

CORPORATE GOVERNANCE GUIDELINES

These Corporate Governance Guidelines (the “Guidelines”) have been adopted by the Board of Directors (the “Board”) of Invesco Ltd. (the “Company”) in connection with its oversight of the Company's management and business affairs.

1. Composition of Board of Directors

- **Independence of Directors:** A majority of directors must be “independent” directors in accordance with the Applicable Corporate Governance Listing Standards. In addition, all members of the Audit Committee must satisfy the additional independence requirements for audit committee members under the Applicable Corporate Governance Listing Standards and Section 10A(m)(3) of the U.S. Securities and Exchange Act of 1934, as amended and the rules and regulations of the U.S. Securities and Exchange Commission.

The term “Applicable Corporate Governance Listing Standards” means the Listed Company Manual of the New York Stock Exchange (“NYSE”) and such listing standards of any other applicable securities exchanges on which the Company's shares may be listed from time to time, in each case as amended and in effect from time to time.

- **Director Qualifications and Selection:** The Nomination and Corporate Governance Committee of the Board is responsible for establishing a policy setting forth the specific, minimum qualifications that the Committee believes must be met by a nominee recommended by the Committee for a position on the Board and describing any specific qualities or skills that the Committee believes are necessary for one or more of the directors to possess. Such qualifications shall include the requirements under the Applicable Corporate Governance Listing Standards as well as consideration of the individual skills, experience and perspectives that will help create an effective Board. The Nomination and Corporate Governance Committee shall establish procedures for identifying and evaluating potential nominees for directors, including the consideration of any director candidates recommended by shareholders, and shall recommend to the Board potential nominees for election as directors. The Board shall consider such persons for election as directors by the Company's shareholders or for filling vacancies that may arise. For more information on our Director Qualifications and Selection process, including our consideration of diversity, see our Criteria for Selection of Candidates for Membership on the Board of Directors guidelines.
- **Size of Board:** The Board shall periodically evaluate the size of the Board and make any changes it deems appropriate in accordance with the Bye-Laws of the Company (the “Bye-Laws”).
- **Term Limits:** Subject to the requirements of the Bye-Laws, the Board does not believe that it should necessarily establish term limits for its members. The Board recognizes the value of continuity of directors who have experience with the Company and who have gained over a period of time a level of understanding about the Company and its operations that enables the director to make a significant contribution to the deliberations of the Board without, in the case of non-executive Board members, any ongoing impairment to their independence.
- **Retirement:** Except as may be otherwise determined by the Nomination and Corporate Governance Committee in its discretion, persons are not eligible to be recommended for nomination as a director for a term commencing on or after their 75th birthday. Incumbent directors reaching the age of 75 during their term may complete such term.

- **Chair of the Board:** The Board shall designate a Chair of the Board to preside and manage all meetings of the Board and shareholders. The duties and responsibilities of the Chair of the Board also include, but are not limited to:
 1. Leading and managing the business of the Board;
 2. Working with management to ensure that the Board receives accurate, timely and clear information regarding the matters within their responsibility to allow the Board to make sound decisions, monitor effectively and provide advice to promote the success of the Company;
 3. Seeking to ensure that the decisions taken by the Board are effectively implemented by management under the direction of the chief executive officer ("CEO");
 4. Facilitating the effective contribution of the non-executive directors and encouraging active engagement by all members of the Board;
 5. Working with the CEO to provide that the Company maintains effective communication with shareholders and the investor community and that the Board develops an understanding of the views of shareholders; and
 6. Performing such other duties and exercising such other powers as from time to time may be assigned to him or her by the Board.

2. Conflicts of Interest and Other Commitments

- With respect to any matter under discussion by the Board, directors must disclose to the Board any potential conflicts of interest they may have and, if appropriate, refrain from voting on a matter in which they may have a conflict.
- Each director is responsible for ensuring that other commitments do not conflict or materially interfere with the director's responsibilities to the Company. To ensure that serving as a director of another company or any other change in circumstances such as employment, business or immediate family relationships (within the meaning of Applicable Corporate Governance Listing Standards) would not conflict with his or her duties to the Company, and to evaluate whether disclosure needs to be made in the Company's Annual Report or the director's status under Applicable Corporate Governance Listing Standards has changed, the director should consult the Chair of the Board and the General Counsel or the Company Secretary in advance of accepting an invitation to serve on another company's board and should report any change in circumstances to the General Counsel or the Company Secretary. The Chair of the Board, the General Counsel and the Company Secretary should report to the Nomination and Corporate Governance Committee the results of such consultation.

3. Director Responsibilities

- **Duties:** Under Bermuda law, the Company's directors are subject to a number of common law and statutory duties including being responsible for exercising the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances and acting honestly and in good faith with a view to the best interests of the Company and its shareholders and in a manner consistent with their fiduciary duties. In fulfilling their responsibilities, directors may ask such questions and conduct such investigations as they deem appropriate and may reasonably rely on the information provided to them by the Company's senior executives and its outside advisors and auditors. The directors shall be entitled to have the Company purchase directors' and officers'

liability insurance on their behalf and receive the benefits of indemnification and exculpation to the fullest extent permitted by law, the Bye-Laws and any indemnification agreements, as applicable. The directors are expected to comply with the Directors' Code of Conduct in addition to the responsibilities described in these Guidelines.

- **Meetings and Preparation:** Directors are expected to regularly attend Board meetings and meetings of committees on which they serve, to spend the time needed to prepare for such meetings and to meet as frequently as they deem necessary to properly discharge their responsibilities. In addition, directors should stay abreast of the Company's business and markets. To the fullest extent possible, directors should review agendas and other meeting materials in advance of any Board or committee meeting.
- **Meeting Agendas:** The Chair of the Board will approve the agenda for each Board meeting. Each Board member is free to suggest the inclusion of items on the agenda. Each Board member is free to raise at any Board meeting subjects that are not on the agenda for that meeting.
- **Company Representation:** The Board believes that management speaks for the Company. Individual directors may, from time to time, expressly represent the Company in meetings or otherwise communicate with various third parties on the Company's behalf. When representing the Company, it is generally expected that directors will do this with the knowledge of management and, unless warranted by unusual circumstance or as contemplated by the committee charters, only at the request of management.
- **Roles and Responsibilities of Board and Management:** The Company's business is conducted by its management and employees under the direction of the CEO and the oversight of the Board, to enhance the long-term value of the Company for its shareholders. The Board is elected by the shareholders to oversee management and to assure that the long-term interests of the shareholders are being served. Both the Board and management recognize that the long-term interests of shareholders are advanced by responsibly addressing the concerns of other stakeholders and interested parties including employees, clients, other business partners, the communities in which the Company operates, government officials and the public at large.
- **Certain Functions of the Board:** The Board of Directors has regularly scheduled meetings at which it reviews and discusses reports by management on the performance of the Company, its plans and prospects, as well as immediate issues facing the Company. In addition to its general oversight of management, the board also performs a number of specific functions, including:
 1. selecting, evaluating and compensating the CEO and overseeing CEO succession planning;
 2. providing the CEO with counsel and oversight on the selection, evaluation, development and compensation of senior management;
 3. reviewing, monitoring and, where appropriate, approving fundamental financial and business strategies and major corporate actions;
 4. oversight of major risks facing the Company (including, without limitation, business strategy, governance, financial, investment, operational, technology, cybersecurity, regulation compliance, human capital management, environmental and social risks) by assessing such risks and reviewing options for their mitigation; and
 5. working with management to help ensure that processes are in place for maintaining the integrity of the Company - the integrity of the financial statements, the integrity of compliance

with law and ethics, the integrity of relationships with clients and other business partners, and the integrity of relationships with other stakeholders.

4. **Executive Sessions**

The non-executive directors will meet separately without management in regular executive sessions.

5. **Board Committees**

- **Committees:** The Board shall have an Audit Committee, a Compensation Committee and a Nomination and Corporate Governance Committee. All members of each of these committees will be independent directors, as defined in the Applicable Corporate Governance Listing Standards. Each committee's members shall also meet any other qualifications for service on the particular committee pursuant to the committee's written charter or applicable law.
- **Appointment, Removal and Term:** Committee members shall be appointed and may be removed by the Board. Each member of a committee shall serve until his or her successor is duly appointed and qualified, or until his or her earlier removal or resignation or such time as he or she no longer qualifies to serve on the committee.
- **Chair:** The Board shall designate a Chair of each committee from among its members from time to time.
- **Charters:** Each committee shall have its own written charter. The charters will set forth the purpose, authority and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations, reporting to the Board, and annual performance evaluations of the committee. The charters of each committee will be reviewed periodically with a view toward delegating to the committees the full authority of the Board concerning specified matters appropriate to such committee. The charters will be made publicly available on the Company's website.
- **Meetings:** Each committee shall meet on a regular basis, but not less frequently than quarterly, and hold special meetings as circumstances require. The timing of the meetings shall be determined by the Chair of the committee, in consultation with the other committee members. The Chair of each committee, in consultation with the Chair of the Board where appropriate and appropriate members of the committee and management, will develop the committee's agenda.
- **Additional Committees:** The Board may, from time to time, establish or maintain additional committees as it deems appropriate and delegate to such committees such authority permitted by applicable laws and the Bye-Laws as the Board sees fit.

6. **Director Access to Officers, Employees and Independent Advisors**

- **Executives and Employees:** Directors shall have full and free access to executives and employees of the Company. Any meetings or contacts that a director wishes to initiate may be arranged directly by the director or through the Chair of the Board, the CEO, the General Counsel or the Company Secretary.

- **Independent Advisors:** The Board and each Board committee shall have full and free access to the Company's independent advisors and each shall have the power to retain legal, accounting, financial or other advisors as they may deem appropriate at the expense of the Company, without the need to obtain the prior approval of any officer of the Company. The General Counsel or the Company Secretary of the Company will arrange for payment of the invoices of any such third-party advisors.
- **Access to Information:** Directors shall be provided with full and free access to information regarding the Company which they believe is necessary, useful or appropriate to the discharge of their duties. A Director may request information at a meeting or by contacting the Chair of the Board, the CEO or the General Counsel.

7. Director Compensation

The form and amount of director compensation will be determined by the Compensation Committee (subject to any limits under the Bye-Laws), in accordance with the policies and principles set forth in the Compensation Committee's charter. The Compensation Committee also will conduct an annual review of director compensation.

8. Director Orientation and Continuing Education

- **Orientation:** The Board, with the assistance of the Nomination and Corporate Governance Committee, shall establish, or identify and provide access to, appropriate orientation programs, sessions or materials for newly elected directors of the Company for their benefit either prior to or within a reasonable period of time after their nomination or election as a director. This orientation may include presentations by senior management to familiarize new directors with the Company's strategic plans, its significant financial, accounting and risk management issues, its compliance program, its Directors' Code of Conduct and these Guidelines, its principal officers, and its internal and independent auditors. In addition, the orientation may include visits to Company headquarters and, to the extent appropriate, other of the Company's significant facilities. All other directors are also invited to attend orientation.
- **Education:** The Board, with the assistance of the Nomination and Corporate Governance Committee, shall also identify and/or develop continuing education opportunities for the directors. Directors are encouraged to attend continuing education programs sponsored by universities, stock exchanges or other organizations. The Company will reimburse the reasonable costs and expenses associated with such programs.

9. Management Succession

The Board, with the assistance of the Compensation Committee, shall oversee the succession planning for the senior management of the Company, including policies and principles for the selection and performance review of the CEO, as well as policies regarding succession in the event of an emergency or the retirement of the CEO.

10. Company's Long-Term Strategic Plans

The Board will periodically review with management the Company's long-term strategic plans.

11. Annual Performance Evaluation

The Board, with the assistance of the Nomination and Corporate Governance Committee, shall annually review its own performance in such manner as it deems appropriate to determine whether the Board and its committees are functioning effectively. The full Board will discuss the evaluation to determine what action, if any, could improve Board and committee performance.

12. Review of Corporate Governance Guidelines

The Board or the Nomination and Corporate Governance Committee, as appropriate, shall periodically review and reassess the adequacy of these Guidelines to determine whether any changes are appropriate and, in the case of the Nomination and Corporate Governance Committee, recommend to the Board any such changes for the Board's approval.

13. General

These Guidelines are intended as a component of the flexible framework within which the Board, assisted by its committees, directs the affairs of the Company. While they should be interpreted in the context of applicable laws, regulations and listing requirements, as well as in the context of the By-Laws, they are not intended to establish by their own force any legally binding obligations.

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