



2015 - 2016

CORPORATE
CITIZENSHIP
REPORT



MARSH & MCLENNAN
COMPANIES

TABLE OF CONTENTS

OVERVIEW

A LETTER FROM DAN	P 3
ABOUT THIS REPORT	P 4
ABOUT THE COMPANY	P 5
GOVERNANCE AND ETHICS	P 6
MATERIALITY	P 7

OUR COMMUNITY	P 8	OUR WORK	P 43
Overview	P9	Overview	P44
Volunteering around the world	P11	Environment and climate	P45
Non-profit partnerships	P13	People — health, wellness and diversity	P50
Recognition	P19	Community and social impact	P54
OUR ENVIRONMENT	P 20	Recognition	P55
Overview	P21	GRI INDEX	P 56
Carbon emissions	P22		
Paper use and printing	P25		
Electronics recycling	P26		
Supply chain	P27		
Real estate	P28		
Recognition	P29		
OUR PEOPLE	P 30		
Overview	P31		
Diversity and inclusion	P32		
Colleague engagement	P33		
Colleague demographics	P34		
Our resource groups	P37		
Veteran talent initiative	P40		
Health and wellbeing	P41		
Recognition	P42		



A LETTER FROM DAN

The more complex and dynamic the world becomes, the more Marsh & McLennan's 60,000-plus colleagues around the world thrive on making a difference in critical moments on behalf of the people, businesses and societies we serve.

Our shared purpose underpins our aspiration to become one of the best companies in the world. To achieve this, we must be relevant to clients and continue to be a great place to work for colleagues. Our corporate citizenship plays a vital role while delivering on our commitment to improve the communities where we live and work.

Our view of corporate citizenship is broad and multidimensional. Through a business lens, our clients rely on us for trusted advice on challenges that play out across social, political and environmental issues. Beyond commercial success, however, our commitment to living the greater good is reflected in our culture of mutual respect and inclusion — and in our efforts to inspire our colleagues to learn new skills, give back to their communities and act with integrity in all that they do.

I am pleased to report the tangible progress Marsh & McLennan has made in our key focus areas of environmental sustainability, diversity and inclusion, and community engagement.

One of the attributes that defines our company and our colleagues is our relentlessness in always seeking to find the smarter way. Not what's wrong — but what we can do better. In this spirit, we will continue our corporate citizenship efforts — and we look forward to continuing to help improve the world through our work.

Best regards,

A stylized, handwritten signature in blue ink, appearing to read 'Dan'.

DAN GLASER
PRESIDENT AND
CHIEF EXECUTIVE OFFICER
MARSH & MCLENNAN COMPANIES

ABOUT THIS REPORT

We've prepared this report for everyone with an interest in Marsh & McLennan's approach to corporate citizenship — our clients, colleagues, investors, nonprofit partners, nongovernmental organizations and others. This report focuses on our progress in three key focus areas: environmental sustainability, diversity and inclusion, and community engagement. (To read more about how we identified these priority areas, please see page 7).

SCOPE

This report highlights initiatives and accomplishments for our global enterprise, which includes our four operating companies. Performance data covers 2015 and 2016, unless otherwise noted. In some cases, information for early 2017 is also included to give an up-to-date picture of our programs.

REPORTING STANDARDS AND ASSURANCE

This report contains standard disclosures from the Global Reporting Initiative's (GRI's) G4 Sustainability Reporting Guidelines. An index of our responses can be found on page 56. We draw on guidance from the World Resources Institute's (WRI's) Greenhouse Gas Protocol for our carbon reporting, as well as CDP's (formerly the Carbon Disclosure Project) guidelines. Our Corporate Citizenship Report team, subject matter experts and senior leadership reviewed the content of this report to ensure it fairly represents our citizenship activities and results.

CONTACT US

Your feedback is important to us and we welcome ideas for advancing our citizenship activities and performance. Please send your comments and questions to corporatecitizenship@mmc.com.

ABOUT THE COMPANY

We are Marsh & McLennan Companies: a global professional services firm with two operating segments, Risk and Insurance Services and Consulting. Our more than 60,000 colleagues around the world serve clients in more than 130 countries through our market-leading professional services businesses:

RISK & INSURANCE SERVICES



Insurance broking and risk management



Reinsurance and intermediary advisory services

CONSULTING



Talent, health, retirement, and investment consulting



Management, economic and brand strategy consulting

WE ARE COMMITTED TO

- **ENABLING CLIENT SUCCESS**

We anticipate the needs of our clients and act as their trusted advisors.

- **FINDING THE SMARTER WAY**

We never stop searching for a better solution.

- **WORKING SIDE BY SIDE**

We collaborate to harness our collective intelligence.

- **LIVING THE GREATER GOOD**

We act with integrity and strive to improve our communities around the world.

G O V E R N A N C E A N D E T H I C S

LIVING THE GREATER GOOD

Our reputation is fundamental to our business. That's why colleagues at every level of our organization are expected to conduct themselves in a manner that reflects the highest ethical and professional standards at all times. To support and guide our colleagues, in 2011 we introduced our code of conduct, *The Greater Good*. Available in 23 languages, *The Greater Good* has been distributed to our colleagues worldwide, accompanied by a comprehensive training and communication effort that included a campaign in 2016 requiring employees to recertify their commitment to the code.

The Greater Good provides guidance on legal, ethical and risk issues that colleagues may encounter in their work, and helps them to consider how the actions they take may affect the broader interests of our fellow colleagues, clients, shareholders and communities. The code instructs colleagues how to raise any concerns they have about these issues and assures them that there will be no retaliation for doing so in good faith.

BOARD OVERSIGHT

Marsh & McLennan Companies' Board of Directors established a Corporate Responsibility Committee in 2008. The committee's aim is to create value for our stakeholders by enhancing our firm's reputation, business position and colleague engagement. The committee focuses on government relations, corporate communications, social responsibility, diversity and inclusion, and sustainability; it reports to the Board on a regular basis. The committee meets five times a year to discuss key citizenship initiatives and strategy with the leaders of our citizenship programs.

The Greater Good provides guidance on legal, ethical and risk issues that colleagues may encounter in their work.

MATERIALITY

In 2014, key stakeholders evaluated the importance of different material issues, based on the disclosures in the GRI G4 Sustainability Reporting Guidelines. Working with our citizenship teams and senior business leaders, we prioritized the issues that most directly impact our organization from an environmental, social and governance (ESG) perspective and are most important to our company, colleagues, shareholders and the communities in which we operate.

The materiality matrix below was created based on stakeholder responses.

The items in the top right quadrant of the matrix are of the highest importance to both Marsh & McLennan and our stakeholders. The issues in this quadrant are our current priority and are the primary focus of this report. Issues that are most important to our stakeholders are at the top left quadrant of the matrix, while citizenship issues that most directly affect

our operations are in the lower right quadrant. Additional issues are listed in the lower left quadrant. We will continue to use this matrix to evaluate our progress on these material issues.

Our material issues have been divided into five areas, each corresponding to a citizenship area and a section of this report.





A COLLEAGUE IN JOHANNESBURG, SOUTH AFRICA HELPS PAINT A CHILDREN'S CENTER AS PART OF NELSON MANDELA DAY

O U R C O M M U N I T Y

MARSH & McLENNAN | CITIZENSHIP REPORT

O V E R V I E W

Marsh & McLennan offers our colleagues the opportunity to work with extraordinary people and to address some of society's greatest challenges. Through our Corporate Social Responsibility programs, we also empower our people to make a meaningful difference in the communities where we live.

Our initiatives focus on education and disaster preparedness and recovery to improve our communities through employee volunteer programs, nonprofit partnerships and disaster response.

Our firm began tracking volunteer hours in 2012. Since then we've seen a significant increase in colleague engagement with our volunteer initiatives.

We've instituted several programs that have driven colleague participation and engagement, including:

- **GLOBAL VOLUNTEER MONTH**

Colleagues around the world come together during the month of May to volunteer and make a positive impact in their local communities.

- **VOLUNTEER RECOGNITION PROGRAM**

At the end of each year we recognize individuals and countries for their volunteer efforts.

- **PAID DAY OFF TO VOLUNTEER**

Full-time colleagues receive one paid workday off each calendar year to perform volunteer service with a nonprofit organization.

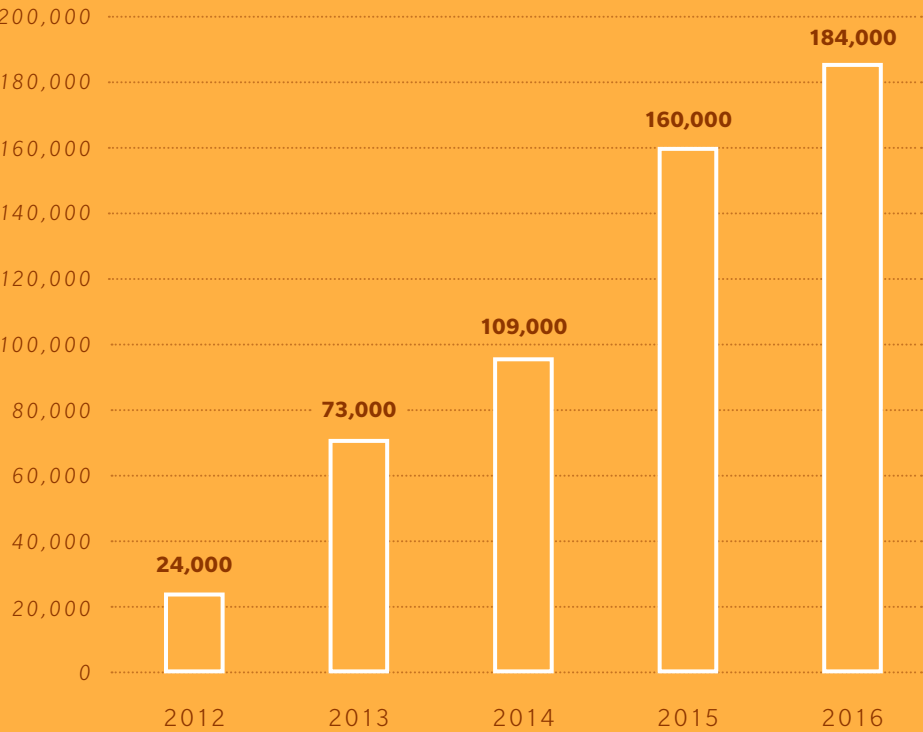
In addition to these global programs, individual countries also offer additional incentive programs such as Dollars for Doers (US and Canada) and Get Fit for a Cause (US, UK and Mexico).

In 2015 and 2016, Marsh & McLennan gave \$20.8 million in charitable contributions, including \$3.6 million in colleague directed funds. The top three recipients of charitable funds in 2016 were our global nonprofit partners: Junior Achievement, Cherie Blair Foundation for Women and the American and British Red Cross.

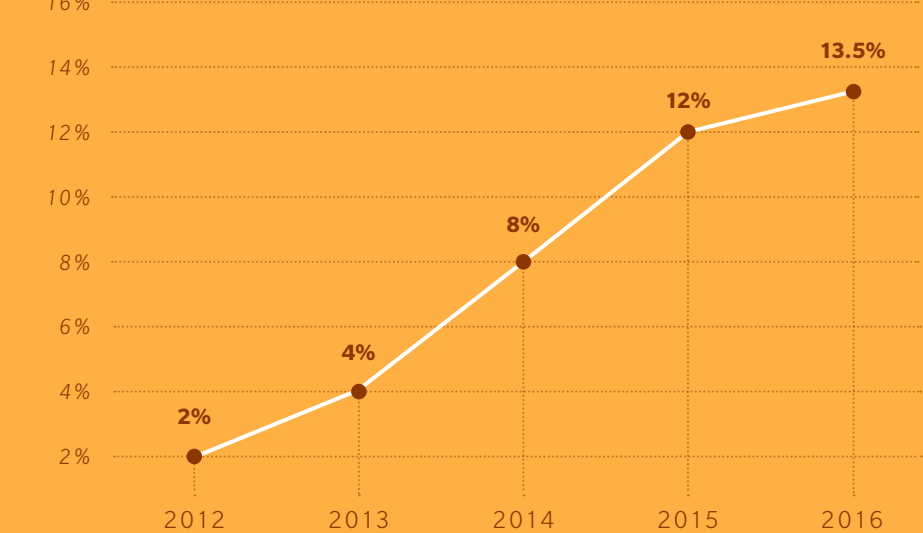
In 2016, colleagues volunteered **160,000 more hours** than they did in 2012.

Volunteer Impact

VOLUNTEER HOURS RECORDED SINCE 2012



VOLUNTEER PARTICIPATION RATE SINCE 2012



VOLUNTEERING AROUND THE WORLD

Marsh & McLennan colleagues volunteered in more than 50 countries in 2016, an increase of 300% in participating countries since 2012.

Here are a few examples of how our colleagues are making a meaningful difference in their local communities.

CANADA

More than 500 colleagues from 11 Mercer offices across Canada participated in the country's first-ever Good Day event. Collectively they supported 54 nonprofit organizations across the country. Activities included gardening, painting, sorting food, environmental cleanups, assembling care packages, and harvesting potatoes (pictured here).



MERCER COLLEAGUE IN CALGARY, ALBERTA HARVESTING POTATOES



MARSH COLLEAGUES IN DURBAN, SOUTH AFRICA SORTED FOOD TO BE DISTRIBUTED TO THOSE IN NEED

SOUTH AFRICA

Colleagues from six Marsh offices across South Africa came together to participate in Mandela Day, which honors Nelson Mandela's legacy by inspiring individuals toward a global movement for social good. The participating colleagues selected projects that aimed to affect change in the communities where Marsh operates. These projects benefited five organizations across the country and ranged from school cleanups to packing meals. All projects supported two of Mandela's key areas of focus: education and service.

INDIA

Mercer colleagues in India volunteered their time with SOS Children's Village, one of Mercer India's eight social cause partners. SOS Children's Village seeks to protect children against abandonment and social neglect; it has partnered with Mercer for two years. Colleagues participated in a variety of activities throughout the year, including a two-day painting project that involved close to 100 colleague volunteers.



MERCER COLLEAGUES IN GURGAON, INDIA HELP TO PAINT THE SOS CHILDREN'S VILLAGE

MEXICO

In Mexico, we formed a volunteer club that spans all 17 offices and includes colleagues from Marsh, Guy Carpenter, Mercer and Oliver Wyman. As a result of this collaboration, Mexico colleagues volunteered more than 3,000 hours in 2016 and helped 29 nonprofit organizations. Activities ranged from skills-based to environmental, and included a project in Mexico City where colleagues planted flower boxes that were then donated to help beautify the community.



MEXICO COLLEAGUES PLANTING FLOWER BOXES

NONPROFIT PARTNERSHIPS

Cherie Blair Foundation for Women

The Cherie Blair Foundation for Women provides women in developing and emerging economies with the skills, technology, networks, and access to financial services they need to become successful business owners.

PARTNERSHIP IMPACT

- 97% of women mentored by Marsh & McLennan mentors increased their business skills.
- 34% of mentees said that the support they received from their mentor and the program was instrumental in helping them keep their business afloat.
- 98% of Marsh & McLennan mentors report that they increased their knowledge of mentoring.

Through our partnership with the Mentoring Women in Business Programme, Marsh & McLennan is able to make a positive, sustainable impact on our global and local communities. Since 2012, more than 100 colleagues representing 20 countries have served as mentors to women from 33 countries around the world. By engaging in a year-long, one-to-one mentoring relationship with women running a micro, small or medium enterprise in a developing or emerging economy, mentors build their mentees’ confidence, skills and market knowledge, empowering women entrepreneurs to thrive and develop stronger communities for themselves and their families.

Supported by Marsh & McLennan, the Cherie Blair Foundation for Women commissioned a report titled “Empowering Women, Broadening Horizons,” on the results achieved by its Mentoring Women in Business Programme. It also examined outcomes from the program’s first five cohorts of mentee and mentor graduates (a total of 390 mentees and mentors). The report included stories of two Marsh & McLennan mentors and how their relationships with their mentees have made a difference. Read excerpts from these stories on the following page.



NINA PATIL DIRECTOR OF FRESH EXPRESS LOGISTICS

Tracy, Vice President, Knowledge Manager and Research Analyst in Marsh's UK Power, Energy & Mining Practice, was paired with Nina (pictured left), who runs Fresh Express Logistics, which exports grapes from India to Europe. Nina joined the program to help resolve challenges with marketing her products and handling clients. She worked with Tracy to create a strategy to expand her business' export base to the Balkans and explore opportunities in the UK, Ireland and Baltic region. Nina was often hesitant to make tough decisions, so Tracy supported her to build her confidence in this area.

Katy, CSR Manager for Latin America, worked with Sofia (pictured right), who established Mexikatekatl in 2013 to support artisans by helping them gain access to the Mexican tourist market. Sofia was unsure how her business could grow strategically and wanted a mentor to help her develop a financial plan, structure her operations and create a sustainable business model. Katy shared her knowledge of the social sector in Mexico and introduced Sofia to some key contacts. She also encouraged Sofia to write a business plan and strengthen her business model.



SOFIA, RIGHT, HELPS LOCAL ARTISANS SELL THEIR WORK

NONPROFIT PARTNERSHIPS

Junior Achievement Worldwide

Junior Achievement (JA) inspires and prepares young people to succeed in a global economy by teaching students how to start businesses that create jobs, entrepreneurial values that strengthen workplaces, and skills to generate and manage wealth. Through the delivery of cutting-edge, experiential learning in financial literacy, work readiness and entrepreneurship, JA broadens the canvas of possibility for young people and enriches their ability to engage in their own economic development and contribute to the strength of their families, communities, and economies.

Since 2014, Marsh & McLennan has partnered with JA globally. Our partnership continues to grow and we reach additional countries every year.

PARTNERSHIP IMPACT

- Volunteer Hours:
590% increase
from 2015
- Colleague Volunteers:
270% increase
from 2015
- Participating Countries: 13
- Participating Cities: 30

Our colleagues engage with JA in many different ways. Here are some examples of our partnership at work.

COLOMBIA

Our colleagues in Bogotá, Colombia assisted with JA's Beyond Money program, which teaches kids about responsible personal finance management in everyday life and the benefits of having a bank account and other tools, to help them understand the concepts of social and economic sustainability.



COLLEAGUES IN BOGOTÁ, TEACHING ABOUT FINANCE MANAGEMENT



COLLEAGUES SERVING AS TEACHERS FOR A DAY

UNITED STATES

In New York City, the Asian Colleague Resource Group invited colleagues from across the operating companies to serve as teachers for a day, delivering lessons on running a business, exploring careers and the importance of voting and money management.

INDONESIA

Colleagues in Indonesia helped to prepare 140 young Indonesians for their entrance into the workforce. Volunteers led activities that taught the importance of soft skills and why the students should develop a personal brand.



MARSH & McLENNAN COLLEAGUE PREPARING YOUNG INDONESIANS

NONPROFIT PARTNERSHIPS

American and British Red Cross

One of Marsh & McLennan's key philanthropic focus areas is disaster preparedness and recovery. Our longstanding relationship with the **Red Cross network** allows us to make a bigger impact both before and after a natural disaster.

Our firm's support includes an annual grant that is earmarked for disaster response efforts; a fundraising website to facilitate, track and match colleague donations in response to large-scale disasters; and numerous volunteer opportunities.

Our aim is to ensure that our grants for humanitarian disasters are high-impact and sustainable. We're committed to supporting our communities in critical moments, and are proud to work with the Red Cross to provide colleagues with an opportunity to contribute to recovery efforts. Although our colleagues around the world engage with the Red Cross in a variety of ways, our formal partnerships are with the American and British Red Cross.

VOLUNTEERING

During our inaugural Global Volunteer Month in 2015, colleagues in New York City spent an afternoon assembling comfort kits with the American Red Cross. The kits included toiletries and personal care items that were collected and boxed up, and then sent to disaster victims in need.



COLLEAGUES ASSEMBLING COMFORT KITS



RED CROSS HELPING IN NEPAL DURING THE 2015 EARTHQUAKE

DISASTER RESPONSE

In April 2015, an earthquake devastated Nepal, killing more than 8,000 people and injuring tens of thousands more. Our colleagues collectively raised more than \$200,000 in just four weeks — a top fundraising campaign for the Red Cross. With our firm matching every dollar raised by colleagues, we contributed \$400,000 to the recovery efforts.

FUNDRAISING

UK colleagues arrange and take part in numerous fundraising activities throughout the year. In September 2016 more than 700 UK colleagues participated in the annual Team Walk Challenges. The events raised a record £47,683, with all proceeds donated to the British Red Cross. This amount contributed to the 2016 UK fundraising total of £177,000, which exceeded the Company's annual goal for British Red Cross fundraising by 18%. All of the money raised goes directly to projects in the UK that help people prepare for, respond to and recover from crisis.



COLLEAGUES PARTICIPATING IN THE REGENT'S PARK 5K CHALLENGE

RECOGNITION



THIRD SECTOR PARTNERSHIP AWARD

In the UK, our partnership with the British Red Cross won a Third Sector charity partnership award for professional services.



MEXICAN CENTER FOR PHILANTHROPY AWARD

The Mexican Center for Philanthropy awarded Marsh & McLennan Companies Mexico the Socially Responsible Company Distinctive for the seventh year. The country also received the 2016 Best Practices Award in the Corporate Volunteering Category for our Global Volunteer Month initiatives.



BII CORPORATE SOCIAL RESPONSIBILITY AWARD

Our operating companies in Bermuda— Marsh IAS Bermuda, Guy Carpenter and Bowring Marsh— received the Bermuda Insurance Institute's (BII) Corporate Social Responsibility Award for 2016. The award recognizes outstanding individuals and companies whose leadership skills and contributions to the industry and/or Bermuda community set them apart from their peers.



THE GOLDEN GLOBE TIGERS

Mercer India was awarded the Golden Globe Tigers award for Best Workplace Responsibility. The Golden Globe Tigers awards recognize outstanding corporate social responsibility programs in Asia.



LORD MAYOR'S DRAGON AWARD

Oliver Wyman's London Social Impact program won the Lord Mayor's Dragon Award for Future Proofing Charities in 2016. This award recognizes businesses that use their expertise and skills to strengthen the talent, systems and processes within community organizations to build them up for the longterm.



COLLEAGUES IN MEXICO CITY PLANT TREES WITH A LOCAL CONSERVANCY GROUP

OUR ENVIRONMENT

MARSH & McLENNAN | CITIZENSHIP REPORT

O V E R V I E W

As a global firm, we understand that the wellbeing of our colleagues and business, the long-term wellbeing of society and the strength of the global economy depend on our commitment to a sustainable environment. That's why we hold ourselves responsible to conduct business in a way that protects and improves the state of the environment for future generations.

Reducing our firm's overall environmental footprint while supporting our clients' sustainability management efforts are our most effective ways to achieve and enhance environmental sustainability. As a result, we've introduced a variety of internal practices and initiatives to reduce our energy consumption, materials use and overall emissions.

We hold ourselves responsible to conduct business in a way that ***protects and improves the state of the environment*** for future generations.

CARBON EMISSIONS

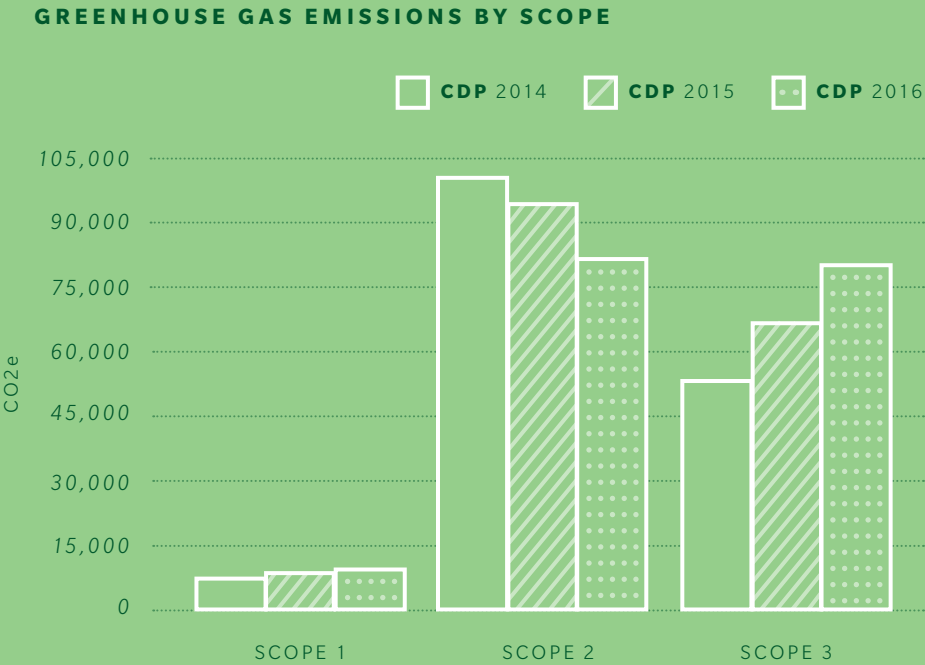
In 2012, we set a goal to reduce global emissions by 20% by the end of 2017, using 2009 as the base year. We met this goal two years early.

In our UK offices, our “BeGreen 2020” commitment includes a 25% reduction in carbon emissions by 2020, using 2010 as the base year. This goal was met at the end of 2015 and has since been increased to a 35% reduction by 2020.

Our Carbon Footprint

SCOPE 1
Direct emissions from sources owned or controlled by an organization.
As a professional services firm, our Scope 1 emissions are aligned directly to the generators used in our data centers and call centers.

SCOPE 2
Indirect emissions attributed to purchased energy, such as electricity usage.
With a focus in personal computing, printing and real estate, our Scope 2 emissions were reduced by 12% between 2015 and 2016.



SCOPE 3
Emissions from sources not directly controlled by the company but related to company activities.
With an emphasis on client service, our colleagues travel to meet the needs of our clients. As the company grows, so do our Scope 3 emissions. Since travel is necessary for us to conduct business, we use a Green Traveler Program so colleagues can access sustainable travel options and information, including: Green Hotel Rankings, options to make travel more environmentally friendly at all stages of a trip and hybrid car rental offerings through our preferred car rental partners.

CARBON EMISSIONS

Reducing emissions through technology

Marsh & McLennan's Global Technology Infrastructure (MGTI) supports our global business by partnering with strategic suppliers and developing innovative solutions to reduce our environmental impact and preserve resources. These initiatives help us continue to reduce our Scope 2 and Scope 3 emissions.

**VIDEO AND
WEB CONFERENCING**

One of the biggest potential benefits of conducting business by video conference is that reduced business travel results in reduced carbon emissions from vehicles, airplanes and other modes of transportation. Having rolled out video conferencing to colleagues globally in October 2016, we do not yet have data to demonstrate a reduction in travel. As of May 2017, 98% of our colleagues had access to video conferencing.

GLOBAL DATA CENTERS

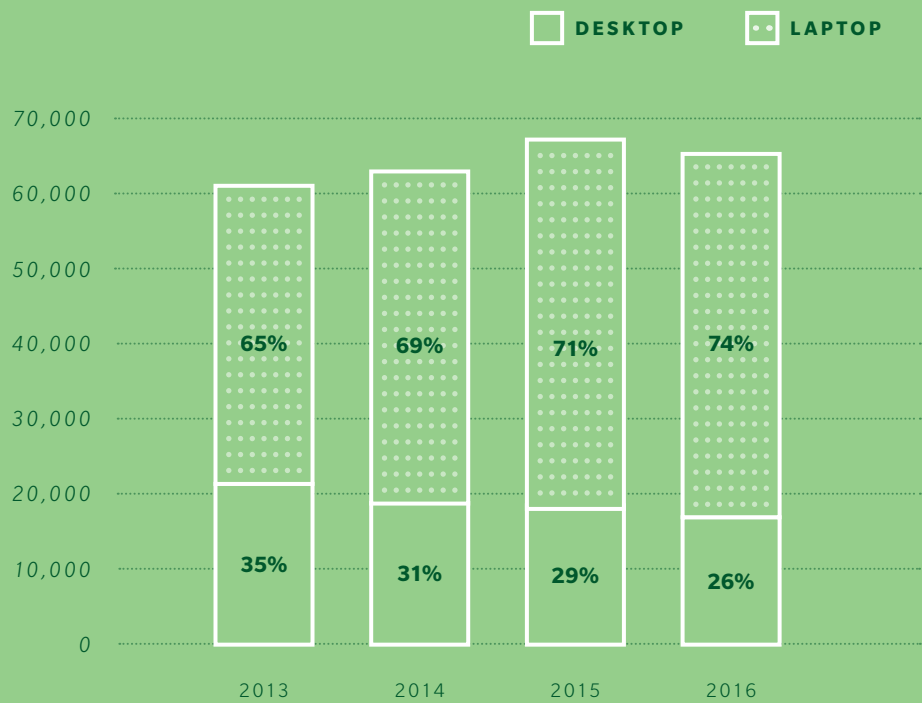
We have six primary data centers located in Asia Pacific, Europe and North America, that must operate around the clock to provide critical business services to support our clients. Because these centers require a substantial amount of energy, MGTI is committed to implementing solutions that increase efficiency and minimize our overall carbon footprint, such as migrating our Asia Pacific data centers from office buildings to purpose-built, energy efficient, third-party colocation data centers.

Over the past four years, while the demand for storage space across our data centers increased by nearly 500%, our power requirements decreased by 10%.

“Our technology team is committed to providing **innovative solutions** that reduce our environmental footprint and we remain passionate about building a **more sustainable future.**”

DAVID FIKE
CHIEF TECHNOLOGY OFFICER

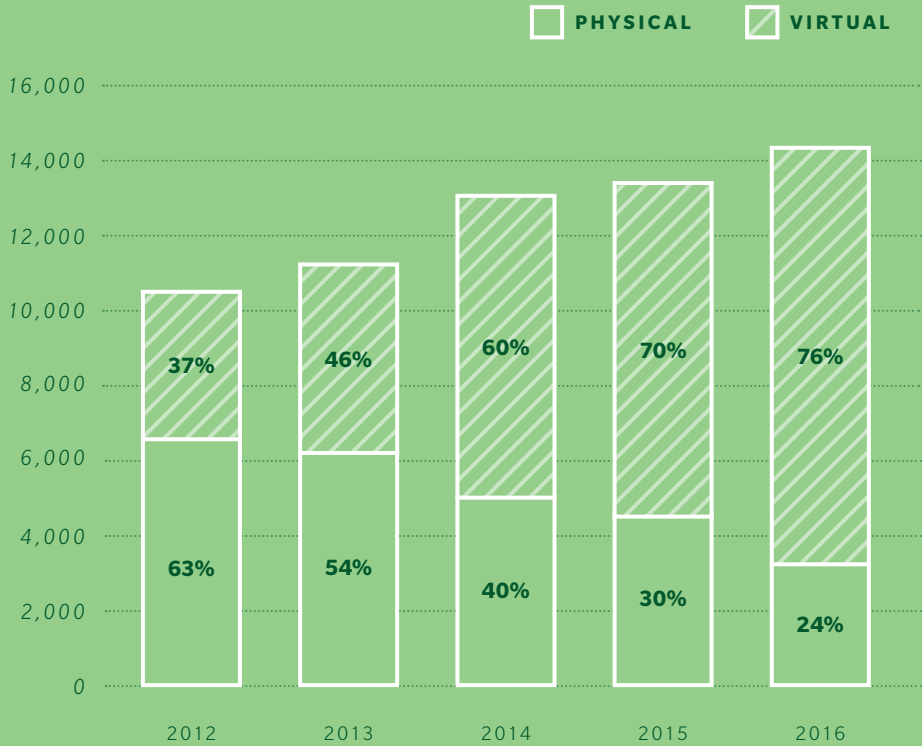
ACTIVE LAPTOP TO DESKTOP RATIO



PC HARDWARE REPLACEMENT

MGTI has implemented a performance-based computer replacement strategy and phased out the previous age-based approach. This change reduced demand for new PCs in 2016 by 40% compared with the prior two years, and has extended the useful lifetime of our PCs overall, which has led to a reduced carbon footprint and cost savings. We also continue to replace desktop computers with laptops, which use up to 80% less energy. We project that our active laptop use will be 77% by the end of 2017.

GLOBAL SERVER FOOTPRINT



SERVER VIRTUALIZATION AND CONSOLIDATION

Leveraging innovations in virtualization technology, MGTI has created a virtual and private cloud environment. Virtualization can apply to computers, data storage and networks, and has the effect of turning one computer into many. This reduces IT expenses and energy consumption, while also improving efficiency. Every server virtualized is estimated to avoid the output of approximately two to four tons of CO2 per year. At the end of 2016, 76% of the company’s servers had been virtualized. We project that 80% of our servers will be virtualized by the end of 2017.

PAPER USE AND PRINTING

SHEETS OF PAPER PURCHASED ANNUALLY



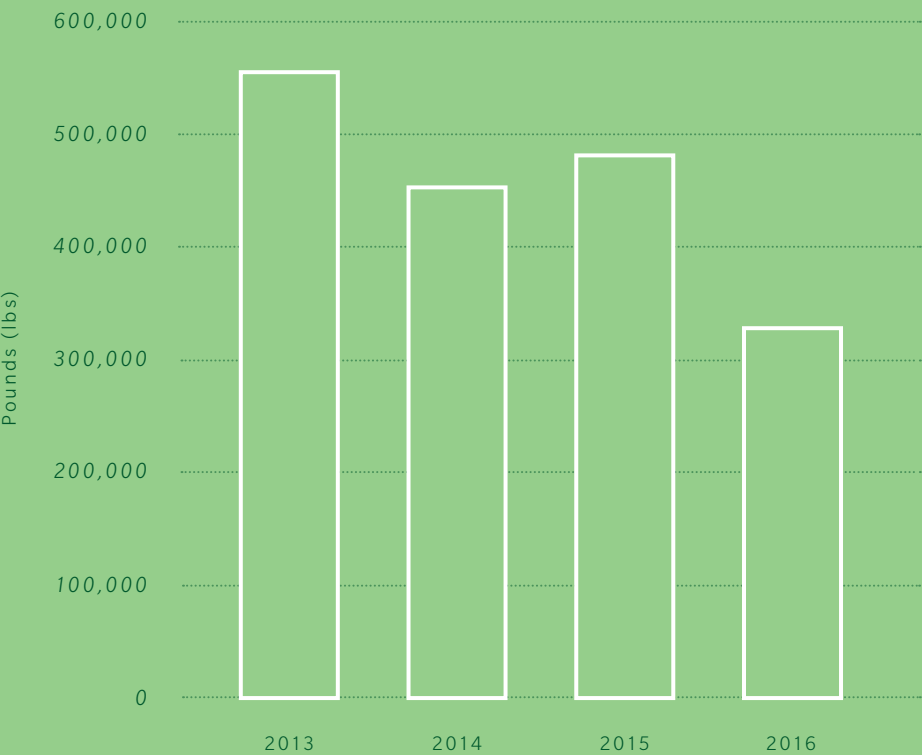
Managed Print Services is the active management and optimization of document output devices and related business processes. It reduces paper consumption, energy consumption and overall print costs. This program includes the Follow-Me-Print feature, which only prints a document if the colleague is at the printer and actively selects what to print. This process significantly reduces paper use as colleagues have become more mindful of what they're printing, which has resulted in the elimination of unnecessary or forgotten print jobs.

2016 METRICS

- Removed more than 1,300 print devices, which resulted in a reduction of more than 638,000 kWh of electricity.
- Reduced toner use by 4,400 cartridges.
- Reduced paper usage by more than 140 million sheets.

ELECTRONICS RECYCLING

AMOUNT OF ELECTRONIC WASTE



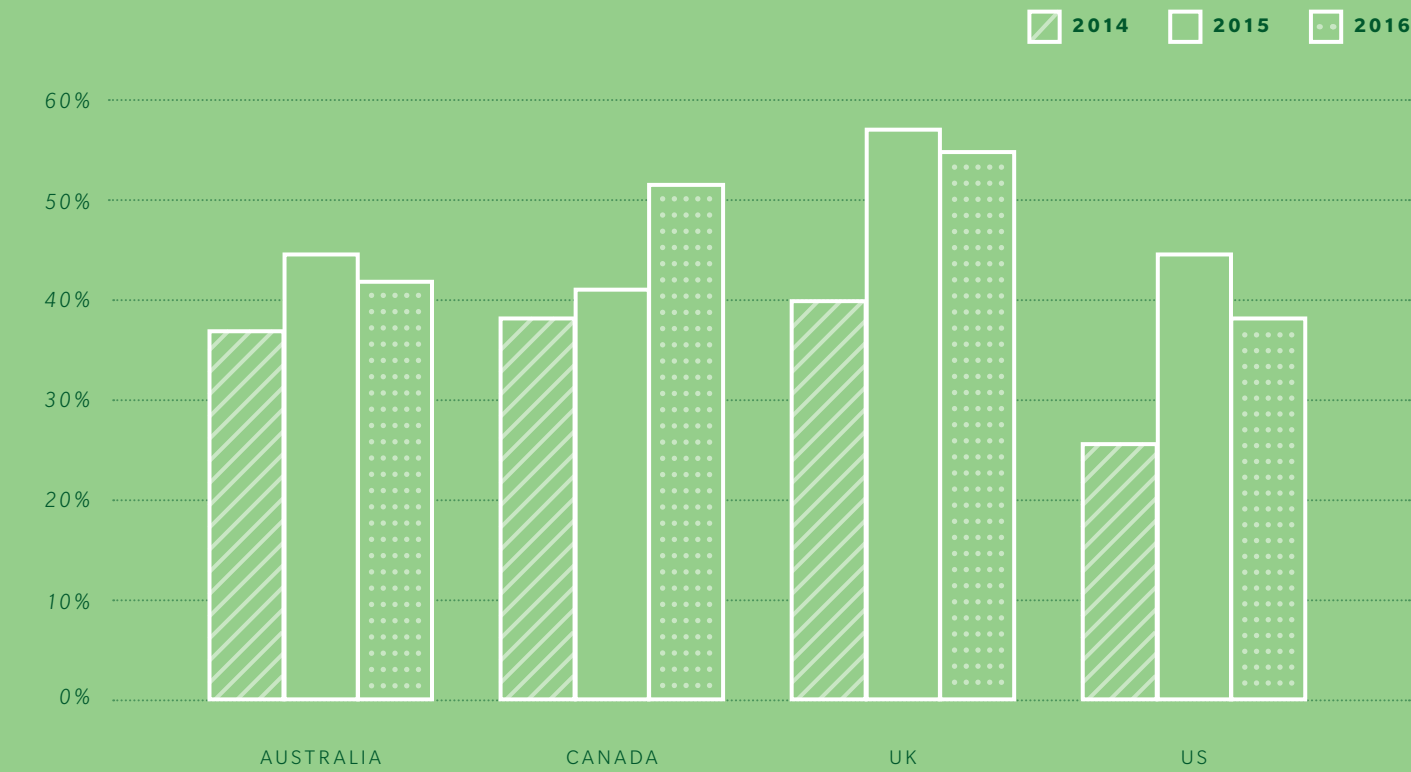
MGTI manages a global IT Asset Disposition program that securely disposes of obsolete IT assets in an environmentally responsible manner. Our strategic partners are fully certified and meet stringent environmental standards to safely manage used electronics. Since 2013, 1.8 million pounds of electronic waste have been processed through this program.

Demand for new PCs was reduced by 40% in 2016, resulting in a reduction in recycling.

S U P P L Y C H A I N

PERCENTAGE OF GREEN OFFICE SUPPLY EXPENDITURES

*Oliver Wyman purchasing metrics are not included.



*60% of Marsh & McLennan colleagues are located in these four countries.

A key component of our sustainability strategy relates directly to our supply chain. Through BEGREEN Procurement, launched in 2014, we partner with suppliers to preferentially procure goods and services on the basis of total value and cost which, where appropriate, may include: energy and water usage, transportation processes, disposal options and the overall impact to our environmental footprint.

Suppliers are encouraged to propose innovative products and approaches to create cost-effective solutions that will reduce our environmental impact.

The graph above shows green office supply purchases over the past three years. In 2016, Canada moved from virgin paper to recycled content paper, increasing the

country’s green purchases. However, our green purchases overall declined in 2016, as we reduced our paper use by 140 million sheets and paper is the largest product in this category.

REAL ESTATE

SMARTER SYDNEY

In November 2016, our “Smarter Sydney” office opened in Sydney, Australia. This is the company’s first workplace with 100% unassigned seating. The space design reduced our real estate footprint by 49% and will reduce annual costs by 17%. Similar renovations are underway in our Los Angeles, Paris and Hoboken, NJ offices.



SMARTER SYDNEY OFFICE IN SYDNEY, AUSTRALIA



SMARTER SYDNEY OFFICE IN SYDNEY, AUSTRALIA

R E C O G N I T I O N



CDP CLIMATE CHANGE

Marsh & McLennan has voluntarily reported to the CDP Climate Change since 2006. Responding to the Climate Change and Supply Chain questionnaires shows our stakeholders how we manage the risks and opportunities climate change challenges present. As part of this reporting activity, our greenhouse gas emissions are measured based on quantifiable energy metrics as well as industry-approved methodologies (where actual data is not available). In 2016 we received our highest score to date from the CDP Climate Change, scoring an A-.



SOCIALLY RESPONSIBLE DIVIDEND STOCK

Marsh & McLennan was named a Top 25 Socially Responsible Dividend Stock by Dividend Channel in 2016. Prominent asset managers recognized our company as being a socially responsible investment through analysis of social and environmental criteria, such as our efficiency in terms of our use of energy and resources.



UK CARBON TRUST STANDARD

Marsh & McLennan's UK office portfolio was reaccredited with the UK Carbon Trust Standard, scoring 69% with a 2.4% absolute reduction in our carbon footprint since our last accreditation. Marsh & McLennan Companies' UK network comprises offices in more than 30 UK cities, as well as at Tower Place in London, our largest office in Europe.



LEADERSHIP IN GREENER PURCHASING

Marsh & McLennan was awarded a Leadership in Greener Purchasing Award from Office Depot North America for professional services leadership in green product purchases. Based on the spend patterns of thousands of its largest customers, Office Depot selected Marsh & McLennan as one of only 20 companies to be recognized for our amount of green purchasing compared to others in our industry.



COLLEAGUES IN SYDNEY, AUSTRALIA

OUR PEOPLE

MARSH & MCLENNAN | CITIZENSHIP REPORT

O V E R V I E W

At Marsh & McLennan, we promise all our colleagues three things: work that matters, extraordinary colleagues and the opportunity to make a difference.

Whether it's cybersecurity, natural catastrophes, employee health care, retirement security or the digitization of business, there are nearly endless ways we work directly with clients to help them anticipate risks, navigate social instability and turn volatility and uncertainty into opportunity. The more complicated the issue, the greater the opportunity we have to draw on our collective strengths across our four operating companies to better serve our clients.

Our colleagues share a sense of purpose that goes beyond commercial success. They thrive on being there for our clients and each other when it matters most: in moments of decision, in moments of peril and in moments of opportunity. And they bring this shared purpose to life each and every day.

Our distinct culture is reflected in the contributions our people make to the communities where we live and work, as highlighted throughout this report. In volunteering 184,000 hours in 2016 to causes ranging from health to homelessness, our colleagues showed how we live the greater good and strive to improve our communities in hundreds of cities around the world.

We are more than 60,000 global colleagues united by a uniquely collaborative culture and our shared commitment to make a difference for the businesses, people and communities we serve.

Our colleagues share a
sense of purpose that goes
beyond commercial success.

DIVERSITY AND INCLUSION

Mutual respect, dignity, and diversity and inclusion are at the heart of Marsh & McLennan. We value the richness of different perspectives—and a culture where it's safe for all colleagues to speak up.

Over the past two years we launched two new diversity and inclusion initiatives aimed at further strengthening our culture, which in turn helps us add value for our clients while upholding our commitment to integrity and quality.

OUR VOICES

The digital learning course, Our Voices: Making a Difference through Diversity & Inclusion, aims to help colleagues navigate cultural biases and perceptions. Developed by Marsh & McLennan's Diversity & Inclusion team for our more than 60,000 colleagues around the world, the course is available in 18 languages. This is the beginning of a unifying conversation for all colleagues, and it raises awareness

of how achieving diversity and inclusion helps us achieve global and sustainable business results. Nearly 10,000 colleagues completed their training within the first month of its release.

UNCONSCIOUS BIAS AND INCLUSIVE LEADERSHIP

As individuals, our preferences are based on the many influences that have shaped how we perceive the world around us. It's important that our colleagues understand how preferences and biases can affect our ability to work as professionals in an organization that values the many tenets of diversity and inclusion.

COLLEAGUE ENGAGEMENT

Over the last five years, our colleagues' feeling of engagement at work and in their roles has continued to increase, this year reaching an all-time high, according to our 2017 All-Colleague Engagement Survey, completed in May. The survey considers responses in five key areas: overall satisfaction, pride in working for the company, inclination to recommend the company as a good place to work, colleagues' willingness to go above and beyond their defined role, and whether or not a colleague is considering leaving the company.

TOP FIVE DRIVERS OF ENGAGEMENT

The following questions were ranked favorable by our colleagues:

- **IMPORTANT WORK**

The work I do is important to the company and valuable to the clients we serve.

- **BUSINESS ALIGNMENT**

I understand how my work supports the business objectives of my operating company.

- **COLLABORATION**

My peers and I work together effectively and cooperate to get the job done.

- **CONNECTIONS**

I have a network of colleagues I can rely on to help me solve work-related challenges.

- **INCLUSION**

Colleagues at my operating company are treated with respect regardless of their personal characteristics or background.

We encourage our colleagues to continue the conversation around engagement topics with their teams, managers and leadership throughout the year. Each of our colleagues has an important contribution to make as we continue to build an increasingly vibrant and purposeful culture at Marsh & McLennan.

COLLEAGUE DEMOGRAPHICS

Marsh & McLennan continues to grow; with over 60,000 colleagues at the end of 2016, a 10% increase since 2013. Over the past four years, our largest growth markets have been Asia and the Middle East, with each region expanding its respective workforce by 18% in that time period.

As our company grows, we continue to strive for a culture of inclusion and connectedness.

The map below shows where our colleagues around the world are located.

COUNTRY	HEAD COUNT	% OF TOTAL COLLEAGES
NORTH AMERICA	24,943	41.4%
LATIN AMERICA	5,622	9.3%
EUROPE	17,773	29.4%
MIDDLE EAST	817	1.4%
AFRICA	1,049	1.7%
ASIA	7,569	12.6%
PACIFIC	2,522	4.2%
TOTAL	60,295	

*Headcount data as of December 31, 2016.



COLLEAGUE DEMOGRAPHICS

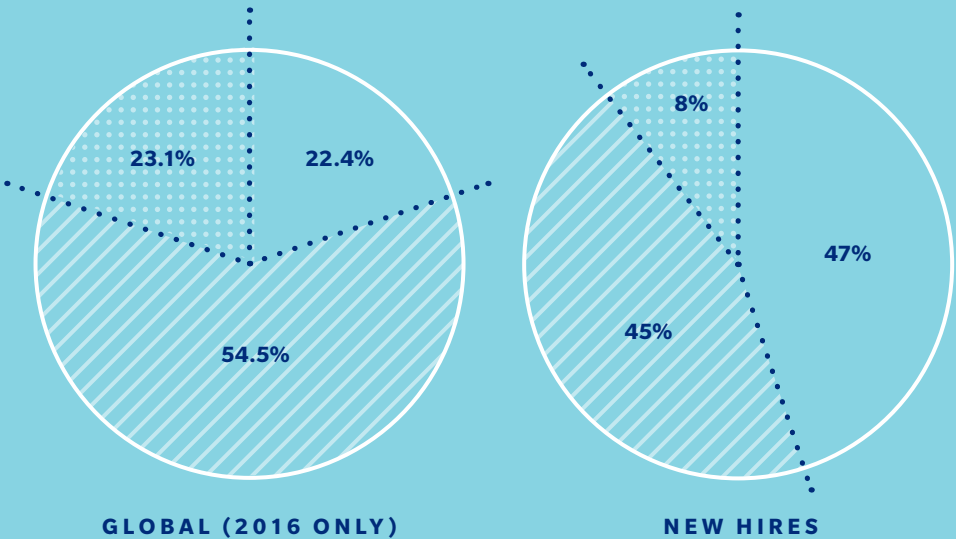
Demographics by Age

Our colleagues give us their passion and their commitment. They also give us their careers — in some cases, their entire careers. It is deeply gratifying to have more than 650 colleagues who have worked with us for 35-plus years, including 150 who have given us 40-plus years and nine inspiring colleagues who have been with Marsh & McLennan for more than 50 years.

The vitality and longevity of these colleagues is a shining example for our millennial colleagues, whose ideas and contributions touch every part of our company. Millennials represent 37% of our entire firm globally, including 30% of colleagues at Marsh, 26% at Guy Carpenter, 45% at Mercer and close to 60% at Oliver Wyman. On a geographic basis, Asia has our highest percentage of millennials at 62%.

AGE GROUPS

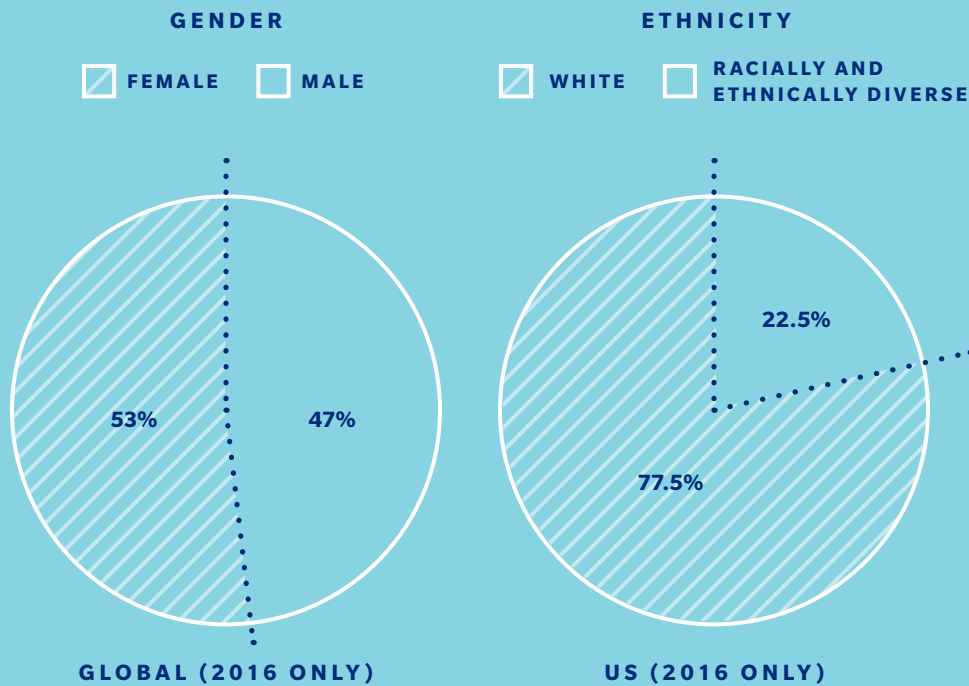
30 AND UNDER 31 TO 50 ABOVE 50



*The information presented is based on raw data and should not be used to draw legal or other conclusions regarding Marsh & McLennan’s employment practices.

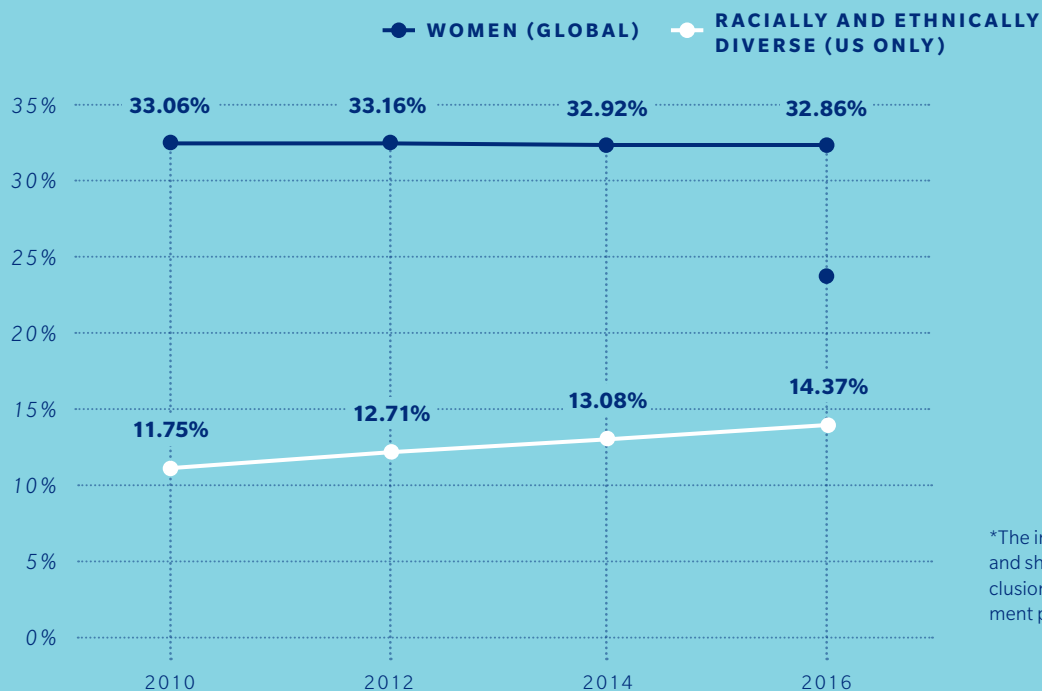
COLLEAGUE DEMOGRAPHICS

Demographics by Gender and Ethnicity



GROWTH AT MANAGERIAL LEVEL AND ABOVE*

*Indicates colleagues who are people managers.



*The information presented is based on raw data and should not be used to draw legal or other conclusions regarding Marsh & McLennan's employment practices.

OUR RESOURCE GROUPS

Our resource groups are communities of colleagues with shared interests or backgrounds who come together to make the company better by:

- Building cross-cultural skills and capabilities.
- Promoting professional development.
- Generating new business ideas and broadening our external business networks.
- Contributing to our work in the communities in which we operate.

We have more than 20 active resource groups with more than 200 local chapters globally. Participation grew by 112% between 2014 and year-end 2016. Our resource groups have engaged executive sponsors and leadership teams and can directly influence the culture and direction of our company, helping make it a great place to work for all our colleagues.

All of our groups are inclusive and welcome any colleague who has passion for the mission and wants to get involved, whether a member of the focus community or not.

We have more than **20 active resource groups** with more than 200 local chapters globally.

OUR RESOURCE GROUPS

Our resource groups sponsor a wide variety of activities and initiatives around the world. Here are some examples of how these groups enhance the colleague experience.

WOMEN

The Women@Mercer resource group, along with the Racial & Ethnic Diversity resource group, led focus groups to gain insights on what impacts women and racially and ethnically diverse colleagues at Mercer. Colleagues were asked to share their ideas on how the colleagues experience can be improved for these groups. As a result of the focus groups, several actionable solutions emerged that were recommended to senior leadership.

RIISING PROFESSIONALS

Marsh & McLennan's Young Professionals' Global Forum, supported by the Guy Carpenter Young Professionals Committee, brings together hundreds of rising professionals across the insurance industry. The two-day program aims to deepen the understanding of business fundamentals and provide insight into the critical issues challenging the industry for its future leaders. The 2017 Forum concluded with a gala dinner where Marsh & McLennan President and CEO Dan Glaser shared some words of wisdom from his own career.

RACIAL & ETHNIC

In November 2016, the Marsh Asian Colleague Resource Group (ACRG) held its fourth annual Leadership Forum entitled Growth Through Cultural Collaboration. The event convened senior leaders and colleagues from around the world to explore how to improve business relationships through increased cultural understanding. A panel of Marsh senior leaders discussed the importance of resource groups, and said that they help the company understand real issues and give colleagues a safe place to bring up ideas.

FAMILIES

The Family Life at Oliver Wyman resource group produces an annual Families of Oliver Wyman photo album that is a collection of candid photos of colleagues with their families. A tradition treasured by colleagues, the album is released every year on International Day of Families.



THE GALA DINNER AT MARSH & MCLENNAN'S YOUNG PROFESSIONALS GLOBAL FORUM

OUR RESOURCE GROUPS

DISABILITY

Understanding issues affecting accessibility and inclusion helps to develop and influence the company's disability employment-related policies and practices,

while providing support and education to colleagues and families living with disabilities. The Global Operations and Shared Services (GOSS) center in India continues to build on best-in-class hiring practices

by providing accessible working spaces for disabled colleagues. GOSS has also provided sign language classes for more than 100 colleagues.

LGBT+

Colleagues around the world and across our operating companies participate in the annual Out & Equal Workplace Summit, the largest LGBT professional summit in the world. Marsh & McLennan participated for the eighth year in 2016, sending a delegation of 30 colleagues who led panels, roundtables and workshops that highlighted the critical importance of workforce diversity and equality for global businesses.



THE MARSH & McLENNAN DELEGATION AT THE OUT & EQUAL WORKPLACE SUMMIT IN 2016.



MERCER COLLEAGUES VOLUNTEERED AT NEW YORK COMMON PANTRY DURING MARSH & McLENNAN'S GLOBAL VOLUNTEER MONTH.

COMMUNITY

The Mercer Cares and Marsh Cares resource groups empower colleagues to make a difference in their communities through volunteering. During our Global Volunteer Month in May 2016, New York City Mercer colleagues, including Mercer CEO Julio A. Portalatin, volunteered at New York Common Pantry, a food bank that serves local residents who are elderly or have developmental disabilities.

VETERAN TALENT INITIATIVE

On Veterans Day in 2013, our President and CEO Dan Glaser launched the Veteran Talent Initiative (VTI), committing to hiring 500 US military veterans in three years and providing them with the resources to build successful civilian careers. The program matches highly qualified veteran talent to roles within Marsh & McLennan, assigning every military candidate a recruiter who is trained to engage and support them through the application and interview process.

A unique aspect of the initiative is the “Silver Medalist” program, which identifies outstanding candidates who did not receive a job offer in their initial round of interviews and are given additional support that enables them to be “redeployed” to other positions across the company.

In just over three years, we achieved the goal of hiring 500 veterans. That number is higher than the total number of veterans hired in the previous four decades, a clear demonstration of the value of having a dedicated hiring team, leadership commitment and innovative programs designed for veterans’ unique needs.

Our US Veterans resource group works to build our employment brand within the military and veteran community by helping our veteran colleagues successfully translate their military skills to the corporate environment.



THE MARSH & McLENNAN VETERAN COLLEAGUE RESOURCE GROUP HELD A VETERAN'S TRANSITION WORKSHOP IN MAY 2017

HEALTH AND WELLBEING

Marsh & McLennan is committed to fostering a culture of wellbeing. Focusing on wellness, identifying health and financial risks and changing behavior can add up to a longer, healthier and more prosperous life. That's why, in addition to comprehensive health benefits, we offer wellness programs, both physical health and financial, that help colleagues and their families improve their day-to-day lives.

Aside from our comprehensive benefits package, many of our offices around the world offer perks such as complimentary health screenings, discounts on gym memberships, fresh fruit deliveries and financial counseling. Here are a few examples of how local offices are promoting healthy lifestyles.

NEW ZEALAND

Colleagues in New Zealand launched their first Wellness Month in October 2015. Each week a seminar was held to educate colleagues on topics such as workplace wellbeing, mindfulness, retirement planning and employee assistance programs. Colleagues also received weekly newsletters with wellness tips and updates on office activities.

CHINA

Mercer colleagues in Hong Kong organized an office-wide steps competition to promote a healthy lifestyle and encourage colleagues to increase their activity. In one month, participating colleagues walked more than 10 million steps.

MEXICO

Marsh and Mercer in Mexico created "Vive Mas" (Live More), a wellness program that focuses on four key areas: emotional well-being, work-life-balance, financial awareness and physical activity. Information sessions addressing these areas are held at—and outside of—the office. Activities include fitness classes, health fairs, medical screenings, free flu shots and financial counseling.

INDIA

In India, a colleague-run health and wellness team focuses on creating programs to improve the wellness of colleagues. Initiatives include preventive health check-up clinics, Ayurveda (alternative Hindu medicine) clinics, cancer awareness sessions and parenting training sessions. The team chose March as Health Month and planned several activities, including health clinics and yoga classes.

CANADA

Colleagues receive Wellness Credits that can be used to pay for financial planning services or courses on personal financial management. The financial wellness program also provides financial counseling on budgeting, retirement, tax planning and financial aspects of significant life events such as marriage or having children.

Marsh & McLennan is
committed to fostering a
culture of wellbeing.

RECOGNITION



FORBES 2016

For the second year in a row, Marsh & McLennan was named to *Forbes* magazine's list of America's Best Employers, coming in first in the professional services category.



MILITARY FRIENDLY

Marsh & McLennan was named #1 Military Friendly® Employer in US by G.I. Jobs magazine. This designation recognizes the commitment and effort employers make in hiring veterans.



HUMAN RIGHTS CAMPAIGN

Marsh & McLennan was named one of the Best Places to Work for LGBT Equality by Human Rights Campaign for the ninth year in a row.



COLLEAGUES IN NEW YORK CITY COLLABORATE ON A PROJECT

O U R W O R K

MARSH & McLENNAN | CITIZENSHIP REPORT

OVERVIEW



PAT MILLIGAN, GLOBAL LEADER OF MERCER'S MULTINATIONAL CLIENT GROUP, WELCOMES THE AUDIENCE TO MERCER'S INAUGURAL SYNTHESIS GLOBAL SUMMIT

Marsh & McLennan's major areas of citizenship activity — community, people and the environment — are also important points of focus for our business. Across our operating companies, our colleagues are working on projects that

make a meaningful difference for the businesses, people and societies we serve. Read on to discover how we're helping to build a healthier, more resilient world.

ENVIRONMENT AND CLIMATE

Our clients rely on our trusted advice and innovative services to evaluate a variety of environmental risk factors that could affect their businesses. Our work spans several environmental areas, including disaster preparedness and recovery, climate and corporate sustainability strategy.

Knowledge centers

MARSH & McLENNAN COMPANIES' GLOBAL RISK CENTER

Marsh & McLennan Companies' Global Risk Center addresses the most critical challenges, including climate risks, facing enterprise and societies around the world. The Center draws on the resources of Marsh, Guy Carpenter, Mercer and Oliver Wyman — and independent research partners worldwide — to provide the best consolidated thinking on these transcendent threats. The Center brings together leaders from industry, government, non-governmental organizations and the academic sphere to explore new approaches to problems that require shared solutions across businesses and borders. Our Asia Pacific Risk Center in Singapore studies issues endemic to the region and applies an Asian lens to global risks.

GUY CARPENTER ASIA-PACIFIC CLIMATE IMPACT CENTRE

The Guy Carpenter Asia-Pacific Climate Impact Centre (GCACIC) was established in 2008 by Guy Carpenter, and City University of Hong Kong. The centre's research focuses on enhancing the understanding of climate-related perils occurring in the Asia-Pacific region and of catastrophic risk throughout the region, as well as predicting climate-related perils in the region.

OLIVER WYMAN SUSTAINABILITY CENTER OF EXCELLENCE

The Sustainability Center at Oliver Wyman supports leading companies and governments around the world in their efforts to foster economic growth while encouraging more responsible use of natural resources and environmental protection. Backed by the deep expertise of our specialized industry practices, the center collaborates with clients to identify sustainable solutions across a wide range of industries and in the public sector. Oliver Wyman offers strategies and tools that can identify opportunities to improve resource usage, capitalize on clean tech, and meet changing customer demands, while mitigating resource-related risks.

ENVIRONMENT AND CLIMATE

Collaborations

**GUY CARPENTER PARTNERS
WITH THE NATURE
CONSERVANCY TO PRESERVE
COASTAL ECOSYSTEMS**

Guy Carpenter is committed to the preservation of our planet's natural ecosystems. The company is now in its fourth year of collaboration with The Nature Conservancy (TNC) to promote the study of coastal ecosystems as a risk-reduction device for flood and storm surge. This work has been presented to the World Bank and has attracted the attention of several organizations within the reinsurance industry. Guy Carpenter has co-authored these studies with TNC and continues to provide advice and guidance to TNC within the reinsurance space. Our common goal is to continue devising mechanisms through which insurance solutions can reinforce the usage of natural ecosystems like marshes, coral reefs and mangroves as incentives for risk-premium reductions. We believe that as our ability to measure the risk-reduction contributions of these natural systems increases, it will become possible to protect their future through the recognition of their economic value to our society and businesses.

**GUY CARPENTER STUDY
OF EARTHQUAKE RISK**

Guy Carpenter contributes its expertise and resources to the study of earthquake risk around the world. As a corporate member of the Earthquake Engineering Field Investigation Team (EEFIT) based in the UK, the company financially supports damage-reconnaissance missions and lends its knowledge and networks to promote resilience and the reduction of risk. In 2015, Guy Carpenter participated in the damage assessment of the Gorkha earthquake in Nepal, studying the affected communities in remote mountain regions and liaising with the local insurance, non-governmental and engineering communities to document and quantify the impacts across the country.

Guy Carpenter also routinely liaises with the Earthquake Engineering Research Institute (EERI) in Oakland, California as a frequent participant in the Learning From Earthquakes initiative. Our active presence in these two organizations helps our colleagues contribute to the reduction of earthquake risk worldwide through the provision of resources and expertise, and through our collaboration with a broad spectrum of partners in academia and the corporate world. The work that Guy Carpenter carries out in association with these institutions is routinely published and used for discussion within a variety of earthquake risk forums.

Guy Carpenter is committed to the **preservation** of our planet's natural ecosystems.

ENVIRONMENT AND CLIMATE

Producing results for communities

MARSH PROVIDES SERVICES TO NATIONAL FLOOD INSURANCE PROGRAM

Floods are the number-one natural catastrophe in the US, disrupting lives and commerce across the country every year. When people and businesses suffer from a flood, quick and accurate insurance payments are critical to helping restore their lives and livelihoods.

Torrent Technologies, a Marsh subsidiary, was selected in 2016 to be the National Flood Insurance Program (NFIP) Direct Service Provider. The NFIP helps to reduce the impact of flooding on private and public structures by providing affordable insurance to property owners and by encouraging communities to adopt and enforce floodplain management regulations. Torrent will facilitate NFIP's response to flood events, strive to improve the customer experience for NFIP policyholders, maintain data security and deliver continuous innovation.

GUY CARPENTER ADVISES FLOOD RE

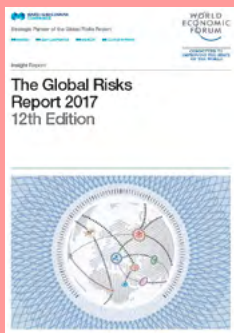
Flood Re is a flood reinsurance initiative set up by the insurance industry and UK government to help homeowners across the UK who live in flood-risk areas to find affordable home insurance. Guy Carpenter worked alongside Flood Re for 15 months to create a reinsurance program that underpins its business model.

In place until 2039, Flood Re will:

- Enable homeowners find affordable insurance if an eligible property is at risk of flooding.
- Help tenants find affordable contents insurance if they live in an eligible property.
- Help local authorities and communities across the UK to better prepare for flooding.
- Create a level playing field for UK insurers, which means they can still offer homeowners an affordable range of appropriate policies for those homes at risk of flooding.

ENVIRONMENT AND CLIMATE

Insights + analysis

**THE GLOBAL RISKS REPORT 2017**

Since 2006, **Marsh & McLennan Companies** has collaborated with the World Economic Forum on its landmark Global Risks Report. Now in its 12th edition, the report provides insights into key global risks, as well as the collective view of risk experts on the most significant threats to global prosperity over the next decade. This report is a valuable document for leaders in all sectors.

**UNLOCK GROWTH BY INTEGRATING SUSTAINABILITY**

Prepared by **Marsh & McLennan's Global Risk Center** with the support of GreenBiz and the Association for Financial Professionals, this report explores how companies are incorporating sustainability assessments into their financial modeling and enterprise risk management strategies and processes. It outlines three barriers that companies must overcome and three recommended actions to improve the connection between risk, finance and sustainability.

**INVESTING IN A TIME OF CLIMATE CHANGE**

A collaboration between **Mercer, Guy Carpenter** and **NERA Economic Consulting**, this 2015 study focuses on the impact of climate change, identifying scenarios, risk factors and investment modeling methodology. This report helps investors better understand how to identify, assess and act on climate change within the investment process.

**10 YEARS AFTER HURRICANE KATRINA: LESSONS IN PREPAREDNESS, RESPONSE, AND RESILIENCE**

Marsh was intimately involved with response and recovery efforts following Hurricane Katrina, one of the costliest storms to ever hit the US. This report looks at key lessons learned from Katrina and more recent disasters with an eye to helping organizations become more resilient.

ENVIRONMENT AND CLIMATE

Insights + analysis

**U.S. WILDFIRE: AN EVER-PRESENT HAZARD**

Guy Carpenter supports risk assessment of the wildfire peril in portfolios throughout the US, a threat that is unlikely to diminish over time. This briefing offers tips on wildfire mitigation for homeowners, along with an overview of a suite of tools available to manage wildfire risk.

**BUILDING A BRIDGE TO SUSTAINABLE INFRASTRUCTURE**

Mercer collaborated with the Inter-American Development Bank to study the growth of global initiatives focused on sustainable infrastructure and to determine how best to encourage greater capital flows into this emerging asset class. This report captures the key highlights of the analysis.

**THE PURSUIT OF SUSTAINABLE RETURNS**

Mercer believes that an investment view that goes beyond traditional financial analysis and considers a wide range of risk and opportunities — including sustainability factors such as good governance and environmental and social impacts — is more likely to create and preserve long-term investment capital. This guide outlines the drivers for addressing sustainable growth trends at a portfolio level for each major asset class.

**WORLD ENERGY TRILEMMA**

The World Energy Council partners with **Oliver Wyman** to produce this annual report. The 2016 report, presented at the meeting of the Clean Energy Ministerial, identified five focus areas to drive progress on the energy trilemma.

PEOPLE — HEALTH, WELLNESS AND DIVERSITY

Our work spans all aspects of health, wellness and social well-being. From gender equity to the healthcare system, Marsh & McLennan helps our clients navigate a changing world and regulatory landscape while making decisions that are best for their businesses and employees.

Knowledge centers

WHEN WOMEN THRIVE

Founded in 2014, When Women Thrive is Mercer's global research and solution platform designed to help organizations drive growth through the active and productive participation of their female workforce. Building on research that proves the link between diversity, innovation and profitability, When Women Thrive leverages Mercer's extensive experience with thousands of companies around the world to help understand the actual drivers of success in building gender diversity. In addition to underpinning several reports and white papers, When Women Thrive research is also the focus of Mercer's Gender Diversity Conference.

OLIVER WYMAN HEALTH INNOVATION CENTER

Oliver Wyman launched the Oliver Wyman Health Innovation Center (OWHIC) in 2011 to promote positive change in healthcare. The goal is to create a healthcare system that is driven by innovation and consumers' needs, creating value for companies and the public alike. OWHIC champions innovation by envisioning market-based solutions to today's and tomorrow's challenges, and has established a cross-industry community of thought leaders to share and shape ideas. Based on the deep healthcare expertise of Oliver Wyman and drawing on its Leaders Alliance network of innovators across sectors and industries, the center identifies and disseminates the ideas and practices that will transform healthcare.

The OWHIC supports the annual Oliver Wyman Health Innovation Summit, which convenes an exclusive group of senior leaders for an in-depth exploration of how consumerism is redefining the healthcare landscape. The summit showcases players who are succeeding in this new environment.

PEOPLE—HEALTH, WELLNESS AND DIVERSITY

Producing results for communities

**MARSH CLEARSIGHT ODG
RETURN TO WORK
INTEGRATION**

After an employee is injured, everyone's goal is to help him or her get well quickly. For many workers, returning to the job is a milestone, with economic and emotional benefits. Marsh ClearSight helps employers through an online platform with Official Disability Guidelines (ODG) integration, which allows them to identify potentially high-severity claims, return injured and ill employees to work and uncover trends using advanced analytical tools, including:

- A workers' compensation claim severity model that helps identify good early intervention candidates and allocates resources to mitigate claim severity.
- Return-to-work tools that allow users to manage the end-to-end return-to-work process, providing evidence-based decision support to improve and benchmark outcomes.
- Business intelligence capabilities that help users uncover insights from their risk, safety and claims data without the limitations of traditional reporting.

**MARSH & McLENNAN AGENCY
ADDS WELLNESS SOLUTION
TO MARKETLINK BENEFITS
ADMINISTRATION**

The rising cost of healthcare combined with stringent regulations is causing many employers to redefine their approach to benefits, including finding ways to help their employees be healthier. MarketLink is one innovative tool available from Marsh & McLennan Agency (MMA), Marsh's middle-market agency subsidiary.

A new online wellness platform for MMA, MarketLink allows employers to engage their workforce for long-term health management success — without adding costs or burdens to their human resources teams. MarketLink brings together users from around the country who are focused on being healthier. It enables participants to design programs around their personal wellness goals and to connect with support groups, find health partners, join challenges and earn rewards.

**OLIVER WYMAN DEVELOPS
EARLY WARNING SYSTEM FOR
EPIDEMIC RISKS**

Oliver Wyman helped the German Red Cross develop an early warning system for epidemic risks that may occur in the aftermath of a catastrophe. Implementing this early warning system will allow the German Red Cross to obtain greater transparency on an accumulation of disease symptoms in a timely manner — enabling it to react more efficiently in the future. This way, employees, volunteers and the affected population will be better protected while at the same time allowing for an optimal use of German Red Cross' resources.

PEOPLE—HEALTH, WELLNESS AND DIVERSITY

Insights + analysis



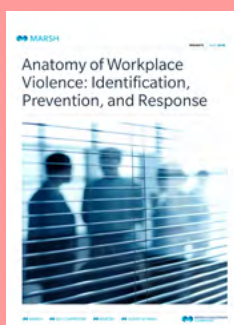
ADVANCING INTO THE GOLDEN YEARS: COST OF HEALTHCARE FOR ASIA PACIFIC'S ELDERLY

Driven by improving socioeconomic conditions and increasing life expectancy, the speed at which societies in the Asia Pacific region are aging poses an unprecedented challenge. Such a significant demographic shift will be accompanied by a host of financial and socio-economic risks affecting multiple stakeholders. This report from **Marsh & McLennan's Asia Pacific Risk Center** takes a closer look at the impact of societal aging on health-care costs for the elderly in the region.



HEALTH REFORM AND AMERICAN BUSINESSES: CRITICAL PARTNER FOR SUCCESS

Given the number of Americans they insure (177 million) and their collective purchasing power (\$668 billion), employers are pivotal players in today's healthcare system. As US lawmakers consider the future of the Affordable Care Act (ACA), a new policy brief, based on thinking from **Mercer** and **Oliver Wyman**, provides four pragmatic recommendations for the future of healthcare from the employer's perspective.



ANATOMY OF WORKPLACE VIOLENCE: IDENTIFICATION, PREVENTION, AND RESPONSE

Marsh understands that workplace violence incidents are a growing threat for all organizations. This report looks at the scope, root causes, and ways to prevent and respond to workplace violence and to better protect employees, patrons and others — as well as how to help the victims.



WHEN WOMEN THRIVE, BUSINESSES THRIVE

A follow up to **Mercer's** inaugural 2014 report, this edition covers expanded research that includes data from more than 1.5 million women from 700 organizations across 43 countries, making it the largest study of its kind. This expanded footprint enabled the most robust insights to date about which strategies and tactics are helping women thrive and which are not.

PEOPLE—HEALTH, WELLNESS AND DIVERSITY

Insights + analysis

**LGBT BENEFITS AROUND THE WORLD**

This publication provides human resources and business managers with insight into how companies are addressing the benefits-related needs of their LGBT employees. Developed markets have addressed diversity and nondiscriminatory regulations applicable to employers for more than three decades, but this is not the case in emerging markets. To better understand the situation around the world, **Mercer** gathered responses from 50 countries through a global survey.

**WOMEN IN FINANCIAL SERVICES**

This report from **Oliver Wyman** shares insights and analysis on gender diversity issues in the financial services industry. The report includes an analysis of nearly 400 financial services organizations in 32 countries, a survey of 850 financial services professionals around the world and interviews of more than 100 senior female and male leaders.

**RIGHT PLACE, RIGHT TIME: MARKETPLACE RESPONSES TO THE HEALTH INFORMATION NEEDS OF VULNERABLE CONSUMERS**

To further understand the delivery, accessibility and relevancy of healthcare information, **Oliver Wyman** and Altarum Institute, with support from the Robert Wood Johnson Foundation, completed a major, multi-disciplinary study of the consumer health-information space. The study consisted of both consumer and marketplace research components. This report summarizes the research findings and explores how they have affected the way stakeholders are thinking about serving vulnerable consumers with better information.

COMMUNITY AND SOCIAL IMPACT

Our clients span all sectors including public and nonprofit. Our thought leadership in these areas helps organizations improve their work, which in turn benefits communities and the citizens who live in them.

Insights + analysis



GRENELL TOWER FIRE: RISK MANAGEMENT AND INSURANCE IMPLICATIONS

The tragedy at London's Grenfell Tower, in which the 24-story building caught fire, has raised serious questions around fire safety in high-rise residential buildings. This event will likely have wide-ranging impacts in terms of the way fire safety is managed in the UK, and how buildings are designed and maintained. **Marsh** examines how this incident is likely to affect insurance coverage, as well as what clients should focus on to mitigate fire risks.



PARTNERSHIPS: THE WAY TO PUBLIC SECTOR RISK FINANCING

Guy Carpenter believes the reinsurance industry can play a significant role in a rapidly changing global risk landscape with pre-loss financing solutions designed to spread risk, relieve the burden on public finances and improve the resiliency of communities. This report explores innovative solutions such as microinsurance.



RISK MANAGEMENT FOR NONPROFITS

Oliver Wyman and SeaChange Capital Partners conducted a study of New York City nonprofits on how to adapt private sector risk practices to nonprofits. It was motivated by recent failures and a concern that nonprofits face a growing number of risks, including rising interest rates, the move to value-based payments in healthcare and increased real estate costs. This report outlines concrete steps that organizations can take to manage risk better.

RECOGNITION



STATE OF GREEN BUSINESS KEY PLAYER TO WATCH

Marsh & McLennan's Global Risk Center was featured as a Key Player to Watch in the Resilience as a Sustainability Strategy section in GreenBiz Group's annual State of Green Business report.



CLIMATE CHANGE BUSINESS JOURNAL BUSINESS ACHIEVEMENT AWARD

Each year Climate Change Business Journal recognizes outstanding business performance in the climate change industry with the CCBJ Business Achievement Awards. In 2016, **Mercer** and the Center for International Environmental Law were chosen as a winner of the Advancing Best Practices: Climate Change Investment Risks and Opportunities Award for the Trillion-Dollar Transformation report.



HUMAN SERVICES COUNCIL OF NEW YORK ADVOCATES OF THE YEAR AWARD

Oliver Wyman and SeaChange Capital Partners received the Advocates of the Year Award from the Human Services Council of New York for an analysis of New York non-profits. The report, Risk Management for Nonprofits, is a must-read for nonprofit boards and executives.

G R I

I N D E X

This report contains standard Disclosures from the Global Reporting Initiative's (GRI's) G4 Sustainability Reporting

Guidelines. An index of our responses can be found below.

GENERAL STANDARD DISCLOSURES

STRATEGY AND ANALYSIS

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-1	CEO Letter	A letter from Dan, page 3

ORGANIZATIONAL PROFILE

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-3	Organization name	Marsh & McLennan Companies, Inc.
G4-4	Primary brands, products and services	2016 10-K, pages 1-7
G4-5	Headquarters location	New York City
G4-6	Where the organization operates	2016 10-K, page 1
G4-7	Nature of ownership and legal form	2016 10-K, page 26
G4-8	Markets served	2016 10-K, pages 1-7
G4-9	Scale of the organization	2016 10-K, page 1
G4-10	Total number of employees by type	Colleague demographics, page 34
G4-12	Supply chain description	Supply chain, page 27
G4-13	Organizational changes during the reporting period	2016 10-K, pages 33-35
G4-15	External charters, principles or other initiatives	Global Investor Statement on Climate Change CEO Action for Diversity & Inclusion™
G4-16	Membership associations	Insurance Development Forum

IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-17	Entities included in financial statements	2017 10-K, pages 1 - 7
G4-18	Process for defining report content and boundaries	About this report, page 4
G4-19	Material aspects	Materiality, page 7
G4-22	Effect of restatements	There are no such restatements for this reporting period
G4-23	Significant changes from previous reporting period	There are no significant changes from the previous reporting period

STAKEHOLDER ENGAGEMENT

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-24	Stakeholder groups	Materiality, page 7

REPORT PROFILE

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-28	Reporting period	January 1, 2015 – December 31, 2016
G4-29	Date of most recent report	January 1, 2013 – December 31, 2014
G4-30	Reporting cycle	Biennial
G4-31	Report contact	corporatecitizenship@mmc.com
G4-32	“In accordance” option, GRI index and report assurance	GRI index, page 56
G4-33	External assurance policy	None

GOVERNANCE

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-34	Governance structure of the organization	2017 Proxy, page 1
G4-36	High-level accountability for sustainability topics	Governance and ethics, page 6
G4-38	Composition of the board and its committees	2017 Proxy, page 7
G4-39	Whether the chair of the board is also an executive officer	No
G4-40	Nomination and selection processes for the board and its committees	2017 Proxy, page 5

GOVERNANCE

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-42	Board and executives' roles in the organization's mission statements, strategies, policies, and goals related to sustainability impacts	About the company, page 5
G4-45	Board role in the identification and management of sustainability impacts, risks and opportunities	Governance and ethics, page 6
G4-46	Board role in reviewing risk management processes for sustainability topics	2017 Proxy, pages 6,9
G4-47	Frequency of the board's review of sustainability impacts, risks and opportunities	Governance and ethics, page 6
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report	Dan Glaser, CEO
G4-49	Process for communicating critical concerns to the board	2017 Proxy, page 4
G4-51	Remuneration policies for the board and senior executives	2017 Proxy, pages 10 - 11, 21 - 54
G4-52	Process for determining remuneration	2017 Proxy, pages 10 - 11, 21 - 54

ETHICS AND INTEGRITY

GRI#	DISCLOSURE	RESPONSE / PAGE
G4-56	Code of conduct	Governance and ethics, page 6

SPECIFIC STANDARD DISCLOSURES

ECONOMIC

GRI#	DISCLOSURE	RESPONSE / PAGE
ECONOMIC PERFORMANCE		
EC1	Economic value	2016 10-K, pages 48 - 52
EC2	Climate change risks	Our work, pages 45 - 49

ENVIRONMENTAL

GRI#	DISCLOSURE	RESPONSE / PAGE
ENERGY		
EN 6	Energy reductions	Our environment, pages 22 - 24
EMISSIONS		
EN 15	Direct GHG emissions (scope 1)	Carbon emissions, page 22
EN 16	Energy Indirect GHG emissions (scope 2)	Carbon emissions, page 22
EN 17	Other indirect GHG emissions (scope 3)	Carbon emissions, page 22
EN 19	Reduction of GHG emissions	Carbon emissions, page 22
TRANSPORT		
EN 30	Environmental impacts from product distribution and employee travel	Carbon emissions, page 22
SUPPLIER ENVIRONMENTAL		
EN 32	New suppliers screened using environmental criteria	Supply chain, page 27
EN 33	Supply chain environmental impacts	Supply chain, page 27

LABOR PRACTICES AND DECENT WORK

GRI#	DISCLOSURE	RESPONSE / PAGE
EMPLOYMENT		
G4-LA1	New employee hires and employee turnover	Colleague demographics, page 35
G4-LA2	Benefits provided to full-time employees	Health and wellbeing, page 41
DIVERSITY		
LA12	Composition of governance bodies and employees	Colleague demographics, pages 35 - 36

HUMAN RIGHTS

GRI#	DISCLOSURE	RESPONSE / PAGE
HUMAN RIGHTS INVESTMENTS		
HR2	Employee training on human rights	Diversity and inclusion, page 32

SOCIETY

GRI#	DISCLOSURE	RESPONSE / PAGE
LOCAL COMMUNITIES		
SO1	Local community engagement, impact assessments and development programs	Our community, pages 9 -18