

Willis Towers Watson is committed to giving everyone – people of all genders and all backgrounds – equal opportunity to participate, unlock their full potential and succeed. This inclusion and diversity strengthens our business and benefits both our clients and our colleagues.

Our 2019 Gender Pay Gap (GPG) report is our third such report and details the salary and bonus gap between male and female colleagues at Willis Towers Watson (WTW) across the UK. 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. Reasons for this and, more importantly, what we are doing about it are set out in this report.

First though, the headline numbers:

- The mean gender pay gap for WTW in the UK is 39.2%, which represents an increase of 0.7% compared to 2018.
- In Towers Watson Limited, the gap is 34.2% which is a slight increase of 1.1%.
- In Willis Limited, there is a 0.2% improvement over last year, but the overall gap remains high at 40.8%.

The biggest driver of the gap remains the size and shape of our workforce. We have a much higher number of men in highly paid senior roles and a much higher proportion of women in lower paid roles. This distribution has a disproportionately large impact on our gender pay gap.

As leaders of this business we find our 2019 gender pay gap to be very disappointing and not where we should be. However, we also know that closing the gap will require time. In addition, several factors can adversely impact the numbers between two review periods, including more men leaving and more women joining at more junior levels and a greater proportion of senior women leaving. That doesn't mean though that we are any less resolute in our determination and commitment to close the gap as quickly as we possibly can.

One step towards positive change that we have recently introduced is a new enhanced maternity and adoption pay offering. With effect from 1 January 2020:

- Maternity and adoption pay has moved from the previous position of 13 weeks salary at 100%, to include an extra 50% of salary from weeks 14 to 25.
- Aligned to this we continue to offer and enhance the flexibility that we know colleagues' value so much. This includes our support for flexible working arrangements, as well as providing the option for a phased return to work for any parent returning from maternity, adoption or parental leave.
- With immediate effect any maternity returner can work an adjusted schedule to manage the transition back to work over a three-month period. This will be available irrespective of whether a different working pattern is chosen going forward and will provide more flexibility at a time when it is most needed.

While the focus of this report is on pay differences between males and females, we would like to restate our commitment to supporting all aspects of inclusion and diversity. As leaders we aspire to develop and foster an inclusive culture that recognises the unique talent of all colleagues, irrespective of their background, gender, race, religion, sexual orientation and/or disability.

To conclude, the headline figures and short-term progress towards reducing our gender pay gap is disappointing. We remain fully committed to continuing to take actions that will reduce the gap and deliver a diverse, inclusive, thriving company. All of these actions are a collective responsibility but start with leadership. As leaders, we will continue to hold our inclusion and diversity agenda at the

heart of our business strategy. We also need your support though and ask that you stay open to change and keep challenging the status quo.

If we all work together, we'll achieve the transformation we all seek.

**Declaration**

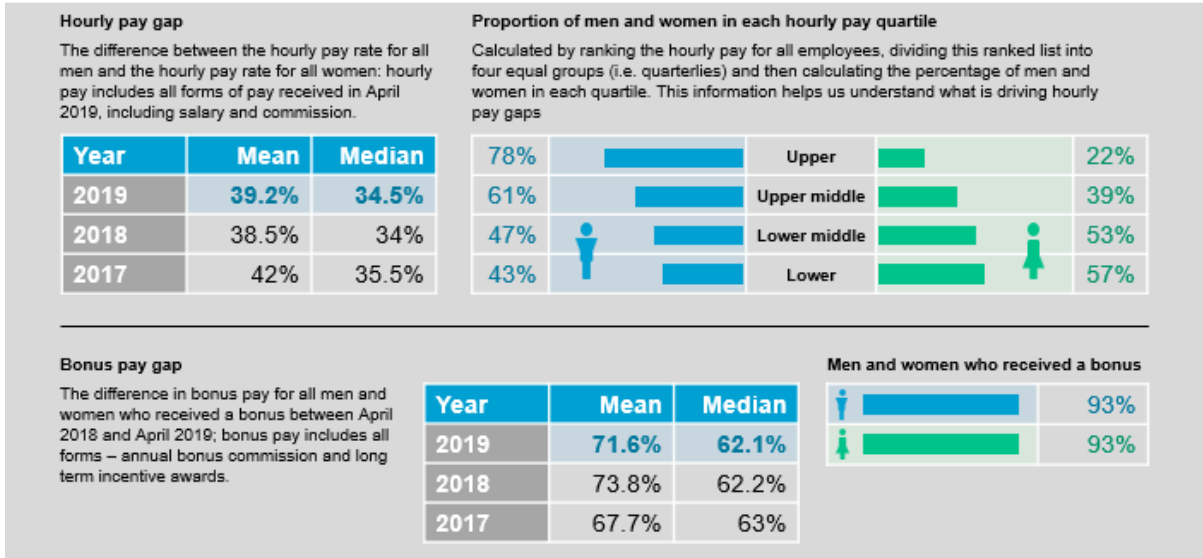
We confirm that the information and data provided under Breakdown by Legal Entities is accurate and in line with regulatory requirements.

**Nicolas Aubert** Head of Willis Towers Watson GB *CEO Willis Limited*

**Marco Boschetti** Head of HCB for GB & WE *CEO Towers Watson Limited*

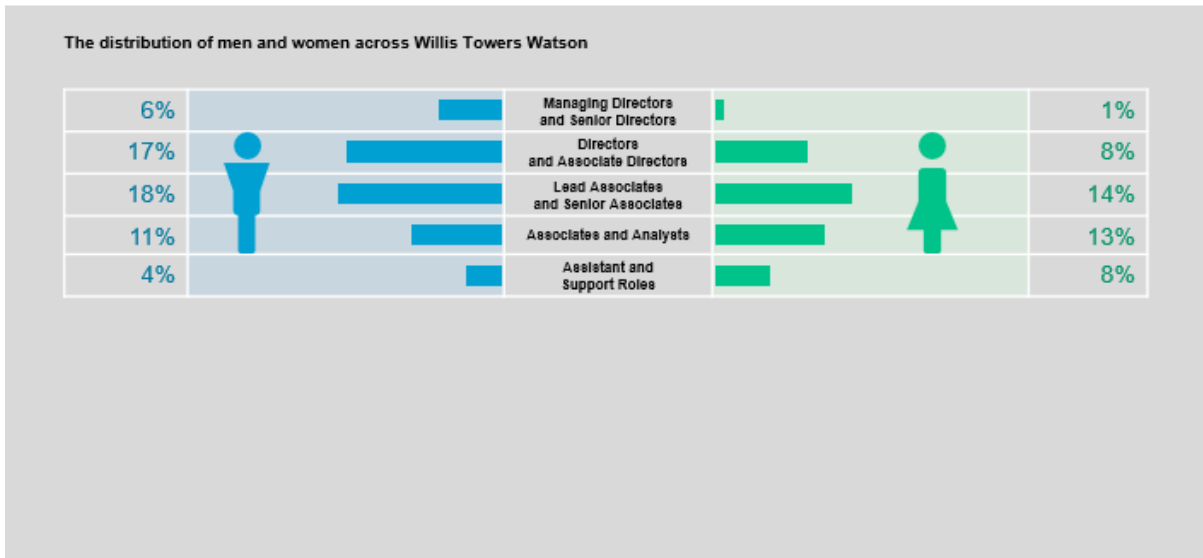
## Our Gender Pay Gap

Below are the April 2019 gender pay gap numbers for Willis Towers Watson in the UK



## Understanding our Results

Our Gap is predominantly driven by the shape of our company



The shape of our company has changed very little in the last 12 months. We still have significantly more men than women in senior roles that are higher paid and this is the main reason for the size of the gap.

Once again, the distribution of roles has remained similar across the majority of levels. The ratio of senior males to females has changed very slightly. There are now 23% of males at Director / AD level and above compared to 24% in 2018. The number of females at this level remains unchanged and too low at 9%. Although our data is consistent with many other similar organisations, and research tells us that changes in the workforce will happen over time, we will be proactive in taking every opportunity to accelerate the pace of change.

We continue to devote more of our time to activities that we believe will deliver the greatest return; the key ones are outlined below.

### Taking action to narrow our gap

Since our last report in 2018, we have made good progress in a number of areas. In late 2018, we ran a gender pulse survey in the UK segments targeting mid and senior level females. We then ran focus groups in several locations to probe the results and the issues. Some clear themes emerged from these sessions such as development and progression for women, workplace flexibility and ensuring men are fully engaged in the I & D agenda. These themes helped us sharpen our approach and led to us defining the following four areas of focus:

#### Attract & Hire

Key Deliverables:

**The introduction of inclusive recruitment principles across the UK business**, which state that all senior open roles will be posted and all slates will include at least one qualified female / diverse candidate. In addition, all interviewer “panels” for senior hires will include at least one female/diverse colleague. These guidelines have been extended to mid-level roles in some segments where we face the greatest challenge. This commitment is continuing into 2020 and beyond.

Our Recruitment team continues to work on our **sourcing strategy** to address the fact that we currently hire more men than women into mid-career roles. Recent progress includes:

- Increased diversity in our interview panels and candidate slates
- Through the efforts of a dedicated sourcer we have an increased focus on identifying female candidates in the industry and attracting women into leadership roles
- More rigour in reopening recruitment campaigns to introduce our new inclusive recruitment guidelines

#### Identification of Talent

Key Deliverables:

- The design and implementation of a process to **identify all senior female talent within the company and ensure they have the resources and opportunities to enable their readiness for promotion to Levels 33 and 38.**
  - This was implemented in late 2018 and, as a result, some of these women will be promoted in the next promotion round. For others, we continue this work to identify further female talent to sponsor for promotion. This sharper lens on female talent is now very much a part of our ongoing promotion process, both in the UK and globally.
- An approach to develop and support our talent throughout their careers, including **creating meaningful, tailored, development plans** for females identified as ready for promotion within the next two years. This work will extend to take a deeper look at talent at more junior levels in the company.
  - As highlighted above this work has progressed well for those who have been identified as promotion ready in two years, with development plans that leverage diagnostic and

development tools. There is more to do to embed this further into the company and this will remain a priority for 2020.

### Develop and Promote

Key Deliverables:

- The development of tools and programmes to enable female colleagues to **accelerate their development and promotion** and support mentoring and sponsorship activities.
  - Across the company, senior leaders have been sponsoring women to support their development and progression to more senior roles. This is already starting to pay dividends with a number being put forward for promotion this year.
- Strengthening **our support for managers**, particularly with career and development discussions. There will be more information to come on this later in the year.

### Inclusive Leadership and Culture

Key Deliverables:

- Our continued focus is on **building a truly inclusive and diverse work environment**, which is led by our leaders and underpins our gender balance commitment. We believe that a culture in which everyone is heard, respected and valued for who they are is a critical enabler of future growth and success.

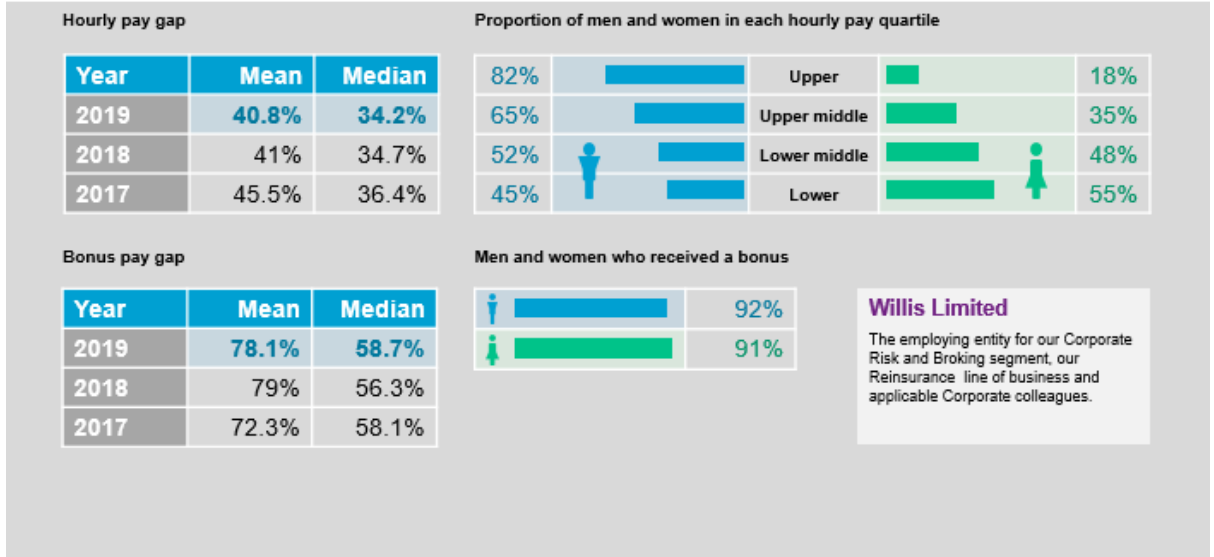
To further encourage this inclusive culture at WTW in the UK, we have recently launched several new activities under the Respect at Work umbrella that will help ensure individuals are heard, respected and valued:

- A **conversation starter** guide to facilitate constructive and informative discussions with colleagues about what a respectful culture looks like and how to feel confident in calling out any behaviour that is counter to our values.
- A network of specifically trained **Respect at Work guardians** who can offer informal support for colleagues who experience or witness any unlawful harassment, discrimination or inappropriate conduct. The guardians will provide;
  - A friendly face who is there to listen, talk and engage on any respect at work matter. They are an impartial listening ear for individuals who need support and guidance in a confidential and safe environment.
  - Additional support for colleagues who witness or experience unlawful harassment, discrimination or inappropriate conduct.
  - The opportunity to discuss options to empower colleagues to tackle the matter themselves, or avenues for additional help.
- **'Let's Talk about Respect' workshops** to bring to life the importance of behaving in a respectful and inclusive way and share support resources. Senior UK leaders have already completed their training and will help to run the workshops, in conjunction with our HR team and an external provider.
- These steps, among the first of their kind in the financial and professional services industries, fully support our company [values](#) and [global respect at work policy](#).

We will continue to roll out **inclusive leadership materials and unconscious bias and inclusion workshops and in 2019 launched a new digital learning portal**. We are also progressing the development of other resources that encourage broad colleague thinking and active engagement.

Breakdown by legal entity

Willis Limited



Breakdown by legal entity

Towers Watson Limited

