

# 2025 UK Gender Pay Gap Report for Columbia Threadneedle Investments

**This Gender Pay Gap Report represents our two largest UK employing entities, Threadneedle Management Services Limited and Columbia Threadneedle (Services) Limited. Additionally, we present a combined pay gap for those two entities, alongside the data for each entity individually.**

We believe that our employees serve as the cornerstone on which we build successful outcomes for our clients and stakeholders. We are a values-led organisation that strives to attract, develop and retain top talent and our collaborative and inclusive culture allows us to deliver the best for our clients.

Since our first published report, we have seen improvement in our gender pay gap. We recognise, however, that progress is not always linear, and this year we have seen increases to some of our combined pay gaps. The primary cause of the gap remains consistent, as we continue to see a higher proportion of women relative to men in lower-paid roles and an under-representation of women at senior levels.

We regularly review the representation of women to understand our opportunities for progress and believe our focus on this area will contribute to improving our gender pay gap. Our UK business has set targets to promote greater gender balance across all levels of our employee population, including senior management, as part of our commitment to the Women in Finance Charter.

Our commitment to talent extends across every stage of the employee experience. For recruitment we aim to consider the widest range of candidates and actively broaden our talent pool through initiatives such as our early careers partnership with Girls Are Investors. Across our business, employees benefit from targeted development programmes, including those aimed at advancing women into investment roles and leadership positions. Finally, we support an inclusive culture for all employees, including through our Women's Interest Network which provides advocacy, mentoring and opportunities for growth.

I confirm the data reported is accurate.



**David Logan**

Head of EMEA and Global Business Operations  
Columbia Threadneedle Investments

## Gender pay and bonus gap

There are two employing entities within our organisation with a statutory obligation to report individually: Threadneedle Management Services Limited and Columbia Threadneedle (Services) Limited. Pay data is shown below for each alongside data from the last year of reporting. Additionally, we are voluntarily providing a combined pay gap figure for both entities to offer a more accurate reflection of our business.

This year we've seen marginal changes to the hourly pay gap with the mean gap improving slightly and the median gap increasing. While our bonus gap has widened, we continue to see equal proportions of men and women receiving a bonus. There has been a marginal increase in women in our upper pay quartile; however, the underrepresentation of women in senior roles remains a driver of our bonus gap, alongside the higher proportion of men working as investment professionals within our business. The gender pay gap shows the difference in average pay between women and men. This is different to equal pay that is women and men receiving the same pay for work of equal value.

### Columbia Threadneedle Investments combined pay and bonus gap (April 2025)

Pay Gap	2025		2024	
	Mean	Median	Mean	Median
Women's hourly rate is	<b>25.3%</b> less	<b>26.3%</b> less	<b>26.3%</b> less	<b>25.6%</b> less
Women's bonus pay is	<b>71.2%</b> less	<b>60.3%</b> less	<b>66.0%</b> less	<b>55.6%</b> less

Proportion of staff receiving a bonus	2025		2024	
	Women	Men	Women	Men
	<b>94.5%</b>	<b>94.3%</b>	<b>93.2%</b>	<b>93.3%</b>

Proportion of men and women in each pay quartile	2025		2024	
	Women	Men	Women	Men
Upper quartile	<b>29%</b>	<b>71%</b>	<b>28%</b>	<b>72%</b>
Upper middle quartile	<b>32%</b>	<b>68%</b>	<b>33%</b>	<b>67%</b>
Lower middle quartile	<b>45%</b>	<b>55%</b>	<b>43%</b>	<b>57%</b>
Lower quartile	<b>61%</b>	<b>39%</b>	<b>63%</b>	<b>37%</b>

## Threadneedle Management Services Limited pay and bonus gap (April 2025)

Pay Gap	2025		2024	
	Mean	Median	Mean	Median
Women's hourly rate is:	<b>25.0%</b> less	<b>25.8%</b> less	<b>26.9%</b> less	<b>27.1%</b> less
Women's bonus pay is:	<b>65.3%</b> less	<b>59.6%</b> less	<b>62.5%</b> less	<b>58.1%</b> less

Proportion of staff receiving bonus	2025		2024	
	Women	Men	Women	Men
	<b>95.4%</b>	<b>94.0%</b>	<b>93.7%</b>	<b>93.9%</b>

Proportion of men and women in each pay quartile	2025		2024	
	Women	Men	Women	Men
Upper quartile	<b>29%</b>	<b>71%</b>	<b>28%</b>	<b>72%</b>
Upper middle quartile	<b>32%</b>	<b>68%</b>	<b>34%</b>	<b>66%</b>
Lower middle quartile	<b>45%</b>	<b>55%</b>	<b>42%</b>	<b>58%</b>
Lower quartile	<b>61%</b>	<b>39%</b>	<b>64%</b>	<b>36%</b>

## Columbia Threadneedle (Services) Limited pay and bonus gap (April 2025)

Pay Gap	2025		2024	
	Mean	Median	Mean	Median
Women's hourly rate is:	<b>25.6%</b> less	<b>23.6%</b> less	<b>25.1%</b> less	<b>23.1%</b> less
Women's bonus pay is:	<b>78.9%</b> less	<b>58.4%</b> less	<b>70.4%</b> less	<b>49.8%</b> less

Proportion of staff receiving bonus	2025		2024	
	Women	Men	Women	Men
	<b>92.7%</b>	<b>94.9%</b>	<b>92.4%</b>	<b>92.1%</b>

Proportion of men and women in each pay quartile	2025		2024	
	Women	Men	Women	Men
Upper quartile	<b>29%</b>	<b>71%</b>	<b>31%</b>	<b>69%</b>
Upper middle quartile	<b>33%</b>	<b>67%</b>	<b>31%</b>	<b>69%</b>
Lower middle quartile	<b>49%</b>	<b>51%</b>	<b>50%</b>	<b>50%</b>
Lower quartile	<b>63%</b>	<b>37%</b>	<b>60%</b>	<b>40%</b>

## The pay and bonus gap tables above are based upon:

- The **hourly rate** is calculated using ordinary and bonus pay paid in the month of 5 April 2025.
- The **bonus pay** is calculated using bonus pay paid in the 12-month period to 5 April 2025.
- The **median gender pay gap** figure compares the pay of the man and woman who are at the mid-points of the hourly or bonus pay for each group, ranked from smallest to largest.
- The **mean gender pay gap** figure is produced by dividing the total hourly or bonus pay by the number of employees in each group.

### Notes

This report is published by Columbia Threadneedle Investments and represents our two largest UK employing entities, Threadneedle Management Services Limited and Columbia Threadneedle (Services) Limited. The combined pay gap presented does not include employing entities within our organisation who do not have an obligation to report Gender Pay Gap information.

For more on gender pay gap reporting see the UK Government website: <https://gender-pay-gap.service.gov.uk/>

To find out more visit [columbiathreadneedle.com](https://columbiathreadneedle.com)

