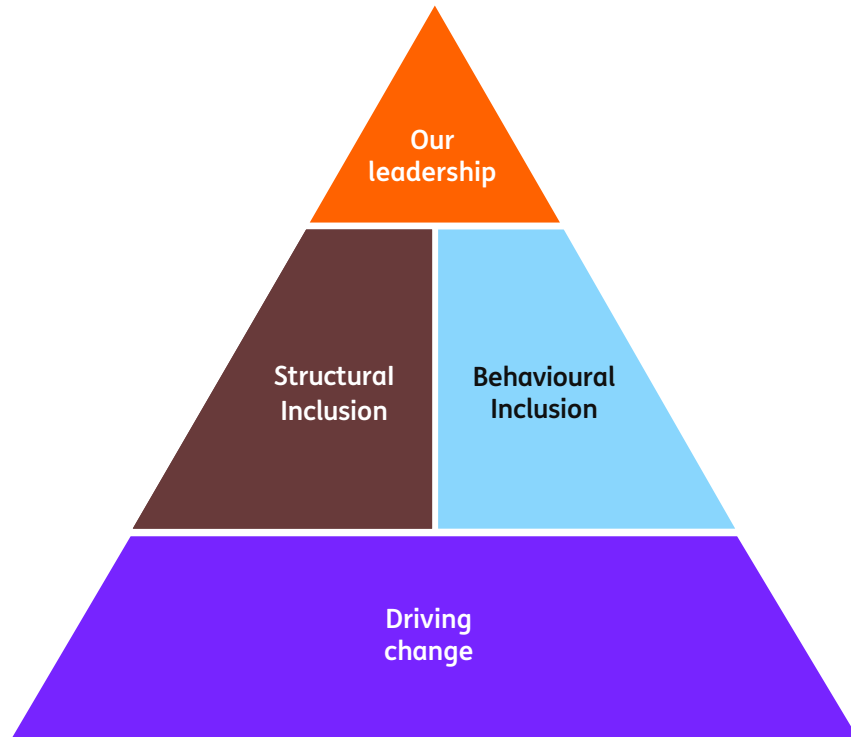


ING's global diversity, inclusion & belonging strategy

Our ambition

At ING we aim to unlock our people's full potential through our inclusive culture where everyone has the opportunity to develop and have impact for our customers and society.



- **We aim to lead by example.**
When leaders take visible action on diversity, inclusion and belonging (DIB), and show knowledge of key topics, they send a clear message that this is a priority for our business. Diverse teams are proven to outperform homogenous ones, but they need to be led inclusively.
- **We treat DIB like any other strategic priority**
Our approach to DIB is structured and data driven. We hold ourselves accountable by measuring progress and talking about it. This helps everyone across the bank to move as one and make better, more informed decisions.
- **We help people turn intention into action.**
We know structural inequality exists both in the workplace and wider society. This can sometimes negatively impact recruitment, promotions and pay outcomes for people from minority communities. We are committed to removing bias from all our policies and practices which impact our people's experiences at work, and we're taking action across all our countries and business areas to remove barriers.
- **Data, metrics and communication, so we treat DIB like any other strategic priority.**
We strive to make sure that inclusion is part of ING's cultural DNA and is reflected in all the daily decisions and actions we take individually and together to grow the difference. Bringing DIB to life requires structural change as well as behavioural actions. We need to create openness, safety and care for people so they can be themselves at work, speak up and share what's on their minds. This starts with our leaders, who set the tone from the top and act as role models. We support them through training and coaching, providing them with the knowledge and awareness to do the right thing.