



# GLOBAL DIVERSITY STATEMENT

Diversity in age, gender, experience, lifestyle, expertise, race, ability, religion, sexual orientation or ethnic and cultural background is what makes each of us unique. A diverse workforce contributes to ING's long-term growth by enabling us to harness our people's collective wisdom, talent, skills and ideas. It helps us to attract and retain the best people, contributes towards a genuine understanding of our clients and reflects one of our core values: to include and respect each other.

All of us have experienced the innovative strength of diversity. Whenever you bring together a diverse group of people, you get a richer discussion and more refreshing ideas — ideas that can help us improve our products and services, make better business decisions and come up with more creative solutions for our clients.

With operations in 40 countries, we want our staff to reflect our customer base so we can better connect with existing customers. And when we explore new markets, it is important that we have staff members who understand what makes people in these local cultures tick.

ING has been working for years to create a more diverse workforce and inclusive culture:

- We have embedded diversity in our Top Employer standards.
- Diversity has been incorporated into the performance management processes for the ING senior leadership.
- ING is looking critically at all of its recruiting, hiring and talent management processes to determine where we need to take a more diverse approach.
- To address the lack of women in our senior management, ING has set a target of 33% female representation on the Management Council by 2015.
- We have also introduced mandatory Customised Diversity Plans at country level that enable countries to thoroughly assess their own diversity profile and make improvements that reflect their local situation.
- We have numerous employee networks that reflect and celebrate the diverse employee communities that exist within ING, and we support the creation of new staff networks.

Diversity engages our employees, leads to better business results and results in a more stimulating and interesting workplace for all of us. ING has already achieved a lot, but we have not finished yet.

ING is able to achieve a lot through its policies and strategic interventions. But each of us also has a role to play, with every employee within ING having a responsibility to create a more inclusive culture.