



WTW is committed to giving everyone – people of all genders and all backgrounds – equal opportunity to participate, unlock their full potential and succeed. Inclusion and diversity strengthen our business and benefit both our clients and our colleagues.

Our 2021 Gender Pay Gap (GPG) report is our fifth report. It details the salary and bonus gap between male and female colleagues at WTW across the UK.

Importantly, we remain committed to transparency in this area and to keep colleagues updated of our progress and some of the challenges we are facing in these changing times.

Consistent with many of our competitors and our sector, we continue to record a gender pay gap that is higher than we would like and not reflective of the company that we aspire to be. We set out the reasons for this and, more importantly, what we are doing about it, in this report.

#### **First, the headline numbers:**

The mean gender pay gap for WTW in the UK is 37.0%, which represents a small increase of 0.4% compared to 2020.

- In Towers Watson Limited, the mean gender pay gap is 31.3%, which is a slight improvement of 1.7%.
- In Willis Limited, the overall mean gender pay gap remains high at 39.8% and 1.4% higher than last year.

We faced a particularly challenging year, and this has had some impact on our gender pay gap being higher than we would like. As a company, we are determined to continue our efforts and will not be deterred by a challenging set of results.

This is the fifth year of reporting and whilst the slight increase from last year is disappointing, we still see an overall improvement in our mean gender pay gap from where we started. In 2017 we reported a mean gender pay gap of 42.0% and our improvement of 5% demonstrates solid overall progress. And, we are determined to continue improvement over the coming years. This report is based on pay data from April 2021 and we have continued to work on a number of actions since then, which we hope will be reflected in an improvement to our scores for the 2022 report.

We provide men and women with equal pay for equal roles. The reason for our gender pay gap is the size and shape of our workforce. We have a higher number of men than women in senior roles, and therefore in higher paid positions. We also have more women than men in junior roles, which has a further effect. The combination of these result in average male pay being higher than average female pay overall, resulting in a gender pay gap. Both hourly pay and bonus gaps reflect this.

We know that closing the gender pay gap will require time. Men outnumber women after the first step up into a managerial role, and therefore there are fewer women available internally for progression to senior management roles. Even as our hiring and promotion rates improve, to close our gender pay gap, we need gender parity across our population. This will take time, determination and commitment from across the Company to close the gender pay gap as quickly as possible.



Making progress requires commitments from many different angles. Over the last five years, we have implemented several changes and initiatives and talked about our gender pay gap with our company board of directors, leadership team, and colleagues to raise awareness and seek their input. We are striving to accelerate this rate of improvement in the coming years, and we all have a part to play in achieving this as we work towards our Paradigm for Parity commitment to achieve gender parity in senior leadership by 2030.

While the focus of this report is on pay differences between males and females, our commitment to inclusion and diversity extends beyond gender. We want every colleague at Willis Towers Watson to be able to bring their best selves to work every day from many different backgrounds. To do that, we continue to focus on building a culture of inclusivity and embedding inclusion and diversity into everything we do.

All these actions are a collective responsibility but start with leadership. In addition to enterprise I&D objectives, our leadership team has a shared I&D goal to increase representation of female and racially diverse talent as part of their individual performance expectation and assessment.

Our leaders set I&D objectives annually to strive for better overall diversity on our leadership teams, and a more diverse talent pipeline coming into our company, while promoting inclusive leadership and culture.

As leaders, we will continue to hold our inclusion and diversity agenda at the heart of our business strategy and accelerate the plans to deliver that strategy. We also need the support of our colleagues to stay open to change, support our activities and keep challenging the status quo.

**Declaration**

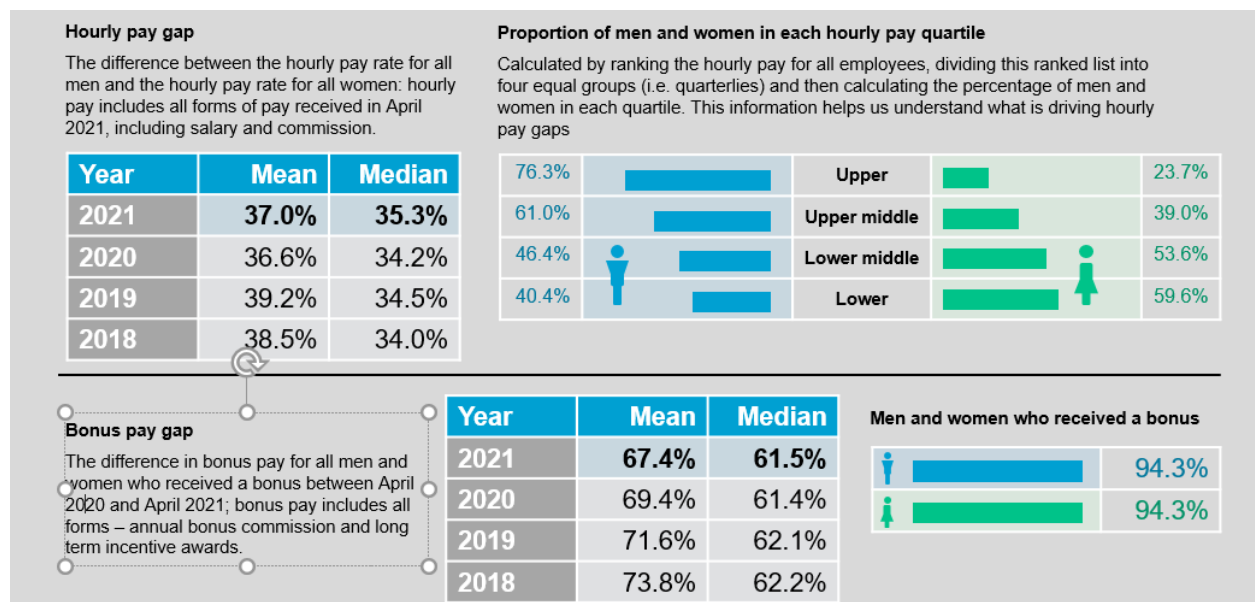
We confirm that the information and data provided under Breakdown by Legal Entities is accurate and in line with regulatory requirements.

**Alistair Swift** Head of Global Lines of Business & *CEO Willis Limited*

**John Ball** GB Country Leader & *CEO Towers Watson Limited*

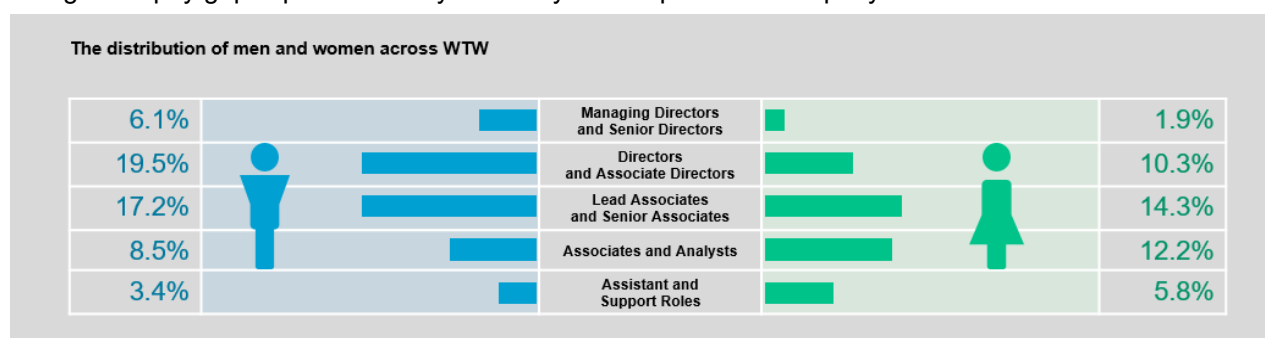
## Our Gender Pay Gap

Below are the April 2021 gender pay gap numbers for WTW in the UK.



## Understanding our Results

Our gender pay gap is predominantly driven by the shape of our company.



The past 12 months have been a challenging time for the Company and for our industry sector. Our results reflect this to some degree – more specifically, the ratio of females at our Managing Director and Senior Director level fell by 1% since 2020. Consequently, we still have significantly more men than women in senior roles that attract higher remuneration, and this is the main reason for the size of the gender pay gap. We're focused on closing this by developing and hiring more women into senior roles across our organisation. Recent attrition provides an opportunity to hire more mid and senior level women, as well as other under-represented talent, leveraging our inclusive recruitment guidelines and resources.

## Actions to narrow our gender pay gap

We focus on attracting and hiring underrepresented talent, developing and promoting internal talent and promoting an inclusive culture and work environment.

We have three key areas of focus to help close our gender pay gap:

### Attract and Hire

We're focused on embedding our inclusive recruitment guidance. This includes:

- Ensuring that our hiring managers follow our inclusive recruitment guidelines to run objective hiring processes with a diverse slate of candidates and structured interviews to mitigate bias
- Reviewing job adverts and descriptions to make them more appealing for all applicants, for example by offering greater levels of flexibility around when and where work is performed
- Training our hiring managers to ensure effective diverse hiring through our "License to Hire" initiative
- Developing broader relationships with external organisations to increase our routes to a greater diversity of candidates
- Focusing on skills and competency requirements for roles on an equal footing to industry experience and technical knowledge

As we increase our use of diverse slates and interview panels, we are also increasing the scrutiny of these processes to review how our hiring managers are meeting these expectations, and how it is making a difference to our hiring. With this data, we can work with hiring managers and teams who struggle to attract diverse talent and take actions to support their improvement going forward.

There is more to do to embed this further into the company, and it will remain a priority for 2022.

### Develop and Promote

Our targeted development programs are designed and managed to accelerate growth and promotion of underrepresented talent. Since our last report, we have made good progress in several areas:

- We launched and continue to embed a new Talent Review approach, which uses a consistent methodology to assess talent and identify development priorities with a focus on creating development plans to help underrepresented talent progress through our company.
- In 2021 we launched The Next Three – a pilot global leadership programme giving continued development, visibility and assignment opportunities to high potential women in our leadership pipeline.
- We continue to expand resources available to our Gender Equity Inclusion Network and business areas including Reimagining Mentoring and Navigating Your Career.
- We have continued with established leadership development programs, driving highly diverse participation, such as the Emerging Leaders program which has over 50% female representation.

We also have robust career development offerings and resources targeted entry and middle management to ensure improved internal mobility across our talent pipeline.

## Inclusive Leadership and Culture

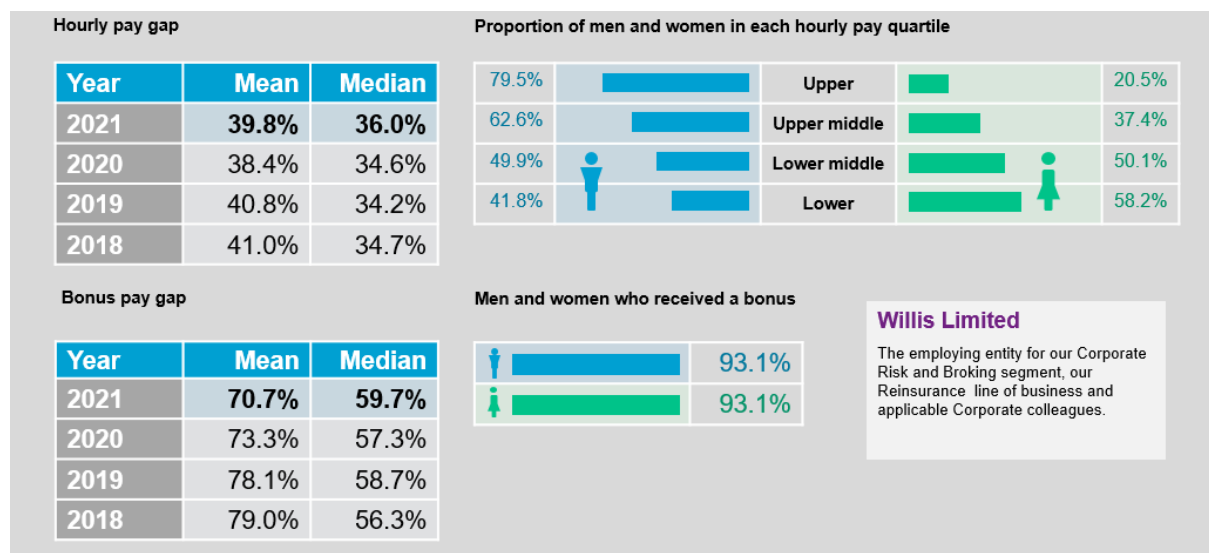
To further encourage an inclusive culture at WTW in the UK, we continue to engage our colleagues through many ways including:

- Our diversity calendar events, communications and inclusion networks. The membership of our networks continues to grow year on year and increasingly we are partnering with them to deliver programmes and activities that support our goals to recruit, retain and develop underrepresented talent.
- Our continued focus on Respect at Work, including our Let's Talk about Respect workshops, bringing to life the importance of behaving in a respectful and inclusive way. This program includes "guardian" roles, who offer informal support for colleagues where appropriate.

We remain committed to rolling out inclusive leadership materials and unconscious bias and inclusion workshops, together with progressing the development of other resources that encourage broad colleague thinking and enhance our culture.

## Breakdown by legal entity

### Willis Limited





## Breakdown by legal entity

### Towers Watson Limited

