

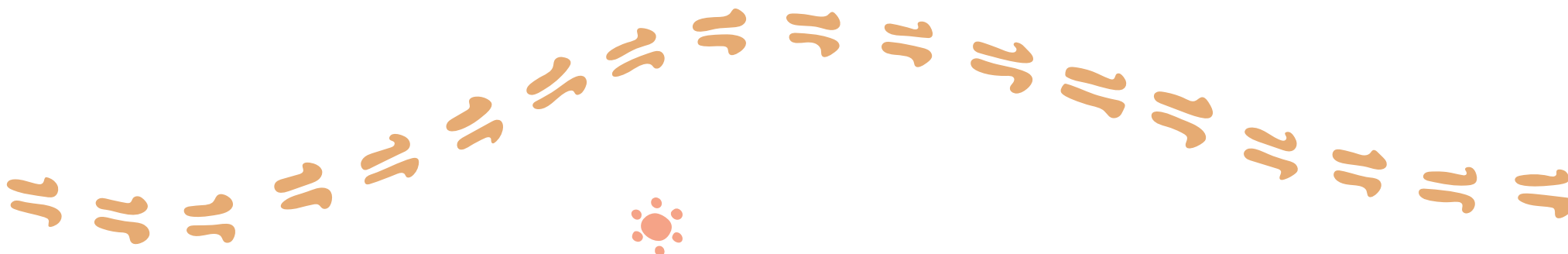
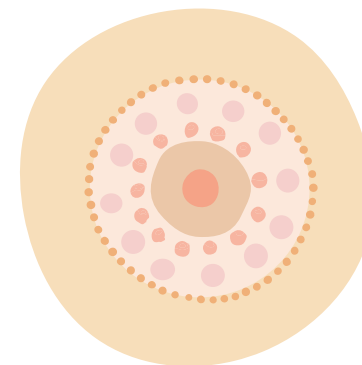
Reconciliation Action Plan

August 2024 - August 2025



Contents

Acknowledgement of Country and terminology	03
ING Australia CEO Message	04
Statement from CEO of Reconciliation Australia	05
Our RAP artwork	06
Our business	07
Our Reconciliation Action Plan	08
Our RAP Working Group	09
Our reconciliation journey	10
Relationships	11
Respect	12
Opportunities	13
Governance	14



Acknowledgement of Country

ING acknowledges the Traditional Custodians of Country throughout Australia and their connection to lands, waters and communities. We pay our respect to their Elders past and present and extend that respect to Aboriginal and Torres Strait Islander employees, partners and stakeholders.

Terminology

In this Reconciliation Action Plan we use the terms 'First Nations', 'Aboriginal and Torres Strait Islander' and 'Indigenous' interchangeably. We acknowledge there are diverse opinions among Aboriginal and Torres Strait Islander communities about terminology used to describe First Nations peoples, and we use these terms with respect.



ING Australia CEO Message

I am proud to present ING Australia's inaugural Reconciliation Action Plan, which affirms our commitment to reconciliation for the benefit of all Australians.

At ING, our purpose is to help people to stay a step ahead in life and in business and contribute to an inclusive society and economy. Our commitment to support reconciliation in Australia is fundamental to delivering on this purpose and is a key focus of ING's Sustainability and Diversity, Inclusion and Belonging approach.

Through ING's Reflect Reconciliation Action Plan, we have committed to long-term and meaningful change, supporting greater financial inclusion and social and economic prosperity for Aboriginal and Torres Strait Islander peoples. By building a diverse and inclusive workplace reflective of our communities, we can also positively influence reconciliation in the communities in which we operate and live.

This plan lays the foundations and guides us towards more meaningful engagement with Aboriginal and Torres Strait Islander peoples. We will develop new and strengthen existing

relationships; deepen our understanding and respect for the histories, cultures and traditions of Aboriginal and Torres Strait Islander peoples; and promote sustainable employment and procurement opportunities for Aboriginal and Torres Strait Islander peoples.

The plan was developed by a dedicated working group that includes First Nations colleagues, with support and endorsement from ING Australia's Board and Executive Committee. I am grateful for the dedication of the members of our RAP Working Group and all at ING who have helped initiate this plan and continue to embrace our commitment to reconciliation.

We look forward to working with Aboriginal and Torres Strait Islander peoples inside and outside our business, to implement our commitments and to sharing our progress along the way.

Melanie Evans
Chief Executive Officer



Statement from CEO of Reconciliation Australia

Inaugural Reflect RAP

Reconciliation Australia welcomes ING Bank (Australia) Limited to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

ING Bank (Australia) Limited joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types —Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables ING Bank (Australia) Limited to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations ING Bank (Australia) Limited, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



Our RAP artwork

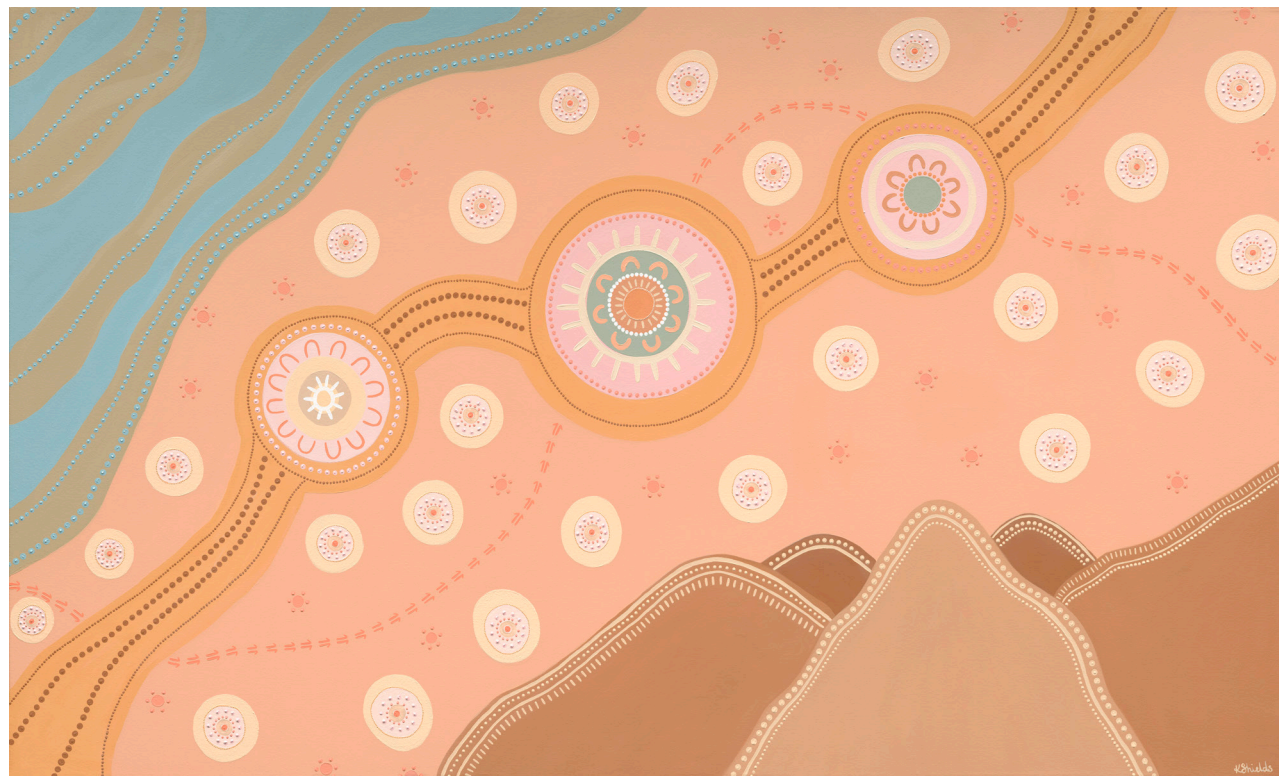
The artwork features three prominent circles. The circle to the left symbolises the ING community, the circle to the right symbolises the Indigenous community and the largest, central circle symbolises the joining of the two which forms ING's reconciliation action plan.

The lines connecting the three main circles show the path of opportunity ING creates for our customers, employees and Aboriginal and Torres Strait Islander communities.

The 24 smaller circles, together with the unifying central circle, represent ING's 25 moments marking 25 years of operation in Australia.

Other features of the artwork include:

- kangaroo tracks, in recognition of ING's commitment to sustainability
- southern stars, celebrating ING's role in making Australians' dreams reality
- timeless mountains, symbolising Country and ING's dedication to customers
- the blue area on the top left represents the ocean and waterways on Country
- the streams of dots symbolising free-flowing water, it reflects the freedom customers, staff and communities have 'to do their thing' with ING Australia.



About the artist

Kyrilee Shields is a proud contemporary First Nations artist from Darkinjung and Darug Country.

Her modern style and artwork embraces her Indigenous culture and heritage, celebrating the beautiful and ancient traditions, strong connections to land and people.

We're honoured to have worked with Kyrilee on a unique commissioned visualisation of ING Australia's first Reconciliation Action Plan and our connection to the land and people.





Our business

ING changed the way Australians bank more than 25 years ago by launching the country's first branchless bank. ING now offers Australians home loans, transactional banking, superannuation, credit cards, personal lending, insurance and wholesale banking services.

Globally, ING is a leading, European-based international bank. Our 60,000-plus employees serve more than 38 million personal customers, corporate clients and financial institutions in over 40 countries.



Our promise

We pride ourselves on developing products and services that meet our customers' needs and exceed their expectations. In fact, customer experience is what differentiates us and we're continuously innovating to improve it.

Our promise is to make banking frictionless, removing barriers to progress and giving people the confidence in their ability to make decisions and to move forward.

Our purpose

ING's purpose – empowering people to stay a step ahead in life and in business – represents our belief in people's potential. We empower people and businesses to realise their own vision for a better future.

Our purpose is founded on our belief that ING's role is to support and promote economic, social and environmental progress while generating healthy returns for shareholders at the same time.

We strive to live up to our purpose and create value as a bank, an employer and in society.

Our values

ING's core value promotes integrity above all. Integrity is central to our Orange Code – the values that underpin our way of working – and is based on the policies and guidelines we follow in our daily business.

Our team

ING Australia has over 2,400 employees, the majority of whom are based in our Sydney and Wyong offices.

Our staff includes Aboriginal and Torres Strait Islander employees, although this data is not formally collected. We are exploring options for collecting and recording this data.

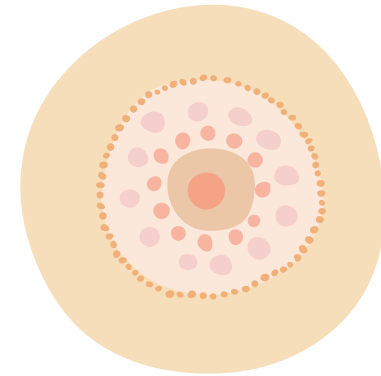
Our approach to diversity, inclusion and belonging is about reflecting our diverse customers and communities and making ING a place where everyone belongs.

We're building an inclusive, flexible and supportive workplace where differences are valued and everyone feels respected and supported to grow.

By building a diverse and inclusive workplace we can positively influence reconciliation for the customers and communities we serve.

Our Reconciliation

Action Plan



This Reconciliation Action Plan (RAP) outlines ING's commitment to and supports building respectful relationships and meaningful opportunities with Aboriginal and Torres Strait Islander communities.

It inspires our efforts to strengthen our community relationships and support social and economic prosperity for Aboriginal and Torres Strait Islander peoples.

As a financial services organisation we are well-positioned to deliver impactful and sustainable actions towards reconciliation.

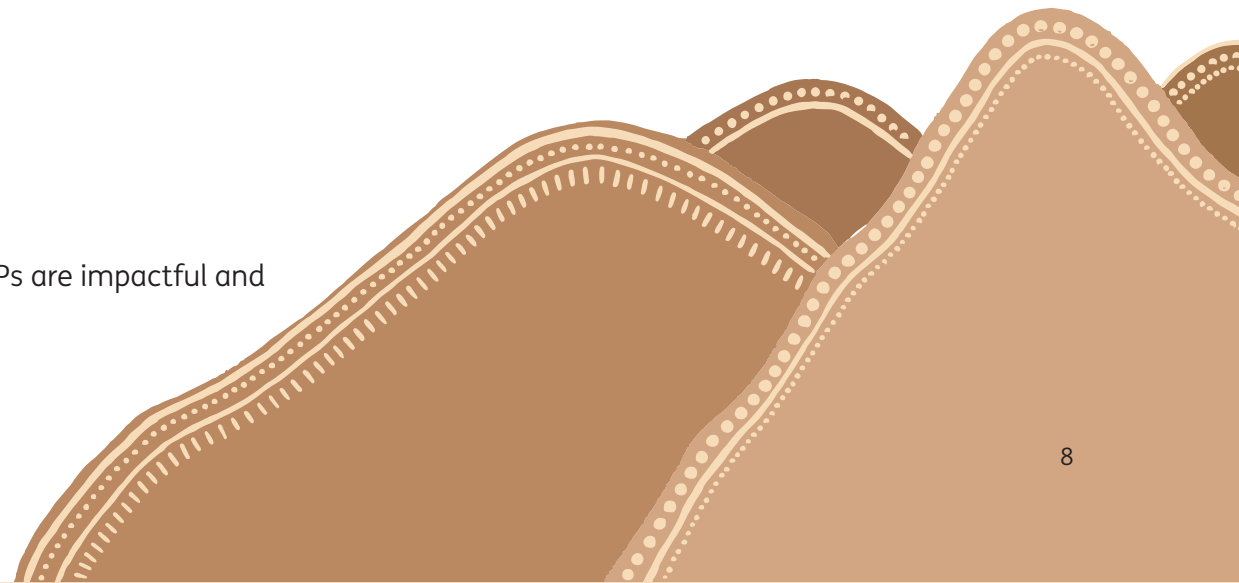
ING is embarking on a foundational Reflect RAP which includes practical actions to drive our contribution to reconciliation in our organisation and the communities in which we operate.

ING's action areas follow Reconciliation Australia's guidelines and builds on them to forge relationships, respect and opportunities for Aboriginal and Torres Strait Islander peoples and communities.

Committing to a Reflect RAP allows us to spend time:

- developing relationships with Aboriginal and Torres Strait Islander stakeholders
- exploring our sphere of influence, and
- shaping our vision for reconciliation.

This process will provide solid foundations to ensure our future RAPs are impactful and sustainable.



Our RAP Working Group

Development of our Reconciliation Action Plan is led by our RAP Champion, Claire Machin, Head of Legal and General Counsel and the RAP Working Group (RWG).

The RWG is responsible for the development, implementation and reporting of RAP progress as well as promoting reconciliation across the organisation.

The RWG includes Aboriginal and Torres Strait Islander colleagues as well as representatives from different levels and functional areas across ING.

RAP Working Group members – position

RAP Chair, Diversity and Inclusion Lead

Sustainability and Social Impact Expert Lead

Head of Employee Communications and Events

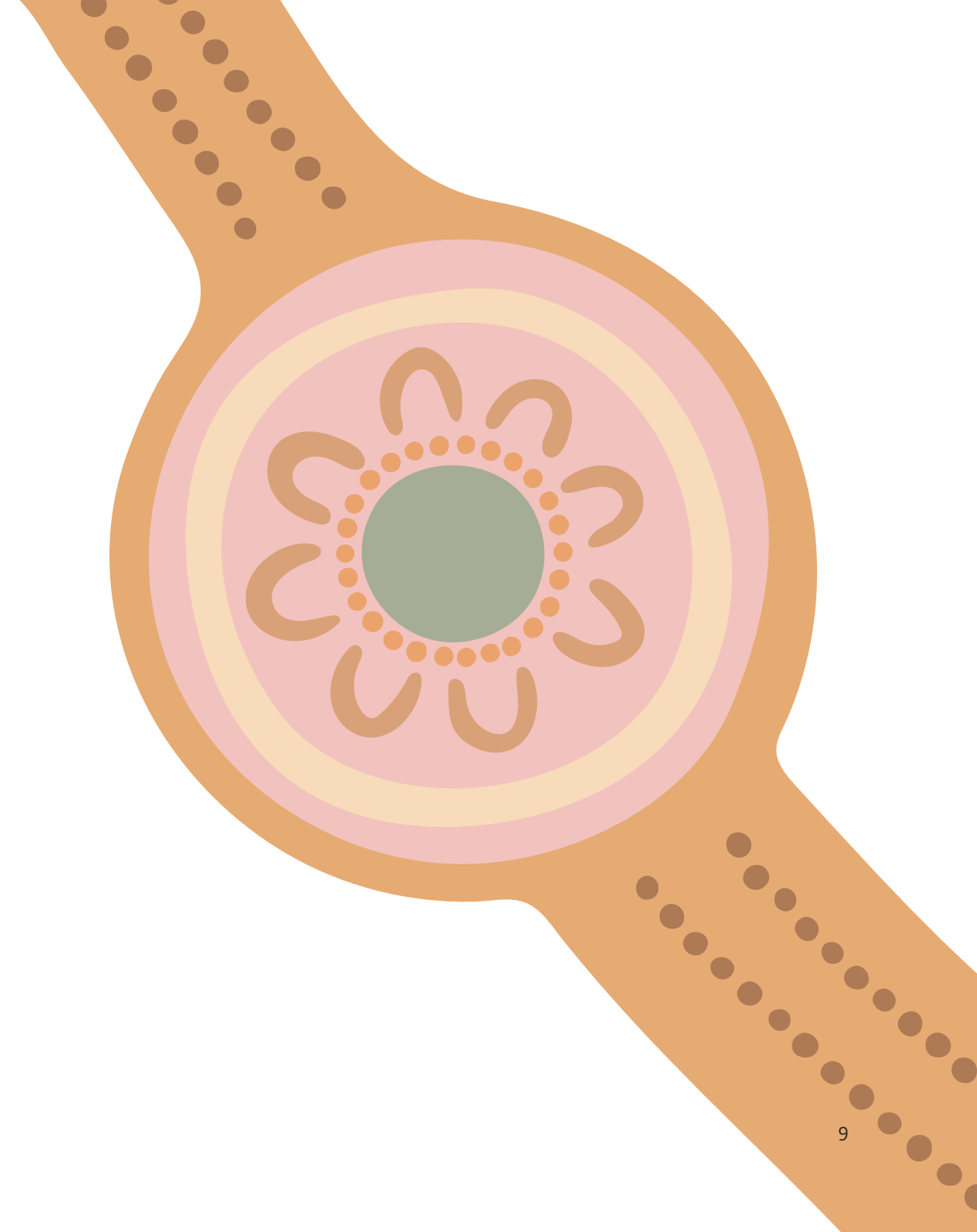
Head of Talent and Learning

Employee Relations Partner

Head of Procurement

Team Manager, Daily Banking, Assisted Channels

Financial and ESG Reporting Lead





Our reconciliation journey

This RAP is a crucial step on ING Australia's journey to advance reconciliation and actively promote reconciliation within our organisation and the communities we serve.

We will do this by:

- promoting respect for Aboriginal and Torres Strait Islander cultures and traditions
- implementing recruitment and procurement strategies, and
- connecting with Aboriginal and Torres Strait Islander organisations and communities.

In 2023 we launched our new diversity, inclusion and belonging strategy, and an ESG action plan and committed to developing ING's first Reconciliation Action Plan.

Internal initiatives

To recognise the importance of First Nations cultures and heritage, we mark key moments throughout the year with internal communications and events held during NAIDOC Week and National Reconciliation Week.

In 2023 we invited First Nations guests to contribute to a discussion on belonging during our Global Diversity, Inclusion and Belonging Week talks.

To promote respect and understanding of First Nations cultural protocols, we have also introduced Acknowledgement of Country cultural protocols across ING.

Supplier diversity

We are committed to supplier diversity and supporting the growth of First Nations businesses within our supply chain.

In line with ING's global sustainability direction, we are also committed to making socially responsible procurement decisions.

We stock our offices with paper, coffee, bottled water and stationery produced by First Nations businesses.

We also plan to grow our spend with First Nations businesses and formalise relationships with suppliers wherever possible.

Community partnerships

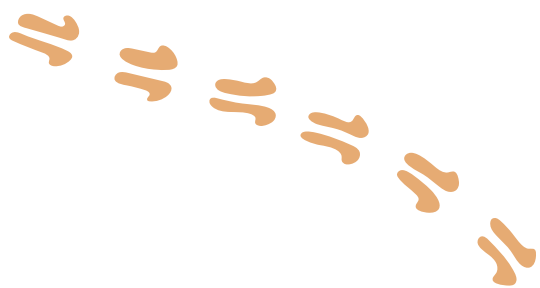
ING Australia has also supported First Nations-owned enterprises through our social and community impact programs.

Good Finds

In 2022 our Good Finds marketplace featured products produced by social enterprises owned by First Nations peoples, including Juluwarlu, Warndu, Kirrikin, Chocolate on Purpose and Sacred Era. The market also featured a zero-alcohol beer produced by Sobah in collaboration with Peking Duck.

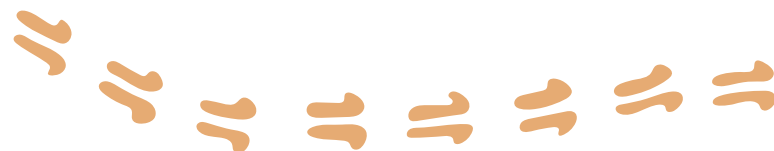
Everyday Round Up to Charity

All ING customers with an Orange Everyday account have the ability to round up their purchases and pay it forward to several charities dedicated to supporting First Nations issues, including NASCA Aboriginal Corporation, Aboriginal Literacy Foundation, Bush Heritage Australia, Australian Red Cross and Two Good Foundation.





Relationships



Action	Deliverable		Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	September 2024	Sustainability and Social Impact Expert Lead
	1.2	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	October 2024	Sustainability and Social Impact Expert Lead
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May 2025	Head of Employee Communications and Events
	2.2	RAP Working Group members to participate in an external NRW event.	27 May – 3 June 2025	Diversity and Inclusion Lead
	2.3	Encourage and support team members and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	Diversity and Inclusion Lead
3. Promote reconciliation through our sphere of influence.	3.1	Communicate our commitment to reconciliation and our RAP commitments to all team members.	August 2024	Head of Employee Communications and Events
	3.2	Identify external stakeholders our organisation can engage with on our reconciliation journey.	October 2024	Sustainability and Social Impact Expert Lead
	3.3	Identify RAP organisations to partner and collaborate with on our reconciliation journey.	September 2024	Diversity and Inclusion Lead
4. Promote positive race relations through anti-discrimination strategies.	4.1	Research best practice and policies in areas of race relations and anti-discrimination.	November 2024	Diversity and Inclusion Lead
	4.2	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	January 2025	Employee Relations Partner



Respect



Action	Deliverable		Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1	Develop a business case and plan for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2024	Head of Talent and Learning
	5.2	Conduct a review of cultural learning needs across our organisation.	December 2024	Head of Talent and Learning
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	August 2024	Diversity and Inclusion Lead
	6.2	Increase team-member understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	September 2024	Diversity and Inclusion Lead
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1	Raise awareness of and share information amongst our team members about the meaning of NAIDOC Week.	June 2025	Head of Employee Communications and Events
	7.2	Introduce our team members to NAIDOC Week by promoting external events in our local area.	June 2025	Diversity and Inclusion Lead
	7.3	RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2025	Diversity and Inclusion Lead





Opportunities



Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1 Build understanding of current Aboriginal and Torres Strait Islander team members to inform future employment and professional development opportunities.	September 2024	Diversity and Inclusion Lead
	8.2 Develop a business case and plan for Aboriginal and Torres Strait Islander employment within our organisation.	December 2024	Diversity and Inclusion Lead
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1 Investigate Supply Nation membership.	August 2024	Head of Procurement
	9.2 Develop a business case and plan for increased procurement from Aboriginal and Torres Strait Islander owned businesses.	December 2024	Head of Procurement
	9.3 Review and update procurement policies and procedures to promote supplier diversity, and identify inclusion opportunities for procuring goods and services from Aboriginal and Torres Strait Islander-owned businesses.	January 2025	Head of Procurement





Governance



Action	Deliverable		Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1	Maintain RWG to govern the development, launch and implementation of the RAP.	August 2024	Diversity and Inclusion Lead
	10.2	Develop a terms of reference for the RWG.	August 2024	Diversity and Inclusion Lead
	10.3	Maintain Aboriginal and Torres Strait Islander representation on the RWG.	August 2024	Diversity and Inclusion Lead
11. Provide appropriate support for effective implementation of RAP commitments.	11.1	Provide appropriate support for effective implementation of RAP commitments.	August 2024	Diversity and Inclusion Lead
	11.2	Engage senior leaders in the delivery of RAP commitments.	August 2024	RAP Champion
	11.3	Appoint a senior leader to champion our RAP internally.	August 2024	Executive Director of HR
	11.4	Define and establish appropriate reporting processes to track, measure and report on RAP commitments.	August 2024	Diversity and Inclusion Lead





Governance



Action	Deliverable	Timeline	Responsibility
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1 Contact Reconciliation Australia to verify our primary and secondary contact details are up to date so we do not miss out on important RAP correspondence.	August 2024/25	Diversity and Inclusion Lead
	12.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	1 August 2024/25	Diversity and Inclusion Leadn
	12.3 Complete and submit the annual RAP impact Survey to Reconciliation Australia.	30 September 2024/25	Diversity and Inclusion Leadn
	12.4 Communicate our RAP achievements, challenges and learnings to key stakeholders using various channels.	July 2025	Head of Employee Communications and Events
13. Continue our reconciliation journey by developing our next RAP.	13.1 Register through Reconciliation Australia website to begin developing our next RAP.	July 2025	Diversity and Inclusion Lead
	13.2 Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	August 2025	Diversity and Inclusion Lead



Contact

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Artwork by Kyrilee Shields

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