

# 2019 Gender Pay Report, ING UK

May 2020



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# Committed to a diverse and inclusive workplace

Our people are at the heart of our business at ING and diversity remains central to our culture and brand today. We believe that diversity is a critical enabler of business strategy and we all have a collective role to play in shaping an inclusive culture. ING is proactive in embracing and promoting all aspects of diversity across our international workforce. Gender balance is a key component of this and ING continues to be recognized in the Bloomberg Financial Services Gender Equality Index (BFGEI). As part of our commitment to a diverse and inclusive organisation, ING is also a signatory to the United Nations' Global Compact Women Empowerment Principles.

Within the UK specifically, we have been focusing on building the pipeline of female talent as well as offering dynamic working arrangements to support our colleagues. We continue to be committed to key initiatives including:

- Recruitment and promotion: We have endeavored to create diverse candidate slates and panels for our job vacancies as well as internal promotions. We are committed to increasing the proportion of women in senior positions, and have been improving this every year. Our Women in Banking and Finance memberships have helped further support our women employees in building their external network and developing their careers
- Training and events: This includes career coaching for nominated women, mentoring, panel discussions, and lunch and learn sessions
- Family Friendly initiatives: We continue to provide maternity coaching for parents to be and managers and improve information about our childcare and adult care benefits. Our membership with the CityParents Network, has provided significant support and advice to colleagues in balancing work and family matters
- Our continuous focus on creating and promoting better dynamic working arrangement has helped us to seamlessly transition into working from home arrangements during the Covid-19 crisis

Comparing our statutory figures with last year, our overall mean gender pay gap on hourly pay has lowered to 38.8%. The mean for the bonus pay has narrowed by 8.7 percentage points, with 83.6% of women receiving a bonus.

We are pleased with the progress we have made and remain deeply committed to fostering a working environment where people are able to overcome barriers to success, and collaborate to put the best ideas into practice. These different perspectives help us grow and compete, innovate for our customers whilst managing risk. They also make ING a great place to work.



**Anjali Tull**

Head of Human Resources,  
UK and Middle East and Wholesale Banking EMEA

# Corporate title pay gap gives a clearer view

As pay is typically linked to corporate title, our gender pay gap is partly driven by the larger numbers of men than women in senior roles (particularly at Director and Managing Director level). To get a clearer view, we have analyzed the pay gap by corporate title and also whether the role is in the front office or back office. Front office roles are typically in Financial Markets, Strategic Products, Sectors and Lending, while back office roles tend to be in IT, Risk, Finance, HR, Legal or Corporate Communications.

These figures suggest, looking at base salary only, a year on year decrease in the mean gender pay gap across front and back office for all levels except for front office Analyst level which remains unchanged.

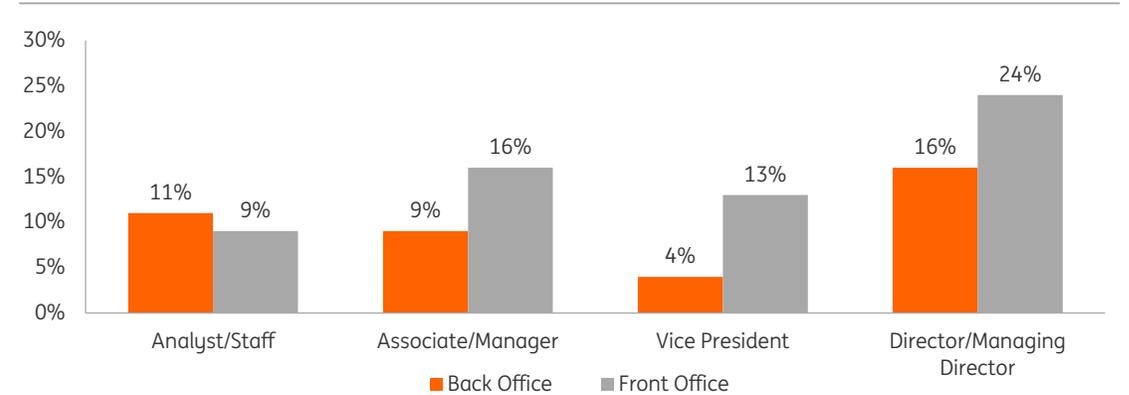
The median pay gap on base salary has also decreased or remained unchanged across the front office and back office for all levels except front office staff and back office Vice Presidents which have marginally increased.

## Breakdown of Corporate Title by gender

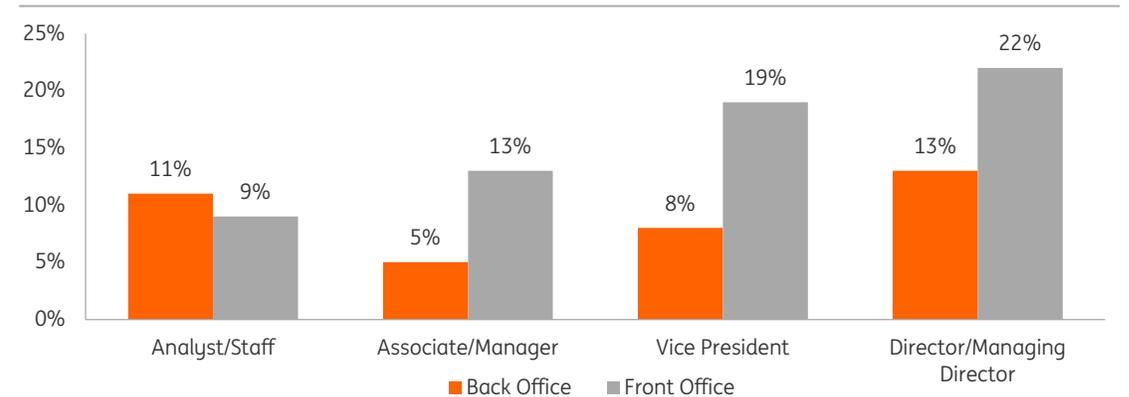


Note: 5 staff per icon

## Mean Pay Gap by Corporate Title (salary only)



## Median Pay Gap by Corporate Title (salary only)



# Diversity & Inclusion

## Orange code

The Orange Code is a manifesto that describes our way of working. It is comprised of ING Values and the ING Behaviours. The Orange Code is made up of two parts:

**ING Values** – the non-negotiable promises we make to the world. The principles we stick to, no matter what.

- We are honest
- We are prudent
- We are responsible

**ING Behaviours** – our way of being that makes us different from the rest. The commitments we make to each other and the standards by which we will measure each other's performance.

- You take it on and make it happen
- You help others to be successful
- You are always a step ahead

## Women in Banking & Finance (WIBF)

We pay an annual membership fee for all employees who wish to be members of the WIBF and host a number of the forums events internally in our offices. All new joiners in the company, whether they be male or female, are invited and advised to join the forum.

## CityParents Network

We are corporate members of the CityParents external network which gives employers the opportunity to access and exchange information about best practice across the City, and also browse databank of HR and Diversity and Inclusion policies shared by member organisations. This gives the bank the opportunity to be at the forefront of the latest inclusion and diversity policies across the City, and contribute towards the bank's strategic goal of promoting a diverse culture and thus fostering innovation.

## Success through difference

Our diversity manifesto, Success through difference, applies to all employees worldwide. It explains what diversity means to ING, why it is important, and what employees can all do to promote diversity.

## ING's Diversity & Inclusion approach

As our business grows, our customers are becoming increasingly diverse. Giving them an unbeatable experience is central to our Think Forward strategy. To better understand our customers we need a workforce that's as diverse as they are. At the same time, we want to make sure everyone working here feels included and accepted for who they are, no matter what their background. This is the focus of our diversity and inclusion approach.

## The 70% principle

We continued to work with the countries and business lines to refine and implement their plans to work towards the 70% principle, which gives managers a basis for building mixed teams around appropriate dimensions of diversity. It strives for a 30% difference in team make-up. Managers choose their focus while keeping in mind our global priorities – gender, nationality and age group.

Initiatives to improve diversity at ING include:

- Appointing dedicated diversity and inclusion ambassadors in the countries and business units
- More diversity in succession planning
- Improving the leadership appointment process.

# Focus on career development programmes



## Promotions Panel

The ING UK Promotions Panel assesses if candidates meet the competencies for promotion. Since 2016, we have had at least one female managing director on all VP and Director promotion panels.

**Managing Director, Anjila Thomas and member of the UK Management Team** said: "I've been part of the ING UK Promotion Panel for a number of years and strongly believe the initiative is focused on improving the variety of perspectives, greater inclusion and redressing unconscious bias."



## Flex working

In 2017, we modernised our flex work arrangements with the aim to promote the discussion around it, provide support to managers and colleagues to act as role-models and sponsors.

**Director, Stephen McBride, Global Compliance, Financial Markets** said: "The flex working arrangement shows trust between a firm and its employees. I work one day a week from home which allows me to spend time with my family and get greater balance by reducing my total travel time each week. This is particularly timely given the Covid-19 crisis."



## Maternity Coaching

Since 2015 ING UK has offered maternity coaching which gives colleagues an opportunity to explore change, what they can do to make it easier, help them effectively manage business issues and stay feeling connected through a very important time in their life. The coaching is now available to those who go on paternity and shared parental leave also.

**Director, Sally Little, Investment Industry Finance** said: "The maternity coaching was a useful resource to help plan and prepare for maternity leave, and returning to the office. Speaking with an expert independent coach on matters of business and home life has made the journey to becoming a working mother more manageable."



## Diversity & Inclusion Forum UK

The Diversity and Inclusion (D&I) Forum UK is a group focusing on improving diversity-related policies and professional development opportunities at ING in the UK. The forum was established in 2012. The D&I also focuses on celebrating the diversity of our colleagues and strives to make sure everyone feels represented, included and valued.

**Manager, Hollie Barry, Credit Risk Management and Chair of Diversity & Inclusion Forum UK** said: "As chair of the Diversity & Inclusion Forum UK, I am passionate about promoting Diversity and inclusion topics within our branch. Diversity and inclusion is key when it comes to business performance and innovation. Helping our colleagues feel comfortable to share their ideas and speak up helps us stay one step ahead in business."



## ELBA Internship

ING UK partners with ELBA (East London Business Alliance) to recruit local graduates and gap year students who want city experience to kick-start their careers in the financial services. Hiring locally means that our intern pool is reflective of the diverse local community and is beneficial to the long term diversity and inclusion of the organisation.

**Associate, Sajid Shah, Acquisition Finance Analyst** said: "The ELBA internship programme is an excellent opportunity to gain more experience within banking. It provided me with a platform to continue my personal and professional development in a collaborative environment. The training was invaluable and allowed me to further develop my project management skills. After completing my initial rotation, I was offered an opportunity to move into a permanent position within the business."



## RING Network

RING UK is an internal ING network open to all but primarily targets employees at Director level and below. RING UK creates a platform for junior employees to meet senior leaders to share ideas and use each other as a sounding board. The aim is to aid career development and assist juniors in growing their networks across ING.

**Associate, Adrian Wyborn, Financial Institutions and Financial Markets Risk Management and RING UK committee member** said: "RING UK is an internal ING network open to all but targeted at employees below Director level. Our aim of to empower employees through networking and knowledge sharing. The network creates a platform for members to meet new and interesting people, develop their understanding of the bank and grow their networks across ING."

# Statutory reporting 2019

## Proportion of men and women in each quartile band

	Men	Women
Upper	89.5%	10.5%
Upper middle	72.1%	27.9%
Lower middle	68.6%	31.4%
Lower	47.3%	52.7%

## ING UK overall gender pay gap

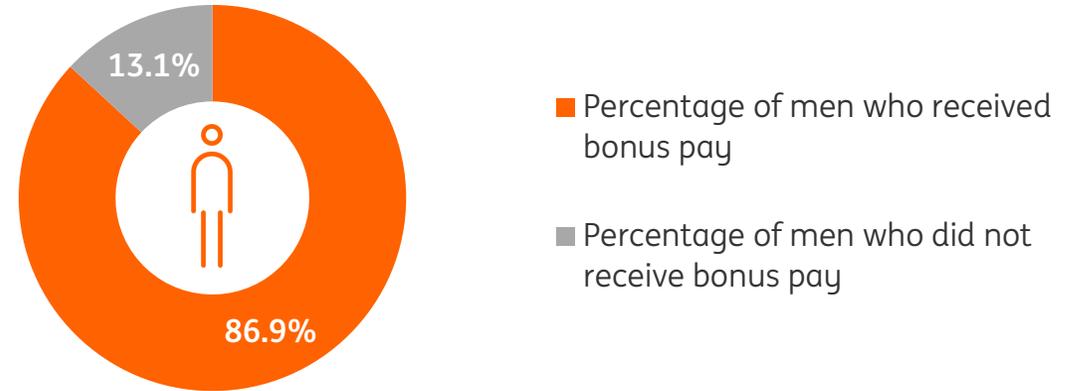
	Median	Mean
Gender pay gap	45.6%	38.8%
Gender bonus pay gap	60.5%	56.1%

### DECLARATION

I confirm that ING UK's gender pay gap calculations are accurate and meet the requirements of the Regulations. The calculations and data contained in this report have been fully validated and abides by the methodology provided in The Equality Act 2010 (Gender Pay Gap information) Regulation 2017.

Malgorzata Kolakowska  
CEO, UK and Middle East, ING Bank

## Percentage of men who received bonus pay



## Percentage of women who received bonus pay

