



Ireland Gender Pay Gap Report 2024

WTW is committed to giving everyone equal opportunity to participate, unlock their full potential and succeed. Inclusion and diversity (I&D) strengthens 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 inclusivity and embed I&D 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 center of our business strategy and accelerate plans to deliver that strategy. We value everyone's unique identity, experiences, wellbeing and individual needs.

Based on pay data from June 2024, 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 33.3%, an increase of 2.2% compared to 2023. 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.

- In **Willis Towers Watson Insurances (Ireland) Limited**, the mean gender pay gap is 39.5%, an increase of 6.2% over 2023.
- In **Willis Towers Watson (Ireland) Limited**, the mean gender pay gap is 21.7%, an improvement of 2.0% from last year.

Although this year the overall pay gap has increased, we have still made progress overall since reporting was introduced in 2022(38.3% to 33.3%). Whilst over time we are heading in a positive direction, we know that change takes time and intention. With inclusion and diversity a critical lens in all of our talent processes, we commit to ensuring the right governance and talent activities are in place to continue moving forward with improving these numbers.

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

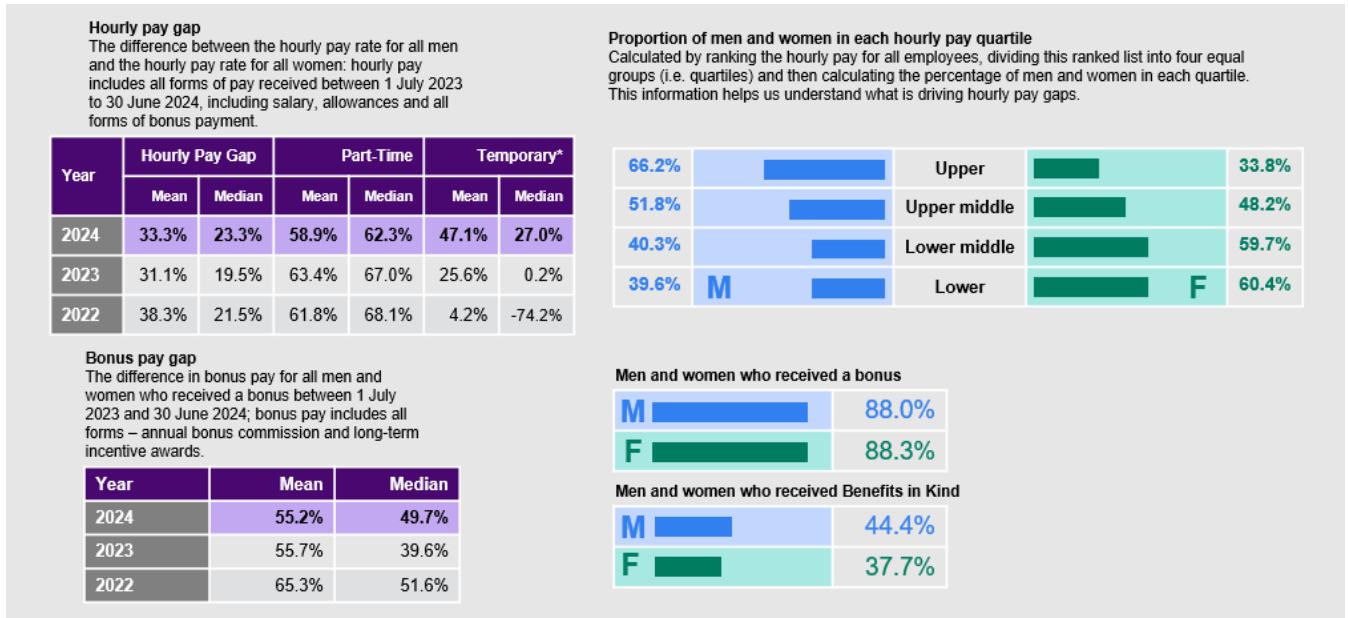
- We have a higher number of men than women in senior roles, which are typically higher-paid positions.
- We also have more women than men in junior roles.
- This combination results in average male pay being higher than average female pay overall.
- Both hourly pay and bonus gaps reflect this.



Closing the gender pay gap will take time and commitment. Men outnumber women in mid management, so fewer women are in the right roles internally to progress into senior management. It is encouraging that we have strong female representation in middle management, and this has improved since last year and we will explore opportunities to continue to do so

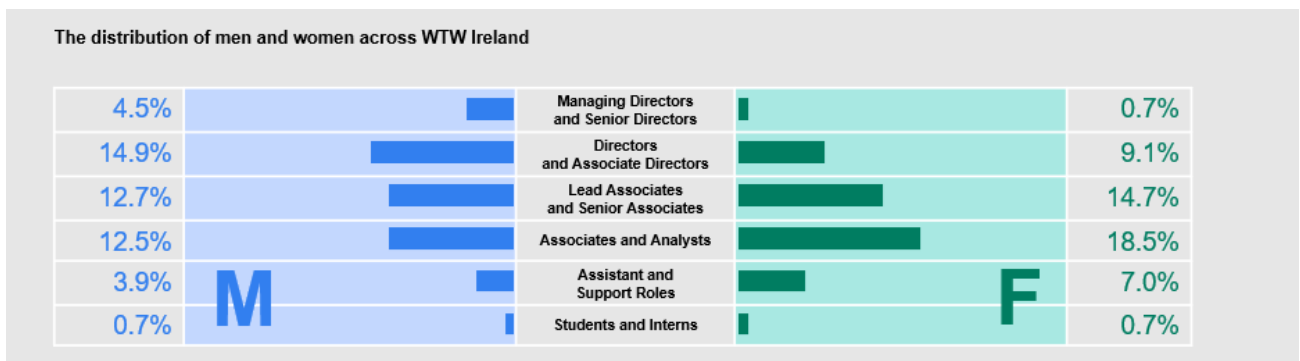
Our gender pay gap in Ireland

Below are the 30 June 2024 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.



The ratio of females at our managing director and senior director levels has remained at the same level as 2023 but has increased in mid-management the pipeline for managing director and senior director. We are looking to accelerate our progress in this area by developing, promoting and hiring more women into senior roles.



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

For all roles at mid-career level and above we have global inclusive recruitment guidelines and strongly recommend the use of a diverse interview panel and candidate slate to ensure our short lists are diverse and representative of our applicant pool. We are also continuing to promote our License to Hire interview training to ensure our managers are aligned to our diverse hiring guidelines. In 2024 we facilitated various Hiring Manager training sessions covering best practice interview guidance and training to avoid bias in decision making. Additionally, the talent sourcing team delivered sessions on diversifying our talent pipeline through active candidate sourcing.

All advertised WTW jobs are posted internally first, as WTW believes in the ongoing development of our colleagues. We actively promote the use of inclusive language using a gender-decoding online tool and our global job description templates are being refreshed to incorporate this. We recently updated our “writing inclusive job description” training and delivered it to the recruitment team globally. We promote flexibility with our WTW work styles and aim to highlight only the essential criteria, rather than an exhaustive list in the job descriptions.

We advertise roles on a variety of specialist job sites such as Where Women Work and myGwork where we also share articles demonstrating how we promote inclusivity and the development of our female talent at WTW. We attend the annual Sigmar Summit Female Leadership Conference, CIP Female Leadership Network event and The Insurance Institute of Ireland Female Leadership Network events to promote opportunities at WTW and expand our talent pipeline.

Development and retention

Development and retention of our talent is just as important as recruitment. To increase the number of women in senior roles, 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 accelerate development and promotion opportunities for mid-level managers, including our Career Architect Program to address the typical barriers talent can face in career advancement.
- 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 diverse 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:

- Establish annual inclusion and diversity priorities.
- Host inclusion and diversity events to drive colleague engagement.
- Promote our global diversity calendar helping bring to life the importance of belonging respect and inclusivity.



- Invest in our people by launching new development opportunities through our new Manager Effectiveness Virtual Academy and our new Inclusion and Diversity core curriculum.

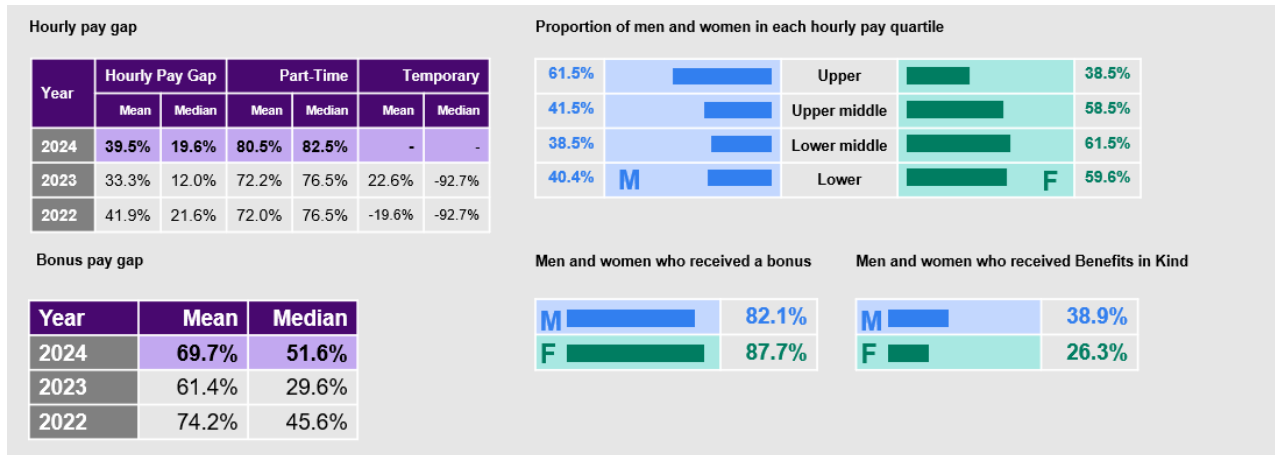
Note: *The gender pay gap and bonus pay gap analysis looks at the mean and median across the entire colleague population in WTW Ireland for men and women. This is different from equal pay, which is about ensuring all colleagues are paid the same for carrying out work of equal value. We monitor equal 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 2024. 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



Willis Towers Watson (Ireland) Limited

