



Position Statement

AkzoNobel
Tomorrow's Answers Today

Stakeholder Engagement

AkzoNobel is by nature a stakeholder-oriented company. Our Company Statement, first published in 1996, firmly commits all actions of the company to creating long term value for the benefit of our customers, our shareholders, our employees and the societies in which we operate. Our Business Principles, published in 2002, reaffirm that commitment and explicitly extend it to communicating with stakeholders in an open, factual and timely manner. Akzo Nobel adheres to the principles of Responsible Care® and Coatings Care®. We are a signatory to the new Global Responsible Care Charter, which is explicit in its stakeholder engagement criteria.

AkzoNobel's business unit structure, which positions each of our business activities directly in their specific markets, ensures that there is a natural and continual dialog with our **customers and suppliers**. We also address sustainability issues with our suppliers at a corporate level: our Vendor Policy sets out basic criteria we expect our suppliers to meet with respect to their business and employment practices.

AkzoNobel maintains regular contacts with **trade unions** and, where applicable, **employee works councils**. The company's European Council, in which European country works councils are represented, aims to provide direction to the company's management on European-wide developments and issues for **employees**. We recognize our employees' rights to organize to protect their interests.

The company's Disclosure Committee and Investor Relations department guides communications with the **financial community and our shareholders**. Shareholder engagement is stimulated through official financial reporting (annual reports, quarterly reports, internet), participation in conferences organized by the financial community, analyst meetings and phone-ins, and the company's Annual General Meeting for shareholders.

Akzo Nobel participates in and contributes to **the societies in which it operates** in appropriate ways. The company remains in close contact with relevant **governmental bodies** in the communities and societies in which it operates. At the local level, sites are encouraged to make resources available to support **community activities** and to give their employees the opportunity to play an active role in society. Since 2005 this is stimulated and co-ordinated by our Community Program.

Both our businesses and corporate departments appreciate their engagement with several large **multilateral organizations, NGOs and universities** on issues drawn from the full spectrum of sustainability. Furthering business integrity and human rights, development of sustainable products and technologies and improvement of health standards are just three examples of areas in which that engagement has led to fruitful collaborations.

How we work together with various groups of stakeholders is described in more detail in Working together with Stakeholders.