

PAY ADJUSTMENTS

When unexplained discrepancies in pay are identified in our analysis, adjustments would be made during the annual compensation adjustment cycle. As a result of the 201 study, a small number of modest adjustments were made to bring identified colleagues within range of their peers.

COLLEAGUE RECOURSE

Colleagues may raise any issues they have regarding pay equity with their manager or directly with Human Resources. There is also a global Ethics and Compliance line available 24/7 for anyone to report concerns anonymously by telephone or online at ethicscomplianceline.com

PROFESSIONAL DEVELOPMENT

Marsh & McLennan Companies is committed to enhancing colleagues' capabilities through a variety of programs and initiatives targeted at advancing diversity throughout the company. Some ways that we provide opportunities for our talent to thrive include:

- Global Diverse Leadership Development Program which engages top diverse talent and provides training, coaching and sponsorship for career development opportunities within the organization (Marsh).

- Women in Tech is a gender based, enterprise wide program focusing on unlocking the potential of our female colleagues within our Technology Center of Excellence to drive business performance and enhance workforce capabilities (MMC).
- When Women Thrives is a call to action for organizations and leaders (both internal to MMC and externally) to think and act differently to advance gender diversity as a business imperative (Mercer).
- Boost Program provides colleague support for navigating parental leave and re-integration in an effort to keep colleagues engaged before, during and after long-term parental absences (Oliver Wyman).

LEADERSHIP AND BOARD OVERSIGHT

Since a highly qualified workforce essentially is our business, substantial pay inequities can pose an enterprise risk. Pay equity is a focus at the highest levels of the organization. Marsh & McLennan Companies senior leaders and the Board of Directors, as well as the Compensation Committee and the Corporate Responsibility Committee of the Board, receive updates on pay equity, including as part of the company's enterprise risk management process.