A SHARED RESPONSIBILITY
OUR COLLEAGUES REFLECT ON CORPORATE CITIZENSHIP
About the Cover:
Colleagues in Singapore gathered to participate in the American Chamber of Commerce’s Community Day in conjunction with the Singapore Children’s Society Family Service Center. Approximately 50 volunteers, including our colleagues, and 60 underprivileged children painted a floor art piece to display at a gallery run by the nonprofit group Social Creatives, which brings art to the public and community in Singapore.

CONTENTS

Message From the CEO 1
Our Company 2
A World Of Impact 10
Community 12
Environment 20
People 28
About This Report 37
MESSAGE FROM THE CEO

Our Company has a long and proud history of corporate citizenship. Three years ago, we began to formally tell that story in Marsh & McLennan Companies’ first report on our achievements in support of diversity and inclusion, environmental sustainability, and corporate social responsibility.

In that time, our story has become richer, the impact of our initiatives stronger and better measured, and the synergies among our three areas of corporate citizenship better aligned. Importantly, we have come to see our commitment as a shared responsibility — among our colleagues, leadership, clients, shareholders, and communities — to make the world a better place in which to live, work, and prosper.

The stories you will read on the following pages paint a lively picture of our commitment. You will learn how our Company and colleagues are working in support of our role as a global professional services firm — not only to create value for our stakeholders but also in support of corporate citizenship initiatives, which are a key component of our continued success.

Our commitment reflects the talents, expertise, and passions of our 54,000 colleagues around the world.

Our people are participating in pro bono assignments that address pressing issues of emerging economies. We are building partnerships with organizations that share our commitment to corporate citizenship, and, in so doing, we are creating relationships with communities that help strengthen our ability to succeed. Our colleagues are volunteering more of their time in support of communities and people at risk, and we are providing new online tools that allow them to seek volunteer opportunities globally. We are fostering a vibrant, inclusive, and diverse culture at work, in which colleagues can grow and excel. We are expanding our initiatives to conduct business in a way that protects the environment and are also creating an environmentally conscious workplace for our colleagues. And we continue to reinforce a culture of integrity, business ethics, and the highest standards of professionalism among our colleagues.

I am proud of these actions and the many more achievements that are presented in this report, all of which affirm our Company’s long-term commitment to corporate citizenship. I also acknowledge that there is still much to do in the years ahead as our stakeholders face relentless change and evolving social, environmental, and professional challenges. At Marsh & McLennan Companies, we know that each of us has a role to play in finding solutions that will help improve the state of the world — and that each of us has a shared responsibility in the journey.

As always, we welcome your thoughts and comments.

Best regards,

Dan Glaser, President and CEO | Marsh & McLennan Companies

“Our story has become richer, the impact of our initiatives stronger and better measured, and the synergies among our three areas of corporate citizenship better aligned.”
OUR COMPANY

MARSH & McLennan Companies (www.mmc.com) is a global professional services firm offering clients advice and solutions in the areas of risk, strategy, and human capital. With 54,000 colleagues worldwide and revenue of $12 billion, the Company provides analysis, advice, and transactional capabilities to clients in more than 100 countries. We are committed to being a responsible corporate citizen and making a positive impact in the communities in which we operate.

Our Operating Companies

Risk and Insurance Services

MARSH
www.marsh.com
Marsh is a global leader in insurance broking and risk management. It teams with clients to define, design, and deliver innovative industry-specific solutions that help them protect their future and thrive. Its colleagues collaborate globally to provide advice and transactional capabilities, helping clients manage risk for growth.

Revenue Contribution in 2012: 44%

GUY CARPENTER
www.guycarp.com
Guy Carpenter is a global leader in providing risk and reinsurance intermediary services and a strategic advisor to leading insurance and reinsurance organizations. It delivers integrated solutions through its industry leading analytics and advisory services, highly specialized product knowledge, and trading relationships with reinsurance markets around the world.

Revenue Contribution in 2012: 9%

Consulting

MERCER
www.mercur.com
Mercer is a global leader in talent, health, retirement, and investment consulting. Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset — their people.

Revenue Contribution in 2012: 35%

OLIVER WYMAN
www.oliverwyman.com
Oliver Wyman Group is a global leader in management consulting, delivering advisory services through three operating units: Oliver Wyman, a global management consulting firm that combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation; NERA Economic Consulting, a global firm of experts dedicated to applying economic, finance, and quantitative principles to complex business and legal challenges; and Lippincott, a leading brand strategy and design consultancy.

Revenue Contribution in 2012: 12%
Corporate Governance
The Marsh & McLennan Companies Board of Directors and the Company’s Executive Officers are committed to the highest standards of corporate governance, business integrity, and professionalism. The leadership provided by our Board and the responsible governance of our organization provide a foundation of operational excellence and accountability for the way we do business. We believe that transparent communication of our governance procedures helps our stakeholders assess the quality of our Company and its management.

Learn more about Corporate Governance at our Company mmc.com/about/governance.php

Managing Risk Within Our Firm

Our Code of Conduct
Over the past five years, our Company has undergone an evolution in how we manage risk within our firm, moving from an emphasis on risk reduction and avoidance to best-in-class, intelligent management of risk.

We have encouraged a culture of risk mindfulness among colleagues, supported by our Code of Conduct, entitled The Greater Good, which lays a foundation for that culture and establishes the non-negotiable standards that apply to all of our colleagues. Launched in 2011, and available in 23 languages, our Code provides guidance on legal, ethical, and risk issues colleagues may encounter in their work and helps them to consider how actions they take may affect the broader interests of our firm, fellow colleagues, clients, shareholders, and communities. Importantly, our Code emphasizes the importance of raising concerns and that the Company will not tolerate retaliation for concerns raised in good faith.

Our Code of Conduct was implemented globally with face-to-face and online colleague training, complemented by a unique, award-winning documentary film, Faces of Marsh & McLennan Companies. The film elicits a strong emotional response from its audience and emphasizes the importance of the work we do around the world and the individual responsibility each of us has to do it right. This learning and education has become part of the on-boarding process for new hires. We currently ask all colleagues to certify annually that they have read, understood, and agree to comply by the provisions of our Code. To build on the Code’s principles, we recently introduced an innovative video mini-series, entitled Choose Your Path, which dramatizes ethical dilemmas and tough issues that could arise in relation to eight key risk topics. The individual modules are interactive, enabling colleagues to understand the impact of the choices they make. The series is being launched globally over a two-year period.

Learn more about our Code of Conduct, The Greater Good mmc.com/about/code.php

Our Risk Appetite Statement
In further support of our Company’s strategic priority to manage risk intelligently, we recently introduced our first Risk Appetite Statement, the result of thoughtful collaboration among our senior management and our Board of Directors. The statement sets forth our Company’s philosophy and is intended to guide all colleagues and the businesses within Marsh & McLennan Companies in effectively managing risk without our own operations. We state that we will take on risk to grow and to generate returns for our shareholders — but we will make rational decisions mindful of the risks and will implement sound risk mitigation strategies. This is the way we will maximize our Company’s value — and each of our colleagues has a role to play in the journey.

Our Risk Appetite Statement addresses five key areas: Strategy and Financial Performance; Financial Stability; Client Business; People; and Operating Environment. Colleagues can access the statement on our Company’s intranet.

Board Oversight
The Board of Directors of Marsh & McLennan Companies established a Corporate Responsibility Committee on September 8, 2008. The Committee’s purpose is to review the Company’s responsibilities and activities as a corporate citizen and to seek to identify and analyze sustainability, government relations, and social responsibility issues and trends, nationally and internationally, that may be relevant to the Company’s business positioning, employee involvement and engagement, diversity initiatives, or brand. The Chair of the Committee is Adele Simmons; the other Committee members are Directors Bruce Nolop, Lloyd Yates, and David Yost.
CHARTING PATHS TO BRIGHTER FUTURES
“iMentor has given me so much. It opened my eyes to different perspectives and challenged me to hone my listening and coaching skills. Seeing my mentee go off to college was so rewarding.”

Marsh & McLennan Companies | New York
BEGREEN TRAVEL: GOING GREEN WHEN WE’RE GOING PLACES
“The sustainability measures in place at our Company make me feel like I am working for a firm that has similar beliefs to my own.”

Oliver Wyman | Philadelphia
DIVERSITY: COMMITMENT STARTS AT THE TOP
“The Company’s culture must embrace the value of diversity and inclusion, not just to be ‘good citizens,’ but to take advantage of the strength that diversity and collaboration bring to each of our businesses.”

Marsh & McLennan Companies | Toronto
A WORLD OF IMPACT

[Map of the world with blue regions marked as Marsh & McLennan Companies and grey regions marked as Correspondent]
1 San Francisco
Colleagues helped with street landscaping as part of Earth Month.

2 Palo Alto
A partnership with Stanford Center on Longevity supports long-term financial security for an aging population.

3 Phoenix
With the recent addition of our Phoenix, Chicago, and Louisville offices, we now have seven LEED certified offices in our portfolio.

4 Chicago
iMentor volunteers help students from low-income communities pursue their college ambitions.

5 Indianapolis
We developed a new Career Success Guide for conference attendees at the National Black MBA Association’s Annual Conference.

6 Atlanta
Two recruiting programs for high-potential students from historically black colleges and universities.

7 Toronto
New iBUYGREEN initiatives make our purchasing system for pantry and office supplies more eco-friendly.

8 New Jersey
Post-Sandy relief efforts supported our communities and our colleagues.

9 Baltimore
The Company facilitated a reverse-mentoring workshop at the 2012 Out & Equal Workplace Summit.

10 Bermuda
In Bermuda, Marsh and Guy Carpenter colleagues went to a nature reserve to replace invasive trees with native species.

11 Sao Paulo
First Sao Paulo and soon Rio de Janeiro — Brazil goes green!

12 Lisbon
Mercer colleagues helped establish the Portuguese branch of the European Professional Women’s Network.

13 UK
Our UK colleagues raised a record-breaking £400,000 for 2011–2012 Charity of the Year, Help for Heroes.

14 London
Mercer garnered a prestigious Award of Excellence for an innovative approach to recruiting.

15 Zurich
Oliver Wyman Zurich employees went to the Alps outside the city to help local farmers.

16 Munich
Colleagues organized a scavenger hunt for children for Big Brothers/Big Sisters.

17 South Africa
Marsh South Africa colleagues accomplished much in 67 minutes of service on Mandela Day.

18 Thailand
Mercer colleagues planted 300 mangrove trees, helping to preserve Thailand’s ecosystem.

19 Hong Kong
Marsh colleagues in Hong Kong used their Paid Day Off to visit the residents of a home for the elderly.

20 Japan
We acknowledge a colleague for his personal dedication and service in earthquake and tsunami-ravaged Northeast Japan.

21 Sydney
In a pilot program, we cut down on excess printing to cut down fewer trees.
We have a tradition of helping people and communities at risk. As these stories show, we focus our community involvement initiatives on education, disaster response, and the environment, with our colleagues going above and beyond to become engaged and involved in every aspect of outreach.
PARTNERING FOR GREATER GIVING

Our partnerships with organizations that share our vision of helping people and communities at risk create excitement in the workplace and enable colleagues to make meaningful contributions to the communities where they live and work.

Responding to Superstorm Sandy’s Devastation

Superstorm Sandy struck the East Coast of the United States with deadly force in October 2012, causing severe damage in New York, New Jersey, and Connecticut. Our colleagues responded in every way possible — clearing debris, serving food at shelters, donating clothes and supplies for people in need, and raising a record-breaking sum through the Company’s Red Cross employee gift matching campaign. Additionally, Marsh & McLennan Companies committed significant funds to assist in relief efforts sponsored by organizations in the Tri-State Area. To assist our own colleagues, we created an Employee Disaster Relief Grant program for those critically affected by the storm.

In addition to monetary support, our Company supported colleagues by engaging our Marsh Risk Consulting group to host internal informational webinars to help colleagues navigate the homeowner insurance claims process, get assistance from various organizations, and manage stress.

“Superstorm Sandy devastated lives and entire communities, and the Red Cross is very grateful to Marsh & McLennan Companies and its employees for your incredible generosity and dedication,” said Chief Executive Officer Josh Lockwood of the American Red Cross Greater New York Region. “Partners like you have done an extraordinary amount to help the Red Cross bring critical relief to thousands in need. Thank you for being a vital part of the Red Cross family.”

Goals Moving Forward

- Increase employee volunteer participation by 25%.
- Increase international Corporate Social Responsibility activities by 50%.
- Empower colleagues to participate in more skills-based volunteering opportunities.
Going the Distance to Help Wounded Heroes

Something extraordinary has been accomplished by our UK colleagues. When the 2011–2012 Charity of the Year partnership between Marsh & McLennan Companies and Help for Heroes was launched, an ambitious fundraising goal of £150,000 was set. This was easily surpassed, and an astonishing £400,000 was raised. This record-breaking sum became the largest amount of money Help for Heroes had ever received in a partnership of this kind.

The program’s success was an inspiring example of the power of partnership — in this case, a shared commitment to what is described by Help For Heroes as “doing our bit” for the brave men and women who have served in the Armed Forces. Our UK colleagues found creative ways, great and small, to support injured servicemen and servicewomen. They walked, ran, baked, ate, cycled, danced, lost weight, organized events, counted money...and climbed Mt. Kilimanjaro! Help for Heroes uses all of the money raised to provide lifetime support to servicemen, servicewomen, and veterans who have suffered life-changing injuries and illnesses.

“Community efforts make me feel like a part of my company. They help create a special bond between employee and employer, which also helps retention.”

Giving Back: Charitable Contributions, Pro Bono, and Fundraising Efforts

In 2012, Marsh & McLennan Companies gave more than US$9 million to thousands of nonprofit organizations in more than 40 countries. Additional funds were also donated as the Company actively encourages employees to support philanthropic interests through an employee gift matching program, Company-supported fundraisers, and volunteer efforts.

Pro bono efforts are a growing part of our volunteer efforts. In 2012, we became a signatory to the A Billion + Initiative. This US campaign aims to mobilize billions of dollars of pro bono and skills-based service to address core issues our communities face across the country and around the world.

Why will we more actively pursue pro bono programs? Because we believe that mobilizing our most valuable asset — our colleagues’ intellectual capital and talents — to fill critical gaps in resources needed by communities is the right thing to do. Last year, we committed to dedicating close to 2,000 hours to numerous projects for select nonprofit organizations. And since 2001, Oliver Wyman’s New York office has sponsored over 100 employees to participate in its Non-Profit Fellowship Program, an innovative talent and leadership development program in which colleagues work to support nonprofit initiatives at 40% of their salaries for three to six months of the year.
**Sporting Challenges: Giving Back by Getting Fit**

Sports and fitness events are great ways to build corporate spirit while also showing community spirit. Colleagues who walked, ran, and biked in support of good causes experienced both the power of teamwork and the benefits of fitness. Event participation spanned the globe — from the US, where colleagues signed up for ACS Making Strides Against Cancer walks in 26 cities, to Australia, where our people participated in the Mother’s Day Classic to support the National Breast Cancer Foundation. In the process, more than US$200,000 was raised for organizations we care about — and we also managed to get in shape, make good friends, and have some fun.

**VOLUNTEERING OUR TIME AND SKILLS**

Colleagues are finding innovative ways to give back to our communities — from donating time to help victims of disasters and visiting the elderly to improving youth literacy and providing strategic advice through our pro-bono efforts.

**Charting Paths to Brighter Futures**

Mentoring is a win/win proposition. Colleagues who choose to become mentors are often surprised by how much they get back themselves when they give their time to help people in vulnerable communities. Whether colleagues mentor disadvantaged young people in programs like iMentor, Streetwise Partners, or Big Brothers Big Sisters, or women entrepreneurs in developing nations through the Cherie Blair Foundation, they are exposed to new worlds and become more aware of their impact on others. Mentees not only gain exposure to their mentors’ business, they develop skills to pursue their goals and ambitions in a highly supportive environment focused on their individual needs.

In 2012, iMentor, a leading youth mentoring organization in New York City, launched the 100 Mentor Pledge in partnership with several corporations committed to serving the city’s young people. Marsh & McLennan Companies signed the pledge and is in the process of recruiting 100 colleagues to serve as mentors to high school students in low-income communities.
Japan: A Colleague Goes Over and Above

Tsuyoshi (Komo) Komori will never forget the events of March 11, 2011. Komo was working in Mercer’s Tokyo office when the earthquake hit. He saw high-rise buildings outside his office sway like sticks in the wind, and he saw his country endure unimaginable loss in one day. Almost immediately, Komo began sending supplies to the earthquake-affected areas and continues to do so today. When Komo made his first visit to Rikuzentakata, at the center of the disaster area, he was shocked by the extent of the devastation. He vowed he would do something for the region for the rest of his life — and had a sudden inspiration about what would have the greatest impact.

The inspiration is summed up in one word: English. With a shortage of English-speakers in Japan, Komo believes that Rikuzentakata could differentiate itself and draw investors by developing its residents’ English language skills. In November 2011, he started making monthly visits to teach English to local people, using his paid vacation days to make the nine-hour drive from Tokyo. In 2012, he contributed part of his bonus to create a small foundation to support the teaching program. As a Company, we are inspired and motivated by our colleague Komo. He has gone above and beyond in demonstrating his social responsibility to his fellow human beings. Well done, Komo!

Volunteering: The Global Paid Day Off Policy Takes Off

Colleague engagement is a priority at Marsh & McLennan Companies — and one of the most rewarding forms of engagement is volunteering. In 2012, the Company launched VolunteerMatch, a global online tool that enables colleagues to search for volunteer projects, track volunteer hours, and suggest opportunities to other colleagues.

Our people around the world volunteered 24,000 hours in 2012. While this is an impressive result for the first year of a new program, we know we can do even better and have set our sights on 43,000 hours in 2013.

The Company also created a policy for using a paid work day to volunteer. The day has been heavily utilized around the globe. From Switzerland to South Africa, Hong Kong to Brazil, our colleagues volunteered with teams or on their own to support causes that were meaningful to them.

“I intuitively felt as if the disaster brought additional family members to me, and it was my responsibility to take care of them.”
Focus on Education: Improving Youth Literacy

On both sides of the Atlantic, our colleagues share a common interest in improving childhood literacy. In London, an enthusiastic group of colleagues from across Marsh & McLennan Companies is volunteering through our new affiliation with The Reading Partners Programme, which pairs students with employees at a local primary school for lunchtime reading sessions that boost pupils’ literacy skills, motivation, and confidence. In New York and Atlanta, colleagues participate in Everybody Wins! by volunteering during their lunch break to read to children at a nearby school.

These reading initiatives reflect our Company-wide emphasis on education to build brighter futures for youth and to help build a sustainable future.

South Africa: Making the Most of Mandela Day

Two hundred Marsh colleagues in South Africa showed how much can be accomplished by giving 67 minutes of their time to serving their community on Mandela Day, officially designated by the United Nations in 2009 to recognize Nelson Mandela’s 67 years of service to humanity. Now 95 years old, Mandela spent 27 years in prison and later served as President of South Africa from 1994 to 1999.

On July 18, Mandela’s birthday, teams of colleagues helped vulnerable communities near Marsh’s five major business hubs in South Africa. They refurbished a hospice, a children’s center and preschool, delivered goods and winter clothes to a shelter for abused children, painted a soup kitchen, and repaired equipment at a daycare center. In all of these ways, Marsh South Africa’s 67 minutes of volunteering added up to a lot of good work.

“I believe corporations have the same responsibility as private citizens to foster development and support the community.”

Marsh South Africa’s 67 minutes of volunteering added up to a lot of good work.
COMMUNITY

UTILIZING OUR INTELLECTUAL CAPITAL

The intellectual capabilities of our colleagues are the bedrock of our firm. We use our strengths to produce thought leadership that often translates into innovative strategies and solutions that address pressing societal concerns.

Microinsurance: Providing Security to Entrepreneurs in Developing Nations

Microinsurance can generate a positive return while having a positive impact on society. By pooling resources and sharing information, insurers will be in a better position to offer products to billions of people at the base of the global economic pyramid who otherwise have no access to insurance — and in the process, tap a market with the potential to generate $40 billion in directly written annual premiums.

The Company is leading efforts and committing resources to stimulate collaboration and develop an independently managed microinsurance facility in Brazil, enabling participants to distribute costs, mutualize risk, and aggregate data to support product design and pricing tailored to the needs of developing economies. Brazil, with a large low-income population and growing middle class, is envisioned as an ideal pilot environment.

Thought Leadership: Supporting Solutions to the Global Infrastructure Gap

Oliver Wyman’s Global Risk Center has, for several years, provided financial and intellectual support to the Organisation for Economic Cooperation and Development (OECD), a nonprofit that promotes policies to improve the economic and social wellbeing of people around the world. In 2012, our colleagues at the Global Risk Center began collaborating with the OECD on a two-year project that has already produced a report reviewed at a recent meeting of the G20 Finance Ministers and Central Bank Governors. The Report examines the causes of one of the greatest potential threats to future global prosperity — a shortage of key infrastructure in both emerging and developing economies — and makes recommendations on how policymakers can stimulate greater investment from institutional investors.

Other areas of research being explored as part of this project include how infrastructure fits into the total portfolio allocation of the world’s largest pension funds and the potentially negative impact of risk-based solvency. The Global Risk Center supports the work of the OECD by providing subject matter expertise, conducting and aggregating research to share with the

Microinsurance Potential in Brazil

- Total policies: 100 million
- Total premiums: $1.7 to $4 billion
“Being a good corporate citizen means creating a strong brand around our ethics, integrity, and our commitment to ‘do the right thing’ and ‘give back.’”

OECD, reviewing drafts of reports, and helping to disseminate information to the private sector. Our relationship helps keep the OECD and our Global Risk Center where we need to be: on the cutting edge.

**Stanford Center on Longevity: Fostering New Ideas to Support Older Populations**

Focusing on lifelong financial security has become more crucial than ever in this age of unprecedented longevity. Marsh & McLennan Companies — in keeping with our commitment to fund retirement policy exploration — has partnered with the Stanford Center on Longevity with a contribution of $1.5 million through 2013. Our support for the Center’s research and activities around longevity and financial security makes us part of a forward-looking dialogue about critical societal issues and a catalyst for new ideas for the greater good of the aging population and future generations.

**World Economic Forum: Partnering to “Help Improve the State of the World”**

For the past 10 years, the Company has been a strategic partner to the World Economic Forum (WEF), working to advance its agenda to “help improve the state of the world.” From regional initiatives to intellectual capital development and the Annual Meeting in Davos, our firm participates in and convenes many sessions involving C-suite participants and senior government officials. At the 2012 Annual Meeting, Brian Duperreault, former CEO of Marsh & McLennan Companies, represented the insurance industry in a discussion, “Tough Choices in a Time of Crisis,” focusing on 2011 disasters and the nuclear crisis in Japan.
We focus on three key areas in our efforts to reduce our environmental impact and create an environmentally sound workplace — our colleagues, our operations, and our real estate footprint. By working with our colleagues to develop conservation initiatives, by strengthening any operations that impact the environment (print, consumption, waste), and by increasing the sustainable aspects of our real estate portfolio, we are able to reduce our carbon footprint, implement solutions that offer sustainable options, and engage our colleagues in activities that make a positive impact for the environment.
REDUCING OUR ENVIRONMENTAL FOOTPRINT

Greening our 11 million square foot-plus global real estate portfolio is a top priority — and small changes can result in large reductions to our carbon footprint. We are making significant progress by changing the way we use energy, reducing our real estate holdings, and rethinking our office spaces.

BEGREEN Office: São Paulo Team Goes for the Green

Driven by the desire to make the Marsh office in São Paulo sustainable, our Brazilian colleagues formed a 15-member green team. They reached out to Marsh & McLennan Companies’ green community for best practices and resources, spending months collecting information and developing an execution plan. By September, just in time for Latin America’s Sustainability and Social Responsibility Month, they were ready to launch.

Over the next 30 days, the São Paulo green team put their plan into action. They designed presentations to build awareness and engage their colleagues. They integrated the recycling of cans and battery containers into their building’s trash collection process and promoted a Discard Day that gave colleagues a chance to get rid of papers and unwanted office supplies.

The initiative enjoyed widespread support among colleagues and management. In 2013, the awareness campaign will move to Rio de Janeiro, a city that hosts some of the most prestigious global green community conferences. In Rio, Marsh will engage our other operating companies to join them in creating a Company-wide Green Community in Brazil.

BEGREEN Real Estate: Optimizing Every Square Foot

Real estate optimization requires far more than simply decreasing space — it requires a review of the best use of every bit of space in our portfolio. How each square foot is constructed, heated, cooled, and lighted plays an important part in building a sustainable portfolio. The long-term leases we secure on the majority of our properties influence how much space we need: for example, we need to account for colleague turnover, hiring and promotions, business acquisitions, expansions, and reductions. These variables require green leases with flexibility to contract and expand our overall space throughout the life of the lease.

Recently, our Company began focusing on how we can more efficiently handle excess space created by vacancies. By relocating colleagues within the office...
and making minor design changes, we often are able to consolidate vacant areas. This allows us to implement solutions such as eliminating utilities or fully vacating portions of our space to further reduce our environmental footprint.

**Nil to Landfill: London’s Clean City Award**
Marsh & McLennan Companies was acknowledged as leading the way in responsible waste management through its receipt this year of a Gold Award with Special Chairman’s Commendation under the City of London’s Clean City Awards Scheme. Presented at an event hosted by the Lord Mayor of London, the Clean City Award goes to businesses that have made an outstanding effort in waste management and recycling in a specific area — in our case, our London office at Tower Place.

The highlight of our global recycling program at Tower Place is the “Nil to Landfill” status, where all waste that can be recycled is recycled offsite and remaining waste, previously sent to landfill, is instead sent to a renewable energy recovery plant and used to generate electricity.

**Greenhouse Gas: Lower Emissions, Higher Scores**
With an 8.5% drop in carbon emissions over a three-year period, Marsh & McLennan Companies’ UK region was again awarded the prestigious Carbon Trust Standard in 2012 — this time for the entire UK portfolio, as compared with the 2011 accreditation for core UK sites only. In addition, the UK offices purchased 100% of their electricity from renewable generating facilities, which was produced by biomass (18%), hydroelectric (10%), landfull gas (22%), waste-to-energy (8%), and on/off shore wind (42%) generators for no additional cost.

We also received our highest scores to date in the 2012 Carbon Disclosure Project (CDP), an independent assessment in which we participate annually to measure and disclose our Company-wide greenhouse gas emissions and sustainability strategy. In 2012, our global offices had a 14.8% reduction in metric tones of CO2e from our 2009 baseline.

Both public reporting initiatives reflect our ongoing commitment to measurement and transparency in our sustainability actions and outcomes.

**US: Expanding Our LEED® Portfolio**
In 2012, LEED Gold certifications were awarded to our offices in Phoenix, Arizona and Chicago, Illinois. With more than 500,000 square feet of our portfolio now certified, these are the fifth and sixth locations to meet the rigorous standards set by the US Green Building Council’s system for verifying

---

**“Locally, we have always been involved in sustainability efforts, but now it’s become a broader outreach, which is great. It has increased my own thoughts around sustainability and its value.”**
the design, construction, and operation of green buildings. We anticipate achieving LEED Gold certification for an additional 100,000 square feet of office space in 2013.

Whether or not an office is attempting LEED certification, all new construction projects use, at a minimum, the following standards:

- Occupancy-sensor lighting in all enclosed spaces to reduce energy consumption.
- Lower workstation walls and private offices on the building core to bring more natural light into colleague workspace.
- Energy Star-rated technology devices and appliances to reduce energy consumption.
- Flat-panel monitors at each desk to improve colleague ergonomics and reduce energy consumption.
- Faucet aerators to reduce water flow.
- New furniture systems are made with recycled content and are also recyclable.
- Paints, primers, adhesives, and sealants with low volatile organic compound (VOC) levels.
- Green Label-certified carpet.

**ENGAGING OUR COLLEAGUES**

We encourage our colleagues to be actively engaged in making our workplace, our communities, and our world more sustainable. We are expanding opportunities for colleague involvement and input into our programs while providing new solutions that allow for greener choices.

**BEGREEN Travel: Going Green When We’re Going Places**

Our business is to provide innovative advice and solutions to our clients, and we often have to travel to effectively deliver these services. With that, our colleagues board more than 250,000 flights and fly more than 300 million miles for business every year. Combine that with an average of more than 140,000 nights in hotels and three million miles in rental cars, and it’s clear that business travel contributes greatly to our Company’s effect on the environment. The Green Traveler program, introduced in February 2012, has put our Company on the road to sustainable travel. Green Traveler gives colleagues the information and tools they need to be mindful of the ecological

---

**Green Travel Ideas**

- Try a videoconference.
- Power down at home.
- Take the train, not the plane.
- Pack light and take a water bottle.
- Rent a hybrid car.
- Green your hotel stay.

---

**LEED Certification Status**

<table>
<thead>
<tr>
<th>City</th>
<th>Status</th>
<th>Certification Level</th>
<th>Receipt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chicago, IL</td>
<td>Certified</td>
<td>Gold</td>
<td>July 2010</td>
</tr>
<tr>
<td>Atlanta, GA</td>
<td>Certified</td>
<td>Gold</td>
<td>August 2010</td>
</tr>
<tr>
<td>New York, NY</td>
<td>Certified</td>
<td>Gold</td>
<td>April 2011</td>
</tr>
<tr>
<td>Morristown, NJ</td>
<td>Certified</td>
<td>Silver</td>
<td>Nov 2011</td>
</tr>
<tr>
<td>Phoenix, AZ</td>
<td>Certified</td>
<td>Gold</td>
<td>April 2012</td>
</tr>
<tr>
<td>Chicago, IL</td>
<td>Certified</td>
<td>Gold</td>
<td>January 2013</td>
</tr>
<tr>
<td>Louisville, KY</td>
<td>Certified</td>
<td>Gold</td>
<td>April 2013</td>
</tr>
<tr>
<td>Irvine, CA</td>
<td>Registered</td>
<td>Gold*</td>
<td>Sept. 2013*</td>
</tr>
<tr>
<td>Charlotte, NC</td>
<td>Registered</td>
<td>Gold*</td>
<td>January 2014*</td>
</tr>
</tbody>
</table>

*Expected
consequences of their travel choices and to make greener travel decisions by offering environmentally friendly hotel ratings, hybrid car rentals offerings, and comparable statistics on rail versus air travel.

Green Traveler is a multifaceted online travel program. It incorporates educational tips and user-friendly tools into an internal website used to book airline and train tickets, hotels, and car rentals. Because a picture is worth a thousand words, in 2012, we developed a humorous video that demonstrates the behavior and travel choices — good and bad — made by mock-colleague travelers Jack and Suzy as they prepare for a business trip.

Like many of our sustainability initiatives, the Green Traveler program is about offering individual choices that enable us to make a global difference.

**Paper Pledge: Cut Out the Printed Page**

With 2012 as a baseline year for data reporting and measurement, Marsh committed to launching a significant Paper Reduction Program. A pilot program with components such as education, behavior, technology, and system changes was developed for a 2013 implementation in Australia, Canada, the United States, and the United Kingdom. The solutions and successes found from the pilot program will be used to develop a BEGREEN Print program resulting in committed paper reductions across all operating companies.

**iBUYGREEN: Eco-friendly Purchasing**

The iBuy procurement system we introduced in 2012 simplifies and standardizes purchasing and payment activities across the majority of our North American offices. iBuy provides reporting data that enables our Sourcing and Procurement team to track green product purchases while also targeting savings opportunities. iBUYGREEN pantry products offered in the catalog are eco-friendly and, through quantity control and a focus on packaging material, streamline shipping impacts and reduce waste. An additional iBUYGREEN office supplies catalog, with similar features and eco-friendly offerings, was recently tested in Canada with positive results.
PROTECTING OUR PLANET

Growing environmental awareness inspires us to reach beyond sustainable initiatives in our own operations to active participation in volunteer programs designed to protect our planet.

BEGREEN Colleague: It’s Not Just an Earth Day Anymore

With expanding Sustainability and Corporate Social Responsibility efforts on the rise throughout the Company, there is ample evidence of our firm’s and our colleagues’ increasing commitment to being responsible corporate citizens and making a positive impact in the communities in which we live and work.

Earth Month 2012 events were intended to raise awareness of environmental issues and to encourage colleagues to participate in related volunteer efforts. We staged events in five cities in the US and in Toronto to encourage colleagues to move beyond the roster of activities at our corporate headquarters for Earth Day and engage in local programs throughout the month of April that captured their passion for the environment. Similarly, our colleagues in London rallied in response to the UK’s second Climate Week with activities and educational events that encouraged similar collaboration on citizenship.

Activities from Earth Month 2012 and Climate Week 2012 included:

- Informational webinars with headliner talks by The Nature Conservancy’s Director of Conservation Science for New York and Africa and by Oliver Wyman’s Global Sustainability Manager, just back from her third expedition to Antarctica with Robert Swan and the 2041 organization.

- Volunteer activities with our nonprofit partners — such as recycling center initiatives, community spruce-ups, and tree plantings — in locations from Toronto to Atlanta and from Chicago to San Francisco.
A daily program showcasing a different environmental component (energy, recycling, and others), along with a supporting poster campaign to raise awareness.

An English-language competition for haikus, a poetic form associated with nature, with five winners selected from the almost 200 enthusiastic responses.

**Energy Policy: Advancing the Case for Sustainable Systems**

For three years, Oliver Wyman has collaborated with the World Energy Council (WEC), the United Nations-accredited global energy body, to produce the *World Energy Trilemma Report* and the Energy Sustainability Index, both of which are aimed at assisting policymakers and the energy industry with advancing sustainable energy. The term “Trilemma” refers to the triple challenge of developing energy systems that are secure, affordable, and environmentally sound. The Energy Sustainability Index ranks countries based on their ability to provide sustainable energy and is the only index that looks at a broad set of data factors for all 92 WEC member countries.

To foster dialogue between the energy industry and policymakers, the 2012 report describes what senior energy industry executives believe they need from policymakers, whereas the 2013 report will focus on what policymakers need from the energy industry. The most important finding from the 2012 Energy Sustainability Index is that a country’s energy policy determines sustainability more than its natural resources. The top-ranked countries in 2012 were Sweden, Switzerland, and Canada.

**BEGREEN Recycling: The Power of the Pen**

Through an innovative recycling and corporate contribution program in North America, we are not only collecting our used pens, pencils, and markers for conversion into usable consumer products, but also making a financial contribution to our global nonprofit partner, Plan International. The partnership with TerraCycle, which specializes in “up-cycling” programs for turning hard-to-recycle items into new products, and Sanford Brands, manufacturer of Sharpie and Papermate products, provides opportunities for new products and new hope.

Used writing instruments deposited in office collection boxes are gathered by TerraCycle. Sanford Brands then makes a donation for each of the recycled writing instruments to Plan International’s “Because I Am a Girl” campaign, fighting gender inequality in developing nations. The campaign is a terrific

“I am proud to work for a Company that cares about the environment and the long-term health of the globe.”
representation of the broad corporate citizenship program at Marsh & McLennan Companies, bringing together Sustainability, Corporate Social Responsibility, and Diversity & Inclusion goals into a common initiative.

**Thailand: Preserving an Ecosystem**

Last May, Mercer colleagues in Thailand participated in an office-wide mangrove forest planting event developed in partnership with the Royal Thai Army and World Wildlife Federation Thailand. The day started at the Bangpu Nature Education Center (BNEC), home to one of the last patches of mangrove remaining in the Gulf of Thailand. After a tour through the forest and a demonstration on tree planting, a group of colleagues planted 300 trees to help preserve Thailand’s ecosystem. This event also raised funds to support BNEC’s ongoing initiatives to educate the Thai people on preserving mangrove forests.

Colleagues planting trees in the mangrove forest at the Bangpu Nature Education Center in Thailand.
We believe that fostering an inclusive workplace in which each colleague can excel enhances our business environment for our colleagues, clients, and communities. We’re getting there by partnering with organizations that align with our business and colleague objectives, investing in our people’s development, and recruiting to expand our talent pool.
BUILDING AN INCLUSIVE WORKPLACE

Promoting an environment that celebrates and incorporates the many backgrounds, heritages, perspectives, and needs of our colleagues makes good business and good people sense. Through employee resource groups that encourage dialogue and support career development, by connecting more directly and frequently with each other on diversity initiatives, and by addressing inequity in workplace benefits, we are laying the foundation for our Company’s continued success — now and in the future.

Benefits: Addressing an Inequity in the Workplace

With the implementation of our US Domestic Partner Tax Equalization policy on January 1, 2013, Marsh & McLennan Companies became one of a growing number of firms that have decided to address an inequity in the US tax code that puts an extra financial burden on our lesbian, gay, bisexual, and transgender (LGBT) colleagues in same-sex domestic partnerships, civil unions, and marriages. The Company has offered these colleagues benefits since 1999, although currently, they pay more in federal income taxes for employer-provided health benefits than colleagues with opposite-gender spouses. Under the new policy, the Company addresses this tax disparity.

The benefit, made available to all of the firm’s eligible LGBT employees, includes colleagues who live in states where they cannot legally marry. Implementation of the policy reinforces to colleagues, job candidates, and the marketplace our historic commitment to inclusion. Marsh & McLennan Companies first expressed support for this issue in 2011 when the Company added its name to the Human Rights Campaign’s (HRC) Business Coalition for Benefits Tax Equity — a group of leading US employers that supports legislative efforts to end the taxation of health benefits for all domestic partners and extend them the same tax treatment as federally recognized spouses. HRC has named Marsh & McLennan Companies “One of Best Places to Work for LGBT Equality” for five years in a row.

Our new policy extends the same tax treatment to domestic partners and federally recognized spouses.

Goals Moving Forward

- Continue the transformation of the HR function.
- Create new platforms for colleague engagement to enhance the colleague experience.
- Build a robust diversity and inclusion center of excellence across the Company and within our client offerings.
**Diversity: Commitment Starts at the Top**

Demonstrating our Company’s high level of commitment to diversity, the Diversity Council of Marsh & McLennan Companies was restructured in 2012 to include the most senior leaders in the firm. The council now comprises our four operating company CEOs as well as Marsh & McLennan Companies’ Chief Human Resources Officer and Mercer’s President, Talent. In announcing the new roster to colleagues, President and CEO Dan Glaser, said: “Fostering a vibrant, inclusive, and diverse culture at Marsh & McLennan Companies is an important part of our Company’s Journey to Elite.”

The new Diversity Council membership increases direct accountability by placing our diversity and inclusion strategy front and center on our senior leaders’ agenda. With the spirit of collaboration and cohesiveness expanding across our operating companies, the new Diversity Council has the opportunity to support the integration of the multiple perspectives of our people into our Company’s path to future growth.

**ERGs to BRGs: Employee Resource Groups Evolve**

Across the enterprise, employee resource groups (ERGs) play an integral role in building a more diverse and inclusive workplace. At Mercer, in a strategic change, ERGs have evolved to become Business Resource Groups (BRGs) to make a more direct connection between the goals of the groups and the Mercer’s continued success. The change is a significant conceptual shift: beyond managing cultural competence and recognizing the diversity of all colleagues, BRGs leverage Mercer’s collective talent and cultural insights and connect them to business organizational objectives. Mercer’s BRGs have specific goals for recruiting and business development — and success will be measured by indicators of productivity, people, and profit on a consistent dashboard, building an even stronger business case for diversity.
“We need the best thinking — which comes from a diverse set of perspectives — for our work with clients and to create a stimulating work environment for our colleagues.”

Education: Diversity Learning Series Expands the Dialogue
Over the course of the year, our global colleague audience tuned in to six webinars in a new Diversity Learning Series that featured leading external speakers. Topics included “Identity,” “The Unwritten Rules,” and “Work-Life Balance: Caring for a Loved One with a Disability.” A series of follow-up dialogues called “Marsh & McLennan Companies Colleagues Speak” deepened colleagues’ understanding of the learning session topics as senior talent from across the Company shared their own perspectives and insights on the subjects. Webinar audiences averaged more than 200 listeners for each 90-minute webinar, with some session audiences exceeding 500.

Reverse Mentoring: A Catalyst for Change
It started two years ago at Oliver Wyman: members of the Gays and Lesbians at Oliver Wyman (GLOW) met with the firm’s management committee members for two-hour reverse mentoring sessions to discuss their experiences of coming out at work. The discussion was confidential, creating a safe zone for our colleagues to share their perspectives and our leaders to learn. The impact was deep: participants — including most of our senior leaders — indicated that the sessions had changed the way they lead. In 2012, two more Employee Resource Groups, Women at Oliver Wyman (WOW), and Employees of Oliver Wyman Enabling Racial and Ethnic Diversity (EMPOWERED), introduced reverse mentoring programs.

Oliver Wyman facilitated a workshop at the 2012 Out & Equal Workplace Summit where it shared a model of this program that can be used as a catalyst for both individual and organizational change and understanding in an increasingly diverse workplace.

INVESTING IN THE FUTURE
Our colleagues and our business environment benefit when we partner with organizations that align with our objectives, invest in our people’s development, and recruit to expand our talent pool.

Partnerships: Marsh & McLennan Companies and NBMBAA Share a Decade-Long Relationship
The relationship that began between Mercer and the National Black MBA Association (NBMBAA) in 2003 has grown to a full partnership across the Marsh & McLennan Companies enterprise. In addition to being a sponsor and exhibitor in the NBMBAA’s annual Career Expo, our Company provides

<table>
<thead>
<tr>
<th>2012 Diversity Learning Series</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Month</strong></td>
</tr>
<tr>
<td>February</td>
</tr>
<tr>
<td>March</td>
</tr>
<tr>
<td>May</td>
</tr>
<tr>
<td>June</td>
</tr>
<tr>
<td>September</td>
</tr>
<tr>
<td>October</td>
</tr>
</tbody>
</table>

"We need the best thinking — which comes from a diverse set of perspectives — for our work with clients and to create a stimulating work environment for our colleagues.”

Education: Diversity Learning Series Expands the Dialogue
Over the course of the year, our global colleague audience tuned in to six webinars in a new Diversity Learning Series that featured leading external speakers. Topics included “Identity,” “The Unwritten Rules,” and “Work-Life Balance: Caring for a Loved One with a Disability.” A series of follow-up dialogues called “Marsh & McLennan Companies Colleagues Speak” deepened colleagues’ understanding of the learning session topics as senior talent from across the Company shared their own perspectives and insights on the subjects. Webinar audiences averaged more than 200 listeners for each 90-minute webinar, with some session audiences exceeding 500.

Reverse Mentoring: A Catalyst for Change
It started two years ago at Oliver Wyman: members of the Gays and Lesbians at Oliver Wyman (GLOW) met with the firm’s management committee members for two-hour reverse mentoring sessions to discuss their experiences of coming out at work. The discussion was confidential, creating a safe zone for our colleagues to share their perspectives and our leaders to learn. The impact was deep: participants — including most of our senior leaders — indicated that the sessions had changed the way they lead. In 2012, two more Employee Resource Groups, Women at Oliver Wyman (WOW), and Employees of Oliver Wyman Enabling Racial and Ethnic Diversity (EMPOWERED), introduced reverse mentoring programs.

Oliver Wyman facilitated a workshop at the 2012 Out & Equal Workplace Summit where it shared a model of this program that can be used as a catalyst for both individual and organizational change and understanding in an increasingly diverse workplace.

INVESTING IN THE FUTURE
Our colleagues and our business environment benefit when we partner with organizations that align with our objectives, invest in our people’s development, and recruit to expand our talent pool.

Partnerships: Marsh & McLennan Companies and NBMBAA Share a Decade-Long Relationship
The relationship that began between Mercer and the National Black MBA Association (NBMBAA) in 2003 has grown to a full partnership across the Marsh & McLennan Companies enterprise. In addition to being a sponsor and exhibitor in the NBMBAA’s annual Career Expo, our Company provides
a unique counseling service in which recruiting professionals from across our operating companies offer attendees their expertise and advice on resumes and interviewing. This year, we developed a Career Success Guide for individuals who met with our recruiters. The guide covers resume preparation, creating a 30-second elevator pitch, and the importance of networking, interviewing, and building your personal brand.

**Scholarships: Supporting Hispanic Higher Education**
In 2012, Marsh & McLennan Companies began a partnership with the Hispanic Scholarship Fund, the nation’s largest nonprofit supporting Hispanic higher education. Ten students were awarded $5,000 each toward their tuition for colleges across the country, including Harvard, Yale, University of Texas, University of Virginia, Temple University, Hunter College, Pace University, and University of Southern California. Many scholarship recipients are the first generation in their families to attain a college education.

**Green Chimneys: Empowering Homeless LGBT Youth**
Marsh & McLennan Companies hosted a series of career training workshops designed to help homeless lesbian, gay, bisexual, and transgender (LGBT) youth ages 16 to 20 prepare for independent, financially secure lives. The program was a partnership between the Company’s LGBT Employee Resource Groups and Green Chimneys NYC Division (GCNYC). Workshop topics included interview skills, first impressions, job search, and applications and cover letters. In 2013, the program will be expanded to include one-to-one mentoring.

**TRAC Program: Accelerating Careers and Diversity**
The Talent Recruitment and Accelerated Career (TRAC) program at Marsh was launched in 2010 to attract and develop the next generation of leaders. The two-year program provides college grads with hands-on experience and in-class training as well as mentoring, coaching, and exposure to senior management. A current participant in the program reported: “Within our first two weeks in the program, my fellow TRAC associates and I had interactions with dozens of senior-level colleagues who shared their experiences and offered career advice.” In 2012, we expanded this early career development program to include 40 new colleagues, compared with 28 in our first class.
Rising Professionals: Energizing the Next Generation of Civic and Industry Leaders

We are committed to recruiting, engaging, and developing strong young leaders. Oliver Wyman demonstrated its commitment in an exciting way when the firm sponsored five of its most civic-minded young colleagues to participate in the One Young World Summit — a “mini-Davos” that brings together business leaders, activists, and young leaders from around the world to discuss today’s pressing global issues. In the UK, Guy Carpenter hosted a gala event that convened 900 of the best and brightest young people working in the insurance industry and provided them with opportunities to meet and learn from 100 top executives in our industry.

The UK gala was initiated by Guy Carpenter’s newly formed Young Professional Employee Resource Group (ERG); based on its overwhelming success, the event was replicated in 2013, with a growing number of industry organizations working with Guy Carpenter on this initiative. Oliver Wyman, too, will continue to support the One Young World Summit in 2013 and will sponsor several young colleagues to participate. In 2012, 30 applicants submitted resumes outlining their civic activities, and five colleagues were selected. The delegates attended the three-day forum, where former president Bill Clinton was the keynote speaker.

Diversity Recruiting: High-Impact Programs in Atlanta

The Atlanta University Consortium (AUC) Career Fair brings together high-potential students from three historically black colleges and universities: Clark Atlanta, Morehouse, and Spelman. Last September, recruiters from Marsh, Mercer, Oliver Wyman, and NERA participated in the AUC Career Fair, collaborating on a first-ever cross-operating company collegiate diversity recruiting effort. The collaboration increased our team’s impact in presenting Marsh & McLennan Companies as a brand offering many career paths, broadened our reach into a high-potential talent pool, and resulted in two accepted job offers. We were also the primary sponsor and host for the 2012 Howard University Summer Intern School program.

Through Marsh, our Company has been involved in the event for many years, with participation from each of our operating companies. In 2012, Marsh served as the primary host of the program’s 50 students at our Hoboken and New York offices. The students, who are business majors at Howard, experience total immersion in the insurance industry during the course of the program. Three participants were later hired for full-time positions.
Award of Excellence: Innovative Recruiting Strategy Recognized

The 2012 International Innovations in Diversity Awards, sponsored by the Profiles in Diversity Journal, recognized “the bold, the committed, and the creative” among major diversity programs. Mercer garnered a prestigious Award of Excellence for an innovative approach to finding diverse candidates outside of the US. Launched in 2011 through a partnership with an external recruiting firm, Mercer’s initiative aims to build a diverse pool of high-quality candidates within its Europe, Middle East, and Africa regions.

The recruiting partner identifies candidates in areas where Mercer has a shortage and helps to connect with broader pools of talent, including “passive candidates,” such as women on career breaks. Similarly, in the US, Marsh & McLennan Companies launched an Inclusion Network that works with minority-owned search firms to find new sources of talent for senior-level roles.

Sponsorships: Supporting A Spectrum of Partners

What started in 2008 with the engagement of only a few colleagues has grown into a dynamic partnership with Out & Equal (O&E), the leading nonprofit dedicated to ending employment and workplace discrimination for lesbian, gay, bisexual, and transgender (LGBT) employees. In 2012, Marsh & McLennan Companies was a Gold Sponsor of the annual Workplace Summit, where more than 30 of our colleagues from around the world were among the 1,400 attendees. 2012 also marked our Company’s second year as a “green print sponsor” for the Asia Society’s Diversity Leadership Forum and Awards Ceremony. Guy Carpenter also continued its longstanding Bronze Sponsorship of the Chinese American Insurance Association (CAIA) Annual Banquet.

As a Gold Sponsor at the O&E Workplace Summit, Marsh & McLennan Companies facilitated three workshops, including one on reverse mentoring, a successful Oliver Wyman initiative. We also sponsored a ticketed breakfast forum on Domestic Partner Benefits Tax Equalization, featuring our Company’s own journey in support of this initiative. In addition, one of the Company’s colleagues was named a finalist for the Champion of the Year Award in the coveted Outie Awards. As a “green print sponsor” for the Asia Society, we offered conference booklets produced in our Hoboken print shop using recycled paper and a more sustainable binding process, demonstrating an alignment of our sustainability efforts and diversity initiatives. Guy Carpenter’s Bronze Sponsorship of the Chinese American Insurance Association banquet has spanned 21 years.
Procurement: Connecting With Diverse Suppliers

Marsh & McLennan Companies Global Sourcing and Procurement welcomed 20 LGBT-owned small businesses to our New York offices in May 2012 for an informational forum on working with our Company. Co-sponsored by our LGBT Employee Resource Groups (ERGs) and the Diversity & Inclusion group, in partnership with the National Gay & Lesbian Chamber of Commerce of New York (NGLCCNY), the event was the first of its kind for the local LGBT business community. The forum offered potential suppliers one-on-one buyer/supplier “matchmaking” sessions to pitch their services to our Company’s buyers, similar to an event held in 2011 with the National Minority Supplier Development Council.

Based on the success of this event in the US, our sourcing and procurement group expanded this concept overseas and hosted an event later in 2012 with Minority Supplier Development UK. Another indicator of the event’s success is the positive ripple effect it has had beyond Marsh & McLennan Companies: the NGLCCNY announced recently that they plan to replicate the event with other corporate partners.

Client Events: Building Awareness and Engagement

Marsh & McLennan Companies hosted several client events this year aimed at building awareness of diversity issues in the workplace and reaching out to the broader corporate community. In a joint effort with the Hispanic Association on Corporate Responsibility (HACR), we hosted a screening and follow-up discussion of HACR’s documentary, Insider Game, showcasing the struggles of Hispanic leaders to make gains in the corporate boardroom. A second film event, a private screening of the documentary The Strange History of Don’t Ask, Don’t Tell, was hosted by our Pride@Marsh Employee Resource Group in collaboration with Marsh client Home Box Office, Inc. (HBO®).

The Strange History of Don’t Ask, Don’t Tell explores the challenges faced by gays and lesbians serving in the US military. The successful event at HBO headquarters in New York drew executives and lesbian, gay, bisexual, and transgender leaders from major corporations. Our Company also hosted a panel discussion in partnership with the American Association for People with Disabilities themed “Building an Inclusive Workplace for People with Disabilities.” Our senior leadership and clients attended the event, which featured a keynote speech by disability advocate Ted Kennedy Jr. at a reception following the panel discussion.
“With its global reach, the Company cannot be competitive if it can only provide the ‘majority’ perspective.”

**Networking: Celebrating the Diversity of the Insurance Industry**

With a mission to celebrate diversity, educate colleagues, and generate growth opportunities by bringing together professionals from across the industry, Guy Carpenter’s Racial and Ethnic Diversity Resource Group hosted the second annual networking event for African and Latino heritage professionals working in insurance and reinsurance. Attendees represented every aspect of the insurance industry — from actuarial, broking, and underwriting to accounting and legal — facilitating networking across industry disciplines. The event is another example of the power of employee resource groups to foster an inclusive workplace, an inclusive industry, and new business opportunities.

**Gender Advancement: Partnering in Europe**

The European Professional Women’s Network (EPWN) is a valued diversity partner of our firm. This pan-European federation of 22 networks is dedicated to providing women with tools, networks, and support to be leaders. Our Mercer colleagues in Lisbon led the charge in establishing the Portuguese branch of the EPWN in 2011. They continue to support the organization not only as a sponsor, but also through the active engagement of our colleagues as leaders and participants in a variety of programs. In 2012, they launched a mentoring and coaching program, including a series of networking breakfasts and an innovative leadership program that has provided a new model for federation networks in other European cities where our colleagues are involved.
ABOUT THIS REPORT

The Marsh & McLennan Companies Corporate Citizenship Report is written for our clients, colleagues, investors, nongovernmental organizations, and others with an interest in our approach to Corporate Citizenship. The report’s focus is on our accomplishments in environmental sustainability, corporate social responsibility, diversity, and other areas that demonstrated our Company’s citizenship, primarily in 2012, with a view of some activities in 2013. The Company’s financial performance is covered in our 2012 Annual Report for Shareholders, which is available online at www.mmc.com.

Scope
This report covers data, initiatives, and accomplishments for Marsh & McLennan Companies’ global operations, including our operating companies. Performance data is primarily for 2012, unless otherwise noted. In some cases, information for early 2013 is also included to give an up-to-date picture.

Reporting Standards and Assurance
This report was developed in line with the Global Reporting Initiative (GRI) g3 Sustainability Reporting guidelines, which provide a standard framework for organizations to report on their social, environmental, governance, and economic performance. We draw on guidance from the greenhouse gas Protocol for our carbon reporting. The content received internal review by subject matter experts, the Corporate Citizenship Report team, and our Company’s leadership to ensure that it fairly represents our citizenship activities and results.

Future Reporting
It is our intent to produce future reports on our progress toward the goals outlined in this report as well as material GRI g3 performance indicators as referenced above.

Our Valued Partners
We partner with a wide range of organizations in the course of conducting our business, strengthening communities, supporting workplace equality, and reducing our environmental footprint. For a list of these organizations, visit www.mmc.com/CorporateCitizenship.

Contact Us
Your feedback is important to us. We invite you to provide ideas for advancing our citizenship activities. Please send your comments to the following address: corporatecitizenship@mmc.com.