We’re better together because each of us is different

Inclusion and Diversity Report 2021
Inclusion and Diversity Report 2021
We’re better together because each of us is different

Table of contents
A Message From Our CEO .......................................................... 3
2021 at a glance ......................................................................... 4
Essential to fulfilling our purpose and living our values .......................................................... 5
How we define inclusion and diversity at WTW .......................................................... 6
Our strategy ........................................................................... 7
Our colleagues .......................................................................... 8
How we achieve our commitments .................................................. 10
Recognition, awards and partnerships .................................................. 16
Contacts ............................................................................... 17
Inclusion and Diversity Report 2021
We’re better together because each of us is different

A Message From Our CEO
Our vision is to be the best company we can be – to be a magnet for the most accomplished and aspiring talent in the industry; to offer clients the best advice, broking and solutions in the areas of people, risk and capital; and to make a difference in the communities in which we live and work.

The only way we can bring our vision to life is by having diverse talent and perspectives. We need to attract, retain, develop and promote diverse talent as well as ensure an inclusive culture. Fundamentally, our inclusion and diversity (I&D) goals are inextricably linked to our business goals.

We believe in One WTW – that when our individual talents are combined, we unlock our collective potential. This is why we’re committed to promoting a supportive, respectful and inclusive environment where all colleagues feel safe, heard and valued. And this commitment resonates throughout WTW – from our board of directors and senior leaders to our early-career professionals and everyone in between.

This report reflects our long-term commitment to embedding I&D into the fabric of everything we do at WTW. We hope that after reading it you appreciate the progress we’ve made as well as understand what we aspire to do – forge deep commitments among our colleagues, better serve our clients and transform tomorrows.

Carl Hess,
Chief Executive Officer

At WTW, we believe that difference makes us stronger. We want our workforce to reflect the different and varied markets we operate in and a culture of inclusivity where all our colleagues can bring their best self to work every day, feeling welcomed and valued.”

Jenifer Denby,
Global Head of Inclusion and Diversity
2021 at a glance

More than half of our global workforce are women and at the senior leadership level, just over 30% are women. In the U.S., where we have the most complete data on self-identified race and ethnicity, 25% of our colleagues identify as non-white and at a senior leadership level, 8% identify as non-white.

Our Board of Directors, based on self-identified characteristics, is 50% female, approximately 11% LGBT+, approximately 11% Black and approximately 33% non-U.S. citizenship.

Our colleague inclusion networks (employee resource groups) around the world include groups focused on Gender Equity, LGBT+, Multicultural, Workability and Young Professionals.

We named 2021 the “Year of the Ally” and tied it to our global initiatives for International Women’s Day, World Autism Awareness Day, World Day for Cultural Diversity, Pride Month, World Mental Health Day and International Day of Persons with Disabilities.

We launched new programs to support racial diversity, underrepresented talent, respect at work and inclusive hiring as well as focused on making our digital working environment more accessible.

We continued to build global partnerships to help us attract more diverse experienced hires, including with MyGwork and Where Women Work, as well as regional-focused partnerships.

We were recognized by the Human Rights Campaign Foundation as a “Best Place to Work” for LGBT+ equality for the eighth year running. We also earned a top score of 100 in its Corporate Equality Index. We continued to qualify for the Bloomberg Gender Equality Index.

We’re one of 44 founding members of the World Economic Forum’s Racial Justice in Business Initiative and a current member of the Valuable 500.
At WTW, our purpose is to transform tomorrows. Our colleagues make a difference by helping clients address current issues – resulting in a better future. And, we want to do the same for our colleagues and the communities in which we live and work. Embedding the principles of I&D in how we work helps create a respectful, safe and thriving environment for our people.

Our purpose reflects our values – and, our values are more than words. A strong client focus and an emphasis on teamwork, unwavering integrity, mutual respect and excellence are at the core of our rich history.

92%

We saw our values come to life through our recent all-colleague pulse survey, where we had 92% say their managers create an inclusive work environment and 91% say they feel they can be themselves at WTW without worrying about how they will be accepted.

Essential to fulfilling our purpose and living our values

Client focus – We are driven to help our clients succeed. In every interaction and with every solution, we act in our clients’ best interests – striving to understand their needs, respecting their perspectives and exceeding their expectations.

Integrity – Our clients invest more than their time and money with us; they also invest their trust. We seek to earn that trust every day through professionalism, doing what is right and telling the truth. We are accountable to the organizations and people with which we interact – including clients, shareholders, regulators and each other – for our actions and results.

Teamwork – When you get one of us, you get all of us. We bring innovative solutions and world-class advice to our clients by working across boundaries of geography, segment and function. We help each other succeed and create more value by working together.

Respect – We listen to and learn from each other. We support and celebrate differences, foster an inclusive culture and operate with openness, honesty and benefit of the doubt. We manage our relationships, inside the company and out, with fairness, decency and good citizenship.

Excellence – We strive to lead with and sustain excellence. Most importantly, this means an unwavering commitment to professional development and personal growth for our people. Our colleagues take responsibility for developing their expertise, competencies and professional stature, while the company invests in the tools and opportunities that allow for continual development. We place an unrelenting focus on innovation, quality and risk management.
How we define inclusion and diversity at WTW

Inclusion
How we come together as an organization and use our "blend" to create a culture of acceptance and belonging that values all of our colleagues.

We achieve better business results by capitalizing on our talent to be fully engaged in the purpose of our company, contributing and progressing in their careers.

Diversity
The "blend" of colleagues (e.g. age, race, gender, gender identity, sexual orientation, national origin, disability, neurodiversity, etc.).

Our company fully benefits from the differing skills and abilities of all of our colleagues.
Our strategy

WTW's culture and workplace should welcome and value individual identities and enable colleagues to thrive based on their talent and potential – because when our individual talents are combined, we unlock our collective potential.

We ensure our values and I&D commitments are reflected in our colleague experience by focusing on three key areas:

- **Attraction & Retention**: Growing the pipeline for underrepresented talent
- **Development & Promotion**: Increasing the overall diversity in business leadership
- **Culture & Brand**: Promoting an inclusive culture and work environment

“
At WTW, I&D isn’t an initiative or program. It’s embedded in our values and how we work, and is essential to everything we do. Only by creating an inclusive and diverse company are we able to attract and retain the talent we need to transform tomorrows.”

Kristy Banas,
Chief Human Resources Officer

At WTW, we are committed to increasing representation and overall diversity in senior leadership and throughout our talent pipeline.

One component of our I&D work is our partnership with Paradigm for Parity to achieve gender parity in senior leadership by 2030.

We have clear and measurable I&D objectives, and are focused on our commitment to meeting them. Since our I&D journey doesn’t have an end point, we’ll continue to assess our progress in increasing I&D at WTW and re-evaluate our objectives as needed.
Our colleagues

As of December 31, 2021, more than half of our global workforce are women and at a senior leadership level, just over 30% are women. In the U.S., where we have the most complete data on self-identified race and ethnicity, 25% of our U.S. colleagues identify as non-white and at a senior leadership level 8% of our leaders identify as non-white.

Our commitment to diversity is demonstrated by our Board of Directors composition (as of the conclusion of this year’s Annual General Meeting of Shareholders in October 2022, assuming all nominated directors are elected). It reflects diversity of gender, ethnicity and nationality as well as varied backgrounds and skill sets:

- 50% of the Board is female;
- Approximately 11% of the Board is LGBT+;
- Approximately 11% of the Board is Black; and
- Approximately 33% of the Board has non-U.S. citizenship.

### Colleague group

<table>
<thead>
<tr>
<th>Colleague group</th>
<th>All colleagues</th>
<th>Senior leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female (global)</td>
<td>54.9%</td>
<td>30.8%</td>
</tr>
<tr>
<td><strong>Ethnic and racial diversity (U.S. only)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>7.1%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Black</td>
<td>10.9%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>6.0%</td>
<td>1.6%</td>
</tr>
<tr>
<td>Other non-white</td>
<td>2.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25.8%</td>
<td>8.0%</td>
</tr>
</tbody>
</table>

---

*Other non-white includes American Indian, Native Hawaiian or other Pacific Islander, and those who identify with two or more races.

**Senior leadership represent about 5% of our colleagues and include those with titles of Managing and Senior Directors.

Numbers for gender may not total 100% due to inclusion of people who identify as non-binary or who choose not to disclose. Numbers for ethnicity may not total 100% due to voluntary disclosure of data.

Ethnic and racial diversity data is for U.S. only. This is where we have the most complete data.

---

We’re focused on bringing exceptional talent into WTW and the last few years have brought into sharper focus the need to broaden the avenues through which we attract this talent. This will help us hire more diverse talent and provide more development opportunities, as part of our efforts to make WTW more racially and ethnically diverse across all levels of the organization.”

Imran Qureshi,
Head of North America
### Our EEO-1 data (U.S. only)

The summary table below covers our U.S. Workforce EEO-1 data as of December 31, 2021.

<table>
<thead>
<tr>
<th>Job categories</th>
<th>Hispanic or Latino</th>
<th>Non-Hispanic or Latino</th>
<th>Overall totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>White</td>
</tr>
<tr>
<td>Exec./Sr. Officials &amp; Mgrs</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>First/Mid Officials &amp; Mgrs</td>
<td>56</td>
<td>63</td>
<td>1207</td>
</tr>
<tr>
<td>Professionals</td>
<td>158</td>
<td>260</td>
<td>2481</td>
</tr>
<tr>
<td>Technicians</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Sales Workers</td>
<td>0</td>
<td>2</td>
<td>191</td>
</tr>
<tr>
<td>Administrative Support</td>
<td>83</td>
<td>172</td>
<td>424</td>
</tr>
<tr>
<td>Craft Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Operatives</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Laborers &amp; Helpers</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Service Workers</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>297</td>
<td>497</td>
<td>4311</td>
</tr>
<tr>
<td><strong>Previous Year Total</strong></td>
<td>298</td>
<td>512</td>
<td>4773</td>
</tr>
</tbody>
</table>

Some percentages do not sum due to rounding.

Job nomenclature at WTW does not align completely with the EEO-1 form.

WTW has multiple employing entities and, therefore, multiple EEO-1s and the basis for calculating categories like “executives” under the rules for EEO-1s may be different from how we define senior leaders for other purposes, including internally or in other filings. This data is as of December 31, 2021.
How we achieve our commitments

I&D councils
WTW has a global I&D council responsible for driving companywide action. It is co-sponsored by Carl Hess, our CEO, and Kristy Banas, our Chief Human Resources Officer.

Our regional I&D councils – with members from our geographies, businesses and functions – lead our I&D efforts around the world, with support from internal communication and HR colleagues, including our dedicated HR I&D team and our inclusion networks (employee resource groups). The councils help define our priorities and enable us to determine which efforts are most relevant to our colleagues and will provide the greatest impact.

Inclusion networks
WTW's colleague inclusion networks, started in 2013, are company-supported groups open to all colleagues. They are at the heart of helping drive our I&D strategy and helping us better connect to each other, our clients and the communities in which we live and work. They provide a platform for colleague dialogue as well as an opportunity for people to engage in and learn about I&D, expanding their understanding and appreciation of the value of a diverse and inclusive culture.

Our inclusion networks include:

- **Gender Equity**: Focuses on the career development and advancement of women and supports company efforts to achieve our Paradigm for Parity® commitment
- **LGBT+**: Focuses on the engagement of colleagues from across the diverse spectrums of sexual orientation and gender identity
- **Multicultural**: Focuses on cultural diversity and educates on differences in race, ethnicity, religion, language and culture
- **Workability**: Focuses on increasing understanding related to disability, wellbeing and health-related matters at work
- **Young Professionals**: Focuses on creating a community of connected, engaged, well-informed and career-confident young professionals

How we organize our efforts

We recently launched the Black Colleague Connection (BCC) under our Multicultural Inclusion Network (MCIN) in North America. It supports Black and African American colleagues and engages allies.

Our inclusion networks provide leadership opportunities as well as vital feedback and insight to help support our goal to recruit, retain and develop underrepresented talent. Throughout the year, the networks host inspirational and educational events to raise awareness for and celebrate our global diversity calendar or locally-recognized important days.

"The mission of the BCC is to provide an inclusive and safe forum for Black and African American colleagues and allies to connect and enhance the MCIN’s mission to recruit, develop and engage diverse talent at all levels.”

Alex Knights,
Associate Director of Health & Benefits and North America Black Colleague Connection Lead

[Image of a person with a laptop and papers]
Highlights of our focused actions

Our People: Leadership objectives
Creating an inclusive culture and working environment starts at the top and extends to all our colleagues. Our Board, Compensation Committee and Global Leadership Team have diverse representation and support I&D from the very top of our company.

In addition to companywide I&D objectives, our Global Leadership Team has a shared I&D goal to increase representation of female and racially diverse talent as part of their individual performance expectations and assessments, and these are measured by our Compensation Committee.

Our geography, segment and function leadership teams set I&D objectives annually so that as we continue to strive for better overall diversity on our leadership teams, we generate a more diverse talent pipeline coming into our company while promoting inclusive leadership and culture.

Our People: Recruitment
A key aspect of making our company more diverse starts with how we attract and retain colleagues, and it extends to the many ways we support their professional development and career growth.

In 2021, we launched our License to Hire training, giving hiring managers tools to be inclusive and mitigate bias throughout the recruitment process. The License to Hire e-module ensures all involved in the hiring process follow inclusive recruitment best practices, with the goal of attracting, assessing and hiring the most qualified candidates from the broadest and most diverse talent pools.

Our early-career hiring includes our award-winning apprenticeship program in Great Britain. Our recruitment marketing efforts focus specifically on attracting candidates from underrepresented backgrounds and, in 2021, 20% of our apprentice hires in Great Britain identified as coming from ethnic minority backgrounds.

Our License to Hire training can help anyone who is involved with recruiting and hiring. It includes practical and valuable pointers on how to avoid bias in the process. I loved that it was a combination of reminders and new ideas to consider. For example, I hadn't appreciated the impact of subtle word choices on who responds to a job posting. With more colleagues 'licensed to hire,' I'm sure we'll improve our ability to build inclusive and diverse teams.”

Julie Gebauer,
Global Head of Health, Wealth and Career

"
WTW's internship program offers approximately 300 placements annually in key markets across our geographies and businesses and pairs our interns with leaders across the company to broaden their exposure from day one. In 2021, we signed up to the #10,000 Black Interns initiative in Great Britain, a program designed to transform the horizons and prospects of young Black people in the U.K. by offering paid work experience as well as world-class training and development.

WTW's early-careers recruitment initiatives and partnerships fuel a pipeline of diverse talent to our company. We hire from more than 100 universities and job boards around the world to fill both internship and graduate positions. We also partner with a number of different organizations focused on advancing diverse talent – including The Posse Foundation and Handshake in North America and the Bright Network in Great Britain.

For our recruitment of experienced hires, we continue to build partnerships with companies that can help us attract more diversity into WTW. Two of our key partners are:

- MyGwork – the global recruitment and networking hub for LGBT+ professionals
- Where Women Work – which showcases the impressive work and achievements of women, while shining a spotlight on the companies that support them

These global partnerships are complemented by regional partnerships that focus on respective I&D priorities such as: Girls in Tech, Stepstone, International Association of Black Actuaries, Organization of Latino Actuaries, National African-American Insurance Association, De La Salle Benilde for our deaf hiring program and the Autism Society in Manila. In addition, we participate in a “Returns Program” in India and Great Britain to support women who want to return to the workplace after multi-year career breaks.

### Our People: Talent development

In addition to attracting diverse talent, we are committed to developing and promoting underrepresented talent to increase retention and our overall diversity in senior leadership. We provide a variety of resources to help our colleagues in their current roles and build new skills through our online learning portal, Percipio.

In 2021, we launched three new programs specifically for underrepresented talent:

- **The Next Three** – a global pay-it-forward development program giving continued development, exposure and opportunity to high potential women in our senior leadership pipeline (pilot)
- **The Career Accelerator** – a program aimed at high potential women further down our talent pipeline
- **SHE Leads** – a leadership program for mid-career females run by our Gender Equity Network

The Next Three has provided the opportunity to connect with senior leaders that you wouldn’t typically come across in a company of our size. It has created a platform for women with diverse experiences to build a community of peers, but also develop a meaningful relationship with an executive sponsor that will last well beyond the end of the program. These relationships have been instrumental in navigating career decisions.”

Mariam Haladjian, Senior Director of Client Management and The Next Three participant
Our People: COBALT program

Our COBALT (Creating Opportunities for Black, African American and Latinx Talent) program improves recruitment, engagement, retention and career development of African American, Black and Latinx colleagues in the U.S.

Over the last year, we have expanded the program to additional cities, and introduced an onboarding program to support diverse new hires and a mentorship program for diverse colleagues.

We also worked to increase diversity within our ranks by better preparing our hiring managers and increasing engagement with potential candidates through strategic partnerships and our Diversity Scholars Symposium. The symposium, held in May, was a three-day virtual event hosted by WTW to educate college students and recent college graduates about the insurance/risk management industry, and to help them to develop career skills, while offering career guidance and networking opportunities with members of our company.

Our People: Colleague engagement

To help drive an inclusive culture, we have developed and provided our colleagues a range of programs and resources to build understanding and drive progress in the workplace.

We know that embracing the perspectives, experience, insights and ideas from each of us makes us stronger together. Therefore, we announced 2021 as the Year of the Ally as part of our ongoing efforts to achieve greater diversity and foster a more inclusive culture. Throughout the year, we shared resources and tips on what allyship means and ran training sessions on how to activate allyship, with a focus on being an anti-racist ally, a gender ally, a neurodiversity ally and an LGBT+ ally.

Building a more inclusive culture takes courage, hard work and open minds. Our colleagues take actions every day to make a difference. We aligned our year-long focus on allyship with our Global Diversity Calendar and shared simple actions to create a more inclusive workplace and help each of us become a better ally.

We have robust resources on our I&D intranet, including education and training on inclusive behaviors, psychological safety, how to create and champion an inclusive culture, leading inclusively, how to have insightful conversations and ensure that all voices are heard, and many more. We see these resources as a part of our ongoing journey, and will continue to expand these efforts.

We also communicate with colleagues globally through our new I&D Yammer community, which we launched in 2021 to broaden awareness of our commitment and progress toward building an inclusive culture for all colleagues. This community highlights practical resources for all colleagues, shares updates on I&D initiatives and priorities, promotes our global I&D calendar of events and highlights various I&D activities and celebrations across the company.
Our People: Colleague wellbeing
At WTW, we’re committed to helping colleagues focus on their own wellbeing and support one another. In the last two years, we’ve added new physical, emotional and mental health resources (such as training for stress management, resiliency and mindfulness) and created a central wellbeing resources hub on our intranet that houses all our global resources and information.

Our Workplace: Respect at work
We want every colleague to feel they can bring their best selves to work every day, free from unproductive or limiting behaviors and actions that can stifle creativity, engagement and performance.

Since the initial launch of our Respect at Work pilot in Great Britain, we have run Respect at Work workshops with over 125 leaders, in conjunction with an external provider. The feedback has been extremely positive, and the topic has resonated even more amid the events of the last two years. In 2021, we adapted the training to make it accessible to all colleagues in Great Britain, bringing to life the importance of being respectful and inclusive and providing resources for colleague support, and we are looking to expand the program to other regions in 2022.

Our Workplace: Racial diversity
As part of our efforts to create a work environment where colleagues can bring their best selves to work, our Global Leadership Team has committed to take substantive actions in three key areas to complement our overall global I&D priorities:

- Increase cultural awareness of race within WTW
- Train leaders and managers to continue to be more effective in building, managing, engaging and developing racially diverse teams
- Update our key talent processes, programs and policies to continuously improve the talent experience for African American and Black colleagues, and other minority ethnic groups

This work continued throughout 2021 as we embedded this focus into our overall I&D strategy, strengthening connections with organizations such as the International Association of Black Actuaries, the Organization of Latino Actuaries, the Posse Foundation and the All Stars Project, providing scholarships and internship opportunities for young people of color.

The needs around racial equity vary around the world. As such, our geography-specific leadership teams and I&D councils are working together to identify and implement actions to address local needs.

“Respect is a core value at WTW. We listen and learn from each other. We don’t tolerate discrimination or bigotry. We work to expand inclusion and diversity, addressing inequities and promoting fairness in our own company, those with which we work and in the communities in which we operate.”
Anne Bodnar,
Chief Administrative Officer
Australia Reconciliation Action Plan
WTW has established its first Reconciliation Action Plan (RAP), the formal adoption of a framework to support Aboriginal and Torres Strait Islander peoples.

In Australia, it has never been more important to demonstrate an authentic commitment to understand the nation’s history, to build deeper relationships within the communities in which we operate and to provide meaningful opportunities to Aboriginal and Torres Strait Islander peoples, especially in the areas of employment and enterprise.

Supplier diversity
Meaningful change doesn’t happen overnight. We encourage everyone we work with – colleagues, suppliers, clients and candidates – to continue to engage with us regarding our commitment. WTW embraces supplier diversity and provides all businesses with an opportunity to participate in the procurement process. We recognize that having a diverse supplier pool is a major competitive advantage and a powerful business tool. Just as diverse colleagues bring different viewpoints and fresh perspectives to the table, so do diverse suppliers. Everyone benefits: our clients, the community, our colleagues and our company.

Our People: LGBT+
WTW has long been an advocate and champion of LGBT+ inclusion in our workplace. We support our LGBT+ community in a holistic way, ensuring our lens is inclusive and geographically relevant. By celebrating Pride month in June – and once again moving our programming to a virtual delivery – we had the opportunity to connect and celebrate the LGBT+ community and the true spirit of Pride.

In addition, to support our transgender colleagues we provide Transitioning at Work guidelines for colleagues, managers and HR, and encourage all colleagues to add their pronouns to their email signatures as well as in introductions during meetings.
Our People: Disabilities
We strive to provide a safe, inclusive and accessible workplace. Our membership in The Valuable 500, a global movement advocating for private sector disability inclusion, has helped us define our commitments to disability and guide us on our journey, focusing on:

- Educating and raising awareness around disability
- Equipping our colleagues with the skills and knowledge they need to be more inclusive of people with disabilities
- Ensuring our working environment is accessible, inclusive and welcoming for all as we develop a more seamless process for workplace adjustments
- Equipping our managers with best practices for hiring, management and development of neurodiverse colleagues
- Scaling our approach to recruiting and retaining adults with autism

In 2021, we worked to make our digital working environment more accessible:

- For all virtual livestream events, we have enabled closed captioning as a standard to make broadcast content more accessible.
- By using the new presentation features in Teams, colleagues can now access real-time translation of the presented slides into several languages and have the option to turn on high contrast in presentations.
- With the new feature to show the order of the digitally raised hands in a Teams meeting, discussions in meetings can become more inclusive and ensures all participants can actively participate.

Naturally we provide reasonable accommodations; in addition, we have built awareness and promoted education by inviting external experts to speak with our colleagues around the globe during key moments, such as World Mental Health Day and International Day of People with Disabilities. We also offer live training that gives colleagues an overview of accessibility and digital inclusion features in our digital workplace.

“The Workability Inclusion Network supports colleagues with diverse physical, neurological and emotional abilities and promotes a culture of support. The network covers emotional wellbeing, neurodiversity, and visible and invisible disabilities through education and support initiatives.”

Lisa Alkon, Managing Director of Pension Outsourcing and North America Workability Inclusion Network Chair
Recognition, awards and partnerships

We benchmark against other companies and industry metrics to monitor and review our I&D progress. We are proud of the programs we participate in and the recognition we’ve received, including:

- Since 2019, WTW has qualified for the Bloomberg Gender Equality Index, which recognizes organizations who are trailblazers in their commitment to transparency in workplace gender reporting.
- In January 2021, WTW became one of the 44 founding members of the World Economic Forum’s Racial Justice in Business Initiative. The purpose of this initiative is to build more equitable and just workplaces for professionals with underrepresented racial and ethnic identities.
- WTW is a member of the Valuable 500, which works to ensure disability inclusion is on business leadership agendas across the globe.
- WTW is a global festival partner of Dive In: The Festival for Diversity and Inclusion in Insurance. Supporting the festival since its inception in 2015, WTW colleagues worldwide collaborate with insurance industry peers and clients to lead local committees on the planning and launch of 100+ festival events each year, attracting thousands of participants worldwide (30,000+ across 30+ countries in 2021).
- In 2021, we were recognized by the Human Rights Campaign (HRC) Foundation as a “Best Place to Work” for LGBT+ equality for the eighth year running, earning a top score of 100 in its Corporate Equality Index (CEI), a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality.
- WTW is a member of Stonewall’s Diversity Champions program, Great Britain’s leading best-practice employers’ forum for sexual orientation and gender identity equality. As a member, we benefit from expertise and guidance from Stonewall’s diversity advisors, as well as access to best practices, seminars and networking opportunities.

We’re thrilled to receive another perfect CEI score. We’re committed to providing an inclusive work environment, where individuals feel comfortable bringing their whole selves to work and this recognition is a testament to that. We will continue to support our LGBT+ colleagues and address the important LGBT+ issues that arise in today’s workplace.”

Alicia Speight, Florida Market Leader and North America Out@WTW Lead
WTW has actively worked with **Out & Equal**, a national organization focused on creating a culture of belonging for all through LGBT+ workplace equality.

WTW has partnered with the **International Association of Black Actuaries (IABA)** to increase the number and career development of Black actuaries. We serve as a member of the Corporate Advisory Council to help set the agenda and focus of the IABA including building strong connections with the actuarial community and helping to develop leaders through mentorship and professional development opportunities.

WTW has partnered with **Organization of Latino Actuaries (OLA)** whose mission is to increase the number of Latino Actuaries by promoting the profession and providing guidance, mentorship and networking opportunities. We participate in finding Latino actuarial students/candidates to mentor and help navigate as they start their actuarial journey, promote the Actuarial Profession by attending events at high schools, universities, candidate days at actuarial events, and facilitate Corporate Visits where candidates visit our offices for a full day of activities.

We’re proud of all we’ve achieved so far and committed to the journey ahead. Whether you’re a shareholder, a client, a colleague or someone thinking about joining WTW, we encourage you to ask us questions and share your ideas. Our philosophy of being better together extends to listening and learning from others as we continue our journey.

---

**Jenifer Denby**  
Global Head of Inclusion and Diversity  
jenifer.denby@WillisTowersWatson.com
About WTW
At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organisational resilience, motivate your workforce and maximise performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at wtwco.com.