

DNB2025

DNB Vision and strategy

Working
on trust in
a rapidly
changing
world

DeNederlandscheBank

EUROSYSTEEM





Introduction

De Nederlandsche Bank (DNB) seeks to safeguard financial stability and thus contribute to sustainable prosperity in the Netherlands. The speed with which our world is changing means we occasionally have to ask ourselves if we need to explore other avenues to achieve that aim.

We have therefore formulated a new medium-term strategy consisting of six ambitions which we would like to achieve for 2025. Our new strategy – DNB2025 – is about *change*. Although our usual tasks are not mentioned here, they remain as important as ever. The new ambitions mean we will be able to carry out these tasks even more effectively. These ambitions are mainly organisation-wide in nature, which calls for cooperation and making use of synergy at DNB.

External changes are visible in many areas. The role of ‘Europe’ is becoming increasingly far-reaching, with consequences for how we work. Good influencing strategies are gaining more and more importance. We will also have to respond to rapid developments inside and outside the sector.

We can only remain effective in a changing world if our culture changes with it, and if we stay versatile. That requires us, among other things, to take a programme and project-based approach to realising our ambitions and to manage our organisation in a suitable way. We want to ensure we are an inclusive organisation. A place where people from different backgrounds, ages and disciplines feel at home, and can work effectively in various styles. An organisation that is aware of its environment and which seeks a connection with the outside world, in the knowledge that we cannot achieve financial stability and sustainable prosperity alone.

DNB2025 is our response to the many external and internal challenges facing us. It is our response to the question of how we will continue to work on trust in a rapidly changing world.





Vision DNB2025

Society

We are committed to an economy that contributes to sustainable prosperity for everyone in the Netherlands. In this respect, international issues call for international solutions. We stand for a society in which citizens are resilient and are able to deal with financial and economic uncertainties. DNB works on sustainable solutions and brings order to complex social issues.

In 2025:

- Based on our mission, we have realised our vision on Corporate Social Responsibility by fully integrating CSR in all elements of our work.
- Partly due to the efforts of DNB, more balanced economic conditions have been achieved through structural solutions for longer-term issues. At national level, this entails a sustainable pension system and moderate development of mortgage loan indebtedness, which reduces cyclical outcomes. At European level, this entails the normalisation of monetary policy, completion of the banking union and strengthening of the capital markets union.

Financial sector

We are committed, both independently and as part of the European Union, to a financial sector that inspires confidence, is resistant to shocks, and is future-oriented. We promptly identify threats to financial stability, and take the appropriate control measures. We advocate a financial sector that stimulates economic activity. As an independent central bank, supervisory authority and resolution authority, we are influential both nationally and internationally, through ever closer cooperation and dialogue with our stakeholders. We are committed to more far-reaching European harmonisation, for example in the area of integrity supervision and supervision of insurers and central counterparties (CCPs).

In 2025:

- Our work is data-driven, and all our areas of activity are based on digital technologies. We are recognised as a digitally-engaged participant in the financial sector.
- Our efforts have made a recognised contribution to public confidence in financial institutions in the Netherlands.

DNB organisation

We are a sustainable, adaptive and cost-conscious organisation. We are able to adjust to changing circumstances. DNB is an attractive employer for driven professionals from diverse backgrounds. These professionals help make DNB a committed, open and dependable institution.

In 2025:

- Our workforce is more diverse and can effectively, and in dialogue with stakeholders deliver results. They are – in all functions – digitally proficient.
- We have made it clear to internal and external stakeholders that we perform our tasks effectively and cost-consciously.



Ambitions





CSR

Conviction

Sustainable economic growth is only possible without harmful effects on the environment, and if the financial and economic system is inclusive.





Strategy

We strive for sustainable economic growth that has no harmful effects on the environment:

- We integrate sustainability-related risks in our supervisory approach and also play an international and a catalysing role to integrate this in supervisory rules.
- We fuel public debate by contributing facts and insights about the energy transition and its effects on the economy.
- We integrate socially responsible investment in our reserve management and perform an international pioneering role in this respect. The effects of the energy transition are taken into account in implementing monetary policy.
- We work to reduce the environmental impact of cash, with the ultimate objective of halving CO₂ emissions of the cash payment chain by 2030.
- We take steps to make our internal operations (including 100% CO₂ neutral) and accommodation (including minimum energy label of A++) more sustainable according to ambitious standards in keeping with our CSR role.

DNB strives for an inclusive financial and economic system:

- DNB investigates the sources of prosperity, access to the financial system and social security, and fuels the public debate with independent analyses and insights.
- We ensure vulnerable groups maintain access to the payment system. Sustainability is a criterion for decisions about financial infrastructure.

We realise our CSR ambitions through:

- an effective strategy for influencing the financial sector, contributing to the Paris Climate Accord and the following UN Sustainable Development Goals (SDGs): 'Decent work and economic growth'; 'Responsible consumption and production'; 'Climate action'; and 'Partnerships for the goals'.



More balanced economic conditions

Conviction

The financial crisis exposed major imbalances in the financial sector and the structure of the economy. The causes of this were inadequate buffers, fragmented supervision, accommodative monetary policy, close interconnectedness between real estate markets, banks and sovereigns, and failure to take into account fundamental risk. Despite significant strengthening of financial architecture, there is still work to do. Since the 1990s, gains in prosperity have not been shared equally by all citizens, and some groups have been disproportionately affected by the crisis. This has resulted in political shifts, and new policy prescriptions. In so far as this has affected economic dynamics, we consider it within our mandate to take stock of the facts and assess the effectiveness of solutions for more balanced economic conditions.





Strategy

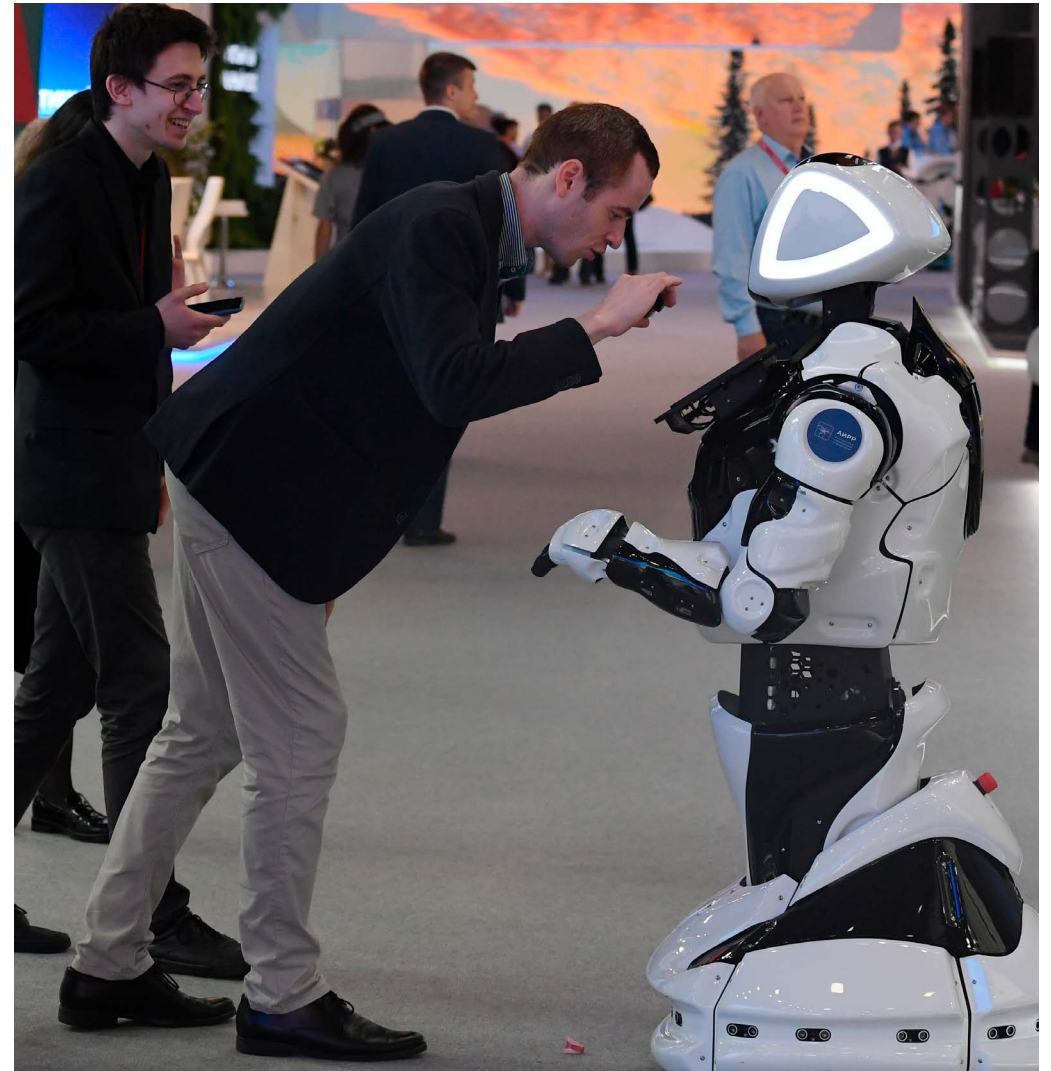
- To offer in-depth and innovative insights for:
 - i) economic policy (pension system, labour market, housing market); ii) shaping monetary policy (normalisation, strategic review); iii) financial sector regulation (strengthening the banking union; promoting the capital markets union).
- To provide warnings where tax incentives threaten to emerge to prevent the build-up of excessive debt.
- To influence decision-making through promptly engaging in strategic dialogue with the relevant domestic and international stakeholders, as well as through targeted communications. The UK's departure from the EU calls for new alliances to be forged.
- Through public debate, DNB pushes for the necessary reforms, taking into account feasibility and the position of others.
- We actively contribute to strengthening the European system of central banks, supervisors and resolution authorities.
- We maintain sound prudential principles and strive for adequate buffers and sound and ethical business operations at financial institutions. We call for strengthening of macroprudential policy – also outside the banking sector – in order to deal with financial imbalances.
- We make full use of the synergy from our various tasks through integrated assessment from various perspectives.



Digital proficiency

Conviction

With the use of data, technology and digital processes, we can perform our tasks as effectively and efficiently as possible. We are also a respected peer in the sector in terms of digital know-how.





Strategy

■ **Data-driven and digital processes:**

We optimise all processes by conducting them digitally where possible, eliminating unnecessary process steps, clearly assigning data ownership and monitoring transparency (*single truth*) and traceability. We use algorithms, trained with machine learning, to support formation of judgements.

■ **Innovative communication with environment:**

We process personal data in accordance with accepted standards and regulations (such as privacy). We communicate this both internally and externally, transparently and consistently, using modern, individualised, (mobile) technology.

■ **Quality of data is high and well-organised:**

We use and maintain data at a high qualitative level, and purchase or gather this in near real time at the source (*connect before collect*).

■ **Core business focus:**

We outsource specific digital activities to third parties according to the operational excellence principal, but retain control of the process. The digital environment is robust, secure and under control.

■ **Employer of choice:**

We are an employer of choice for digitally-oriented employees. DNB staff members are comfortable discussing digital questions with the sector, and are respected in the digital arena.

■ **Anticipating sector digitalisation:**

We anticipate and play an active role in the consequences and opportunities of technological innovations and potential disruption they may cause to the financial sector, including the payments market. We are aware of the impact of trends and developments on the sector. We conduct strong substantive analyses and prepare adequate responses to disruptive developments.



Trust

Conviction

Public trust in financial institutions is a prerequisite for the functioning of the financial system, which in turn is essential for the development of the real economy.





Strategy

- We can distinguish two underlying sources of trust: i) the extent to which financial institutions' business operations and services enable them to meet their obligations(competence) and ii) the extent to which financial institutions conduct themselves in accordance with laws and regulations and social standards (value convergence). We examine how, within our mandate, we can most effectively influence these sources of trust in order to contribute to public trust in financial institutions, for example through targeted use of our supervisory tools and a pro-active communication strategy.
- We keep close control on financial crime and encourage financial institutions to take initiatives to prevent such crime. To this end we work together with the relevant stakeholders, at both national and the international level, in striving for harmonisation of European integrity supervision.
- We contribute to upholding the public's realistic expectations of financial institutions by disseminating reliable information and financial education, such as through the activities of the Money Wise platform.
- We conduct tailor-made stakeholder management based on common objectives to increase public confidence in financial institutions. We do this by for example participating in bodies such as the National Forum on the Payment System, the Sustainable Finance Platform and the Network for Greening the Financial System (NGFS).



Staff members

Conviction

Our staff members are socially conscious and like a challenge. In order to be effective and results-oriented, we are committed to greater diversity, open dialogue and strengthening digital competencies.





Strategy

■ **A climate of inclusiveness optimises diversity:**

We promote inclusiveness to make better use of diversity within teams and to strengthen the synergy between the various organisational units. A diverse range of competencies and perspectives contributes to enriching insights and careful decision-making. We apply targets for staff diversity for the organisation as a whole and for the composition of teams. We apply a broad definition of diversity, which includes gender and cultural diversity.

■ **Dialogue for context awareness:**

Our staff are aware of the context in which they perform their work and they know what is going on in society and in the financial sector. They work together with stakeholders on the basis of shared goals and interests to achieve joint results. All our staff work on the basis of a stakeholder analysis and approach.

■ **Experts in their field:**

Our staff are experts in their field and able to convincingly demonstrate this knowledge. Managers inspire and motivate knowledge development and sharing, partly because it is their duty to provide strategic leadership in this respect.

■ **Embracing digital and adaptability opportunities:**

Our staff are flexible and adaptable, and are attuned to societal needs and developments. We embrace new short-cycle working methods, more process-oriented approaches, and ongoing efforts to strengthen the programme management and competencies of all our employees. Digitally proficient employees, who can optimally interpret and process data, are our digital gold.

Cost-conscious

Conviction

Greater cost consciousness and attention to internal operations boosts effectiveness and improves insights into the results achieved.





Strategy

- We take a multi-annual approach to focussing on strategic goals and efficiently performing of our tasks. We maintain a logical interplay between strategic priorities and efficient execution of programme and project management. We make choices and set priorities, thus creating room for renewal and innovation. This means:
 - We allocate resources based on strategic priorities. Performing our tasks efficiently contributes to unlocking the necessary resources.
 - We take a programme and project-based approach to realising strategic change goals, and ensure we have suitable governance in place for doing this.
- Within the organisation there is attention for compulsory knowledge and competence development at management level. This will be reflected in the performance management cycle.
- We focus on ensuring we have a culture with a good balance between effective performance of tasks and transparent cost considerations. Our aims are properly quantified and transparent for stakeholders. We focus on target values for staff intake, progression and outflow in order to enhance employee flexibility.
- We boost the effectiveness of our tasks and internal operations, where necessary or possible, through reorganisations and procurement of services. We reflect the standards we impose on the sector.

