

# Ireland Gender Pay Gap Report 2025

## Introduction

In accordance with Ireland's gender pay gap legislation, Vanguard Ireland has calculated the below gender pay gap data to show the difference in average pay, bonus and Benefit in Kind (BIK) between all men and women in our Ireland workforce.

At Vanguard Ireland, our aspiration is to create the conditions for all crew to thrive as we foster an inclusive and equitable work environment that reflects a diverse community of talents and drives our mission to provide investors with the best chance for investment success.

The gender pay gap measures the difference in average pay between men's and women's pay expressed relative to men's pay. This is not the same as equal pay, which refers to men and women being paid equal pay for equal or comparable work. It is possible to have a gender pay gap without having an equal pay gap.

At Vanguard Ireland, we are confident we have equal pay between men and women when comparing roles across our business at the same grade levels with similar impact, scope, complexity and knowledge.

## Our Data and Key Driver

This is the first year we are reporting on our Ireland Gender Pay Gap report at the snapshot date of 30th June 2025.

**It is important to note that where a negative figure is reported, the Gender Pay Gap is favouring women.**

2025		
	Mean	Median
Ordinary Pay Gap	-21%	-19%
Bonus Pay Gap	-20%	-8%

The proportion of employees receiving a bonus during the reporting period was **69% for men**, and **72% for women**.

The proportion of employees receiving BIK during the reporting period was **78% for men**, and **89% for women**.

All Vanguard employees are entitled to bonus pay and BIK if they meet the eligibility criteria.

The proportion of women and men across four equally sized pay quartiles is outlined below. These quartiles are calculated by ranking hourly ordinary pay for each employee across Vanguard Ireland from the highest to the lowest, irrespective of role, seniority, or business unit. The list is then divided into four equal sized groups of women and men.

As shown, we have a higher proportion of women in the higher pay quartile and fewer men. This is the key driver of our gender pay, bonus pay, and BIK gaps.

Pay Quartile	Lower Quartile	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile
Women	43%	40%	40%	55%
Men	57%	60%	60%	45%

### **What are we doing at Vanguard to narrow the gender pay gap?**

At Vanguard Ireland, we aspire to create a diverse, inclusive and equitable work environment for all employees, at every level of our organisation in which they can leverage all their skills and thrive. We believe that a diverse community of talent will help us seize opportunities and solve problems - today's and tomorrow's. Our differences strengthen our teams to make better decisions, unleash innovation and creativity and produce better results for our clients.

We continue to evolve our strategy by integrating inclusive and equitable practices and processes across the talent lifecycle designed to enhance our culture and performance for all crew.

We are committed to inclusive hiring practices that will create the best experience for candidates and better outcomes for our business. Our leaders are required to participate in training that strengthens their acumen in these practices which, in turn, supports them making good hiring decisions.

### **Development programmes**

We are committed to strengthening the capabilities of our leaders under our development program – Leadership Excellence. Inclusive leadership continues to be a critical component of our curriculum with training delivered through in-person workshops and a community of leader discussions.

### **Our crew-led community**

Our Crew Resource Groups (CRGs) are a key component to our Diversity, Equity and Inclusion strategy and inclusive workplace culture. The CRGs connect crew to a supportive and engaged network, often offering unique development and acumen-building opportunities to members. Sponsored by our executive team, the CRGs are crew led and open to all to participate in. This creates an engaged community of supportive allies who serve as ambassadors across the business.

Our Women's Initiative for Leadership Success (WILS), which currently has community members and allies, is one such CRG. Its mission is to cultivate an inclusive community where all women at Vanguard feel equipped, engaged and empowered, and experience a sense of belonging. They do this through the provision of experiences, information and programmes that promote and enrich development experiences.

The European arm of the Women's Initiative for Leadership Success (WILS) has developed and facilitated an annual *Big Sibling* mentorship programme over the past several years. In 2025, the experience welcomed all crew from Europe, to participate and benefit from the programme. This approach has the benefit of widening the pool of mentors and creates the opportunity to broaden the network's impact even further.

## Looking ahead

Vanguard Ireland is committed to creating the conditions for all crew to thrive, fostering a culture where all crew can access and enjoy the same opportunities. As part of this work, we will continue to progress our gender equality initiatives.

We recognise that there is more work to do to embed the conditions for all crew, and the future talent of tomorrow, to thrive at Vanguard.



*Lisa Harlow*

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Head of Vanguard, Ireland

## Footnotes

- No gaps are reportable for part-time employees or contractors during this snapshot period
- 81 employees are employed during this snapshot period