



Inclusion & Diversity

Report 2025

CONTENT

- 2 A word from our leader
- 3 Our values
- 4 Gender balance
- 5 Age balance
- 5 Compensation & Benefits
 - Corporate Risk & Broking
 - Health & Benefits
 - Total WTW Norway
- 9 How we organize efforts
- 12 I&D achievements 2024
- 14 Our I&D priorities for 2025

1 A WORD FROM OUR LEADER

WTW remains committed to fostering an inclusive and respectful workplace where all colleagues are treated fairly and equitably. In Norway, this commitment is also grounded in our responsibility to comply with national legislation, including the **Transparency Act**, the **Accounting Act**, and the **Equality and Anti-Discrimination Act**.

We have continued to highlight the importance of inclusion and belonging in our internal communications and activities. We aim to ensure that all colleagues feel supported, valued, and connected in their work environment. This aligns with our broader obligations to promote equality and prevent discrimination, as required by Norwegian law.

To support this effort, our new **Belonging Guide** outlines how we understand and promote a sense of belonging at WTW. The guide provides practical actions and insights that help embed inclusive practices into our daily work. It also reflects our commitment to transparency and accountability, in line with the **Transparency Act**, which requires companies to conduct and report on due diligence related to human rights and decent working conditions in their operations and supply chains

In accordance with the **Equality and Anti-Discrimination Act**, we regularly assess and report on gender equality and diversity in our organization. This includes publishing an annual statement on the status of equality, identifying risks of discrimination, and implementing measures to promote a more inclusive workplace

We want every colleague to feel they belong at WTW every day. We believe that our differences make us stronger, and that fostering a culture of openness and respect is not only the right thing to do—it is also essential to delivering better outcomes for our clients and colleagues.

This is the essence of One WTW.

On behalf of **wtw**

Erik Mellbye
Head of WTW Norway



2 OUR VALUES

In WTW we create sustainable solutions to protect our clients from risk to their people, business and the environment. We are proud of our values and we are sure our values are core and necessary to help our efforts towards a more including and diverse work force:



Respect

We listen 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 and decency.



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 organization and with people we interact - including clients, shareholders, regulators and each other for our actions.



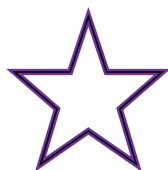
Client Focused

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



Teamwork

When you get one of us, you get all of us. In every interaction and with every solution, we act in our clients best interest – striving to understand their needs, respecting their perspectives and exceeding their expectations.



Excellence

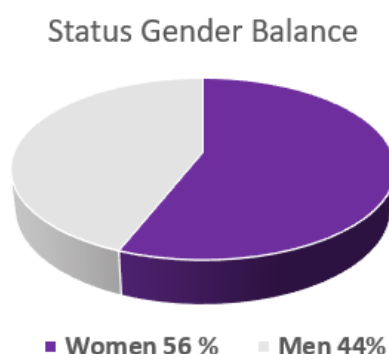
We strive to lead and sustain excellence. Most importantly, this means our unwavering commitment to professional development and personal growth for our people. Our colleagues take responsibility to develop their expertise, competence and professional stature, while the company invest in the tools and opportunities that allow for development. In business, we place an unrelenting focus on innovation, quality and risk management.

With the values above in mind our ambition is to be the largest, most profitable and preferred broker in Norway – and to be the preferred place to work in the broking industry. The WTW values are our guidelines and serve as a compass for all our employees and operations towards colleagues, clients, carriers and business partners.

3 GENDER BALANCE

As per December 31st, 2024, WTW Norway employed 132 people (137 people per December 31st, 2023), the working environment is good, as also demonstrated through our All-Employee Engagement Surveys, with a total sick leave at 3,8% (2022: 3,7%) (2,9% long term – 0,9% short term). None of the long-term cases were work related.

Our goal is to continue living our ambition as a company with a full gender balance at all levels across our organization. As per 31st of December 2024 Wills Towers Watson employed 74 women and 58 men (2023: 78 women and 59 men). You can see our overall statistics below:

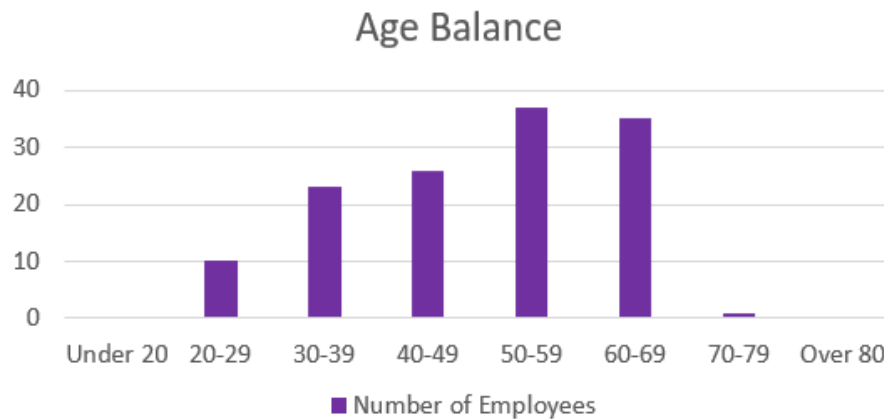


Gender Balance Given in numbers		Non-permanent Employees Given in percentage over total number of employees		Parental Leave Given in total of weeks of parental leave		Part-time Employees Given in percentage over total number of employees		Non-voluntary Part-time Employees Given in percentage over total number of employees		Recruitment	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
74	58	0,8%	1,5%	21	0	2,3%	1,5%	0%	0%	6	10

WTW encourages all employees to make full use of their parental rights in accordance with the Norwegian legislation. Both our female and male employees take full advantage of their parental leave, and we have excellent cooperation with them during that time to ensure they take the time they need and are entitled to with their families.

4 AGE BALANCE

The table below shows the age composition at WTW Norway per 31.12.2024:



In compliance with the Norwegian labor act, all WTW Norway's employees will retire at latest at the age of 70. WTW Norway's ambition is that all employees work and contribute to our operations until they turn 70. In order to achieve this ambition and ensure that the employee experience the last 10 years is motivating, productive and developing, the manager must conduct an employee interview when the employee turns 60. The purpose of the senior interviews is to together find out how to utilize the competence and experience among the senior employees in the best way this last leg of the work journey and to achieve the necessary predictability for the employee over the next ten years.

As of 31st of December 2024, WTW Norway employed 34 employees over the age of 60. One of those employees are over the age of 70 (on special work projects).

5 COMPENSATION AND BENEFITS

WTW's compensation & benefit strategy (Comp & Ben) supports the company's values and strategy in general, but also with a particular focus on the people & talent dimension; Attract, develop, and retain talent.

WTW's pay strategy is pay for performance. WTW has carried out a salary survey by gender and the details are shown in the table below as per 31st of December 2024:

[continues on the next page]

	Gender balance in the different position levels/ groups		Salary difference Women's share of men's wages is stated in percentage			
	Women	Menn	Cash Benefits			Benefits in Kind
			Total Cash Benefits	Agreed/Fixed Salary	Bonus	Total Taxable Benefits in Kind
Total	74	58	71%	73%	37%	68%
Level 38	1	2	98%	89%	128%	95%
Level 43	3	10	68%	84%	44%	104%
Level 48	18	25	95%	93%	117%	105%
Level 53	3	5	90%	87%	113%	84%
Level 58	10	3	97%	96%	79%	99%
Level 63	15	3	98%	94%	96%	89%
Level 68	18	6	85%	83%	94%	83%
Level 73	4	0	N/A	N/A	N/A	N/A
Level 83	1	1	80%	80%	N/A*	76%
Level 99	1	2	100	100%	N/A**	N/A

*Colleagues in this category were hired “off-cycle” and therefore did not have full bonus eligibility.

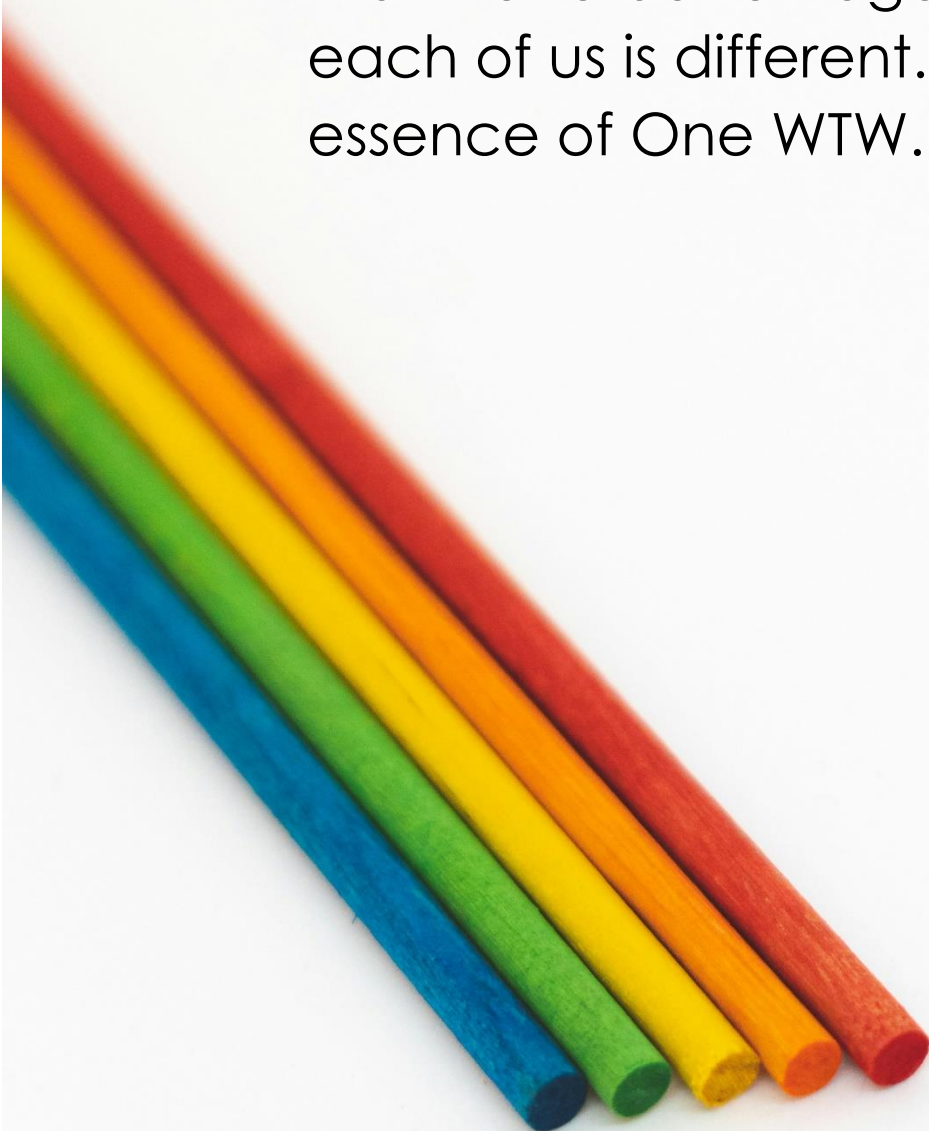
** Level 99 (interns) are not eligible for bonus.

While the number of women in senior career levels in WTW Norway are steadfastly increasing year by year, and more so in the last couple of years, WTW Norway acknowledge that there is still work that needs to be done in order to remediate remaining gaps regarding inter alia average pay numbers.

The WTW Norway Board of Directors, WTW Norway’s Executive Leadership Group, HR and the workers council will keep on focusing on these issues in the years to come. The Executive Leadership Group will also use the coming years to carve out a strategy to make sure that going forward, we are applying the right set of actions to remediate differences and make sure that going forward differences of any kind are addressed in a proper manner.

We want **every colleague** to feel they can belong at WTW **every day**, and that we're better together because each of us is different. This is the essence of One WTW.

- Jen Denby
Global Head of Inclusion
and Diversity



6 HOW WE ORGANIZE OUR EFFORTS

I&D councils

WTW's global and regional I&D councils – with members from WTW geographies, businesses and functions – and our leadership team support the direction of the multiyear strategy through initiatives that align with the company's priorities. The councils define our areas of focus and determine which efforts are most relevant to our colleagues and will provide the greatest impact. The global I&D council is co-sponsored by Carl Hess, CEO and Kristi Banas (Chief Human Resources Officer).

Objectives and goals

WTW put I&D processes in place across all our talent activities to align outcomes with our values and progress our diversity goals. We hold ourselves accountable by including I&D in our annual goals and business scorecards:

- Each segment, geography and global function leadership team has I&D objectives outlined in their business scorecards to ensure WTW monitor progress.
- People managers have I&D objectives that focus on the effective engagement, development and retention of colleagues.
- All colleagues are encouraged to include an I&D related objective when setting goals for the year, and sample goals are provided that relate to WTW's annual I&D priorities.

Oversight of our I&D aspirational goals and progress is embedded into our business- led quarterly business reviews.

Events

Throughout the year, the networks host inspirational and educational event to raise awareness, recognize event on our global diversity calendar and celebrate locally important days. Our calendar enables us to broaden the scope of our messaging while continuing to reinforce the importance of these observances:

Month	Event
March	International Women's Day - #AccelerateAction
March/April	Neurodiversity Celebration Week
May	World Day for Cultural Diversity
June	LGBT+ Pride Month
September	Dive In Festival
October	World Mental Health Day
December	International Day of Persons with Disabilities

Inclusion networks

Operational since 2013, these networks are important for WTW in order to drive and help with our I&D strategy. They provide a platform for college dialog 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:

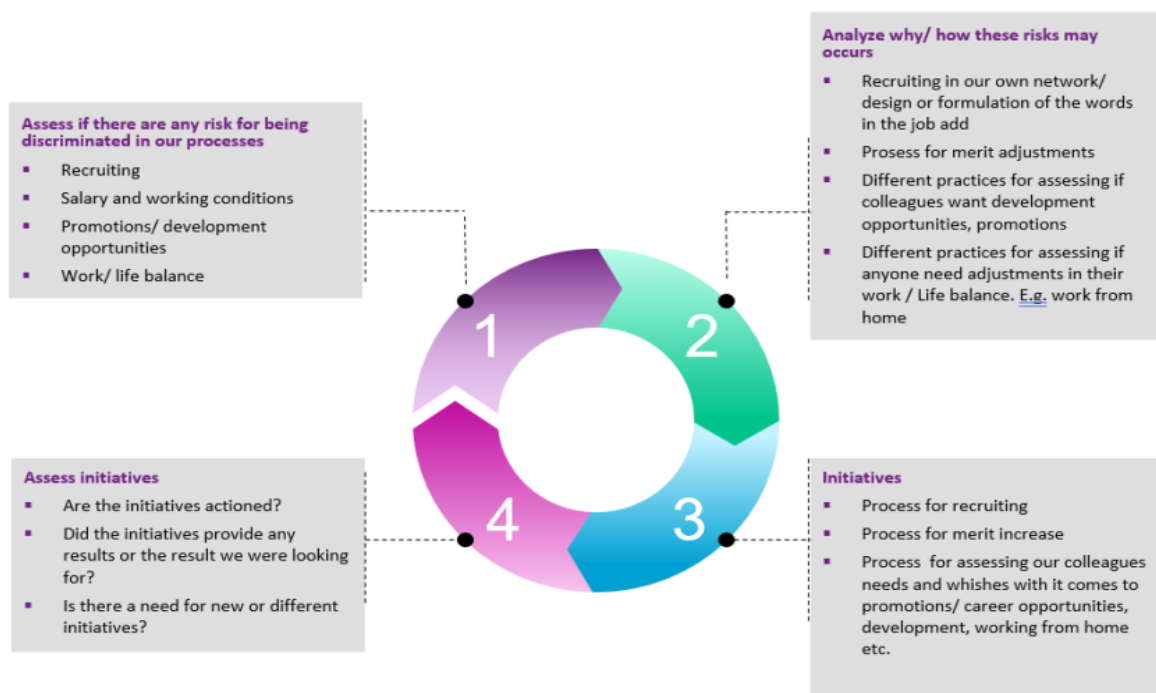
- **Gender Equity:** focuses on the career development and advancement of women and supports company efforts to achieve our Paradigm for Parity commitment.
- **LGBT+:** focuses on the engagement of colleagues from across the diverse spectrums of sexual orientation and gender identity.
- **Multicultural:** 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.
- **Early Career Professionals:** focuses on creating a community of connected, engaged, well-informed and career confident professionals.

Identifying and mitigating I&D-risks

The board of WTW Norway, WTW Norway's CEO, HR and the workers council have worked together on a regular basis and identify operational areas where discrimination may arise and agreed relevant preventive and mitigation activities.

The Head of WTW Norway, HR and the workers council meet on a regular basis, or if/when required in order to discuss challenges and solutions to continuously improve the Inclusion and diversity work.

The following cycle shows the special areas WTW has identified as special operational risks related to discrimination, how this risk may occur, different initiatives in order to reduce the risk and how to mitigate and analyse the risk:



Leadership

All leaders have a particular responsibility to actively promote I&D as part of our company culture and I&D is included as an objective in the people dimension. WTW has an absolute zero tolerance for harassment of any kind and WTW has established internal procedures for reporting deviations from the above as well as Speak Up/Whistleblowing procedures which comply with Norwegian law.

All managers have been trained with regard to handling whistleblowing matters. As part of the WTW training, all employees have access to training regarding Unconscious Bias & Inclusion as part of their onboarding.

Hiring process

WTW believe attracting, hiring and retaining diverse talent is key to our success. We believe diverse teams are more creative and innovative, and a diverse workforce creates more opportunities for professional growth and development.

“The right person in the right position” is our hiring mantra and we focus on expertise, experience, education and personal skills in our hiring process. In addition our I&D analyses is an important element to secure our ambition to mirror the Norwegian work life and community.

To secure neutral gender job descriptions WTW applies the tool “Gender Decoder” during the hiring process and we underline the importance of I&D in all job advertisement.

During the hiring process WTW has adopted standardized procedures and processes to secure an equal opportunity approach. The selection criteria are aligned with the role description, we apply standardized interview templates/questionnaires, gender balanced interview panels and we differentiate interview panels from the first and second interview. For hiring senior and management roles there are additional requirements and procedures in place.

Every position and role in WTW have a gender neutral title and job description which comprise relevant information for the position, i.e. responsibilities, tasks, reporting lines, authorities etc.

Career plans and individual development

Attract, develop and retain talent is key to WTW in our efforts to achieve our ambitions to be the preferred place to work in the broking industry. WTW have developed a system/tool to secure a structured approach to create clarity, predictability and commitment for individual and personal development plans and enable our employees to achieve their career ambitions. All plans are based on annual one to one meetings where plans and documentation are stored and followed up in our Talent/Reward platform.

WTW build our training and development activities on 70-20-10 philosophy: 70 % in the job training / 20 % informal learning (learning from colleagues or others) / 10 % formal learning or professional development. A part of this philosophy is to build teams of people with different backgrounds, expertise and connect people across countries, cultures, and continents. In addition, we have rolled out WTW Academy that will provide training and development for all WTW employees on a regular basis.

WTW Norway plays an active role in the Norwegian Broking association and are engaged licensing of insurance brokers. WTW has an ambition that all brokers are authorized.

Work life balance

In WTW Norway the normal working hours are from 08:00 – 15:30 with core working time from 09:00 – 15:00. That being said WTW practices flexible working hours which gives our employees the opportunity to plan and combine work and family life in a good way. This is an integrated part of our ESG strategy where we focus on these key areas:

- **Work-life balance:** WTW believe that having a well-balanced working culture allowing flexibility for our employees will provide happier and more effective employees.
- **Health:** access to certain benefits for all employees, such as health and travel insurance, we believe ensures a safe and inclusive work environment.
- **Training:** during 2023 WTW Norway has established a Social Club providing access to exercise of different activities for all employees. In addition, all employees have access to state of the art training facilities at the office.
- **CO2 emissions:** we have implemented a strategy where technology has allowed us to travel less and we have abolished the company car solution. Every year we track our carbon footprint and with support from the company CEMAsys we document our this thorough a report.

WTW Work Styles

WTW Work Styles is the approach to how we work. The framework has flexibility at its core and it is based on the idea that work itself drives where and how the work gets done. As we grow, simplify and transform WTW, this cultural shift is a differentiator for us in the market and will be an important part of our ongoing strategy to attract and retain top talent.

The framework includes three distinct working solutions and apply to all colleagues globally:

- Office
- Hybrid
- Remote

In Norway we have decided that the hybrid model reflects the way we operate, and this model allows for our business needs to be met and for our colleagues to achieve their work-life balance that we consider to be essential for their continuous performance, growth and development. This is also the core of our I&D culture ensuring that our working style allows for flexibility in our colleague's everyday life and needs.

Belonging

At WTW we want our colleagues to feel a stronger sense of belonging by feeling supported, valued, comfortable and connected at work. We want belonging to be embedded in our company culture, empowering everyone to be authentic, curious and bold. In that regard WTW has provided a global Belonging Guide to underline our commitment within this field.

7 I&D ACHIEVEMENTS IN 2024

Promote Inclusion: in 2024 WTW launched a new module to its Manager Effectiveness Academy called "Promote Inclusion".

Social Media: a total of 28 social media posts was posted by and on official WTW accounts. This led to 293 261 impressions, 4 738 reactions and 583 shares. The most engaging posts were related to posts for Pride Month.

Belonging: during the Pulse survey conducted in 2024, 80 % of the people asked gave WTW a favourable score for "Belonging".

I&D Training: 2 359 colleagues completed the I&D core curriculum in 2024. Over 900 colleagues completed the enhanced License to Hire training.

RISE: supported 22 RISE (Ready to Inspire, Succeed and Elevate) participants in NA and 96 LEAP (Leadership Effectiveness Accelerator Program).

Dive In Festival: WTW celebrate eighth year as a Global Festival Partner. 1600+ colleagues attended events. 30 000+ saw the WTW logo at the events. 37 events featured WTW speakers, panellists or facilitators.



Best Place to Work for
LGBT+ Equality – Mexico
2024

MEJORES LUGARES PARA TRABAJAR LGBTQ+
HRC EQUIDAD MX. | 2024

 **Bloomberg Gender
Equality Score as of
2024; 6.3**
with 10 being the best score



Stonewall U.K.
LGBTQ+
inclusive
employer



Women in Governance

La Gouvernance au Féminin

Parity Certification

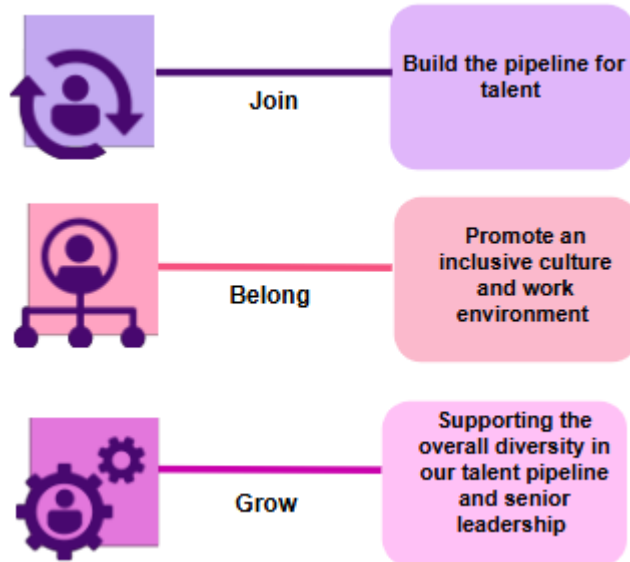
2018 – 2023






**Forbes Best Employers
for Women
2024**

8 OUR I&D PRIORITIES FOR 2025

We are dedicated to ensuring our values and I&D commitments are reflected in every interaction and throughout our colleague experience. To achieve this, WTW will focus on these three key areas in 2025:



To achieve our goals within each area, WTW will focus on the following steps and actions in 2025:

 Join Build the pipeline for talent	 Belong Promote and inclusive culture	 Grow Support the overall diversity of senior leadership and throughout our talent pipeline
<ul style="list-style-type: none"> • Continue promoting License to Hire training to all people managers by embedding in recruitment process • Continue building and evaluating regional relationships with new diverse sourcing pools and strengthening existing relationships (regional and global) • Promote our commitment to I&D through recruitment efforts (including attendance at and sponsorship of recruitment events to attract diverse talent) and social media channels 	<ul style="list-style-type: none"> • Leverage the global diversity calendar to educate, raise awareness, share colleague stories and engage new colleagues in I&D activities • Continue promoting the I&D Core Curriculum to build fundamental I&D skills for all colleagues • Launch an internal communication campaign to keep colleagues apprised of I&D efforts and activity, including a new Belonging Guide • Facilitate a more seamless process for workplace adjustments 	<ul style="list-style-type: none"> • Build our talent pipeline by leveraging existing resources and talent processes to enable the development of and opportunities for talent • Continue supporting the evolution of the Leadership Effectiveness Acceleration Program (LEAP), the Career Architect Program (CAP) and Ready to Inspire, Succeed and Elevate (RISE) • Continue embedding I&D principles into the talent lifecycle • Integrate I&D content into the new leader and manager induction programs, and continue integrating content into the Manager Effectiveness Virtual Academy

Going forward we believe our focus within these areas will make us better in tackling the uncertainties we will experience in the future and this focus will make us better to understand our clients and colleagues needs in order for us to transform tomorrows.

At WTW we foster an inclusive culture where every colleague feels valued and feel a sense of belonging. In 2025 we feel this is maybe more important than ever.