Our people continued

Key people metrics

All data, unless otherwise stated, is based on permanent employees as at 31 March 2026. Gender Pay Gap data is prepared in line with statutory requirements.

Our priorities are informed by data, insights and a clear commitment to accountability. We track and monitor progress against key external ambitions and commitments. This year, we continue to exceed these ambitions:

- As a signatory to the Women in Finance Charter, we continue to exceed our aspiration of achieving 30% women in UK senior management roles by 2027, with representation at 33%.
- In line with the aims of the Parker Review, and based on ONS classifications, 14% of our UK located Global Senior Management population identify as coming from an ethnic minority background, exceeding our aspiration of 10%, by December 2027.

We are transparent in sharing our data and participate in external benchmarking, enabling us to measure our progress against industry standards and continuously improve our practices.

Find out more in our Governance report on page 66 and Non-financial and sustainability information statement on page 65

Find out more on our website: www.icgam.com//people

For more information in ICG's approach to Sustainability and Responsible Investing, read our FY26 Sustainability and People Report: www.icgam.com/spr

General

Number of permanent employees (total)

678
(2025: 686)

Number of permanent employees (FTE)

676
(2025: 684)

Employee turnover

14.5%
(2025: 12.8%)

Hiring rate

11.8%
(2025: 16.9%)

Age (years)

Age	%
50+	13%
30-50	72%
-30	15%

Gender Representation

	Women 2026	Men 2026	Women 2025	Men 2025
Board[1]	42%	58%	40%	60%
Senior Board positions (Chair, SID, CEO and CFO)		100%		100%
Executive Committee	33%	67%	33%	67%
Global Senior Management[2]	32%	68%	29%	71%
UK Senior Management[3]	33%	67%	36%	64%
All Employees Globally[4]	37%	63%	37%	63%

UK New Hires (women)

33%
(2025: 44%)

Global New Hires (women)

44%
(2025: 45%)

Mean Hourly Gender Pay Gap

22.9%
(2025: 29.6%)

Mean Gender Bonus Gap

62.2%
(2025: 73.2%)

Ethnic minorities

Board[1]

10%
(2025: 10%)

Senior Board positions
(Chair, SID, CEO, CFO)

0
(2025: 0)

Executive Committee

0%
(2025: 0%)

UK Global Senior Management[5]

14%
(2025: 14%)

UK All Employees

29%
(2025: 29%)
of which 62% White, 21% Asian, 3% Black, 5% Other, 9% Prefer Not to Say or No Response

(2025: 29%, of which 62% White, 20% Asian, 3% Black, 6% Other, 9% Prefer Not to Say or No Response)

UK New Hires

30%
(2025: 42%)
of which 65% White, 21% Asian, 2% Black, 7% Other, 5% Prefer Not to Say or No Response

(2025: 42%, of which 55% White, 32% Asian, 1% Black, 9% Other, 3% Prefer Not to Say or No Response)

1. For further information on the Company's Directors, please see page 69.
2. Global Senior Management comprises Executive Directors and their direct reports, as reported to the FTSE Women Leaders Review. This includes relevant firm-wide leadership roles across Corporate & Business Services (CBS), Client Solutions Group (CSG) and Investment (INV), including applicable Material Risk Takers (MRTs), in line with our Board-approved definition. With directors of subsidiary undertakings included, this population comprises 9 (19%) women and 38 (81%) men.
3. UK Senior Management (for the purposes of the Women in Finance Charter) comprises Executive Directors and UK-based roles that are direct reports to an Executive Director, including relevant firm-wide leadership roles and applicable MRTs.
4. The total number of employees globally is 678, of which 253 are women and 425 are men.
5. UK Global Senior Management (for the purposes of the Parker Review) comprises the UK-located subset of Global Senior Management.