



Aberdeen Ireland pay gap report 2025



Our ambition

We are committed to building a business that attracts brilliant talent; a business where all our people can thrive and belong, learn and develop and do their best work.

"At Aberdeen, our people are our greatest asset. Closing our pay gaps isn't just the right thing to do – it's a commercial imperative. By understanding and addressing our pay gaps, we're building an environment that attracts, develops, and retains the very best talent – fuelling innovation and delivering outstanding results for our clients and our business.

We remain committed to ensuring our teams have the support and opportunities they need to deliver brilliant outcomes."



Tracey Hahn
Chief People Officer

Contents

1	Our Ireland gender pay gap	p3
2	Our actions and commitments	p4
3	Statutory disclosure	p6

1 Our Ireland gender pay gap

2025 is Aberdeen's first statutory Ireland gender pay gap report.

2025 gender
pay gap

37.9%

Colleagues
in-scope

57

Working in
7
Countries



What do our results show?

Our Ireland gender pay gap is 37.9% on the mean basis (46.4% on median basis). The mean Ireland bonus gap is 69.6% (85.8% on median basis)

What is driving the gap?

These figures are higher than our UK business (mean pay gap 22.7%, median 16.0%) and reflect the concentration of men in senior, higher-paid roles, while women are more represented in lower and middle quartiles.

The small population and multi-country structure also create volatility. The gap is further driven by the impact of averaging over multiple countries as well as currency exchange rates.

While the overall gender split is broadly equal with 49% females and 51% males, the distribution of genders across quartiles shows a greater weighting of females in the lower two quartiles and a greater weighting of males in the upper two quartiles.

	Aberdeen Ireland	
	Male	Female
Ireland	8	6
France	3	9
Italy	5	6
Netherlands	5	1
Spain	3	3
Denmark	4	1
Sweden	1	2
Total	29	28

What is the gender pay gap?

The difference between the average pay of men and women in a company regardless of the job they do. It's not the same as equal pay. Equal Pay refers to the the legal requirements that men and women working for the same employer must get equal pay for doing 'equal work' (the same, similar, equivalent or of equal value).

A note on language

The gender pay gap measures the difference in pay between men and women, as identified on our Workday HR system. While we talk about 'men' and 'women' through this report, we are taking action to drive meaningful progress towards an overall more inclusive business for all colleagues.



2 Our actions and commitments

Accelerating Talent Progression: We know our biggest opportunity is in our talent pipeline. Development of our talent through both internal and external mentoring opportunities has been accelerated in 2025 with the relaunch of our internal mentoring programme and almost 250 signups for phase 1. We will focus on this in 2026 as we build on the success of this first phase. We will also continue our involvement with Moving Ahead's Cross-company mentoring schemes Mission Gender and Mission Include.

Improving Data Transparency and Accountability: Transparency is one of our core cultural Commitments, and we have embraced it in pay gap reporting.

Internally, we hold ourselves accountable by regularly reviewing pay gap progress at executive committees and the Board's Nomination & Governance Committee.

Supporting our EMEA inclusion forum

Our EMEA inclusion forum is supported by members representing each country we operate in across EMEA. The forum comes together to champion change and showcase storytelling across the region to help break down barriers, and create a culture of inclusion.

- This year internally the launch of our **new DEI dashboard** has brought data to life for business areas beyond the static view of our current talent, and has moved the insights available to our business into trended, actionable, and local opportunities. Moving from centrally updated DEI data sheets, to in-the-moment self-service insights to drive ongoing action.
- Building an Inclusive Culture:** We have launched several initiatives to ensure Aberdeen is a place where everyone can thrive.
- We continue to **focus on our colleague networks and communities.**



generations
championing intergenerational working



ability
enabling all our colleagues to thrive



armed forces
advocating for Veterans, Reservists, Cadet Instructors and Military Families



lighthouse
championing allyship for LGBTQ+ people



balance
working together towards gender equality



unity
celebrating the differences that cultural diversity brings

These important groups not only provide support and belonging but also help surface ideas to improve policies and action.

- We emphasised the power of **storytelling and dialogue:** throughout 2025 we held open forums (with external experts and internal sponsors) to discuss our progress and challenges, and continued our 'What you See and the Real me' campaign which is helping open up the conversation and break down barriers.

What you see and the real me.



Hello, I'm Becky Nichols, Chief of Staff, Americas"

Behind my professional title, I've faced a deeply personal journey with surrogacy. After numerous rounds of IVF and heartbreaking miscarriages, my husband and I turned to surrogacy. Meeting Ashleigh - our surrogate - was life-changing. She gave us the greatest gift - our son, Arthur. This experience taught me resilience, the power of support, and the importance of sharing our stories. //

Read Becky's full story on [obi](#). Head to Engage to join in the conversation and find out more about Ability, one of our Diversity networks.

What you see and the real me.



Discover more

- Client and Business Alignment:** As a business, we link our Inclusion ambition to our client focus and commercial goals. Simply put, **we believe closing our pay gaps isn't just the right thing to do - it's a business imperative.** Cognitively diverse teams with psychological safety are proven to deliver better innovation and outcomes.

Looking Ahead

Our key priorities for the next year include: deepening our data, refining and acting on our data, and continuing to invest in talent development. We are rolling out a new strategic investment in all our leaders, a programme with inclusion and high-performance right at its heart – **Unlocking Leadership**.

Perhaps most importantly, we will continue to **listen to our colleagues**. The true measure of an inclusive culture is that colleagues feel confident sharing their voices. Through forums like our Colleague Council and ongoing pulse surveys, we will gather feedback on what's working and where we need to do more.

In conclusion, Aberdeen's 2025 Ireland Pay Gap Report reflects, **transparent self-assessment, and unwavering ambition**.

By keeping our focus on sustainable culture change and embedding inclusion into everything we do, we are confident that we will get there.

Thank you to all our colleagues who have contributed – by sharing data, participating in networks, mentoring others, or simply challenging us to be better – **you are the force behind the progress in this report**. Together, we will continue to push forward.

"Inclusion is deeply personal to me—it's about creating an environment where everyone feels they belong and can thrive, and at Aberdeen it is not just a principle—it's a business imperative for us. Through the EMEA Inclusion Forum, we create space for meaningful conversations that challenge norms and drive progress. In Ireland, this means taking tangible steps such as publishing our Pay Gap report and using the insights to shape our actions. At Aberdeen, we're committed to weaving inclusion into everything we do—from how we recruit to how we engage with colleagues—because every voice matters."

Orla Collins
Deputy managing director UK & EMEA
Regional Management and EMEA
inclusion forum chair



3 Statutory disclosure

The data relates to abrdn Investments Ireland Limited ('Aberdeen Ireland') and includes its branches in Denmark, France, Italy, the Netherlands, Spain, and Sweden

	2025 Mean Gender Pay Gap	2025 Median Gender Pay Gap
All Relevant Employees	37.9%	46.4%
Full-time Employees	40.0%	48.5%
Part-time Employees	-60.9%	-60.9%
Permanent Contract Employees	37.9%	46.4%
Temporary Contract Employees	n/a	n/a

	2025 Mean Gender Bonus Gap	2025 Median Gender Bonus Gap
All Relevant Employees	69.6%	85.8%
Gender	Female	Male
% In Receipt of Bonus	89.3%	86.2%
% In Receipt of BIK	57.1%	89.7%

2025 Pay Quartiles			Pay Gap Mean	Population Split	
	Female	Male		Female	Male
Q1 (Lower)	73%	27%	2.8%	39%	14%
Q2 (Lower Middle)	71%	29%	-2.4%	36%	14%
Q3 (Upper Middle)	36%	64%	3.5%	18%	31%
Q4 (Upper)	14%	86%	-14.9%	7%	41%
	49%	51%	37.9%	100%	100%



Declaration

In accordance with the Ireland Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022, we confirm that the Ireland gender pay gap information in this document is accurate.

Jad Chartouni
Global Head
of Reward



For more information visit aberdeenplc.com

Publication: Q4 2025

Edition ID: 325b5962-df23-4f2d-a479-b3a7010e6e70

Aberdeen Group plc is registered in Scotland (SC286832) at 1 George Street, Edinburgh EH2 2LL

aberdeenplc.com