Inclusion, Equity and Belonging

At Rabobank, we recognise that a diverse and inclusive workplace enables our people to be at their best. As we work to Grow a Better World Together, we are committed to fostering an environment where our people, clients and communities can thrive through inclusion, equity and belonging.

We are passionate about creating an organisation where our people can be themselves and make a meaningful contribution to our customers and communities every day. At Rabobank we are committed to ensuring all employees can pursue their careers free from discrimination, with equal access to opportunities for progression and fair, equitable reward.

We are focused on building a more inclusive and equitable workplace by supporting diverse talent into leadership through initiatives such as our Women in Senior Roles programme and Ignite Women in Leadership programme, alongside coaching, mentoring and storytelling to increase visibility and representation.

We provide flexible and hybrid working, enhanced parental leave, and a range of targeted support including tools and resources to support carers, menopause, and flexible working practices across the organisation.

Our commitment is further reflected through initiatives such as GenderTick accreditation and financial wellbeing programmes, ensuring our people feel valued and supported at every stage of their careers and lives.

We believe that the diversity of backgrounds, skills, experiences and perspectives across our workforce is critical to our success and enables us to better reflect and support the communities we serve.

Inclusion, Equity and Belonging initiatives:

- Women in Senior Roles programme supporting leadership representation through coaching, mentoring and storytelling.
- Ignite Women in Leadership programme building a strong pipeline of future female leaders.
- Flexible and hybrid working arrangements to support work-life balance and inclusion.
- Carers and flexible working toolkits providing practical support and guidance.
- Financial wellbeing initiatives, including targeted programmes supporting women.
- Inclusive leadership and unconscious bias training for employees and people leaders.
- Culture coaches and employee-led initiatives supporting an inclusive workplace.
- GenderTick accreditation demonstrating our commitment to gender equity.

Rabobank

Pay Equity

Pay equity compares the average pay of women and men performing the same or similar at Rabobank New Zealand. Our latest figures show a -1.4% pay gap for like-for-like roles, meaning women are paid on average 1.4% more than me in equivalent roles.

We continue to monitor pay equity closely and take action where needed, including through our annual Performance and Remuneration Review process.

Rabobank measures pay equity by comparing the ratio of average female and make Total Fixed Remuneration at each job level. A ratio of 100% indicates parity whilst a % under or over 100% indicates a skew towards males and females respectively.

Gender Pay Gap

The gender pay gap measures the overall difference in average earnings between men and women across all roles at Rabobank New Zealand. It reflects the distribution of me and women across different roles, levels and functions within the organisation, rather than differences in pay for performing the same role.

Our current gender pay gap is 22.9% favouring men. This gap is largely driven by the underrepresentation of women in more senior and higher paying roles. It does not indicate unequal pay for the same work, where we maintain strong pay equity at a like-for-like role level.

We are committed to reducing this gap over time by continuing to increase the representation of women in leadership and higher paying roles, supported by targeted initiatives such as leadership development programmes, flexible working and inclusive talent practices.

Improving a gender balance at all levels of the organisation remains a key focus area, as we work towards creating a more inclusive and equitable workplace.

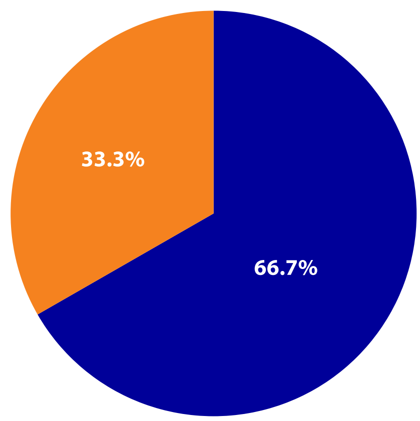
-1.4% Gender pay

1.4% in favour of women

22.9% Gender pay gap

aggregated average all roles excl CEO

22.9% favouring men



Number of women in senior roles grade 10 and above

(Women in Senior roles target 30 to 40% 2026)