

CLA 2025 - 2026.



The undersigned:

- ING Bank Personeel B.V.

hereinafter referred to as: **ING** party on the one hand
and

- FNV Finance, part of the Netherlands Trade Union Confederation (FNV),
with its registered office in Utrecht
- CNV, with its registered office in Utrecht
- De Unie, with its registered office in Culemborg

hereinafter referred to as: **the Trade Unions** party on the other hand, referred
to jointly as the CLA parties declare that they have entered into the following
Collective Labour Agreement (CLA) with effect from 1 January 2025.



Peter Jacobs en Annelot Fluitman



Duygu Akcay



Klazina Tulner en Piet Fortuin



Inge de Vries en Reinier Castelein

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Appendix

Preface.

In the collective labour agreement (CLA) for the 2025-2026 period, which is themed 'Showing appreciation & Fostering growth', ING has increased the focus on the effort that all employees put in day after day. In the making of this CLA, preferences and signals from across the workplace were also instrumental, as we heeded calls from employees for more attention for older employees and new hires and greater scope for individual rewards, for example, and from leads for variable remuneration for similar roles and other changes.

This CLA is based on ING's following core principles:

- **Fair remuneration:** salary must honour employees' performance.
- **Performance-based remuneration:** this CLA fulfils a long-standing desire among employees to be paid based on their personal performance. Key principles in this respect are transparency and clarity up front, instead of discretionary remuneration.
- **Attention for other target groups:** the previous CLAs included agreements for different groups of employees, including an agreement on leave for young parents. In this new CLA, we have incorporated new elements that allow us to cater to other target groups, such as older employees, for whom we have launched the 80-90-100 scheme, new hires and younger employees without children, whom we are giving access to a tax-efficient savings scheme to save up to pay off their student debt, for example.

Based on these points, ING has made new agreements with the trade unions, such as on a pay rise for everyone in 2025 and 2026, the introduction of Pay for Growth, and variable remuneration. Additionally, this CLA contains new elements such as the 80-90-100 scheme, an additional day of leave above the statutory minimum leave entitlement and an arrangement on the working situation in Leeuwarden.

ING and the trade unions are committed to enabling employees to keep pursuing personal and professional development. A joint working group has, therefore, been set up around this topic of Learning, which is looking into how to better upskill and train employees.



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Appendix

1. This CLA.



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- 1.2 Parties covered by the CLA
- 1.3 Application
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- 1.5 Individual employment contract
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1.1 Term

The CLA runs from 1 January 2025 to 31 December 2026 and replaces all previous versions of the CLA as of the effective date. This CLA will be automatically renewed after 31 December 2026 for one year, unless one of the CLA parties gives notice by registered letter three months before the expiry date that it wishes to terminate the CLA. In that case, the CLA will continue to be valid after the expiry date for as long as the CLA parties are engaged in negotiating a new CLA, without prejudice to the agreement that the parties are permitted to make interim changes to the (extended) text of the CLA.

1.2 Parties covered by the CLA

The CLA covers all employees with an employment contract with ING Bank Personeel B.V. at job grades 1 to 15 (GJA 7 to 22), unless this CLA states otherwise. Whenever the CLA applies to an employee, the CLA will automatically also be part of this employee's employment contract.

1.3 Application

Provisions of the CLA dealing with working hours and remuneration may be derogated from in the case of certain groups, in which case this is specified in the text. The CLA parties may also agree alternative arrangements for certain groups of employees. These arrangements will be agreed in writing and the employees concerned will be notified accordingly, at which point the arrangements will become part of the CLA.

ING will not derogate from the CLA provisions, except where it is explicitly stated that this is possible.
All amounts stated in the CLA are in euros and are gross amounts, unless explicitly stated otherwise.

1.4 Information

In addition to the arrangements set out in this CLA, certain related schemes apply. More information about these schemes, which do not form part of the CLA, can be found on ING Today.

1.5 Individual employment contract

- The statutory provisions on the duration and termination of employment contracts (Sections 7:667 to 7:686 inclusive of the Dutch Civil Code) are applicable. This is based on the principle that you enter into the company's employment under the terms of a permanent employment contract.
- If you worked for ING as a temporary employee prior to entering into the company's

employment, that period – including any interruptions of under six months – will qualify as a single employment contract. As such, this rule derogates from Section 7:668a(2) of the Dutch Civil Code.

- Your employment contract terminates by operation of law on the day of your 67th birthday.

1.6 Probationary period

If ING enters into an employment contract with you for a period of six months or longer, whether for a fixed or for an indefinite term, ING may agree a probationary period of up to two months with you by making use of the scope for derogation under Section 7:652 of the Dutch Civil Code in the case of a CLA. No probationary period applies to employment contracts lasting less than six months.

1.7 Notice periods

You and ING may terminate the employment contract with due observance of the statutory provisions governing termination and notice periods (Articles 7:669 to 7:672 inclusive of the Dutch Civil Code). However, if you have agreed in your employment contract a notice period exceeding the statutory notice period, this longer period will also apply if your contract is terminated by ING.

1.8 Suspension

- If ING, in its role as employer, is of the opinion that your conduct is culpable, for example if you have seriously or repeatedly violated statutory or internal regulations, it may take disciplinary action against you in the form of suspension without pay for up to seven working days.
- If ING has serious grounds to suspect you of conduct or actions that warrant (summary) dismissal of your employment contract, ING may suspend you from work pending the investigation. If the suspicion is not substantiated, ING will provide you with written notice of reinstatement.
- If your actions or conduct do not result in immediate termination of the employment contract, but lead instead to a request for it to be set aside, ING has the right to extend your suspension from work. Your salary will, in principle, continue to be paid during your suspension.



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1.9 Interim changes

During the term of the CLA, the parties to it may agree on changes to it if, due to special circumstances of a business or economic nature or changes in statutory provisions or regulations, the reason for this collective agreement (or parts of it) has ceased to exist or if there is otherwise a need to adjust or add agreements to the CLA.

1.10 Different views in the workplace

Where people work together there is always the potential for conflicts or differences of views to arise. These can be about a leave request, for example, or the allocation of tasks, agreements on working hours, a performance improvement plan, a reassignment plan, the performance review (score), hybrid working, not getting a promotion, etc., basically any difference of opinion about a work-related matter.

If you are having such a difference of opinion with someone, talk about it with the employees involved first and/or with your lead, and try to work it out amongst yourselves. If you are unable to work it out, you can seek support from an **employee relations advisor**. They can offer support in the form of mediation to settle a difference of opinion. If you are unable to work it out together and the **employee relations advisor's** intervention did not lead to a solution either, you can submit a complaint to the Individual Right of Complaint Committee. If you want, the **employee relations advisor** can support you throughout the complaint procedure.

To talk to an **employee relations advisor** or submit a complaint right away, send an email to employeerelations@ing.com

1.11 Inappropriate behaviour in the workplace

Confidential advisor

In cases that are not about a difference of opinion on work-related matters, but about inappropriate behaviour and/or undesirable behaviour, such as bullying, intimidation, discrimination, aggression, violence, or sexual harassment, you can contact a confidential advisor. You may also want to talk to a confidential advisor when you have concerns over your own behaviour in this respect or that of another employee. Anything you discuss with a confidential advisor will be kept confidential as confidential advisors are bound by a duty of confidentiality. The important thing is that you are always the one who decides what happens: a confidential advisor will not do anything without your permission.

You can reach out to a confidential adviser by email on confidentialadvisors@ing.com. Alternatively, you can also turn to the trade unions in these kinds of situations.

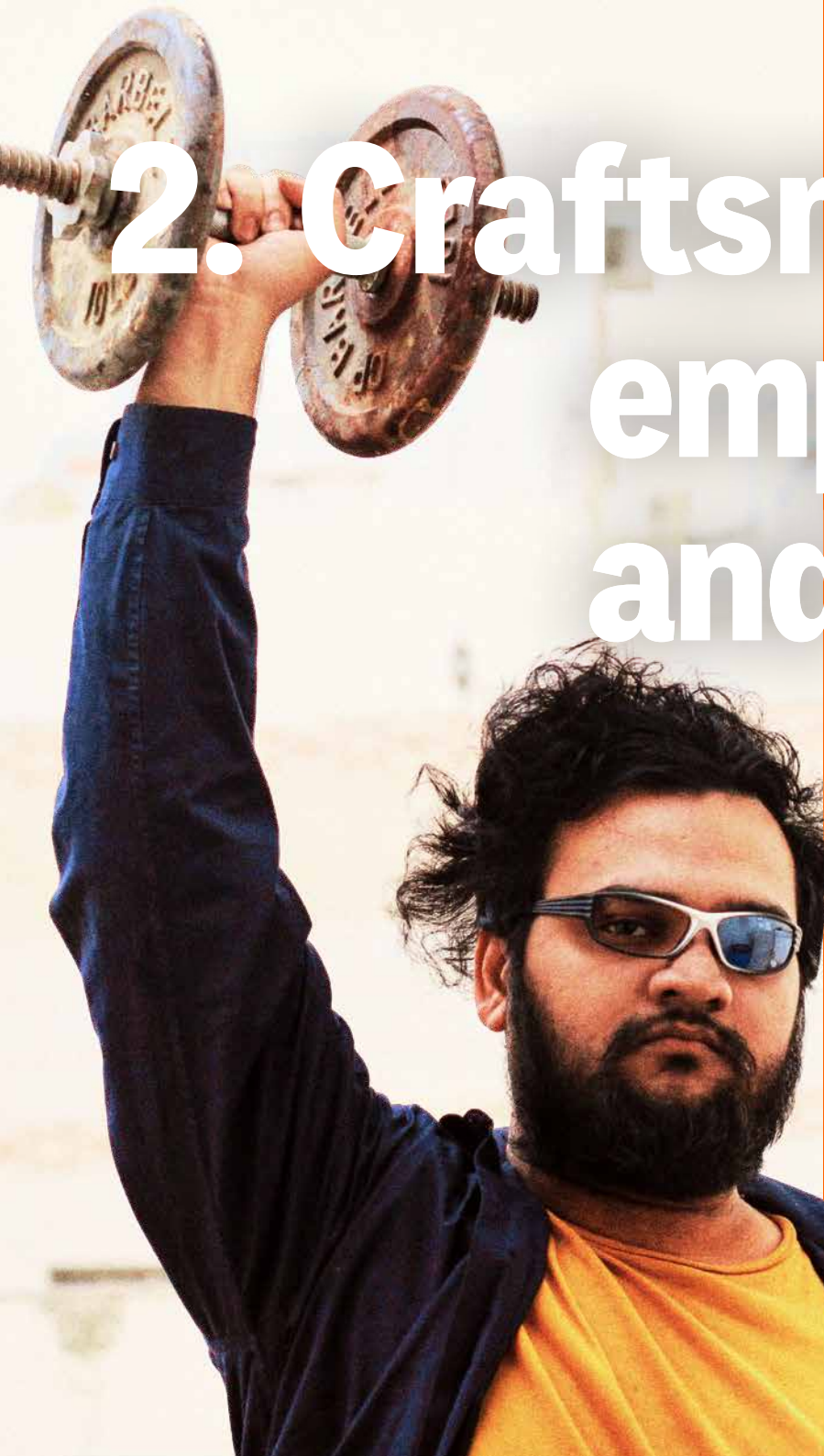


Confidential advisors perform their tasks solely on behalf of and with the permission of the employees. ING enables confidential advisors to perform their tasks properly, and they are legally protected from dismissal due to the nature of their role as confidential advisor.

Next steps

If you, after talking to a confidential advisor or right away, want to take the matter further, you have two options: You can either report it on the SpeakUp platform or submit a formal complaint to the **Undesirable Behaviour Committee**.

See ING Today for more information about these two processes. In case of doubt, you can consult a confidential advisor for more information and advice.



2. Craftsmanship, employability and wellbeing.

- 2.1 Individual Development Plan
- 2.2 Dialogue
- 2.3 Training Regulations
- 2.4 Wellbeing
- 2.5 Corporate Social Responsibility
- 2.6 Employing people with an occupational limitation



Every ING employee has the right to career prospects, both within and outside ING. This requires an ongoing investment in employability. It is important that everyone take responsibility for this and continue to develop their skills. 'Learning to learn' (also known as 'conscious learning') is seen as one of the most important skills for the future. Work and the world at large are constantly changing. This means we have to constantly reinvent ourselves in order to grow.

ING supports this by:

- Making clear what competencies are needed now and in the future and providing employees with training to enable them to progress to a different job within ING ('Plan for Next').
- Establishing an internal job market to align labour supply and demand more closely together.
- Opening an individual learning account for each employee, into which it will pay an annual amount of €375, plus a lump sum of €375 once the employee has recorded an Individual Development Plan (IDP) in Workday.

Each individual is valuable and has talents. Changes can have a greater impact on you if you are further along in your career, if you struggle with the radical nature of the changes or if you believe you have fewer chances on the job market, for example due to an occupational limitation or circumstances in your personal life. In such situations, it is all the more important to discuss your personal options, for example with your lead or the confidential advisor, in a context of mature working relations.

2.1 Individual Development Plan

The ambition is for all employees to draw up an Individual Development Plan (IDP) and record it in Workday. The plan consists of three parts:

- a Plan for Now, i.e. for development within the current job, and/or;
- a Plan for Next, i.e. for a different job within ING, and/or;
- a Plan for Beyond, i.e. for a job outside ING.

An IDP and ING University help you give direction to your own career. A crucial aspect is that you are given the chance to thoroughly explore your own value in the job market, which is why you get half a day annually to work on preparing and updating your IDP. You record your IDP in Workday and discuss with your lead how you plan to implement it.

Structural initiatives are used to encourage you to actively explore your market value, keep working on your personal development and gain experience that enables you to achieve or adjust your plans in a considered way.

Below are some of the tools you can use once you have agreed an IDP:

- **Courses:** aimed at a specific job within or outside ING or at gaining a qualification.
- **Outplacement:** extra support towards finding a job outside ING.
- **Support:** in setting up your own business.
- **Internship opportunities:** allowing you to gain extra experience within or outside ING.



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- **Temporary assignments within ING:** enabling you to gain extra experience. If you take on such an assignment while on a permanent contract with ING, your old job will remain available for you to return to for a period of twelve months. A temporary assignment also gives you priority status in the event that the assignment is converted into a permanent position. In the event of an assignment or successive assignments with a combined duration of longer than twelve months, the Social Plan will be applicable to you if your former job is no longer available and/or no new assignment or job is available at the end of the assignment.
- **Job crafting:** proactively and independently, individually or with your colleagues, adjusting the tasks and limits of your job. Every job provides a certain amount of scope for job crafting.
- **Insight into the job market and your job market value:** the IDP environment on ING Today provides information about the internal and external job market and job market tools. to give you a better understanding of your job market value, both within and outside ING. You can also use tools provided by the trade unions for this purpose.

Tools provided through ING University are financed from the central budget, which means that they do not come out of your department's training budget and are accessible to everyone who falls under the ING CLA.

Job-specific training courses and individual training courses not provided centrally, are charged to the decentralised training budget allocated to business lines.

2.1.1 Time for wellbeing and development activities

Employees sometimes experience stress in cases where their job responsibilities conflict with their leave and development opportunities and the time available to them. ING and the trade unions try to ensure a healthy work-life balance for all employees. To ease the tension created by conflicting demands on time, we have agreed the following:

- ING will plan wellbeing and development activities over a longer period into the future so that as many employees as possible can make plans to participate.
- Leads will ensure that their teams appreciate how important time for development and wellbeing is, so as to minimise social pressure.
- Wellbeing and development activities will also be included in the performance goals of leads.
- Where necessary in particular parts of the organisation, extra efforts will be made to organise the flexible shell in such a way that employees can be released for wellbeing and development activities.

2.2 Dialogue

Current and future employability remains a top priority within ING. The most important thing is to engage in permanent dialogue at team and individual level about the developments in your field of work within and outside ING, in particular about what they mean for you and your team. Time for development is crucial. Responsibility for this, for example by setting priorities in such a way as to allow sufficient capacity within the team for everyone's development, lies firstly with the teams and secondly with management. In environments where location-dependent/central activities are performed, time for development must be an integral part of the planning and a topic of discussion between directors and the works council.

2.3 Training Regulations

The ING Training Regulations are also focused strongly on personal development and employee responsibility. The regulations set out further details of the main agreements reached in this CLA. Changes to the Training Regulations are subject to the rules for staff training within the context of Section 27(1)(f) of the Works Councils Act (WOR).

2.4 Wellbeing

It is important to the CLA parties that employees are fit and have a good work-life balance and a healthy level of work pressure. Existing tools and wellbeing programmes that help achieve this will be continued and developed further.

2.4.1 Work pressure

Work pressure is seen as a risk that requires constant attention. Work pressure and the possible impact thereof have been included in the Risk Analysis & Evaluation and the associated action plan. Our Risk Analysis & Evaluation is reviewed on a regular basis and the actions are monitored. Pressure at work is measured collectively at least once a year and is a fixed subject for discussion between lead and employees (individuals and teams). It is also discussed periodically by the CLA parties. Employees can also ask for an individual work pressure assessment to be carried out and an associated plan of action to be implemented. In addition, the CLA parties will agree on additional arrangements relating to the topic of work pressure, alongside initiatives that are already underway.

2.4.2 Informal care

ING is an organisation recognised for its informal care-friendly policies. The information and tools relating to informal care can be found on ING Today. Striking a good work-life balance can be hard for informal carers. Informal care requires a tailor-made solution that gives you the space you need to combine your work and care duties in close consultation with your lead and team, based on the principle that employer and employee have shared responsibilities to each other. In this CLA, we provide access to a care broker, who provides administrative support tailored to the circumstances of the individual carer. Additional information to guide you and alleviate your burden can be found on ING Today.

Options enabling you to combine work and care duties include a temporary or permanent adjustment of your working hours, working times or taking leave to give you the time you need to provide informal care. The employee relations consultant can be called in to assist in this dialogue.

2.4.3 Financial health

Every day, ING works to enable customers to make better considered financial decisions. But what is relevant to and helps our customers is, of course, equally important to our employees. Since we all have financial questions, especially nowadays, ING will make financial coaches available to employees during the term of this CLA. A financial coach is someone you can talk to about any personal financial issues you are dealing with and who will help you make better considered choices. Getting advice from a financial coach will be entirely free of charge for you.

2.4.4 Emergency financial aid

If you have immediate concerns about your financial situation and could do with some help, contact *Stichting Financiële Noodhulp* (foundation for emergency financial aid). This foundation is independent from ING; its board members are appointed by the ING Netherlands board and the Central Works Council. Your request will be treated confidentially.

The foundation can help you with a tax-free gift, an interest-free loan and budget coaching by an external budget coach.

As an employee, you can help your fellow employees by donating to the foundation (on a monthly basis, for example). ING will double your donation. This way, the foundation can keep helping all employees.

2.5 Corporate Social Responsibility

2.5.1 Two CSR days for all employees

The CLA parties have agreed that the employees are to have the opportunity to spend two working days a year sharing their skills and knowledge with community-based organisations or educational institutions, while the terms of their employment contract continue to apply.

2.5.2 From age 60: maximum of one day a week at community-based organisations

The CLA parties consider it important that older employees remain vital and can put their knowledge and skills to use in society. Employees aged 60 and over are therefore given the opportunity to spend one day a week sharing their skills and knowledge with community-based organisations, while the terms of their employment agreement continue to apply. Some inspiring suggestions can be found on ING Today. What day of the week to use for this will be up to the employee and their lead to decide in mutual consultation. Employees who use the 80–90–100 scheme cannot use the CSR scheme for employees aged over 60.

2.6 Employing people with an occupational limitation

The CLA parties want ING to strive for inclusion and diversity, which also means being a company that is accessible for people with an occupational limitation. The Unknown Talent programme is aimed at making existing jobs at ING accessible to jobseekers and employees with an occupational limitation. ING does so by adapting the job, if possible, or by removing obstacles in consultation with teams. Moreover, the employee concerned is given priority status when another suitable job arises. During the term of this CLA, at least 20 new colleagues with an occupational limitation will join ING.

We will investigate how we can create jobs that are accessible for people belonging to the primary target group of the Labour Participation Act (Participatiewet), for example by extracting simple tasks from jobs and combining them to create a new job. Or by making agreements with suppliers or partners regarding job opportunities for this target group, with such agreements being monitored by the CLA parties during the CLA period.



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3. Performance management.

- 3.1 Performance dialogue
- 3.2 Flexibility
- 3.3 Team arrangements and your review
- 3.4 Review of the lead

ING aims to be a flexible and innovative organisation in which you, the employee, contribute to its objectives, are motivated and can make a difference for customers and colleagues alike. An organisation in which you live up to your potential and are prepared for the future. The way in which performance management is deployed must support and reinforce this goal. It must fit within a culture in which employees experience autonomy and which allows and prepares them to take on responsibility. Due to the great importance of sustainable employability, you are expected to make agreements relating to your development and record them in your IDP. The guiding principles in this respect are flexibility and personalisation, suited to your work situation or stage of life.



The focus is on the ongoing performance dialogue that takes place on a regular basis between employees and leads and contributes to everyone's development and improvement of results.

Within the performance management framework, every employee makes agreements in two dimensions: 'Job' and 'Orange Behaviours'. Employees can receive one of five performance ratings for each of these two dimensions:

- Consistently exceeds expectations (5)
- Frequently exceeds expectations (4)
- Fully meets expectations (3)
- Partially meets expectations (2)
- Does not meet expectations (yet) (1)

This reflects the diversity in performance and development and increases the chance of a substantive dialogue on how to improve.

3.1 Performance dialogue

Performance management is based on mature working relations within which you, your lead, your team, other employees and your customers collaborate based on mutual trust and commitment in order to improve your performance and exhibit behaviour befitting of the Orange Code. You grow individually and as a team through feedback and ongoing performance dialogue.

3.2 Flexibility

The duration of the agreements is flexible and depends on the desired result and the way in which a team collaborates. New ways of collaborating often call for short-cyclical activity planning. Development, performance and results are assessed in the interim.

3.3 Team arrangements and your review

Teams that make agreements about team results can review these agreements themselves. These agreements are included in your personal agreements. Your lead discusses the team review with regard to your agreements in your year-end review. How you shape the collaboration is an important part of the evaluation.

3.4 Review of the lead

In your capacity as lead, you also receive input for your own review from multiple sources, namely through ongoing performance dialogue and by giving and receiving feedback. Leads are asked to request input from the employees they supervise for their own year-end evaluation.

The performance management process is discussed at greater length in Appendix 2: Performance management framework.



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4. Recognition.

- 4.1 General
- 4.2 Scope
- 4.3 Job grading
- 4.4 Remuneration measures
- 4.5 Holiday allowance
- 4.6 Thirteenth month bonus
- 4.7 Flexible employment conditions
- 4.8 Allowances
- 4.9 Salary increase for career moves
- 4.10 Standby policy
- 4.11 80-90-100 scheme
- 4.12 Allowances within the scope of the CLA

4.1 General

We recognise your commitment and development with salary measures and other types of reward. ING has a wide range of tools at its disposal to express its additional appreciation to employees like you or your team. These include incentives or other types of team reward and team events. We regard small or non-material tokens of appreciation as important too.

In the case of certain groups of employees, the remuneration model derogates from the CLA, but even in these cases the models are also in compliance with external laws and regulations and ING's cohesive remuneration policy. Where required under the Works Councils Act (Wet op de ondernemingsraden), ING consults with the works council on which specific measures to apply to these groups. ING also informs and consults with the trade unions on this.

Differences in remuneration between certain target groups (e.g. men/women) that cannot be justified on the basis of performance, knowledge and experience are prohibited.

The minimum wage at ING is €16 per hour. After the term of the 2025-2026 CLA, the minimum wage will be increased in step with salary increases awarded under the CLA. If the salary increases under the CLA are below the rate of inflation, i.e. the year-on-year change in the consumer price index, the minimum wage will be increased by the rate of inflation.

4.2 4.2 Scope

If your position has been classified in salary scale 13/GJA job grade 19 or higher, ING may derogate from the provisions of the CLA with respect to your remuneration, but only if this works to your benefit.

4.3 Job grading

4.3.1 Job classification

ING's standard jobs are arranged in job families and described transparently to be easily identifiable for employees and leads. All standard jobs in the job families are determined by reference to the Korn Ferry job evaluation system.

The standard jobs are specified in the Global Job Architecture. ING determines the composition of that file and notifies the trade unions of any changes to it.

If you object to your job description and/or assigned job grade, talk to your lead about it first. If this does not produce the desired outcome, you can submit a substantiated complaint to the Individual Right of Complaint Committee. If you do not agree with the outcome of the procedure before the Individual Right of Complaint Committee, you can take the matter to an external ad hoc appeal committee. See Appendix 7 for details of this procedure.

4.3.2 Rules of application

ING determines jobs by declaring that one of the standard jobs is applicable. Rules and procedures guarantee proper application and consistency within and between the business units. These rules and procedures and the individual right of complaint are determined after having obtained the consent of the works council.

4.3.3 Salarisschalen

ING's salary scales are numbered from 1 to 15.

4.4 Remuneration measures

The in-scale salary increase for the 2024 performance review year will be awarded in April 2025 as per the 2023-2024 CLA. Based on Section 4.4.1 of the 2023-2024 CLA, this will be an in-scale salary increase of 1% or 2%.

As of the 2025 performance review year, we will introduce the Pay for Growth model. This model establishes a direct link between the various Step Up performance scores and a permanent salary increase under the CLA as of April of the following year, with the first increase to be awarded in April 2026. This is how ING aims to even better reward good



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performance and empower well-performing employees to move up in their salary scale faster.

4.4.1 Pay for Growth

The permanent salary increase is calculated as the sum of the Step Up performance scores in the 'Job' and 'Orange Behaviours' dimensions. These performance scores can be anywhere between 2 and 10. For the 2025-2026 CLA, a lower limit will be used for performance scores of 4 points or lower. This lower limit will equal the in-scale salary increase of 1% or 2% from the allocation table from the 2023-2024 CLA. The lower limit will cease to apply as of the 2027 performance review year.

The table below lists the percentage-based permanent salary increases that go with each of the performance scores:

2025-2026			2027 and beyond	
Performance score	Below the mid-point of the salary scale	Above the mid-point of the salary scale	Below the mid-point of the salary scale	Above the mid-point of the salary scale
10	5,50%	4,50%	5,50%	4,50%
9	4,75%	3,75%	4,75%	3,75%
8	4,00%	3,00%	4,00%	3,00%
7	3,25%	2,25%	3,25%	2,25%
6	2,50%	1,50%	2,50%	1,50%
5	2,00%	1,00%	2,00%	1,00%
4	2,00%	1,00%	0,75%	0,75%
3	2,00%	1,00%	0,00%	0,00%
2	2,00%	1,00%	0,00%	0,00%

The amount of the salary increase will be set based on the monthly salary on 31 December of the year to which the performance scores apply. The salary increase thus

¹ The 'Orange Behaviours' score is weighted at 40% and the 'Job' score at 60%. The resulting overall score is rounded to the nearest whole number. You can find the rounded score in the table above.

established will then be added to the monthly salary as of 1 April of the following year. Salary components that depend on the monthly salary (such as the holiday allowance and 13th month's pay) will automatically increase as well.

For employees who are at or near the top of their salary scale, the salary increase under the Pay for Growth model will depend on their performance score and (if available) the remaining scope to grow within their salary scale. If the salary increase exceeds the scope available in the scale, the salary will first be increased to the top of the scale and the remaining salary increase percentage will subsequently be applied to the annual salary, with the resulting amount paid out on a one-off basis: 13.96 times the amount by which the monthly salary would have been increased additionally if there had been sufficient scope to grow within the salary scale. Employees who are already at the top of their salary scale will only receive the one-off payment.

Salary scales will not be increased by the individual salary increase under the Pay for Growth model. The amount paid as a lump sum and the awarded variable remuneration must meet statutory requirements. The total amount cannot exceed the maximum amount stipulated in legislation on remuneration.

Employees who are eligible for Variable Remuneration (VR, see 4.4.2) under this collective labour agreement as of 31 December 2025 and/or 31 December 2026 will not be eligible for Pay for Growth for the corresponding performance year. Instead, they will receive, alongside their VR, the in-scale salary increase of 1% or 2% as outlined in the allocation table from the 2023–2024 CLA. From the 2027 performance review year onwards, they will again be eligible for Pay for Growth, subject to the maximum amount stipulated in remuneration legislation.

The budget available for the Pay for Growth model is at least 2% of the sum of all salaries. If the total scores lead to a budget overrun, we will revert to the increase percentages from the table. If this means that additional funds will be needed, ING will top up the available budget. If the scores mean that not all of the budget is used, the remaining funds will be divided among all employees who are covered by the CLA. This percentage will come on top of the collective salary increase scheduled for the following July. The salary scales will grow in step with the above additional collective salary increase. ING will give the trade unions insight into how the scores are allocated and into possible supplementary pay if the budget of 2% has not been used up.

Leads within ING receive ongoing training to execute the performance management process in a fair and consistent manner. Leads receive guidance in this respect through 'calibration sessions' with an HRBP, the outcomes of which are monitored by HR. ING will address this issue further in the run-up to implementation of Pay for Growth through an awareness campaign and compulsory learning modules.

ING will monitor the Pay for Growth model in practice in the first year and subsequently evaluate the model. The trade unions will be invited to provide input for this evaluation. ING will subsequently discuss the evaluation results with the trade unions.

5.25% as of 1 July 2025.

4.4.2. Variable remuneration (VR) for specific roles

As of the 2025 performance review year, variable remuneration will be introduced for a number of preselected roles within the Business Banking, Private Banking & Wealth Management and Private Individuals business lines. These are commercial roles where employees' individual contributions towards achieving the performance targets are measurable. The list of roles is available on ING Today.

Variable remuneration will always meet statutory requirements, which stipulate, among other things, that at least 50% of the variable remuneration must be based on non-financial targets, must be discretionary, may not be unconditional and must be based on the performance of ING Group, the relevant business line and the individual employee. Variable remuneration is also subject to capital requirements as well as to a statutory requirement to claw back variable remuneration in certain situations. The aforementioned statutory requirements are examples; this is not an exhaustive list.

Additional conditions apply to employees holding what is known as an 'identified staff' position. Employees designated as 'identified staff' will be personally informed of these conditions, which are based on statutory obligations.

Variable remuneration will be determined for the first time for the 2025 performance review year and paid for the first time in April 2026. Variable remuneration is capped at 10% of the annual salary and the minimum variable remuneration percentage is 0%.

4.4.3 One-off payment in January 2025

If you were working at ING on or before 1 October 2024 and are still on the payroll in January 2025, you will receive a one-off pre-tax benefit of €1,500. The amount of this one-off benefit is based on a 36-hour working week. For employees who work under 36 hours a week, the amount will be prorated to the actual hours they work. The benefit will not be increased for employees who work more than 36 hours.

The one-off benefit does not count towards the calculation of other allowances, supplements or payments specified in the CLA. The one-off benefit does not count towards pensionable pay.

4.4.4 Collective salary increase in July 2025

As of 1 July 2025, everyone will receive a collective salary increase of 5.25%. The maximum and minimum salaries of the various salary scales will also be increased by



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4.4.5 Collective salary increase in July 2026

As of 1 July 2026, everyone will receive a collective salary increase of 3.5%. The maximum and minimum salaries of the various salary scales will also be increased by 3.5% as of 1 July 2026.

4.4.6 PAWW contribution

Since June 2018, every employee has paid a monthly contribution under the PAWW scheme, which has been deducted from the gross salary. PAWW (Dutch supplementary unemployment (WW) and benefit shortfall (WGA) insurance) is a supplementary benefit intended for employees who become unemployed or partially occupationally disabled. ING has assumed responsibility for paying this contribution from 1 October 2021.

4.4.7 Basis of salary level

The salary scales and corresponding monthly amounts can be found in Appendix 1, Salary scales. Your salary scale and monthly amount are based on a 36-hour working week. Your annual salary is determined based on a total working time of 1,872 hours per year.

If you work more or fewer than 36 hours per week on average, your monthly salary will be prorated to the hours you work.

4.4.8 Job classification

You will be paid in accordance with the salary scale linked to your job grade. You are directly placed in the corresponding salary scale from the moment that you enter ING's employment or move to another position.

4.5 Holiday allowance

You will receive your holiday allowance through My Benefits Budget. The monthly amount equals 8% of your personal monthly salary and is based on your average number of working hours per week.

4.6 Thirteenth month bonus

You will receive your thirteenth month bonus through My Benefits Budget. The monthly amount equals 1/12 of your personal monthly salary and is based on your average number of working hours per week.

4.7 Flexible employment conditions

Having flexible employment conditions means being able to choose how you want to

compose your package of employment conditions. That means that you can adapt some of your employment conditions to your own personal circumstances and wishes. You can do this in My Benefits Budget.

Each month you receive a Benefits Budget equal to around 20% of your monthly salary. This includes:

- thirteenth-month bonus;
- holiday allowance;
- individual savings contribution (BIS).

You can use your budget each month to:

- sell hours of leave;
- buy extra hours of leave;
- carry forward part of your budget, either once or every month;
- buy a bike for commuting to and from work;
- pay your trade union membership fee;

Or from April 2025: to save an amount of €4,000 on a one-off basis, which you could use to pay off your student loans, for example. If you do this through My Benefits Budget, the amount will be paid out net of tax. You can only take this option if you meet the following conditions:

- You have worked at ING for at least three years on the date you apply for the scheme in My Benefits Budget
- You completed further or higher education in the Netherlands (intermediate vocational education (MBO), higher professional education (HBO), or university (WO)) or similar education abroad in the period between 2015 and 2023
- You were born between 1994 and 2003

If you decide not to use it, your budget will be paid out monthly.

4.8 Allowances

4.8.1 Personal allowances

The personal allowances (in addition to your monthly salary) are:

Scaled-back personal allowance (PTA)

A PTA is an allowance that is scaled back. If you are entitled to a PTA, you will receive it every month until it has been cancelled out. In this context, 'cancel out' means that your allowance will be scaled back by the amount by which your monthly salary rises as a

result of collective salary increases under the CLA.

You will receive a PTA if:

- you change jobs to a job at a lower job grade; and
- your current salary is too high for the new salary scale.

The PTA counts towards the pension you accrue. If you are promoted, your PTA is included in your salary up to the new maximum amount of the salary scale. If you have reached the maximum amount of the salary scale and a gap still exists, this amount will continue to exist as a PTA.

Indexed personal allowance (PTI)

A PTI is an allowance that rises in accordance with the agreed salary increases under the CLA. The PTI counts towards the pension you accrue. If you are promoted, your PTI is included in your salary up to the new maximum amount of the salary scale. If you have reached the maximum amount of the salary scale and a gap still exists, this amount will continue to exist as a PTI.

Nominal personal allowance (PTN)

A PTN is not included as the basis for the calculation of any other allowance, supplement or payment. This allowance does not decrease, nor is it indexed. The PTN does not count towards the pension you accrue.

4.8.2 Market value allowance

If job market conditions so necessitate, ING may decide on objective grounds to award or terminate a market value allowance for specific jobs or groups of jobs. This allowance is linked to specific jobs and may be awarded to an employee or group of employees in a specific job group. The market value allowance will be changed or terminated if you get a different job. If a market value allowance also applies to your new job, it will have to be recalculated. The market value allowance is not included in the base amount for calculating any other allowances, supplements or payments specified in the CLA. Nor does it count towards the calculation of your pensionable earnings.

4.8.3 Individual savings contribution (BIS)

Each month you will receive an individual savings contribution (BIS). This contribution is equal to 3.5% of your personal monthly salary, including any allowances that count towards it. The BIS does not count towards the pension you accrue. You will receive the BIS through My Benefits Budget.

4.8.4 Individual savings allowance (TIS)

Under the basic pension scheme with the ING CDC Pension Fund, you accrue pension rights up to the maximum amount allowable for tax purposes, less the amount of your state pension accrual. If your pensionable salary exceeds the maximum amount allowable for tax purposes, you will be paid an individual savings allowance (TIS). Through this payment, ING enables you to save for your retirement pension after you turn 67.

The amount of the TIS is set at the level of the contribution ING pays to the CDC Pension Fund up to the capped limit. The TIS is expressed as a percentage of pensionable earnings. The TIS is established by deducting:

- The percentage of your personal contribution to the pension scheme, up to the capped limit.
- The premium for compulsory group term life insurance.
- The insurance premium for the occupational disability pension on the TIS.

The TIS is calculated each month on the basis of your pensionable salary insofar as it exceeds the maximum allowable amount for tax purposes on an annual basis. You will receive the allowance monthly after statutory payroll tax and social security contributions have been deducted. The TIS is not pensionable and does not count towards any other allowance or benefit. The TIS will, however, be added to pensionable earnings for the purposes of the occupational disability pension. If you work fewer than 36 hours a week, the capped limit and the TIS will be calculated on a pro rata basis.

4.8.5 Home working allowance

You will receive a net monthly allowance of €45 towards expenses incurred in relation to working from home, such as your broadband charges. This allowance does not depend on how many days a week you work from home. If you work under 36 hours a week, you will still get the full amount.

4.9 Salary increase for career moves

We encourage internal mobility by granting a salary increase when you move to a job classified at the same job grade. Employees promoted to a higher job grade will receive a more generous salary increase. By extending the salary scales, we are making it more attractive financially for employees to make a career move within ING. If you take up a job at a higher or lower job grade, you will be placed in the salary scale appropriate to the job.

4.9.1 Higher job grade

If you take up a position at a higher job grade, ING will increase your monthly salary by between 3% and 12%. Two conditions are that you may not exceed the maximum salary of your new salary scale and that you will receive at least the minimum salary of your new salary scale. Your new personal monthly salary will apply from the day you start your new job or when a job grade change becomes effective due to a job reclassification.

This salary increase also applies when an employee applies for a new job (selection) at a higher job grade during a reorganisation.

If you receive an indexed personal allowance (PTI) and/or a scaled-back personal allowance (PTA), your salary will first be increased by between 3% and 12%. Your personal allowance (PTI and/or PTA) will then be included in your monthly salary insofar as possible up to the maximum of your new salary scale. If a gap still remains after that, you will be granted this amount as a PTI and/or PTA. If you receive both allowances, the PTI will be the first to be included in your monthly salary and the PTA the second.

4.9.2 Lower job grade

If you take up a position at a lower job grade, ING will determine your new monthly salary. Your new monthly salary will apply from the day when you start your new job or when a job grade change becomes effective due to job evaluation. You will receive a scaled-back personal allowance (PTA) if your personal monthly salary exceeds the maximum of your new salary scale.

One of the following three situations applies if your job grade decreases by one or more grades:

1. If your personal monthly salary is lower than or equal to the maximum amount of your new salary scale, your personal monthly salary will not change.
2. If your personal monthly salary is higher than the maximum amount of your new salary scale but lower than or equal to the maximum of the salary scale directly above, then:
 - your new monthly salary will be equal to the maximum of your new salary scale;
 - you will receive the amount by which your current personal monthly salary exceeds this maximum in the form of a scaled-back personal allowance (PTA).
3. If your personal monthly salary is higher than the maximum amount of your new salary scale and higher than the maximum amount of the salary scale directly above, then:
 - your new monthly salary will be equal to the maximum of your new salary scale;

- you will receive a scaled-back personal allowance (PTA) equal to the difference between your new monthly salary and the maximum amount of the salary scale directly above;
- the portion of your personal monthly salary that exceeds the maximum amount of the salary scale directly above your new salary scale will be lost. Instead, you will receive a lump sum payment, equal to the portion that is lost multiplied by 13.96.

4.9.3 The same job grade

If you are moving to a job at the same job grade as your current job, your salary will be increased by between 3% and 6%. This salary increase is conditional on you having applied for a vacancy. This must be a vacancy posted on the internal job site through Workday.

In a reorganisation, there are generally no vacancies (yet). In this situation, the following will therefore apply:

- If you are assigned to a new job at the same job grade (based on your old and your new job being interchangeable), you will not be eligible for this salary increase.
- If you actively applied for a job at the same job grade that was newly created in the request for advice, and you were selected for it, you will be eligible for this salary increase.

In the context of equal pay for equal work within a team, an exemption from this provision is possible in exceptional situations. The lead will then have to apply to HR for this exemption and submit supporting material. The Performance & Reward Lead will decide whether or not to grant the exemption.

4.10 Stand-by policy

ING has a so-called 'standby policy' that has been adopted with approval from the Central Works Council. The policy is applicable to employees who are employed by ING Bank Personeel B.V., have a temporary or permanent employment contract, and are required (in writing) by their lead to be reachable and available (at short notice) on a regular basis outside their normal applicable working times and contract hours to perform work that has arisen unexpectedly.

Standby shifts are laid down in a schedule.

The introduction of standby shifts for certain new and existing departments, new or existing jobs or job groups is enacted by means of a request for consent that is submitted by the (delegated) director/management to the relevant Works Council. Employees who do standby shifts receive an hourly allowance for being reachable and available outside regular working times. This allowance compensates for the inconvenience. Each time a structural wage round takes place under the ING CLA, the basic amount of the allowance is adjusted by the indexation percentage agreed for the CLA.

80–90–100 scheme

As of 1 April 2025, employees aged 60 and over can switch to working 80% of their hours while earning 90% of their salary and keeping their pension accrual at the full 100%. You can only use this scheme if you have not increased your working hours over the six months prior to your request to use the scheme. Together with your lead, you decide whether or not your duties and targets will need to be adjusted as a result of the reduction in the hours you work. The earliest possible start date is the first day of the month when you turn 60.

If you are already using the Corporate Social Responsibility scheme for employees aged over 60 (Appendix 3, Section 3.3), you cannot use the 80–90–100 scheme as well. You can use one of the two schemes.

You can terminate the 80-90-100 scheme once and then use it again once. After that, you cannot terminate the scheme and return to normal working hours.

4.12 Allowances within the scope of the CLA

4.12.1 Long-service bonuses

If you were employed by ING before 1 January 2016, you will receive a long-service bonus to mark your 10 and 25-year anniversaries. This lump sum payment is a percentage of your gross personal monthly salary.

Period of employment	Bonus
10 years	25%
25 years	100%

The payment will be calculated based on your personal monthly salary in the month in which the long-service anniversary takes place. If you have been in service for 25 years, you will be paid all or part of the bonus as a net amount in accordance with the Wage



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Appendix

5. My time.



- 5.1 General
- 5.2 Time and location-independent working
- 5.3 Working hours
- 5.4 Your work and working times
- 5.5 Overtime
- 5.6 Public holidays
- 5.7 Holiday
- 5.8 Special leave

5.1 General

Customers value convenience and want to do business with ING at a time that is convenient for them and through the channel that suits them best. The CLA parties want to help contribute to the attainment of ING's global sustainability objectives by taking measures conducive to reducing road traffic congestion, lowering carbon emissions and improving people's work-life balance. So agreements about working in a time and location-independent way are important.

5.2 Work schedule

Time and location-independent working have become a natural part of our way of working. Together with your team and your lead, you make agreements about your work pattern and working times, availability and accessibility. All arrangements must comply with the provisions of the Working Hours Act (*Arbeidstijdenwet*) and must provide for workable blocks of identifiable free time while taking into account both your and ING's interests. The CLA parties stress that neither the Flexible Working Act (*Wet flexibel werken*) nor the concept of time and location-independent working at ING confer a right to work from home. It is important to determine with your team and your lead whether the nature of the work provides scope for this and if so, how much.

However, it is also important that you can enjoy your leisure time undisturbed and have time to relax after work. The basic principle is that you have a say in the hours for which

you are available for work. You are entitled to be unreachable outside the agreed working times. In special circumstances, however, it may be necessary for you to be reachable outside the agreed working times. If such a situation arises, you and your lead should make arrangements for this.

5.3 Working hours

5.3.1 Your working hours

At ING you have an average contractual 36-hour full-time working week. This equates to 1,872 hours per year. You can work more or fewer than 36 hours a week but no more than 40 hours a week or 2,080 hours a year. If you work more or fewer than 36 hours per week on average, your monthly salary will be prorated to your working hours.

5.3.2 Work more or fewer hours?

The Flexible Working Act (*Wet flexibel werken*) applies to requests to work more or fewer hours. If you want to change the number of hours you work, you should submit a written request to your lead. Following your request, you and your lead will discuss the starting time, number of hours and how they are divided over the week. If your lead rejects your request, this will be done in writing stating reasons in accordance with the Flexible Working Act.

Your lead can also ask you to work fewer hours or more hours (but no more than 40 hours a week), and will discuss this with you. You and your lead should take each other's interests into consideration, as well as those of your colleagues and ING. If you are unable to reach an agreement together, you as the employee will have the final say.

5.4 Your work and working times

5.4.1 Work pattern and variable working times

You, your team and your lead will discuss your work pattern (i.e. the average number of hours you work a week and how they are divided among the working days) and your working times (when your working day starts and ends). If you are unable to agree on the work pattern or the starting and finishing times of your working day, the reasoned position of your lead will be the deciding factor within the framework set out in section 5.2 above. In some cases, longer opening hours may be needed, for example to ensure that ING is more accessible to its customers. Or the amount of work expected in the course of a year may fluctuate. Your lead knows when your department needs to be fully staffed and accessible. Based on this knowledge, they will make arrangements with you about your weekly working hours, flexible working times and time and location-independent ways of working.



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5.4.2 Working time arrangement

If necessary, your working times will be laid down in short-term or long-term working time arrangement. Collective working time arrangements can be established for ING units in accordance with Section 27(1) of the Works Council Act (WOR). A working time arrangement states which teams or departments it applies to, determines how the schedules are set and records the shifts, variable working times and hours worked above or under the average contractual working hours.

The regular working times are from Monday to Saturday. If you are scheduled to work Saturdays between 8.00 a.m. and 5.00 p.m. and this is in keeping with your contractual working hours, you will receive 25% extra for each hour worked on Saturday, unless the hours are overtime as referred to in section 5.5

5.4.3 Variable working times

If your lead asks you to work outside the daily time window (see the glossary for the definition) and you are subsequently scheduled to work outside the daily time window, you will receive an allowance for working at those hours. How much this allowance will be is determined based on the Variable working times allowance table (Section 5.4.4). Employees subject to the standby policy (see ING Today) are excluded from this.

The following sections in Appendix 4 also apply to variable working times: Sections 4.1.2 to 4.1.4 and 4.2.2. to 4.2.5.

5.4.4 Variable working times allowance

If you work outside the daily time window, you are entitled to the following allowance. The allowance will always be paid in cash.

Monday to Friday	Allowance
from 12 a.m. to 7 a.m.	+ 60%
from 7 a.m. to 9 p.m.	n/a
from 9 p.m. to 12 a.m.	+ 50%
Saturdays	Allowance
from 12 a.m. to 8 a.m.	+ 60%
from 8 a.m. to 5 p.m.	+ 50%
from 5 p.m. to 12 a.m.	+ 100%
Sundays	Allowance
from 12 a.m. to 12 a.m.	+ 100%

5.4.5 Variable working times allowance on public holidays

If you work on a public holiday that falls on Monday to Friday under Section 5.6 of the ING CLA, you will receive a 100% allowance on top of your hourly wage. If you work on a public holiday that falls on a Saturday or Sunday, you will receive a 150% allowance on top of your hourly wage. For each hour worked, you will also be credited an additional hour of holiday leave entitlement.

If you work after 8 p.m. on New Year's Eve (31 December), you will be entitled to an allowance of 150% on top of your hourly wage.

Public holiday on	Hourly wage	Public holiday allowance in cash	Public holiday allowance as time off in lieu
Monday to Friday	100%	100%	1 additional day of leave
Saturday or Sunday	100%	150%	1 additional day of leave
New Year's Eve after 8 p.m.	100%	150%	n.v.t.

5.4.6 Phase-out scheme in case of termination of the variable working times allowance

If you are on a variable working times allowance of over 5% of your personal monthly salary and this allowance is set to be discontinued in full or in part, you may be eligible for a one-off payment. See Section 4.5 of Appendix 4 for details of whether you are eligible.

5.4.7. Shift work

If you work shifts, you work according to a fixed schedule outside the daily time window. For more information, see Appendix 4 - Shift work.

5.5 Overtime

5.5.1 Definition of overtime

Normal working times are from 8 a.m. to 9 p.m. on weekdays and from 8 a.m. to 5 p.m. on Saturdays. If, at the request of ING, you occasionally work longer than the weekly working hours agreed with you, this is considered to be overtime. The number of hours you work every day may not exceed the maximum number of hours stipulated in the

Working Hours Act (*Arbeidstijdenwet*). If a work schedule with a divergent number of hours applies to you (see section 5.4.2 above), it will state when the balance of hours worked relates to overtime. You only receive payment for overtime if your job is classified in salary scale 10/GJA job grade 16 or lower.

5.5.2 Overtime pay

- Mondays to Fridays until 9 p.m.: 125% of your hourly wage.
- Mondays to Fridays from 9 p.m. to 7 a.m.: 150% of your hourly wage.
- Saturdays until 5 p.m.: 150% of your hourly wage.
- Saturdays after 5 p.m.: 200% of your hourly wage.
- Sundays or official public holidays: 200% of your hourly wage.

5.6 Public holidays

You are entitled to one paid day off on official holidays. This is on the condition that your activities allow for you to take the day off.

Official public holidays:

- New Year's Day
- Easter Sunday and Easter Monday
- Ascension Day
- Whit Sunday and Whit Monday
- Christmas Day and Boxing Day
- King's Day
- Liberation Day: once every five years on 5 May (next official holiday in 2025).

5.6.1 Collective days off

We have agreed that employees covered by the CLA should have two collective days off, in addition to the existing leave days. The idea is that we should all really be able to get some rest and/or devote time to our own wellbeing on these days. For our employees who work in the call centre or in offices that are open on these dates, this extra free time will be scheduled on other days in consultation with them.

The collective days off are 5 May and 27 December. If the day in question falls on a weekend, or in the case of 5 May in a year in which Liberation Day is celebrated (see above), 1 May will be an alternative for 5 May and the first working day after Christmas an alternative for 27 December. If the collective days off on 27 December and/or 5 May fall on days that you are not scheduled to work, you can take another day off after consulting with your lead.

5.6.2 Diversity days

You can take 1.5 days of paid leave and 1.5 days of unpaid leave each calendar year on religious or other holidays that are important to you. The CLA parties wish to stress in this way the importance of diversity within the organisation.

5.7 Holiday

5.7.1 Number of holiday hours

Based on an average 36-hour working week, you are entitled to a total of 202.4 hours' paid holiday a year. Of these hours, 144 are regarded as statutory holiday hours and 58.4 as non-statutory holiday hours. If you work more or less than this on average per week, the number of holiday hours is adjusted proportionally. If you enter or leave ING's employment during a calendar year, your holiday entitlement is adjusted proportionally. You can sell a maximum of 88 hours of holiday entitlement.

If you were employed by ING in 2007 and had more holiday entitlement than stated above, this guaranteed entitlement will be added to your annual number of holiday hours. If your average contractual working hours are adjusted, the guaranteed hours are adjusted proportionally.

5.7.2 Lapse of holiday entitlement

Holiday entitlement will lapse as follows:

- One year after entitlement arises in the case of statutory holiday hours.
- Five years after entitlement arises in the case of non-statutory holiday hours

5.7.3 Mandatory uptake of holiday entitlement

The management of your business unit can assign one day per calendar year on which you must take holiday entitlement. This requires the approval of the works council of your business unit.

5.7.4 Scheduling of holiday hours

It is up to you to decide when and how many hours' holiday you take. The number of holiday hours and when you take them are matters to be decided by you, your team and your lead together in consultation.

5.7.5 Occupational disability

If you are ill or occupationally disabled, the same rules apply to accruing, taking and registering holiday entitlement as the rules that apply for colleagues who are not sick or occupationally disabled.



5.8 Special leave

ING complies with the Work and Care Act (Wet arbeid en zorg), including the provisions governing the types of leave specified in the Act, as well as the associated provisions that relate to the duration of leave and possible retention of salary. ING's parental, pregnancy, maternity, adoption and partner leave schemes are more generous than the statutory schemes. On top of that, ING offers leave for gender-transitioning employees.

Transition leave

Transition leave will always be customised to the specific case. Everyone is different and will experience gender transition differently. Also, gender transition is generally a process spanning multiple years. In consultation with HR and your lead, you will be offered a solution that is right for you. The minimum leave offered will be 24 weeks over 10 years, based on recommendations by *Transgender Netwerk Nederland* (Netherlands Transgender Network).

Extended maternity leave

On top of the statutory scheme, you can extend your maternity leave by eight calendar weeks. You can only take this leave extension immediately after your statutory maternity leave and as eight consecutive weeks.

Fully paid partner leave

New parents who are not entitled to maternity leave or adoption leave have a right to partner leave. ING allows employees six weeks of fully paid partner leave. Employees also have the opportunity to take three months of unpaid leave immediately afterwards. For more information, see the partner leave scheme in Appendix 3 to this CLA.

Parental leave

ING and the trade unions wish to support young parents. We have agreed that employees covered by the CLA will be entitled to continue receiving pay, capped at 100% of the statutory maximum daily wage, plus the holiday allowance, 13th month's pay and individual savings contribution (BIS) associated with the statutory maximum daily wage, for nine weeks of the existing parental leave. This agreement is in addition to the existing parental leave scheme (and as long as your child is no older than twelve). You can read the full scheme in Appendix 3 to the CLA.

Bereavement leave

It takes time to come to terms with the loss of a loved one. Much energy and attention must be devoted to providing a supportive and flexible environment. To support employees subject to the CLA who have to cope with such a loss, we offer bereavement leave tailored to the needs of the employee concerned, with a minimum paid leave of five days. Obviously, if you want to take fewer than five days of paid leave, you can.

Exceptional leave

You can request exceptional leave if you believe that the circumstances warrant this. Check ING Today to find out when this is possible. If a statutory or other arrangement does not provide for the particular circumstances, you should discuss this with your lead. Together you can decide whether you will be given leave for this and, if so, how much. ING also has an Unpaid Leave Scheme, which you can find on ING Today.

For information on all leave schemes, see ING Today.



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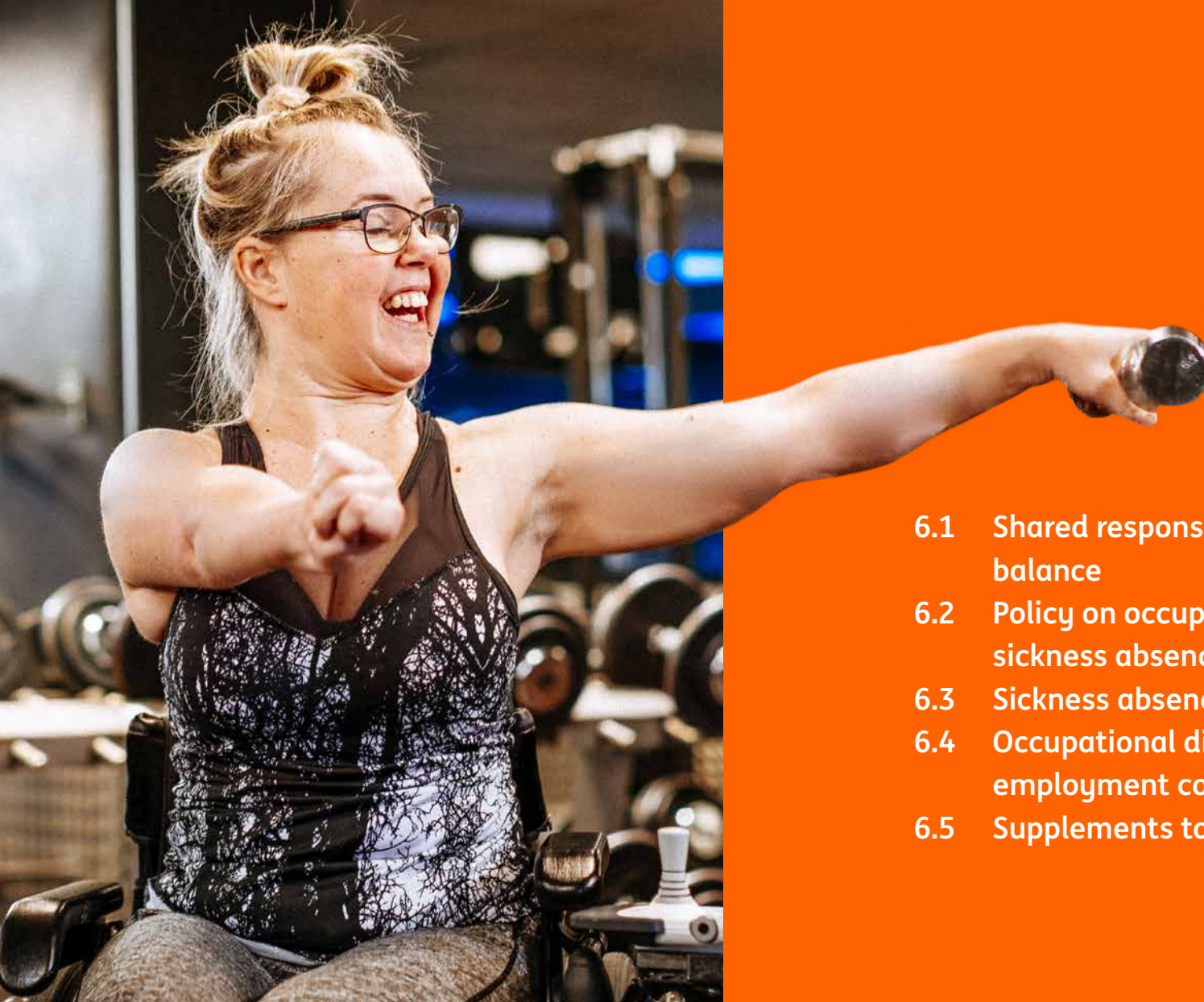
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Appendix

6. My wellbeing.



- 6.1 Shared responsibility for achieving the right balance
- 6.2 Policy on occupational health & safety and sickness absence
- 6.3 Sickness absence and implications for income
- 6.4 Occupational disability and implications for your employment contract
- 6.5 Supplements to occupational disability benefit



6.1 Shared responsibility for achieving the right balance

You and your lead share responsibility for your sustainable employability. Your employability is determined not only by your development opportunities but also by your vitality, health and working conditions. You, together with your team and lead, create the right balance between your goals and those of the organisation. You ensure that you have a healthy work-life balance and take action if needed. To help each other do this, you can expect your lead and team to be alert as well.

6.2 Policy on occupational health & safety and sickness absence

6.2.1 Vitaliteit en gezondheid

ING and the trade unions aim to achieve the best possible working conditions. We do this not only by creating a good work environment, but also by finding solutions for sickness absence and occupational disability and by promoting your health and vitality. Prevention, alerts, supervision in the event of sickness absence and reintegration help us do this.

With the help of risk assessments and evaluations and health & safety action plans, ING identifies risks relating to work and the work environment in a timely manner and takes organisational measures to manage them.

At the level of individual employees, ING offers all employees, including temporary workers who have been employed for more than six months, the following services:

- A voluntary health check once every 2 years.
- A periodic work pressure assessment.

ING also undertakes structural activities and conducts awareness and activation campaigns to maintain or improve your vitality and health. We offer a broad range of support products and services, such as a help desk for informal carers and individual lifestyle coaching.

You can read more about this on ING Today.

6.2.2 Sickness absence and reintegration

The CLA parties want all employees to be able to work well, both now and in the future. Under the Eligibility for Permanent Invalidity Benefit (Restrictions) Act (*Wet Verbetering Poortwachter*), you and your lead are jointly responsible for ensuring that you can return to work. Together you draw up a plan of action and ING makes every effort to get you back to work as quickly as possible and provides you with adequate opportunities. These might include temporarily performing a different task or job. The Wellbeing Team provides support along the way.

6.3 Sickness absence and implications for income

It may be that you are unable to work full-time or part-time due to sickness, pregnancy or childbirth. If you are sick, the rules governing recovery and reintegration after sickness based on the Eligibility for Permanent Invalidity Benefit (Restrictions) Act (*Wet Verbetering Poortwachter*) apply. These rules have been drawn up in consultation with the works council and can be found on ING Today. Reintegration efforts are rewarded, but your income when you are ill or occupationally disabled will never exceed the income you would earn if this were not the case.

If you are sick, you will be paid the following for the hours you do not work:

- In the first year of sickness: 100% of your personal monthly salary.
- In the second year of sickness: 90% of your personal monthly salary if you have complied with the rules and regulations in the first year of sickness. This will be assessed by your lead in consultation with the occupational health service no later than the end of the first 52 weeks after you reported sick. If your lead is of the opinion that you have not complied sufficiently with the rules and regulations, your lead will ask the occupational health service to check this. If the occupational health service is also of the opinion that you have not complied sufficiently with the rules and regulations, you will be paid 70% of your personal monthly salary. Your lead will request this by

submitting a ticket.

- No later than after the second year of sickness, your lead will assess whether you have reached the maximum attainable reintegration level. If this is the case, you will receive an additional amount of 10% of your personal monthly salary for the hours you did not work in the second year of sickness, with retroactive effect.

6.4 Occupational disability and implications for your employment contract

You must submit an application to the Dutch employee insurance agency (UWV) based on the Work and Income (Capacity for Work) Act (WIA) in a timely manner if you do not expect to have fully recovered by the end of your second year of sickness. The extent of your occupational disability depends on the income that you can still earn from work, i.e. your residual earning capacity. This is determined by the UWV.

The basic principle is, therefore, that a job is sought in which you can make maximum use of your residual earning capacity. If needed, ING can offer you additional training or a refresher course for this.

Your situation is evaluated annually by your lead and the company doctor and, if necessary, a reassessment of your occupational disability under the WIA is requested.

- If you are partially occupationally disabled (35-80% under the Return to Work for Partially Disabled Persons Regulations (WGA)), you will, in principle, continue to be employed by ING, unless the Social Plan applies.
- If you are fully but not permanently occupationally disabled (80-100% under the WGA), you will, in principle, remain employed by ING, unless:
 - You decide in consultation with your lead that it would be better if you left ING. In that case, you and your lead will discuss the terms of your leaving and possible severance pay.
 - The Social Plan applies to your area within the organisation, in which case you will have the opportunity to make use of its redundancy provisions, such as termination of your employment contract with severance pay.
- If you are fully and permanently occupationally disabled under the Full Invalidity Benefit Scheme (IVA), your employment will, in principle, be terminated.

Employees who leave the organisation with a degree of occupational disability that is lower than 80% and/or a low residual earning capacity, receive additional help from specialised agencies to find suitable work.

6.5 Supplements to occupational disability benefit

6.5.1 Right to WAO benefits and still in service

You will receive a supplement to your benefits under the Dutch Invalidity Insurance Act (WAO) in the form of a reduction in your personal monthly salary according to the following table:

Degree of occupational disability	Reduction
less than 15%	0%
15% to 25%	5%
25% to 35%	7,5%
35% to 45%	10%
45% to 55%	12,5%
55% to 65%	15%
65% to 80%	18%
80% or more	25%

6.5.2 Right to WGA benefits and still in service

If you are receiving a pay-related benefit under the Return to Work for Partially Disabled Persons Regulations (WGA), ING pays you a supplement amounting to 75% of the difference between your original personal monthly salary and your new personal monthly salary. This supplement includes your benefit under the aforementioned regulations. In this context, original personal monthly salary means the personal monthly salary you would have received on the first day of the third year of illness had you not been occupationally disabled. New personal monthly salary means the personal monthly salary you earn by working (partially) again.

If you receive a WGA wage supplement or follow-up benefits, there are three possibilities:

1. Your new personal monthly salary is equal to or higher than your residual earning capacity: you will receive a supplement of 75% of the difference between your original personal monthly salary and your new personal monthly salary. This supplement includes your benefit under the aforementioned regulations
2. Your new personal monthly salary is equal to or higher than 50% of your residual



earning capacity but lower than 100% of the residual earning capacity: you will receive a supplement of 75% of the difference between your original personal monthly salary and your residual earning capacity. This supplement includes your benefit under the aforementioned regulations.

3. Your new personal monthly salary is less than 50% of your residual earning capacity or you do not yet have a job that allows you to use all or part of your residual earning capacity as assessed: you will receive a supplement of 75% of the difference between your original personal monthly salary and your residual earning capacity, plus an additional supplement equal to the difference between 50% of your residual earning capacity and your new personal monthly salary. This supplement includes your benefit under the aforementioned regulations.

If you refuse to accept a job that allows you to use part of your residual earning capacity, you will not receive a supplement.

6.5.3 Sick since 1 January 2006 and no right to WGA benefits because you are less than 35% occupationally disabled and still in service

If your new personal monthly salary is lower than your original personal monthly salary, you will receive the following supplement to your new personal monthly salary for up to three years:

- 75% of the difference between your original and your new personal monthly salary in the first year in which you are occupationally disabled.
- 50% of the difference between your original and your new personal monthly salary in the second year in which you are occupationally disabled.
- 25% of the difference between your original and your new personal monthly salary in the third year in which you are occupationally disabled.

You can find more information in Appendix 5, Legislation and regulations in the event of illness and occupational disability.

ING is a party to the collective CLA for PAWW benefits (private supplementary benefits that complement the statutory benefits under the WW and WGA). This collective CLA aims to maintain the right to benefits (with respect to the level and duration of statutory WW and WGA benefits) as much as possible by means of a private supplement to the WW and WGA benefits. Each employee pays a monthly premium as a PAWW contribution by way of deduction from the gross salary. ING will assume responsibility for paying this premium from 1 October 2021 onwards.



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Appendix

7 My pension.



7.1 RVU

7.2 The pension agreement



7.1 RVU

ING and the trade unions feel responsible for ensuring that everyone can reach their retirement in good health. With this in mind, we offer employees who are within three years of reaching the state pension date the opportunity to make use of the broadened scope of the Early Retirement Scheme (RVU), as provided for in the Lump Sum Payment, Early Retirement and Leave Savings Scheme Act (*Wet bedrag ineens, RVU en verlofsparen*). By participating in the Early Retirement Scheme (RVU) you can stop working sooner and you take (early) retirement. The RVU scheme supports ING's internal advancement policy. The details of this scheme can be found in Appendix 6 to the CLA and on ING Today.

On 1 January 2026, a new legal framework for early retirement will come into effect. In the first half of 2025, ING and the trade unions intend to explore whether, and if so how, the early retirement scheme can be continued after 1 January 2026 within the new legal framework. Early retirement may still be possible for employees who do shift work, for example, or for employees who do work that puts a strain on their mental health and social life.

7.2 The pension agreement

Pensions are about future income, for which ING and trade unions have made arrangements. These arrangements are recorded in a pension agreement, as referred to in the Pension Act (*Pensioenwet*). This pension agreement contains the schemes that apply to you. This pension agreement has been registered as a separate CLA. The full text is available on ING Today.



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Appendix

A woman with long dark hair, wearing an orange long-sleeved top with a white floral pattern, is smiling broadly and gesturing with her hands raised. She is wearing a ring on her left hand. The background is a solid orange color.

8. CLA parties.

- 8.1 Definition of 'trade union'
- 8.2 Interpreting the CLA
- 8.3 Information and consultation in the event of a reorganisation
- 8.4 Trade union representation
- 8.5 Facilities for trade unions and members with special duties or responsibilities
- 8.6 Employer contribution to trade unions
- 8.7 Reimbursement of Employment Security Committee and engagement of consultants

8.1 Definition of ‘trade union’

Where the term ‘trade union’ is used in this CLA, it refers to an independent trade union; An independent trade union:

- a. is intended to represent the interests of employees, including by concluding collective labour agreements;
- b. is structured like an association and has no organisational or economic ties to the employer or third parties, and its general meeting or members’ parliament is its highest authority;
- c. is open to all employees who wish to become members and has members who work for the employer;
- d. has a democratic structure and does not sign collective labour agreements without a majority of the voting members covered by the collective labour agreement having voted in favour of that agreement;
- e. submits its proposed opening position for (collective labour agreement) negotiations to the members covered by that collective labour agreement and will only take up an actual opening position that the members have voted for;
- f. does not depend on employers for financing, interventions and facilities and would be able to fully function as a trade union without any resources provided by employers;
- g. has been a legal entity for at least two years;
- h. is willing and able to take collective action, including strikes;
- i. is willing and able to enforce collective labour agreements.

ING recognises the importance of trade unions and has, therefore, agreed to refrain from signing collective labour agreements with trade unions that do not meet the above definition during the period from 1 January 2025 to 31 December 2027.

8.2 Interpreting the CLA

Interpreting the provisions of the CLA is a matter reserved to the CLA parties. They will consult each other if any difference of interpretation arises between them. If no agreement is reached, a CLA committee will mediate. This committee will be set up by the CLA parties and have an independent chair. ING and the trade unions each appoint one member. The members of the committee together appoint a third committee member to chair the committee. The committee hears the parties and tries to get them to find a solution together. If this is unsuccessful, the committee decides. The committee makes decisions based on a majority of votes and arranges its own procedures.

8.3 Information and consultation in the event of a reorganisation

8.3.1 Information

Proposed decisions by ING with regard to major reorganisations can have a substantial impact on jobs or employment conditions. ING will inform the trade unions and the relevant works council simultaneously and in the same way about the motives behind decisions for major reorganisations and the expected social consequences for employees.

8.3.2 Confidentiality

Information provided by ING or the trade unions will be treated confidentially if the party supplying it requests such confidentiality on reasonable grounds. This information will only be disclosed with the consent of all discussion partners.

8.3.3 Social Plan and Transitional Work Plan

All measures intended to ensure that a reorganisation is managed properly in social terms are laid down in a Social Plan, which is agreed with the trade unions. This also includes provisions to prevent, mitigate or eliminate any adverse consequences for employees.

The tasks and responsibilities of the various parties and the social conditions for sourcing and sales processes are set out in the Transitional Work Plan.

8.4 Trade union representation

ING believes that good representation by the trade unions is also in the interest of the organisation as a whole and therefore encourages that representation by:

- Reimbursing the costs of a one-year membership of one of the trade unions involved, i.e. FNV Finance, CNV and De Unie, for employees who are not yet members of one of these trade unions. During the term of the CLA, such employees will receive an offer for this at a time to be set; employees who are already members of one of these unions can arrange for payment of their union contribution, with tax relief, through My Benefits Budget.
- The CLA parties will discuss day-to-day business and new initiatives in the regularly scheduled meetings throughout the term of the CLA and evaluate the effects of their efforts.
- Fixing the contribution to national trade union projects (e.g. for informal care) and international solidarity at €60,000 for the trade unions jointly in 2025-2026.
- Actively promoting the ‘Month of the Trade Union’.

8.5 Facilities for trade unions and members with special duties or responsibilities

In consultation with ING, the trade unions can use ING facilities such as meeting rooms and communication facilities.

If you wish to perform special tasks or take part in negotiations as a union official at the request of the trade union and with the consent of ING, you will be given the opportunity to do so and be exempt from your work duties while doing so.

Guidelines

- You are entitled to be exempted from your work duties to attend meetings of your trade union, in principle up to ten days per calendar year. If necessary, they may be taken as half days. These days are independent of the days in which you are present as a union official when negotiating a CLA or Social Plan.
- You are also entitled to exemption from work to follow courses organised by or on behalf of the trade unions. In principle, a maximum of six days per calendar year applies for this.

Within the context of the mature employment relationship, the CLA parties assume that you will consult with your lead on these exemptions. You will keep your lead informed about your work for the trade union and any developments that occur, in both the short and the longer term.

Trade union executives can arrange to be represented by trade union officials. If extra demands are made of trade union executives and it transpires that the exemptions referred to above provide insufficient scope to perform trade union activities, the CLA parties will consult on this before the activities commence and, if necessary, adopt a customised solution.

8.6 Employer contribution to trade unions

During the term of the 2025-2026 CLA, ING will pay a representation contribution to the joint trade unions of €25 per employee. This amount will be paid annually in August. The reference date for determining the number of employees is 31 January of each year.

8.7 Reimbursement of Employment Security Committee and engagement of consultants

During the term of the 2025-2026 ING CLA, ING will make available to the joint trade unions involved in the CLA a total of €10,000 per year to attend the meetings of the Employment Security Committee and engage consultants, provided that an invoice is submitted.



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Appendix

9. Other agreements.



- 9.1 Good temporary staffing practices
- 9.2 Development of employment
- 9.3 32-hour working week
- 9.4 Working situation in Leeuwarden
- 9.5 Learning
- 9.6 Work-related costs scheme

9.1 Good temporary staffing practices

9.1.1. The Code of Practice

In our CLA and associated schemes, we continue to draw attention to the philosophy of the Code of Practice, whereby our aim is to ensure equal treatment of internal and external employees.

9.1.2 Temporary employees

The contracts between ING and the temporary employment agencies explicitly refer to the Worker Allocation by Intermediaries Act (Wet allocatie arbeidskrachten door intermediairs, or WAADI). ING agrees to provide the necessary information about the ING CLA to the temporary employment agencies to ensure compliance with the WAADI.

9.1.3 Working responsibly with sourcing and contract partners

ING and the trade unions agree that after the expiry of existing contracts, sourcing activities within the Netherlands will be carried out by contract partners with a progressive and socially responsible CLA that has been concluded with and signed

by at least two trade unions represented in the Labour Foundation (Stichting van de Arbeid). This CLA of the contract partners must do justice to all employees and include agreements about, among other things:

- Occupational disability
- Pension
- (Minimum) wage
- Occupational health and safety and wellbeing (at the office and when working from home)

9.2 Development of employment

The target ratio of permanent employees to temporary employees is 80%/20%. The CLA parties will monitor the quantitative and qualitative development of employment within ING (intra-group jobs).

9.3 32-hour working week

During the negotiations on the new CLA, ING and the trade unions discussed the proposal by one of the trade unions (FNV) to reduce the working time for full-time employment to an average of 32 hours a week. The view that FNV outlined is that reducing working hours by working smarter will contribute to a better work-life balance, help create more jobs, and often even boost productivity. There are benefits to it for both employees and employers. Partly because of the investments ING has already made in recent years to optimise its work processes and considering additional complicating circumstances such as ING's size, the great diversity of roles and specialist areas, the 4-day working week of 36 hours that we already have at ING, and the very large number of employees who work 40 hours, ING fails to see how exactly FNV's vision could be implemented at ING.

During the CLA negotiations, we were unable to adequately explore this issue with each other and ING's questions were not sufficiently answered. FNV said it would be happy to explore the options in more detail and answer ING's questions. An external consultant may also be brought in for this, someone who can provide an extra pair of eyes and more representative examples from the market. Since ING is open to receiving the clarification offered by FNV and holding further talks on the back of it, the parties have agreed to further explore the possibilities of a 32-hour working week during the term of this CLA.



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9.4 Working situation in Leeuwarden

ING appreciates that employees working at the operational departments in Leeuwarden have a need for greater scope to organise their own work and leave. With this in mind, the percentage of employees who can take leave during school holidays (summer and Christmas holidays) will be increased from 20% to 25% and by mutual agreement to 30% where possible. As usual, we will take stock of summer and Christmas holiday leave requests from 6 months in advance.

To enable these employees to take leave during these periods, ING will ask colleagues at the Hubs and/or at the Sourcing Partners for support during these periods. And if the support from the Hubs and/or Sourcing Partners is insufficient, ING will accept that the higher leave rate could have an impact on services. This is a step that ING is not taking lightly, but out of concern for these employees and to be able to meet a long-held desire.

9.5 Learning

ING and the trade unions consider this to be an important issue. They will continue with the joint working group that is already up and running to explore what is needed to provide employees with even better further training and learning programmes. The working group's agenda will at least feature the following topics:

- more flexible and broader use of Plan C funding (currently arranged through the Learning Account)
- making the use of the training budget transparent throughout the year, so that leads and employees have more control over and insight into training opportunities.

9.6 Work-related costs scheme

The parties meeting as a tripartite body (trade unions, works council and employer) will continue to work together to make the best possible use of the tax-free margin for employees, in accordance with the work-related costs scheme.



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10. Glossary.



Working hours

The full-time working week is on average 36 hours a week. You can work more or fewer than an average of 36 hours a week, but no more than an average of 40 hours a week.

The average number of hours you work per week and have agreed with your lead is called your average working hours.

Business unit

The organisational unit of ING where you work.

Competencies

A competency is a combination of knowledge, skills and behaviour that enables you to perform successfully in a certain job.

Daily time window

The daily time window applies to all employees who have variable working times (section 5.4.3 to 5.4.6) and work in shifts (Section 5.4.7). The daily time window runs from 7 a.m. to 9 p.m. from Monday to Friday.

Job grade

The grade associated with your job.

Monthly salary

The salary that you are paid each month according to your salary scale based on your average working hours.

Employee

Someone employed by ING who is classified in a salary scale between 1 and 15/GJA job grade between 8 and 22.

Lead

Your direct supervisor who can exercise certain authority over you on behalf of ING.

Salary scale minimum

The minimum salary in your salary scale. This equates to 70% of the maximum salary within your salary scale.

Personal monthly salary

Your monthly salary plus any personal allowances.

Personal allowance

A supplement on top of your monthly salary. You are entitled to this if a scheme applies to you that exceeds the maximum salary in your salary scale. For each allowance, the CLA parties will determine whether structural salary adjustments apply and whether these are part of the pensionable earnings.

Salary scale

The scale that forms the basis of your salary.

Hourly wage

Twelve times your monthly salary divided by [52 x your average working hours].

Work pattern

The breakdown of your average working hours per week over the working days.

Employer

ING Bank Personeel B.V. whose objective is to:

- a. Hire employees for either an indefinite or a fixed term for ING Bank N.V. and its subsidiaries registered in the Netherlands.
- b. Employ the persons referred to in (a) at ING Bank N.V. and its subsidiaries registered in the Netherlands.
- c. Do everything that may be necessary, useful or desirable, including entering into CLAs with respect to the employees referred to in (a), joining employer organisations, and entering into agreements for the delivery of goods and services by or for the employees referred to in (a).



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Appendix

A woman with dark hair, wearing a red top, is sitting on the floor. She is looking at a laptop in front of her and holding a yellow smartphone in her other hand. Two young children are sitting next to her; one is holding a piece of food. The background is slightly blurred, showing more of the children and the floor.

2025 – 2026 Appendices.

Appendix 1 - Salary scales 1 to 15

Appendix 2 - Performance management framework

Appendix 3 - Leave schemes

Appendix 4 - Shift work

Appendix 5 - Legislation and regulations in the event
of illness and occupational disability

Appendix 6 - Early Retirement Scheme (RVU)

Appendix 7 - Job grade objection and appeal procedure

Appendix 1 Salary scales 1 to 15

ING salary scales 1 to 15, in euros before tax for a 36-hour working week. ING has discretionary power for salary scales 13 to 15.

If the statutory minimum wage is increased, ING's salary scales will automatically be adjusted to ensure continued compliance with statutory requirements.

1 juli 2025 (36 uur)

Schaal	Min.		Max.	
2	€	2.496,00	€	3.114,31
3	€	2.496,00	€	3.350,84
4	€	2.496,00	€	3.648,13
5	€	2.496,00	€	3.957,12
6	€	2.568,62	€	4.340,21
7	€	2.854,40	€	4.779,95
8	€	3.339,44	€	5.526,17
9	€	3.872,12	€	6.345,61
10	€	4.596,95	€	7.460,78
11	€	5.485,70	€	8.828,03
12	€	6.500,60	€	10.389,47
13	€	7.499,31	€	11.925,90
14	€	8.827,33	€	13.969,07
15	€	10.390,96	€	16.374,60

Appendix 2 Performance management framework

Step up Performance Management

The Step Up Performance Management (SUPM) process ensures that all employees worldwide gain the same understanding of how to contribute towards achieving the organisational objectives, how to make a difference for our customers and colleagues, and how to make the most of their potential. The SUPM process is crucial for the bank's performance, which is why the effectiveness of the SUPM process is continuously evaluated and adjusted where necessary.

2.1 Ongoing performance dialogue

Performance management is based on a mature employment relationship in which you, your lead, your team, other colleagues and clients perform better together on the basis of mutual trust and commitment and in which the Orange Code conduct is visible. You grow, both individually and as a team, by requesting, giving and receiving feedback and through regular performance dialogue.

2.2 Job, Orange Behaviours

The framework consists of dimensions in respect of which separate agreements are made. Each dimension is assessed separately. Personal development and the realisation of company objectives weigh the same in this respect.

Job: in this section you record what can be expected of you in your job or role. This regards both your results and development in your job or role. You can make these agreements based on job descriptions, documents in the strategic planning cycle, your competencies, the development of craftsmanship, etc. Team agreements and your individual contribution to the team are also a part of this dimension.

Orange Behaviours: acting in accordance with the Orange Code makes the corporate culture colourful. As an employee, you make one or more agreements about this that encourage you to help expand the depth and breadth of the corporate culture. It goes without saying that this is done within the context and the possibilities that apply for you.

2.3 Fixed process steps while retaining flexibility

There are several formal moments each year in the SUPM process where leads and

employees make agreements and conduct a review. At the start of the performance year, goals are discussed and established (target setting). A mid-year review takes place in the middle of the year and a year-end evaluation at the end of the year.

Between these reviews, there is ongoing performance dialogue to provide scope to adjust agreements, perform an interim review and to request, give and receive feedback. The term of the agreements is flexible and tailored to your business unit.

2.4 Validation sessions

Validation sessions are held to validate the quality of the targets set and to safeguard consistency in the review process. The timing of these validation sessions is linked to the formal moments in the SUPM process. Validation sessions can take place in teams if this fits within the organisational context. Validation sessions between leads (horizontal validation) and separately or together with the lead's lead (vertical validation) are a recurring part of the SUPM process.

2.5 Target setting/frameworks for agreements

We consider the interests of all parties when making the agreements, but first and foremost the interests of our customers and employees. The following applies for all agreements:

- They may concern the quality or quantity of your work, or your personal development.
- They can vary in duration and number within a performance year. It is important that the agreements are given focus and priority, therefore keeping the number of agreements limited and manageable.
- They may not encourage high-risk behaviour.
- They are phrased in such a way that you and your lead understand clearly what is expected of you both.
- Additional requirements apply for audit positions based on European directives and Dutch laws and regulations.

2.6 Mid-year review

The mid-year review is used to provide your own input and discuss your progress, feedback and recommended development activities with your lead. It is also the time when topics are addressed that are important for your performance. A qualitative mid-year review of the two dimensions of the SUPM process is always a part of this. Furthermore, new agreements can be made and existing agreements modified. The new and/or modified agreements are recorded in Workday.

2.7 Year-end evaluation

Regular performance dialogue sessions held throughout the year in which you receive feedback on your performance and conduct from your team members, clients, lead(s), customers and other colleagues, give you a good idea of your development and results. You can record relevant matters from these dialogue sessions and information that affects your performance throughout the year in Workday. These matters are also included as your own input in your year-end evaluation.

Teams that make agreements about team results can assess these agreements themselves. The team's assessment of your contribution to the team agreements (which are included in your personal targets) is included in your year-end evaluation.

The year-end evaluation of the two separate dimensions is made based on this input. Each dimension is given one qualification. One of the following five assessment scores can be selected for the Job and Orange Behaviours dimensions:

- Consistently exceeds expectations (5)
- Frequently exceeds expectations (4)
- Fully meets expectations (3)
- Partially meets expectations (2)
- Does not meet expectations (1)

If your lead is unable to review you due to circumstances, you will be given the qualification 'Unable to rate' for the two dimensions. Your performance is always considered within the context of compliance rules and the ING General Code of Conduct.

You will receive your year-end evaluation form in Workday at least two days before your interview. After the interview, your lead will add any relevant information based on the interview. You will then receive the form again and sign it digitally if you agree with the content. In the event that you do not agree with what has been recorded, you must contact your lead and explain why you do not agree. A meeting will subsequently take place with your lead based on these comments.

A permanent salary increase that may be awarded by your lead based on Pay for Growth or variable remuneration can only be effectuated if the year-end evaluation in Workday has been completed. If the year-end evaluation form has not been signed to acknowledge that you have read it, the year-end evaluation will not be completed in Workday.

2.8 Exceptional circumstances

If you do not agree with the outcome of your performance review or any part of the SUPM process that affects you in your work situation, you can talk to your lead about it. If this does not produce the desired outcome, you can turn to the next manager up. You can also talk to an employee relations advisor about it. See 1.10 for more information about the role of employee relations advisor.

If this does not deliver a solution either, you can consider raising a complaint with the Individual Right of Complaint Committee. To request to talk to an employee relations advisor or raise a complaint right away, send an email to employeerelations@ing.com. For more information, see ING Today.

2.9 Exceptional circumstances

A change in your situation might affect your performance and the mid-year review and/or year-end evaluation, for instance:

- You or your lead get another job or move to another department.
- Your contracted hours change.
- You are absent for a long period of time.
- You are partially occupationally disabled.
- You are made redundant.

The required process steps for performance management in the event of exceptional circumstances, which are part of this CLA, can be found on ING Today.



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Appendix 3 Leave schemes

3.1 Partner leave

3.1.1 Purpose of scheme

The parties to the CLA want to enable employees to get off to a good start with their family and to make it possible (financially) for everyone to take additional partner leave. In addition to the statutory regulations, ING supplements the employee's income up to 100% of their personal salary during additional partner leave.

3.1.2. Eligibility

You are eligible for partner leave if you meet the following conditions.

1. You are the mother's partner. This is the case if you:
 - are married to her;
 - are her registered partner;
 - cohabit with her but are not married to her;
 - acknowledge her child.
2. You are on a permanent contract or a fixed-term contract at ING, come under the ING CLA and you work in the Netherlands.

3.1.3 Period of leave

You may take six times your weekly personal working hours as paid partner leave. This does not have to be consecutively, although it is preferable in view of the purpose of the regulation. Partner leave must be taken in full working weeks and within six months of the birth of the child. The first week of partner leave must be taken within four weeks of the birth of the child.

You may make use of the Parental Leave Scheme after taking partner leave.

Public holidays are part of the partner leave if the holidays occur while taking partner leave.

3.1.4 Requesting leave

You should discuss with your manager how and when you wish to take partner leave at least a month before the preferred date on which the partner leave would commence. The final leave dates are determined together with your manager after the birth of the child. ING Today explains how to request partner leave in Workday

3.1.5 Other

- A request for partner leave may not be refused by your manager. However, a different commencement date can be discussed on the grounds of urgent company or operational interests. A refusal of your desired commencement date must be communicated in writing and stating reasons within four weeks of the date of the request.
- Taking partner leave (in full or in part) is voluntary and not mandatory.
- All employment conditions remain unchanged during the period of paid partner leave.

3.1.6 Changes

Consultation with the parties to the CLA will take place in advance of any change to these rules and regulations.

3.2 Parental leave scheme

• Purpose of scheme

The parental leave scheme is a temporary provision for paid and unpaid parental leave in which an employee can work fewer hours than contractually agreed for a certain period of time while maintaining their job. This scheme replaces the statutory regulations and does not complement it.

• Eligibility

Employees are eligible for parental leave if they are employed by ING and work in the Netherlands.

3.2.1 Conditions

You are eligible for the parental leave scheme if you meet the following conditions:

- You have a permanent or fixed-term contract.
- You have a relationship under family law with the child (or children) to be cared for or you live at the same address as the child (or children) and have taken on the care and upbringing on a permanent basis as if the child (or children) were your own.
- Your child (or children) are 12 years of age or younger.

3.2.2 The leave scheme

You are entitled to parental leave up to a maximum of 26 times your stipulated working hours per week per child who has not yet reached the age of 13.

Examples:

- If you work 36 hours a week, the leave is $36 \times 26 = 936$ hours
- If you work 27 hours a week, the leave is $27 \times 26 = 702$ hours

You can take the leave full-time, staggered or part-time.

You can take the leave any way you wish on the condition that no important business interests exist that outweigh the way you wish to take the leave. To do so you and your manager consult on how the leave can be taken and make appropriate arrangements, taking into account the interests of you and your manager/team.

You notify your manager in writing of your intention to take leave at least two months before the start of the leave, stating the period, the number of hours of leave per week and how they will be spread out throughout the week.

Your manager can change the agreed way that the hours of leave are spread out throughout the week on the grounds of important reasons (serious organisational problems). This is subject to the condition that consultation is held with you first. A change in the desired way the leave hours are spread out cannot take place less than four weeks before the start of the leave.

Parental leave that has been requested and or granted can be changed in consultation with your manager or aborted on the basis of unforeseen circumstances, pregnancy, maternity or adoption leave. Entitlement to leave not taken is suspended.

3.2.3 Paid and unpaid parental leave

The parental leave scheme makes a distinction between paid and unpaid leave.

During the nine weeks of paid parental leave, you will be paid 100% of your monthly salary and personal allowances for the hours of parental leave you take. This is capped at 100% of the statutory maximum daily wage, plus the holiday allowance, 13th month's pay and individual savings contribution associated with the statutory maximum daily wage.

The nine weeks of paid parental leave are translated into the number of hours depending on your personal working hours. You can take the leave full-time, staggered or part-time, whereby the number of paid hours is spread out on a pro rata basis. For example:

- If you work 36 hours a week, the paid leave is $36 \times 9 = 324$ hours.
- If you work 27 hours a week, the paid leave is $27 \times 9 = 243$ hours.

During the remaining 17 weeks of unpaid parental leave of the 26-week parental leave period you will not receive a salary, 13th month bonus, holiday allowance, individual savings contribution (BIS) or market value allowance for the hours you do not work/take parental leave. For example:

- If you work 36 hours a week, the unpaid leave is $36 \times 17 = 612$ hours.
- If you work 27 hours a week, the unpaid leave is $27 \times 17 = 459$ hours.

Any hours of paid parental leave not taken will not be paid out if you leave ING.

3.2.4 Other terms and conditions of employment and/or expense allowances

- **Pension:** your pension will continue to be accrued in full during the period of parental leave based on your number of (contractually agreed) working hours prior to the parental leave. You continue to be responsible for paying the employee pension contribution.
- **Holiday:** holiday (in days/hours) is accrued in proportion to the number of hours worked on an annual basis.
- **Shift work:** shift work is paid in proportion to the number of hours worked in the past 12 months.
- **Travel allowance:** in the case of full-time parental leave, the transport card made available by ING may no longer be used one month after the start of the full-time parental leave, unless travel is required in the context of work. Failure to comply with this rule is considered to be acting in violation of this employee scheme.
- **Car lease scheme:** in the case of full-time leave, the car remains available for a maximum of 13 weeks on the same conditions. After 13 weeks of full-time leave, the entire lease amount will be charged to you. In the case of part-time leave of up to 50% of your working hours, the car remains available for the entire period on the same conditions. You are responsible for any tax consequences.
- **Standard lease amount:** the standard lease amount will no longer be paid out in the case of full-time leave longer than 13 consecutive weeks.
- **Personnel facilities:** insofar as you were entitled to participate in schemes for which personnel facilities apply, as included in the ING Group Personnel Facilities Scheme, this entitlement will continue to exist under the Personnel Facilities Scheme during the period of parental leave.

3.2.5 Registration in Workday

Parental leave is divided into two types of leave in Workday:

- Paid parental leave
- Unpaid parental leave

Entitlement is automatically granted if your children are registered in Workday.

3.2.7 Social insurance schemes

WIA

There are no consequences for the WIA insurance if your total period of leave does not exceed 18 months. In the case of full-time parental leave, no contribution is paid but the insurance remains in place.

Note: there may be negative consequences for your social insurance position in the event of leave longer than 18 months

WW

There are no consequences for the WW insurance if your period of leave does not exceed 18 months. Parental leave is not taken into account when determining your social insurance position.

Note: there may be negative consequences for your social insurance position in the event of leave longer than 18 months.

Health Insurance Act

You are required to continue to take out health insurance. The nominal premium for basic insurance is paid to your health insurer. The income-based contribution is owed on your remaining income (this is also deducted if your leave is financed by the employee's life course savings balance).

3.2.8 Occupational disability

Illness at the start of parental leave

If you are ill at the start of your leave, you can choose to suspend the leave.

Illness during parental leave

If you become ill during the period of part-time parental leave, you must report your sick date and recovery date in accordance with the standard procedure. During the period of illness, you have no right to the continued payment of wages (sickness pay) for the hours

of parental leave taken. Your parental leave is not automatically suspended due to illness, meaning that the period of parental leave remains unchanged.

If you become ill during the period of full-time parental leave and are still ill on the agreed date on which you are to resume work, ING has a wage payment obligation that is based on the salary that would apply if you had not been ill. The first day of illness is the agreed date of the resumption of work. If you become ill for a long time during the period of full-time parental leave, you must report this to your manager so that the reintegration process can be started in a timely manner.

In the case of a long-term illness that would entitle you to benefits under the WIA, the last salary received (which applied prior to parental leave) would serve as the basis for your WIA benefits.

3.2.9 Changes

Consultations between the parties to the CLA will take place in advance of any change to this scheme.

3.3 Corporate Social Responsibility

3.3.1 Purpose of scheme

ING and the trade unions want employees to be actively involved in society (by volunteering). All employees who fall under the Dutch collective labour agreement (up to the age of 60) are given the opportunity to spend two working days a year sharing their valuable knowledge and skills at organisations within society or educational institutions, while retaining all employment conditions.

Employees aged 60 or older have the opportunity to share their knowledge and skills at social organisations one day a week, if they so wish, while maintaining employment conditions. It is important to ING that its older employees remain sharp and can share their knowledge and skills in society. Some inspiring suggestions can be found on ING Today.

You can be actively involved in organisations affiliated with the ING Netherlands Fund. ING has an active relationship with these organisations. You can also get involved with another organisation or CSR initiative in your area. When committing to another organisation, please note that it must fit within the following framework.



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3.3.2 Framework

Social organisations are organisations that meet the requirements set by the ING Netherlands Foundation. They:

- Must be in operation and registered (with the Chamber of Commerce) in the Netherlands.
- Must contribute to the common good and benefit of everyone or a group (of people) and not a specific individual.
- Must be of irreproachable behaviour.
- Must have a non-profit and/or non-commercial objective.
- May not be closed or private organisations.
- May not have an explicit political or religious profile.
- May not discriminate in terms of race, gender, religion, sexual orientation or origin.


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Appendix 4 Shift work

4.1 Shift work - general

4.1.1 Definition

Working in shifts means that you:

- regularly work outside the daily time window (1) based on a fixed schedule;
- work to a fixed schedule with an early, late and possibly a night shift with start and end times that may line up exactly or partly overlap to enable work handovers;
- will work shifts for a period of at least six months on a schedule that will be set in advance.

4.1.2 Schedules

Your working hours are recorded in a schedule. Schedules are made for periods of at least three months. Your working hours are discussed with you well in advance, even if the schedule changes. ING aims to ensure that you have at least two consecutive days off a week. If these days off follow a night shift, the sleep time does not count as a day off. The spread of the number of hours to be worked over the year must result in a balanced work pattern. The work pattern must show a clear organisation of hours to be worked and clusters of time off. You are given a full overview of the department schedule, including basic principles and rules, as soon as the schedule has been made.

4.1.3 Confirmation

If you do shift work you will receive written confirmation of:

- Your job and a short description of it.
- Your schedule and the applicable compensation or the compensation that has been agreed with you.
- The meal arrangements.

You will also be given a calculation of your total working hours and compensation based on the schedule cycle.

4.1.4 Compelling interests

If there are any compelling organisational or social reasons, Section 4.2 may be derogated from once upon implementation by temporarily maintaining the schedule method. This once-only exception may apply to you as an employee or to the department as a whole.

4.2 Allowance and compensation - general

If you work in shifts, you are entitled to compensation. This compensation comprises a fixed shift work allowance and an allowance in the form of time off. The compensation for shift work is calculated in advance based on the full schedule cycle, using the allowance table from Sections 4.3.1 and 4.4.1, whereby time off in lieu for irregular shift work will be scheduled in advance in mutual consultation with employees as much as possible. If time off in lieu granted for irregular shift work has not been taken by the end of the year, it will be added to your leave entitlement and must be taken within two years.

If you work shifts, you will receive a shift work allowance of up to 10% of your personal monthly salary, with the remainder paid as time off in lieu. Employees currently receiving a 25% shift allowance will retain this allowance, and the remainder will be paid as time off in lieu.

During periods of absence on account of sickness, training, or holiday leave, the hourly wage will be paid including the shift work compensation (allowance and time off in lieu). You are entitled to this allowance or these allowances as if you had worked according to your established schedule.

4.2.1 Compensation for public holidays

When you work on a public holiday, you will receive a fixed compensation of 3%. For each hour worked, you will also be credited an additional hour of holiday leave entitlement. The compensation will be paid out or granted as time off in lieu based on your monthly salary. This will be paid or granted on top of your regular shift work allowance.

4.2.2 Overtime

If you work in shifts, you will in principle not work any overtime. However, if this is necessary by way of exception, the overtime will preferably be compensated in the form of time off. Section 5.5 of the ING CLA explains how compensation for overtime is calculated. The hourly wage is derived from your personal monthly salary including your average shift work allowance.

4.2.3 Base amount

The shift work allowance is the base amount for:

- The holiday allowance under the ING CLA.
- Any benefits, see Appendix 5.



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4.2.4 Meals

If you are unable to eat at home in the evening because you are working a shift, you can be reimbursed for this. Read more about this in section 4.10.3 of the ING CLA.

4.2.5 Holiday

Your personal monthly salary, including your shift work allowance, will continue to be paid during your holiday.

4.3 Allowance and compensation for shift work

4.3.1 Shift work allowance

If you have a 30-minute break outside the daily time window, this counts towards your working time.

Monday to Friday	Shift work allowance
from 12 a.m. to 7 a.m.	+ 60%
from 7 a.m. to 9 p.m.	n/a
from 9 p.m. to 12 a.m.	+ 50%
Saturdays	Shift work allowance
from 12 a.m. to 8 a.m.	+ 60%
from 8 a.m. to 5 p.m.	+ 50%
from 5 p.m. to 12 a.m.	+ 100%
Sundays	Shift work allowance
from 12 a.m. to 12 a.m.	+ 100%

4.4 Allowance and compensation - transitional arrangement

If you did shift work between 1 April 1995 and 1 April 1998, the definition of the daily time window is: Monday to Friday from 8 a.m. to 6 p.m. Moreover, a different ratio applies to your financial compensation and the compensation in time off.

4.4.1 Shift work allowance - transitional arrangement

Monday to Friday	Shift work allowance
from 12 a.m. to 6 a.m.	+ 75%
from 6 a.m. to 8 a.m.	+ 25%
from 8 a.m. to 6 p.m.	n/a
from 6 p.m. to 8 p.m.	+ 25%
from 8 p.m. to 12 a.m.	+ 75%
Saturday and Sunday from 12 a.m. to 12 a.m.	+ 100%

4.5 One-off payment under the phase-out scheme in case of termination of the allowance

If you are receiving a shift work allowance or variable working times allowance of over 5% of your personal monthly salary and this allowance is discontinued in full or in part, you will receive a one-off payment if one of the following situations applies:

- For organisational reasons.
- Because you have been declared medically unfit for the relevant shift work.
- Because ING acknowledges social reasons which mean you can no longer do shift work.
- Because the allowance is not replaced by compensation in the form of time off.

The amount of the lump sum payment depends on the duration of the shift work/variable working times allowance. This is calculated based on the average allowance paid to you in the twelve months before the allowance was fully or partially discontinued.

If the fixed (shift work) allowance is reduced, the amount of the one-off payment will be prorated to the reduced allowance.

Shift work allowance term		Payment
From	Until	Months of allowance
½ year	¾ year	2
¾ year	1 year	4
1 year	2 years	6
2 years	3 years	8
3 years	4 years	10
4 years	5 years	12
5 years	6 years	14
6 years	7 years	16
7 years	8 years	18
8 years	9 years	20
9 years	10 years	22
10 years	15 years	24
15 years	20 years	30
20 years	25 years	36
25 years	30 years	42
30 years	35 years	48
35 years or longer		54



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Appendix 5 Legislation and regulations in the event of illness and occupational disability

If you are unable to perform your job due to illness, pregnancy or childbirth, the provisions of Section 7:629 of the Dutch Civil Code and the Work and Income (Capacity for Work) Act (WIA) or the Invalidity Insurance Act (WAO) will apply to you unless otherwise provided below.

5.1 ING regulations

5.1.1 General

You will never receive more than what you would have received had you not become occupationally disabled. This is based on a full benefit under the Dutch WAO or WIA acts. The continued payment of wages and any supplements included in the CLA are discontinued when your employment contract ends.

5.1.2 Continued payment of wages and supplements - suspension or refusal

ING has the right, under specific Dutch statutory circumstances, to refuse to pay or to suspend the continued payment of wages and any supplements.

ING has the right to do this if, among other things, you:

- Fail to comply with the rules that apply and were made known to you and fail to follow reasonable instructions during illness or the rules governing the sick leave, recovery and reintegration protocol; or
- Refuse to cooperate with a second opinion/expert opinion requested by ING and provided by the Dutch Employee Insurance Agency (UWV); or
- Refuse to use the available safety equipment or violate the health and safety instructions made known to you and have become occupationally disabled as a result; or
- Refuse, without good reason, to cooperate with reasonable instructions or measures imposed by ING or an expert appointed by ING that enable you to perform suitable work as referred to in Section 7:658a(3) of the Dutch Civil Code; or
- Refuse, without good reason, to cooperate in making, assessing and adjusting a plan of action; or
- Refuse suitable work offered by ING through which you would utilise part of your residual earning capacity.

In addition, ING can impose a sanction on you if you fail to follow reasonable instructions during illness or the rules governing the sick leave, recovery and reintegration protocol. These rules can be found on ING Today.

5.1.3 Suitable work

If ING offers you suitable work within or outside ING, this will always be done in writing. Suitable work within ING takes precedence over suitable work outside ING. If you are not sure whether the work is suitable, you have a statutory right to request a second opinion from the Dutch Employee Insurance Agency (UWV) within two weeks of receiving the written offer. ING will point out this right to you in its written offer.

If you accept suitable work with an employer outside ING and if you have a lower income than the income you most recently earned at ING while working the same number of hours, ING will reduce the difference over a period of three years. In the first year, you will be paid 75% of the difference, in the second year 50% and in the third year 25%. The benefit will never exceed 25% of the income earned at your new employer.

The income earned at an employer outside ING is the sum of:

- Twelve times the monthly salary.
- Any bonuses.
- The holiday allowance awarded in the year in which you enter the service of the employer outside ING.



- The 13th month bonus and any pension supplements; any allowance for overtime is not included in this.
- Any allowance for shift work.
- Any other allowances that are not expense allowances.
- Any full or partial benefit under the Dutch WAO or WIA acts received by you or potentially received by you.

You can roll up this supplement and have it paid in a lump sum at the end of your employment contract. If you have accepted suitable work at another employer and within six months of commencing this work it becomes apparent that the relocation will not result in a permanent employment contract, ING will discuss possible follow-up actions with you.

If you request a second opinion from the Dutch Employee Insurance Agency (UWV) following a written offer from ING of suitable work at an employer outside ING, you are required to accept the offer and to enter employment at your new employer pending the UWV decision. If the UWV agrees with you, the employment contract at ING can be reinstated if you so choose. In that case, ING will continue with the relocation efforts.

5.1.4 Right of recourse

If ING can recover the cost of your occupational disability from one or more third parties, you undertake to lend your full cooperation to this.

5.2 Adjustment and termination of supplement in the event of partial occupational disability

The supplement you receive in the event of partial occupational disability will be adjusted:

- Upon salary adjustments in accordance with the ING CLA. If the extent of your occupational disability changes.
- If you have any income you receive from an additional position or if your existing income from work increases. You must report such income to ING. If you do not, you will run the risk that your rights under this scheme will lapse. In principle, your income will be deducted from the supplement.

Your supplement will be discontinued:

- When you reach the standard retirement age.
- If you die before the standard retirement age.
- If it emerges that your occupational disability is the result of a wilful act or gross negligence on your part.

- If it emerges that you provided incorrect or incomplete information about your health when you entered the service of ING.
- If the benefit awarded under the WAO or WIA acts is terminated in full or in part at an earlier date.
- If ING is no longer authorised to receive the benefits awarded under the WAO or WIA acts from the Dutch Employee Insurance Agency (UWV).
- As soon as your employment contract ends.

5.3 Income during second year of illness after early payment under the Full Invalidity Benefit Scheme (IVA)

If it becomes clear at an early stage in your illness that you are fully and permanently occupationally disabled, you can apply for early payment of benefits under the WIA act. If in the first two years of your illness, the Dutch Employee Insurance Agency (UWV) grants you benefits under the Full Invalidity Benefit Scheme (IVA), your income while you are employed at ING will be supplemented up to 100% of your gross monthly salary from the 53rd to the 104th week of your occupational disability.

5.3.1 Extended payment of wages

When considering the application for a benefit under the WIA act, the Dutch Employee Insurance Agency (UWV) may decide that ING has made insufficient reintegration efforts. If, on these grounds, the UWV decides to extend the period in which you are entitled to the payment of wages by ING, your wages will continue to be paid during this extended period, along with any supplement that was paid in the second year of your illness. This extended payment of wages may last for up to the third year of your occupational disability.

If you are fully and permanently occupationally disabled, your employment contract can in principle be terminated after two years of occupational disability. If the UWV has extended the period in which ING continues to pay your wages, the employment contract can in principle be terminated after two years plus the extended period of salary payment.

Appendix 6 Early Retirement Scheme (RVU)

The Dutch government and social partners have found that, after the decision to accelerate the increase in the Dutch state pension (AOW) age, people are sometimes struggling to reach this age in a healthy working capacity. ING and the Dutch trade unions agree and see it as a responsibility that everyone can retire healthy. With this in mind, we offer employees who are within three years of reaching the state pension date the opportunity to make use of the broadened scope of the Early Retirement Scheme (RVU), as provided for in the Lump Sum Payment, Early Retirement and Leave Savings Scheme Act (Wet bedrag ineens, RVU en verlofsparen).

By participating in the Early Retirement Scheme (RVU), you can stop working sooner and take (early) retirement. The RVU scheme supports ING's internal advancement policy.

6.1 2025 Early Retirement Scheme (RVU) principles

- You are eligible for the scheme if you will reach the Dutch state pension (AOW) age in 3 years (or less).
- You have been employed by ING for at least 5 consecutive years.
- The lump-sum early retirement payment is calculated by multiplying an amount set by the government by a maximum of 35 months. This calculation is based on the number of months left between payment of the lump-sum early retirement pension and the eligible person reaching the Dutch state pension age. This number of months is subsequently multiplied by the amount set by the government, which is currently €2,273. This amount is based on the net state pension. Whether you work full-time or part-time is not taken into account in calculating the early retirement payment.
- The one-off payment is made in a lump sum and is subject to regular wage tax.
- The scheme is a collective scheme and is non-negotiable. If you qualify for the scheme, the offer (of a lump sum payment) is therefore fixed.
- The employment is terminated by mutual consent by means of a termination agreement due to (early) retirement. This agreement states that the termination is at the initiative of the employer because it is a central scheme created by ING as an employer, for which the lead concerned does not have to provide their approval.

- While using this scheme means that you are retiring (early), it does not mean that you have to actually start drawing your pension, which is up to you. We expect from you that you do not apply for unemployment benefits, as that would go against the objective of the scheme. After all, you need to be available to work to be awarded unemployment benefits.
- If you receive a mortgage interest discount, this will continue.
- The Early Retirement Scheme is a temporary scheme. You can use it up to 31 December 2025, for as long as this scheme continues to be facilitated statutorily and fiscally during this period. This means that your employment will be terminated no later than 1 Januari 2026 (final day of work is 31 December 2025).

We encourage you to gain insight into your financial situation prior to requesting the Early Retirement Scheme by, for example, talking to a financial coach or seeking guidance from someone you know.

For more information, please go to ING Today.



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Appendix 7 Job grade objection and appeal procedure

Introduction

The job grade objection and appeal procedure has been established to ensure due process in the handling of a possible objection to the grading of your job.

When an employee does not agree with their job description and/or job grade, there are three things they can do:

1. Talk to the lead;
An employee who does not agree with their personal job description and/or personal job grade can take this up with their lead.
2. Objection procedure before the internal complaints committee;
If, after talking to their lead, the employee still objects, they can raise a complaint against their personal job description and/or personal job grade based on the Individual Right of Complaint Regulations.
3. Appeal procedure before an external ad hoc appeal committee.
In the event that the employee's objection against their personal job description and/or personal job grade has still not been resolved, they can file an appeal with an external ad hoc appeal committee. This will only be possible if the objection procedure has been completed. After a hearing and possible further investigation, the external ad hoc appeal committee will issue an opinion that will be binding on the employer. If either the employer or the employee disagrees with the opinion issued, the matter may be submitted to a civil court for a ruling.

An employee can take the above steps once their job description and/or job grade has been adopted or when the employee has been assigned additional responsibilities and believes that their job description and/or job grade no longer aligns with the duties of the position. The steps are explained in more detail below.

1. Talk to the lead

- The objecting employee asks their lead for an explanation of their personal job description and/or job grade. They can do this on or after one of the following occasions:
 - a (new) classification – within six weeks after the new classification
 - mid-year evaluation – during the mid-year evaluation
 - year-end evaluation – during the year-end evaluation
 - starting in a new job – within three months of starting in the new job
- The lead provides an explanation, answers questions or suggests revising the personal job description and/or personal job grade.
- If talking to the lead does not produce a solution, the employee can raise a complaint based on the Individual Right of Complaint Regulations and subsequently, if they so wish, with an external ad hoc appeal committee.

2. Objection procedure before the internal complaints committee

- The employee can, based on the Individual Right of Complaint Regulations, raise a complaint against a decision regarding their personal job description and/or personal job grade.
- The employee can raise their complaint by submitting the appropriate form on ING Today to the Individual Right of Complaint Committee. This will trigger the Individual Right of Complaint Procedure, as set out in the Individual Right of Complaint Regulations.
- Raising a complaint will not postpone the effective date of the job grade.
- The Individual Right of Complaint Committee will issue a substantiated written opinion to the Board of ING Netherlands. The Board of ING Netherlands will subsequently make a decision. If the employee does not agree with the decision regarding their personal job description and/or personal job grade, the employee can file an appeal with an external ad hoc appeal committee.

3. Appeal procedure before an external ad hoc appeal committee

The external appeal procedure has been established for situations where an employee does not agree with their employer's decision regarding their personal job description and/or personal job grade after having gone through the objection procedure before the internal complaints committee.



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The external appeal procedure

- Within two weeks of the decision by the Board of ING Netherlands, the employee can initiate the procedure for a binding opinion from an external ad hoc appeal committee by filing a written appeal against the decision. Details as to where to file the appeal are provided on ING Today.
- The employee must support their appeal with arguments and enclose the decision they are appealing against.
- After receiving the letter of appeal, the external ad hoc appeal committee will send both the lead and the employee written confirmation of receipt of the appeal.

What the external ad hoc appeal committee does

- The external ad hoc appeal committee will assess whether the appeal is admissible. An appeal is admissible if it relates to the personal job description and/or the personal job grade or if the objection procedure before the internal complaints committee was not followed correctly. If the external ad hoc appeal committee rules the appeal inadmissible, it will share its reasoning with both the employee and the lead in writing.
- The external ad hoc appeal committee can hear both appeals concerning individual employees' jobs and appeals concerning the jobs of a group of employees with the same job. In the latter case, one employee can file an appeal on behalf of several employees, provided that the other employees involved have consented to this in writing.
- The external ad hoc appeal committee will issue a binding opinion to the Board of ING Netherlands and notify both the employee and the lead, in writing, of the opinion it has issued within eight weeks of having received the letter of appeal. In exceptional cases, the eight-week term can be extended; however, the handling of the appeal may never take more than twelve weeks in total. The external ad hoc appeal committee will share the reasoning behind its opinions in writing.
- The Board of ING Netherlands will make a decision in accordance with the external ad hoc appeal committee's binding opinion. If either the employer or the employee disagrees with the external ad hoc appeal committee's binding opinion, they can submit the matter to a civil court for a ruling.

How the external appeal committee works

- Before the external ad hoc appeal committee issues its opinion as to whether or not the appeal has merit, they will give the employee(s) involved and the lead the opportunity to be heard. If they so wish, the employee may be represented by the employee relations advisor or a third party. The external ad hoc appeal committee may also call on persons who it believes may contribute to the proper evaluation of the appeal, such as the person who described or graded the job.
- The committee can decide not to hold a hearing if the person or persons involved has or have waived their right to be heard.
- The committee can, if it deems it appropriate, recommend further action or launch a further investigation before issuing a final opinion.
- The committee may itself grade the job to which the appeal relates.
- Any facts and circumstances that the committee knows or should suspect to be of a confidential nature must be treated as such.
- The sessions of the committee are closed sessions.

Composition of an external ad hoc appeal committee

The appeal will be reviewed by an ad-hoc appeals committee, which consists of the following members:

1. An external representative of the job evaluation system. This is a consultant from the organisation that maintains the system and who has not been involved in any prior decision-making within this project.. All standard roles within ING's job families are defined using the Korn Ferry job evaluation methodology (see 4.3.1).
2. A certified job evaluation expert from the trade union of which the employee is a member.

An ING HR expert in Job Evaluation acts as the secretary in the procedure. In this role, the HR expert has access to the relevant documentation and attends the committee meetings as a listener. To safeguard the independence of the committee's judgement, the ING HR expert does not have voting rights.

If the employee is not a member of a trade union, no job evaluation expert from the unions will participate. In that case, the employee may choose to have the appeal reviewed solely by the representative of the job evaluation system, or to appoint a certified job evaluation expert at their own expense. This expert will then serve as the second member of the external (ad-hoc) appeals committee. The ING HR expert in Job Evaluation will also attend, without voting rights.

External appeal costs

Any costs incurred for the appeal procedure initiated by the employee, such as for the consultation of (external) experts, will fall to the employee.

Concluding provision

When ruling on cases not covered by this procedure or that require deviation from this procedure, the external ad hoc appeal committee must reach a unanimous vote.


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