

ABOUT THIS REPORT

This report covers our primary ESG initiatives and accomplishments from 2019 and 2020. It reflects the increasing importance of ESG disclosures to our stakeholders and expands on our five Corporate Citizenship Reports published biennially since 2011.

Material in this report references disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Standard, the Sustainability Accounting Standards Board's (SASB) Professional & Commercial Services Standard and The Task Force on Climate-Related Financial Disclosures (TCFD). An index for each can be found in [the appendix](#).

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.

FORWARD-LOOKING STATEMENTS

The statements, estimates, projections, guidance or outlook contained in this document include "forward-looking" statements that which are intended to take advantage of the "safe harbor" provisions of the federal securities law. The words "believe," "expect," "intend," "estimate," "anticipate," "forecast," "outlook," "plan," "project," "should" and similar expressions identify forward-looking statements. These statements may contain information about financial prospects, economic conditions and trends and involve risks and uncertainties. Our actual future results, including the achievement of our targets, goals or commitments, could differ materially from our projected results as the result of changes in circumstances, assumptions not being realized, or other risks, uncertainties and factors. Such risks, uncertainties and factors include the risk factors discussed more fully in our filings with the Securities and Exchange Commission, including our reports on Forms 10-K, 10-Q and 8-Ks, as well as, with respect to our ESG targets, goals, and commitments outlined in this report or elsewhere, and other assumptions, risks, uncertainties and factors identified in this report.

We urge you to consider all of the risks, uncertainties and factors identified above or discussed in such reports carefully in evaluating the forward-looking statements in this report. We cannot assure you that the results reflected or implied by any forward-looking statement will be realized, or even if substantially realized that those results will have the forecasted or expected consequences and effects.

You should not place undue reliance on forward-looking statements, which speak only as of the date they are made. We do not undertake to update or revise any forward-looking statements except as required by law.

CONTENTS

Overview

Appendix	54
SASB Index—Professional & Commercial Services	54
TCFD Index	57
GRI Index	58

A LETTER FROM LLOYD

Dear Colleagues, Clients and Shareholders,

It is my great pleasure to introduce this inaugural ESG report. The Marsh McLennan Board created a Corporate Responsibility Committee in 2008 to emphasize the importance of the company's environmental, social, and governance (ESG) initiatives. As a Board, we have long recognized that companies must benefit all of their stakeholders, including shareholders, colleagues, ce

AgC poræ Sri l e f se (u seldosontbf to gipa

i o m y i o t o g u G g o p n g u G n g G

To Our Colleagues, Clients,

A LETTER
FROM DAN

ABOUT THE COMPANY

Marsh McLennan is the world's leading professional services

We are in business to expand what's possible for our clients and each other.

OUR APPROACH TO ESG

ENVIRONMENTAL Internal

We have pledged to be carbon neutral in 2021 through the reduction of greenhouse gas emissions in our own operations and the purchase of verifiable offsets.

We have committed to reduce our carbon emissions by 15% below 2019 levels by the year 2025.

We opened our 20th “smart office” in San Francisco, which is a showcase for sustainable offices.

External

Marsh’s Global Energy & Power Group launched an integrated global renewable energy practice for insurance broking and risk advisory services to support the transition to a low-carbon economy.

In collaboration with the United Nations Environment Programme Finance Initiative, Oliver Wyman created Transition Check, which integrates the latest climate scenarios into an industry-leading approach for assessing transition risk.

Building on its strong history providing strategic reinsurance and advisory services to the California Earthquake Authority (CEA), Guy Carpenter was appointed as the sole reinsurance intermediary for the newly formed California Wildfire Fund.

SOCIAL Internal

Our leadership prioritized the safety and security of our colleagues during the COVID-19 crisis and acted quickly to support our colleagues, clients and communities.

We launched our “Leading the Change” initiative to reinforce a fundamental tenet of our culture: that Marsh McLennan rejects racism, bigotry and discrimination in all their forms. We committed to concrete actions, including hiring a Chief Inclusion and Diversity Officer and establishing a Race Advisory Council to advise our Executive Committee and make sure that diverse perspectives are considered in decision-making.

Our core engagement score, which measures how invested our colleagues are in their work, was 82% favorable in 2020, up 7% from 2019.

External

We supported our clients as they navigated the unprecedented challenges of COVID-19 through Oliver Wyman’s Pandemic Navigator, Marsh’s COVID-19 Insights Dashboard, Marsh and Mercer Employee Health Workshops and Guy Carpenter’s partnership with the World Bank to launch the first-ever catastrophe bonds and catastrophe-linked swaps to combat infectious disease.

Mercer published thought leadership highlighting the potential to use compensation to drive action on diversity, equity and inclusion.

Oliver Wyman published Volume 4 of its Health Innovation Journal that highlights innovations to address the flaws in health systems that will help pave the way for improvements in the health of societies.

GOVERNANCE Internal

We appointed our 5th consecutive diverse candidate, Jane Lute, to our Board of Directors. Of our 13 directors, three are women and three are men who are racially or ethnically diverse. Our CEO, Dan Glaser, is a member of the 30% Club, a global campaign to increase gender diversity at board and senior management levels.

100% of our colleagues certified their commitment to live **The Greater Good and win with integrity.**

We published Client Engagement Principles in May 2020 to help us navigate an evolving risk landscape, to make responsible decisions and better serve the long-term interests of our clients and the communities in which they operate.

External

Mercer’s Executive Rewards practice advised more than 350 clients in 2020 on shareholder engagement and shareholder voting policies across all aspects of executive pay and corporate governance.

Marsh issued FAQs to clients to explain the threats of “silent cyber” and provided guidance to help policyholders maximize cyber coverage.

We partnered with the World Economic Forum to publish the Global Risks Report, which provides a rich perspective on the major threats that may impact global prosperity in 2020 and over the next decade.

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

The 17 Sustainable Development Goals (SDGs), agreed upon by all United Nations Member States, provide an integrated framework for addressing the world's most urgent sustainability challenges. As a global professional services firm with a focus on the areas of risk, strategy and people, our work covers many SDGs. While all 17 goals are important to creating global change, we have prioritized six (see graphic to the right) that most relate to our business, and on which we can have the greatest impact.

Please refer to the pages referenced below each goal for more information on our efforts in each area.

See pages [35](#), [37](#), [38](#)

See pages [29](#), [33](#), [34](#), [42](#)

See page [15](#)

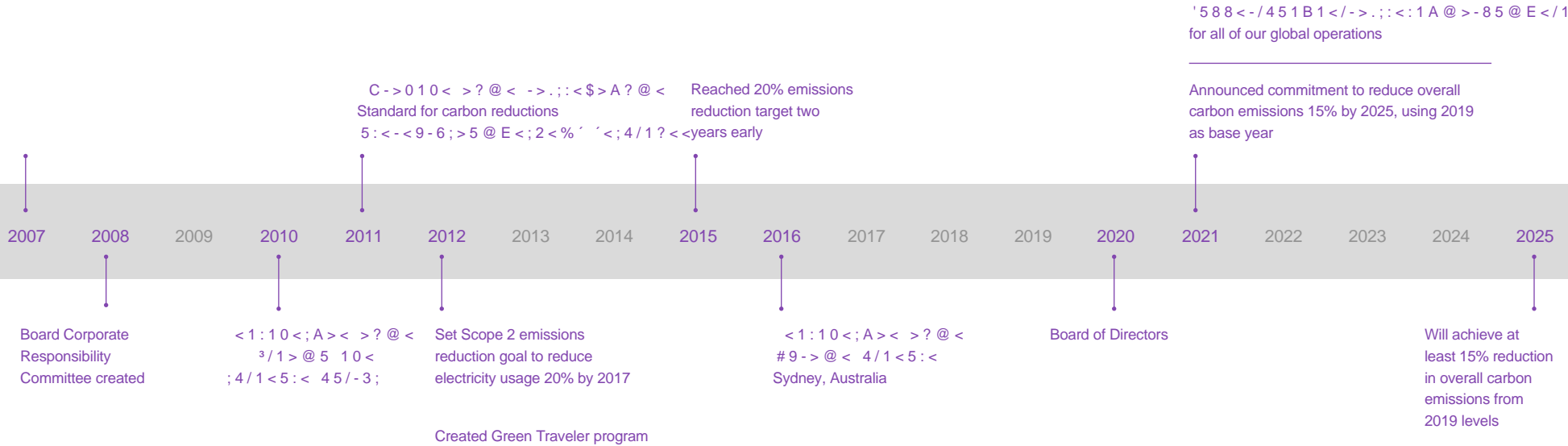
See pages [36](#), [38-40](#)

See pages [10-20](#)

See pages [16](#), [18](#), [20](#), [38](#), [40](#), [51](#)

ENVIRONNEMENT

OUR CLIMATE AND SUSTAINABILITY ROADMAP



TCFD Principles

Through our Enterprise Risk Management (ERM) process, business and corporate groups work to identify and assess climate-related risks, both physical and transitional. Risk management for changing climate conditions is addressed at the local, regional and global levels. Through our ERM process, senior management identified ESG Risk as a top global enterprise risk for the first time in 2020 (see page 44 for more on our ERM process).

In response to this, we developed several strategies to manage the risk, including signing on to the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in May 2020. TCFD is a set of voluntary guidelines designed to help companies identify and disclose the potential financial impacts of climate-related opportunities and risks.

See page 56 in the appendix for the complete TCFD disclosure index.

SUSTAINABILITY

Managing Technology Sustainably

Marsh McLennan's Global Technology Infrastructure (MGTI) develops and delivers sustainable IT solutions that support our global business. We strive to preserve resources and minimize emissions through recycling electronic waste, decreasing the impact of personal computing, maintaining energy-efficient data centers and partnering on this effort with our strategic suppliers.

IT Asset Recycling and Disposal

Our Global IT Asset Disposal (ITAD) program works with our strategic partners to securely dispose of obsolete IT assets in an environmentally responsible manner through recycling and remarketing.

Over the past seven years, more than three million pounds of electronic waste have been either recycled or remarketed.

Reducing the Impact of Personal Computing

As of year-end 2020:

- 6,500 inefficient desktops were retired and replaced with energy efficient laptops.
- 93% of personal computers were laptops and virtual desktops, which use up to 80% less energy than desktops.

Marsh McLennan has adopted many Software as a Service (SaaS) applications, which leverage high-efficiency public cloud infrastructure and reduce our physical infrastructure. We are currently migrating to the Microsoft 365 suite of tools and anticipate that 100% of colleagues will be migrated by mid-2022.

Data Centers

As demand for servers and storage continues to increase, MGTI leverages virtualization technologies to minimize the growth in physical infrastructure and reduce energy consumption. Server virtualization avoids the output of approximately two to four tons of CO2 per year per server. At the end of 2020, 92% of our servers had been virtualized.

Marsh McLennan operates six primary physical data centers. In 2020, we implemented a new thermal management system in three data center locations, resulting in approximately 28% average cooling load

1 ? 5 3 : 5 : 3 < # 9 - > @ 1 > < 4 / 1 ? <

Marsh McLennan's Real Estate Services group launched our Smart Office workplace initiative to meet the long-term needs of our company and colleagues. The Smart Office concept provides a dynamic and diverse work environment which accommodates varied work patterns and personal preferences. Through creative space design, energy efficient lighting and HVAC systems, as well as construction practices focused on waste reduction, Smart Office decreases our overall real estate footprint, uses fewer resources, reduces our carbon footprint and increases the utilization of the spaces we provide.

In 2016, we opened our first Smart Office in Sydney, Australia. Since then we have rolled out Smart Offices in various locations and opened 11 more.

SMART OFFICE SPOTLIGHT: SAN FRANCISCO

COLLEAGUE SUSTAINABILITY EFFORTS

Our colleagues play an important role working with clients, governments, our communities and each other to take on the challenges of climate risk. Across the globe, our colleagues have shown dedication to the environment through numerous projects focused on repairing the damage caused by human impact through pro bono, volunteering and other initiatives.

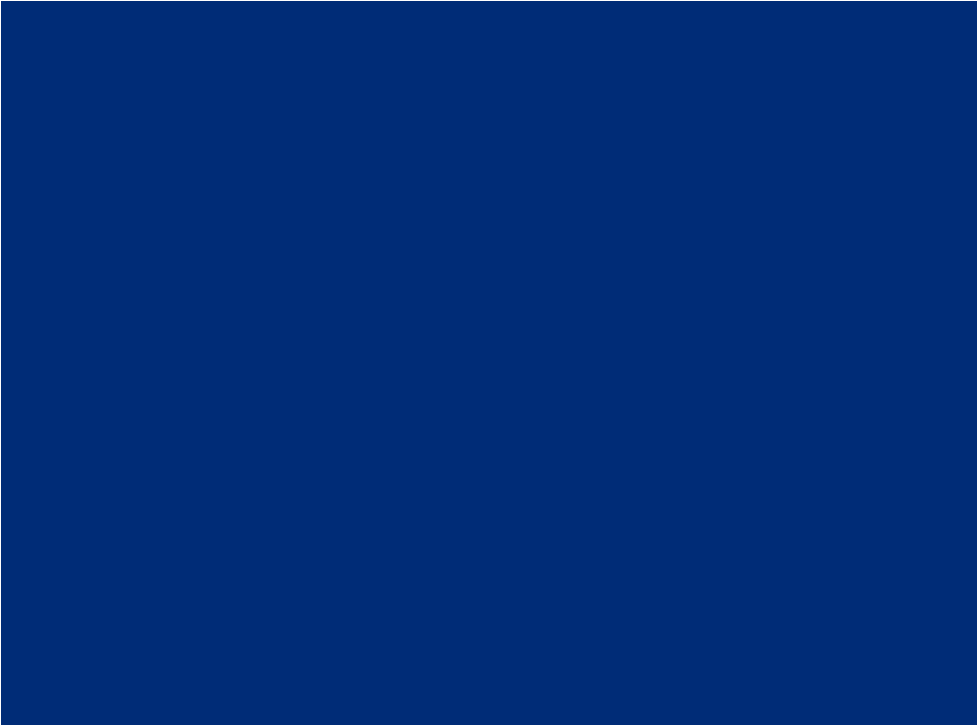
In 2019, Marsh McLennan helped advance the initiatives of The Business Council
; : < 8 5 9 - @ 1 < 4 - : 3 1 < @ 1 ^ 2 < - < # - : < > - : / 5 ? / ; ^ . - ? 1 0 < 9 A 8 @ 5 ^ ? 1 / @ ; > < : ; < > ; @ < @ 4 - @ <
connects the local government with the business community. The organization is comprised of corporate members that are focused on sharing climate change-related solutions, tools and learnings to establish best environmental practices. To help create resources and programs for members to utilize to engage their colleagues around climate change issues, BC3 engaged Oliver Wyman to (1) conduct research to better understand the landscape of sustainability-related employee engagement programs in the U.S.; (2) develop and prioritize a comprehensive list of employee-engagement program ideas for consideration; and (3) draft a proposal and recommendation for the BC3 employee engagement offering and a timeline for implementation. BC3 implemented the program in early 2020 and members received an accessible, comprehensive set of resources and support to help design annual climate-related engagement strategies.

World Cleanup Day

In 2019, colleagues across the world participated in World Cleanup Day, which occurs each September. The goals of the global event are to help clear the planet of litter and waste as well as to restore the natural environment.

The Turkish Marqrs E r q her
in Worki n k h. oD; c/

WORKING WITH
OUR CLIENTS TO
ADVANCE CLIMATE



Bridging Protection Gaps

- : - 3 5 : 3 < ' 5 8 0 > 1 < " 5 ? 7

In August 2019, Guy Carpenter was appointed as the sole reinsurance intermediary for the newly formed California Wildfire Fund, which is administered by the California Earthquake Authority (CEA). Guy Carpenter provides strategic reinsurance and advisory services and has developed a risk transfer and reinsurance strategy for the California Wildfire Fund. Together, CEA and Guy Carpenter are working to increase the longevity of the California Wildfire Fund and enhance its claims-paying capacity.

Combined with its proprietary GC MetaRisk solution, Guy Carpenter has created real-time sophisticated capital models and test optimal structures for the program. Guy Carpenter's wildfire risk portfolio includes its proprietary GC Wildfire Diagnostic tool, which incorporates hazard-based accumulation reports.

OUR
THOUGHT
LEADERSHIP

In 7KH %XUQLQJ ,VVXH 0DQDJLQJ :LOG4UH 5LVN Marsh McLennan Advantage examines the global outlook for wildfire risk in the context of climate change and urban expansions into fire-prone wildlands. The report addresses the total cost of wildfires, the drivers of wildfire risk and the outlook in key regions of the world. It concludes with a series of recommendations for how wildfire risk can be managed in a warming world.

PARTNERSHIP SPOTLIGHT:
COMMUNITY-BASED CATASTROPHE INSURANCE

Marsh McLennan Advantage and Guy Carpenter are collaborating with the Wharton Risk Center to explore [Community-Based Catastrophe Insurance \(CBCI\)](#).

In a CBCI program, a community arranges insurance protection for its members. Models of CBCI can range from relatively hands-off to fully managed.

Responsible Investment



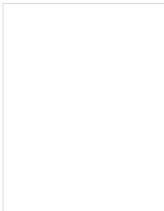
Time to ACT

Institutional investors—such as pension funds, financial institutions, insurers, wealth managers, endowments and foundations—collectively hold trillions of dollars in assets under management in their portfolios. In a decarbonizing economy, these portfolios are highly exposed to climate transition risk. If investors do nothing to address this issue today, climate change could reduce their ability to deliver on investment promises such as pension payments.

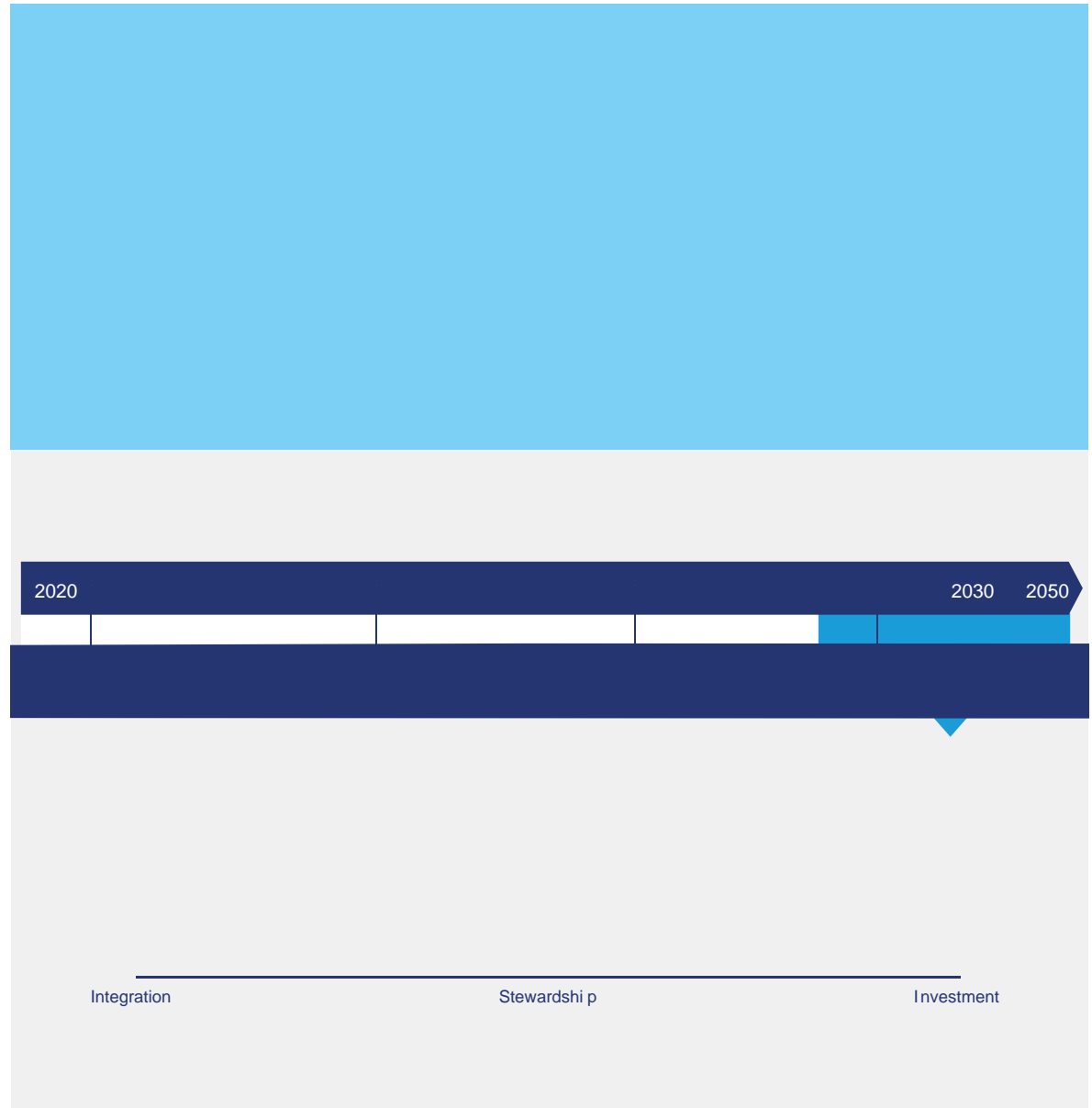
Mercer's Analytics for Climate Transition (ACT) helps investors set a transition pathway. Mercer's transition advice and analytics uses metrics from numerous providers to assess client portfolios across a spectrum: from low-transition capacity (gray investments) to investments that are low-carbon risk /zero carbon already or provide climate solutions (green investments).

The majority of companies in investor portfolios fall somewhere between where the capacity for transition is mixed and where company engagement by investors is important. The Mercer analysis helps our clients rank the transition capacity of listed companies in their portfolios, across the spectrum from gray to green and in-between.

OUR THOUGHT LEADERSHIP



A collaboration between Oliver Wyman and WWF, the Incorporating Sustainability into Infrastructure report covers current industry trends and practices in infrastructure investing as they relate to ESG factors, with a particular focus on climate- and nature-related considerations. The report examines ways in which ESG factors are integrated into investment decision-making processes and the methods used to assess ESG concerns.



The talent, diversity and resilience of our people enabled Marsh McLennan to rise up to meet the challenges of 2020 and to support our clients and communities in doing the same. More than ever our people embodied our purpose: To make a difference in the moments that matter.

But we recognize that many societal challenges facing the US and the world right now require a fundamental recalibration in how we all operate, not only in business but in our everyday lives, and that such a fundamental recalibration will not occur without corporate leadership. This is why in 2020 we formed our Race Advisory Council and, why we intend to be at the forefront of tackling other societal challenges in 2021 and going forward.

IN THIS SECTION:

[Our Response to COVID-19](#)

[The Collective Impact of our People](#)

[Our Vibrant and Inclusive Culture](#)

[Leadership and Development](#)

[Colleague Engagement](#)

[Advocating for Workforce Diversity, Equity and Inclusion](#)

[Our Commitment To Our Colleagues' Well-being](#)

[Creating Healthy Societies](#)

[Connecting Colleagues With Our Communities](#)

OUR RESPONSE TO COVID-19

The COVID-19 pandemic is an unprecedented global challenge. Marsh McLennan acted quickly to support our colleagues, clients and communities.

COLLEAGUE SUPPORT FUND

We established a \$5 million fund to support our colleagues through the COVID-19 pandemic. As of December 31, 2020, the fund has helped more than 2,000 colleagues in 45 countries. Grants support colleagues with immediate critical living expenses.

Additional information on colleague health and wellness is available [here](#).

Supporting Our Colleagues

In order to support our clients and communities through the pandemic, the safety and security of our colleagues was, and remains, our top priority. With the message of "We will be fine if you are fine," our management team made a number of tough calls—and we believe the right ones—as we navigated through the first months of the pandemic.

Supporting Our Community

We found new ways to stay engaged and
volunteer by j

Supporting Our Clients During COVID-19

While the COVID-19 pandemic is first and foremost a human tragedy, as an industry we are deeply concerned about its impact on the economy and our clients. Supporting our clients as they navigated the unprecedented challenges of COVID-19 was a key focus in 2020 and required our teams to work in different and creative ways. Highlights include:

Finding Solutions for Managing Pandemic Risk

In 2020, Marsh McLennan formed a Pandemic Re Taskforce to respond to the impacts of COVID-19. Colleagues from Marsh, Guy Carpenter, Mercer and Oliver Wyman worked and continue to work together to identify ways in which we can support the development of risk transfer solutions for pandemic risks moving forward. As of the end of 2020, the Taskforce had engaged stakeholders in more than 40 countries across five continents.

The group is working to mitigate the impact of future pandemics by creating a pandemic risk solution that will further accelerate economic recovery by reducing uncertainty, bend the risk curve for future pandemics and provide financial protection against future pandemics in part by absorbing some of a pandemic's initial financial shock. To do this, we are advocating for public-private solutions with involvement from policyholders, insurance and reinsurance and backed by government support.

The Oliver Wyman Pandemic Navigator

Oliver Wyman created the Pandemic Navigator to provide forecasts and models for various scenarios depending upon economic and business inputs. Used by both corporate and

government clients, the tool was designed to support short-term and long-term pandemic-related risk decisions and analysis, such as:

- When to return to office
- Financial planning and re-baselining
- Credit loss forecasting and demand forecasting
- Supply chain disruption
- Hospital capacity and therapeutic demand
- When to open and close schools

The Pandemic Navigator has been referenced by the U.S. Centers for Dis

bZ

busa

THE COLLECTIVE IMPACT OF OUR PEOPLE

As a professional services firm of 76,000 colleagues worldwide, the health of our business relies on the strength of our workforce. Measurement of our talent outcomes are therefore not just a human capital priority, but a business imperative.

We win through our people and culture by ensuring that our colleagues experience:

A vibrant and inclusive culture

Inspiring leadership

The ability to grow and learn

A value proposition that is compelling and guided by trust

The Chief People Officer is responsible for developing and executing our enterprise people strategy. This includes the attraction, recruitment, hiring, development and engagement of talent to deliver on our strategy and the design of colleague total rewards programs.

The Chief People Officer and the Chief Inclusion & Diversity Officer are responsible for developing and integrating our diversity and inclusion approach into our strategy. In addition, the Chief Executive Officer and Chief People Officer regularly update our board of directors and its committees on the company's human capital trends and activities.

Who We Are

Our workforce is dynamic, constantly evolving and a direct outcome of our talent decisions and investments over time. We maintain a close pulse on our workforce by examining talent flows holistically—understanding how colleagues have historically moved in, up, around and out of the organization.

To do this, we use Internal Labor Market (ILM) maps and other workforce reporting to ground us in the major trends and generate critical questions that need to be further investigated. These tools provide a common enterprise-wide lens for workforce management from which potential opportunities can be revealed and further explored.

For example, we use ILM maps to track talent flows and consider questions such as:

- Are we building or recruiting more talent at various levels and striking the right balance?
- How are we projected to grow or shrink our workforce over time in different areas of the business? And how do these projections align with business demand?

Marsh McLennan's enterprise-wide ILM map (Figure 1.1) represents 3-year average annual counts and rates, calculated using actual hire, promotion and termination events between January 1, 2018 and December 31, 2020 (excluding a small percentage of colleagues with unassigned career levels).

We grow our headcount over time and sustain new job creation by both hiring externally and promoting from within. Overall, we tend to hire at the Entry and Professional levels, then develop our colleagues as they progress—as evidenced by the higher number of internal promotions (including both within- and between-level jumps) compared to the lower numbers of organic hires brought in at Management and Leadership levels.

Figure 1.1: Marsh McLennan Enterprise Internal Labor Market (ILM) Map, 2018–2020

Looking at each business on its own, we find that our Risk & Insurance Services businesses (Marsh and Guy Carpenter) more strongly

* Headcount reflects a 3-year average, excluding colleagues without a career level assignment. Our current workforce comprises of more than 76,000 colleagues globally.

THE INTERNAL LABOR MARKET (ILM) METHODOLOGY: MAPPING AND MODELING

The ILM Methodology is an innovation of our Workforce Sciences team at Mercer and is used by many of our clients. The two-stage process begins with ILM maps and hypotheses. Next, ILM modeling is used to uncover root-causes of workforce outcomes, enabling our management teams to make evidence-based decisions regarding our human capital priorities and investments.

Figure 2.1: Workforce Composition: Geographic Footprint & Experience, 2020

Our Workforce

Two-thirds of our global workforce are located in either North America or Europe (figure 2.1). While these remain our largest work regions, we have also grown our presence in Asia, the Pacific and the Middle East over the last several years. By business:

- **Guy Carpenter and Oliver Wyman Group** colleagues are most heavily represented in North America and Europe.
- **Marsh and Mercer** colleagues are more geographically distributed. **Marsh has a** relatively larger footprint in Latin America, **whereas Mercer** has a larger share of its workforce based in Asia and the Pacific.

Globally, our colleagues are on average 41 years of age with nearly seven years of tenure at Marsh McLennan (figure 2.1). Colleagues in our largest regions tend to have more years of experience, in terms of both general labor force experience (using age as proxy) and firm-specific tenure. As expected, we have more new hires (i.e., lower tenure) in markets where we are fast-growing.

Across the enterprise, the emphasis on experience—either developed from within or introduced from external sources—reinforces our primary purpose of growing expertise to help our clients face their most complex challenges.

OUR VIBRANT AND INCLUSIVE CULTURE

We welcome all who can help our shared enterprise thrive. We seek capable, creative and fair-minded people who can help us succeed together, accelerate impact and advance good.

We believe that inclusion means more than acceptance—it means belonging. It's a promise of full participation in the life and work of our company, and a voice in its future.

Every person at Marsh McLennan has unique knowledge and experience. Individually, that makes us valuable—and together, extraordinary.

The continual nurturing of our inclusive culture is at the heart of everything we do. From talent attraction to succession planning, we seek to ensure that all can thrive and feel a sense of belonging.

Leading the Change

Marsh McLennan rejects racism, bigotry and discrimination in all their forms. In our offices and in our work, we serve the fundamental principles of human dignity, equality, community and mutual respect.

We must take a stand against all forms of racism, and this begins with addressing the structural inequities that enable it. Creating a more just and compassionate world is ongoing work. Change is up to all of us.

To start our journey of leading the change we want to see in our company and in our world, our Executive Committee committed to concrete actions in June 2020. Here's what we are doing:

Formed a Race Advisory Council

We created a Race Advisory Council to advise the Executive Committee and make sure that diverse perspectives are considered in decision-making, especially decisions that affect our colleagues. The council consists of 14 colleagues who will serve on a rotating basis. They represent each of our businesses and functions and have a wide range of work and life experiences—across industries and around the world.

The first action of the Race Advisory Council was to consider and approve the recommendation to

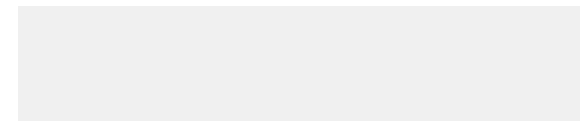
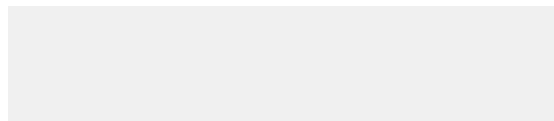
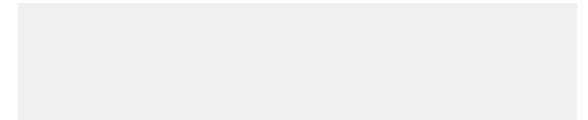
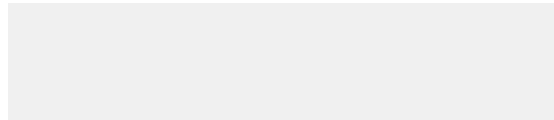
Resource Groups

At Marsh McLennan, we are deeply committed to a culture that honors the fundamental principles of human dignity, equality and mutual respect. Beyond peer support, our colleague communities

Crossing the Line— Identifying Sexual Harassment

Sexual harassment—sexual misconduct of any kind—strikes at the heart of our culture of respect. It is an affront to all of us and who we are: a company of colleagues where respect for every individual is fundamental.

Launched in October 2020, **Crossing the Line** is a global awareness campaign depicting the many forms sexual misconduct can take, and more importantly, how to take action against it. The centerpiece of **Crossing the Line** is four animated



We believe our colleagues can best achieve their potential when given the opportunity to thrive. We are committed to creating an environment where:

- Individuals and teams can perform to their highest potential
-

COLLEAGUE ENGAGEMENT

Each year we ask our colleagues share their views on working at Marsh McLennan through an enterprise-wide engagement survey.

ADVOCATING FOR WORKFORCE DIVERSITY, EQUITY AND INCLUSION

Our work at Marsh McLennan and for our clients recognizes the value of a diverse, equitable and inclusive workforce.

COMMUNITY SPOTLIGHT

Marsh Digital sponsored the 2020 Girls in Tech™

B 5 > @ A - 8 < / ; : 2 1 > 1 : / 1 ' < < : ; < > ; @ < ; > 3 - : 5 F - @ 5 ;

more than 60,000 members worldwide, Girls in

Tech's mission is to eliminate the gender gap

in technology. The conference provided Marsh

/ ; 8 8 1 - 3 A 1 ? < - : < ; < < ; > @ A : 5 @ E < @ ; < : 0 < / ; 9 9 A : 5

sharpen their skills and learn how to thrive in tech.

: A 1 : / 5 : 3 < ; 8 5 / E

Our Government Relations team works to further the company's commitment to taking a stand on diversity, inclusion and anti-racism. We share our business experts' thought leadership on workforce diversity on in Washington D.C., Brussels and around the world. We have signed on to amicus briefs filed with the U.S. Supreme Court in a trio of civil rights cases, are engaging with European institutions to support their work on the gender pay gap including the EU Anti-Racism Action Plan, and are working with the Singapore Government on their review of women's issues.



In May 2019, Richard Guzzo, Partner at Mercer and co-leader of Mercer's Workforce Sciences Institute, testified before the Committee on Financial Services' Subcommittee on Diversity and Inclusion. He articulated the business case for diverse, inclusive workplaces and gave examples of actions taken by financial services employers to increase workforce diversity.

PRO BONO SPOTLIGHT

The 30% Club is a global campaign led by board chairs and CEOs (Marsh McLennan President & CEO Dan Glaser is a member) to increase gender diversity at board and senior management levels. Globally, we believe it is one of the best-known practices and arguably one of the most effective in driving inclusion and diversity focused on gender.

In 2020, Oliver Wyman started a pro bono project with the 30% Club focused on developing a new global strategy. Over an eight-week period, Oliver Wyman colleagues engaged with more than 25 of the campaign's leading members to collaboratively develop a clear global mission and strategy for the campaign.

Together with the 30% Club, the Oliver Wyman team helped articulate a simple unifying theory of change, which was globally consistent but locally applicable with a common language and strategy. We collaborated with the campaign leaders to build tools to support and operationalize this approach—scaling local successes and driving sustained improvement—co-created and put in place global governance to improve decision making, increase visibility, collaboration and coordination.

OUR THOUGHT LEADERSHIP



2020 was eye-opening for many corporate stakeholders and brought a long-overdue change in how companies approach DEI. As a result, companies are revisiting their records on DEI, and their responsibility to help shift a status quo stacked against Black, Indigenous, and other People of Color (BIPOC), as well as other often underrepresented populations.

This link between compensation and DEI is still a relatively infrequent practice. Mercer estimates that only 15%-20% of S&P 500 companies include DEI metrics in their executive incentive plans. This report outlines the six questions companies should consider when designing DEI goals for executive incentive plans.

OUR COMMITMENT TO OUR COLLEAGUES' WELL-BEING

At Marsh McLennan, we offer comprehensive and competitive rewards to help our colleagues and their families live better. Our rewards promote well-being and security while encouraging excellence through differentiated compensation for high performers. As a highly diversified, global company, our rewards packages vary by market and line of business and are designed to be competitive in the local markets in which we operate.

**KEEPING OUR COLLEAGUES MOVING—
THE ROUTE 66 WALKING CHALLENGE**

CREATING

Oliver Wyman Health Innovation Summit

Over 400 senior healthcare executives committed to altering the course of healthcare joined forces online in October 2020 for the eighth annual Oliver Wyman Health Innovation Summit. This invitation-only event, titled Future Truths: Inevitable and Inspiring, brought together executives, experts and influencers from across the globe to discuss and explore predictions for the next decade.

Blue Marble Microinsurance

Marsh McLennan is a founding partner in Blue Marble [Microinsurance](#), a consortium of industry leaders collaborating to provide socially impactful, commercially viable insurance protection to the underserved. Blue Marble's unique business model brings together multinational insurance entities that provide guidance, talent and risk capacity. Blue Marble's vision is:

- To economically empower the underserved;
- To understand the underserved's inhibitors and their complex interactions;

- To develop innovative, customer-centric solutions by bundling services the underserved need.

innovative, customer-centric solutions

CONNECTING COLLEAGUES WITH OUR COMMUNITIES

We encourage colleagues to support the causes, social issues and communities that are important to them through our non-profit partnerships, global volunteer initiatives and company match of individual charitable giving.

Charitable Giving

Throughout 2020, our colleagues continued to support non-profits around the world that are working towards the challenges of our time. Marsh McLennan matched more than 5,200 donations made through our social impact platform — and double matched them for social justice organizations— helping individuals and communities manage the significant challenges of the year.

In 2020, the majority of colleague donations were directed to organizations related to:

- Social Justice
- COVID-19
- Education
- Environment
- Disaster Response

Colleagues from 361 cities across 36 countries utilized the company match to donate \$4.6M in 2020.

Investing in Social Justice

The many tragic events of 2020 brought to the forefront the importance of addressing inequalities and discrimination faced by minority groups, including many of our colleagues and their families.

Our leadership has been listening, learning and understanding what we can do better. One of the

Volunteering Initiatives

Our Social Impact efforts focus on engaging our colleagues in building resilient communities through mentoring and disaster response and rebuilding. With in-person volunteering not possible for a majority of 2020, we adapted our Social Impact programs so our colleagues could connect with each other and their communities virtually, allowing them to give back safely. In 2020, our colleagues volunteered more than 100,000 hours in 301 cities across 62 countries.

Mentoring Women Entrepreneurs

A Marsh McLennan non-profit partner for eight years, the Cherie Blair Foundation's Mentoring Women in Business Programme matches business professionals with women business owners from low- and middle-income countries. Mentorships last one year and matches are made based on colleagues' skills and mentee needs.

Mentorshipor displace upvmadeMentorshipsanyanf the locat.9 s wheade
-, > 0 8 : 3 8 Đfà" ' !0 đ đ 0 đ" p à "@ @ €" —t » : -, > = 00 > :
- @ > ½²Ä à óà 4 : @ 0 . 0 < @ 4 = 00:

-, > ; Đ 4 Đ: ~"> 9 pñ 00 B• € •" ¢@ 0 • à €à •½ "Ä = < 4 = 02 > 9 9 Mentorshipcommunitiesain crisis.

OUR
MAPPING
IMPACT

Bridging the Education Gap with Junior Achievement

Through our partner Junior Achievement, our colleagues have mentored and helped prepare young people for the future. In 2019 and 2020, 1,200 colleagues in 23 countries worked with over 11,000 students to inspire them to realize their full potential. The educational topics ranged from negotiating a deal to promoting STEM careers to girls.

PRO BONO SPOTLIGHT: MILITARY MONDAYS

From its launch in 2016 at a New York City café, our Military Mondays program has 3 > ; C : < 5 : < ? 5 F 1 < - : 0 < ? / ; < 1 ' < : < @ 4 1 < > ? @ < ; : 0 - E < ; 2 < 1 B 1 > E < 9 ; : @ 4 2 < ; A : - ? ? 5 ? @ < 8 ; C 3 5 : / ; 9 1 < B 1 @ 1 > - : ? < C 5 @ 4 < 4 ; A ? 5 : 3 2 < - : 0 < 4 1 - 8 @ 4 < - : 0 < 0 5 ? - .

In partnership with Legal Services NYC, Skadden, Arps, Meager & Flom LLP, Goldman Sachs and Starbucks, Marsh McLennan's General Counsel was determined to provide free legal advice to veterans in a welcoming environment. The goal was to have veterans leave the clinic with legal advice, a plan forward and the knowledge that someone listened to their concerns.

Over the past four years, our clinic has helped hundreds of veterans with Social Security . 1 : 1 @ ? 2 < / 4 5 8 0 < ? A < < ; > @ < 9 ; 0 5 / - @ 5 ; : ? 2 < C 5 8 8 ? 2 < 4 1 - 8 @ 4 < / - > 1 < < > ; D 5 1 ? < - ? < 0 1 9 - : 0 < 5 : / > 1 - ? 1 0 2 < C 1 < 1 D < - : 0 1 0 < ; A > < B ; 8 A : @ 1 1 > ? < @ ; < 5 : / 8 A 0 1 < @ 4 1 < NYS Division of Veterans Affairs and many other corporate partners. More than 160 volunteers have assisted 378 veterans at 44 Military Mondays clinics since its inception.

Fostering responsible business is at the heart of what we do – it drives our business behaviors and strategy, our commitment to investing in and developing our colleagues and our environmental and social practices and policies. Strong and effective governance practices—developed over 150 years through a commitment to ethics and integrity, board diversity and independence, and stakeholder engagement—underpin our ability to support our clients and our communities.

IN THIS SECTION:

[How We Ensure Strong Corporate Governance](#)

[Enterprise Risk Management](#)

[Ethics and Compliance](#)

[Human Rights](#)

[Cybersecurity and Data Privacy](#)

[Protecting Society by Mitigating Cyber Risk](#)

[Government Relations and Managing Political Interests](#)

HOW WE FOSTER STRONG CORPORATE GOVERNANCE

Marsh McLennan’s comprehensive policies and robust system of internal controls safeguard our culture and promote the behaviors we strive to model for the outside world.

KEY DIRECTOR STATISTICS



We Set the Tone at the Top

The Marsh McLennan Board is responsible, alongside management, for setting the “tone at the top”. The Board is committed to encouraging a culture of integrity, inclusiveness, constructive challenge and value creation for clients and investors alike.

Key features of the Marsh McLennan Board:

- **Board independence:** Our Board is led by an independent Chairman. All of Marsh McLennan’s directors are independent, with the exception of our CEO, who is the only member of management serving on the Board.
- **Separation of the roles of Chairman and CEO:** Marsh McLennan maintains separate roles of Chief Executive Officer and Chairman of the Board as a matter of policy. The position of Chairman of the Board has been held by an independent director since 2005.
- **Board diversity:** We are committed to maintaining a diverse and inclusive Board. Of our 13 directors, three are women and three are men who are racially/ethnically diverse. Our Board considers the gender, racial, ethnic and cultural diversity of each potential director candidate in its recruitment process.

What Matters to Our Shareholders Matters to Us

Building strong relationships with our stockholders and engaging in regular dialogue helps us to ensure that we deliver our strategy in a manner that is consistent with their long

term values. In 2020, we engaged with the Governance and/or ESG teams of institutional stockholders. We held meaningful discussions with stockholders covering corporate governance, executive compensation, Board and workforce diversity, climate and other environmental and social topics. Feedback received during the stockholder engagement process was shared with senior executives, the Board and its committees and is considered in making decisions. For example, we incorporated stockholder feedback in making changes to our executive compensation program in 2020 and in determining many of the topics addressed in this ESG Report, including our response to COVID-19, our climate commitments and our enhanced disclosure around workforce diversity. We are committed to ongoing engagement with our stockholders and intend to continue these outreach efforts.

Additional information about our corporate governance and Board of Directors can be found in our [proxy statement](#). Our Governance Guidelines and other key corporate governance materials are [available online](#).

Over the past nine years, the Board has appointed eight independent directors, seven of whom are women or racially/ethnically diverse.

ESG Governance

The Board oversees the company's ESG initiatives and strategies through several committees.

The Marsh McLennan Board receives reports from its committees on ESG related risks and opportunities, which allow the Board to factor in ESG considerations when making business decisions and strategic plans.

Committee	Charter Responsibility	ESG Oversight Responsibility
Audit	Responsibility for Marsh McLennan's policies, systems and controls designed to promote ethical behavior and compliance with applicable legal and regulatory requirements	<ul style="list-style-type: none">• Culture• Ethics and compliance• Enterprise risk management• Cybersecurity and privacy
Compensation	Responsibility for overseeing incentive compensation plans for the CEO and other senior executives, and reviewing certain key human resource strategic activities, including those relating to diversity, training and recruitment. Coordinates with the ESG Committee on diversity initiatives	<ul style="list-style-type: none">• Design of incentive compensation plans, including senior executive objectives relating to ESG metrics• Diversity and inclusion• Pay equity• Talent management, including succession
Directors & Governance	Takes a leadership role in shaping the Company's corporate governance	

ENTERPRISE RISK MANAGEMENT

The effective management of risk is a critical component of Marsh McLennan's strategy generally and for dealing with ESG related risks. Our Enterprise Risk Management (ERM) team advocates for and facilitates strong risk management processes across our businesses and functions.

Through our ERM process, we:

1. Identify and raise awareness of key risks;
2. Implement a framework for managing top risks;
3. Integrate discussion about risk into our decision-making processes; and
4. Foster alignment between senior management and the Board of Directors.

Key features of the Marsh McLennan ERM process:

Multiple risk committees across Marsh McLennan

Each of our four businesses has its own global risk committee, which plays an important role in identifying and escalating risk findings and engaging in robust discussions around risk with senior management. The Marsh McLennan Risk Committee is the highest-level risk committee that provides a forum for the discussion and resolution of risk-related issues. Our President and Chief Exh

- k

ouu itN

itN

e' h

e h'

esident' McLemensor mscus.

itN

e

featureMcLem'

ETHICS AND COMPLIANCE

At Marsh McLennan, our values define who we are and shape our aspirations for the future. We strive to create a culture that is inclusive, and we are committed to the fundamental principles of human dignity, equality and mutual respect. Our Code of Conduct, **The Greater Good**, is aligned around three key pillars:

Win With Integrity. We compete vigorously and fairly. Work that might harm the reputation of the firm is simply not worth it.

You Are Never Alone. The only mistake you can make at our company is the mistake that you make alone. When in doubt, reach out. To your manager. To Compliance. To HR. To a colleague. We are all in this together.

Speak Up. If something doesn't feel right, speak up. You are not doing a service to anyone by keeping quiet. You have a right to raise concerns and, indeed, an obligation to do so.

Our Guidelines for Corporate Governance state unequivocally that the Board is responsible, alongside management, for setting the "tone at the top" and overseeing management's strategy to promote a culture of integrity throughout Marsh McLennan. Culture is consistently rated a top Enterprise Risk, and as noted above, senior management briefs the Board annually on its strategy for managing culture risk and provides a mid-year status update and a report at year-end.

The Audit Committee of the Board of Directors has responsibility for the Company's policies, systems and controls—which are designed to promote ethical behavior and compliance with applicable legal and regulatory requirements. Marsh McLennan's Chief Compliance Officer regularly briefs the Audit Committee on ethics and compliance matters. See page 43 for additional information on Board oversight.



HUMAN RIGHTS

Marsh McLennan respects the dignity and worth of every individual. We are committed to upholding human and workplace rights in all our operations, wherever we do business.

Our Human Rights Policy

In an effort to increase transparency on important workplace values, we have published a statement on Human Rights, which is summarized below.

We support and abide by recognized international human rights principles. These include the United Nations Universal Declaration of Human Rights, the United Nations Guiding Principles for Business and Human Rights, the European Human Rights Convention, the Organisation for Economic Co-operation and Development's Guidelines for Multinational Enterprises, and the UN Convention Against Corruption.

The policy applies to all Marsh McLennan colleagues worldwide, candidates for hire and contingent workers. It applies to all events, locations and situations where our business is conducted. A formal grievance and remedy process is available for reporting human rights concerns. Anyone can use our third-party-operated ethics and reporting portal or hotline.

We promptly investigate allegations and act to mitigate any adverse human rights impacts. We don't tolerate retaliation against anyone who makes a good-faith report of possible violations of the law, our code of conduct or other company policies; or anyone who questions the actions of the Company or participates in an internal investigation.

[Read the full statement.](#)

Modern Slavery Policy

As professional services providers, Marsh McLennan and its businesses do not operate in industries where modern slavery is prevalent. Nevertheless, we are committed to taking steps to uncover any potential risks within our supply chain.

We have various policies in place, which aim to minimize the risk of modern slavery or human trafficking, and encourage reporting of any related concerns.

[Read the full statement](#)

CYBERSECURITY AND DATA PRIVACY

Reliable information is at the core of the products and services we offer. Marsh McLennan is committed to:

- Data privacy and security, establishing effective controls that comply with business and regulatory requirements; and
- The protection of our information systems, including the confidential and personal information that clients entrust to us.

Marsh McLennan has a dedicated Global Chief Information Security Officer (CISO) who is responsible for the company's cybersecurity program. The CISO works closely with the Company's Legal & Compliance, Privacy, Business and Risk Management teams.

Our policies and procedures are supported by senior management and are based on generally accepted cybersecurity principles including, but not limited to, the NIST Cybersecurity Framework (NIST CSF) and ISO/IEC:27001. The cybersecurity program and supporting strategies are organized around the core tenants of Identify, Protect, Detect, Respond, Recover.

Board Oversight

While the Audit Committee regularly reviews Marsh McLennan's policies and practices with respect to risk assessment and risk management, including cybersecurity and privacy risk, the full Board also receives regular briefings regarding cybersecurity and privacy matters. Five of our 13 directors have technology, innovation or cybersecurity identified as one of their five principal skills and qualifications to serve as director. Three of these directors serve on our Audit Committee. The company maintains a response plan for significant incidents that have the potential to cause large-scale disruption to the company's operations, revenue or reputation. The response plan for significant incidents requires immediate notification to the Marsh McLennan's Chairman of the Board and Chair of the Board Audit Committee.

Vulnerability Management

We have a robust vulnerability identification, assessment and management program that includes system hardening, scanning, alerting, operating system and application patch management. Security vulnerabilities and emerging threats are tracked by information security personnel, assessed by technical experts and remediated according to risk priority. Static and dynamic security application testing is a core capability of our . The cfa disruption e ge- includ

Incident Response

A dedicated problem management team follows a Unified Incident Response process for both cybersecurity and privacy matters.

This process assists the company's Global Technology Infrastructure support teams in performing problem analysis and troubleshooting to determine the root cause of one or more incidents.

The problem management process is based around Information Technology Infrastructure Library (ITIL) standards

PROTECTING SOCIETY BY MITIGATING CYBER RISK

Cyberattacks are among the most severe risks facing businesses today according to the latest

GOVERNMENT RELATIONS AND MANAGING POLITICAL INTERESTS

Governance

Our government relations activity is overseen by the ESG Committee of our Board of Directors, which receives a comprehensive report and briefing of these activities at least annually. Government Relations is led by our Chief Public Affairs Officer who reports to our Executive Vice President and General Counsel, who in turn reports to Marsh McLennan's CEO.

Marsh McLennan's government relations activity is subject to our code of conduct,

[The Greater Good](#) | #P @ à" A 0 = 9 8 0 9 ;D>> : or priorities Governance of Political

Spending @ = : 2 : A 0 2,0€ " : : => 3 @ = u~•9 @ = " = ^ Dq•D@= 'ê ç™Ê"i<À.ã@ tU6,,9 @ =

Martine Ferland, Vice Chair, Marsh McLennan and CEO of Mercer, visited Capitol Hill in February 2020 to meet with Richie Neal, Chairman of the Ways & Means Committee. They discussed our client priorities relating to retirement and Mercer's support for the recently passed SECURE Act.

We have grown by helping our clients anticipate and meet the challenges of changing times.

This is an extraordinary moment for all of us.

The challenges are vast. Yet, so are the possibilities.

The Future of Work. Climate resilience.
Digital disruption. Affordable healthcare.
Stakeholder capitalism.

We have been at your side finding opportunity and navigating uncertainty in the areas of risk, strategy and people.

As we confront this new world together, one thing will never change.

At Marsh McLennan, we will be there for you in the moments that matter.

Topic	Code	Metric	Reference/Response
-------	------	--------	--------------------

Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	ReliW ... rippr c daoaQ add ...
---------------	--------------	---	---------------------------------

Accounting Metrics

Topic	Code	Metric	Reference/Response																																															
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management (2) all other employees	<table border="1"> <thead> <tr> <th rowspan="2">Career Level</th> <th rowspan="2">Gender: % Female (Global)</th> <th colspan="5">Ethnic & Racial Diversity: % Non-White (US Only)</th> </tr> <tr> <th>Non-White</th> <th>Asian</th> <th>Black</th> <th>Latinx</th> <th>Other NW*</th> </tr> </thead> <tbody> <tr> <td>Leadership</td> <td>29.3%</td> <td>14.3%</td> <td>7.7%</td> <td>1.6%</td> <td>3.2%</td> <td>1.8%</td> </tr> <tr> <td>Management</td> <td>46.3%</td> <td>20.0%</td> <td>9.4%</td> <td>3.5%</td> <td>4.5%</td> <td>2.6%</td> </tr> <tr> <td>Professional</td> <td>58.6%</td> <td>27.0%</td> <td>9.6%</td> <td>6.5%</td> <td>8.0%</td> <td>3.0%</td> </tr> <tr> <td>Entry</td> <td>65.7%</td> <td>31.9%</td> <td>5.9%</td> <td>11.3%</td> <td>10.4%</td> <td>4.4%</td> </tr> <tr> <td>Enterprise</td> <td>53.9%</td> <td>23.2%</td> <td>8.7%</td> <td>5.3%</td> <td>6.3%</td> <td>2.8%</td> </tr> </tbody> </table> <p>* Other non-White includes: American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, and Two or More Races</p> <p>For more information, see Our Workforce.</p>	Career Level	Gender: % Female (Global)	Ethnic & Racial Diversity: % Non-White (US Only)					Non-White	Asian	Black	Latinx	Other NW*	Leadership	29.3%	14.3%	7.7%	1.6%	3.2%	1.8%	Management	46.3%	20.0%	9.4%	3.5%	4.5%	2.6%	Professional	58.6%	27.0%	9.6%	6.5%	8.0%	3.0%	Entry	65.7%	31.9%	5.9%	11.3%	10.4%	4.4%	Enterprise	53.9%	23.2%	8.7%	5.3%	6.3%	2.8%
	Career Level	Gender: % Female (Global)	Ethnic & Racial Diversity: % Non-White (US Only)																																															
			Non-White	Asian	Black	Latinx	Other NW*																																											
Leadership	29.3%	14.3%	7.7%	1.6%	3.2%	1.8%																																												
Management	46.3%	20.0%	9.4%	3.5%	4.5%	2.6%																																												
Professional	58.6%	27.0%	9.6%	6.5%	8.0%	3.0%																																												
Entry	65.7%	31.9%	5.9%	11.3%	10.4%	4.4%																																												
Enterprise	53.9%	23.2%	8.7%	5.3%	6.3%	2.8%																																												
SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Marsh McLennan's 3-year average annual voluntary turnover rate from January 1, 2018 to December 31, 2020 was 10.8%. (excluding a small percentage of colleagues with unassigned career levels). For more information, see Who We Are .																																																
SV-PS-330a.3	Employee engagement as a percentage	Each year we ask our colleagues share their views on working at Marsh McLennan through an enterprise-wide engagement survey. Developed internally by our Talent and Learning team, the survey methodology has been consistent since 2011, with updates to specific questions as necessary. A third-party supplier administers our survey in order to maintain confidentiality of responses. In 2020, 82% of colleagues who responded were actively engaged. See Colleague Engagement for more information.																																																
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	At Marsh McLennan, our values define who we are and shape our aspirations for the future. We strive to create a culture that is inclusive, and we are committed to the fundamental principles of human dignity, equality and mutual respect. Our Code of Conduct, The Greater Good , underpins our values, ethical commitments and standards of business integrity and professionalism. It																																															

Topic	Disclosure Area	Recommended Disclosure	Response
Governance			

GRI Standard	Disclosure Name	Page Number(s), URL or Direct Response
> 3 - : 5 F - @ 5 ; : - 8 < > ; 8 1		
102-1	Name of the Organization	Marsh & McLennan Companies, Inc.
102-2	Activities, brands, products and services	2020 10-K, pages 1-7

GRI Standard	Disclosure Name	Page Number(s), URL or Direct Response
--------------	-----------------	--

Ethics and Integrity

102-16	Values, principles, standards and norms of behavior	Our Purpose, page 5 The Greater Good, page 4
--------	---	---

102-17	Mechanisms for advice and concerns about ethics	Ethics and Compliance, pages 45-46 The Greater Good
--------	---	--

Governance

102-18	Governance structure	How We Foster Strong Corporate Governance, pages 42-43
--------	----------------------	--

102-20	Executive-level responsibility for economic, environmental and social topics	Our Approach to ESG, page 6
--------	--	---

102-21		
--------	--	--

--	--	--

--	--	--

--	--	--

--	--	--

--	--	--

--	--	--

--	--	--

GRI Standard	Disclosure Name	Page Number(s), URL or Direct Response
102-30	Effectiveness of risk management process	2021 Proxy page 3 Enterprise Risk Management, page 44
102-31	Review of economic, environmental, and social topics	2021 Proxy pages 3 and 14
102-32	Highest governance body's role in sustainability reporting	Our Approach to ESG, page 6
102-33	Communicating critical concerns	2021 Proxy pages 8-9
102-35	Remuneration policies	2021 Proxy pages 12-13 and 23-59
102-36	Process for determining remuneration	2021 Proxy pages 12-13 and 23-59
102-37		

GRI Standard	Disclosure Name	Page Number(s), URL or Direct Response
102-53		

GRI 400: Social

GRI Standard	Disclosure Name	Page Number(s), URL or Direct Response
Employment		
401-1	New employee hires and turnover	Who We Are, page 26
401-2	Benefits provided to employees	Our Commitment to Our Colleagues' Wellbeing pages 35-36
Training and Education		
404-2	Programs for upgrading employee skills	Leadership and Development, page 31
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	How We Foster Strong Corporate Governance, page 42 Our Workforce, page 27
405-2	Ratio of basic salary and remuneration of women to men	Compensation, page 36
Public Policy		
415-1	Political contributions	Colleague Political Action Committee, page 52

