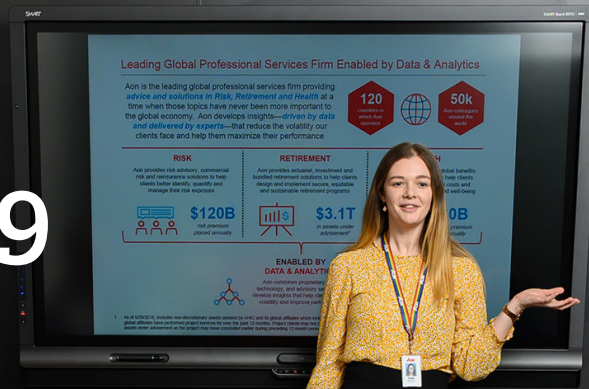


UK Gender Pay Gap Report 2019



Foreword

At Aon, we understand the positive impact gender parity will have on the world in which we operate, our industry, our clients and our colleagues. As a solutions-driven business, our people are focused on improving performance and getting the best results for our clients. This mindset fuels our ambition to break down gender barriers, encouraging greater diversity and a truly inclusive culture within our business and the wider industry.

In our UK Gender Pay Gap Report 2019, we are pleased to see continued positive movement in the numbers. It is well-documented that increased diversity will deliver wide-reaching benefits for everyone; however, like many of our peers, we recognise that sustained progress takes time.

At Aon, a fundamental challenge to recruiting women at senior levels is the lack of women operating at this level in our industry. As a result, we have focused our approach on developing our internal talent pipeline. We remain committed to identifying solutions that drive positive change at every level of our organisation and over the past three years have seen a gradual increase in senior women rising to the top.

Over the past year we have extended our sponsorship programme, as well as our external development programmes, Topflight and The Leadership Summit, which offer increased professional development for women. We look to achieve gender balance across our signature programme participants.

We remain actively involved in external programmes that help drive awareness of gender balance and share best practice, including the 30% Club mentoring scheme and The Diversity Project and remain committed to the Women in Finance Charter. Across our industry, we are also instrumental in driving a programme called Balance, which encourages men to become change agents to support gender parity.

As we enter a new decade there can be no complacency. We continue to identify ways to attract and retain the best women and remain dedicated to fostering a culture that provides all our colleagues with a platform to achieve their full potential.

Legislative requirements

As of April 2017, government regulations require any organisation that has 250 or more employees in the UK to report and publish their mean and median gender pay gap in hourly pay and bonus.

The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. Companies also have to report the proportion of men and women receiving a bonus payment and the proportion of men and women in each pay quartile.

Julie Page
CEO, Aon UK Limited



Michael Clare
Head of EMEA Retirement




Aon gender pay gap 2019

Our UK entity numbers combined

At Aon, our gender pay gap continues to be influenced by the fact there are more men than women in senior roles within the business, and at the same time we have more women than men in less senior roles.

In the UK, as at the 2019 reporting date, Aon has three legal entities that employ over 250 people (Aon UK Limited, Aon Hewitt Limited and Aon Consulting Limited). As in previous reports, the three entities have been combined below to give an overall picture of our numbers across the UK. The data for each separate entity is detailed on page three.



2018			2019		
	Mean	Median		Mean	Median
Hourly pay gap	37.5%	31.4%		34.1%	29.9%
Bonus pay gap	75.1%	55.6%		74.8%	57.8%
 Bonus recipients	Men	Women		Men	Women
	82.9%	79.3%		80.7%	78.1%
Quartile bands	Men	Women	Quartile bands	Men	Women
Upper	78.4%	21.6%	Upper	76.3%	23.7%
Upper middle	62.5%	37.5%	Upper middle	62.1%	37.9%
Lower middle	48.9%	51.1%	Lower middle	48.8%	51.2%
Lower	42.8%	57.2%	Lower	43.0%	57.0%

The gender pay gap is a measure of the difference between the average hourly earnings of men and women. It should not be confused with unequal pay, which is the unlawful practice of paying men and women differently for performing the same or similar work or work of an equal value. At Aon our reward processes are developed to ensure they minimise the risk for discrimination of any kind and we are fully committed to the UK Equality Act 2010

A gender pay gap is influenced by the distribution of male and female employees across an organisation. A higher proportion of men in senior posts, combined with a higher proportion of women in less senior posts, will typically drive a gender pay gap within an organisation.

Footnotes

Consistent with the legislative requirements:

1. The mean and median gender pay gap is calculated on hourly rates of pay as at 5 April 2019.
2. The mean and median gender bonus gap is calculated on bonus pay received in the 12 months to 5 April 2019.
3. The pay quartiles have been determined by dividing our workforce into four equal parts by pay.

Aon gender pay gap 2019

Our UK entity numbers



2019

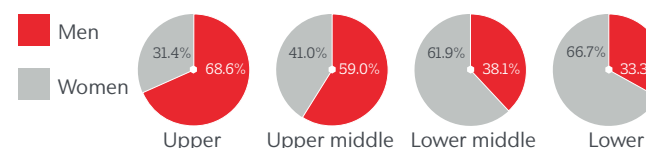
Hourly pay gap	Mean	Median
Aon Consulting Ltd	28.0%	28.5%
Aon Hewitt Ltd	28.3%	29.8%
Aon UK Ltd	36.2%	32.0%

Bonus pay gap	Mean	Median
Aon Consulting Ltd	66.3%	62.9%
Aon Hewitt Ltd	67.4%	62.9%
Aon UK Ltd	76.9%	54.4%

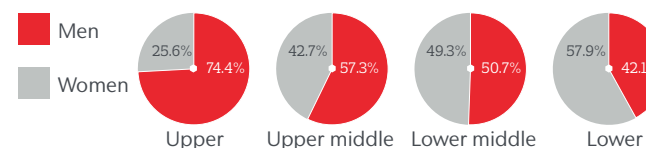
Bonus recipients	Men	Women	M/F %pt Diff
Aon Consulting Ltd	91.5%	89.6%	1.9%
Aon Hewitt Ltd	73.2%	66.1%	7.1%
Aon UK Ltd	83.2%	82.8%	0.4%

Proportion of men and women by quartile

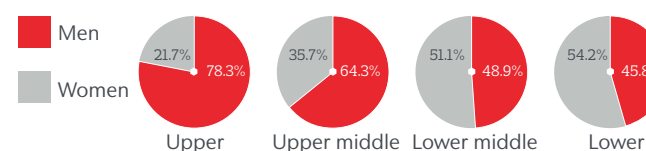
Aon Consulting Ltd



Aon Hewitt Ltd



Aon UK Ltd



What we are doing to address our gender pay gap



A key focus for Aon is to continue to develop talent internally. This is driven by the lack of female candidates in the industry at a senior level, and by our commitment to offering the best possible career opportunities and benefits.

To help focus on the importance of gender balance at the top of our organisation we remain committed to our initial **target of having women account for 30 percent of our three most senior levels**. To support this objective, we run a sponsorship programme that links mid-level and senior female colleagues with senior leaders who act as a career accelerator for high-potential colleagues. We have extended this sponsorship programme to encompass a wider group of female colleagues and have also extended participation in our two external development programmes: **Topflight** is aimed at senior female executives who we believe have the potential to reach CEO and C-suite roles; and **The Leadership Summit** targets women who with dedicated support we believe can harness their potential to reach executive leadership status.

We also have a number of programmes specifically targeted at building our talent pipeline of female colleagues at all levels and have embedded procedures at all stages of the employee lifecycle to ensure we can help attract, retain, develop and support women. For example, our **“Females of the Future”** programme is aimed specifically at increasing the number of women studying STEM subjects that we recruit into our internships and graduate programmes.

Our Business Resource Groups are forums for colleagues to network, provide support and insights for the business, and **our Gender IQ network offers all genders an opportunity to work together** to help drive awareness of the importance of gender balance.

In 2019, we **mandated unconscious bias training for all colleagues** and introduced an inclusive recruitment training workshop for all our hiring managers. This process is reinforced by our talent acquisition team who support a robust process. We are committed to ensuring diverse shortlists for all roles, and also encourage diverse interview

panels to ensure fair and inclusive recruitment processes.

Externally, we are focused on increasing applications to attract a more diverse talent pool. All our recruitment advertisements are entered into a job description decoder which ensures **gender-neutral language** and analyses job descriptions against other critical success factors.

Across the business a healthy work/life balance is encouraged and supported through flexible and agile working practices and market-competitive benefits. Through our partnership with **My Family Care**, the UK's leader in delivering family-friendly solutions, colleagues have access to a range of resources including emergency childcare, school holiday cover and backup adult and elder care.

Getting involved

We are also actively involved in a number of high profile and important industry-wide and broader external initiatives.



The **Diversity Project** is a cross-company initiative championing a more inclusive culture within the Savings and Investment profession. A senior Aon colleague sits on the steering committee, and Aon colleagues are involved in a number of workstreams.



The **30% Club** aims to develop a diverse pool of talent for all businesses through the efforts of its Chair and CEO members who are committed to better gender balance at all levels of their organisations. Aon is signed up to the 30% Club and in 2019 engaged a number of colleagues in its mentoring scheme, which offers cross-company, cross-sector mentoring to women at every layer of the career pyramid.



Aon has been instrumental in developing and delivering a programme called **Balance** across the insurance industry, working with four other firms to encourage men to become 'change agents' to help drive gender balance.



DiveIn Gold Sponsor



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The Insurance Supper Club



Women in Finance Charter



Declaration



I confirm that the data and information presented in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



James Harwood

Head of Compensation and Benefits, EMEA

For and on behalf of Aon UK Limited, Aon Hewitt Limited and Aon Consulting Limited

About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

aon.com

Published by Aon UK Limited.

Registered office: The Aon Centre, The Leadenhall Building,
122 Leadenhall Street, London, EC3V 4AN

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