

Identification phase

1

- Defined long list in line with GRI, SASB and 2018 WEF risk report*
- Validated list through peer review, Group Risk (financial and non-financial), Group Strategy and Sustainability functions
- Derived short list of topics for senior experts and stakeholder surveys

Assessment phase

2.1

- Integrated process with risk identification and business environment assessment
- Surveyed 69 senior managers and experts across ING business units and centres of expertise
- Interviewed 25 select respondents on key topics and links between risks and opportunities Conducted data-driven peer analysis and trends analysis
- Conducted data-driven peer analysis and trends analysis

Impact assessment

2.2

- Conducted survey of 1,900+ respondents across six retail markets and seven stakeholder groups
- Complemented with data-driven media and regulatory analysis

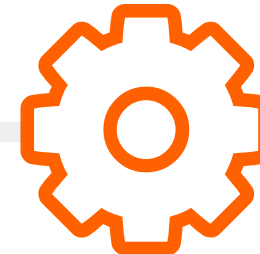
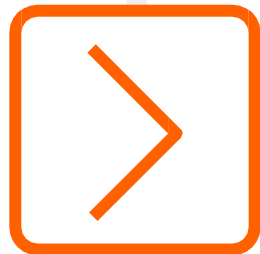
Stakeholder importance

Prioritisation phase

3

- Reviewed and analysed results from step 2.1 and 2.2
- Defined materiality matrix - x-axis (step 2.1) and y-axis (step 2.2)
- Identified 10 material topics with highest impact and stakeholder concern**
- Analysed differences in relation to previous materiality results
- Sign-off from Management Board Banking on the materiality analysis and disclosure

Input



Output



* GRI: Global Reporting Initiative; SASB: Sustainability Accounting Standards Board; WEF: World Economic Forum

** Cyber-attacks and data theft / fraud are combined into Cyber resilience due to definition overlap, resulting in nine material topics