



Gallagher Gender Pay Gap -  
Gallagher Benefit Services, UK  
Report 2017



**Gallagher**

Insurance | Risk Management | Consulting

**At Gallagher we see diversity as a strength.**  
We believe in fostering a fair, respectful and inclusive culture. A culture where all team members feel empowered and supported to be themselves and achieve their career and lifestyle ambitions.

The gender pay gap measures the difference between the average hourly total pay for all men versus all women at an aggregate level across an organisation. This is not the same as equal pay.

At Gallagher our 2017 data shows a gap in pay between men and women which is due to a lower proportion of women holding senior management and consulting roles within the business. This is an issue that we are working to address within our organisation and are seeking to help remedy across the wider employee benefits sector where this remains an industry-wide challenge. Based on our data there is no evidence of pay discrimination within our organisation.

This is the first year that we have looked at our compensation in this way. We are committed to further understanding the reasons behind the under-representation of our women in senior roles and we are working as a team to address and close our current gender pay gap.

The following pages provide the data and the background to our 2017 numbers, as well as the actions and plans we are undertaking to redress this imbalance.



“We are passionate about being an inclusive organisation and seek to provide job opportunities for everyone regardless of gender, age, background and ethnicity. Focussing on our gender pay gap and the detail behind our high level numbers is providing us with greater insight to ensure we address the underlying issues. We recognise the Employee Benefits Consulting sector in the UK is typically male-dominated and has historically been so across the industry. Whilst this is slowly changing, this is an issue which we are aiming to address as a business. We are fully committed to influencing positive change as we strive towards a more gender-balanced organisation.”

**Tim Johnson**  
CEO, Gallagher Benefits Services, UK



“Here at Gallagher Benefit Services, we seek to provide job opportunities and encourage everyone regardless of their gender, as we believe we are a great place to work. We want to ensure all our people can achieve their full potential at work and we are committed to addressing gender under-representation in the workplace and building a diverse organisation which reflects the clients we serve and the communities we operate in. Understanding the historical context and progressing our way forward are actions I will wholly support my UK colleagues with, in achieving our ultimate aim of narrowing our gender pay gap over time.”

**Leslie Lemenager**  
Regional President, International - Gallagher Benefit Services



## Understanding the 2017 data

### Women's average total hourly pay rate

Mean\* **43.5%** lower      Median\* **32.4%** lower

We have a fairly even split of women (49%) and men (51%), but the number of female colleagues working in senior management and consulting positions are under-represented, which is why we currently have a gender pay gap.

#### Our UK team



#### \* Mean and Median explained

**Mean** | (or average) is the sum of a set of numbers, divided by the count of numbers in the set.

**Median** | the middle point in an ordered set of numbers.

## Pay Quartiles

The proportion of men and women in each quartile of our payroll:

### Top quartile



### Upper middle quartile



### Lower middle quartile



### Lower quartile

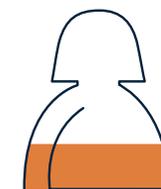


## Why we have a gender pay gap

We have fewer women than men in senior management and middle management roles.



**9%** of Senior leadership positions are held by women



**38%** of Middle management positions are held by women



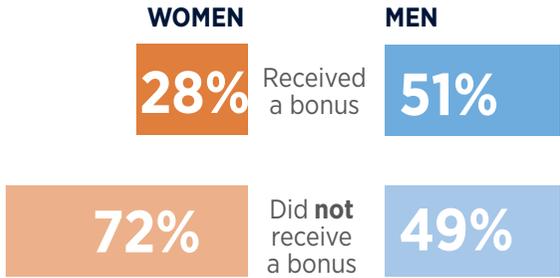
**30%** of Consultant positions are held by women



## Proportion of men and women receiving a bonus in 2017

We have bonus schemes in place at different levels and across varying positions in our organisation and the bonus structures are informed in large part by market practices.

### Women's vs Men's Bonus Pay



#### \* Mean and Median explained

**Mean** | (or average) is the sum of a set of numbers, divided by the count of numbers in the set.

**Median** | the middle point in an ordered set of numbers.

## Women's bonus pay

Mean\*

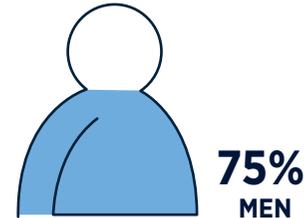
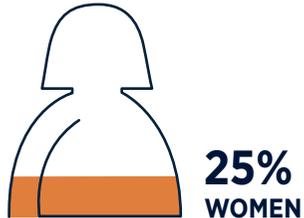
**61.1%** lower

Median\*

**76.9%** lower

## Why we have a bonus gap

We see the greatest proportion of bonuses awarded at senior leadership levels, middle management and consultant positions.





## Addressing our gender pay gap

Our Executive Committee is committed to a programme of work and actions that we believe will help us address the current under-representation of women in senior roles within Gallagher.

### What gets measured gets done.

We will therefore be monitoring progress against each of these actions and reporting back on a regular basis to our UK Board and most importantly to our colleagues within Gallagher.

Some of the priority actions that we have committed to as a company are as follows:



#### Recruitment

- Educate and monitor recruitment partners to ensure a greater gender balance in candidates presented as potential new hires.
- Widen our circle of recruitment partners to include those who actively seek women into our industry as we encourage more female applicants into senior roles.
- Track recruitment trends for new hires across the organisation.



#### Mentoring & Networking

- Establish a formal mentoring programme to support the development of more gender neutrality across all our business areas and nurture potential senior management capability



#### Talent and Succession

- Measure and monitor the gender mix on all internal talent and succession programmes
- Review our existing programmes to ensure we provide our employees with the support they need to develop their full potential within our organisation



#### Reward and Benefits

- Proactively support enhanced working practices across our organisation and review those existing benefits and policies such as flexible working and maternity / paternity leave which best support family-friendly initiatives.

# Our ongoing commitment to Inclusion and Diversity



“We will strive and continue to ensure our people policies and programmes encourage and support all our employees throughout their working career at Gallagher Benefit Services in the UK. The Executive team is actively supportive of our diversity message across the organisation and we will collaborate in this initiative across the overall Gallagher group. We will continue to actively work with managers across the organisation and external partners in our aim to achieve the actions contained in this report. We know that there is still more work to do, to both encourage more women into our business and develop their careers into consulting, middle and senior management roles. These are actions we are ready to take on board and carry through to completion.

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

**Cynthia Oddman-Howe**

Interim Head of HR, Gallagher Benefit Services, UK



Gallagher Risk & Reward Limited

Pay and Bonus data as at April 2017. This data is only in relation to Gallagher Risk & Reward Limited.

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