Invesco

Ireland Gender Pay Gap report
2025

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Diversity and inclusion are central to Invesco's business strategy and long-term success. We know that attracting, developing, and retaining diverse talent strengthens innovation and helps us deliver exceptional outcomes for clients.

This report focuses on our gender pay gap and the steps we are taking to address it. The gap in Ireland reflects under-representation of women in senior roles which command higher pay. Closing this gap requires systemic change, and we are committed to making progress through listening to our employees' feedback, taking measurable actions and transparent reporting.

Our approach combines data-driven analysis with employee feedback to identify and remove barriers and focus on what matters most. By using insights from pay equity reviews, lifecycle metrics, and engagement surveys, we ensure our actions—such as targeted development programs, inclusive recruitment, and flexible work arrangements—drive meaningful and lasting change.

Equal pay and gender pay gap
Equal pay and the gender pay gap are different but connected concepts. The gender pay gap represents the overall difference between the mean and median pay of all men and all women in a company. Equal pay legislation ensures that men and women in the same company performing like work receive equal pay. Through our robust compensation practices, we ensure that men and women in the same role receive similar pay; we only differentiate based on experience, responsibilities or individual performance—not gender or any other protected characteristic.

Gender pay – the numbers

Ireland gender pay gap headline figures: What do our gender pay gap figures show?

The figures provided are based on the hourly rates of pay for employees in our Dublin office in the 12 months prior to 30 June 2025 (the "snapshot" date).

This population included 67 employees.

Ordinary pay and bonus pay gaps – all employees (%)
The gender pay and bonus gap is defined as the difference between the mean or median[1] ordinary/bonus rate of pay that male and female colleagues receive.

2025	Median	Mean
Ordinary pay	28	17
Bonus pay	18	60

Ordinary pay and bonus pay gaps – part-time and temporary employees only (%)
There are too few employees in these cohorts to disclose for the period in question.

Proportions of employees in receipt of bonus and benefits in kind (%)

2025	Male	Female
Proportion of employee receiving bonus pay	94	97
Proportion of employees receiving benefits in kind	94	97

Proportions of employees in each pay quartile (%)

2025	Male	Female
Lower quartile	41	59
Lower middle quartile	35	65
Upper middle quartile	44	56
Upper quartile	71	29

1 The mean pay gap is the difference between average hourly earnings of men and women. The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all hourly rates in the sample, lines them up in order from lowest to highest, and picks the middle rate.

Story behind the numbers

Understanding the Gender Pay Gap
At Invesco, we are committed to fostering a workplace where gender equality is embedded in everything we do. While progress takes time, we remain confident that our sustained efforts will deliver meaningful change. Closing the gender pay gap is a complex challenge, but we are taking deliberate steps to address it through targeted initiatives. Transparency and accountability are central to our approach and publishing our gender pay gap data is one part of a broader commitment to diversity and inclusion across our organisation.

Across Invesco, our gender pay gap reflects the under-representation of women in senior and investment and sales roles, which traditionally command higher pay. Closing this gap requires long-term, systemic change, and we recognise that progress does not happen overnight. By continuing to act on employee feedback, implement targeted action plans and monitor progress, we will create lasting improvements over the coming years.
Our goal is to ensure that every employee, regardless of gender or any other protected characteristic, has the opportunity to thrive and reach their full potential.

Our Strategy for Change
Improving diversity and inclusion requires thoughtful, data-driven action. In 2025, we created a team that brings together Employee Experience, Diversity & Inclusion, and Community Engagement. Amongst other things, our approach is guided by:

- Employee feedback
- Pay equity analysis
- Representation data across the employee lifecycle

This enables us to focus on the areas that matter most and make steady, meaningful improvements in how people join, work, and grow at Invesco.
A key focus is on building a strong pipeline of female talent and increasing representation at senior levels, which we know is critical to achieving long-term gender balance.

Key Actions Taken to Drive Gender Equality
To close the gender pay gap and create equal opportunities, we focus on practical actions across the employee lifecycle:

- **Attracting Talent:** We are broadening our talent pipeline by engaging strategic industry partners and initiatives to bring more women into asset management. This includes partnerships with organisations such as Catalyst, which provide training and resources to advance gender equity. These collaborations help us reach underrepresented talent pools and strengthen recruitment efforts through targeted outreach and industry programs.

- **Hiring & Onboarding:** We implement equitable recruitment and onboarding processes that set all employees up for success before they even join Invesco

- **Employee Engagement:** We leverage the Invesco Women's Network, our largest Business Resource Group, to deliver networking, workshops, and advocacy programs that build confidence, expand skills, and prepare women for leadership roles. These programs also foster allyship and advocacy across the organisation.

- **Learning & Development:** We offer targeted development programs and mentoring to build a strong pipeline of female talent and increase representation in senior roles. Our mentoring programs also foster allyship and advocacy, ensuring leaders actively sponsor women for advancement opportunities.

- **Performance & Reward:** We reintroduced performance ratings to reinforce pay-for-performance principles, ensuring fair and consistent recognition based on transparent evaluation criteria.

- **Retention & Advancement:** We provide flexible work arrangements and leadership development initiatives to support career progression and ensure women thrive at every stage. Our goal is to strengthen a culture where success is recognised and opportunities are accessible to all, regardless of gender or any other protected characteristic.

Story behind the numbers

How We Measure and Track Progress
We track progress through a multi-dimensional measurement framework that combines quantitative data with qualitative insights. In addition to gender pay metrics, we analyse key D&I indicators throughout the employee lifecycle such as recruitment conversion, promotion rates, performance ratings, retention and exit trends, and Business Resource Group participation—to identify where disparities occur. We benchmark against peer organisations and global research firms like Gartner to ensure rigour and transparency.

We also prioritise qualitative input by conducting employee surveys to capture inclusion sentiment, engagement levels, and unmet needs. This feedback helps pinpoint barriers to inclusion and informs targeted interventions.

These efforts are grounded in a closed-loop accountability process: we clearly articulate what we aim to achieve, report progress to leadership and employees, assign ownership for follow-through, and monitor outcomes annually. By combining rigorous measurement with employee-driven insights, we ensure data serves not only for reporting—but as an active tool to guide strategy and drive real change.

The Impact of Variable Pay
Our variable pay programmes are designed to ensure that individual rewards are aligned with the interests of clients and shareholders. Typically, variable pay forms a larger proportion of total compensation for senior employees and investment and sales professionals. Our bonus pay gap reflects the high concentration of men currently in roles where payments such as cash bonuses and share awards form a much greater overall proportion of total compensation.

Bonus awards vary annually depending on both Company and individual performance and therefore our bonus gap may continue to vary from year to year.