

● Appendices

Appendix 9: GRI Index

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
General Disclosures				
Organization Profile	102-1	Name of the organization	Koninklijke KPN N.V.	
	102-2	Activities, brands, products, and services	Our purpose and the world around us, p. 8 Strategy, key performance and value creation model, p. 12 Flexible, simple and converged products and services p. 35 KPN does not sell products that are banned in certain markets. However, some aspects of our products are subject to stakeholder questions and public debate. This primarily concerns EMF (electromagnetic fields), see https://overons.kpn/en/kpn-in-the-netherlands/our-network/health - and conflict minerals. Through our membership of EICC and GeSI, we support initiatives to prevent human rights violations and the financing of armed conflicts by mineral extraction. KPN will make use of a mineral mapping program which is in development in cooperation with social organizations, thereby responding to the call made by MakeITfair, an organization which is campaigning for the ICT sector to be more transparent about the origin of minerals. See: https://overons.kpn/en/kpn-in-the-netherlands/sustainability/suppliers	
	102-3	Location of headquarters	Rotterdam, the Netherlands	
	102-4	Location of operations	KPN operates in the Netherlands and the Americas	
	102-5	Ownership and legal form	Corporate governance, p. 58	
	102-6	Markets served	Our purpose and the world around us, p. 8 Strategy, key performance and value creation model, p. 12 Converged smart infrastructure, p. 32 Flexible, simple and converged products and services, p. 35 Focused innovation and digitalization, p. 39	
	102-7	Scale of the organization	Strategy, key performance and value creation model, p. 12 Shareholder value, p. 21 Sustainable employability, p. 45 Consolidated Financial Statements, p. 98	
	102-8	Information on employees and other workers	Sustainable employability, p. 45 Appendix 6: Social figures, p. 207 In 2019, about 97% of the KPN workforce is represented in a formal joint management-worker health and safety committee, which supports and advises on occupational health and safety programs. All employees (on the payroll as regular staff) are eligible for regular performance and career development reviews. 65.4% of all employees had at least one performance and career development review in 2019. 39.7% of all employees had reviews on a more regular basis. 34.6% did not have any review in 2019. (This is excluding other participations). The percentage difference between the average salary of men and women in the collective labor agreement (CLA) scales decreased from 2.25% in 2018 to 1.98% in 2019	Reporting on employees of contractors is considered not applicable to KPN. Our stakeholders do not request us to report on such information.
	102-9	Supply chain	Sustainable employability, p. 45 Environmental performance and responsible supply chain, p. 48 Long-term and short-term impact on society, p. 26	

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
102-10		Significant changes to the organization and its supply chain	<p>Strategy, key performance and value creation model, p. 12 Shareholder value, p. 21 Consolidated Financial Statements p. 98 Flexible, simple and converged products and services, p. 35 Converged smart infrastructure, p. 32 Sustainable employability, p. 45 Environmental performance and responsible supply chain, p. 48 Corporate governance, p. 58</p> <p>Supply chain management In 2019, JAC raised 93 environmental issues at suppliers following on-site audits. 126 environmental issues were resolved during 2019 (these also include issues raised in previous years). 69 of 93 issues raised in 2019 are still pending. KPN has about 39 high risk suppliers. In 2019, no supplier relations were terminated. In 2019, JAC raised 330 CSR issues at suppliers following on-site audit relating to working hours and health & safety at suppliers. 395 issues in these two categories were resolved during 2019 (these included issues from previous years). 235 of 330 issues raised in 2019 are still pending.</p> <p>In 2019, JAC has raised 419 issues relating to human rights (these include the following auditing categories: health & safety, working hours, child labor & juvenile workers, wages & compensation, forced labor & prison labor, discrimination, disciplinary practice and freedom of association). 605 were resolved during 2019 (including issues raised in previous years). 295 out of 419 issues raised in 2019 are still pending. In 2019, JAC raised 12 CSR issues at suppliers following on-site audits relating to child labor & juvenile workers. 9 issues were resolved during 2019 (including issues raised in previous years). 6 of 12 issues raised in 2019 are still pending.</p> <p>In 2019, JAC has raised 55 issues relating to business ethics (including corruption). 94 issues were resolved during 2019 (including issues raised in previous years). 38 of 55 issues raised in 2019 are still pending. In 2019, JAC raised 14 CSR issues at suppliers following on-site audits relating to forced labor & prison labor. 11 of these issues were resolved during 2019 (including issues raised in previous years). 10 of 14 issues raised in 2019 are still pending. In 2019, JAC has raised 567 CSR issues overall, of which 55 relating to business ethics (including corruption). 94 issues related to business ethics were resolved during 2019 (including issues raised in previous years). 402 out of 567 issues raised in 2019 are still pending.</p>	
102-11		Precautionary principle or approach	<p>Compliance and risk, p. 66 For our approach to EMF, see: https://overons.kpn/en/kpn-in-the-netherlands/sustainability/working-together</p>	
102-12		External initiatives	<p>The most important charters, principles, or other initiatives to which KPN subscribes or which KPN endorses are: UN Global Compact UN Declaration of Human Rights International Labor Organization (ILO) OECD Principles of the World Economic Forum RE100 For more information and context, see: https://overons.kpn/en/kpn-in-the-netherlands/sustainability/working-together</p>	

● Appendices

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	102-13	Membership of associations	<p>Our most important memberships are:</p> <ul style="list-style-type: none"> GeSI ETNO Green Grid Teleworking Forum Mobility Management Task Force UN Global Compact ITU Nederland ICT ECP <p>For more information and the most recent overview of memberships, see: https://overons.kpn/en/kpn-in-the-netherlands/sustainability/working-together</p> <p>For information on lobbying activities, see: Appendix 3: Transparency, p. 180</p>	
Strategy	102-14	Statement from senior decision-maker	CEO letter to the stakeholders, p. 4	
	102-15	Key impacts, risks, and opportunities	<p>In the sections 'Our purpose and the world around us' and 'Strategy, key performance and value creation model' we describe the challenges KPN faces, including the way KPN responds and regards them as challenging opportunities. Our key impacts are displayed in the value creation model and explained in 'Long-term and short-term impact on society'.</p> <p>Our purpose and the world around us, p. 8 Strategy, key performance and value creation model, p. 12 Long-term and short-term impact on society, p. 26</p> <p>In the section 'Environmental performance and responsible supply chain' we describe the key impacts of climate change to our business, and the way we turned them into business opportunities. These business opportunities are translated into KPIs and include targets, results, goals and evaluation processes. The Board of Management has final responsibility.</p> <p>Environmental performance and responsible supply chain, p. 48 Our CSR governance is described in our 'Corporate governance' chapter, p. 58 In our 'Compliance and risk' section, we describe the main risks KPN faces. The environmental, privacy and security risks are integrated in our risk systems and part of the top risks of KPN. Compliance and risk, p. 66</p>	
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	<p>Remuneration Report, p. 86 Safeguarded privacy and security p. 42 Sustainable employability p. 45 Compliance and risk, p. 66 Environmental performance and responsible supply chain p. 48</p> <p>For more information, see our Code of Conduct and the KPN SpeakUp Line: https://ir.kpn.com/websites/kpn/English/7050/code-of-conduct.html</p> <p>For more information on our management approach on privacy and security, see Security link at: https://overons.kpn/en/kpn-in-the-netherlands/security</p>	

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	102-17	Mechanisms for advice and concerns about ethics	<p>Employees can seek advice and report violations on ethical and lawful behavior by contacting the KPN Helpdesk Security, Compliance and Integrity. All reports made to this helpdesk are registered. In 2019, 4,065 reports have been made to the helpdesk. However, KPN only registers reports on violations of the Code of Conduct and the subcodes (which include all company policy on ethical and lawful behavior) including the results of formal investigation and follow-up in terms of corrective measures. The system is not yet designed to be able to register requests for advice separately.</p> <p>Reports on possible violations of the KPN Code of Conduct or subcodes (which include all company policy on ethical and lawful behavior) are registered by the KPN Helpdesk Security, Compliance and Integrity. In 2019, 0 reports of possible violations of the Code of Conduct and 1,209 reports on possible violations of the subcodes have been registered. In 112 occasions, these were followed by corrective measures. KPN does not register the number of complaints about breaches of the company Code or other ethical issues at the helpdesks, social media and mvo@kpn.com. For the Code and more information on anonymous reporting, see: https://ir.kpn.com/websites/kpn/English/7050/code-of-conduct.html</p> <p>Compliance and risk, p. 66</p>	
Governance	102-18	Governance structure	<p>Corporate governance, p. 58 Compliance and risk, p. 66 Composition of the boards, p. 73</p>	
	102-19	Delegating authority	<p>Corporate governance, p. 58 Compliance and risk, p. 66 Composition of the boards, p. 73 Supervisory Board Report, p. 80</p>	
	102-20	Executive-level responsibility for economic, environmental, and social topics	<p>Corporate governance, p. 58 Composition of the boards, p. 73 Supervisory Board Report, p. 80</p>	
	102-21	Consulting stakeholders on economic, environmental, and social topics	<p>Corporate governance, p. 58 Composition of the boards, p. 73 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180</p>	
	102-22	Composition of the highest governance body and its committees	<p>Composition of the boards, p. 73 Supervisory Board Report, p. 80</p> <p>KPN's Supervisory Board members represent amongst others our shareholders and society. Their competences are broad, and cover a range from expert financial knowledge towards green energy solutions and societal development. For more information on the background of our Supervisory Board members, please see: https://ir.kpn.com/websites/kpn/English/7030/supervisory-board.html</p>	
	102-23	Chair of the highest governance body	<p>Composition of the boards, p. 73</p>	
	102-24	Nominating and selecting the highest governance body	<p>Supervisory Board Report, p. 80 Corporate governance, p. 58</p>	
	102-25	Conflicts of interest	<p>Remuneration Report, p. 86 Corporate governance, p. 58 Supervisory Board Report, p. 80</p>	
	102-26	Role of highest governance body in setting purpose, values, and strategy	<p>Supervisory Board Report, p. 80 Composition of the boards, p. 73 Corporate governance, p. 58 Compliance and risk, p. 66</p>	
	102-27	Collective knowledge of highest governance body	<p>Composition of the boards, p. 73 Supervisory Board Report, p. 80 Corporate governance, p. 58 Compliance and risk, p. 66</p>	

● Appendices

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	102-28	Evaluating the highest governance body's performance	Supervisory Board Report, p. 80	
	102-29	Identifying and managing economic, environmental, and social impacts	Compliance and risk, p. 66	
	102-30	Effectiveness of risk management processes	Compliance and risk, p. 66 Supervisory Board Report, p. 80	
	102-31	Review of economic, environmental, and social topics	Compliance and risk, p. 66	
	102-32	Highest governance body's role in sustainability reporting	Steering Committee Integrated Reporting. The Board of Management has final responsibility for the Integrated Annual Report. Corporate governance, p. 58 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	
	102-33	Communicating critical concerns	Critical concerns are communicated on a quarterly basis to both the Board of Management and the Supervisory Board. This communication consists of a GRIP report, an external audit report and an internal audit report. The GRIP report is most comprehensive and includes all risks for KPN communicated by risk managers. The external audit report comprises mostly financial risks for KPN whereas the internal audit report reports financial and IT security risks. The Board of Management closely monitors all risks and defines procedures and working methods for critical risks. All risks are reviewed by the Audit Committee.	
	102-34	Nature and total number of critical concerns	Reference omitted	The nature and number of critical concerns raised during 2019 cannot be communicated, as this concerns sensitive information.
	102-35	Remuneration policies	Remuneration Report, p. 86 Supervisory Board Report, p. 80	
	102-36	Process for determining remuneration	Supervisory Board Report, 80, Remuneration Report, p. 86	
	102-37	Stakeholders' involvement in remuneration	Supervisory Board Report, p. 80	
	102-38	Annual total compensation ratio	We monitor the ratio in annual total compensation for our employees in the main country of operation: the Netherlands. The basis for determining the ratio is the pension base salary, which includes all fixed components of the salary of our employees. For the calculation, we use the annualized salary as paid on 31 December of the reporting year. This is not by definition a full time salary, part time salaries are also included. All bonuses paid during 2019 are included in the calculation, just as the value of vested shares or phantom shares received by employees in the reporting year. For the reporting year 2019, the ratio of annual total compensation of the highest-paid individual to the median annual total compensation is 24,9/1. Due to changes in management, the ratio between the highest paid individual and median salary is lower than 2018. The total annual compensation of the highest paid individual is predominately defined by incentives. Consequently this results in highly fluctuating total annual compensation year-on-year even though base payments remains unchanged.	

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	102-39	Percentage increase in annual total compensation ratio	<p>We monitor the ratio in annual total compensation for our employees in the main country of operation, the Netherlands. The basis for determining the ratio is the pension base salary, which includes all fixed components of the salary of our employees. For the calculation, we use the annualized salary as paid on 31 December of the reporting year. This is not by definition a full time salary, part time salaries are also included. All bonuses paid during 2019 are included in the calculation, just as the value of vested shares or phantom shares received by employees in the reporting year.</p> <p>For the reporting year 2019, the annual total compensation of the highest paid individual decreased with 0.1% in 2019 (compared with 2018) and the annual total compensation of the median increased with 5.3% in 2019 (compared with 2018). The ratio of the percentage increase of the highest paid individual to the increase of the median annual total compensation of 2019 is +0.02/1.</p>	
Stakeholder engagement	102-40	List of stakeholder groups	Our purpose and the world around us, p. 8 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	
	102-41	Collective bargaining agreements	Appendix 6: Social figures, p. 207 This indicator supports Principles 1 and 3 of the UN Global Compact.	
	102-42	Identifying and selecting stakeholders	<p>Our purpose and the world around us, p. 8 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180</p> <p>KPN selects stakeholders based on their relevance to the IT industry and to KPN's CSR themes. They are also organizations or persons (or their representatives) with whom we have a formalized contractual or business relationship, such as customers, investors, employees and suppliers. A major additional criterion is whether they had previously indicated their desire to be involved in KPN's CSR policy.</p> <p>The other category of stakeholders concerns social organizations with which we do not have a business relationship, but whose views we value because KPN's operations impact on the interests they represent. We very much wish to engage in dialogue with authoritative, influential organizations, such as the ETNO, MVO Nederland, Circle Economy or the Nationaal Ouderenfonds, an organization representing senior citizens in the Netherlands. It exceeds our capacity to open up the dialogue to every social organization that works on a particular subject.</p>	
	102-43	Approach to stakeholder engagement	<p>Customer value, p. 18 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 KPN does not engage with stakeholders exclusively as part of the report preparations process, although all stakeholders input is considered to be of potential value to the report. KPN wants to know what topics stakeholders deem important and actively respond to their rising demands. One way to interact with its stakeholders is through sponsoring. In 2019 KPN spent EUR 8,525,817 and 6,659 hours on donations, sponsoring and community projects. This amount also includes a calculation of the time spent by our staff on volunteer work. The above amount is composed as follows: Cash contributions (+/-83% of total expenditure) Time (+/-3% of total expenditure) In-kind giving (+/-3% of total expenditure) Management overhead (+/-11% of total expenditure)</p>	
	102-44	Key topics and concerns raised	Our purpose and the world around us, p. 8 Customer value, p. 18 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	
Reporting practice	102-45	Entities included in the Consolidated Financial Statements	The basis for the entities covered in the Consolidated Financial Statements is KPN's legal structure. All entities covered by the Consolidated Financial Statements are also included in Corporate governance, p. 58 Consolidated Financial Statements, p. 98	
	102-46	Defining report content and topic Boundaries	Contents, p. 3 Strategy, key performance and value creation model, p. 12 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	

● Appendices

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	102-47	List of material topics	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Appendix 2: Connectivity of non-financial information, p. 176	
	102-48	Restatements of information	Shareholder value p. 21 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Footnotes included in tables.	
	102-49	Changes in reporting	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Footnotes included in tables.	
	102-50	Reporting period	1 January 2019 - 31 December 2019	
	102-51	Date of most recent report	24 February 2019	
	102-52	Reporting cycle	Annually	
	102-53	Contact point for questions regarding the report	Colophon	
	102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Comprehensive option.	
	102-55	GRI Index	The GRI Index can be found in the downloadmanager on www.kpn.com/annualreport	
	102-56	External assurance	Independent assurance report, p. 165 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	

Material Topics

Economic performance	Linked with other material topic: Economic value			
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (including KPN the Netherlands and all subsidiaries). Outside: providers of capital, governments and communities in countries of operation. For KPN's involvement, see references in 103-2	
	103-2	The management approach and its components	CEO letter to the stakeholders, p. 4 Strategy, key performance and value creation model, p. 12 Shareholder value, p. 21 Corporate governance, p. 58	
	103-3	Evaluation of the management approach	Corporate governance, p. 58	
GRI 201: Economic performance 2018	201-1	Direct economic value generated and distributed	Our purpose and the world around us, p. 8 Strategy, key performance and value creation model, p. 12 Shareholder value, p. 21	
	201-2	Financial implications and other risks and opportunities due to climate change	Environmental performance and responsible supply chain, p. 48 Compliance and risk, p. 66 Appendix 7: Environmental figures, p. 209 KPN discloses all material carbon emissions, climate governance and management approach, including the financial implications of risks regarding climate change and the costs of mitigating actions for the CDP (formerly, the Carbon Disclosure Project). Find our 2019 disclosure at https://cdp.net/en .	
	201-3	Defined benefit plan obligations and other retirement plans	Consolidated Financial Statements; [17] Retirement benefits, p. 145	
	201-4	Financial assistance received from government	KPN does not receive significant financial assistance from the government.	

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Tax	Linked with medium material topic: Tax strategy			
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: customers, suppliers, governments, local authorities, communities in countries of operation. For KPN's involvement, see references 103-2	
	103-2	The management approach and its components	Corporate governance, p. 58 Tax and regulation, p. 63	
	103-3	Evaluation of the management approach	Corporate governance, p. 58 Tax and regulation, p. 63	
GRI 207: Tax 2019	207-1	Approach to tax	Corporate governance, p. 58 Tax and regulation, p. 63 For our Tax strategy & Policy, see: https://ir.kpn.com/websites/kpn/English/7070/tax-strategy_-_policy.html	
	207-2	Tax governance, control, and risk management	Corporate governance, p. 58 Compliance and risk, p. 66 Tax and regulation, p. 63 Tax strategy & Policy: https://ir.kpn.com/websites/kpn/English/7070/tax-strategy_-_policy.html References 102-17 and 102-56	
	207-3	Stakeholder engagement and management of concerns related to tax	Corporate governance, p. 58 Tax and regulation, p. 63 Appendix 3: Transparency; Stakeholder engagement and materiality, p. 180 Tax strategy & Policy: https://ir.kpn.com/websites/kpn/English/7070/tax-strategy_-_policy.html	
	207-4	Country-by-country reporting	Tax and regulation, p. 63 Consolidated Financial Statements, p. 98	
Materials	Linked with other material topic: Materials			
GRI 103: Management approach 2018	103-1	Explanation of the relevant topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: suppliers and customers in countries of operation For KPN's involvement, see references 103-2.	
	103-2	The management approach and its components	Environmental performance and responsible supply chain, p. 48 Corporate governance, p. 58	
	103-3	Evaluation of the management approach	Corporate governance, p. 58 Long-term and short-term impact on society, p. 26	
GRI 301: Materials 2018	301-1	Materials used by weight or volume	KPN is a service provider and not a production company. The materials consumed are therefore limited.	
	301-2	Recycled input materials used	See circularity of inflow in: Environmental performance and responsible supply chain, p. 49	
	301-3	Reclaimed products and their packaging materials	See return rates in chapter: Environmental performance and responsible supply chain, p. 49 Appendix 2: Connectivity of non-financial information, p. 176 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 This indicator supports Principles 8 and 9 of the UN Global Compact. Appendix 7: Environmental Figures, p. 209	Reporting on reclaimed packaging material is considered not applicable to KPN. Our stakeholders do not request us to report on such information.
Water and effluents	Linked with other material topic: Water			
GRI 103: Management approach 2018	103-1	Explanation of the relevant topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: governments, local authorities, communities in countries of operation. For KPN's involvement, see references 103-2.	

● Appendices

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	103-2	The management approach and its components	Environmental performance and responsible supply chain, p. 48 Corporate governance, p. 58 Appendix 7: Environmental figures, p. 209	
	103-3	Evaluation of the management approach	Corporate governance, p. 58.	
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	Not material	
	303-2	Management of water discharge-related impacts	Not applicable	
	303-3	Water withdrawal	Only applies to third party freshwater. See Appendix 7: Environmental figures, p. 209	
	303-4	Water discharge	Only applies to third party water released to municipal water treatment facilities (same volume assumed as reported under 303-3).	
	303-5	Water consumption	Not applicable	
Effluents and waste	Linked with other material topic: Waste			
GRI 103: Management approach 2018	103-1	Explanation of the relevant topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: governments, local authorities, communities in countries of operation. For KPN's involvement, see references 103-2.	
	103-2	The management approach and its components	Environmental performance and responsible supply chain, p. 48 Corporate governance, p. 58 Appendix 7: Environmental figures, p. 209	
	103-3	Evaluation of the management approach	Corporate governance, p. 58	
GRI 306: Effluents and waste 2016	306-1	Water discharge by quality and destination	Not applicable	
	306-2	Waste by type and disposal method	Calculation methodology is explained in Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Waste figures are included in Appendix 7: Environmental figures, p. 209	
	306-3	Significant spills	Not applicable	
	306-4	Transport of hazardous waste	Only transport of hazardous waste within the Netherlands applies and can be found in the waste figures in Appendix 7: Environmental figures, p. 209	
	306-5	Water bodies affected by water discharges and/or runoff	Not applicable	
Customer privacy	Linked with high material topic: Data & information protection			
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: all customers. For KPN's involvement, see references 103-2.	
	103-2	The management approach and its components	Safeguarded privacy and security p. 42 For more information on our management approach on privacy and security, see https://overons.kpn/en/kpn-in-the-netherlands/security For our Privacy Statement, see http://www.kpn.com/algemeen/missie-en-privacystatement.htm Corporate governance, p. 58 This management approach supports Principle 8 of the UN Global Compact.	

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
	103-3	Evaluation of the management approach	Corporate governance, p. 58	
GRI 418: Customer privacy 2018	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Safeguarded privacy & security, p. 42 A selection is made of all incidents at 'treatment end date' that have been closed in 2019 and have been reported to the Dutch Data Protection Authority. In 2019, KPN the Netherlands received 210 complaints about privacy. KPN's integrity experts review incident reports prompted by grievances, with the legal and regulatory framework being the first check made. The next step checks for violations of the KPN Company Code and of the relevant supporting codes.	
	Own indicator	% of Dutch people that believe their data is safe with KPN	Safeguarded privacy and security, p. 42	
High material topics with own indicators				
Customer interaction				
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: all customers. For KPN's involvement, see references 103-2.	
	103-2	The management approach and its components	Customer value, p. 18 Corporate governance, p. 58	
	103-3	Evaluation of the management approach	Corporate governance, p. 58	
	Own indicator	Net Promoter Score (NPS)	Customer value, p. 18 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	
	Own indicator	RepTrak	Customer value, p. 18 Appendix 3: Transparency, materiality and stakeholder engagement, p. 180	
Innovation in products and services				
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: customers, suppliers, governments, local authorities, communities in countries of operation. For KPN's involvement, see references 103-2	
	103-2	The management approach and its components	Strategy, key performance and value creation model, p. 12 Corporate governance, p. 58	
	103-3	Evaluation of the management approach	Corporate governance, p. 58 Long-term and short-term impact on society, p. 26	
	Own indicator	See indicators for: Customer interaction; Network quality, reliability & availability; Data & information protection; Economic value	The world is becoming increasingly interconnected. Three major developments have fundamentally changed our industry in the past decades: the introduction of mobile phones, the internet and digitalization. These major changes require a high level of systematic, future-oriented and innovative thinking. Technology is an essential part of who we are and what we do. Everything we want to achieve for our customers and society initially has an effect on our own business operations. As digital transformation is highly integrated with our daily business operations all our indicators contribute to our digital transformation. More information on our newest digital developments can be found under 'Focused innovation and digitalization' p. 39	

● Appendices

GRI Standard	#	GRI Disclosure	Page number(s), URL(s) and/or information	Omission
Network quality, reliability & availability				
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: all customers. For KPN's involvement, see references 103-2	
	103-2	The management approach and its components	Strategy, key performance and value creation model, p. 12 Converged smart infrastructure, p. 32 Corporate governance, p. 58	
	103-3	Evaluation of the management approach	Corporate governance, p. 58 Long-term and short-term impact on society, p. 26	
	Own indicator	Average 4G download speed	Converged smart infrastructure, p. 32	
	Own indicator	Weighted downtime reduction	Converged smart infrastructure, p. 32	
Supplier selection and good governance				
GRI 103: Management approach 2018	103-1	Explanation of the material topic and its Boundaries	Appendix 3: Transparency, materiality and stakeholder engagement, p. 180 Where impacts occur: Inside: KPN Group (exceptions and/or limitations are indicated in footnotes to the tables or text). Outside: customers, suppliers, governments, local authorities, communities in countries of operation. For KPN's involvement, see references 103-2	
	103-2	The management approach and its components	Environmental performance and responsible supply chain, p. 48 Corporate governance, p. 58	
	103-3	Evaluation of the management approach	Corporate governance, p. 58	
	Own indicator	Return rate for customer equipment	Environmental performance and responsible supply chain, p. 48	
	Own indicator	% weight of equipment and materials reused or recycled	Environmental performance and responsible supply chain, p. 48	