



Appendix 4

PROFILE OF BOARD MEMBER (CRO) VAN LANSCHOT KEMPEN NV

Job description

Wendy Winkelhuijzen (CRO) intends to change her responsibilities as a member of the Management Board ("MB") of Van Lanschot Kempen NV ("**Van Lanschot Kempen**") to responsibility for Private Clients Netherlands and Investment Banking. This change takes effect from 1 June 2024 so a vacancy for a Chief Risk Officer (CRO)/member of the MB arises, starting on that date.

The core of this position involves working as CRO of a listed company with a banking licence, with primary responsibility for Non-Financial Risk Management, Financial Risk Management, Compliance and Credit Approval and Financial Restructuring & Recovery.

The MB member to be appointed chairs several committees, including the Group Risk Committee, Compliance & Operational Risk Committee, the Credit Risk Committee and the Market Risk Committee. In addition, the MB member to be appointed is a member of the Asset & Liability Committee and the Credit Committee.

The prospective member of the MB will be assessed by De Nederlandsche Bank and the Netherlands Authority for the Financial Markets for reliability and suitability.

The members of the MB have a joint responsibility for the proper functioning of the MB and the fulfilment of its duties and obligations. The MB performs its duties under the supervision of the Supervisory Board ("**SB**").

The candidate should have expertise and/or experience in several – but not necessarily all – of the areas listed below.

Knowledge and experience

- Strategic insight and broad knowledge of the financial sector, in particular the products, services and markets in which Van Lanschot Kempen operates.
- Thorough knowledge of and experience in non-financial risk management, financial risk management, credit approval and special management and compliance.
- Experience in maintaining constructive relationships with supervisors.
- Good understanding of external developments affecting Van Lanschot Kempen's investment management, private banking and investment banking businesses.
- Leadership experience in both first- and second-line positions in the financial sector, preferably in an international environment.
- Experience with the "three lines of defence" model.
- Knowledge and experience in governance, organisation and communication including managing processes, task areas and employees, adhering to and maintaining generally accepted social, ethical and professional standards, including providing timely, accurate and clear information to clients and regulators.
- Knowledge and experience of controlled and sound business practices.
- Knowledge of and experience in strategic planning and its implementation.

- Knowledge of relevant laws and regulations within the financial sector.
- Understanding of the impact technology has on Van Lanschot Kempen's business activities, and experience and affinity with the use of new technology and data management.
- Knowledge of climate and environment-related risks and affinity with ESG.
- Endorses the importance of diversity and inclusiveness within the board and in the organisation.
- Is stress-resistant.

Competences

- Possesses specific expertise and personal skills necessary to fulfil the role of CRO within the MB.
- Endorses the strategy and has the knowledge to be able to assess the strategy and outline of the policy of Van Lanschot Kempen and the related business and the general course of business within Van Lanschot Kempen.
- Is open to change, focused on recognising opportunities for improvement and innovation and able to lead change processes, especially in the areas of compliance and risk management.
- Is able to form a considered and independent opinion on the main risks incurred by Van Lanschot Kempen and its affiliated company.
- Has the ability to take difficult decisions, carefully weigh up all the interests involved and reach decisions in a balanced and consistent manner, with the interests of the company, clients and other stakeholders at the centre.
- Has the ability to operate objectively, independently and critically in relation to the other members of the MB and SB.
- Has communication skills, collaborates well and is a team player.
- Is honest and has integrity, and is known to be trustworthy.
- Is socially adept and emotionally intelligent.
- Can bring people together and is able to strengthen the organisation-wide risk culture and make the "three lines of defence" model work effectively.
- Can encourage and promote open and critical discussion and ensure that dissenting opinions can be expressed and discussed in the decision-making process.