British Columbia Pay Transparency Report 2026

WTW is committed to giving everyone equal opportunity to participate, unlock their full potential and succeed. Inclusion 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. Fostering an inclusive culture and stronger sense of belonging for all colleagues is at the heart of our colleague experience, allowing everyone the opportunity to reach their full potential. We will continue to invest in attracting, engaging, retaining and developing talent with a broad range of backgrounds, experiences, and perspectives, a collective responsibility that starts with leadership modelling the right behaviours and setting a strong example for colleagues.

We will continue to hold inclusion and equal employment opportunity at the heart of our business strategy. We value everyone's unique identity, experiences, wellbeing and individual needs.

Based on pay data from calendar year 2025, this summary report details the salary and bonus gaps between male and female colleagues at WTW across British Columbia. 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 fair treatment and merit-based rewards for 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 British Columbia is 14.8%.

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. Even as our hiring and promotion rates improve, we need more equitable gender representation at all levels to close our gender pay gap.

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Gender Pay Gaps and Hourly Pay Quartiles — British Columbia

Below is the hourly gender pay gap numbers as well as the bonus pay gap, for the period of January 1, 2025, through December 31, 2025, paid in WTW in British Columbia. The hourly pay gap is based on base salary while the bonus pay gap is based on all forms of bonus pay. The proportion of men and women in each hourly pay quartile shows that women make up the majority of colleagues in the lower and lower middle hourly pay quartiles, while representation is balanced in the upper middle quartile and remains majority female in the upper quartile.

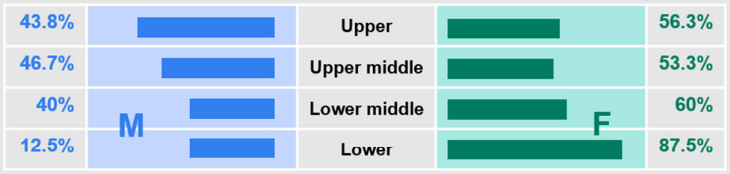
Hourly pay gap

The difference between the hourly pay rate for all men and the hourly pay rate for all women: hourly pay includes base pay in Calendar Year 2025.

Year	Mean	Median
2025	14.8%	17%

Proportion of men and women in each hourly pay quartile

Calculated by ranking the hourly pay for all employees, dividing this ranked list into four equal groups (i.e. quarterlies) and then calculating the percentage of men and women in each quartile. This information helps us understand what is driving hourly pay gaps.



Bonus pay gap

The difference in bonus pay for all men and women who received a bonus in Calendar Year 2025; bonus pay includes all forms – annual bonus, sales commission, performance awards, and long-term incentive awards.

Year	Mean	Median
2025	7.1%	47%

Men and women who received a bonus



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 British Columbia is predominantly driven by a higher number of men in senior roles with higher remuneration.

The distribution of men and women across WTW



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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. Additionally, the talent sourcing team delivered sessions on diversifying our talent pipeline through active candidate sourcing.

All advertised roles are simultaneously posted internally and externally, 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 and this 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 inclusion networks to bring to life the importance of belonging respect and inclusivity.
- Invest in our people by delivering 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 British Columbia 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.*

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