



ING in the UK

Gender Pay Gap report 2023

ING in the UK – committed to a diverse and inclusive workplace

At ING in the UK, we believe in the power of diverse and inclusive teams and welcome people from different backgrounds. Based in the City of London, we are a global hub for the ING Group with an extensive presence in financial markets, capital markets and advisory, employing more than 700 people from over 40 nationalities.

Our UK gender pay gap

We are pleased to report a significant decrease in our mean and median pay gaps since 2022. Our median pay gap is 35.86% (-4.73pp on 2022) and our mean pay gap is 33.85% (-2.97pp on 2022). Our mean and median bonus pay gap also decreased by 9.11pp and 5.20pp respectively on 2022 figures.

Global targets

To confirm our commitment to equality, ING Group introduced two clear global targets for women in senior roles: at least 35% women in senior leadership roles by 2028, and at least 30% women in the leadership pipeline by 2025. While these targets are not an end-goal in themselves, they are important milestones on the path to achieving true gender equity at the top.

ING Group also reported its first global gender pay gap in 2022, one of the first banks in Europe to do so. It has continued this trend, reporting its global gender pay gap in its [2023 Annual Report](#).

Fostering greater diversity in our UK business

We aim to support a more diverse workforce and a more inclusive working environment in the UK. In particular, we continue to focus on improving our working environment to support women at all stages of their careers. We offer fully paid maternity and adoption leave up to 26 weeks; enhanced paternity leave up to four weeks; an annual Women in Leadership development programme; mandatory gender balanced cohorts of interns and graduates; mandatory gender balanced hiring panels; hybrid working practices based on output rather than presenteeism; and maternity and paternity coaching.

There remains more work to be done. I look forward to continuing to foster an environment of inclusion, equality and allyship to further narrow the gender pay gap in the years to come.



Malgorzata Kolakowska
CEO, UK & Middle East

Our 2023 gender pay gap

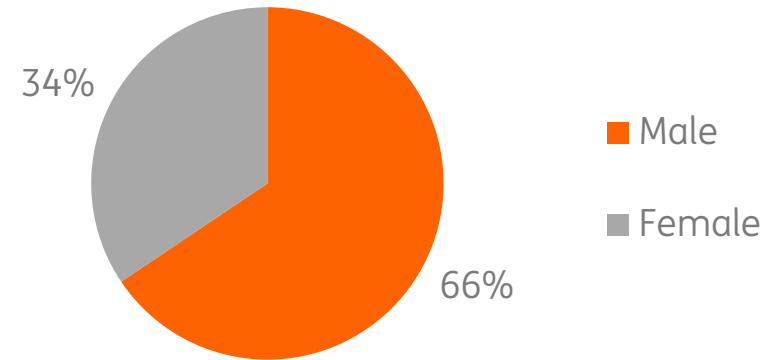
Gender pay gap

	Mean	Median
Hourly pay	33.85%	35.86%
Bonus	45.11%	48.26%

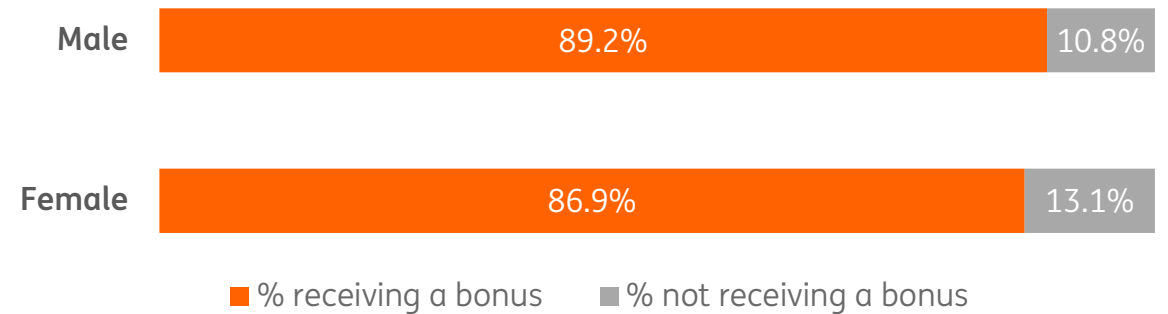
Pay quartiles

	Male	Female
Upper	85.33%	14.67%
Upper middle	67.39%	32.61%
Lower middle	63.93%	36.07%
Lower	45.65%	54.35%

Employee population



Proportion receiving a bonus



Reducing our gender pay gap and moving towards a more diverse and inclusive workforce



Increasing diversity

- Targets for women in senior roles across all functions:
 - 30% in the leadership pipeline (Vice President and above) by 2025
 - 35% in senior leadership roles (Managing Directors) by 2028



Inclusive processes

- Diverse candidates required for all vacancies
- Diverse interviewing panels
- Gender-balanced intern and graduate cohorts
- Diverse representation for internal promotion panels



Opportunities for professional growth

- UK annual Women in Leadership programme
- Active Diversity and Inclusion Forum
- Diversity and inclusion events, training sessions and webinars for managers and employees
- Mentoring programme available to all employees



Supportive environment

- Paid maternity and adoption leave up to 26 weeks
- 20 days of family emergency care per year
- Parental leave coaching
- Enhanced paternity leave to four weeks
- Hybrid working from day one for all roles