



# Gender pay gap statement for 2025.

## ING Bank (Australia) Ltd.

### 1. Introduction

Our commitment to diversity, inclusion and belonging sits at the core of our purpose and strategy. We strive to create a workplace where everyone feels respected, valued, and empowered to reach their potential - because when our people thrive, so do our customers, our business and the communities we serve.

We are committed to gender equality outcomes and to closing the gender pay gap, and are proud to have been recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency (WGEA) since 2021. Our gender pay gap continued to improve in 2025, highlighting our ongoing focus and actions. We are committed to ensuring pay equity and regularly review gender pay data and proactively take actions to address any findings.

In 2025, women make up 48% of our workforce and we have gender balanced representation (40:40:20) at senior leadership (41%), executive (40%) and at board levels (50%).

We have a Gender Equality strategy in place to guide our actions and progress towards gender equality in our workplace and to promote a culture of respect, inclusion and belonging for all. We recognise it is important our actions focus on ensuring gender balance at every level across ING to continue to close the pay gap.

While ING Australia's metrics have improved, we believe there is more to do and we are committed to continuing the trend of closing the gender pay gap.

### 2. ING Bank (Australia) Ltd's gender pay gap

Pay gap	2023-24	2024-25
Average total pay	20.8%	<b>17.9%</b>
Median total pay	29.5%	<b>26.8%</b>
Average base pay	20.2%	<b>18%</b>
Median base pay	33.1%	<b>26.8%</b>

Reported by WGEA for 2025 (1 April 2025 – 31 March 2025 data).

In 2025, our average pay gap reduced by 2.9 percentage points (ppt) year-on-year and our median pay gap reduced by 2.7 ppt. While there is more to be done, our average pay gap remains below the Finance Industry mid-point average gender pay gap of 21.7%.<sup>1</sup>

Ongoing focus on gender balance through our talent attraction strategies and remuneration governance to ensure pay equity at hiring and promotions has helped drive this progress.

Our gender pay gap reflects workforce composition, with fewer women in senior, higher-paid roles and more women in entry-level positions. Closing this gap requires increasing gender balance at all levels, and we are taking targeted actions to achieve this.

<sup>1</sup> Source: WGEA Data Explorer Finance Industry (2024-25 Reporting Period).



### 3. Actions to drive change

We recognise that achieving gender equality and closing the gender pay gap will take sustained focus and commitment over time.

Our ongoing focus areas include:

#### Leadership and accountability:

- Set and track gender equality targets and KPIs for executive leaders for leadership representation and gender pay gap with reporting to executives and board and a direct link to variable remuneration.
- Delivering on our Diversity, Inclusion and Belonging and gender equality strategies to attract, develop and retain diverse talent and focus on building gender balance across every level at ING.

#### Gender pay equity:

- Annual gender pay gap and pay equity review and analysis with actions to address to maintain our strong track record in this area.

#### Recruitment and progression:

- Inclusive recruitment and promotion practices applying gender balanced principles. This is not just about women in leadership, it's also about more gender balance in entry level roles.
- Developing our women talent pipeline through professional development, the Aspire Women Talent program, mentoring and sponsorship opportunities.
- Supporting more women to pursue careers in technology through our Sparks Women in Tech program.

#### Culture and flexibility:

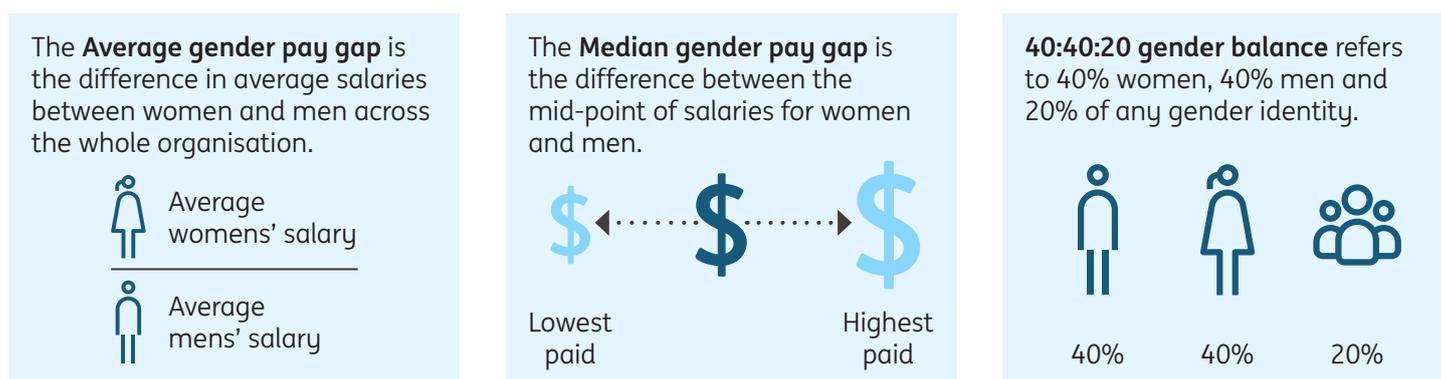
- Building a family-inclusive workplace, regardless of gender, through our leading policies, practices and flexible working and as supporting partner of Family Friendly Workplaces and The Parenthood.
- Promoting a culture of respect, inclusion and belonging through our employee inclusion networks.

#### Community impact:

- Promoting gender equality outcomes for customers and communities through partnerships with Women's Community Shelters, Powerhouse Parramatta and The Parenthood.

### 4. Gender pay gap explained

The gender pay gap is a measure of the difference in earnings for women and men.



**Gender:** We respect that gender is not binary. Our reporting reflects WGEA's current methodology for reporting on gender.

