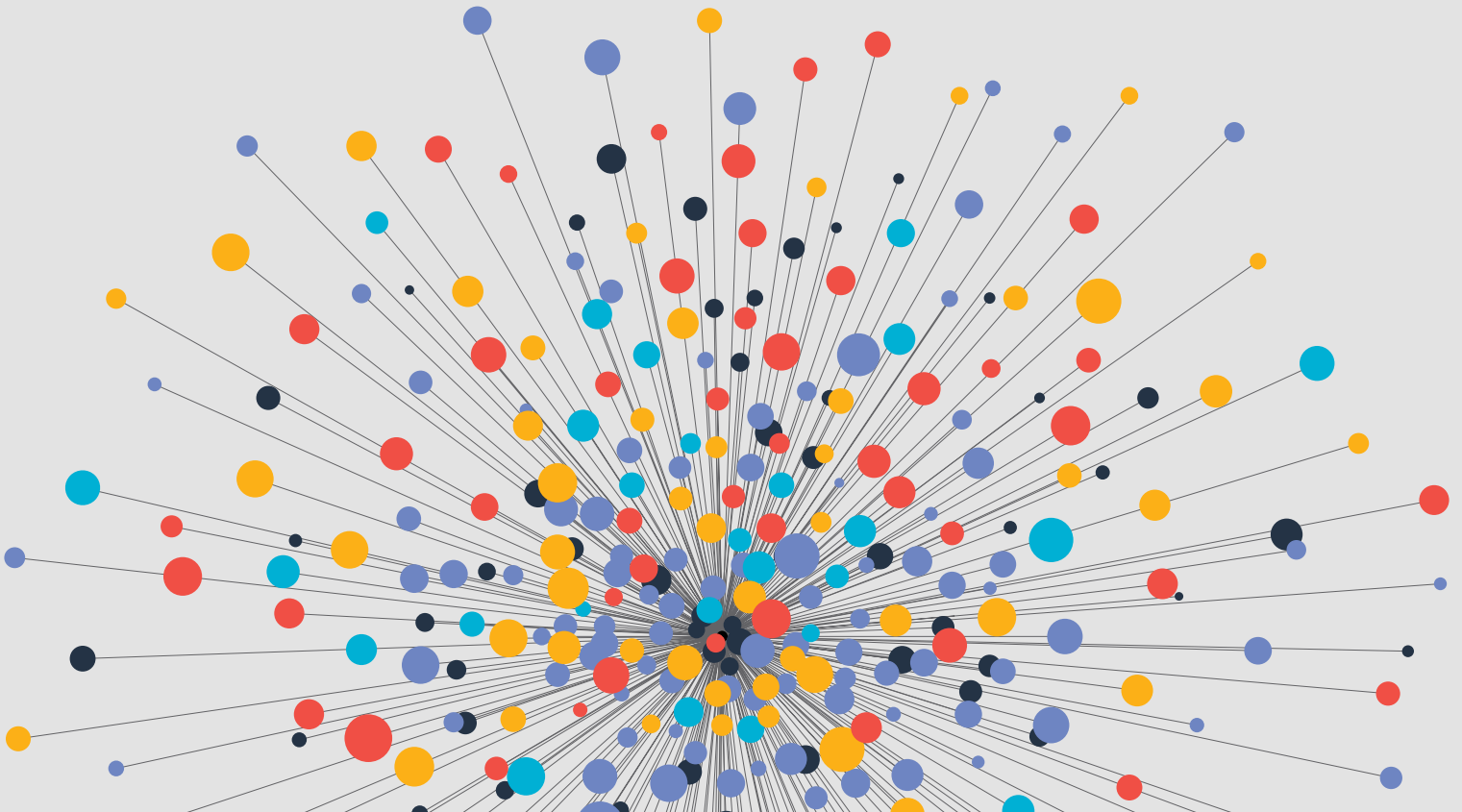


Risk and Insurance Services Diversity and Inclusion

2017 REPORT



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“The biggest resource for us is you, and the ideas you have. We have to capture those ideas and act on them. If you see something that can be done better you’ve got to go and do it.”

— Dan Glaser, President and CEO, Marsh & McLennan Companies (MMC).

Our company and our industry exist to minimize risk and maximize opportunity. Diversity and inclusion (D&I) is not simply about our people, it’s about our business.

In 2016, we focused on Mobilizing on the Workforce of the Future, weaving together the organization’s efforts in D&I, corporate social responsibility and colleague and executive engagement to create a unified framework in which colleagues and managers engage: a consistent approach to our people and purpose.

We have created a global platform. Now we are putting it to work.

Over the past four years, Marsh and Guy Carpenter have built tremendous momentum in diversity and inclusion.

We are recognized by our peers in the insurance world as having some of the most effective practices in a diversity-challenged sector. Our industry is no longer our benchmark. If we aspire to being counted among the disruptors, we must lead our clients as well as our competitors.

In volatile, uncertain, sometimes violent operating environments, diversity and inclusion are strategies that have become central to our work – outside as well as inside our company.

Our clients, our communities, and society need the innovative solutions that can only come when we harness our collective intelligence – and show others the way.



BO YOUNG LEE

Global Diversity and Inclusion Leader
Senior Vice President



ALEX AMONETT

Global Diversity and Inclusion Senior Manager
Vice President

Revisiting the Employee Experience: 2017 Priorities

Talent management integration is a pivotal strategy: D&I is no longer a standalone enterprise, it is moving to the heart of our enterprise.

Too many grand initiatives fail because they aren't line-of-sight for managers and leaders. At Marsh and Guy Carpenter, D&I has been slowly integrated into the full leadership curriculum, including in sessions such as "Leading from the Front and Reinforcement", "Leading for Results" and "Managing@Marsh." Specific training programs supplement these leadership classes, including "Unconscious Bias (Inclusive Leadership)," "Generational Training" and "Reverse Mentoring" programs.

The successful "Inclusion Champion Program," originally a talent review bias primer, continues its worldwide rollout with supplemental material available to help managers identify and eliminate unconscious bias in the talent review process. New content has been added to our "Top Talent"

programs and succession planning for gender tracking in multiple regions.

Early career programs across the globe have also adopted D&I approaches in targeting universities, talent pipelines, and training curricula that will attract, retain, and develop the next generation of diverse talent. With the "Veterans Talent Initiative," Marsh, in particular, has proven that we can hire diverse talent when we have a dedicated organizational focus and commitment at all levels – leadership, human resources, and our hiring managers.

Our Talent Management Center of Expertise, led by Deb Wheelock, is geared up for an impactful 2017. The regional talent, learning, and diversity leaders guide and manage activities in talent, learning, and diversity.

New policy and benefit changes show that the company is catching up to how its next generation of leaders live and work.

We are mobile, virtual, and flexible.

We set the course and speed of our own careers, navigating easily across business units, cultures, and borders... and between our professional and personal spheres. The company is paying attention. Witness these three signs:

- In the US, Marsh & McLennan has launched a new leave policy, (one that Marsh has been advocating for years) that provides **more paid time off for parents**. Executive leadership teams in Latin America and the Pacific have committed to **more flexible work arrangements** and work-from-home policies.
- Lesbian, Gay, Bisexual, Transgender (LGBT) colleague resource groups have won leadership's commitment to not only expand **benefits for our transgender colleagues**, but explore bringing new transgender benefits packages to market.



Regional Talent, Learning and Diversity Leader Spotlight

Winning with culture: Two talent leaders make the business case for diversity and inclusion.



DARIN WEICHMANN is helping the stars align as Talent, Learning & Diversity leader for the US and Canada and Global Functions organizations for Marsh and Guy Carpenter. Do advanced degrees in industrial and organizational psychology give him an edge with the C-Suite? Signs point to yes.

"The future is exciting. We have an opportunity to reinvent ourselves as an industry."

The way to amplify the effect of talent, learning and diversity initiatives is to bring them together, according to Darin, which is exactly what is happening at Marsh. The result is a stronger business case and real passion at the leadership level.

Talent, learning and diversity are all about how we attract, develop, engage, and retain talent. They are different lenses for the same goals. Creating a diverse and inclusive workplace provides a competitive

advantage. It feels like the stars are aligning to firmly embed D&I into our strategy. We are building a consistent approach, language, metrics, and initiatives that will help all of our stakeholders engage in the process. We are primed to really boost our collective engagement in D&I.

A highlight of 2016 was seeing the passion that business and colleague resource group leaders are bringing to the table as the inclusion challenge transforms into a talent opportunity.

This is a business-led effort. It starts with them. We are aligned on the importance of D&I to business success. The leadership conversation is about creating a more effective organization. I bring data and insight to support that an inclusive environment, where people feel they can bring their whole selves to work, is one where people have more energy and focus to bring their best. That is a win-win for the colleague and for the company.

In 2017, clients will have more Marsh-sponsored opportunities to engage in with their markets. Meanwhile, colleagues have more industry reach through partnerships, including Out and Equal, the National African American Insurance Association, Dive In and the Latin American Association of Insurance Agencies.

Our industry is doing well in some areas and, in others, we have a long way to go. The good news is that the talent is out there in the broader workforce. We need to be more future-focused as an industry and tell that story to those who are outside of it.



MARIA LIEVANO is the Talent, Learning and Diversity leader in Latin America and the Caribbean. Her experience across multiple industries has shown her that managing people isn't the only skill that matters -- a message she's bringing to leadership at Marsh.

"Recognizing skills besides managing others can help business growth in our region."

Maria's approach to the talent, learning and diversity opportunities is to focus on the competitive advantage that an inclusive workforce brings in a dynamic operating environment.

It's about the whole colleague experience, where one can thrive as the business changes and grows. It takes an elite talent management culture, a clear learning plan, and an inclusive and respectful environment. Colleagues' ability to bring their whole selves to work is the best tool to build a high-performing workforce.

Engagement is the top driver of D&I success, and Maria's Latin America and

Caribbean region has a great story to tell.

The region is proud to have one of the of the highest engagement scores. Colleagues, in general, feel very proud to work for Marsh. One reason is that they can use their time and resources to help others. For example, this year colleagues were invited to participate in Junior Achievement and this created a lot of involvement and engagement. These activities appeal to younger people, who find them highly engaging.

Recognizing different kinds of talent can prepare colleagues for

advancement and, ultimately, leadership. This is at the top of Maria's agenda for 2017.

One of our biggest efforts will be around skill development opportunities to help leaders take a more inclusive approach to recruiting, hiring, and building a leadership pipeline. Looking at sales as an alternative to the traditional ladder may attract new profiles and promote diverse talent.

Maria and her team are expanding leadership's thinking about the talent pool, which frames the diversity and inclusion strategy as a business case.

We want a workforce that resonates with our diverse clients to best meet their needs. When we talk about our future, we think of engaging millennials, designing clear, and alternative, career paths, increasing advancement opportunities for women, and having colleagues who bring different work experiences and points of view to our business. This means we need a culture that allows different types of colleagues to progress, develop, and succeed in our company.



Diversity Hiring



The Veterans Talent Initiative in the US paves the way for more diversity-hiring goals.

The Veterans Talent Initiative was an experiment to see how well we, as an organization, can achieve a diversity-hiring goal. Now the focus is expanding to women and ethnically diverse talent worldwide. Executive Committees in Canada and the UK have already created women's initiative programs that are committed not only to attracting new talent but developing and promoting women to our most senior levels.

"With every hire, my conviction grows stronger that it is not only the right thing to do, but it is also the best thing to do — for our company, our clients and our colleagues."

— Dan Glaser, President and CEO on MMC's Veterans Hiring Initiative

The Veterans Talent Initiative connects veterans with opportunities across our organization. A unique feature is that those who don't receive an offer after their first set of interviews get a chance to hone their interviewing skills and "redeploy" to apply for other open positions. In December 2017, we were named the #1 overall

Military Friendly® Employer in the US by Victory Media, which champions positive employment outcomes for veterans and their families.

A Three-Year Journey

"When I look back on this incredible journey, it's inspiring how far we've come in three short years," Bo Young Lee, Global Diversity leader says. "It is deeply satisfying to see how Marsh & McLennan's core values of working side by side, living The Greater Good, and always finding the smarter way have an enduring impact well beyond veteran employment in our firm."

WHAT IT TAKES: A MULTI-FACETED EFFORT.

Marsh & McLennan initiatives embraced veterans' issues as well as individuals.

Military Mondays. A pro-bono effort to provide free legal assistance related to disability and housing issues in partnership with Goldman Sachs, Starbucks, Skadden Arps and Legal Services NYC.

Mercer Match. A digital platform helping 500,000 student veterans identify careers in which they can succeed while helping employers tap into a vast new talent pool.

National Intermediary Initiative. A partnership between Oliver Wyman and the Bob Woodruff Foundation that helps veterans and their families access veteran services.

Veteran Resource Groups. Local chapters around the country network and create events to amplify opportunities for veteran talent.

Global Spotlights

Regional Look: United Kingdom and Ireland

D&I gains, from the Executive Committee level to the intern level. Or is it the other way around?

2016 saw a growing commitment to diversity and inclusion in the UK and Ireland from the Executive Committee down. Mark Weil, Country head, UK and Ireland, and the Executive Committee committed to a “principle-based” approach to gender equality, ensuring that nominations for promotion and appointment increased the number of women across the business. This has encouraged managers to think more broadly about how and why they appoint people, which should have a significant impact on the face of our company in coming years.

Marsh has also been recognized for its wide program of colleague support and engagement, and placing D&I at the heart of our future workforce, including our talent review and succession-planning process. The program was a finalist for the Diversity & Talent Management Initiative of the Year at the Insurance Day London Market Awards of 2016.

YOUNG LONDON IS OUR FUTURE

A new Marsh Summer Talent Programme is bringing talented young men and women from a world of different backgrounds to Marsh and Guy Carpenter to build their professional and employability skills – and, not incidentally, diversify our talent pipeline. We are delighted that Marsh won an award for “Best New Employer” from the City of London Business Traineeship Programme. We plan to expand this program each year, giving students an opportunity they otherwise would not have and, for Marsh, a first look at new talent.

Regional Look: Africa

Everything changes when girls go to school and women are empowered. This is a special focus for Marsh in Africa.

We know that the full inclusion of girls and women is an economic and social risk issue, and we are active on many fronts. “Take a Girl Child to Work Day” is a favorite. Visiting an organization like ours can give a young girl a new idea of her place in the world. And, one day, she could be a customer – or a colleague: Our guests shadowed senior managers, so they’ll aim high.

For Marsh Africa, August is Women’s Month. Internally this means events and discussion of women’s crucial roles – and potential – in society. On August 25, we hosted a lunch with our female clients, who heard from experts on how to develop a personal brand, how to be heard, and advice on business etiquette.

BOOSTING SCHOOLS TO HELP CREATE THE WORKFORCE OF THE FUTURE

Marsh is using what it knows best to change the future for disadvantaged kids at four South African high schools. Risk analyses identify weak areas, which the program helps to address with 21st century strategies, tools, and training that empower teachers to turn things around. Recently, we hosted a graduation dinner for 36 teachers at Alexandra High School, who completed the training with a 100% pass rate.

REACHING OUT TO STUDENTS BRINGS HIGH-POTENTIAL GRADUATES TO MARSH

University Career Days connect students with Marsh “Brand Ambassadors” who explain Marsh’s graduate program and demonstrate why Marsh is a great place to start a career and make a difference. Recruiting face to face is making a difference for us, attracting eager talent for critical roles.

MAKING A DIFFERENCE FOR LITTLE CITIZENS WITH BIG NEEDS

Marsh is a proud sponsor of the November Nappy Run for children with disabilities. The goal is to raise public awareness of their needs, and to collect nappies, which many would otherwise have a hard time affording.

STRENGTHENING THE INDUSTRY BRAND: DIVE IN

Three days, 16 cities, and 50 events to change the face of an industry. Welcome to Dive In.

We have partnered with Inclusion @ Lloyd’s Diversity and Inclusion Festival since its inception in 2015, with Marsh and Guy Carpenter sponsoring events in New York, London, Sydney, and Toronto. Topics have ranged from multiculturalism to Lesbian, Gay, Bisexual, Transgender, and Asexual (LGBTIA) communities at work, delivered by experts, industry leaders, artists, athletes, even chefs. MMC / LINK was involved in three of the major LGBT sessions.



Colleague Resource Groups

Global Platform, Local Action

Events that draw hundreds of clients and prospects are turning Colleague Resource Groups (CRGs) into potent business development networks.

Colleague Resource Groups are evolving into a worldwide platform that spans career, community, culture – and commerce. Some Women’s Exchange Business to Business and Young Professionals events generate so much prospect activity that they are now funded as marketing investments instead of HR programs.

Marsh’s African Heritage group and the Hispanic Organization of Leaders (HOLA), along with Guy Carpenter’s Racial and Ethnic Diversity CRGs, advise the National African American Insurance Association and the Latin American Association of Insurance agencies, respectively, and move our business – as well as the industry – forward. Marsh’s Global

Diversity and Inclusion senior manager, **Alex Amonett’s** position on Out and Equal’s Global Champion Forum is helping MMC position itself as a progressive LGBT leader in the risk and insurance services industry and opening the doors for the MMC PRIDE groups to navigate global conversations around the cost of inclusivity. Actions like these advance culture, amplify colleague influence on business direction, expand our talent pool and collective intelligence, while building new business.

Colleague Resource Groups represent a pivotal position within the firm; creating leverage that joins our colleagues together in a dynamic give-and-take relationship with the company. CRGs are no longer just an inclusive space where people can come together with others who share or support a particular affinity, value, or mindset. CRGs are valuable corporate business partners, our ambassadors, our recruiters and our consultants.

Being a part of a CRG at Marsh allows colleagues to feel they have a bigger stake in our business process and outcomes. They contribute to our talent acquisition, help us to provide innovative solutions to the changing demographics of our clients in the marketplace, and help increase our bottom-line business revenue.

In addition, our CRGs offer our colleagues the potential to take on new and exciting leadership roles, build project management skills, and offer opportunities to develop through coaching, mentoring, and training. They are the eyes and ears of our senior leaders. They serve as a network for professionals and as our brand representatives when working with our communities. In this vital and bridging role, they serve not only as assets to our organization, but as a business necessity.

YOUNG PROFESSIONALS AND EMERGING LEADERS



MARSH COLLEAGUE
Young Professionals RESOURCE
GROUP

Marsh Young Professionals and Guy Carpenter Emerging Leaders represent the new face of an industry that is being reshaped by technological change and new forms of capital.

Their mission is to connect, develop, and empower colleagues by combining ambitious and diverse individuals with programming designed to fulfill the needs of those striving for professional and developmental growth.

Millennials have grown up in a networked world and are comfortable and adept at making connections that are not obvious to legacy organizations or the industry. This enables young professionals to add value in new ways – engaging at every level, from innovation jams at local high schools to the World Economic Forum at Davos. Young professionals are all about connecting people and resources, while building and grooming future leadership teams that will be innovative in approach and strategy.

There was no mistaking this message at the US signature event: The future is here. On January 19, 2017, North America Young Professionals and Emerging Leaders joined with clients and trading partners at New York's Harvard

Club. The 200 participants included executives and young professionals from AIG, Chubb, and Zurich.

Alex Amonett, senior manager, Global Diversity and Inclusion hosted the evening and set the tone by challenging the audience to utilize millennials to help drive cultural change in diversity-challenged industries like risk and insurance services.

Featured speaker, Guy Carpenter's US Leader, **Tim Gardner** discussed creating future opportunity in reinsurance. The keynote speaker, **Kwame Jackson**, inspired the audience with his theme of Moving from Ordinary to Extraordinary. Jackson's own extraordinary CV includes multiple tech startups at Harvard, "The Apprentice," and Goldman Sachs. Closing the evening, Marsh President **John Doyle**, encouraged millennials to embrace the upcoming opportunities and pave their path within the risk and insurance industry.

VISIBILITY IS OPPORTUNITY FOR CANADA'S YOUNG PROFESSIONALS: PERFECTING THE PITCH

On March 21, 2016, more than 100 MMC Toronto colleagues gathered in a boardroom to hear Hamish McKenzie from McKenzie Pitch Partners (MPP) talk about how to make the perfect pitch. In this 90 minute interactive session, colleagues learned about MPP's pitching philosophy and how to apply it in order to overcome some of the challenges MMC colleagues face when trying to develop and foster new business opportunities and enhance existing client relationships. The session received extremely positive feedback from senior leaders as well as young professionals across Guy Carpenter, Mercer, and Marsh. Even today, colleagues are relating back to some lessons learned in the session, mainly Hamish's "Art of 3." Watch the [WebEx replay](#).



BOARD OF TRADE INITIATIVE

In 2016, Canada supported Marsh colleagues in Montreal, Toronto, and Vancouver to attend events organized for young professionals on the local trade boards (Chamber of Commerce in Montreal, Toronto Board of Trade in Toronto, and Company of Young Professionals (YP) in Vancouver). With more than 10-sponsored events throughout the year, CRG members were able network in external business settings with peers from their generation with whom they will professionally develop over the course of the coming years. Such events contribute to both career and commerce growth objectives. The Young Professionals CRG plans to continue this initiative in the coming year and will provide budget to other locations across Canada where similar business groups are active.



PUBLIC SPEAKING INITIATIVES

Feedback from both unit managers and young professionals indicated the importance of developing soft skills, which are crucial to succeeding in the insurance business. Communication skills are at the top of this list, which is why Marsh's YP CRG, in collaboration with Mercer and Guy Carpenter, revitalized the public speaking workshops where colleagues were provided the opportunity to speak in front of their peers and practice

their public speaking skills in a low-pressure environment. In Montreal, we sponsored bi-weekly "Bring Your Own Lunch" events where a dozen colleagues mimicked the Toastmasters Club model. This allowed a number of colleagues to deliver practiced and improvised speeches in a friendly and inclusive environment.

PERSONAL BRANDING EVENT

Building a personal brand was the focus for CRGs in Canada during 2016. The YP CRG even brought a photographer to seven offices to take professional head shots. Along with the photos, the 350 participants

learned how to make the most of LinkedIn and other networking platforms, including our own *ColleagueConnect* and *Marshforce*. An April webinar on personal branding by the Women's Exchange CRG gathered nearly a fifth of all Canadian colleagues at office "viewing parties" hosted by local champions, along with dial-ins from around the world. The virtual audience learned about the power of personal branding strategies from Sarah Robson, managing director and Global Relationship manager of Marsh LLC.

FAMILIES AT MARSH



Strong Families. Strong Firm

Families at Marsh supports colleagues through all the challenges and joys of family, helping us balance the demands of the work we do and the people we love. The issues are as varied as our families, and often complex, requiring both personal and

professional support. Its mission is to position itself as a consultant to our human resources leadership team, becoming a center of excellence and advocate for policies and resources that our families need.

Families at Marsh will also serve as an ally and partner to our other resource groups, assisting with programming that supports growing inclusive

resources for our under-represented groups, including PFLAG (PRIDE), Families with Wounded Warriors (Veterans) and Working Mothers (Women's Exchange).

"We know you work hard. We don't want to compete with the people you love."

– Dan Glaser, President and CEO



The LGBT Impact on Guy Carpenter, Marsh and MMC

Organizations inclusive of each individual's unique gifts and traits create a culture open to a wider range of ideas. Having PRIDE in bringing one's whole self to work drives organizational performance, including how companies go to market and how they ensure they're providing the best products and services to customers.

The LGBT Resource Groups are in a new unique space to help guide the organization in an industry challenged by diversity and inclusion. Establishing a LGBT Center of Excellence will provide new benchmarks in MMC's foothold in the market, community, corporate culture, and the human rights and political arena.

statement supporting our LGBT colleagues and clients in response to the Religious Freedom Act legislation in the United States.

A growth in regional and local chapters also increased with chapters in Austin, Texas; Los Angeles, California; Toronto, Canada; Singapore, and London, UK. In North America, **Kurt Grasinger**, MMC, senior Legal Operations manager, **Amy Block**, Guy Carpenter, managing director and strategic advisor and **Jeff Ince**, Marsh Canada, vice president and placement specialist took on the roles as the new North American co-chairs for the region, combining not only Canada and the US, but Guy Carpenter, Marsh, and MMC for the first cross-OpCo Colleague Resource Group with a goal of adopting an enterprisewide brand to further unite the LGBT community across MMC.

OUT & EQUAL

2016 was also the eighth year Marsh & McLennan participated in the Out & Equal Workplace National Summit, the largest LGBT professional summit in the world, with more than 4,000 attendees.

Out & Equal Workplace Advocates is the top nonprofit organization working to achieve global LGBT workplace equality, partnering with Fortune 1,000 companies on leadership development, comprehensive training, and consultation, and professional networking opportunities to help build welcoming and inclusive work environments around the world.

This year's summit was held at Walt Disney World in Orlando, Florida, where they paid tribute to the victims of the Pulse nightclub attack earlier

GROWTH OF PRIDE

The scale of Pride Month has nearly doubled since last year, with 230 offices across the world participating in programming. The expansion of the Ally Campaign provided flags, posters, and ally toolkits to participating offices, while virtual programming was offered across operating companies so every colleague could both celebrate and be educated on Pride Month. Additionally, MMC released a public



PRIDE@Marsh UK

THE CRG THAT ALMOST WASN'T: A STARTUP STORY

The UK chapter of Pride@Marsh began with two of us meeting for coffee in late 2015 ... and it didn't get far. Jason Groves, Director of Communications, International and Head of Marketing for UK & Ireland, and I had big dreams, abundant blessings from the MMC Diversity and Inclusion team, and lots of contacts. Our invitation to the inaugural meeting of our new CRG produced exactly one more person. On the bright side, a 50% increase.

Keep at it, said a pal in HR. So we networked. We learned. We went to events and workshops and the big CRG leadership meeting in New York. Keep at it, everybody said. By this time we had more knowledge, more contacts, and more ambition: We wanted our not-yet Marsh chapter to be a UK leader. Our first event was an allies drive aligned with International Day Against Homophobia, Transphobia and Biphobia. Taking no chances, we offered bribes this time: Sign up as an ally and get flags, guidebooks, and rainbow cupcakes. More than 450 colleagues signed up. Our lonely little community was suddenly a very big one. We were on our way.

— Samantha Nelson, Pride UK regional chair

this year. Marsh & McLennan's delegation of 30 colleagues, including Chief Human Resources Officer **Laurie Ledford** and Managing Director of Global Sales and Executive Sponsor for the PRIDE Group **Jim McNasby**.

PRIDE @ MARSH UK Highlights

IN THE SHADOW OF PULSE, MOMENTS TO CELEBRATE

A Pride Month Global Travel Risks event, with panelists from the Foreign Office, MMC's travel provider iJet International, an expert on world cultures, and British Airways' first transgender pilot. The idea was so well received that it was adapted for Inclusion @ Lloyd's Dive In Festival.



The march through London, with colleagues from every operating unit and the Norwich office.

Stronger partnerships with the LGBT Insurance Network – LINK, InterEngineering and Stonewall. The year-end LINK event hosted by Marsh and Mercer drew more than 160 industry professionals.

New Insurance Role Models and Straight Allies’ booklets helped establish MMC as a major influence in UK LGBT networks.

Data that matters, from the Stonewall organization’s extensive knowledge base, will help us index against peer organizations and put our efforts where they’ll make the most difference.

Pride Singapore

FOUR COMPANIES, ONE MMC PRIDE TEAM IN SINGAPORE

With chapters in every operating company, 2016 was our first year of collective action. We have a bigger voice to push for LGBT workplace issues internally, and to expand Pride presence externally, in Singapore and beyond.

INSIDE

Town Halls, supported by senior leaders helped us engage with colleagues and gather new members and allies for Pride CRGs.

Our famous Pink Dot Celebration – We go all out for our Singapore equivalent of the Pride parade.

Cookies for a Cause – Hundreds of tubs of our home-baked cookies helped fund Oogachaga, a critical LGBT community counseling group.

An all-colleague diversity forum raised our co-workers’ awareness of LGBT contributions and issues. Oogachaga was a presenter. (What goes around, comes around.)

GLOW’s “Bring Your Whole Self to Work” forum ... and happy hour, with a parallel event in Sydney.

OUTSIDE

Allies Night is a casual networking event that happens every month at a bar in our building, attracting more than 70 professionals from the area. The anniversary celebration included prizes, a photo booth, and a signature cocktail.

Pink Dots for Allies. A special allies night attracted more than 120 professionals with messages of support for the Pink Dot celebration, our biggest turnout ever.

Helping Women Thrive

Guy Carpenter and Marsh are making women a priority by expanding programs, opportunities, and talent initiatives within the risk and insurance industry to allow women to thrive. With a holistic diversity and inclusion global strategy in place we are engaging and coaching managers on how to drive success and training managers on how to build a more inclusive workforce. Executive leadership, the Global Talent Team, Marsh's Women's Exchange and Guy Carpenter's WOMEN LEAD have partnered with the Global Diversity and Inclusion team to tackle these work streams from the top down and the bottom up.

The Women's Exchange offers select programming through their Business to Business series, helping to aid high-potential women in building their relationships with both clients and senior leaders. Chapters of the Women's exchange have received press coverage on a global level in "People Management," "Glass Hammer," and "Women in Technology" as well as several leaders recognized through national and global awards by the YWCA, American Heart Association, Black Achievers in Industry, Consulting Magazine, and Profiles in Diversity.

They have built relationships with clients and the community by participating and leading women's conferences and panels across the world. In addition, they have engaged with external organizations such as Catalyst, the EPWN, The Association of Professional Insurance Women (APIW), IWE, Women on the Wharf, and Women on Boards. Within the community they have served as sponsors and fundraisers for the American Heart Association's National GO RED Campaign and the International Because I Am a Girl campaign.

UK Women's Exchange – Women@Marsh

COLLEAGUES SPEAK UP AND FLEXIBLE WORKING ARRANGEMENTS GET A BOOST

Parenting is a topic that resonates at Marsh, and more than 80 colleagues joined our "Family Comes First" panel discussion in September 2016, inspired by Dan Glaser's London Town Hall in 2014. A pivotal challenge: Many colleagues' are concerned that requesting flexible working arrangements might harm their careers. As fate would have it, Chief Human Resources Officer Laurie Ledford was on the conference call; now the UK Women's Exchange

is working with HR on stronger colleague representation around flexible working. See a replay [here](#).

WEx Canada

In Canada, we have a mandate to accelerate the advancement of women to senior roles at Marsh Canada, and create a more inclusive workplace for all.

The Women's Talent Initiative is tangible proof that the WECRG in Canada is making a difference.

We listened to you. We held focus groups with nearly 100 female colleagues across the country who shared candidly about inclusion at Marsh Canada.

The Executive Committee listened to us. We shared the business case, the themes from the focus groups, analytics on our workforce demographics, and recommendations for change. Most local management teams have already received the abridged edition.

We enabled colleagues-first job postings so more internal candidates can apply for open positions.

Change starts here. We've analyzed male-to-female representation at various career levels and inflection points in hiring, promotion, and

turnover to pinpoint many of the disrupters and solutions needed at Marsh. Stay tuned.

**WEx CANADA + DIVE-IN =
A NEW PRIDE COLLEAGUE
RESOURCE GROUP, CANADA'S
FIRST.**

We helped bring the Dive-In Festival, the only international, industry-wide D&I event, to Canada and enlisted Jim McNasby, general counsel for Marsh's Risk & Insurance Services, for the panel. His participation at our internal event sparked the creation of a new Pride CRG. More proof that inclusion begets more inclusion!

"Part of why people choose to work here is a culture that recognizes that your family is the most important thing. And I'm not just talking about kids. Families come in all kinds of different forms and shapes and sizes. So you define where that importance lies – and serve it."

**— Dan Glaser, President and CEO,
MMC**





The Hispanic Organization of Leaders (HOLA) provides a forum for interaction and professional and personal growth for the rising high-potential Hispanic population at Guy Carpenter and Marsh, while increasing awareness and engagement through diversity and inclusion. Partnering with organizations like the Hispanic Achievers on Corporate Responsibility, allows HOLA to serve as an ambassador to Marsh within the marketplace and help to build a strategy for our growing workforce in our North American and Latin American regions.

Marsh and the Latin American Association of Insurance Agencies (LAAIA) are creating new opportunities for each other.

LAAIA's reach creates real opportunity for Marsh and Guy Carpenter, with more than 1,500 general agents, partner wholesalers and carriers at the annual conference alone. Meanwhile, Marsh's resources can enable new possibilities at LAAIA. Among other initiatives, we're exploring how our geographical data can accelerate industry growth among Latino populations and the value of providing skills workshops to help small business

owners in these areas get to the next level.

Latinas can no longer wait for permission to lead.

The data is stark. The speed of business is accelerating, but too few Latinas are accelerating with it: **a mere four percent of all executive positions are held by Latinos, with Latinas holding just one percent.** Instead of waiting for permission, Latinas are embracing the concept of disruptive leadership, using the power of their heritage to cut a new path. A Proud to Be Latina **Empowerment**



Conference in New York dimensionalized the path, exploring what Latinas needed to do to achieve their aspirations – and what companies need to do to retain them.

LATIN AMERICA

For HOLA Latin America, inclusion is more than acceptance, it's reaching out.

A focus for us is social inclusion for people with disabilities, which starts with our own colleagues and our community. Our support for the Monica Uribe Foundation for Love strengthens programs that include disabled people in sport, improve motor skills and access to technology, self-care, and music. We participate in

the foundation's events, and created our own **"I challenge you to be different"** campaign, which allowed colleagues to experience for themselves what it's like to have motor disabilities.

CHILE

Healthier colleagues have more energy to help others.

Our colleagues in Chile have an ambitious program of twice-a-week lectures on healthy living skills from August to December – and more time to implement them since they moved to flexible work time. They sponsor "Hogar Esperanza," a shelter that cares for babies awaiting adoption, and ran a campaign with Guy Carpenter

to supply disposable hygiene products, starting with nappies. Other campaigns supported disabled children, in partnership with Mercer, and patients suffering amyotrophic lateral sclerosis.

DOMINICAN REPUBLIC

Our Santo Domingo CRG makes the whole office smarter.

They brought 220 colleagues to the National Zoo for a day of challenges, confidence-building exercises, and teamwork. In short, they lived the message: "Together we make the difference."

ASIAN COLLEAGUES RESOURCE GROUP



MARSH COLLEAGUE
Asian RESOURCE
GROUP

The Asian Colleague Resource Group (ACRG) works to generate business and revenue opportunities for Marsh and related operating companies through their unique insights and networks in the Asian market. In addition, they promote colleague development and cultivate elite, learning leaders through mentorship and other professional enrichment activities.

Partnering with external organizations like the Asia Society and the Chinese American Insurance Society, the ACRG collaborates on common interests over community and diversity to raise impact and cultural awareness, while representing and supporting communities that the Asian Colleague Resource Group serves.

ACRG lived this year's theme, **Growth through Cultural Collaboration**,

throughout its events nationwide, embracing countless collaboration opportunities and demonstrating the unique cultural competencies the group brings to all its members.

ACRG LEADERSHIP FORUM

Real growth comes through cultural collaboration, putting Colleague Resource Groups in a pivotal role.

Company leaders and colleagues from around the world explored the theme of "Growth Through Cultural Collaboration" at the ACRG's flagship event in November 2016.

The ability to create deep and lasting relationships is a potentially decisive advantage for Marsh and Guy Carpenter over competitors whose focus is simply transactional.

The organizational challenge is that cultural understanding must live on both sides of a business relationship for it to flourish over time. CRGs like ours are vital conduits through which cultural insights – as well as business cards – can propagate.

THE AMERICAN JOURNEY OF CISGENDER AND TRANSGENDER ASIAN WOMEN

Marsh Asian colleagues and members of other MMC CRGs joined Interpublic Group's Asian Heritage and GLBT groups to mark Women's History Month and International Transgender Day of Visibility in March. Through their stories, women from China, the Philippines, and the US brought to life the full spectrum of womanhood across Asian cultures.



***"Go through the journey.
Build Relationships."***

**— Martin South, President, Marsh
US and Canada**

AFRICAN HERITAGE COLLEAGUE RESOURCE GROUP



MARSH COLLEAGUE
African Heritage RESOURCE
GROUP

The African Heritage Colleague Resource Group embraces the myriad of benefits and addresses the potential challenges --- personal and institutional -- that come with being an African American in an increasingly globalized workforce and society. The CRG focuses on mentoring and culture heritage awareness, while providing its members opportunities to network and develop their professional business skills.

BLACK HISTORY MONTH

National Urban League President Marc Morial challenges colleagues – and companies – to be catalysts for change.

Hundreds of clients and colleagues from across MMC gathered in New York and online to hear David Bidmead, Marsh's global leader of Multinational Client Service, interview National Urban League President and CEO Marc Morial about how developing diverse talent can help corporations flourish.

Marc challenged CRGs to become experts in diversity and inclusion and

RELATIONSHIPS DEEPEN COMMITMENT

Marc visited with leadership from across MMC, including **Peter Zaffino**, CEO of Marsh; **Julio A. Portalatin**, President and CEO of Mercer; **Laurie Ledford**, Chief Human Resources Officer of MMC; and **Mary Anne Elliott**, Chief Human Resources Officer of Marsh, to discuss our commitment to D&I and build the relationship between MMC and the National Urban League.

leaders in best practice. He challenged corporations to be rigorous in evaluating their progress in recruiting, retaining, and promoting a diverse workforce, and strive to be the best.

And he challenged our industry to be more aggressive in engaging and promoting members of minority communities.





2016 BHM Chapter activities supported our theme: Physical, Mental and Economic Health and drew gratifying support from colleagues and leaders. A few highlights:

- An African American presentation showcasing ethnic foods and cultural information, and an African Kente cloth and art display in Chicago.
- Bi-weekly e-mail blasts to the Detroit office of African American historical facts from the 1830s to 2016.
- New York's "Hallowed Ground" industry networking event focused on wealth building within the African American Community and Healthy-Me consultations with a physical therapist.
- A "Promoting Health Habits" Lunch & Learn in San Francisco, on the importance of physical and financial health.
- Workshops on exercise, financial literacy and a Black Jeopardy event in Washington DC.

"Star players in the diversity space have a plan... and [goals] are tied to compensation."

— Mark Morial, President and CEO, National Urban League.

2017: All In

The World's Troubles Are Our Troubles

When external events like the Orlando Pulse massacre or racial and religious tensions flare anywhere in the world, it is essential that our organization knows how to respond, react, and provide safety. In 2017, we want to accelerate a culture where diversity is organically present in our workplace, while promoting engagement with larger social context and issues.

Getting past the fear. Leaders play a central role in this shift, which requires a new level of clarity in dialogue. Managers and colleagues are often caught between fear of saying the wrong thing or being stifled by the rigid abstractions of political correctness. The way forward isn't about being perfect. Inclusion is best nourished in an open workplace where mistakes are used for learning.

A workplace of safe spaces. When individuals feel that they cannot be themselves at work, they will not engage fully as part of a team or in assigned work. An employee may feel that sexual orientation or a hidden disability cannot be revealed due to

fear of reprisals. This type of "closed" environment can significantly impact an individual's involvement in the organization, potentially resulting in low staff morale, increased absenteeism, decreased productivity, and retention difficulties.

Organizational leaders play an important role in setting the tone for the shift towards increased diversity and inclusiveness in an organization. Open, effective communication, as well as clear channels for feedback, optimize the opportunity for discussion of issues related to inclusion and discrimination.

An educational approach can help to negate many fears that people have when it comes to addressing diversity. Both managers and employees fear that they may say the wrong thing, be perceived as discriminatory or be stifled by rigid rules of political correctness.

Colleagues need to know that while there are standards and expectations for appropriate behavior in the workplace, a focus on diversity isn't about being perfect. Diversity and inclusion is best nurtured in an open

workplace where mistakes can be used for learning – thus creating "safe spaces."

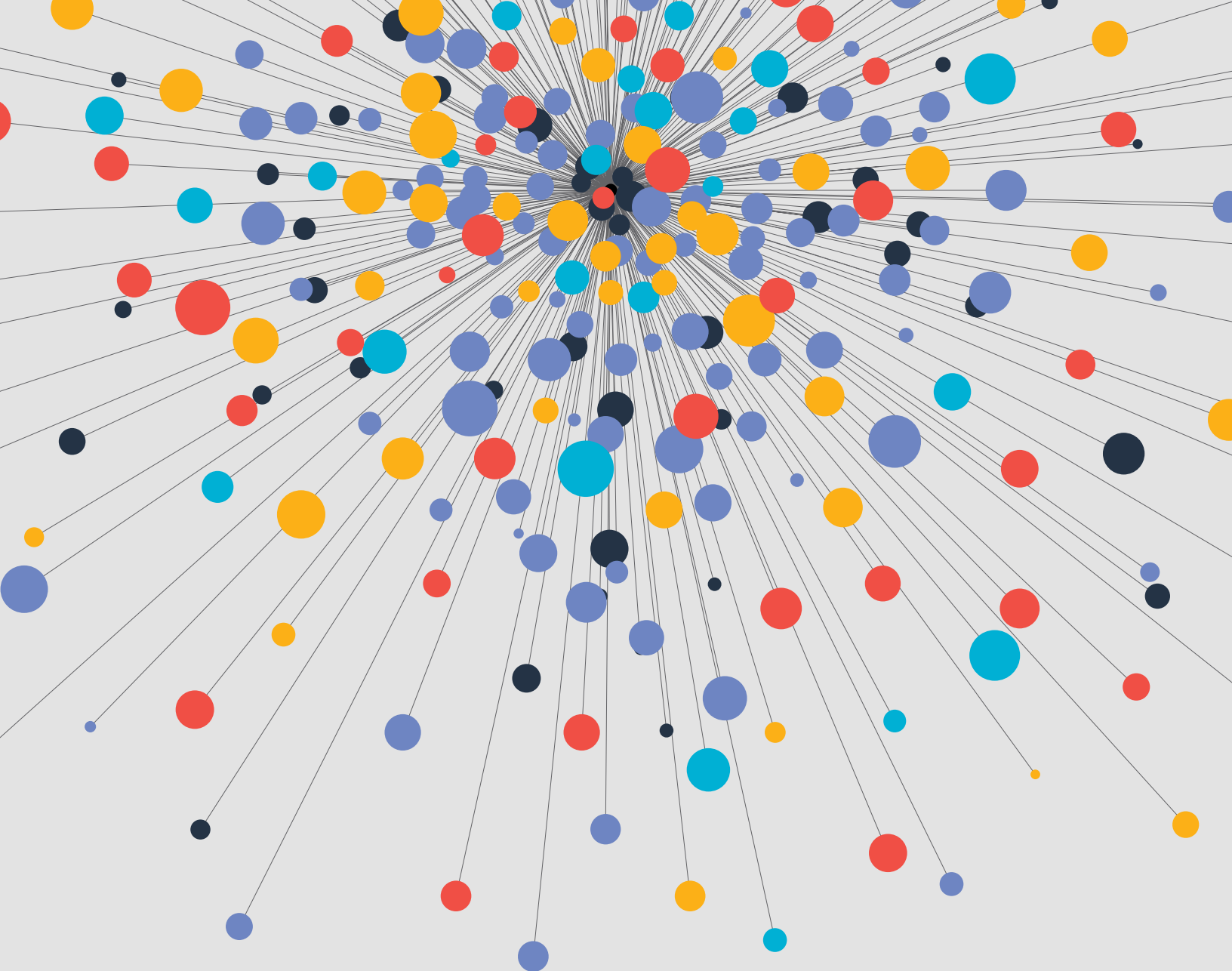
In 2017, the Global Diversity and Inclusion team will be rolling out several platforms to engage in dialogue around gender, LGBT and race/ethnicity. The Safe Spaces Program will offer reverse mentoring for senior leaders, dialogue toolkits for managers, and educational programs for colleagues.

We invite you to be All In: join a CRG, attend a dialogue series, support your colleagues, volunteer, and bring your whole self to work.

[Diversity and Inclusion Resources](#)

[Colleague Resource Groups](#)

[2016 Diversity and Inclusion Report](#)



Marsh is one of the Marsh & McLennan Companies, together with Guy Carpenter, Mercer, and Oliver Wyman.

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