



**ING UK**

# **Gender Pay Gap report 2025**

# Committed to a diverse and inclusive workplace

At ING we believe in the power of diverse and inclusive teams. We welcome people from different perspectives and backgrounds, and we are committed to increase our diversity at all levels of the organisation.

**Our UK gender pay gap** – Our median pay gap in 2025 was 33.93% (up 2.25% from 2024), and our mean pay gap was 31.94% (down 1.61% from 2024). While this is not a fully satisfactory outcome, we notice that our pay gap has reduced by close to 5% since 2022, showing that we are on the right track. Our median and mean bonus pay gaps in 2025 have increased by 6.29% and 1.50%, respectively. Whilst this is not the outcome we wanted, we notice that on bonus as well, the reduction of the pay gap over the last five years is considerable (-5% on median and -12% on mean bonus pay). Overall, we must continue to take steps to ensure that our long-term trajectory aligns with our goal of fairness and equity.

**Global targets** – Globally, ING has made a strong commitment to increase representation of senior women with a target of 38% by 2038. At the end of 2025, there were 35% of women in senior positions (\*GJA 22+), up from 32% in 2024 and 31% of women in the leadership pipeline (\*GJA 19-21), up from 30% in 2024. These figures show that we are heading in the right direction, although the target is not an end-goal but a milestone to achieve true gender equality at the top of the bank. This requires actions to attract, retain and progress talented women to ensure a strong and gender balanced succession pipeline. The latest global target and gender pay gap is published in the [2025 Annual Report](#).



**Alexandra MacMahon**  
UK Country Head

\*Based on our Global Job Architecture (GJA), a globally applicable approach to describe and evaluate all ING jobs

# Our 2025 gender pay gap

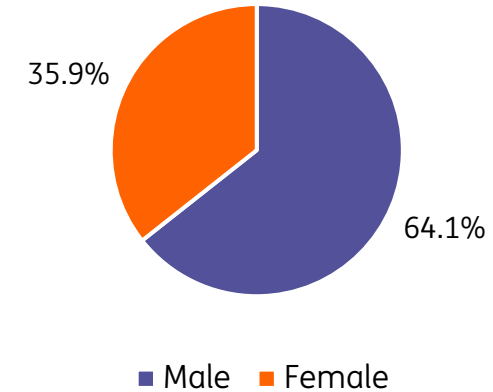
## Gender pay gap

	Mean	Median
Hourly pay	31.94%	33.93%
Bonus	45.39%	45.49%

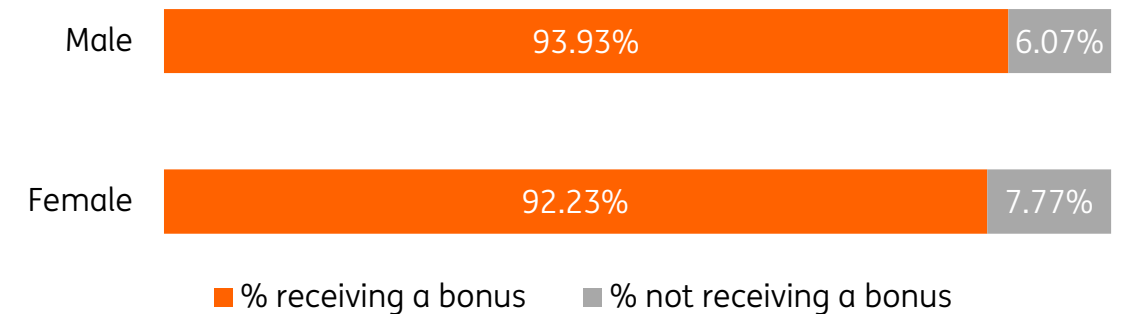
## Pay quartiles

	Male	Female
Upper	82.63%	17.37%
Upper middle	65.26%	34.74%
Lower middle	66.32%	33.68%
Lower	42.11%	57.89%

## Employee population



## Proportion receiving a bonus



## Increasing diversity

In the UK we currently employ :

- 20% of women in Senior leadership (Managing Directors)
- 30% of women in the leadership pipeline (VP and Directors)

These numbers have been increasing steadily over the last few years.

## Inclusive processes

- Diverse pool of candidates are required for all vacancies
- Mandatory diverse interviewing panels
- Gender balanced intern and graduate cohorts
- Diverse representation for internal promotion panels

## Talent development

We support the development of all our people by offering :

- Regular diversity and inclusion events, training sessions, offsites, meetings with external speakers and webinars for managers and employees
- Mentoring programme available to all

## Supportive environment

We continue to foster an inclusive working environment with :

- Hybrid working from day one for all roles
- Carer leave and neonatal leave from day one of employment
- Introduction of Menopause Champions



ING

