Triodos Bank early in 2009, bringing the world's leading sustainable banks together, to help increase the impact of values-based, or sustainable, banking.

The network is growing and numbered 21 members by the end of the year, up from 14 in 2011. It enables senior professionals from pioneering sustainable banks around the world to share expertise and inspiration, and develop effective projects to amplify the impact of their activity.

During the year the network released a [report](#) comparing the performance of sustainable banks and the biggest banks in the world, strengthening the business case for values-based banks.

Triodos Bank is also the co-founder and a member of Social Venture Network EUROpe, European Social Investment Forum (EUROSIF) and the International Association of Investors in the Social Economy (INAISE). In addition, it is a member of the Global Reporting Initiative (GRI), Clinton Global Initiative, Carbon Disclosure Project (CDP) and the United Nations Environmental Programme Finance Initiative (UNEP FI).

In 2012, Triodos Bank continued to collaborate with the 'Sustainable Finance Lab', a Dutch-based think tank of scientists and academics from various disciplines that it co-created with the Institute of Utrecht University in 2011. This body is developing ideas to contribute to a stable and robust financial sector which, in turn, contributes to an economy at the service of humanity that does not exhaust the living environment. Its work is increasingly relevant on an international stage.

Prospects

In 2013, Triodos Bank expects to build on its platform as a reference point for sustainable banking at influential international platforms and fora. It will actively contribute to the debate on the future social, environmental and cultural role to be played by banks. This will mean backing words with action, and sharing Triodos Bank's knowledge of, and experience with, sustainable banking.

Its work will include extending the Sustainable Finance Lab's activity, to act as inspiration for other like-minded initiatives, in other parts of the world.

GRI content index

Triodos Bank used the Global Reporting Initiative's third generation (GRI 3.1) guidelines (as published in 2006 and updated in 2011) for the fifth time in the preparation of the 2012 Annual Report. For the fourth time we used the GRI Financial Sector Supplements that have been updated in 2008. Triodos Bank uses these guidelines to try and ensure a high degree of comparability between its report and those of other companies that use them. The bank's ambition is to do this at A+ level. This has been checked and confirmed by the GRI.



Triodos Bank applies the GRI G3.1 guidelines on an A+ level.

Standard Disclosures Part I: Profile Disclosures

Application Level A+			Assured by KMPG and KMPG Sustainability (see verification declaration and auditors report)			
1. Strategy and Analysis						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
1.1	Statement from the most senior decision-maker of the organization.	Fully	Executive Board report			
1.2	Description of key impacts, risks, and opportunities.	Fully	Executive Board report			
2. Organizational Profile						
Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.1	Name of the organization.	Fully	Triodos Bank N.V.			
2.2	Primary brands, products, and/or services.	Fully	Executive Board report			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	Triodos Group structure 2012			
2.4	Location of organization's headquarters.	Fully	Addresses			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	Addresses			
2.6	Nature of ownership and legal form.	Fully	Annual Report 2012 Corporate Governance			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	Segment reporting Lending by sector			
2.8	Scale of the reporting organization.	Fully	Key figures			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	There have been no significant changes during the reporting period regarding size, structure or ownership			

Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
2.10	Awards received in the reporting period.	Fully	Triodos Bank won the Customer Centrix DNA Award. Triodos Vastgoedfonds won the WVD CASH Fund Award in the category Real Estate, The Triodos Sustainable Mixed Fund received the Morning Star Award in the category Mixfonds EUR Neutraal in Belgium and Luxembourg and Triodos Bank won two prizes during the 'Funds Awards Belgium 2012': The Triodos Sustainable Pioneer Fund won the 'De Standaard-La Libre Belgique' prize for the best sustainable fund and Triodos Bank itself received the 'De Standaard-La Libre Belgique' prize for the best sustainable funds manager.			

3. Report Parameters

Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	About this report			
3.2	Date of most recent previous report (if any).	Fully	About this report			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	About this report			
3.4	Contact point for questions regarding the report or its contents.	Fully	Production/addresses			
3.5	Process for defining report content.	Fully	About this report Stakeholder dialogue			This specific process for the stakeholder dialogue matches the process for defining report content.
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	About this report Triodos Group structure 2012			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	About this report			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	Triodos Group structure 2012			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	Notes to the consolidated financial statements Notes to the company's financial statements Co-worker report Environmental report			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	Key figures			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully				There are no relevant changes from the previous reporting period
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully				This GRI Content Index will be shown in our online report
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	Auditor's report Verifier's declaration			

4. Governance, Commitments, and Engagement

Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	Supervisory Board report			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	Supervisory Board report			
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	Triodos Bank is a company with a Board of Management and a Supervisory Board			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	see Supervisory Board report Board of SAAT report			
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	Co-worker report			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	Board of SAAT report Supervisory Board Principles (PDF)			
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	Supervisory Board Principles (Annex A: profile of the membership and composition of the supervisory board) (PDF) Corporate Governance: Internal Governance Executive Board report: Co-workers Supervisory Board report: Internal organisation			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	Sustainable Banking Environmental report: Environmental policy Triodos Bank Business Principles (PDF) Triodos Bank Lending Criteria Triodos Bank Investment Strategy			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	Supervisory Board report Supervisory Board Principles (PDF)			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	Supervisory Board report Corporate Governance			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	Risk management			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	Corporate Governance Stakeholder dialogue Overview networks and partners			

Profile Disclosure	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	Overview networks and partners			
4.14	List of stakeholder groups engaged by the organization.	Fully	Stakeholder dialogue			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	Stakeholder dialogue			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	Stakeholder dialogue Co-worker report			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	Stakeholder dialogue			

Standard Disclosures Part II: Disclosures on Management Approach (DMAs)

G3.1 FSSS DMAs	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
DMA PS	Disclosure on Management Approach PS						
Aspects	Product Portfolio	Fully		Executive Board report			
FS1	Policies with specific environmental and social components applied to business lines.	Fully		All our products and services are designed to be sustainable. Triodos Bank Business Principles (PDF) Triodos Bank's Lending and Investment Criteria Triodos Bank Investment Strategy Sustainable Banking			
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Fully		Triodos Bank's Lending and Investment Criteria Triodos Bank Investment Strategy Environmental report			
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	Fully		Risk management Environmental report: Outsourcing and procurement Triodos Bank's Lending and Investment Criteria Triodos Bank Investment Strategy			
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Fully		Co-workers report			
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	Fully		Stakeholder dialogue Our engagements efforts			
	Audits	Fully		Executive Board report Risk management			
	Active Ownership	Fully		Corporate Governance Our engagements efforts			
DMA EC	Disclosure on Management Approach EC						
Aspects	Economic performance	Fully		Executive Board report			
	Market presence	Fully		Executive Board report Segment reporting			
	Indirect economic impacts	Fully		Executive Board report Our impact on Microfinance Our impact on Energy and Climate Our impact on Arts and Culture Our impact on Organic Food and Farming			
DMA EN	Disclosure on Management Approach EN						
Aspects	Materials	Fully		Environmental report			
	Energy	Fully		Environmental report			
	Water	Fully		Environmental report			
	Biodiversity	Fully		Environmental report			
	Emissions, effluents and waste	Fully		Environmental report			

G3.1 FSSS DMAs	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
	Products and services	Fully	Environmental report				
	Compliance	Fully	Environmental report				
	Transport	Fully	Environmental report				
	Overall	Fully	Environmental report				
DMA LA	Disclosure on Management Approach LA						
Aspects	Employment	Fully	Co-worker report Employee Benefits				
	Labor/management relations	Fully	Triodos Bank Business Principles (PDF) Co-worker report				
	Occupational health and safety	Fully	Triodos Bank Business Principles (PDF) Co-worker report				
	Training and education	Fully	Co-worker report				
	Diversity and equal opportunity	Fully	Co-worker report				
	Equal remuneration for women and men	Fully	Triodos Bank Business Principles (PDF) Co-worker report				
DMA HR	Disclosure on Management Approach HR						
Aspects	Investment and procurement practices	Fully	Environmental report How we invest				
	Non-discrimination	Fully	Triodos Bank Business Principles (PDF)				
	Freedom of association and collective bargaining	Fully	Triodos Bank Business Principles (PDF)				
	Child labor	Fully	Triodos Bank Business Principles (PDF)				
	Prevention of forced and compulsory labor	Fully	Triodos Bank Business Principles (PDF)				
	Security practices	Fully	Triodos Bank Business Principles (PDF)				
	Indigenous rights	Fully	Human Rights position paper (PDF)				
	Assessment	Fully	Triodos Bank Business Principles (PDF)				
	Remediation	Fully	Triodos Bank Business Principles (PDF)				
DMA SO	Disclosure on Management Approach SO						
Aspects	Local communities	Fully	Triodos Bank Business Principles (PDF)				
	Corruption	Fully	Triodos Bank Investment Criteria How we invest				
	Public policy	Fully	Executive Board report				
	Anti-competitive behavior	Fully	Executive Board report				
	Compliance	Fully	Corporate Governance report				
DMA PR	Disclosure on Management Approach PR						
Aspects	Customer health and safety	Fully	Triodos Bank Business Principles (PDF) Corporate Governance report				
	Product and service labelling	Fully	Triodos Bank Business Principles (PDF)				
F515	Policies for the fair design and sale of financial products and services.	Fully	Corporate Governance; Customer Focus				

G3.1 FSSS DMAs	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
	Marketing communications	Fully	Triodos Bank Business Principles (PDF)				
	Customer privacy	Fully	Triodos Bank Business Principles (PDF)				
	Compliance	Fully	Corporate Governance report Corporate Governance report				

Standard Disclosures Part III: Performance Indicators

Product and Service Impact							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Product portfolio							
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	Fully	Annual Accounts: Segment reporting				
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Fully	All our products and services are designed to deliver a specific social/environmental impact. Key figures				
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	Fully	All our products and services are designed to deliver a specific social/environmental impact. Key figures				
Audit							
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	Fully	All our products and services are designed to be sustainable. The regular audit principle is applicable, see Executive Board report Risk Management				
Active ownership							
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	Fully	Interaction on environmental and social issues are relevant to all of the companies we engage with. This is direct in dealing with organisations we finance and suppliers and managed through our Research department in relation to some investment funds, see the section of the website on our engagement activities: Active engagement				
FS11	Percentage of assets subject to positive and negative environmental or social screening.	Fully	All our assets are subject to screening on positive and negative sustainability criteria. See our Lending and Investment criteria Triodos Bank Investment Strategy				

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
FS12	Voting polic(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting.	Fully	Proxy voting policy				
Economic							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Economic performance							
EC1 _{COMM}	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	Annual Accounts 2012: consolidated financial statement				
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	Stakeholder dialogue Executive Board report Triodos Investment Management report Lending by sector				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	Pension expenses and policy				
EC4	Significant financial assistance received from government.	Fully	Triodos Bank does not receive government funding				
Market presence							
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Not			Not applicable	All branches pay salaries above the minimum wage; Triodos Bank does not have any branches in developing countries	
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Partially	Environmental report: Outsourcing or Procurement	The percentage of the procurement budget that is spent on suppliers locally	Not material	Our goal to source as many suppliers and supplies locally is made explicit in all our branches. So while every effort is made to source locally, we don't measure this proportion.	
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Not			Not applicable	Triodos Bank only recruits in countries in which it has branches	

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Indirect economic impacts							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Not			Not applicable	Triodos Bank does not perform any work free of charge	
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	Executive Board report				
Environmental							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Materials							
EN1	Materials used by weight or volume.	Fully	Environmental report: Environmental key figures				
EN2	Percentage of materials used that are recycled input materials.	Fully	For Triodos Bank paper is the main material used in its activities. All paper used is 100% recycled and has the FSC logo.				
Energy							
EN3	Direct energy consumption by primary energy source.	Partially	Environmental report: Energy consumption Environmental key figures	Triodos Bank does not report on the separate numbers about energy consumption.	Not available	Triodos Bank does not report on the separate numbers about energy consumption. Due to our services our direct and indirect energy consumption is often mixed. Triodos Bank does report on the general energy consumption numbers in the Environmental report. (Environmental key figures) Triodos will search for the possibilities to adjust its data collection and will be able to report on the separate direct and indirect energy consumption numbers in 2014.	2014
EN4	Indirect energy consumption by primary source.	Partially	Environmental report: Energy consumption Environmental key figures	Triodos Bank does not report on the separate numbers about energy consumption.	Not available	Triodos Bank does not report on the separate numbers about energy consumption. Due to our services our direct and indirect energy consumption is often mixed. Triodos Bank does report on the general energy consumption numbers in the Environmental report. (Environmental key figures) Triodos will search for the possibilities to adjust its data collection and will be able to report on the separate direct and indirect energy consumption numbers in 2014.	2014
EN5	Energy saved due to conservation and efficiency improvements.	Fully	Environmental report: Climate neutral operations				

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	Executive Board report Themepage Energy and Climate Triodos Investment Management report Lending by sector				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	Environmental report				
Water							
EN8	Total water withdrawal by source.	Not			Not material	Environmental report In Triodos Bank offices the only use of water is sanitary. As the water percentage is so small that its impact is irrelevant with respect to CO2 emissions, Triodos Bank does not measure water withdrawal. Nonetheless, Triodos Bank monitors the process very closely so it uses water as sparingly as possible.	
EN9	Water sources significantly affected by withdrawal of water.	Not			Not applicable	Triodos Bank's water consumption is exclusively for office use.	
EN10	Percentage and total volume of water recycled and reused.	Not			Not material	Environmental report While the water that we use is only used for sanitary use and most of the water is from greywater systems, Triodos Bank doesn't actively measure the percentage of water recycled.	
Biodiversity							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	Environmental report: Biodiversity				
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	Environmental report: Biodiversity				
EN13	Habitats protected or restored.	Not			Not applicable	Triodos Bank's branches are exclusively located in urban area's.	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	Environmental report: Biodiversity				
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Not			Not applicable	Triodos Bank's branches are exclusively located in urban area's.	

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Emissions, effluents and waste							
EN16 ^{COMM}	Total direct and indirect greenhouse gas emissions by weight.	Fully	Environmental report: Emission of CO₂				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	Environmental report: Emission of CO₂				
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	Environmental report: Emission of CO₂				
EN19	Emissions of ozone-depleting substances by weight.	Fully	Triodos Bank's activities don't involve emissions of ozone-depleting substances				
EN20	NO _x , SO _x , and other significant air emissions by type and weight.	Fully	Triodos Bank's activities don't involve NO _x , SO _x and other significant air emissions				
EN21	Total water discharge by quality and destination.	Not			Not applicable	Triodos Bank's activities don't involve water discharge	
EN22 ^{COMM}	Total weight of waste by type and disposal method.	Not			Not material	Environmental report: Waste. Triodos Bank actively monitors the waste collection process and collects glass, paper, food and garden waste separately. As this is only related to office use, the waste percentage is so small that its impact is irrelevant to CO ₂ emissions. For that reason Triodos Bank does not report on waste collection.	
EN23	Total number and volume of significant spills.	Not			Not applicable	Triodos Bank's activities don't involve the use of oil, chemicals and fuels.	
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Not			Not applicable	Triodos Bank's activities don't involve the use of hazardous waste	
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Not			Not applicable	Triodos Bank's activities don't involve water discharge	
Products and services							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	Environmental report				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Not			Not applicable	Triodos Bank's activities don't include reclaimed packaging.	
Compliance							

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	Environmental report: Compliance				
Transport							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	Environmental report: Environmental key figures Travel Emission of CO₂				
Overall							
EN30	Total environmental protection expenditures and investments by type.	Fully	Environmental report: Emission of CO₂				
Social: Labor Practices and Decent Work							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Employment							
LA1	Total workforce by employment type, employment contract, and region, broken down by gender.	Not			Not available	Triodos Bank monitors its workforce closely, but does not report on the details of this percentage. We intended to report on employment type, employment contract and gender in 2013, but this has not been implemented yet. We now intend to in 2014.	2014
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Partially	Co-worker report	Rate of employee turnover by age group and gender	Not material	Triodos Bank's monitors its attrition rate closely but does not report on the details of this percentage. We intend to report on the details as well in 2014.	
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Not			Not applicable	Terms and conditions of employment are the same for all co-workers in line with national legislation.	
LA15	Return to work and retention rates after parental leave, by gender.	Not			Not available	Triodos Bank monitors 'return to work and retention', but does not report on the details of this percentage. We intend to report on the details as well in 2014.	2014

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Labor/management relations							
LA4	Percentage of employees covered by collective bargaining agreements.	Not			Not available	Triodos Bank only has offices in European countries. In the countries where collective bargaining agreements are present, Triodos Bank follows these. Although Triodos Bank monitors closely it's compliance to labour rights, it does not monitor the percentage of employees covered by collective bargaining agreements. We intended to report on this in 2013, but this has not been implemented yet. We now intend to in 2014.	2014
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Not			Not applicable	Organisational changes have minimum impact due to the size of the organisation.	
Occupational health and safety							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Not			Not material	Almost all of Triodos Bank offices have a Health and Safety committee present in their office. Triodos Bank does not measure the percentage of co-workers represented in health and safety programmes.	
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	Co-worker report				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Partially	Co-worker report	Programs and education on risk control programs	Not material	Due to the nature of the activities of Triodos Bank the risk for serious diseases is very low and risk control programmes not applicable. Information on sick leave and absenteeism can be found in our co-worker report.	
LA9	Health and safety topics covered in formal agreements with trade unions.	Not			Not applicable	Triodos Bank adheres to the general agreements with the unions.	
Training and education							
LA10	Average hours of training per year per employee by gender, and by employee category.	Not			Not material	Co-worker report. Triodos Bank reports on training expenses per co-worker per year	
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	Co-worker report				

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	Career and Development				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Partially	Biographies Executive Board Supervisory Board and Stichting Aandeelhouderskantoor Triodos Bank (SAAT)	% of employees separated by gender, minority groups and age groups.	Not available	Triodos Bank does not report on the % of employees separated by gender, minority groups and age groups. We intend to report on this 2014.	2014
Equal remuneration for women and men							
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Not			Not applicable	Triodos Bank applies the same salary scales for men and for women.	
Social: Human Rights							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Diversity and equal opportunity							
HR1 _{COMM}	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	Our Investment Criteria apply to all our investments. See our investment strategy and our Human Rights position paper (PDF)				
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	Environmental report: Outsourcing and Procurement Triodos Bank's Lending and Investment Criteria: Triodos Bank Lending Criteria Triodos Bank Investment Strategy				
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	Co-workers report Business Principles	Total number of hours on co-worker training on human rights	Not material	Respecting human rights is one of Triodos Bank's core business principles. The values of the organisation are addressed on numerous occasions. Triodos Bank does not actively measure the number of hours of training but reports on the average training expenses per co-worker	
Non-discrimination							
HR4	Total number of incidents of discrimination and actions taken.	Fully	No incidents on discrimination have taken place				

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Freedom of association and collective bargaining							
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	Triodos Business Principles (PDF) Lending and Investment Criteria: Triodos Bank Lending Criteria Triodos Bank Investment Strategy				
Child labor							
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	Triodos Business Principles Lending and Investment Criteria: Triodos Bank Lending Criteria Triodos Bank Investment Strategy				
Prevention of forced and compulsory labor							
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	Triodos Business Principles Lending and Investment Criteria: Triodos Bank Lending Criteria Triodos Bank Investment Strategy				
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Not			Not applicable	Triodos Bank has no activities in high risk areas.	
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Not			Not applicable	Triodos Bank has no activities in high risk areas.	
Assessment							
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Not			Not applicable	Triodos Bank has no activities in high risk areas.	
Remediation							
HR11	"Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms."	Not			Not applicable	Triodos Bank has no activities in high risk areas.	

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
Social: Society							
Local communities							
SO1 (FSSS)	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	Executive Board report Our impact on Energy and Climate Our impact on Microfinance Our impact on Arts and Culture Our impact on Organic Food and Farming				
SO1 (FSSS)	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	Executive Board report Our impact on Energy and Climate Our impact on Microfinance Our impact on Arts and Culture Our impact on Organic Food and Farming				
FS13	Access points in low-populated or economically disadvantaged areas by type.	Fully		Triodos Bank has offices in Europe and a limited branch network in Spain. Customers primarily bank online.			
FS14	Initiatives to improve access to financial services for disadvantaged people.	Fully	Information on our Microfinance activities Our impact on Microfinance				
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	Executive Board report Our impact on Energy and Climate Our impact on Microfinance Our impact on Arts and Culture Our impact on Organic Food and Farming				
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	Executive Board report Our impact on Energy and Climate Our impact on Microfinance Our impact on Arts and Culture Our impact on Organic Food and Farming				
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully		Our Risk Assessment and Policy deals with risks related to corruption. It is applicable to all business units of Triodos Bank. Also see: Executive Board report			

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Not				Triodos Bank has internal policies, rules and procedures to guarantee that management complies with relevant laws and regulations regarding customers and business partners. In addition, the compliance department independently monitors the extent to which Triodos Bank complies with its rules and procedures. It does not monitor the percentage of employees trained in organization's anti-corruption policies and procedures. We intend to report in 2014	2014
SO4	Actions taken in response to incidents of corruption.	Fully	Executive Board report				
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	Stakeholder Dialogue				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	Triodos Bank makes no (financial) contributions to political parties.				
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	Executive Board report				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	Executive Board report				
Social: Product Responsibility							
Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for omission	Explanation	To be reported in
Customer health and safety							
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Not			Not applicable	Triodos Bank is an internet based financial institution and due to these activities the impact of it's life cycle stages are minimal	

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	There were no significant incidents in 2012 concerning compliance.				
Product and service labelling							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	All our products and services are designed to deliver a specific social/environmental impact. Please see our Corporate Governance report Lending and Investment criteria Triodos Bank Investment Strategy for more information on compliance with procedures relating to sustainability				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	Executive Board report				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Not			Not material	Stakeholder Dialogue and customer satisfaction plays an important role in Triodos Bank's activities. Triodos Bank maintains strong relationships with its stakeholders. Satisfaction of customers is occasionally measured through survey's but Triodos Bank does not specifically on its outcomes.	
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Fully	Triodos Bank aims as transparent as possible about the way finance works, through for example an online tool linking their savers with the borrowers and showing the customers where their money is put to work. See our website for an example of this online tool.				
Marketing communications							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	Corporate Governance				

Performance Indicator	Description	Reported	Cross-reference/Direct answer	If applicable, indicate the part not reported	Reason for Omission	Explanation	To be reported in
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	Executive Board report				
Customer privacy							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	Executive Board report				
Compliance							
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Fully	Executive Board report				

GRI A+ statement



Statement GRI Application Level Check

GRI hereby states that **Triodos Bank** has presented its report "Annual Report 2012" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 3 April 2013

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a large, faint watermark of the GRI logo in the background.

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative



The "+" has been added to this Application Level because Triodos Bank has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 22 March 2013. GRI explicitly excludes the statement being applied to any later changes to such material.

Verifier's declaration

Independent assurance report

To the readers of the Triodos Bank online Annual Report 2012

We were engaged by the Executive Board of Triodos Bank N.V. to provide assurance on the sections 'Environmental report' and 'Co-worker report' (further 'the Sections') of the online Triodos Bank Annual Report 2012 (further 'The Report'). The Executive Board is responsible for the preparation of The Report, including the identification of material issues. Our responsibility is to issue an assurance report based on the engagement outlined below.

What was included in the scope of our assurance engagement?

Our engagement was designed to provide limited assurance on whether the Sections are presented, in all material respects, in accordance with the reporting criteria.

We do not provide any assurance on the achievability of the objectives, targets and expectations of Triodos Bank N.V.

Procedures performed to obtain a limited level of assurance are aimed at determining the plausibility of information and are less extensive than those for a reasonable level of assurance.

Which reporting criteria did Triodos Bank use?

Triodos Bank N.V. applies the Sustainability Reporting Guidelines G3.1 of the Global Reporting Initiative for the preparation of The Report. For The Sections covered by our engagement scope Triodos Bank N.V. applies the relevant parts of the G3.1 Reporting Guidelines. It is important to view the information in the Sections in the context of these criteria.

Which assurance standard did we use?

We conducted our engagement in accordance with Standard 3410N 'Assurance Engagements relating to Sustainability Reports' of the Royal Netherlands Institute of Register Accountants . This Standard requires, amongst others, that the assurance team possesses the specific knowledge, skills and professional competencies needed to provide assurance on sustainability information and that they comply with the requirements of the Code of Ethics for Professional Accountants from the International Federation of Accountants to ensure their independence.

What did we do to reach our conclusions?

Our procedures included the following:

- A risk analysis, including a media search, to identify relevant environmental and social issues for Triodos Bank N.V. in the reporting period.
- Evaluating the design and implementation of the systems and processes for the collection, processing and control of the information in the Sections, including the consolidation of the data for the Sections.
- Interviews with relevant staff at corporate and local level responsible for providing the information in the Sections.
- Evaluating internal and external documentation, based on sampling, to determine whether the information in the Sections is supported by sufficient evidence.
- An analytical review of the data and trend explanations submitted by all locations for consolidation at corporate level.

During the assurance process we discussed the necessary changes in the Sections and reviewed the final version of the Sections to ensure that they reflect our findings.

Conclusions

Based on the procedures performed, as described above, nothing has come to our attention to indicate that the Sections '[Environmental report](#)' and '[Co-worker report](#)' are not presented, in all material respects, in accordance with the reporting criteria.

Amstelveen, 29 April 2013

KPMG Accountants N.V.

P.A.M. de Wit RA (partner)

About this report

Please note that the online annual report is not our official audited report. You can find the audited report as a [pdf on the site](#), or request a printed copy. All of the chapters in the printed copy are reproduced in the online version of the report, plus a great deal more.

The 2012 Annual Report is an integrated annual and sustainability report covering the activities of Triodos Bank N.V. in The Netherlands, Belgium, the UK, Spain, and Germany, as presented in the Triodos Group Structure. The report covers the period from 1 January to 31 December 2012.

Triodos Bank's previous annual and sustainability report was published in April 2012 and covered the 2011 calendar year. The reporting in the 2012 financial year is based on the same principles as the 2011 report. Any changes in the methods of calculation used are explained in the text. When preparing the Triodos Bank Annual Report, a study group examines how the most recent reporting guidelines and best practices can be used to improve the report in the future.

External experts verify the data included in this report. KPMG Accountants NV verifies the financial data in accordance with the legal requirements. There is no legal framework for the verification of the environmental and social data included in the report, although the key indicators used to measure social and environmental performance are also verified by KPMG.