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Diversity and inclusion (D&I) has been a significant focus for Invesco for a number of years now. We strive to strengthen and sustain a culture of diversity and inclusion, creating an environment where all employees feel like they belong. Embracing a wide range of backgrounds, experiences, and viewpoints helps us to innovate and connect more deeply with our clients and deliver exceptional service.

Our long-term success depends on our ability to retain, develop, engage and attract top talent. Invesco invests significantly in talent development, health and welfare programs, technology and other resources that support our employees in developing their full potential both personally and professionally.

The gap we have between what men and women are paid on average, and at the median, arises from a lack of representation of women at more senior levels and in certain functions within our UK business. We remain committed to increasing the representation of women at these levels and across all functions.

We recognise there is more work to be done and our commitment to fostering a more diverse and inclusive culture will continue to drive our progress.



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#### **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

## UK 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 Invesco UK employees on 5<sup>th</sup> April 2025 (the “snapshot” date) and bonus pay (performance awards) paid in the 12 months prior to the snapshot date.

This population for ordinary pay included 907 employees and bonus pay included 1,019 employees.

## Ordinary pay and bonus pay gaps (%)

The ordinary pay and bonus gaps are defined as the difference between the mean or median<sup>1</sup> ordinary/bonus rate of pay that male and female colleagues receive.

	Pay	Median	Mean
2025	Ordinary	26	27
	Bonus	52	70
2024	Ordinary	23	24
	Bonus	59	72
2023	Ordinary	27	27
	Bonus	64	74
2022	Ordinary	30	30
	Bonus	60	78
2021	Ordinary	31	31
	Bonus	58	77
2020	Ordinary	31	40
	Bonus	55	80
2019	Ordinary	33	44
	Bonus	61	82
2018	Ordinary	33	42
	Bonus	58	82
2017	Ordinary	30	40
	Bonus	58	84

## Proportions of employees in receipt of bonus (%)

		Male	Female
2025	Proportion of employees receiving bonus pay	96	93

## Proportions of employees in each pay quartile (%)

		Male	Female
2025	Lower quartile	43	57
	Lower middle quartile	55	45
	Upper middle quartile	65	35
	Upper quartile	84	16

<sup>1</sup> 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.

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# Story behind the numbers

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## **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.

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## **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.