

Ireland Gender Pay Gap Report 2025

WTW is committed to giving everyone equal opportunity to participate, unlock their full potential and succeed. Inclusion, belonging and diversity (I&D) strengthen our business and benefits all stakeholders including our clients and colleagues.

Our commitment to I&D extends beyond gender. We want every colleague at WTW to be empowered to bring their authentic self to work every day. To do that, we continue to build a culture of belonging and inclusivity and embed that culture into our talent processes. This is a collective responsibility that starts with leadership modelling the right behaviours and setting a strong example to colleagues.

We will continue to hold our I&D agenda at the centre of our business strategy. We value everyone's unique identity, experiences, wellbeing and individual needs.

Based on pay data from June 2025, this summary report details the salary and bonus gaps between male and female colleagues at WTW across Ireland. In this report, we provide data on male and female gender identities, as set out in government regulations for calculating gender pay gaps. However, we recognize gender is not binary and some of our colleagues may not identify as male or female. We support the fair treatment and reward of all colleagues, irrespective of gender identity, and continue to promote an inclusive culture for all colleagues.

Consistent with many of our competitors and sector, our gender pay gap is higher than we would like and not reflective of the company we aspire to be. The reasons for this, and the actions we are taking to address it, are outlined in this report.

The headline numbers

The mean gender pay gap for WTW in Ireland is 34.7%, an increase of 1.4% compared to 2024. This is largely due to the small absolute number of senior leaders, where single hires and exits have a meaningful impact on our pay gap ratio. Although this year the overall pay gap has increased, we have still made progress overall since reporting was introduced in 2022 (38.3% to 34.7%). Whilst over time we are heading in a positive direction, we know that change takes time and intention. Compared to 2024:

- In **Willis Towers Watson Insurances (Ireland) Limited**, the mean gender pay gap is 43.8%, an increase of 4.3% over 2024.
- In **Willis Towers Watson (Ireland) Limited**, the mean gender pay gap is 23.6%, an increase of 1.9% over 2024.

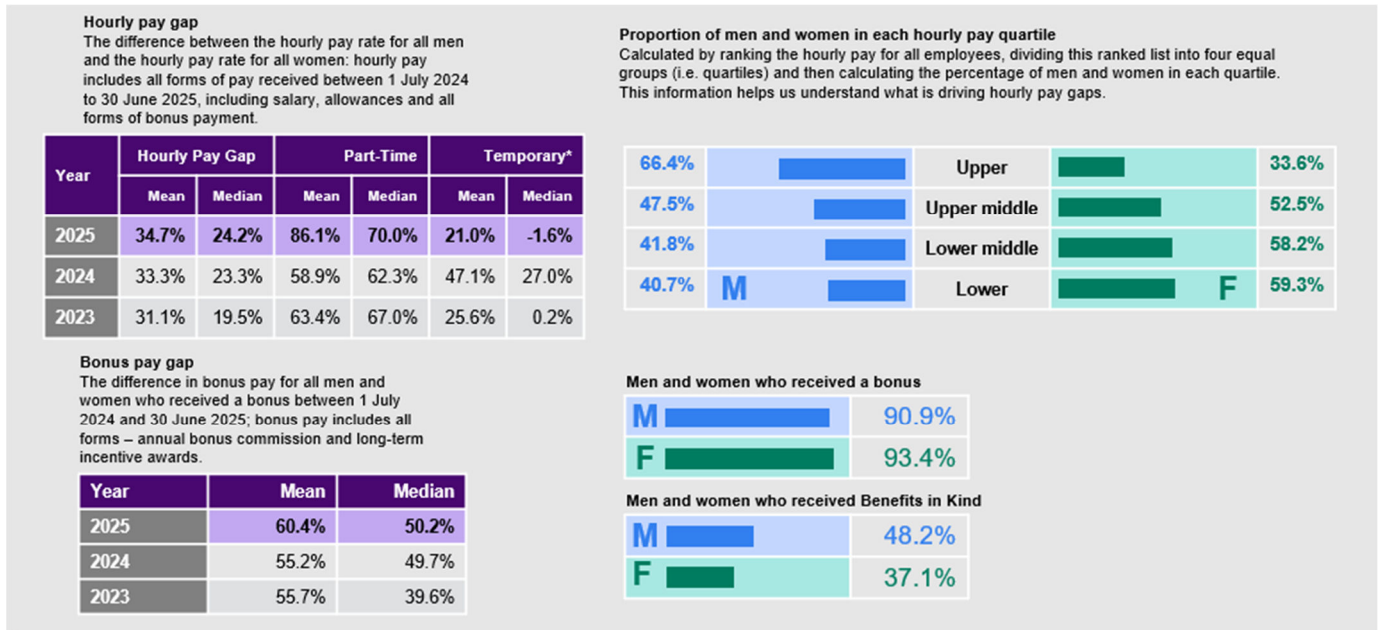
We provide men and women with equal pay for equal work. Our gender pay gap is attributable to the size and shape of our workforce:

- We have a higher number of men than women in senior roles, which are typically higher-paid positions.
- We also have more women than men in junior roles.
- This combination results in average male pay being higher than average female pay overall.
- Both hourly pay and bonus gaps reflect this.

Closing the gender pay gap will take time and commitment. Men outnumber women in early management, so fewer women are in the applicable roles internally to progress into senior management. Even as our hiring and promotion rates improve, we need more equitable gender representation at all levels to close our gender pay gap.

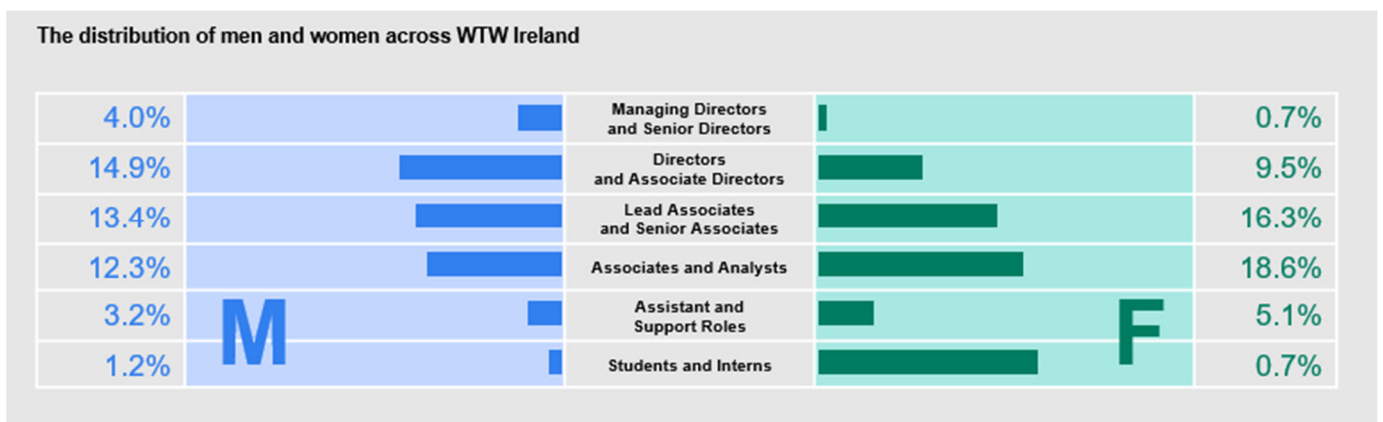
Our gender pay gap in Ireland

Below are the 30 June 2025 gender pay gap numbers for WTW in Ireland.



Understanding our results

We have a higher proportion of men at higher career levels and women at lower career levels. Because pay and bonus pay is reflective of career level, this has led to higher average pay for men than for women. Therefore, our gender pay gap in Ireland is predominantly driven by a higher number of men in senior roles with higher remuneration.





Narrowing our gender pay gap

The actions we are taking to help close our gender pay gap are focused in three principal areas: recruitment, development and retention, and our inclusive culture.

Recruitment

We have inclusive recruitment guidelines providing guidance to managers about fair and objective recruitment practices. This guidance is supported by our License to Hire interview training which was updated and refreshed in 2025. We also ran in-person Hiring Manager training sessions covering best practice interview guidance and training to help mitigate bias in decision making. Additionally, the talent sourcing team delivered sessions on diversifying our talent pipeline through active candidate sourcing.

All advertised roles are posted internally first, to help support the ongoing development of our colleagues. We advertise roles externally on a variety of different job sites to ensure we attract a wide range of talent. We actively promote the use of inclusive language in job descriptions and our recruitment team receive regular training.

Development and retention

Development and retention of our talent is just as important as recruitment. Toward that end, we are:

- Using a consistent methodology to assess talent, identify development priorities and seek ways to help talent progress through WTW.
- Expanding our resources to support leadership development and advancement opportunities.
- Ensuring our career development resources are accessible to all colleagues.

Belonging and Inclusive Culture

We believe continuing to invest in resources to build an inclusive culture where all colleagues feel they belong and want to build their career supports our priorities to attract, develop and retain colleagues and will ultimately help us to further narrow our gender pay gap. A sense of belonging and inclusive culture is fundamental to our colleague experience and encourages everyone to bring their authentic self to work. We want our colleagues to feel a sense of community when they come to work and be valued for their contributions and this year we have continued to:

- Host inclusion, belonging and diversity events to drive colleague engagement.
- Promote our global I&D calendar helping bring to life the importance of belonging respect and inclusivity.
- Invest in our people by launching new development opportunities through our new Leading at WTW training, Manager Effectiveness Virtual Academy and our Inclusion and Diversity core curriculum.

Note: The gender pay gap and bonus pay gap analysis looks at the mean and median across the entire colleague population in WTW Ireland for men and women. This is different from equal pay, which is about ensuring all colleagues are paid the same for carrying out work of equal value. We monitor equal pay on an ongoing basis and have embedded rigorous processes as part of our annual compensation process.

Breakdown by Entity

Willis Towers Watson Insurances (Ireland) Limited and Willis Towers Watson (Ireland) Limited both employed more than 150 colleagues on 30 June 2025. We are committed to being transparent and narrowing our gender pay gap across Ireland and that is why we have reported on WTW Ireland as a whole and provided the breakdown below for these employing entities. The drivers of our gender pay gap for WTW Ireland outlined above, are also consistent at entity level.

Willis Towers Watson Insurances (Ireland) Limited

Hourly pay gap

| Year | Hourly Pay Gap | | Part-Time | | Temporary | |
|------|----------------|--------|-----------|--------|-----------|--------|
| | Mean | Median | Mean | Median | Mean | Median |
| 2025 | 43.8% | 20.7% | 93.7% | 94.3% | 47.7% | 47.7% |
| 2024 | 39.5% | 19.6% | 80.5% | 82.5% | - | - |
| 2023 | 33.3% | 12.0% | 72.2% | 76.5% | 22.6% | -92.7% |

Bonus pay gap

| Year | Mean | Median |
|------|-------|--------|
| 2025 | 72.4% | 55.1% |
| 2024 | 69.7% | 51.6% |
| 2023 | 61.4% | 29.6% |

Proportion of men and women in each hourly pay quartile

| | | | | |
|-------|--|--------------|--|-------|
| 63.6% | | Upper | | 36.4% |
| 45.5% | | Upper middle | | 54.5% |
| 30.9% | | Lower middle | | 69.1% |
| 42.6% | | Lower | | 57.4% |

Men and women who received a bonus

| | | |
|---|--|-------|
| M | | 91.0% |
| F | | 95.0% |

Men and women who received Benefits in Kind

| | | |
|---|--|-------|
| M | | 40.0% |
| F | | 28.6% |

Willis Towers Watson (Ireland) Limited

Hourly pay gap

| Year | Hourly Pay Gap | | Part-Time | | Temporary | |
|------|----------------|--------|-----------|--------|-----------|--------|
| | Mean | Median | Mean | Median | Mean | Median |
| 2025 | 23.6% | 14.8% | 48.2% | 48.9% | 26.7% | 26.2% |
| 2024 | 21.7% | 17.0% | 38.8% | 38.5% | 36.2% | 23.2% |
| 2023 | 23.7% | 11.6% | 44.0% | 32.6% | 26.9% | 0.3% |

Bonus pay gap

| Year | Mean | Median |
|------|-------|--------|
| 2025 | 43.0% | 46.4% |
| 2024 | 31.9% | 42.5% |
| 2023 | 39.2% | 43.9% |

Proportion of men and women in each hourly pay quartile

| | | | | |
|-------|--|--------------|--|-------|
| 65.7% | | Upper | | 34.3% |
| 49.3% | | Upper middle | | 50.7% |
| 47.9% | | Lower middle | | 52.1% |
| 45.7% | | Lower | | 54.3% |

Men and women who received a bonus

| | | |
|---|--|-------|
| M | | 91.8% |
| F | | 94.1% |

Men and women who received Benefits in Kind

| | | |
|---|--|-------|
| M | | 54.4% |
| F | | 45.2% |