

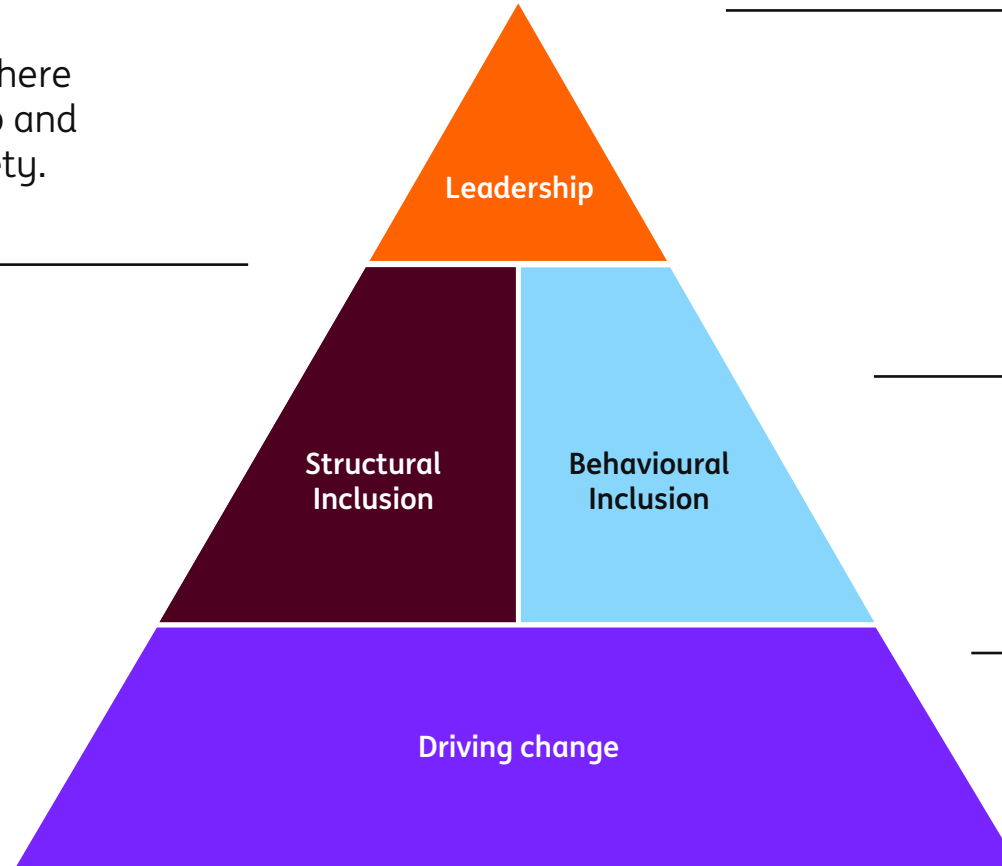
Our approach

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.