

OUR 2019 UK GENDER PAY GAP REPORT

MARSH



INTRODUCTION

Marsh & McLennan Companies (MMC) **greatest strength is the collective talent of our people** and we are committed to accelerating the advancement of women. The more diverse the backgrounds and experiences of our colleagues, the more opportunity we have as a company. This is at the core of what we do and delivers the striving, questioning environment and diversity of thought which provides us with our competitive advantage and reflects the client communities that we serve.

Mutual respect, dignity, diversity and inclusion are at the heart of our culture. Collaboration is the soul of our enterprise and diversity is a fundamental strategy. We succeed when we bring the widest range of people and views to the table, and without the insight, knowledge and skills of our colleagues there is no Marsh & McLennan Companies.

UK GENDER PAY GAP REPORTING

In this report, we detail our 2019 Gender Pay Gap across Marsh UK, including Marsh Services Limited (which incorporates the UK businesses of Marsh Limited, MMC and Guy Carpenter), and Jelf Insurance Brokers Limited. Like many organisations we recognise we are on a continuous journey to further women's progression in the workplace. Across our firm we are focused on what we can do better. This report highlights some of the initiatives that support our commitments.

The Gender Pay Gap and Bonus Pay Gap analysis looks at the mean and median across the entire company for men and women. This is different from equal pay, which is about ensuring that men and women are paid the same for carrying out work of equal value. We know our reported Gender Pay Gap is primarily related to our workforce profile and the higher proportion of men than women in senior roles. We are taking actions to address this. **One such commitment is Marsh signing the Women in Finance Charter**. We monitor equal pay on an ongoing basis and have rigorous processes for reviewing and monitoring pay and promotions as a fundamental part of our annual compensation process.

As we look ahead to 2020, following the acquisition and integration of Jardine Lloyd Thompson (JLT) into MMC; we wish to provide forward guidance that we will be reporting on a significantly changed organisation at our next update. Through this change we will adjust our efforts and actions to improve the gender diversity across our now wider group.

Thank you for taking the time to learn more about our current position and the actions we are taking to reduce our gap.



Jane Barker
Chairman
Marsh Limited



Chris Lay
Chief Executive Officer
Marsh UK & Ireland



James Nash
Chief Executive Officer
Guy Carpenter International

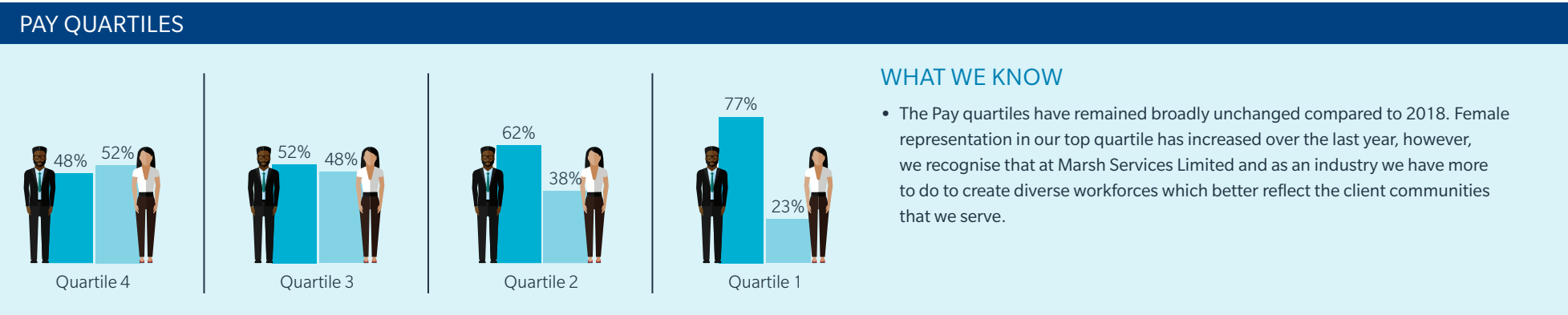


Anthony Gruppo
Chief Executive Officer
Jelf Insurance Brokers

OUR GENDER PAY GAP

MARSH SERVICES LIMITED

Results presented below show overall results for Marsh Services Limited¹.



WHAT WE KNOW

- The Pay quartiles have remained broadly unchanged compared to 2018. Female representation in our top quartile has increased over the last year, however, we recognise that at Marsh Services Limited and as an industry we have more to do to create diverse workforces which better reflect the client communities that we serve.

GENDER PAY GAP

2019	33.9% MEAN	29.4% MEDIAN
2018	38.2% MEAN	33.4% MEDIAN

WHAT WE KNOW

- Our workforce profile, with more men in senior roles, results in our overall gender pay gap. The mean gap has improved by 4.3% and the median Gender Pay Gap has improved by 4.0% since 2018.

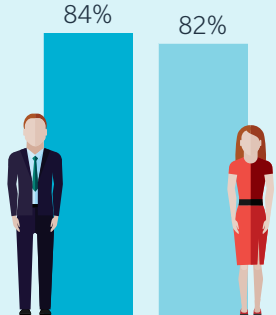
GENDER BONUS GAP

2019	69.2% MEAN	66.5% MEDIAN
2018	71.9% MEAN	70.8% MEDIAN

WHAT WE KNOW

- The mean gap has improved by 2.7% and the median gap has improved by 4.3% since 2018. Our pay philosophy puts a greater proportion of pay linked to performance for colleagues in senior level positions, and this, combined with a gender imbalance at the higher levels, leads to our overall bonus gap.

Proportion of men and women receiving a bonus



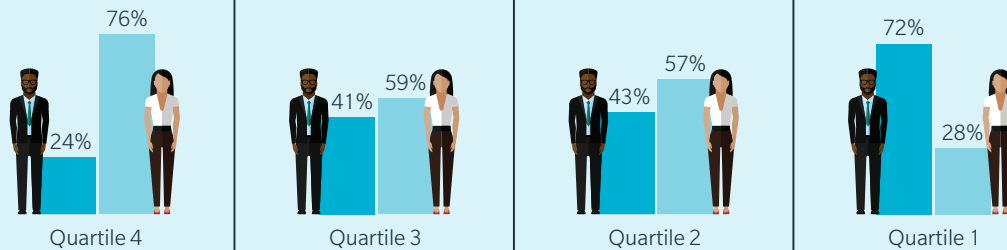
1. Marsh Services Limited incorporates the UK businesses of Marsh Limited, MMC and Guy Carpenter

OUR GENDER PAY GAP

JELF INSURANCE BROKERS LIMITED

Results presented below show overall results for Jelf Insurance Brokers Limited.

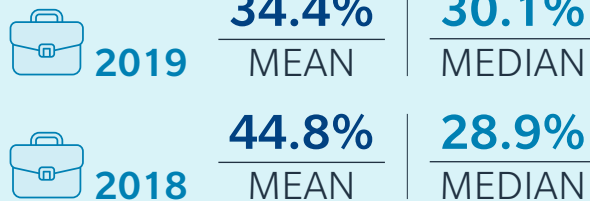
PAY QUARTILES



WHAT WE KNOW

- The Pay quartiles have remained broadly unchanged compared to 2018. We recognise that as an industry we have more to do to create diverse workforces which better reflect the client communities that we serve.

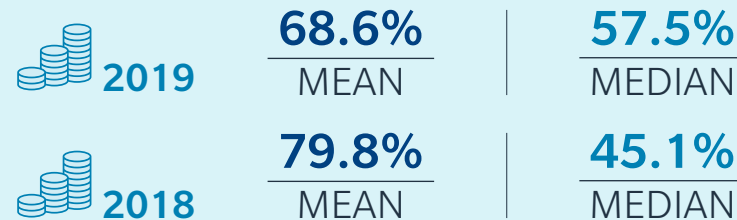
GENDER PAY GAP



WHAT WE KNOW

- Our workforce profile, with more men in senior roles, results in our overall gender pay gap. Our mean Gender Pay Gap has improved by 10.4% since 2018. The median gap has increased year on year.

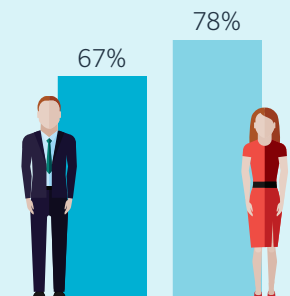
GENDER BONUS GAP



WHAT WE KNOW

- In 2019 more women than men received a bonus. The mean gap has improved by 11.2% since 2018. The median gap has increased year on year. Our pay philosophy puts a greater proportion of pay linked to performance for colleagues in senior level positions, and this, combined with a gender imbalance at the higher levels, leads to our overall bonus gap.

Proportion of men and women receiving a bonus



OUR COMMITMENT

The diversity of our people is a fundamental pillar of our culture and we believe passionately that it is integral to our success. We are making good progress as we continue to support greater gender parity across our organisation, yet recognising there is much work still to be done. Below we detail some of our ongoing initiatives designed to drive this change.

"...We place colleagues at the heart of our business and through coming together as one team, we have an amazing opportunity to create an inclusive culture where trust, equality, and respect thrive regardless of gender"



- **Women in Finance:** Marsh Limited is proud to be a signatory of the Women in Finance Charter. Since signing the Charter in October 2018, we have committed to increasing the female population at Senior Vice President and above to 25% by 2023. We are making steady progress on the goals we have set ourselves, seeing a 2.2% increase during 2019 resulting in 20.9% and continue to focus on developing a future female leadership pipeline to build on the progress we have made. Our ongoing commitment is helping to build a culture of mutual respect, dignity and diversity that benefits our colleagues and clients and is helping drive change within the industry.
- **Recruitment and early career support:** We remain focused on ensuring the diversity of our talent reflects the broader population and clients we work with. This starts with our recruitment and early careers intake, part of our wider global 'Grow our Own' strategy'. Having committed to achieving year on year 50/50 gender split in our early careers population, we are pleased to report in 2019 that 53% of our graduate programme intake are female compared to 22% in 2018.
- **Supporting female careers:** We are committed to accelerating change to enhance female representation in our senior management population. Across all Operating Companies, we work to ensure diverse colleagues are eligible and appropriately identified for development programmes, training, career mobility and progression and that there always is a diversity lens applied during decision making and calibration.
- As part of our Global Diversity and Inclusion campaign, launched in Q3 2019, a number of toolkits have been developed for our managers and leaders, to support this commitment, including:
 - Reducing bias in the workplace
 - Inclusive Leadership Techniques
 - How to be an ally.
- **Engaging across the business:** Our Colleague Resource Groups, including Balance, continue to provide a platform to support career development, leadership progression and work/life balance. During 2019, our Balance Colleague Resource Group (CRG) have partnered with the Insurance Supper Club to launch a bespoke mentoring programme for 23 of our high performing female talent.
- The Guy Carpenter Embrace initiative has engaged the employee population globally via an event connected to diversity and inclusion. By aligning its employee resource groups activities to our diversity and inclusion strategy, we've been able to elevate the colleague voice and empower colleagues to take ownership in helping foster an environment of inclusion.
- **Growing our future leaders:** In 2018 we launched our Marsh Global Diversity Talent Development Programme, which focusses on developing female, BAME and LGBT talent. The success of this programme has seen 35% of participants promoted to a more senior role and 15% transfer laterally to a new and more engaging opportunity.
- Jelf Insurance Brokers, continue to focus on developing their inclusive future leadership capability, and in 2019 their Accelerate leadership programme will include 28% female participants (22% in 2018).
- Guy Carpenter continue to run three high potential programmes and in 2019, 50% of colleagues (24% in 2018) who are participating in one of these programmes are female.
- **Supporting Change across our industry:** We remain actively involved in helping drive industry change to create the diverse workforces which better reflect the clients and communities we serve. We have developed external partnerships with organisations such as Gender Networks and the Gender Inclusion Network for Insurance. We also continue to be a gold sponsor of the 'Dive In Festival' and have signed the Inclusive Behaviours in Insurance Pledge, demonstrating commitment to creating a diverse and inclusive culture across the industry.

OUR COMMITMENT

OUR COMMITMENTS IN ACTION

We are proud to be recognised externally for our Diversity and Inclusion initiatives, including:

2018 AWARDS:

- 2018 European Diversity Awards: Samantha Jayne Nelson (Global Energy & Power) received the Diversity Champion of the Year Award.
- 2018 Business Insurance Women to Watch: Catherine French (Placement) recognised as one of 15 outstanding female executives in Europe, the Middle East and Africa.

2019 AWARDS:

- 2019 Marsh was the winner of The Diversity Award at the British Insurance Awards in recognition of raising awareness of mental health issues across the organisation.
- 2019 WeAreTheCity Awards: Emilia Gibson (Risk Consulting) was recognised as a Rising Star in Insurance.
- 2019 Women in Insurance Summit: Colette Crawford (Corporate) and Maisie Gallagher have been shortlisted for the Rising Star of the Year Award and Marsh has been shortlisted for the Employer of Choice Award.
- 2019 Women in Insurance Awards: Six colleagues across Marsh & Guy Carpenter have been shortlisted for awards and Marsh have been shortlisted for Contribution to Gender Diversity Award.



Marsh – winners of the British Insurance Diversity Award



Emilia Gibson – Rising Star in Insurance award winner

We still recognise that addressing the Gender Pay Gap requires long term commitment along with short term actions. We are focused on ensuring the initiatives outlined deliver meaningful impact, within and outside our organisation, and will continue to promote gender diversity, support the furthering of women's careers and monitor our progress. .



STATUTORY DISCLOSURE & DECLARATION

STATUTORY DISCLOSURE

	GENDER PAY GAP		BONUS PAY GAP				QUARTILE 4 (LOWER)		QUARTILE 3 (LOWER MIDDLE)		QUARTILE 2 (UPPER MIDDLE)		QUARTILE 1 (HIGHER)	
	Mean	Median	Male Proportion	Female Proportion	Mean Gap	Median Gap	Male	Female	Male	Female	Male	Female	Male	Female
Marsh Services Limited	33.9%	29.4%	84%	82%	69.2%	66.5%	48%	52%	52%	48%	62%	38%	77%	23%
Jelf Insurance Brokers Limited	34.4%	30.1%	67%	78%	68.6%	57.5%	24%	76%	41%	59%	43%	57%	72%	28%

DECLARATION

We confirm that the gender pay gap calculations for each entity are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Roy White
(on behalf of Marsh Services Limited)



Jane Barker
(on behalf of Jelf Insurance Brokers Limited)



The information contained herein is based on sources we believe reliable and should be understood to be general risk management and insurance information only. The information is not intended to be taken as advice with respect to any individual situation and cannot be relied upon as such.

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