



# Gallagher Gender Pay Gap UK Benefits & HR Consulting Division Report

2024-2025



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“Over the past 12 months, we have seen monumental change within the HR and Benefits Consulting Division of Gallagher, and we are on a continual journey to build an organisation that grows and develops our incredible talent.”



**David Piltz**  
Chief Executive Officer  
Gallagher Benefit Services, UK



# Introduction

“Over the past 12 months, we have seen noteworthy change within the HR and Benefits Consulting Division of Gallagher, and we are on a continual journey to build an organisation that grows and develops our incredible talent.

As an organisation that grows via mergers and acquisitions, we will always welcome new talent into the business and adjust our workforce to ensure that we have the best people in the company, regardless of their backgrounds. Over the past 12 months, approximately 700 individuals have joined us via mergers and acquisitions and have seen our UK workforce triple. It is, therefore, challenging to do a direct year-over-year comparison based on our previous gender pay gap reports.

You will see from this report that whilst we are pleased to say that our mean and median gender pay gap has almost decreased by half, we have seen an increase in males holding senior leadership roles. We acknowledge that we continue to have room for improvement and cannot let up momentum on reducing our gender pay gap and gender diversity in senior roles.

We care for our people and recognise that they are our greatest asset. We want to promote a diverse, inclusive workforce and a continuing open and fair culture. We are passionate about being an inclusive organisation and aim to attract, develop and retain the best talent. We are dedicated to building an organisation that leverages individuals' unique skills and provides opportunities to our workforce so that we deliver first-class service to our clients. You can read more about how our Executive Leadership team, People & Culture team and Inclusion & Diversity team continue to work collaboratively to address this gap, with several key initiatives due to launch this year.

I confirm that the gender pay gap data in this report has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.”



**David Piltz**

Chief Executive Officer  
Gallagher Benefit Services, UK







## Our Commitment to Inclusion and Diversity

“We continue to demonstrate a commitment to fostering a culture of inclusion and diversity. We firmly believe that inclusion must come first, and then great diversity in talent will follow. We are proud of our unique culture here, which ensures that respect for all colleagues is ingrained into our working methods and that roles at all levels are equally important.

We also understand that sometimes, creating change can take time. We have been on a transformative journey within our organisation that has lasted several years, and we need to constantly adapt to changes as we continue to grow as a business. I’m proud that we have seen a significant reduction in our gender pay gap over the past 5 years, and the work that, as a business, we are undertaking to support all colleagues is making a difference in the lives our colleagues lead.”



**Victoria Soormally**

Vice President, People & Culture, UK and Europe  
Gallagher Benefit Services, UK



### Launch of the New Wellbeing Workstream

In 2024, we launched our new Wellbeing Workstream, specifically targeting support for colleagues' physical, mental and financial wellbeing. The Wellbeing Workstream works alongside our Inclusion & Diversity team to drive and promote better employee wellbeing.

"I am incredibly proud to lead the new Wellbeing Workstream. The primary purpose of this group is to promote better wellbeing amongst our colleagues which covers all aspects of wellbeing. As a female employee, I feel incredibly supported by Gallagher to thrive in my new role and have received mentoring and training to help improve my capabilities, my career and my personal development."



**Lee-Anne Middlemass**

PA  
Wellbeing Workstream Lead and Deputy Chair  
GBS UK Inclusion & Diversity Team





## Our Gender Pay and Bonus Gap

“We see the UK’s gender pay gap reporting requirement as a critical mechanism to ensure that we all work together to address gender inequality in the workplace. Whilst this report demonstrates that we still have a gender pay gap, I am incredibly proud to see the collective effort across our organisation to reduce this gap.

There’s no downside to having an inclusive culture; having the best talent working for our business is only a strength. I’m very thankful to have the opportunity to be the executive sponsor for our Inclusion & Diversity team and to be a champion for women in leadership.”



**Alistair Dornan**

Chief Revenue Officer  
Executive Sponsor, GBS UK Inclusion & Diversity Team  
and the Gallagher Resources and Opportunities for  
Women (GROW) Network



Arthur J. Gallagher Services (UK) Limited,  
HR & Benefits Consulting Division Gender  
Pay Gap

The data in this report includes, as at 5 April 2024:

- Mean and median gender pay gap (based on hourly rate of pay)
- Mean and median bonus gender pay gap (based on bonus pay received in the trailing 12 months)

This looks at the proportion of the workforce across four pay bands when we divide our workforce into four equal parts. The gender pay gap is expressed as a percentage of male earnings (e.g., women earn X% less than men).

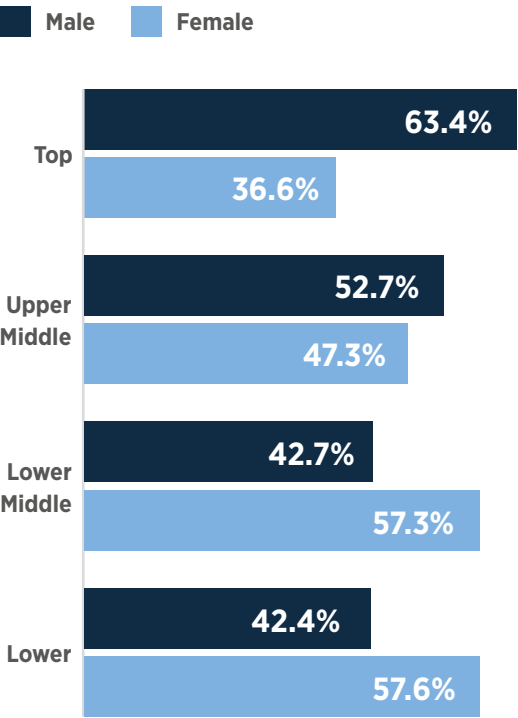
The Difference Between the Pay Gap  
and Equal Pay

The gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of seniority or role). Equal pay, on the other hand, is a legal obligation for every employer to give men and women equal pay for equal work.

Our Gender Pay Gap and Bonus Pay Gap

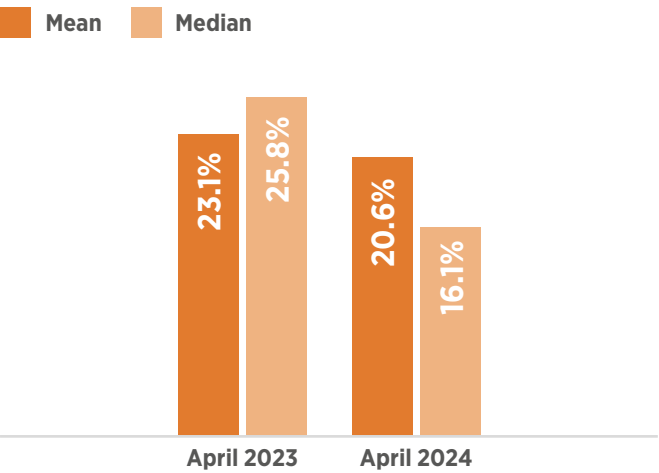


Pay Quartiles

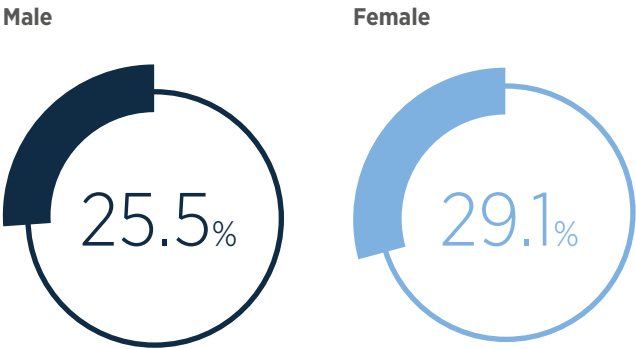


OUR GENDER PAY  
AND BONUS GAP

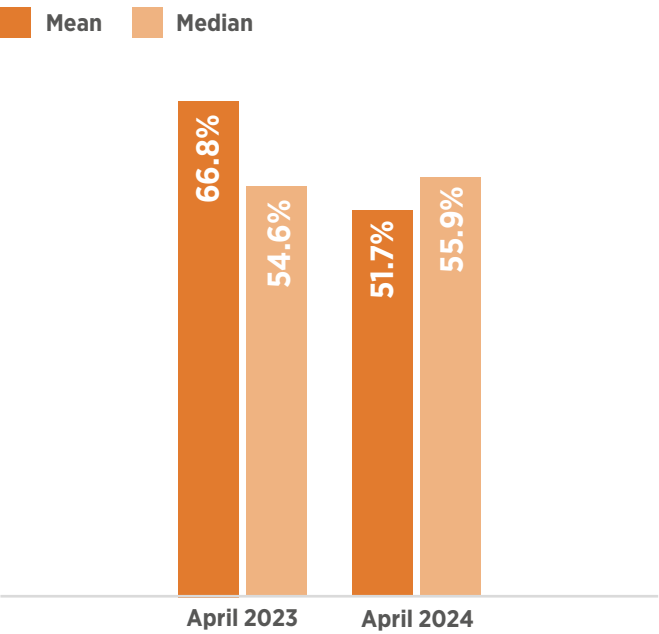
Gender Pay Gap (Hourly rate)



Proportion of Employees Receiving Bonus Pay



Bonus Pay Gap





## Our Actions To Address the Gender Pay Gap

“Whilst it’s optimistic that both the mean and median gender pay gap have reduced, there is still a way to address the imbalance in senior leadership roles.

We are pleased that 54% of our employee promotions last year were female, continuing a positive internal trend of a high percentage of female promotions.

We have undergone tremendous change as a business in the past 12 months. I look forward to doing my part to help reduce gender imbalances in our workforce and ensure that all employees have equitable access to opportunities to thrive.”



**Hannah Harriman**

Internal Communications Business Partner  
Chair | GBS UK Inclusion & Diversity Team



## Addressing Our Priority Areas

Our gender pay gap is due to a lower representation of women in senior management roles within our business. We recognise the need to address this gap and are implementing measures to progress gender diversity.

We aim to create a more equitable workplace for our colleagues by fostering an inclusive and supportive environment and working alongside senior leaders and our People & Culture team to ensure that our policies, recruitment and development opportunities empower all colleagues to further their career with us, regardless of gender.

Our business has grown significantly over the past five years through mergers and acquisitions. This growth enables us to strengthen our business and diversify our workforce and from time to time such acquisitions may have weaker gender pay gaps.

## Our HR Strategy, Policies and Processes

We believe supporting all employees in the workplace will reduce the gender pay gap.

In mid-2024, we increased our standard paternity leave from the statutory offering of two weeks to now offering 10 weeks at full pay. This is helping to close the gap in gender imbalances on time out of the workplace, allowing partners to be at home during the crucial few weeks of their baby's life, benefiting all involved.

Our People & Culture team have worked together to create a new entry-level management training programme. This provides all of our new line managers with a structured approach to line management, ensuring that they are consistent in their management style with other senior managers.

We aim to actively create an environment where everyone is motivated to develop and progress their career at GBS UK, through innovative HR policies and practices and an encouraging environment. Our HR policies and tools proactively support flexible working across the organisation, as these encourage our talented and driven employees to deliver results and, in turn, advance their careers in our organisation.

Our continued partnership with Work+Family Space allows employees to access four emergency care sessions annually. This reassures our working parents that help is available during life's unexpected changes and stress (such as teacher strikes, emergency school closures, a breakdown in regular care, or just a helping hand where needed).

Our Inclusion & Diversity team covers aspects of gender, sexuality, disability, parental status, race and mental health. The team is dedicated to championing all areas of diversity in our organisation and will run multiple campaigns throughout each year which focus on different areas of diversity. These include International Women's Day, Mental Health Awareness Week, Pride Month, Black History Month and International Men's Day.

Our Wellbeing Workstream was founded in 2024 to help improve the employee experience of our business colleagues. This group focuses on wellbeing initiatives that cover physical, mental and financial wellbeing.

Our HR policies and job descriptions are gender-neutral in tone to encourage inclusivity. As part of our annual performance management and pay review process, we monitor that our people are being paid fairly based on their roles, responsibilities, experience and performance.





Learning and Development

Learning and development continue to be a huge priority for our organisation. Several initiatives are in place or coming soon to encourage a broader diversity of our employees. Each initiative is designed to interlink with one another to enable employees to grow their careers within Gallagher from the very beginning of their working lives.

We continue to have a strong mentoring programme within our business, which is in place to support any colleague wishing to improve business skills or areas around personal or professional development. We currently have over 70 mentoring partnerships in place which cover employees at all levels of seniority and have proven successful at connecting colleagues to different areas of the business which they may not have worked with previously.

Gallagher’s launch will provide work experience opportunities for younger talent, giving them insight into the insurance and benefits industry.

Launching in 2024, our new Gallagher Rise programme will help eliminate gender and socioeconomic background in our recruitment and early talent pipeline by recruiting our next generation of talent. We are including individuals leaving school, college and university to broaden our workforce’s socioeconomic background while demonstrating that employees can thrive in roles without requiring a degree.

To support our current workforce, the Gallagher Growth leadership programme will focus on removing management biases and equipping managers with tools to improve their teams’ workplace wellbeing.

And finally, to support our female leaders, a brand-new mentoring cohort launched in March 2025 to encourage our female employees to step into leadership roles and grow within Gallagher. We are also pleased to say that within the past 12 months, 54% of internal promotions have been awarded to female colleagues.

Recruitment

Our recruitment strategy aims to diversify teams within Gallagher and ensure all managers are aligned with our hiring strategies when recruiting from a busy market. We now include more information about inclusion and diversity in our advertised role profiles to promote the diverse company we strive to be and provide information about the availability of reasonable adjustments during the recruitment process. All hiring managers are currently receiving interview training which will provide consistency with our interviewing practices and give all line managers equitable opportunities to improve their interviewing skills.

Our recruitment conversations promote our flexible work culture. We approved the majority of flexible working requests and, as part of this, ask our managers to proactively monitor individual wellbeing.

We are also pleased to confirm that 47% of our new hires in 2024 were female.

Dive In Festival

Gallagher was once again a global sponsor of Dive In, the festival for diversity and inclusion in the insurance industry.

Dive In’s 2024 theme was “A Sustainable Future: The Next 10 Years”, encouraging businesses to view inclusive and diverse cultures as a business requirement and a pivotal factor for long-term success.

DisabilityIn

Gallagher is very proud to say that DisabilityIn has recognised it as a “Best Place to Work for Disability Inclusion” in both the United States of America and the United Kingdom.

Partnership with Trans in the City

In 2024, Gallagher UK proudly partnered with Trans in the City, an organisation which promotes and supports trans inclusion in the workplace. We were shortlisted as a ‘Trans Inclusive Organisation’ at Trans in the City’s 2024 Gala.

Gallagher’s Rugby Partnerships

Gallagher has been a proud partner of Premiership Rugby since 2018 and in 2025 will be the official partner of Women’s Rugby and the Women’s Rugby World Cup, demonstrating our commitment to support rugby played in both the men’s and women’s games.

Our ongoing partnership with Premiership Rugby has allowed colleagues the chance to volunteer with Project Rugby, an initiative aimed at promoting rugby to people from lower socioeconomic communities or who live with a disability.





Our 2024 progress

We have taken some great steps and have made significant progress in the past 12 months to help address the gender pay gap.

		2023	2024
Hourly rate	Mean	23.10%	20.58%
Hourly rate	Median	25.80%	16.14%
Bonus pay	Mean	66.80%	51.16%
Bonus pay	Median	54.60%	55.86%
Bonus pay	Male recipients	52.10%	25.47%
Bonus pay	Female recipients	63.00%	29.13%

Next steps

Over the next 12 months, we will focus on increasing the number of females in our business who hold senior leadership roles and the socioeconomic makeup of our colleague base. We want to ensure that all employees, regardless of sex, gender, age, disability, race, religion, sexual orientation, age, or ethnicity, continue to have equal opportunities for career development and progression within our organisation.





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