



UK Gender Pay Gap Report 2018

Aon
Empower Results®

Foreword

We're pleased to share our gender pay gap numbers for 2018, which overall have shown a slight improvement on 2017.

The figures are in line with our expectations and we know it will take some time to see a meaningful reduction in our gender pay gap. However, the steps we are taking now, and the initiatives we are working hard to deliver, will hopefully, in due course, make an impactful change. Our figures again clearly demonstrate what we already know: that we have a lack of senior women at the top of our organisation and more women than men at the most junior levels. We are working to address this and improve our pipeline of talented women at all levels of the organisation, with career conversations, development and sponsorship programmes.

Aon truly values diversity in the workplace. We know that a diverse workforce across all levels of the organisation, combined with an inclusive culture,

delivers greater innovation, improved client value, stronger business results and a culture where everyone can be their authentic selves and thrive.

We promote flexible and agile working to help all our colleagues achieve a better life/work balance, challenging stereotypes and encouraging more men to understand that they too can work flexibly. Our family-friendly policies have improved this year and are more supportive to encourage our female colleagues to return to Aon after a career break.

We will continue to drive a culture that helps us to attract women to our firm and retain them. We remain dedicated to providing women at Aon with career progression and development opportunities, which will help reduce our gender pay gap figures in the coming years.

Julie Page
CEO, Aon UK Limited



Dominic Christian
Chair of Aon UK Diversity Council
Global Chairman, Reinsurance Solutions



Legislative requirements

From 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.



“As soon as I joined the firm, I was impressed with how Aon embraces a diverse and inclusive culture. This continues to have a positive impact on me – I really feel valued and able to contribute to important outcomes. Aon encourages colleagues to remain authentic to themselves and to collaborate with each other to deliver the best solutions for our clients.”

Leonora Siccardi

CHIEF OPERATING OFFICER
UK & EMEA – REINSURANCE

Aon gender pay gap 2018

Our UK entity numbers combined

We have three legal entities in the UK that employ over 250 people (Aon UK Limited, Aon Hewitt Limited and Aon Consulting Limited). As we did last year, we have combined these three entities below to give an overall picture of our numbers across the UK. The data we are required to report for each separate entity is detailed on page five.



	2017	
	Mean	Median
Hourly pay gap	36.6%	32.0%
Bonus pay gap	75.2%	59.1%
<hr/>		
	Men	Women
Bonus recipients	85.7%	82.4%



	2018	
	Mean	Median
Hourly pay gap	37.5%	31.4%
Bonus pay gap	75.1%	55.6%
<hr/>		
	Men	Women
Bonus recipients	82.9%	79.3%

Quartile bands	Men	Women
Upper	77.2%	22.8%
Upper middle	61.3%	38.7%
Lower middle	50.6%	49.4%
Lower	41.3%	58.7%

Quartile bands	Men	Women
Upper	78.4%	21.6%
Upper middle	62.5%	37.5%
Lower middle	48.9%	51.1%
Lower	42.8%	57.2%

Footnotes

Consistent with the legislative requirements:

1. The mean and median gender pay gap is calculated on hourly rates of pay as at 4 April 2018
2. The mean and median gender bonus gap is calculated on bonus pay received in the 12 months to 4 April 2018
3. The pay quartiles have been determined by dividing our workforce into four equal parts by pay.



“From a multinational client perspective I’ve found that the creation of diverse and inclusive teams is a process that we must continue to embed and reinforce with our teams globally and locally. Our experience suggests that this is directly proportional to our ability to develop creative solutions that increase satisfaction and deliver greater value for our clients.”

Jason Disborough

CHIEF EXECUTIVE OFFICER
– MULTINATIONAL ACCOUNTS

Aon gender pay gap 2018

Our UK entity numbers – separate entities



2018

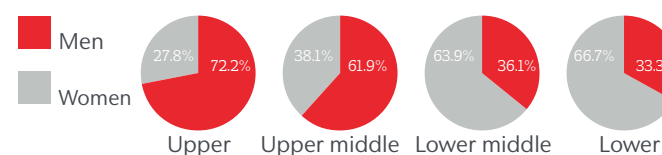
Hourly pay gap	Mean	Median
Aon Consulting Ltd	31.6%	30.0%
Aon Hewitt Ltd	31.1%	29.7%
Aon UK Ltd	39.8%	32.7%

Bonus pay gap	Mean	Median
Aon Consulting Ltd	72.3%	73.8%
Aon Hewitt Ltd	70.2%	58.7%
Aon UK Ltd	76.5%	55.3%

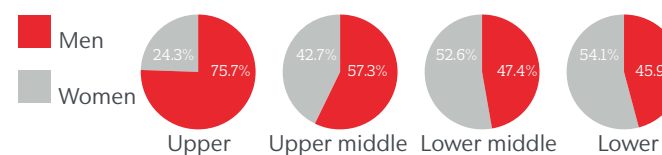
Bonus recipients	Men	Women
Aon Consulting Ltd	86.9%	85.3%
Aon Hewitt Ltd	80.2%	74.3%
Aon UK Ltd	84.0%	81.5%

Proportion of men and women by quartile

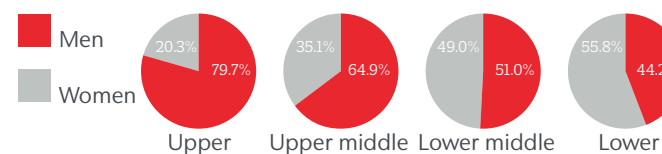
Aon Consulting Ltd



Aon Hewitt Ltd



Aon UK Ltd





“While I was on maternity leave my manager proactively contacted me to let me know about an exciting opportunity for an international assignment. Coming back to work to a new job, in a new office in a different country, has been challenging and Aon could not have been more supportive. Since then I have been appointed to a new role, extending my responsibilities with a global remit.”

April Clark

CHIEF OF STAFF – HUMAN RESOURCES

Explaining the numbers

Overall, and at entity level, the movements in our gender pay gap for 2018 were slight relative to 2017, with a mix of positive and negative shifts. We believe that the initiatives we have implemented to drive gender equality and broader diversity are making a difference. However, given the size of our organisation and the wide range of internal and external variables, we expect to see a corresponding difference in our gender pay gap figures over time.

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. The same is true overall for our industry, so when recruiting from within the industry, we face challenges from a diversity perspective.

Additionally, as mentioned in our last report, within our business we have highly paid specialised roles which have traditionally been male dominated.

We recognise that we need to work hard to reduce our gender pay gap and, over the past 12 months, we have continued to focus on strategies and programmes that will help us recruit, develop and promote women within our business.


In the past three years, we have doubled the number of women in roles at the three most senior levels of our business.

Over time we are confident that these measures will help us address our gender pay gap.

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 portrait of Adithi Jagannathan, a woman with dark, curly hair, smiling. She is wearing a black blazer over a white lace top. The background is dark and out of focus.

“I’ve had the advantage of working in multiple economies and locations thanks to Aon. I moved from Aon’s India office to London, to broaden my career and client exposure, and was truly supported. That’s the best thing about working here; the people you work with. Both internally and externally we really do have the best people in the business that you can learn from, in an environment where you are valued.”

Adithi Jagannathan

DIRECTOR –
TALENT, REWARDS & PERFORMANCE



What we are doing to address our gender pay gap



To help focus on the importance of gender balance at the top of our organisation we have a **target to have women account for 30 percent of our three most senior levels**.

We encourage a healthy life/work balance, which is supported by parental leave policies and flexible and agile working practices. In October 2018, we introduced **enhanced maternity and adoption pay**, up 66 percent on previous levels.

To ensure our hiring managers are following a **truly inclusive recruitment process**, we have introduced training programmes on inclusive recruitment and unconscious bias and our talent acquisition team is supporting with robust processes and challenge.

All our recruitment advertisements are put through a job description decoder, which removes gender biased language and analyses job descriptions against other critical success factors.

We have also recently partnered with **My Family Care**, the UK's leader in delivering family-friendly solutions to provide colleagues access to a range of resources including emergency childcare, school holiday cover and backup adult and elder care.

We have a number of programmes specifically targeted at **building our talent pipeline**. We have embedded procedures at all stages of the employee lifecycle to ensure we can help attract, retain, develop and support women.

Members of our global senior leadership team have a mandated objective to sponsor diverse colleagues and we run a broader sponsorship programme which links high-potential mid-level and senior female colleagues with senior leaders, to provide them with career support, mentoring and guidance.

A number of high-potential senior female colleagues have been nominated to take part in two external development programmes. **Topflight** is for senior female executives who we believe have the potential to reach CEO and C-suite roles. **The Leadership Summit** is for women who have the potential and we believe will benefit by having that extra support to help them break through to the executive leadership job family.



“Aon really lives and breathes diversity and inclusion. When I joined the firm it was emphasised that my role was about outcomes and that I could choose to deliver these outcomes in a way that best-suited both my work and home life.”

Lisa Patel


DIRECTOR – EMPLOYEE BENEFITS

Getting involved

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



- > 30% Club
- < DiveIn **Gold Sponsor**
- > Diversity Project
- < Gender Insurance Network
- > Inclusion@Lloyd's
- < The Insurance Supper Club
- > Women in Finance Charter



“I am always impressed and inspired by the high level of professional talent we have at Aon. I am proud to participate in our sponsorship programme focused on developing our emerging talent and observe many colleagues contributing to this around the organisation. It's an essential ingredient for future success and I take great pleasure in being part of a business that is so supportive of such development programmes and initiatives.”

Michael Clare

HEAD OF EMEA RETIREMENT



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



“When our voices are heard and the platform for open discussion is created, it proves that Aon is ready for change and growth. It proves that Aon understands the value that women can bring to the table. This, in particular, is part of the reason why I'm proud to work at Aon.”

Sabrina Pyneeandy

PROJECT MANAGER – COMMERCIAL
RISK SOLUTIONS



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

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