

People Report 2025:

Global demographic data

Gender

Firm	March 2020 (%)	March 2025 (%)
Man	51.6	51.9
Woman	47.3	46.2
Not Disclosed	1.0	1.7
Other	0.1	0.2

% point change of women over 5-year period: -1.1%

Partnership*

	March 2020 (%)	March 2025 (%)
Man	86.0	74.6
Woman	14.0	25.4

% point change of women over 5-year period: 11.5%

Senior Management

	March 2020 (%)	March 2025 (%)
Man	73.8	63.1
Woman	26.2	33.3
Not Disclosed	-	3.6

% point change of women over 5-year period: 7.2%

Investment Professionals (All)

	March 2020 (%)	March 2025 (%)
Man	61.1	61.3
Woman	33.1	36.0
Not Disclosed	1.8	2.4
Other	-	0.3

% point change of women over 5-year period: 3%

Investment Professionals (Investment)

	March 2020 (%)	March 2025 (%)
Man	69.2	63.4
Woman	27.4	34.0
Not Disclosed	3.4	2.0
Other	-	0.7

% point change of women over 5-year period: 6.6%

Ethnicity

Firm	March 2020 (%)	March 2025 (%)
White	87.6	83.9
Ethnic Minority	9.3	11.4
Not Disclosed	3.0	4.7

% point change of ethnic minorities over 5-year period: 2.1%

Partnership*

	March 2020 (%)	March 2025 (%)
White	95.3	91.5
Ethnic Minority	2.3	5.1
Not Disclosed	2.3	3.4

% point change of ethnic minorities over 5-year period: 2.8%

Senior Management

	March 2020 (%)	March 2025 (%)
White	95.4	85.7
Ethnic Minority	3.1	3.6
Not Disclosed	1.5	10.7

% point change of ethnic minorities over 5-year period: 0.5%

Investment Professionals (All)

	March 2020 (%)	March 2025 (%)
White	78.7	72.6
Ethnic Minority	15.4	17.7
Not Disclosed	5.9	9.7

% point change of ethnic minorities over 5-year period: 2.3%

Investment Professionals (Investment)

	March 2020 (%)	March 2025 (%)
White	69.2	65.4
Ethnic Minority	25.6	27.5
Not Disclosed	5.1	7.2

% point change of ethnic minorities over 5-year period: 1.8%

*As at 1 April 2025.

Age

Firm

	March 2020 (%)	March 2025 (%)
<20	0.5	0.6
20-29	18.2	14.0
30-39	35.8	36.6
40-49	32.9	31.7
50-59	11.6	15.6
60+	1.0	1.6

Partnership*

	March 2020 (%)	March 2025 (%)
30-39	7.0	15.3
40-49	53.5	47.5
50-59	32.6	35.6
60+	7.0	1.7

Senior Management

	March 2020 (%)	March 2025 (%)
30-39	10.8	13.1
40-49	50.8	44.0
50-59	35.4	35.7
60+	3.1	7.1

Investment Professionals (All)

	March 2020 (%)	March 2025 (%)
20-29	15.4	12.6
30-39	36.8	41.1
40-49	34.2	30.4
50-59	11.8	13.4
60+	1.8	2.4

Investment Professionals (Investment)

	March 2020 (%)	March 2025 (%)
20-29	29.9	23.5
30-39	34.2	44.4
40-49	30.8	22.9
50-59	4.3	7.8
60+	0.9	1.3

	March 2020 (%)	March 2025 (%)
Firm average age	39	40

*As at 1 April 2025.

People journey

We analyse the demographics of the people we hire and how they move throughout the organisation to identify any notable trends or barriers that may be preventing progression.

We also analyse the demographics of those who leave, we run a leavers survey and offer exit conversations to learn how we can keep improving.

Hiring

Experienced Hires - Gender

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
Man	55.9	37.5	52.9
Woman	42.8	33.3	39.2
Not Disclosed	1.3	29.2	7.8
Other	-	-	0.2

Experienced Hires - Ethnicity

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
White	84.2	50.0	76.3
Ethnic Minority	9.9	12.5	11.3
Not Disclosed	5.9	37.5	12.5

Early Careers - Gender

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
Man	52.9	50.0	49.2
Woman	44.1	50.0	47.9
Not Disclosed	2.9	-	2.5
Other	-	-	0.4

Early Careers - Ethnicity

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
White	67.6	66.7	70.7
Ethnic Minority	23.5	33.3	24.0
Not Disclosed	8.8	-	5.3

Promotions

All promotions - Gender

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
Man	50.3	48.0	50.2
Woman	48.6	50.4	48.0
Not Disclosed	1.1	0.8	1.7
Other	–	0.8	0.1

All promotions - Ethnicity

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
White	87.0	82.9	84.3
Ethnic Minority	10.2	13.0	10.9
Not Disclosed	2.8	4.1	4.9

Into Senior Positions - Gender

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
Man	61.9	71.4	59.2
Woman	38.1	28.6	39.4
Not Disclosed	–	–	5.6

Into Senior Positions - Ethnicity

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
White	95.2	85.7	89.0
Ethnic Minority	4.8	–	3.6
Not Disclosed	–	14.3	7.4

Leavers

Leaver Rolling 12 Months

	March 2020	March 2025
Headcount	1317	1670
Leavers	54	181

Leavers By Gender

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
Man	55.6	44.8	51.8
Woman	44.4	51.4	47.0
Not Disclosed	–	3.9	1.2

Leavers By Ethnicity

	March 2020 (%)	March 2025 (%)	2020 - 2025 Average
White	79.6	79.6	80.6
Ethnic Minority	18.5	13.8	15.1
Not Disclosed	1.9	6.6	4.3

Parental Leave

Our Parental Leave Policy allows all employees regardless of gender to take up to 52 weeks parental leave.

Parental Leave (commenced in 12 months to 31/03/2025)

	Average Weeks Taken	Count	%
Man	25.5	50	47.2
Woman	48.2	56	52.8
Not Disclosed	–	–	–
Other	–	–	–

	Average Weeks Taken	Count	%
White	38.1	91	85.8
Ethnic Minority	34.6	9	8.5
Not Disclosed	32.5	6	5.7

Figures include employees who commenced parental leave during reporting period.

Secondments

Gender

	March 2025 (%)
Man	28.6
Woman	69.8
Not Disclosed	1.6
Other	–

Ethnicity

	March 2025 (%)
White	77.8
Ethnic Minority	11.1
Not Disclosed	11.1

As of 31 March 2025, we had 63 employees formally on a secondment.

Boards, Committees and Groups

The below shares a breakdown by gender and ethnicity of our boards, committees and groups.

Gender

Committee Subtype	Man (%)	Woman (%)	Not Disclosed (%)
Corporate Entities and Management Body	80.0	20.0	–
Executive Committees and Groups	54.3	44.6	1.1
Regulatory and Strategic Committees and Groups	71.0	27.5	1.4
Supervisory Committees	61.9	33.3	4.8
Working Committees and Groups	51.3	44.7	3.9

Ethnicity

Committee Subtype	White (%)	Ethnic Minority (%)	Not Disclosed (%)
Corporate Entities and Management Body	90.0	–	10.0
Executive Committees and Groups	87.5	6.0	6.5
Regulatory and Strategic Committees and Groups	87.0	4.3	8.7
Supervisory Committees	95.2	–	4.8
Working Committees and Groups	84.2	5.3	10.5

Working Patterns

Our ways of working allow everyday flexibility for employees. Where there is a need for a formal and fixed reduction to working hours, employees can do this through our Flexible Working Policy. As at 31 March 2025, 12% of our employees work part-time.

Gender

	March 2020 (%)	March 2025 (%)
Man	12.0	13.2
Woman	87.4	85.3
Not Disclosed	0.5	1.5

Ethnicity

	March 2020 (%)	March 2025 (%)
White	94.5	91.9
Ethnic Minority	4.4	6.1
Not Disclosed	1.1	2.0

Report Age Group	March 2020 (%)	March 2025 (%)
20-29	1.1	1.5
30-39	31.1	32.5
40-49	53.6	44.2
50-59	12.6	18.8
60+	1.6	3.0

We gather various demographics from our people. For gender, age and ethnicity disclosure rates are more than 95%. For sexual orientation, trans-status, socio-economic background, disability and neurodiversity these demographics have not been collected for as long and rates are currently less than 65%. We continue to focus on increasing disclosure of this data in order for it to be accurate and representative, however, we recognise that this will take time.

Glossary

Boards and committees - We have a range of boards, committees and groups. The remit of these vary from providing firmwide strategic direction and management to being responsible for specific roles, areas and decision-making.

- Corporate Entities and Management Body
- Supervisory Committees
- Regulatory and Strategic Committees and Groups
- Executive Committees and Groups
- Working Committees and Groups

Early careers

Graduate programmes, internships and apprenticeships.

Ethnic minority

Ethnic minority refers to employees from a racial and ethnic background who currently represents a smaller part of the Scottish population. Examples of ethnic minority groups include employees from an Asian, Black, Gypsy, Traveller, and mixed ethnic background. We use these groupings for reporting purposes only.

Experienced hires

Refers to someone who has previously or consistently worked before being employed at a new organisation such as Baillie Gifford.

Investment Professionals (All)

Investment professionals are employees whose roles work directly with our investment processes and clients. This includes employees that fall into Investment Professionals (Investment), Investment Professionals (Clients) and employees in Environmental, Social and Governance (ESG), Trading and Investment Risk.

Investment Professionals (Investment)

Refers to employees that are investment managers and investment analysts.

Not disclosed

Refers to employees that have selected the option prefer not to say or left their entry blank.

Other

Employees who identify their gender as non-binary or use another term. We use this grouping for reporting purposes only.

Partners

Co-owners of the firm, as at 1 April 2025.

Promotions

Material change in size and complexity of role which we assess through independent industry benchmarking.

Senior management

The most senior staff across firm. Typically Heads of Department or senior managers with significant responsibility who are not partners.

Turnover

The rolling twelve-month voluntary turnover. It reflects the percentage of employees who choose to retire or resign from the firm over the twelve-month period ending 31 March.

Baillie Gifford™