



Strategy and policy plan Achmea Foundation 2030

December 2025

ACHMEA
FOUNDATION

achmea 

Together, we make the difference for a just future.

Together, we make the world more beautiful.

In a world full of change and challenges, stability, collaboration, and resilience remain invaluable. These core values are at the heart of the work of the Achmea Foundation.

Driven by the conviction that together we achieve more than alone, we are committed to improving living conditions and offering perspective to people in vulnerable situations, both in the Netherlands and in Sub-Saharan Africa. Guided by our mission and core values, we work with local partners, social enterprises, and knowledge institutions to create sustainable impact.

With this strategy and policy plan, we set the course for our ambitions for the coming years. The Achmea Foundation strategy will be continued, and we will constantly look for ways to increase our impact and continuously improve. We will keep innovating to enhance impact. Over the past year, we have launched several new initiatives, and now we will anchor them in our strategy. We will continue to invest in innovative projects, knowledge sharing, and promoting social engagement. In the coming years, we aim to make a difference for the world of tomorrow—together with Achmea and our partners.

In a time when changes follow one another ever more rapidly and uncertainties persist, we will continue to demonstrate—together with our partners, colleagues, and volunteers—that collaboration and solidarity make the difference. Together we make the world more beautiful!

Kind regards,
Salamu za fadhili,
Agnes van Daal
Director, Achmea Foundation



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1. About the Achmea Foundation

The Achmea Foundation is building a world in which everyone lives together sustainably.

Achmea was founded more than 200 years ago on the principle of solidarity, on the understanding that together we are stronger than alone. For the Achmea Foundation, this remains just as important today. Together, we strive for Sustainable Living Together: an inclusive society where everyone can participate. Many Achmea colleagues contribute their ideas and efforts to projects by, for, and with the Achmea Foundation.

The Achmea Foundation is committed to improving living conditions and creating better prospects for people in vulnerable situations in the Netherlands and sub-Saharan Africa. Guided by the belief that self-reliance is the key to structural change, the Foundation works with local partners, social enterprises, and knowledge institutions to achieve sustainable impact.

The Achmea Foundation is building a world where everyone lives together sustainably, better living conditions and brighter prospects for those facing hardship in the Netherlands and in countries across sub-Saharan Africa. That is what we stand for. We do this in line with the vision of our parent company, Achmea, while maintaining our own identity.

As a foundation, we create impact by connecting, collaborating, and caring for one another. We put this into practice through four impactful programmes: **Impact Fund**, **Expert Volunteer Assignments**, **Impact Plus**, and **Achmea For Each Other**. Our core values are passionate, enthusiastic, committed, proud, and decisive. These values are woven into all four programmes.

*Algemeen Nut
Beogende Instelling*

ANBI

The Achmea Foundation has been designated by the Dutch Tax and Customs Administration as a Public Benefit Organisation (ANBI).
RSIN: 816875601

The Achmea Foundation is registered with the Chamber of Commerce under number 24394796.

2. Achmea's contribution over the past five years amounted to €16.5 million. This has resulted in the following impact.

Impact Fund Africa

> 250,000

More than 250,000 people have received more income.

> 1million

Healthcare has become more accessible for over 1 million people

20

Collaboration with 20 project partners.

30

Ongoing project in sub-Saharan Africa.

15

Projects in 15 countries (and the number of countries in which we operate is increasing).

Expert Volunteer Assignments

129

129 organisations have been assisted with a volunteer assignment.

Impact Plus

41

41 social entrepreneurs participated in the Impact Plus programme.

Achmea For Each Other

653

653 Achmea employees actively involved in Achmea for Each Other.

3,985

3,985 young people have been reached with regard to financial inclusion



We continue to build a better future for people in vulnerable positions in the Netherlands and sub-Saharan Africa and are proud of the progress we have made.



- ❖ Achmea & Achmea Foundation organise initiatives for Ukrainian refugees
- ❖ First co-financing in Tanzania with Rabo Foundation
- ❖ Strategy review: better alignment with Achmea's strategy
- ❖ Launch of Impact Plus Programme with Centraal Beheer



- ❖ Geopolitical tensions and climate change underline the urgency for Achmea Foundation
- ❖ AI is being deployed at Achmea Foundation
- ❖ Launch of collaboration on the Impact Plus Programme with Utrecht University
- ❖ Two Achmea trainees carry out an assignment with a project partner in Africa



2021

- ❖ 15th anniversary of Achmea Foundation
- ❖ New strategy and work plan adopted
- ❖ Agile approach to project selection introduced
- ❖ First repayment of an Impact Fund loan made by an organisation

2022



2023

- ❖ Achmea & Achmea Foundation launch crowdfunding campaign for victims of the severe earthquake in Turkey & Syria
- ❖ Achmea For Each Other programme renewed
- ❖ Start of collaboration with Stichting LEF & Stichting JINC
- ❖ Strategy further aligned with Sustainable Living Together, enhancing collaboration and impact

2024



2025

- ❖ New: Achmea For Each Other initiative (180 registrations)
- ❖ First Revenue-Based Loan concluded
- ❖ First deployment of an Achmea Management Trainee
- ❖ Strategy for 2030 being developed

3. Mission, vision and values

Sustainable impact on the socio-economic situation of people in vulnerable situations in the Netherlands and sub-Saharan Africa.

Sustainable impact on the socio-economic situation of people in vulnerable situations in the Netherlands and sub-Saharan Africa. Better living conditions and brighter prospects for people who are struggling in the Netherlands and in countries in sub-Saharan Africa. That is what the Achmea Foundation is committed to. We do this based on the vision of our parent company Achmea, while maintaining our own identity. Together with Achmea, we are committed to Sustainable Living Together: an inclusive society in which everyone participates and lives happily and healthily with and alongside each other.

The Achmea Foundation's mission is to make a positive impact on society by supporting initiatives that improve people's quality of life. This can be achieved, for example, by financing projects focused on health, social inclusion, and sustainable development.

The Achmea Foundation's vision is that everyone has the right to a good quality of life and that cooperation and commitment are essential to tackling social challenges. We believe in strengthening communities and creating opportunities for people in need.

The Achmea Foundation's strategy involves identifying and supporting promising projects in collaboration with partners such as non-profit organisations and local communities. This can be achieved through financial support, knowledge sharing and mobilising volunteers within the Achmea organisation. Well-organised collaboration and shared knowledge enable us to strengthen each other. We believe in the power of motivated people working towards a better future for themselves and their communities.



4. Strategic objectives

The Achmea Foundation's strategic objectives are achieved through four programmes: Impact Fund, Expert Volunteer Assignments, Impact Plus and Achmea For Each Other.

1. **Achmea For Each Other** is the programme that encourages Achmea employees to initiate or support social initiatives to make the Netherlands healthier, safer, and more future-proof. This can be done individually or as a team.
2. **Achmea Foundation Impact Plus** contributes in the Netherlands to strengthening the self-reliance of people in vulnerable situations by promoting innovative social entrepreneurship, with a strong focus on achieving social impact. Achmea Foundation helps social entrepreneurs increase their impact. Participants receive guidance from experts, personal coaching, and access to a broad network.
3. **Achmea Foundation Expert Volunteer Assignments** increase impact by leveraging the expertise and time of Achmea employees for high-impact initiatives. This enables organisations to achieve more impact faster and creates opportunities for employees' personal development. These assignments can take place in Sub-Saharan Africa or with partner organisations in the Netherlands.
4. **Achmea Foundation Impact Fund** invests in the socio-economic empowerment of communities in Africa by supporting innovative projects in health and income. The Foundation reaches a niche market by investing in innovative projects (venture capital). Investments can be made through grants or loans, as well as by deploying the knowledge and expertise of Achmea employees. The Foundation works together with project partners. Continuous learning to improve impact and exploring new innovative financing opportunities are key priorities.

5. Direction and choices for the coming years

The Achmea Foundation is building on a successful strategy by embedding recent innovations and shaping its 2030 strategy on both established and new principles.

Impact Fund

- We remain focused on people in vulnerable situations in sub-Saharan Africa.
- Aimed at improving health and income.
- By offering grants or loans.
- Innovation and upscaling remain important.
- With extra attention for countries with limited donor capacity, partner countries with a focus on inclusive growth.
- Impact measurement is the basis for our continuous improvement.
- We continue to innovate with new forms of financing in order to make even more impact.

Expert Volunteer Assignment

- Assignments can be carried out at partner organisations in Sub-Saharan Africa and in the Netherlands.
- They can be undertaken by Achmea colleagues in the Netherlands as well as by Achmea colleagues working at Achmea OpCos.

Impact Plus

- We want to support social entrepreneurs who are committed to the following areas, always focusing on the most vulnerable people in society.
- Bringing Health closer
 - Smart mobility
 - Carefree living & working
 - Income for today and tomorrow

Achmea Foundation For Each Other

- Strengthening Sustainable Living Together in the Netherlands through collaboration with partner organisations committed to financial inclusion and social resilience among people in the Netherlands.
- Continuing to promote social engagement among Achmea employees.

Internal organisation

- Further implement AI in processes to achieve greater efficiency and quality improvements.
- Improving impact measurements, including through AI.
- We continue to develop in the field of AI and development cooperation.

6. Impact strategy

Achmea Foundation Theory of Change focused on Sustainable Development Goals.



7. Risks Achmea Foundation

The risk of not achieving the Achmea Foundation's objective is low, with a medium impact.

Not being able to contribute sustainably to improving the living conditions of people in a socio-economically disadvantaged position. For example, because no contribution has been received from Achmea for several years.	Achieving this objective depends in the long term on the contribution and therefore the results of Achmea, and on the realisation of projects to which the Foundation contributes. Given the nature of the Achmea Foundation's activities, it considers this risk to be limited, as its solvency position is deemed sufficient for the coming years.
The long-term risk associated with not realising the projects.	Proper assessment of proposals and structural monitoring of projects.
The risk of loss of funds in the investment portfolio.	Achmea Foundation Asset Management has opted for a defensive risk profile in order to mitigate risk.
Risk that Achmea Foundation does not or insufficiently meet the ANBI requirements.	The laws and regulations relating to ANBI are monitored in continuous consultation with a tax law expert and are also incorporated into the assessment process for new projects. An ANBI scan is carried out periodically by an independent ANBI expert.
Risk of incorrectly executed payments.	Final payment for projects will be made once the final report for the project in question has been received. The final payment is conditional upon receipt of an unqualified external auditor's report.
Risks associated with cooperation with partners.	Conducting Due Diligence investigations and Integrity Due Diligence.
Risks relating to global pandemics or natural disasters, etc.	Monitoring existing projects and assessing proposals for feasibility during unexpected events.
Risk that a project may cause unintended negative effects in other links of the chain.	To prevent this, we take an integrated approach: conducting chain analysis, engaging local stakeholders, and continuously monitoring broader impact to minimize side effects and ensure sustainable, inclusive outcomes.

8. Summary of Achmea Foundation Strategy 2030

Objective	Sustainable impact on the socio-economic situation of the most vulnerable people in the Netherlands and in sub-Saharan countries in Africa. (in line with the articles of association: Article 2.1.a)			
Goals	Investing in the socio-economic empowerment of the population in sub-Saharan Africa by investing in innovative projects in the areas of health and income.	Increasing impact by deploying the expertise and time of Achmea employees on impactful initiatives and creating opportunities for personal development for employees.	Promoting social entrepreneurship in the Netherlands, with a focus on achieving social impact.	Programme that encourages Achmea employees to support social initiatives to make the Netherlands a bit healthier, safer, or more future-proof.
Strategies	<ul style="list-style-type: none"> Investing through grants or loans to projects in Africa. Selecting impactful projects. Collaboration with project organisations. Deployment of expertise. 	<ul style="list-style-type: none"> Engaging Achmea employees in impactful initiatives. Sharing knowledge and expertise. Employees developing their professional skills. Boosting initiatives. 	<ul style="list-style-type: none"> Helping innovative social entrepreneurs make a greater impact. Focused on Achmea's strategic themes. Promoting inclusion. 	<ul style="list-style-type: none"> Encourage employees to engage in voluntary work. Encourage social team-building activities.
Measures	<ul style="list-style-type: none"> Healthy mix between projects focused on health and income. Healthy mix between grants (Proof of Concept) and loans (Proof of Business). 	<ul style="list-style-type: none"> Between 20 and 25 assignments per year (no firm objective). We aim for 50% of assignments to be with organisations we collaborate with. 	<ul style="list-style-type: none"> The Impact Plus growth programme is run once a year. An average of 10 participants per year. 	<ul style="list-style-type: none"> Annual increase in the number of employees volunteering for Sustainable Living Together.
	Impact Fund	Volunteer Assignments	Impact Plus	Achmea For Each Other

9. Financial Management Achmea Foundation

Each year, Achmea allocates 0.5 per cent of its net profit to the Achmea Foundation. In the planning period 2026–2030, the Foundation is expected to spend approximately €3 million per year on projects.

Financial Policy and Governance.

Each year, Achmea allocates 0.5% of its net profit to the Achmea Foundation to support innovative activities that contribute to an inclusive society. Sound financial management is essential for achieving our social objectives while safeguarding the Foundation's financial health. Over the past five years, an average of €3 million has been paid out. The multi-year budget is based on a contribution of €3 million per year from 2026 onwards. There is no other income. In 2025, the Achmea Foundation received an exceptionally high contribution of €6.5 million from Achmea. This amount will be spent in 2026.

We apply a robust governance framework:

- **Budgeting:** A detailed annual budget outlines income and expenditures.
- **Transparency:** Financial reports are publicly available and comply with accountability standards.
- **Investment Policy:** Our investment approach balances financial objectives with social responsibility.
- **Auditing:** Internal audits and an annual external audit ensure the integrity of processes and reporting.
- **Risk Management:** We conduct an annual risk assessment to manage financial and operational risks.

- **Compliance:** Achmea Foundation adheres to all relevant laws and regulations, including tax and grant requirements. Every 3–5 years, a Systematic Integrity Risk Assessment (SIRA) is performed. For other risk analyses, we align with Achmea's corporate processes. For project partners, we conduct due diligence checks, including Ultimate Beneficial Owner (UBO) verification and Integrity Due Diligence (IDD) checks.

Communication.

Achmea Foundation has a communication strategy that addresses both its financial position and the impact of its activities. This is essential for building trust among stakeholders, including the Executive Board of Achmea BV, Achmea employees, (potential) project partners, and the wider community.

Budget expenditure in the coming years

In the planning period 2026–2030, the Foundation is expected to spend approximately €3 million per year on projects.

Programme	Budget x 1.000 (euro's)	Explanation
Impact Fund	2.710	Achmea Foundation Impact Fund invests in the socio-economic empowerment of communities in Africa by supporting innovative projects in health and income. The Foundation reaches a niche market by investing in innovative projects (venture capital). Investments can be made through grants or loans, as well as by deploying the knowledge and expertise of Achmea employees. The Foundation works together with project partners. Continuous learning to improve impact and exploring new innovative financing opportunities are key priorities.
Volunteer assignments	75	Achmea Foundation Expert Volunteer Assignments increase impact by leveraging the expertise and time of Achmea employees for high-impact initiatives. This enables organisations to achieve more impact faster and creates opportunities for employees' personal development. These assignments can take place in Sub-Saharan Africa or with partner organisations in the Netherlands.
Impact Plus	70	Achmea Foundation Impact Plus contributes in the Netherlands to strengthening the self-reliance of people in vulnerable situations by promoting innovative social entrepreneurship, with a strong focus on achieving social impact. Achmea Foundation helps social entrepreneurs increase their impact. Participants receive guidance from experts, personal coaching, and access to a broad network.
Achmea For Each Other	145	Achmea For Each Other is the programme that encourages Achmea employees to initiate or support social initiatives to make the Netherlands healthier, safer, and more future-proof. This can be done individually or as a team.
Total	3.000	

10. Achmea Foundation Reserve Policy

Achmea Foundation: continuity reserve and designated reserve.

The Achmea Foundation will not hold more assets than reasonably necessary to ensure the continuity of its planned activities.

- **Continuity Reserve.** ANBI's may maintain a buffer of up to 1.5 times the average cost level of the operating organisation over the past three years to cover fixed expenses. Higher reserves are permitted only with strong justification and proper documentation. For the Achmea Foundation, this reserve is capped at €1 million ($1.5 \times €0.7$ million).
- **Designated Reserve.** The designated reserve consists of two components:
 - **Risk Reserve for Committed Loans:** By the end of 2025, €4 million is reserved for committed and outstanding loans.
 - **Risk Reserve for Income Fluctuations:** A reserve to absorb variations in Achmea's annual contribution, ensuring a stable level of spending on strategic objectives. The amount is determined annually by the Board, taking into account anti-hoarding requirements and equity levels.

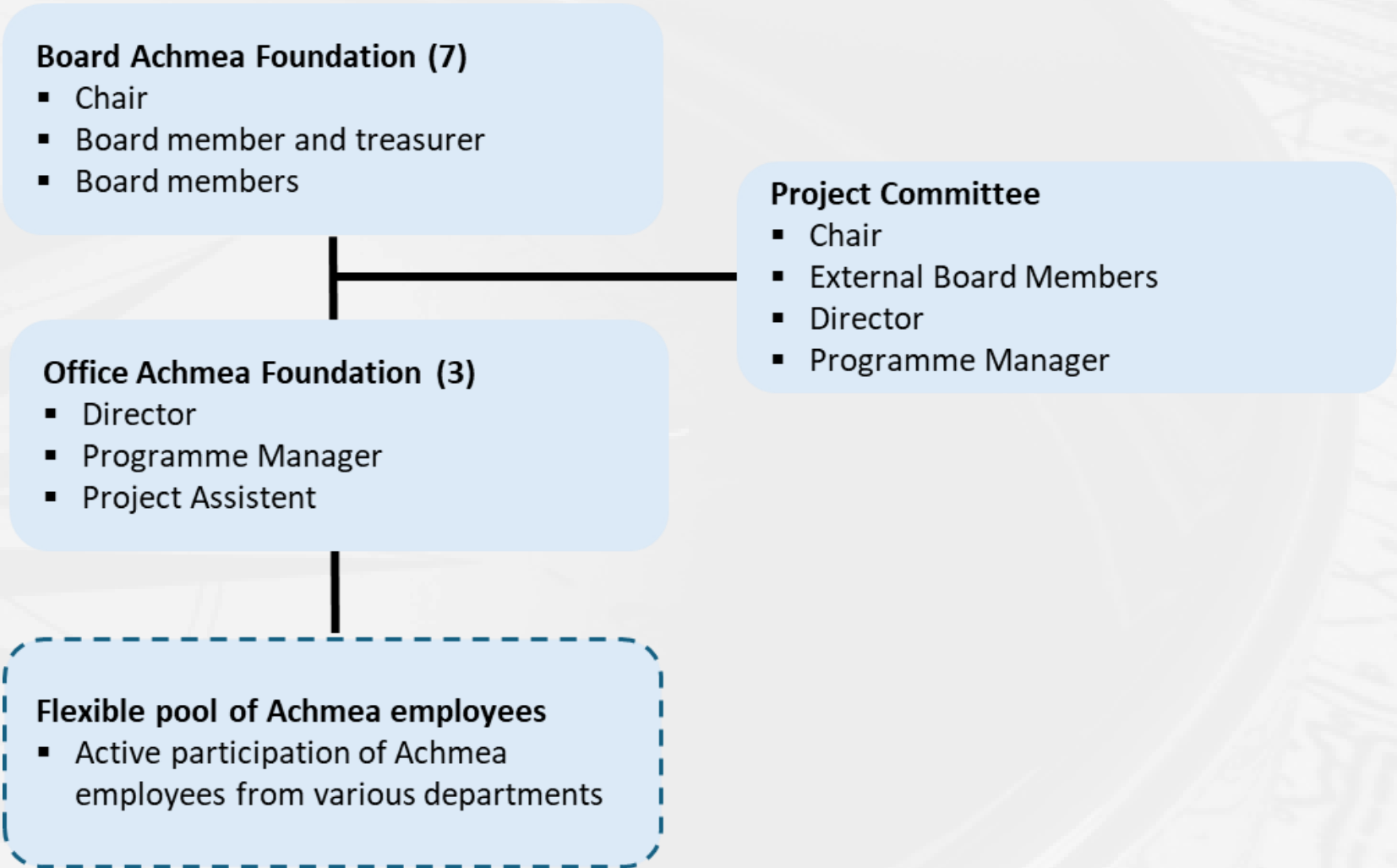
Grant Commitments. When the Achmea Foundation enters into a grant commitment, the full amount is immediately recorded as an expense in the income statement. This reduces the result and, consequently, equity. At the same time, a liability is recognized on the balance sheet under "grants payable." When the grant is paid, the bank balance decreases and the liability is reduced. This payment only affects the balance sheet and has no further impact on the income statement, as the expense was already recognized earlier.

11. Leadership and Governance of Achmea Foundation

The Achmea Foundation consists of a Board, a Project Committee and an Achmea Foundation Office.

Board, Project Committee and Achmea Foundation Office

- **The Board** of the Achmea Foundation consists of seven members: two internal members from Achmea (the Chair of the Executive Board and a member of the Central Employee Representative Council) and five external members from the business community and social sectors. The Board is responsible for strategic policy and decision-making. Board members are actively involved in the Foundation’s four programmes.
- The Board aligns with the core values, principles, standards, and recommendations set out in the **FIN Code for Good Governance** and conducts a board evaluation every two years.
- Within the Board, a **Project Committee** operates, responsible for the selection and monitoring of projects under the Impact Fund programme.
- The Board is supported by an **operational office**, consisting of a Director, a Programme Manager, and a Project Officer. These staff members are employed by Achmea. The Director reports directly to the Board. In addition, the office is supported by a **flexible pool** of Achmea employees who provide expertise in areas such as HR, communications, legal affairs, and finance.



12. Board Rotation Schedule

Board members resign according to a retirement schedule drawn up by the board.

Article 4.5 of the Articles of Association. The Board appoints directors for a maximum term of four (4) years. Directors step down according to a rotation schedule established by the Board. A person appointed mid-term will assume the position of their predecessor in the rotation schedule. Internal Board members may be reappointed indefinitely, each time for a term of four (4) years, followed by two possible reappointments of two (2) years each.

The Board members of the Achmea Foundation are responsible for the strategic policy and decision-making within the organisation. In addition, they perform a supervisory role, monitoring the implementation of policies and programmes and ensuring transparency and accountability throughout the organisation.

The Chair of the Board provides overall leadership, presides over meetings, and ensures that decisions are made in accordance with the law, the Articles of Association, and the internal regulations. The Treasurer, within the framework set by the Board, specifically oversees the financial policy of the management team, with particular attention to the continuity of financial administration, budgeting, and financial reporting.

Board members are appointed for a maximum term of four years. Internal Board members (employed by Achmea) may be reappointed indefinitely for successive four-year terms. External Board members (not employed by Achmea) may be reappointed once for four years, followed by a maximum of two additional reappointments of two years each.



Rooster van aftreden Bestuur Achmea Foundation						
Statuten artikel 4.5: "Het bestuur benoemt de bestuurders voor een periode van maximaal vier (4) jaar. De bestuurders treden af volgens een door het bestuur opgesteld rooster van aftreden. Een persoon die tussentijds is benoemd, neemt op het rooster van aftreden de plaats van zijn voorganger in. Bestuurders A zijn onbeperkt herbenoembaar, telkens voor een periode van vier (4) jaar. Bestuurders B kunnen een keer voor een periode van vier (4) jaar worden herbenoemd en vervolgens twee keer voor een periode van twee (2) jaar."						
Bestuurslid	Bestuurder	1ste benoeming (voor 4 jaar)	1ste Herbenoeming (voor 4 jaar)	2e Herbenoeming (voor 2 jaar)	3e Herbenoeming (voor 2 jaar)	Uiterlijk aftreden op:
Willem van Duin (voorzitter)	B	14-09-2021 tot 14-09-2025	14-09-2025 tot 14-09-2029	14-09-2029 tot 14-09-2031	14-09-2031 tot 14-09-2033	14-09-33
Jan Willem Kuenen	B	10-09-2020 tot 10-09-2024	10-09-2024 tot 10-09-2028	10-09-2028 tot 10-09-2030	10-09-2030 tot 10-09-2032	10-09-32
Kees Zevenbergen	B	01-01-2017 tot 01-01-2021	01-01-2021 tot 01-01-2025	01-01-2025 tot 01-01-2027	01-01-2027 tot 01-01-2029	01-01-29
Susan Blankhart	B	01-01-2017 tot 01-01-2021	01-01-2021 tot 01-01-2025	01-01-2025 tot 01-01-2027	01-01-2027 tot 01-01-2029	01-01-29
Rajiv Ball	B	01-01-2017 tot 01-01-2021	01-01-2021 tot 01-01-2025	01-01-2025 tot 01-01-2027	01-01-2027 tot 01-01-2029	01-01-29
Bianca Tetteroo	A	14-4-2021	Onbeperkt herbenoembaar, telkens voor 4 jaar.			nvt
Sjoukje Hoekema	A	1-6-2024	Onbeperkt herbenoembaar, telkens voor 4 jaar.			nvt

13. Remuneration of Board Members

Board members receive reimbursement for expenses incurred, reasonable attendance fees, and compensation for executive tasks.

The Board consists of two internal members (employed by Achmea) and five external members. This composition ensures the independence of the Board. External Board members receive appropriate remuneration. The Chair receives €9,250 and other members €7,000 per year (excluding VAT). This remuneration covers expenses incurred, attendance fees, and compensation for executive tasks such as participation in the Project Committee, site visits, advisory work, assessment of project proposals, and involvement in working groups and steering committees. This approach aligns with the revised ANBI regulation of 2025, which stipulates that Board members may not receive remuneration other than reimbursement of expenses and reasonable attendance fees. Internal Board members do not receive any compensation for their work on behalf of the Foundation.

Board Members Achmea Foundation

- Willem van Duin (Chair)
- Kees Zevenbergen (Vice-Chair)
- Susan Blankhart (Treasurer)
- Jan Willem Kuenen (Chair Project Committee)
- Rajiv Ball
- Sjoukje Hoekema (COR Achmea)
- Bianca Tetteroo (Chair of the Executive Board of Achmea)

14. Roles and Responsibilities of the Board and Executive Management

For a more detailed description, please refer to the Achmea Foundation's internal regulations.

Responsibilities of the Chair

- Provides overall leadership of the foundation and leads of the Board.
- Serves as the primary point of contact for Board members.
- Prepares meeting agendas together with the Director and chairs Board meetings.
- Ensures that decisions are made in accordance with the law, the Articles of Association, and internal regulations.
- Monitors that Board members perform their duties properly and addresses issues when necessary.
- Authorized to sign grants and loan agreements.

Responsibilities of the Vice-Chair

- Replaces the Chair in their absence.

Board Responsibilities

- The Board governs the foundation and determines policy and strategy.
- Represents the foundation both externally and internally.
- Makes Board decisions; all members have equal authority.
- Acts within the framework of the Articles of Association, strategic plan, annual budget, and project budgets.
- Holds a supervisory role.
- Ensures compliance with the Articles of Association, internal regulations, and decisions.
- May establish working groups.
- Ensures effective internal and external representation.
- External Board members participate in the Impact Fund Project Committee and the Impact Plus Steering Group.
- In addition to shared responsibility, there are specific roles for the Chair, Vice-Chair, and Treasurer.

Responsibilities of the Treasurer

- Specific responsibility for overseeing the implementation of financial policy by the Executive Director, including:
 - Continuity of financial administration.
 - Preparing and monitoring financial statements.
 - Financial section of the annual report.
 - Budgeting of income and expenditures.
 - Annual financial statements.
 - Oversight of bank, savings, and investment accounts.
 - Authorized to sign grant and loan agreements.

Responsibilities of the Director

- Reports to the Board and attends Board meetings (in an advisory capacity).
- Represents the foundation externally and maintains relevant relationships.
- Prepares policies and Board meetings, implements Board decisions, monitors developments, and advises the Board.
- Authorized to commit the foundation financially within set limits; prepares draft budgets and financial reports together with the Treasurer.
- Leads the team (Office); responsible for HR policy, organisational development, task allocation, control, and facilities within budgetary frameworks.
- Makes all necessary operational decisions within Board guidelines and financial authority.
- Immediately reports extraordinary incidents to the Board; arranges replacement in case of prolonged absence; the Director's regulations are reviewed every five years.

15. Impact management

The Achmea Foundation aims to strengthen organisations and thereby improve the resilience of people in vulnerable positions.

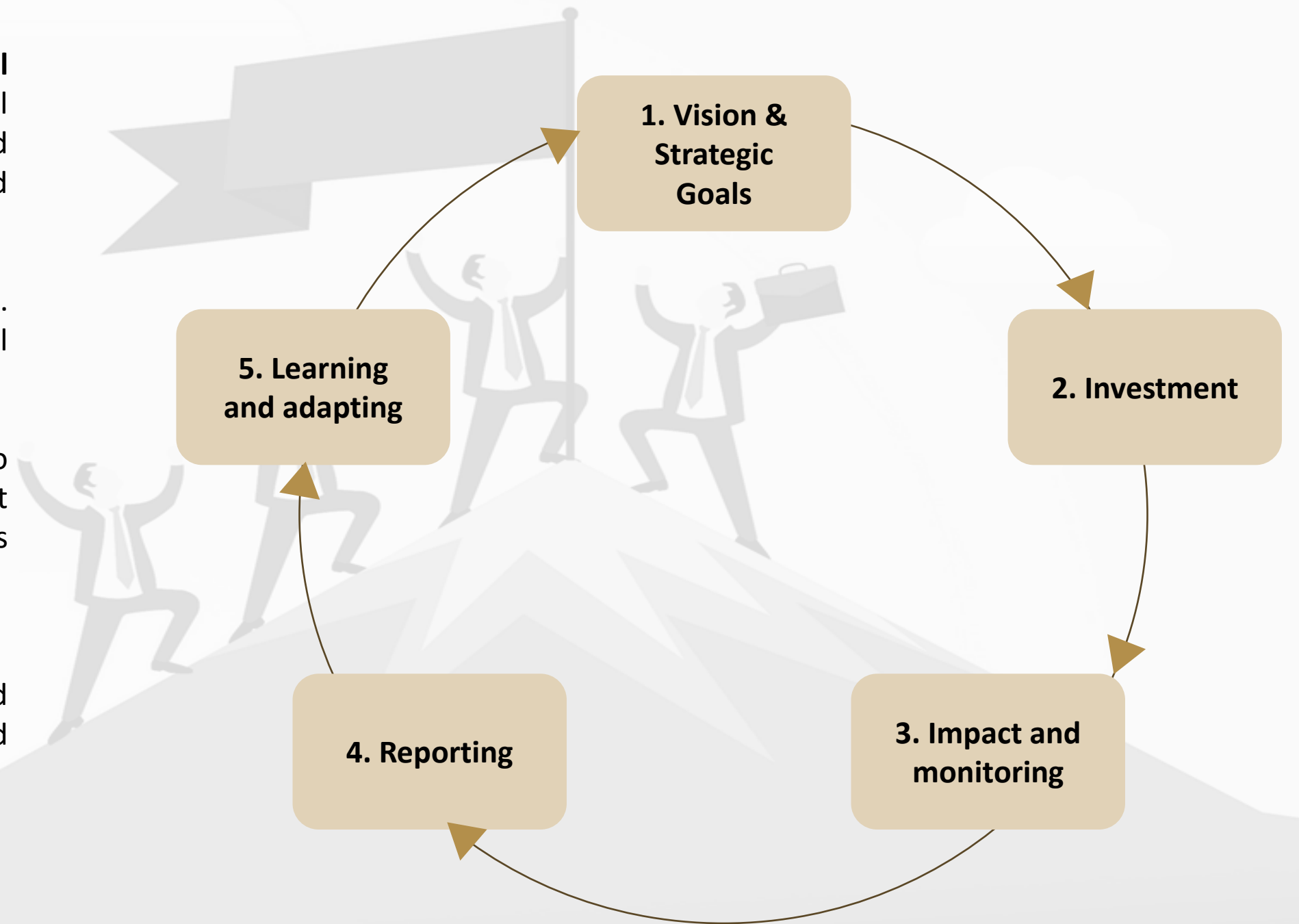
The Achmea Foundation has an impact strategy focused on fostering social engagement and supporting vulnerable groups. The Foundation monitors all projects to which a grant or loan has been provided. Our goal is to be an engaged donor. Leveraging the knowledge and expertise within our network, we aim to add value for project partners through constructive, critical feedback.

Project monitoring is carried out through regular contact with partner organisations. In addition, one or more project evaluations are conducted annually by an external party. Evaluations are essential to ensure that projects remain sustainable over time.

Beyond external evaluations, the Achmea Foundation conducts annual site visits to selected projects in Africa. These visits strengthen connections with project organisations and local teams and provide valuable learning opportunities. Insights gained during these visits inform the analysis and implementation of future projects.

Impact Management as a Core Approach.

Impact management translates strategic goals into practical actions. By collecting and analyzing relevant impact data, we continuously learn and make well-informed decisions.



16. Measuring impact

For the Achmea Foundation, measuring the impact of our projects is of great importance in order to be able to contribute in a targeted manner to a fair, healthy and sustainable society.

The Achmea Foundation uses two methods to measure the impact of its projects.

For projects aimed at improving people's health, we apply the QALY method. QALYs, or Quality-Adjusted Life Years, measure the impact of health interventions by combining both the quantity and quality of life. One QALY represents one year of life in perfect health, making it a useful metric for assessing health outcomes. For projects focused on improving income, we measure impact by tracking the number of new jobs created or the increase in income for individuals.

Impact is not just about numbers. To truly understand our impact, we listen to the stories of people involved in our projects. These stories reveal how lives have changed through the services provided by the organisations we support. Our goal is real transformation, not just incremental progress. Open dialogue, curiosity, and a commitment to continuous improvement are essential to our approach. Without this way of working, we cannot provide the best support to organisations or make a meaningful difference for people in vulnerable situations.

Impact is an ongoing process. The Achmea Foundation measures the effect of its expenditures on the Foundation's objectives. By analyzing the impact of different projects, we gain insight into which initiatives are most effective. As we continue to learn and adapt, we aim to further develop several areas—particularly long-term impact monitoring, where we strive for continuous improvement.



17. Achmea Foundation consists of four programmes

The four programmes of the Achmea Foundation contribute to the strategy of Achmea and the strategy of the Achmea Foundation.





The **Achmea Foundation Impact Fund** invests in the socio-economic empowerment of people in Africa by investing in innovative projects in the areas of health or income.

Achmea Foundation Impact Fund



HEALTH AND INCOME

The Achmea Foundation Impact Fund invests in the socio-economic empowerment of people in sub-Saharan Africa by investing (grants or loans) in innovative projects in the areas of health or income.



TOGETHER WITH PROJECT PARTNERS

Achmea Foundation always achieves its impact in collaboration with partners. Through collaboration with NGOs, social enterprises and corporate foundations.



GRANTS AND LOANS

We ensure a healthy mix of grants and loans. We explore innovative forms of financing to achieve greater impact.



MEASURING IMPACT

Together with our partners, we want to continuously learn from existing projects by monitoring progress and conducting evaluations. Measuring impact is an important factor in this regard.

Impact Fund

Achmea Foundation Impact Fund Grant Policy.

To be eligible for funding through the Impact Fund, an initiative or project must meet all of the following criteria.

1. **Geographic focus:** The project takes place in Sub-Saharan Africa.
2. **organisation location:** Only organisations based in the Netherlands are eligible.
3. **organisation type:** The applicant organisation is an NGO with ANBI status. Without ANBI status, specific conditions apply: support is limited to projects serving the public interest, with accountability requirements.
4. **Innovation requirements:** The project applies new technologies in products, services, or processes, or develops new products, services, or processes.
5. **Thematic focus:** Projects aimed at improving healthcare or increasing income for people in vulnerable situations.
6. **Financial sustainability:** The project must be able to continue independently in the long term, without structural dependence on grants.
7. **Proof of Concept:** Establish whether an idea or technology is feasible and fits the target group. Funding through a grant (€100,000–€400,000).
8. **Proof of Business:** Further development of an existing idea or technology toward a viable business model. Funding through a social loan (€300,000–€500,000). Scaling up existing projects or funds is not eligible.
9. **Achmea Foundation involvement:** Active monitoring and support during the project's duration.

Fundamental Principles

- The primary focus must consistently be on public benefit.
- Initiatives are aimed at vulnerable populations in the Netherlands or Sub-Saharan Africa.
- Loans are offered with a maximum interest rate of 3%.
- The ANBI organisation must verify that the loan is responsible and does not threaten the foundation's sustainability.
- Each grant and/or loan requires a formal agreement outlining the purpose, terms, and repayment conditions.
- Loans to commercial entities are permitted only if the project clearly advances the public interest.
- Grants and loans are disbursed in instalments.



Achmea Foundation Expert Volunteer Assignments increases its impact by deploying the expertise and time of Achmea employees on impactful initiatives.

Achmea Foundation Expert Volunteer Assignments



EXPERTISE AND TIME

Achmea Foundation Expert Volunteer Assignments increases its impact by deploying the expertise and time of Achmea employees to impactful initiatives.



DUTCH OR AFRICAN PARTNERS

Employees can undertake a volunteer assignment with one of our Dutch or African partners, remote or onsite.



LEARNING INTERVENTIONS

Volunteer assignments are regarded as learning interventions for employees.



WITH PARTNERS

Achmea Foundation always achieves its impact in collaboration with its partners.



Achmea Foundation ImpactPlus contributes to strengthening the self-reliance of vulnerable people in the Netherlands by stimulating social entrepreneurship.

Achmea Foundation Impact Plus



SOCIAL ENTREPRENEURSHIP

In the Netherlands, the Achmea Foundation contributes to strengthening the self-reliance of vulnerable people by stimulating social entrepreneurship.



INCREASING SOCIAL IMPACT

By increasing and accelerating social impact through the promotion of social entrepreneurship.



INCREASING IMPACT

Achmea employees devote their time and expertise to increasing the impact of social entrepreneurs.



FOCUS ON CONSUMER DOMAINS

Social entrepreneurship focused on health, income, smart mobility, and healthy living and working.



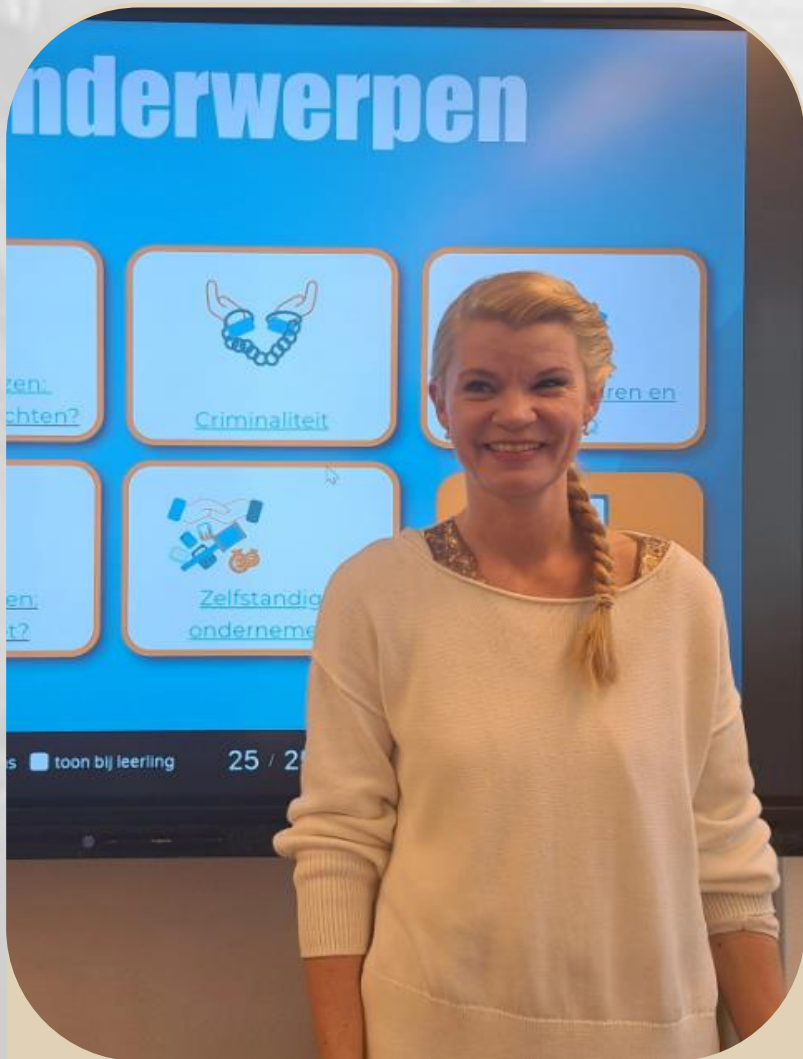
Achmea Foundation For Each Other encourages Achmea employees to start or support social initiatives to make the Netherlands a bit healthier, safer, or more future-proof.

Achmea For Each Other



VALUE FOR SOCIETY

Achmea Foundation is recognised and acknowledged as a foundation that creates value for society.



SUPPORT PEOPLE

Achmea employees are encouraged to support people in vulnerable situations in our society.



SOCIAL ACTIVITIES

Achmea employees work as a team to undertake social activities.



YOUNG PEOPLE AND FINANCE

Achmea employees volunteer as guest lecturers focusing on young people and financial inclusion.



Thank you
Together we make the world more beautiful!