



KPN Stakeholder engagement policy

Introduction

Our stakeholder engagement is aligned with the purpose of KPN to go all out to connect everyone in the Netherlands to a sustainable future and therefore stakeholder engagement is an integral part of KPN's sustainability, strategy and success. Stakeholders are not just members of communities or non-governmental organizations. They are those individuals, groups of individuals, organizations or government that affect and/or could be affected by KPN's activities, products or services and/or associated performance.

For KPN stakeholder engagement is viewed as a valuable and effective tool in the organizational strategy development process and is embedded in the culture and the core functions. To achieve this KPN is committed to an integration of stakeholder engagement in its governance, strategy and operations.

KPN believes that good stakeholder engagement can help to determine material issues for sustainability management and reporting, can enable better management of risk and reputation and can enable learning from stakeholders, resulting in product and process improvements and (sustainable) innovations. It therefore can contribute to the development of trust-based and transparent stakeholder relationships.

The materiality-assessment process determines the most relevant and significant issues for KPN and its stakeholders, recognizing that materiality may be stakeholder specific.

ESG policy

Our ESG policy is applicable to the KPN Group and is based on continuous dialogue with our stakeholders. We conduct dialogues with our stakeholders to make sure our ESG strategy is in line with the expectations of our stakeholders and the trends in society. We carefully listen to their suggestions to KPN and try to understand and learn from this input. We also use these dialogues to maintain a good relationship with stakeholders and to inform the stakeholders about our ESG policy and activities. These conversations are of paramount importance for us.

Governance

The CSR department oversees the overall stakeholder management program which has a focus on the following ESG themes: Reliability, Inclusivity and Sustainability. Every year these themes are aligned with and/or adjusted to the outcome of the double materiality assessment.

Specific members of the Board of Management of KPN are owners of these themes and they are responsible for stakeholder engagement on these themes on corporate level. Every theme then has a theme leader, coming from the business units involved. The Board members and theme leaders are expected to engage in dialogue actively and constructively with stakeholders to understand their points of view. In 2023, KPN's Supervisory Board installed an ESG committee to support the Supervisory Board in its oversight over KPN's ESG strategy, including how the interests of different stakeholders are considered. Governance focusses upon goals and ambitions, regulation and compliance, progress on KPI's, acceleration on themes, stakeholder management and dialogues, issues and dilemmas and reputation management.

Our aim is to earn goodwill amongst our key stakeholders. Goodwill helps in engaging and building trust in business (B2B & B2C), relationship with (internal and external) stakeholders and decision makers, and license to operate. Of course, regardless of these themes defined, departments and business units are also owners of engagement with stakeholders. For example, External Affairs department is responsible for engagement with (local) government, regulatory and media, Sales Business Market is responsible for relations with business clients and Human Relations is closely involved with employees and their wellbeing.

It is necessary to involve other departments in the completion of these themes. This cross-departmental way of working is a prerequisite of good stakeholder engagement, because it takes place on different levels in the company. Segments, departments, and other organizational units are responsible for implementing local stakeholder engagement according to the corporate policy.

Stakeholder identification and mapping

Good stakeholder engagement means first defining relevant stakeholders and their profile. Stakeholders are those individuals, groups of individuals, organizations or government that affect and/or could be affected by KPN's activities, products or services and/or associated performance. Stakeholders are defined from at least the following stakeholder groups: Investment experts, financial organizations, customers/consumers, suppliers, social organizations/NGO's, media, professional relations, government and regulators, strategic partners, employees and employee representatives, sector associations.

Relevant stakeholders are all parties that at least fit one of the following criteria:

- KPN has a legal relationship with the stakeholder (e.g. formalized contractual or business relationship)
- Decisions and activities of KPN can have a negative and/or positive effect on the stakeholder
- Stakeholder could help to address the negative or positive social impact of KPN
- Probability stakeholder could be/ is worried about decisions and activities of KPN
- The stakeholder is relevant to the ICT industry and to KPN's social themes
- The stakeholder influences the fulfillment of responsibilities of KPN
- If the stakeholder is not involved, he can be disadvantaged
- The stakeholder takes a position in the value chain of KPN
- The stakeholders' view is valuable because KPN's operations impact on the interests they represent

The profile is input for defining the level of engagement with the stakeholder. To define the level of engagement with the stakeholders, a prioritization needs to be made. Mapping can be based on any of the criteria used to profile the stakeholders. The owners of the engagement can map the stakeholders in any number of ways and may wish to use several maps to gain better insight. For example, the owners of the engagement may wish to map level of influence against willingness to engage, type of stakeholder against level of influence, or capacity to engage and knowledge of issues against expectations.

In general, all stakeholder groups in the table below are of importance to KPN. Categories A-C are our most direct influencers and therefore most important, followed by categories D-G. Categories H and I have a different status as they directly influence the functioning of the organization. Responsible persons for stakeholder engagement should

define a stakeholder plan according to the following table:

Stakeholder group	Stakeholder	Profile	Method	Frequency	Important topics
A Top level relations	CEO's of major corporate organizations, C-level business relations and top level of government, regulators, NGO's, suppliers and partners	Top influencers, to create a sustainable ecosystem in The Netherlands for KPN	Personal meetings, events, dialogues. Responsible: CSR team, Corporate Communications and External Affairs	Program offers several contact and dialogue moments a year	<ul style="list-style-type: none"> - Company actuals - Sustainability - Security & Privacy - Diversity & (digital) Inclusion - ICT Infrastructure NL - Health care of future - Transparent & reliable service provider - New way of working & living
B Customers	All customers in all sectors in the B2B market and B2C market	Customers in all sectors	<p>B2B: Sales has a sector approach by a targeted relationship management program to create a multilevel stakeholder DMU approach. We engage through our Customer Experience Lab in which we test the needs and experience of customers.</p> <p>B2C: several dialogue sessions, Customer Advisory Board, face to face customer meetings to hear what topics are brought to the table and what they want KPN to manage. Responsible: Sales management</p>	Program offers several contact and dialogue moments a year, also webinars such as the Digital Dutch Experience or NLSecure_id.	<ul style="list-style-type: none"> - Security & Privacy - Connectivity - Workplace management - ICT Infrastructure & cloud - Health care of future - Sustainability - Digital Inclusion
C Investors	Investors, financial analysts and other financial stakeholders	Stakeholders with interest in a sustainable financial performance of KPN.	<p>We organize key corporate events such as the Annual General Meeting of Shareholders and CapWe organize key corporate events such as the Annual General Meeting of Shareholders and Capital Markets Day, and we meet with (potential) investors, analysts and credit rating agencies during (virtual) roadshows and conferences.</p> <p>We also provide relevant company information through timely press releases and regular publications such as our quarterly results and Integrated Annual Report. Responsible: Investor Relations</p>	<p>Quarterly financial updates and several strategic updates.</p> <p>Program offers several contact and dialogue moments a year.</p>	<ul style="list-style-type: none"> - Financial reporting - Company strategy - Sustainability - Security & Privacy - Diversity & (digital) Inclusion - ICT Infrastructure NL - Health care of future - Transparent & reliable service provider - New way of working & living
D Regulatory & Government	Ministers DG/SG Members of parliament Regulators Public administration etc.	All regulators and governmental parties around the company with impact and interest in KPN.	<p>We proactively engage with the government and regulators. We engage in a continuous dialogue to explain our efforts and results. We also work together with (local) governments on the roll-out of our networks, innovation, cybersecurity, sustainability, energy generation and cost savings. Responsible: External Affairs and Regional Directors</p>	Program offers several contact and dialogue moments a year	<ul style="list-style-type: none"> - Company strategy - Security & Privacy - Connectivity - ICT Infrastructure - Transparent & reliable service provider - Health care of future - Sustainability - Digital Inclusion
E Influencers & Branche organisations	Trendsetters, NL Public figures, Sector/Market associations like VNO/NCW, NL Connect and NLDigital etc.	Influencers that look after our stakeholders' interest to help us to maintain a sustainable relationship with our key stakeholders	<p>Communication- and stakeholder management programs to create dialogues and a sustainable relationship with influencers in NL. Responsible: Corporate Communications, Regional Directors & External Affairs</p>	Program offers several contact and dialogue moments a year	<ul style="list-style-type: none"> - Company strategy - Security & Privacy - Connectivity - ICT Infrastructure - Health care of future - Sustainability - Diversity & (digital) Inclusion
F NGO's	Veilig Verkeer Nederland, Cosumentenbond, Ouderenbond, Natuur & Mileu, Anbo Etc.	Dutch NGO's in NL that look after our customers' interest or interest of delicate group	<p>Program with regular updates and face to face moments to create a sustainable relationship. Responsible: External Affairs</p>	Program offers several contact and dialogue moments a year	<ul style="list-style-type: none"> - Company strategy - Security & Privacy - Connectivity - ICT Infrastructure - Health care of future - Sustainability - Diversity & (digital) Inclusion

Stakeholder group	Stakeholder	Profile	Method	Frequency	Important topics
G Media	Editors and journalists of local and national Dutch newspapers, news sites, opinion papers and magazines and verticals	Media who are interested in KPN's performance and role in the Netherlands, or have an opinion about KPN, with medium to high influence	Communication- and stakeholder management programs to create dialogue and a sustainable relationship with media. Program contains regular updates along the corporate themes and face to face moments to create a sustainable relationship with Dutch Media. Responsible: External Affairs Media	Besides being in constant contact, program offers several contact and dialogue moments a year	- Company strategy - Security & Privacy - Connectivity - ICT Infrastructure - Health care of future - Sustainability - Diversity & (digital) Inclusion
H Suppliers and strategic partners	All suppliers and partners of/for infrastructure components, handsets, systems, employee hiring, facilities energy, ICT etc.	Suppliers and partners who KPN is cooperating with to become a sustainable transparent reliable service provider	Once a year KPN organize the supplier day. All partners have relevant contact persons within the company. KPN has a central corporate procurement organization that is responsible for contracting deals with suppliers. We make sure the principles of our suppliers' CSR policies are in line with our own. We are constantly in touch with our suppliers. We increasingly partner with them on sustainable solutions. Responsible: Purchasing Office and Business	Program offers several contact and dialogue moments a year	- Company strategy - Security & Privacy - Connectivity - ICT Infrastructure - Health care of future - Sustainability - Diversity & (digital) Inclusion
I Employees	Employees (fixed and flexible) and works councils, employee councils, trade unions	People at work at KPN, direct or indirect on a fixed or flexible base and the councils and unions who take care of their interest	In the long run, KPN's HR function will increasingly be using data, digital tools, robotization and AI to create an employee experience that responds to increasing consumerism and will result in alternative employment relations. We engage with our employees at least twice a year through an extensive survey. Responsible: Human Resource department	Program offers several contact and dialogue moments a year	- Company strategy - Security & Privacy - Wellbeing & future skills - Sustainability - Diversity & (digital) Inclusion

Engagement methods and frequency

The method and frequency of engagement with the stakeholder is defined based on the goal of the dialog and the priority of the stakeholder or stakeholder group. Possible methods are:

- regular conventional contacts with stakeholder
- interviews/one-on-one contact
- multi stakeholder dialog/exchange sessions
- survey (e.g. customer/consumer survey)
- websites
- internal and external social media
- customer magazines
- associations and co-operations (within and outside of the ICT sector)
- events in which we and external stakeholders discuss KPN's role in society or issues regarding our social themes.

Results of stakeholder engagement

The results of the stakeholder engagement should be recorded or in writing and discussed internally and (when relevant and/or appropriate) externally. Below an example of a stakeholder engagement report is shown. A report should be confirmed by the stakeholder(s) involved. If relevant it can also be published on the KPN website and/or in the CSR report.

It is important to discuss the results with relevant KPN employees and define how the results could influence KPN's decisions and activities. Based on the influence, actions should be defined.

Stakeholder Results

Stakeholder group:

Stakeholder:

Participants:

Date:

Topics:

1.

2.

3.

Most important results topic 1

Most important results topic 2