

Growing the difference together

Our approach to a gender diverse and inclusive workplace

do your thing

Growing the difference together

At ING, we are proud to have people from all over the world working with us. Creating an inclusive workplace where everyone can be themselves is essential. That's why our approach to diversity, inclusion and belonging is rooted in understanding, mutual respect and celebration

By promoting equity and belonging, we aim to build an environment and culture where people can truly thrive. When individuals feel valued for who they are and can bring their unique perspectives and experiences to work, their full potential is unlocked.

It allows us to better reflect the people we serve, fosters a culture of collaboration, creativity and candour, and helps us attract and retain the best people.

This not only strengthens our business and helps ING grow the difference for our customers and clients, but also enables us to make a positive impact on society.

Diversity

..the **mix of us**

Inclusion

...how we **make the mix work**

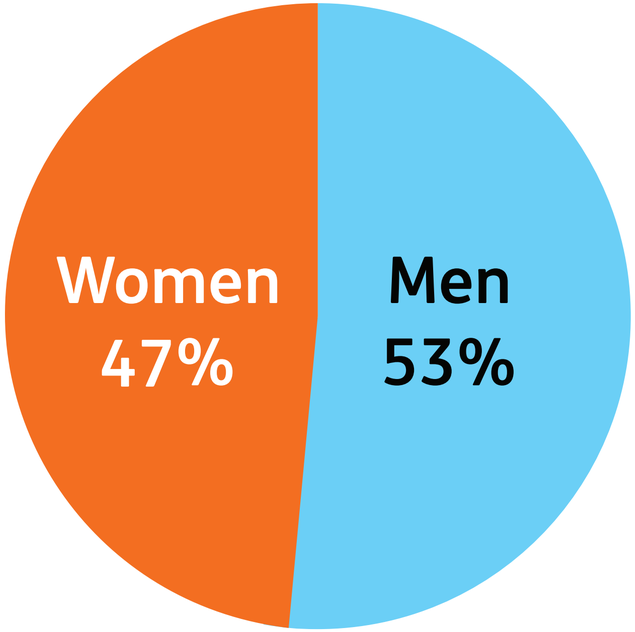
Belonging

...is **feeling accepted in the 'mix'**

Nationalities

130

Gender



Age distribution

19%

<30 years

62%

30-50 years

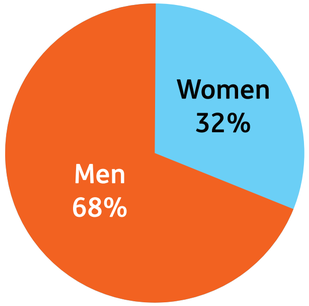
19%

>50 years

We need to improve our gender balance in leadership

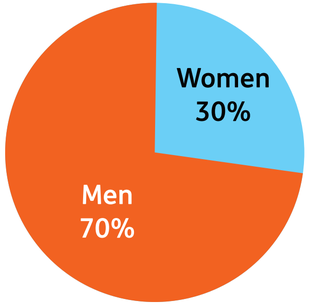
Our global workforce is 47% women and 53% men colleagues. But the picture changes when we look at our senior management level and the talent pipeline to senior leadership.

Data is as of December 2024
* The GJA is our Global Job Architecture. It allows us to compare like-for-like jobs in a standardised and simple way, using common language that makes it easier to compare and match accountabilities and capabilities across countries and business lines. Roles at GJA 22+ are senior roles with a significant and consistent sphere of influence and accountability.



Senior Leadership (GJA 22+) *

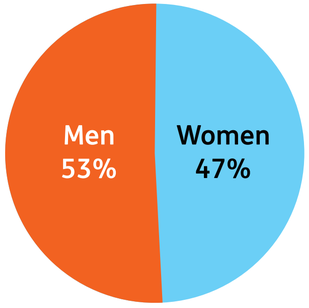
The higher up the organisation you look, the fewer women you see. Low representation of women in senior leadership roles is the biggest contributor to most organisations' gender pay gap



Leadership pipeline (GJA 19-21) *

GJA 19-21 are the only three levels below senior leadership bankwide that dip below 30%.

Without a strong and more gender-balanced pipeline at these levels, our progress at the most senior level is unsustainable. We become overly reliant on external hiring and miss opportunities to progress our talented women.



Overall
Total ING population: approx. 63,000

Our commitments

In 2022, we set a target of at least 35% women in senior management by 2028. We moved from 26% to 32% at end of December 2024.

In October 2022, we set a further target of at least 30% women in the senior management leadership pipeline by 2025. We moved from 28% in 2023 to achieving 30% in December 2024.

The variable pay of our Management Board Banking (MBB) is linked to delivery against these targets.

The targets are supported by an intentional action plan to attract, progress and retain talented women at ING.

Targets aren't quotas. They're commitments, made publicly, about intent. They increase the probability that a talented woman will be considered alongside a talented man for roles and opportunities.

38%

At least 38% women
in senior leadership by 2030

38%

At least 38% women
in the leadership pipeline by 2030.

Finding the best path, together

Our actions

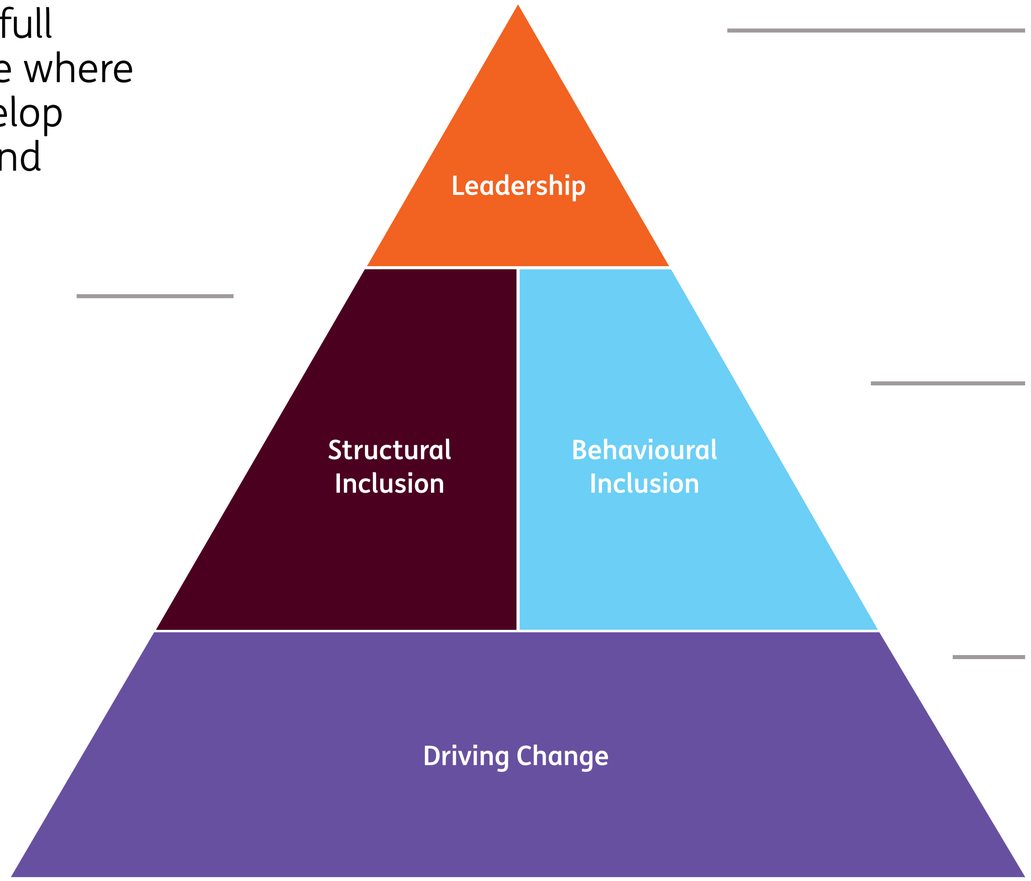


Our approach

Our vision

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.

Review how we hire, evaluate
performance and assess potential.
We want to bring in, keep and promote the best talent, but talent systems – hiring, performance, promotion processes - can only help us do that if we know where biases come in and how to "interrupt" them.



Put leaders at the front..
Leaders drive change and set the tone. It sends a strong signal when leaders take visible action on DIB and are as fluent in the language, issues and data surrounding DIB as they are for any other business priority. While diverse teams outperform homogeneous groups, they do so only when they're led inclusively.

Help people turn intentions into practical, everyday actions.
Most of us would like to be more inclusive, but we're not sure how. We'll focus on practical everyday actions that help everyone contribute their best.

Put the same structure, data, metrics and communication around DIB as we would for any other strategic priority.
Lack of structure often leads to siloed and uncoordinated efforts with limited impact. Lack of data leads to action based on assumptions

Focus on different identities and lived experiences
We need to ensure that everyone has a fair shot at a meaningful career. We need to understand how individual experiences differ and address any structural or behavioural barriers that might unintentionally impact certain groups of people.

Our commitments

We've made progress through sustained leadership accountability and awareness building, clear targets and measurement, and changing how we Attract, Progress and Retain talented women at ING.

We introduced a bankwide plan in 2022. We'll continue to monitor where we are and take action to improve.



Attract

Improve gender diversity through hiring



Progress

Identify and grow our talented women



Retain

Retain and engage our talented women



Attract

Improve gender diversity through hiring

Consistently practicing structured, objective hiring
Structured, objective hiring doesn't happen by chance. We have introduced a co-ordinated, organisation-wide programme to ensure our hiring process improves objectivity and fairness and improves the quality of our hires.

Gender-diverse candidate slates in senior hiring
To find the best people and build gender-diverse teams, we need to attract a diverse pool of candidates. All contracts with external search firms now specify a requirement for gender-diverse slates.

Gender inclusive employer brand
External competition for female talent, particularly in Tech and Wholesale Banking, is fierce. We will stand out in the market as a place where women want to join and grow – with a refreshed and fresh gender-inclusive employer brand that highlights our flexibility and our commitments to gender equity.



Progress

Identify and grow
our talented women

Creating career development plans
No-one is better equipped to lead our business than those who are already part of it. Through one-to-one career conversations, coaching and development planning, we establish the abilities and aspirations of our talented women, and let them know that they're seen as an important part of ING's future.

Investing in our future leaders
To build a strong internal pipeline of talented women into leadership roles,we are supporting and nurturing top talent. Over half of the emerging leaders in our Leadership Accelerator programme are women, and the programme includes principles and skills-building for inclusive leadership.

"Debiasing" our talent and performance processes
Changing a systemic issue requires a systemic response. We are committed to creating more informed day-to-day decisions about performance, potential, access to opportunity and pay, across every level at ING.
We have embedded 'bias interrupters' in our recruitment, performance management strategy and talent assessment processes.



Retain

Retain and engage our talented women

Better parental support
Following parental leave, we offer flexible working to make sure all parents have the chance to balance professional success with family commitments.
This is one of the reasons we continue to advocate for hybrid working.

In 2024 we introduced a global framework for those going on and returning from parental leave, which includes:

1. Career transition guidelines
2. Manager HR toolkit

Listening and learning from women
To understand women's experiences of ING, we have launched a new globally consistent exit survey, and senior-level exit interviews which will be analysed by gender, to understand why women leave ING and what we can do to make ING a place where women stay and grow.

Addressing our gender pay gap
Transparency about our gender pay gap - and the actions we'll take to
address it - will positively affect our ability to attract and retain female talent. By sharing this information before it becomes a regulatory requirement, we are sending a clear message about our commitment to this issue.

An ongoing journey

We respect that gender is not binary and we need to better represent that when we discuss gender and evolve our plans.

We also recognize that not all women have the same experiences, and manage different headwinds depending on race, ethnicity, sexuality, disability, socio-economic background or faith.

Not all women have the same experiences, and we're proud of the changes we've made.

But like all good organisations, we're a work in progress. Keep checking in to see how we're continuing to build an inclusive, fairer and better ING.

Learning from the voices and experiences of women at ING's employee resource groups

Our employee resource groups (ERGs) are driven by our colleagues, who unite around common experiences and a commitment to inclusion and equity.

Our thriving Lioness network helps us gauge and understand women's experiences at ING – as well as creating connection for women and raising awareness of our commitments and actions.

Lioness has chapters in 10+ countries and is growing every day.


Australia


Belgium


Germany


Türkiye


The Netherlands


The Philippines


Spain


United States of America


Poland


Luxembourg



do your thing