



July 2025

Global Pay Transparency Study

UK Findings Report

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Introduction



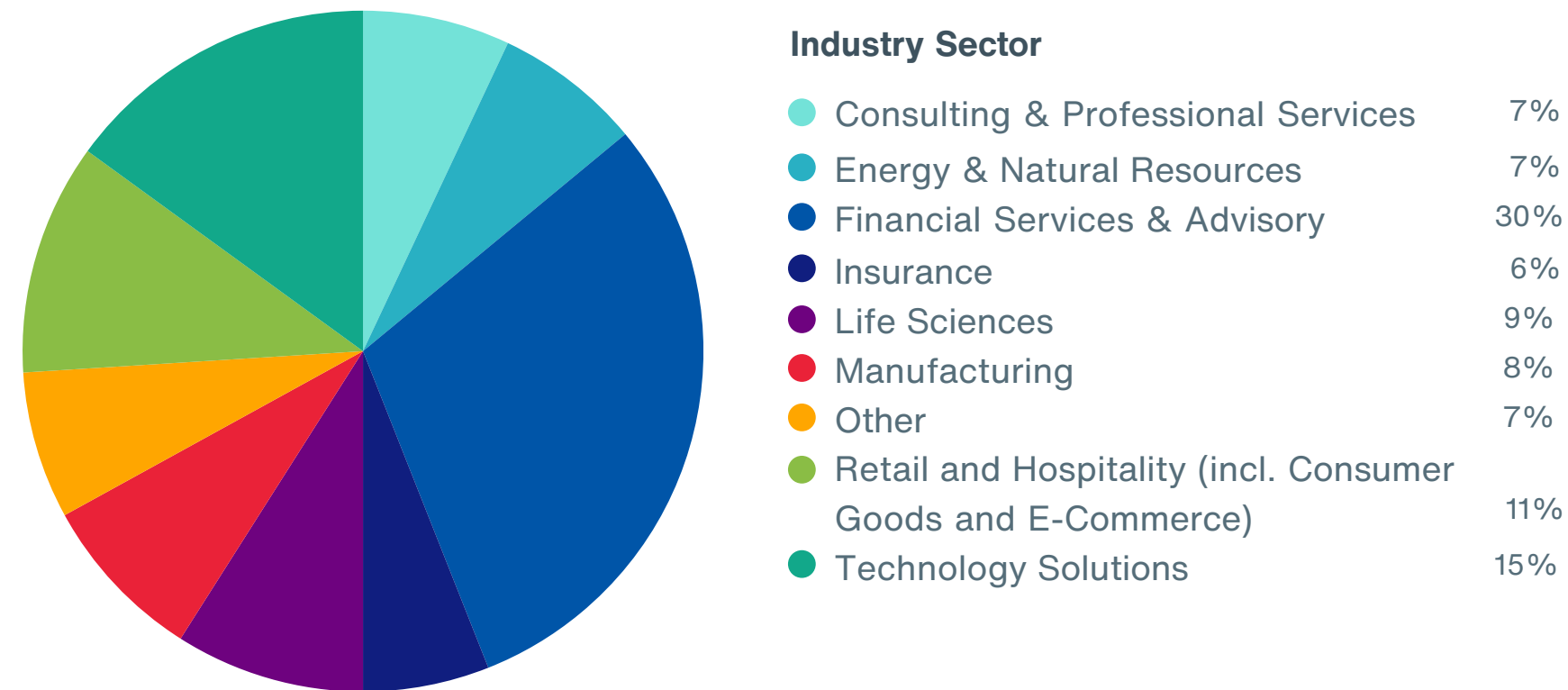
Aon Global Pay Transparency Study 2025

In March 2025, Aon launched a study to assess the overall progress of organizations on their journey towards pay transparency. The UK survey results reflect data from 123 individual UK responses.

123

Total Responses

Of those responses . . .



Size by Headcount

23%

up to 1,000

26%

1,000 to 5,000

13%

5,000 to 10,000

7%

10,000 to 20,000

15%

20,000 to 50,000

16%

50,000+

The study consists of three dimensions:

01

Readiness

How ready are organizations for pay transparency?

02

Priorities

What are the priorities to deliver pay transparency?

03

Communication & Governance

How developed are communication strategies and what is the level of awareness around the organizations?

Key UK Findings



10%

of organizations consider themselves ready for pay transparency.



28%

report their level of readiness has not improved in the last 12 months



50%

of organizations surveyed said they are taking a geographically targeted approach to pay transparency, only where compliance is required.



60%

of organizations publish salary bands while recruiting and 10% do so for all job postings, even when not required.



51%

of organizations surveyed said that they have a robust job evaluation process in place and use it consistently.



The top 3 priority activities are:

01 Pay Transparency Strategy

02 Pay Equity Analysis

03 Communication and Governance

1427 individual global organizations completed the survey, and 123 individual UK organizations completed the survey, please note that there is variability in the number of responses per question.

Global breakdowns with regional comparison are based on the global data set with the exception of Europe and UK which have been split for greater clarity; UK findings slides are based on the UK data set.

2

Survey Results

Readiness

Priorities

Communication
and Governance



Survey Results: Readiness

Q

How would you rank the following as drivers behind your organization's focus on pay transparency?

1st Regulatory compliance	2nd Enhance employee value proposition/ talent attractiveness	3rd Mitigate equal pay claim risk
4th Diversity, Equity and Inclusion (DE&I) priority	5th Alignment to organization values	6th Increased stakeholder expectations (employee, shareholders, etc.)
7th Peer practices	8th We have not implemented pay transparency practices yet	9th Social movements and activism

120 responses



Regulatory compliance is the top driver, the top 3 drivers are the same for UK participants as we saw across the rest of Europe.

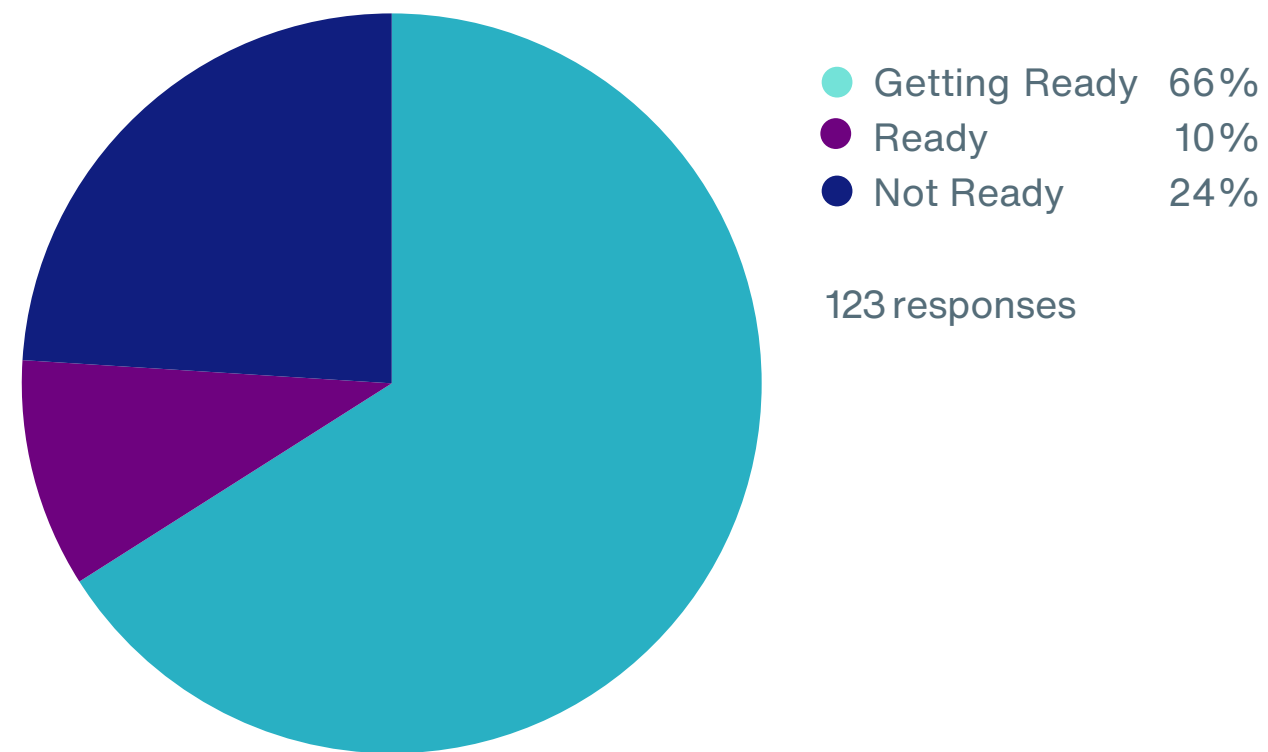


Survey Results: Readiness

Q

What is your observed state of readiness?

Overall
UK Perspective



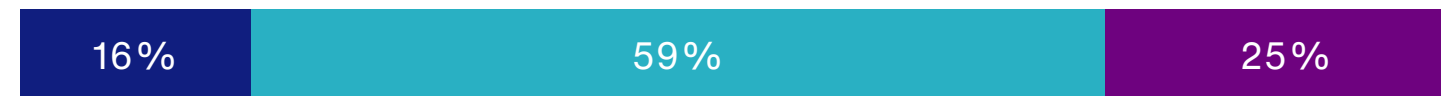
By HQ Location*

Low level of readiness
Global (1,414 responses)

Increasingly structured



North America (739 responses)



Europe (397 responses)



APAC (151 responses)



LATAM (40 responses)



*HQ location or location specified by respondent when not answering for HQ

Survey Results: Readiness



72%

of organizations reported that their state of readiness has improved over the last 12 months.

122 responses



71%

Global

1,403 responses



74%

NA

736 responses



71%

Europe

392 responses



53%

APAC

150 responses



69%

LATAM

39 responses

Q

To what extent do you agree with the following sentences?

Employees fully understand our policies and guidelines regarding pay



Managers are trained to effectively communicate about matters related to pay



Employees fully understand how pay is determined



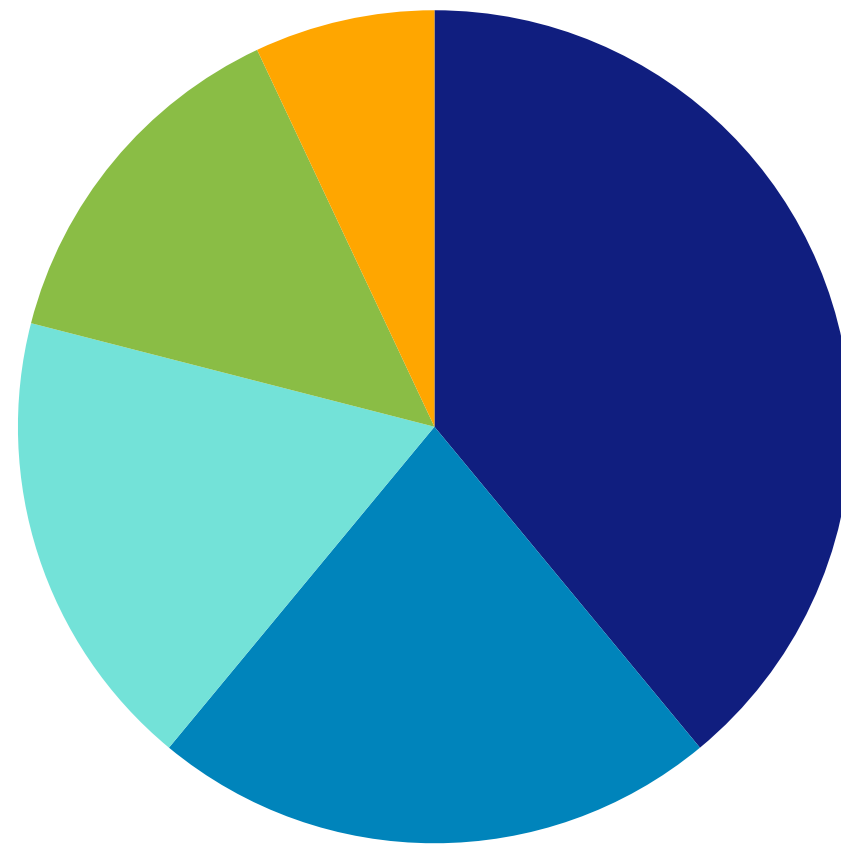
Strongly Agree
Agree
Quite Agree
Quite Disagree
Disagree
Strongly Disagree

123 responses

Survey Results: Risk

Q

How has your organization addressed pay transparency from a risk perspective?



Compliance Monitoring	39%
Other (Please specify)	22%
Added to Risk Register	18%
Risk Committee Discussions	14%
Chief Risk Officer/Risk Team Engaged	7%

135 responses (participants could select multiple response options)

Of the 22% other

7%	41%
In progress	Not done at present
7%	45%
HR/Comp Committee	Not applicable



112 individual organizations responded to this question with:

- 95 selecting only one option
- 14 selecting two options
- No one selected three options
- 3 selecting four options
- No one selected five options
- 11 did not select any option at all
- 53 selected Compliance Monitoring as one of their responses



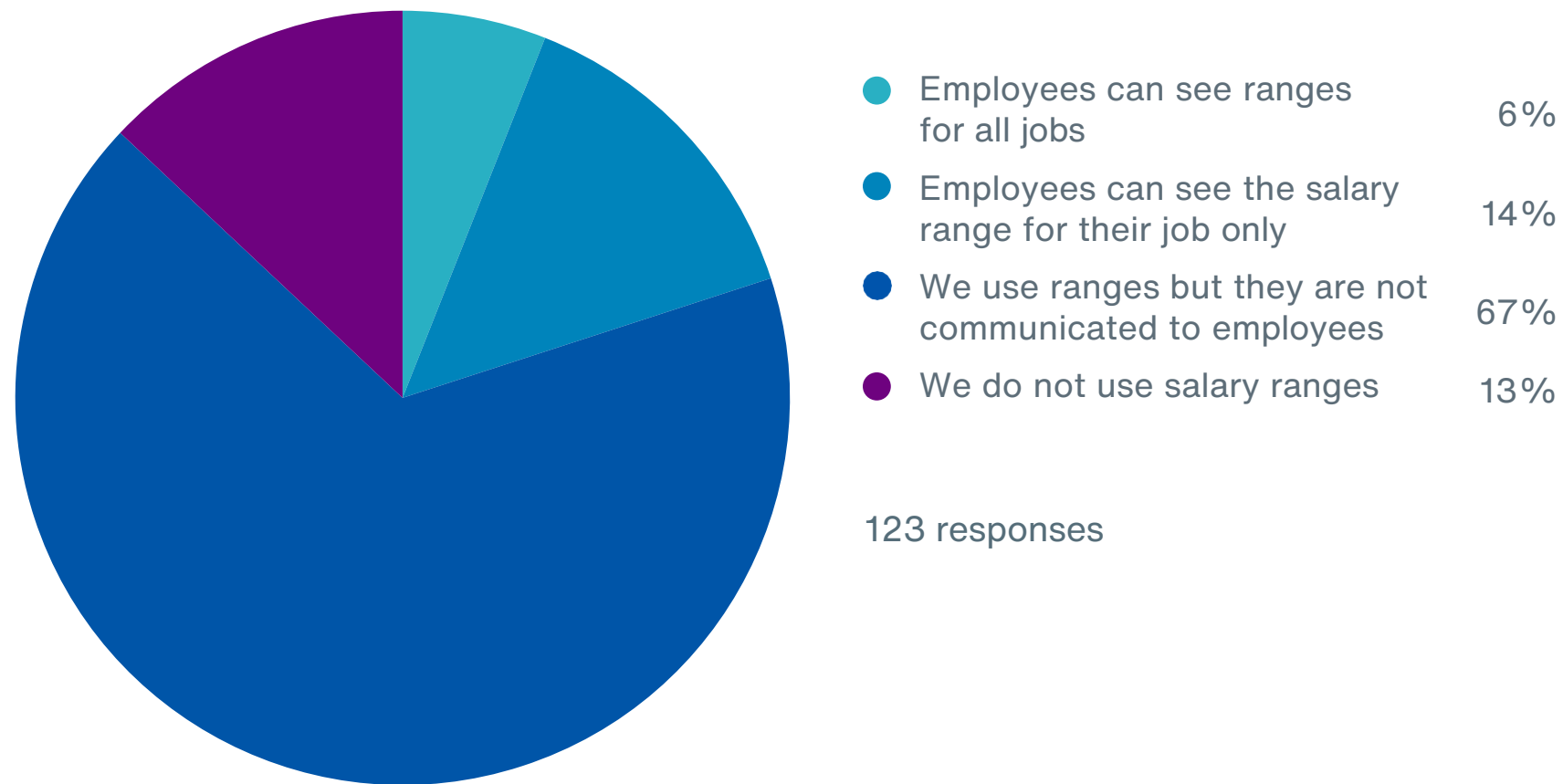
Survey Results: Salary Bands

Q

How are salary ranges communicated to employees?

Overall

UK Perspective



By HQ Location*

Fully communicated

Limited communication/not used

Global (1,411 responses)



North America (738 responses)



Europe (394 responses)



APAC (151 responses)



LATAM (41 responses)

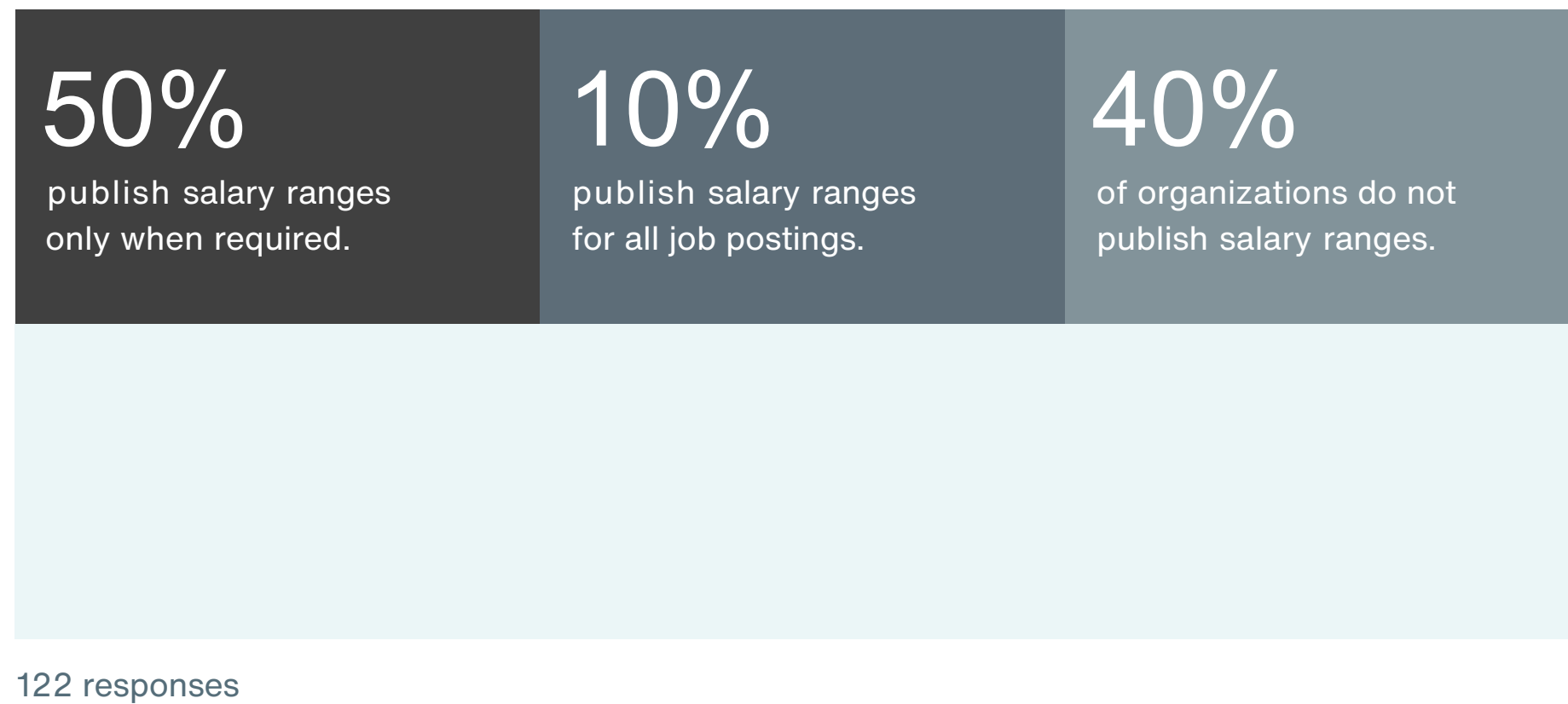


*HQ location or location specified by respondent when not answering for HQ

Survey Results: Salary Bands

Q

In which of these instances does your organization publish salary ranges for external job postings?



By HQ Location*

Global (1,409 responses)



North America (737 responses)



Europe (395 responses)



APAC (150 responses)



LATAM (41 responses)



● Only when required ● All job postings ● Do not publish

*HQ location or location specified by respondent when not answering for HQ

Survey Results: Pay Equity

Q

Have you conducted a pay equity analysis in the last 12-18 months?



Globally

26%

have conducted a pay equity analysis in the last 12-18 months; 12% have never conducted an independent pay equity analysis and this rises to 18% for the UK.

1,427 global responses
123 UK responses
401 Europe responses



Under the EU Directive, the first gender pay gap report is due H1 2027

By Headquarters Location

North America

30%

221 respondents

United Kingdom

18%

22 respondents

Europe

24%

96 respondents

Asia Pacific

19%

30 respondents

Latin America

26%

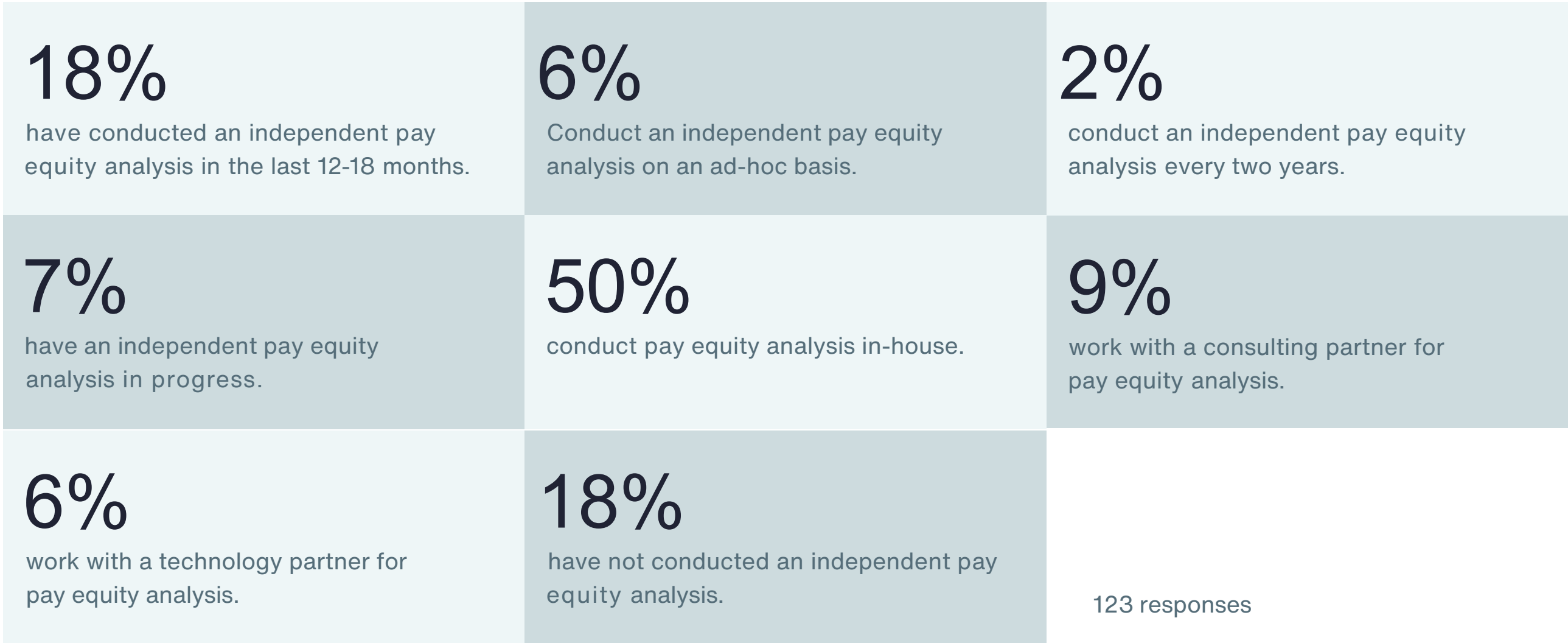
11 respondents

% reflects the number of organizations in that region who have undertaken a pay equity analysis

Survey Results: Pay Equity

Q

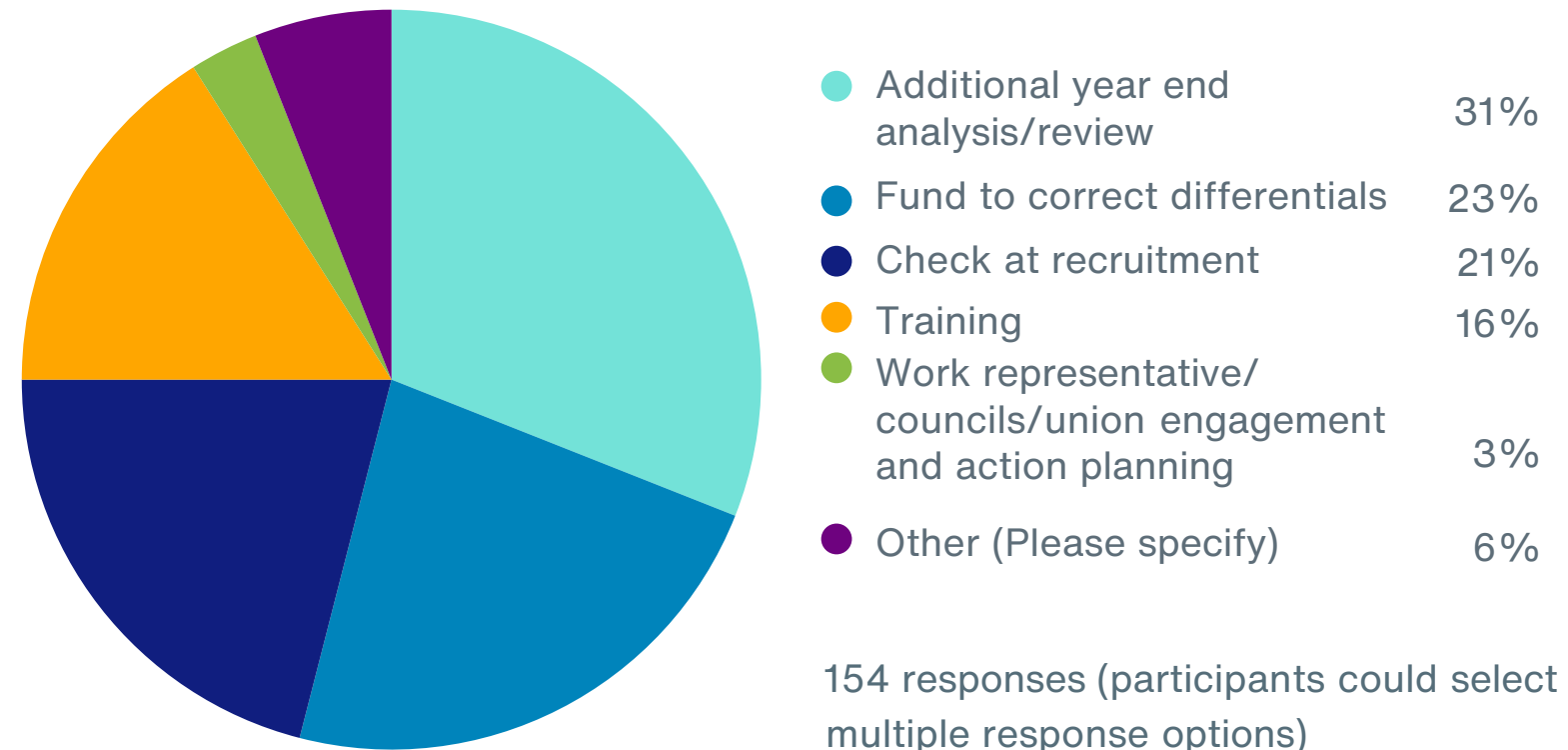
Considering pay equity analysis, which of these statements apply for your organization?



Survey Results: Pay Equity

Q

What interventions have you established as a result of identified pay equity gaps?



112 individual organizations responded to this question with:

- 66 selecting only one option
- 26 selecting two options
- 13 selecting three options
- 6 selecting four options
- 1 selecting five options
- 11 did not select any option at all

71%

of organizations identified pay equity gaps requiring intervention.



To effectively address pay disparities, organizations must identify the underlying factors contributing to wage inequalities. This understanding will enable them to develop and implement comprehensive strategies that prevent such disparities from re-emerging throughout their workforce.

This number may increase as the regulatory requirements become more rigorous in the EU.

112 responses

Survey Results: Performance Management

Q

Do you have a robust performance management approach in place to support decisions on pay for performance?

81%

Said “yes” they have a robust process in place, but of those, 23% reported that it does not cover decision making around all three areas of base, STI

(bonus) and LTI (equity). 100 responses

Only 23%

reported that they have a robust succession and promotion process in place to support fairness and opportunity.

130 responses (participants could select multiple response options)



From June 2026, under the EU Directive, employees will be entitled to ask their employers for information about the criteria used to determine pay and career progression, which must be objective and gender neutral.

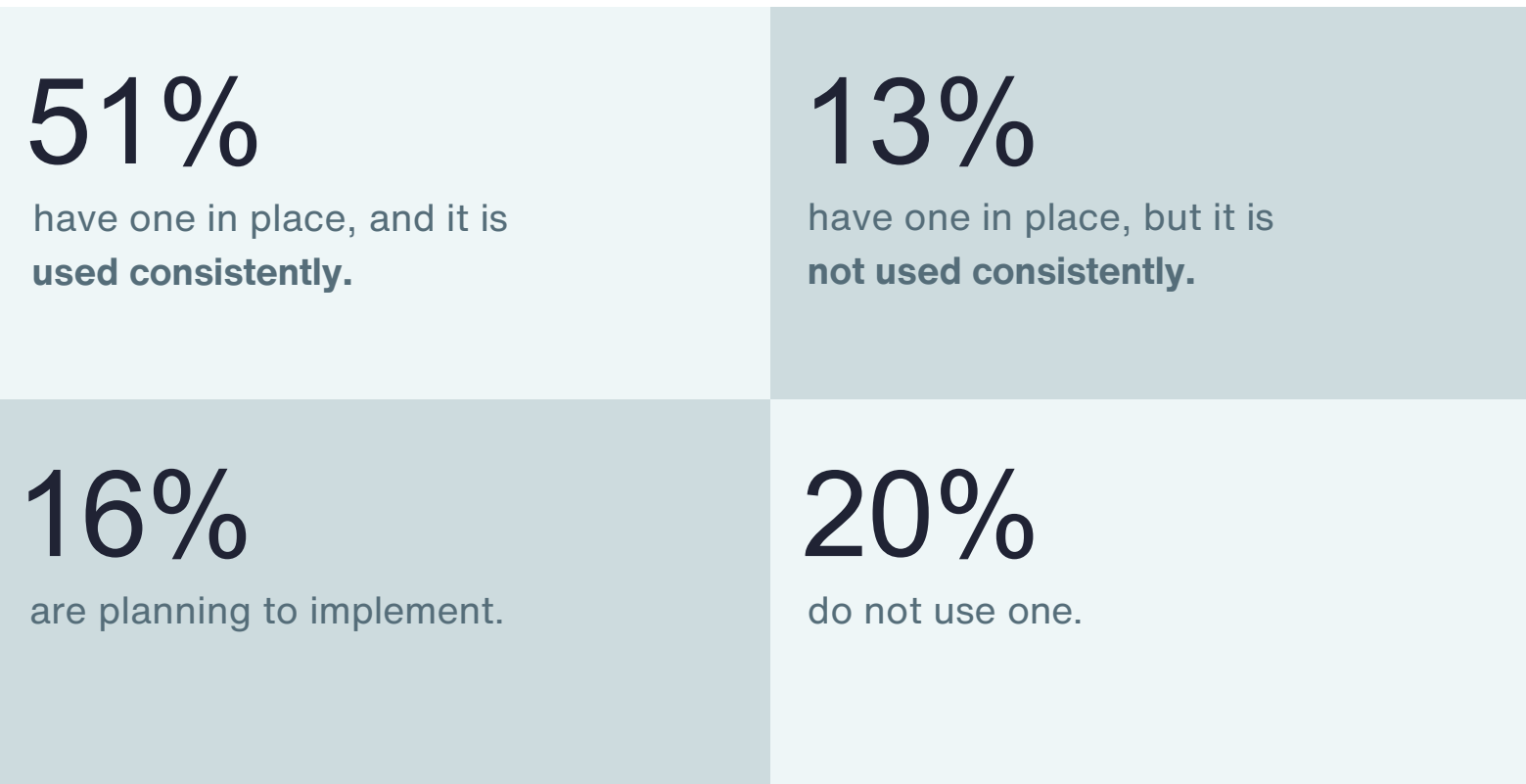
[Source](#)



Survey Results: Job Architecture

Q

Which of these statements best describes your organization's use of a robust, gender neutral, analytical job evaluation methodology* for all roles?



123 responses
*e.g. Aon's JobLink™



The EU directive requires category of worker to be defined based on work of equal value using as a minimum an assessment of skills, responsibility, effort and working conditions.

Whilst many clients do consistently apply a qualitative approach to job levelling, this does not meet the requirements of the Directive.

[Source](#)



Survey Results: Pensions & Benefits

Q

Do you have visibility of pension and benefit plan eligibility and cost for all countries in scope for pay transparency?

Eligibility

121 responses



Cost

123 responses



● Yes ● No ● Don't know

Q

Do you have line of sight of the benefits which may have an impact on your pay equity?

123 responses



● Yes ● No ● Don't know



The value of pension and benefits will be required to be combined with pay for compliance reporting under the EU Pay Transparency Directive.



2

Survey Results

Readiness

Priorities

Communication
and Governance



Survey Results: Priorities Now & The Future

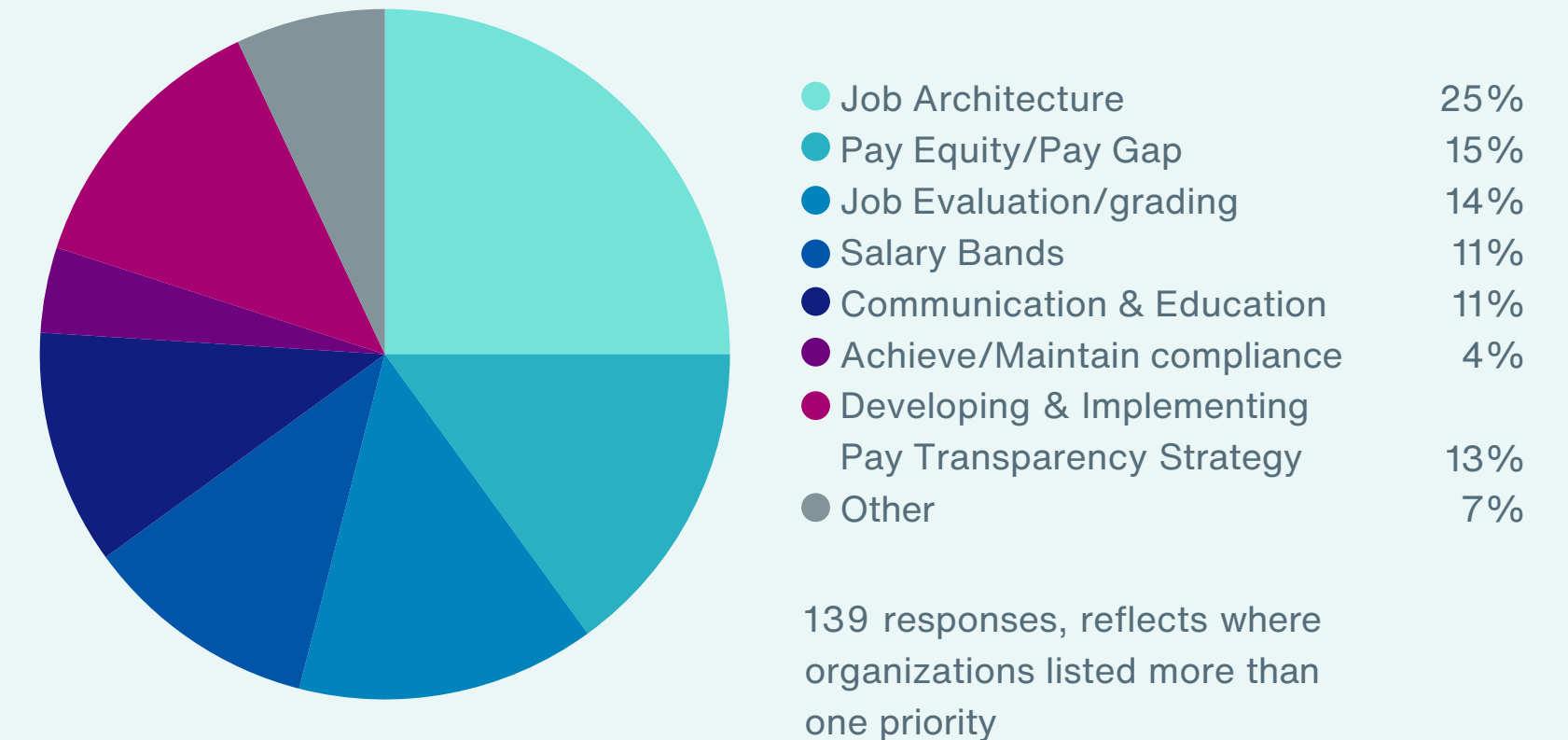
Q

How would you rate the following activities in order of priority for your organization?

1st Pay transparency strategy	2nd Pay equity analysis	3rd Communication & governance
4th Salary determination and salary bands	5th Reviewing/Implementing job architecture and evaluation frameworks	6th Pay gap reporting
7th Manager education and training	8th Developing stakeholder and communications strategy	9th Performance management
10th Pension and benefits reporting	11th Succession planning	
114 responses		

Q

What is your main focus regarding Pay Transparency in the next 6-12 months?



2 Survey Results: Priorities

Targeted vs Broad Approach

Q

When considering any changes you may make in respect of Pay Transparency, to what extent will these changes be only where compliance is required or beyond compliance requirements?

Targeted Approach

Only where compliance is required

North America

54%

Europe

65%

Asia Pacific

75%

Latin America

49%

UK

50%



In taking a targeted approach we typically observe organisations adopt pay transparency approaches that can be scaled to other regions / locations in the future.

Broad Approach

Beyond where compliance is required

North America

46%

Europe

35%

Asia Pacific

25%

Latin America

51%

UK

50%



Over the past several years, there has been an increasing trend for organizations to expand their pay transparency initiative more broadly as focus and regulation has grown around the world.

Locations that are directly affected by the EU Pay Transparency Directive or have a high number of multi-national headquartered organizations are more likely to adopt a broader approach.

1,401 global responses, 394 Europe responses, 123 UK responses

2

Survey Results

Readiness

Priorities

Communication
and Governance



Survey Results: Communication & Governance

Communication & Information

Q

Have you developed a communication strategy for pay transparency?

77%

do not have a communication strategy.

123 responses

Of the **23%** who reported they have a communication strategy:

89%

include education and training to support line managers in implementing Pay Transparency in their areas/teams.

75%

are ensuring line managers are communicating accurately to their areas/teams.

68%

have an organization-wide plan to position and explain the details of Pay Transparency to all employees.

18%

include a mitigation plan to address resistance from leaders, managers and employees.

4%

are including other aspects.

28 responses (participants could select multiple response options.)

Q

How does your organization stay up to date on evolving regulations?

30%

in-house

27%

via online updates

14%

through legal advisor

22%

through professional services advisor

3%

via specialty software

4%

other

108 responses



Leading organizations are using a combination of outside support and technology to manage their pay transparency initiative in an effective and efficient manner.

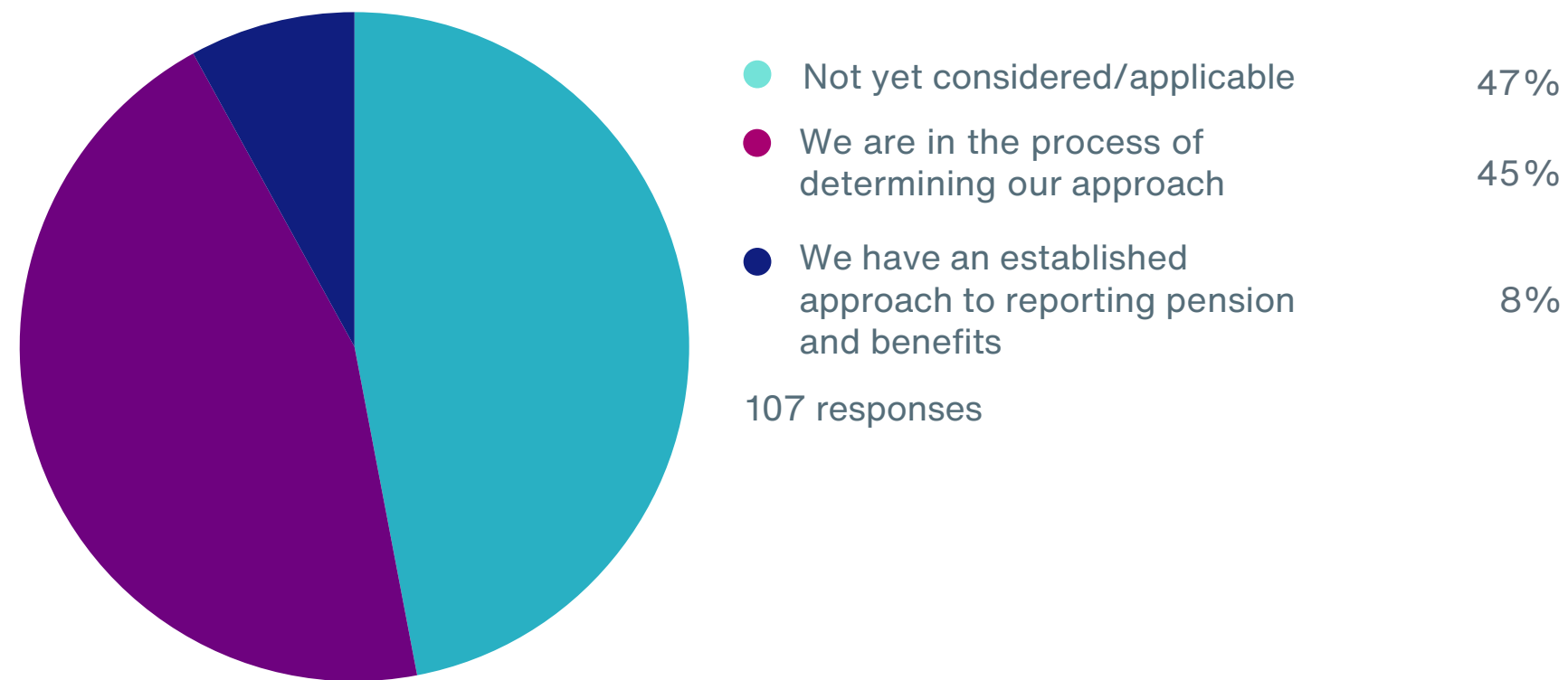
Survey Results: Communication & Governance Reporting

Q

What considerations have been given to interpretation / reporting for pension and benefits?

Overall

UK Perspective



By HQ Location*

No Consideration

High level of Consideration

Global (1,309 responses)



North America (684 responses)



Europe (361 responses)



APAC (141 responses)



LATAM (39 responses)



*HQ location or location specified by respondent when not answering for HQ

Survey Results: Communication & Governance Reporting

Q

Have you already developed a compliance calendar/plan for reporting?

59%

said no

According to the EU Directive, companies with more than 250 employees will be required to report annually; for smaller organizations, the obligation to report will be every three years. As legislation is passed in individual member states, these requirements are proving to be more rigorous and varied, requiring an increased need for third party support.

[Source](#)

107 responses

Q

Have you considered internal reporting approaches/responses to employee requests for information on their individual pay level and how it compares?

63%

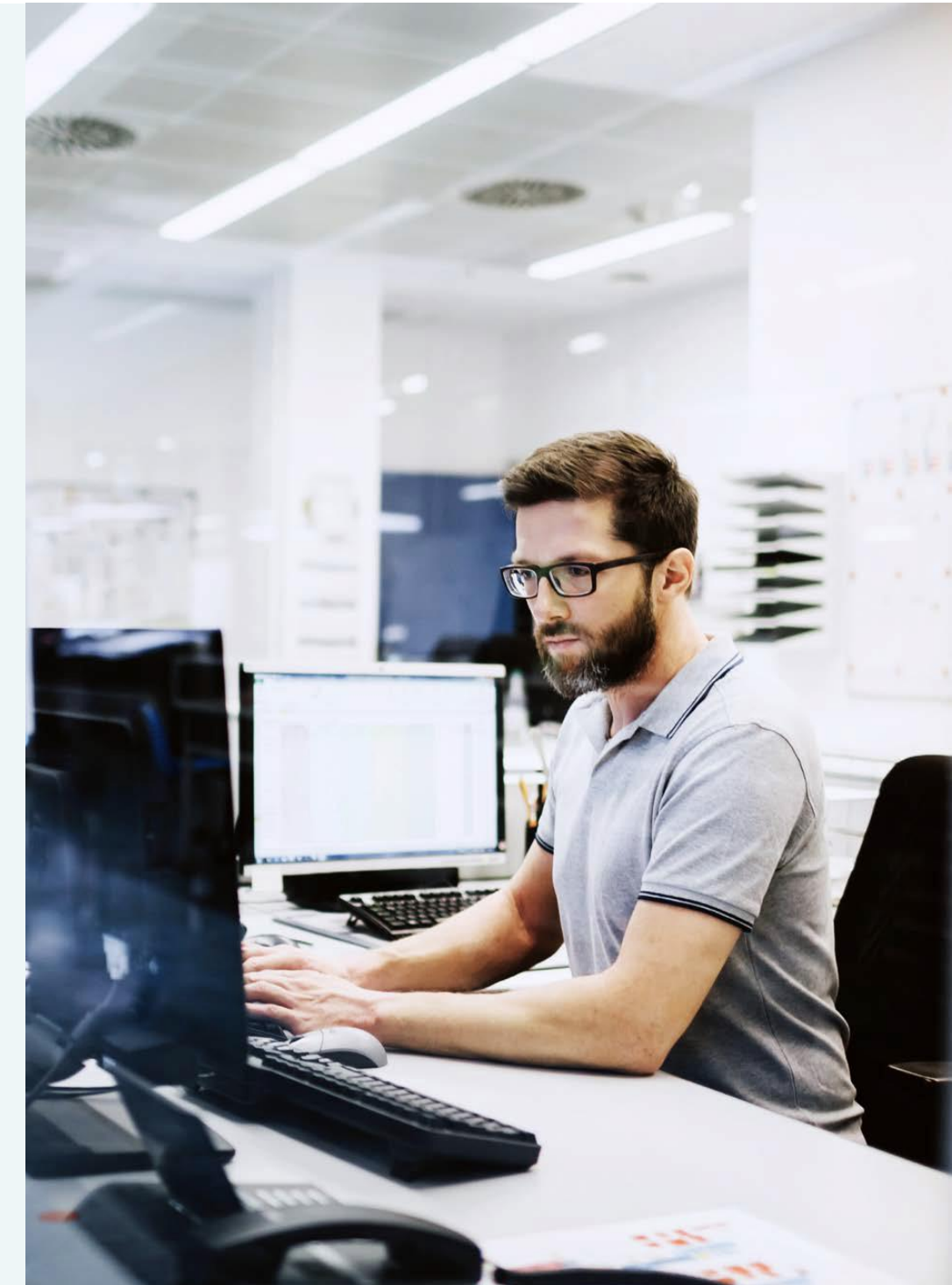
said no

From June 2026 under the EU Directive, once in role, workers will be entitled to ask their employees for information about the average pay levels, broken down by sex and for categories of employees doing the same work or work of equal value.

This higher proportion of firms is unsurprising given UK only organisations have no requirement to act at this stage.

[Source](#)

107 responses



3

Supporting Solutions



3 Aon's Pay Transparency Resources

Aon's Talent Solutions practice includes more than 100 Pay Transparency experts globally including specialists in pay equity, communication, assessments, job architecture, compensation design, disclosure, job evaluation and related practices.

Taking a Data-Led Approach to Job Architecture to Accelerate Pay Transparency

[Link to Article](#)

Navigating the New EU Directive on Pay Transparency

[Link to Article](#)

How Companies are Approaching the Pay Transparency Movement

[Link to Article](#)

Four Ways Retirement Planning Can Reduce the Gender Savings Gap

[Link to Article](#)

New-Hire Salaries are Rising – Along with Pay Equity Issues

[Link to Article](#)

Pay Transparency Can Lead to Better Equity Across Benefits

[Link to Article](#)

Pay Transparency and Equity Article Collection

[Link to Article](#)

Pay Transparency Consulting

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[Job Architecture](#)

[Pay Equity](#)

Aon's Solutions

- Pay Equity Audit
- Job Architecture
- Analytical Job Evaluation
- Custom Pay Transparency Roadmap
- Total Rewards Assessment
- Pay Range Review and Compliance
- Pay Readiness Assessment
- Communication and Change Management Strategy
- Education Workshops

JobLink™

JobLink™ has been approved in a UK tribunal as a statistically valid, neutral, and objective job evaluation methodology to determine job worth.

3 EU Directive: Why Start Now?

Your Timeline for Pay Transparency Compliance and Success

We Are Here

Today

End of 2025

Directive Transposed Into Law In H1

H1 - H2 2026

H1 2027 Onwards

01. Start Now

- Determine current state of readiness
- Determine the organization's pay philosophy towards transparency, stakeholder requirements, reporting capability, understanding of existing gaps and priority areas for attention
- Review frameworks e.g. job evaluation, salary structures, bonus structures, benefits
- Independent pay equity analysis
- Formulate an approach/project plan of priorities and roadmap

02. Address the Pay Gap and Work Towards Pay Transparency

- Final chance to make changes to 2026 salaries and close gaps based on pay equity findings utilizing competitive market data
- Implement robust frameworks e.g. job evaluation, salary structures, bonus structures, benefits
- Policies and process review e.g. recruitment, promotions, performance assessment, governance framework for compliance
- Develop a pay transparency strategy that supports gender neutrality through the employee lifecycle

03. Communicating Pay Transparency

- Deadline whereby the Directive will be transposed into law (7th June)
- Stakeholder communications, consultation and engagement to ensure clear awareness throughout the organization
- Training and upskilling of line managers
- Moving beyond pay and bonus to benefits, including the gender pensions gap
- Linkage of pay transparency strategy to overall people strategy, and employee value proposition of the organization

04. Reporting

- First pay gap report due based on 2026 'pay'
- Robust data reporting allowing visibility, improved external and regulatory reporting
- Targets / commitments in place, common language and open communication
- Ongoing maintenance and governance



You have at most one pay cycle to put in place robust frameworks, and remediate issues, before the Directive is transposed into law and pay reporting is made public.



About Aon

[Aon plc](#) (NYSE: AON) exists to shape decisions for the better — to protect and enrich the lives of people around the world. Through actionable analytic insight, globally integrated Risk Capital and Human Capital expertise, and locally relevant solutions, our colleagues provide clients in over 120 countries and sovereignties with the clarity and confidence to make better risk and people decisions that help protect and grow their businesses.

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