

Our Approach to ESG

OUR ESG LEADERSHIP STARTS AT THE TOP

Our **Board of Directors oversees ESG**, including through its Corporate Responsibility Committee, which was created in 2008.

Colleagues across our four global businesses and corporate departments identify and advance our ESG priorities through our **management ESG Committee**, which reports periodically to the Board.

The **Board's risk oversight** starts with an annual review of the Company's **key enterprise risks**. Senior management briefs the Board on its strategy for each risk and provides a mid-year status update and a report at year-end. The Board receives updates on specific risks throughout the year, including on **human capital management and cybersecurity**.



WE ARE COMMITTED TO BEST PRACTICES IN GOVERNANCE

Our Board is diverse and inclusive and led by an independent Chairman.

"Tone at the top" matters, which is why our Guidelines for Corporate Governance include the Board's and management's responsibility for culture.

Our President and CEO Dan Glaser signed on to the US chapter of the **30% Club, a campaign for greater representation of women on corporate boards and in other leadership roles**. Several of our businesses are also members of chapters around the world.



OUR COLLEAGUES ARE OUR GREATEST STRENGTH

Our ambition is to make Marsh & McLennan a place where extraordinary people can do the best work of their careers.

Resource Groups connect our colleagues with peers and serve as powerful business networks.

We have been recognized as a great place to work.

Our product is our colleagues' expertise. We are committed to pay equity not only out of principle but because it is fundamental to our ability to attract, retain and motivate highly qualified and diverse colleagues upon which our future depends, as described in our **Pay Equity Statement**.

Our commitment to upholding human and workplace rights is expressed in our **statement on Human Rights**.

Our President and CEO Dan Glaser has committed to implementing the **CEO Action for Diversity and Inclusion** pledge within our workplace.



WE DISCLOSE MORE AND USE LESS

We have voluntarily disclosed and externally verified our company's annual carbon data since 2011.

We measure our carbon emissions as part of our annual submission to CDP (previously Carbon Disclosure Project), and **we reduced our total emissions by 5% in 2018**.

100% of our IT equipment around the world is now **reused, harvested for useful materials and recycled**. In just one year, **200 tons of technology components** never entered the waste stream.

We were chosen by CDP as a **Supplier Engagement Leader** and were recognized with a **Leadership in Greener Purchasing Award** from Office Depot North America.

