

## Remuneration policy

We closely monitor the remuneration levels of board members, the accountability body, the supervisory board and the staff of the executive office. And we ensure our outsourcing parties adopt a controlled remuneration structure.

The remuneration policy complies with the Code of the Dutch Pension Funds. With a view to safeguarding the sustainability of the remuneration policy, we take the pension fund's long-term interests and strategy into account. The remuneration policy does not encourage higher risks to be taken than is acceptable for the fund. This pertains to financial as well as non-financial risks. The management board and the other pension fund bodies are aware of this and observe these guiding principles when performing their duties in relation to the remuneration policy.

Our remuneration policy is based on the following principles:

- The remunerations:
  - are in reasonable proportion to the responsibility borne, the (suitability) requirements set for the position and the amount of time required.
  - are not related to the financial results of the pension fund.
  - do not contain any components that allow for more risk to be taken than is acceptable for the pension fund.
  - contribute to attracting and retaining sufficiently competent directors, but are simultaneously conservative and socially responsible.
- The remuneration policy is in line with the work activities and risk profile, the objectives, the nature of the businesses, the long-term interests, the complexity, the financial stability and the performance of the APF Pension Fund as a whole.
- The remuneration policy contributes to sound, prudent and effective governance of the APF Pension Fund.
- A sound rationale serves as the basis for determining the level of remuneration.
- No severance pay is provided in the event of dismissal of a board member.

The APF Pension Fund has outsourced the administration of the pension scheme and asset management. We guarantee that our outsourcing parties' remuneration policy complies with the statutory frameworks applicable to them and that it discourages them from taking more risks than we consider acceptable. The policy is aimed at minimising variable remuneration as much as possible. Complying with the remuneration policy is therefore a fixed component of the contract arrangements when concluding or renewing an outsourcing agreement.