



**Doug Sharp**  
Head of Invesco EMEA

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Invesco EMEA signed up to the UK Government's Women in Finance Charter in 2018. The Charter encourages financial services firms to take specific actions to improve their gender balance. Signing up to the Charter was a public pledge to strive for a gender balance that reflects society and enables us to continue to be one of the best investment managers in our industry.

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### Our commitments

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01. We are supportive of this initiative and will apply this beyond the UK to the whole of EMEA with Doug Sharp as the senior executive who is responsible and accountable for gender diversity and inclusion.
  02. Set a target for female representation of Senior Managers to be between 30% - 40% by the end of 2020 - currently 26% (as at 30th September 2019).
  03. Share high level diversity and inclusion activities that will aide our achievement of the target and support having better diversity across the board.
  04. Goals on diversity have been included for Senior Managers since 2018, defined as the EMEA Executive group, which support the actions in the areas of focus.
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### Where are we now?

When Invesco EMEA signed up to the Charter in early 2018, we had 26% of women in senior management roles and as of September 2019, the percentage remains the same. However, in real terms, we have seen an increase in the number of women in senior roles - having gone from 30 women in senior roles, to 36. The overall percentage has remained static because the senior manager population itself has also increased as a result of acquisitions and organisation changes, bringing into scope additional male employees. At this time, whilst we are not on track to meet our Charter target by our deadline we still feel 30-40% of women in senior management positions is appropriate as a goal for the EMEA business in the short to medium term.



## Taking steps to improve gender balance

At Invesco encouraging diversity of thought and listening to varied perspectives sits at the heart of our culture and purpose. One of the aims of our multi-year diversity and inclusion programme is to improve the gender balance across all areas of our business. Our programme falls into three main areas and is focused on actions that are widely accepted as having a positive impact on gender diversity in particular:

Below are some of our current initiatives which fall into three main areas:

Engage	Develop	Attract
<p><b>Improving our ability to engage and retain our talent</b></p>	<p><b>Enhancing our ability to develop our talent</b></p>	<p><b>Increasing our ability to hire diverse talent through best practices</b></p>
<ul style="list-style-type: none"> <li>- We believe that work-life balance is important for everyone - we are committed to supporting, wherever possible, a flexible work environment for our employees. During 2019 we launched and promoted a Smart Working campaign across EMEA, supported by targeted information and workshops for people managers.</li> <li>- We encourage all forms of parental leave and offer benefits that are enhanced above statutory requirements.</li> <li>- We are a founding member and active participants in the Diversity Project, which has the goal of accelerating progress towards an inclusive culture and improved diversity across the UK investment and savings industry.</li> <li>- We have a robust process in place to review and challenge decisions made during our annual compensation cycle to ensure an individual's pay is aligned to client and stakeholder interests and our meritocratic reward philosophy, with no link to gender.</li> <li>- We have reintroduced face-to-face exit interviews for all women leaving our business, so that we better understand their reasons for leaving and can use these insights to improve our working practices and policies.</li> <li>- We have further solicited the views of employees this year via our Employee Survey which included additional, specific diversity and inclusion questions.</li> <li>- All our executive team have a specific diversity and inclusion-related objective each year and progress on these objectives is measured through our performance management system.</li> </ul>	<ul style="list-style-type: none"> <li>- Our development philosophy empowers individuals to take ownership of their development. We encourage a continuous drive to learn, act upon feedback and enhance performance; our mix of online and classroom opportunities are freely available to all employees.</li> <li>- We are committed to raising levels of understanding and accountability for improving diversity in our workforce.</li> <li>- All our management programmes have a focus on promoting diversity of thought and we actively encourage managers to participate in inclusive leadership training that seeks to reduce unconscious bias and further strengthen the culture across our business.</li> <li>- In 2019 we ran dedicated Unconscious Bias training for our managers across the region.</li> <li>- We provide opportunities specifically to support the career development of our female employees, through the Invesco Women's Network mentoring programme and a global Women's Leadership programme.</li> <li>- Our talent management and succession planning processes are designed to identify high potential and high performing female employees across the business. We actively manage this cohort through the development planning cycle and identify appropriate opportunities to support their career development and progression.</li> <li>- Our Women's Network actively promotes development and networking opportunities across the globe as well as supporting local schools' careers events. In 2019 we also launched a new Working Families affinity group to help support individuals and highlight the challenges related to those managing caring responsibilities outside the workplace.</li> </ul>	<ul style="list-style-type: none"> <li>- We ensure a diverse mix of candidates is represented when interviewing for roles - we have a target in place for 95% of all candidate lists to be diverse.</li> <li>- We strive to attract talent from a broad range of sources and backgrounds and task our internal talent acquisition team to ensure that interview panels are as diverse as possible - our target is for 95% of all interview panels to be diverse.</li> <li>- We take part in Investment 2020, an industry programme that provides opportunities for young people from a broad range of backgrounds to gain experience in the investment management industry.</li> <li>- We are committed to encouraging more women into roles in our investment management teams. We organise events at universities in the UK and Continental Europe to promote the range of career opportunities available in investment management as well as specific internships and work experience placements available at Invesco.</li> </ul>

