

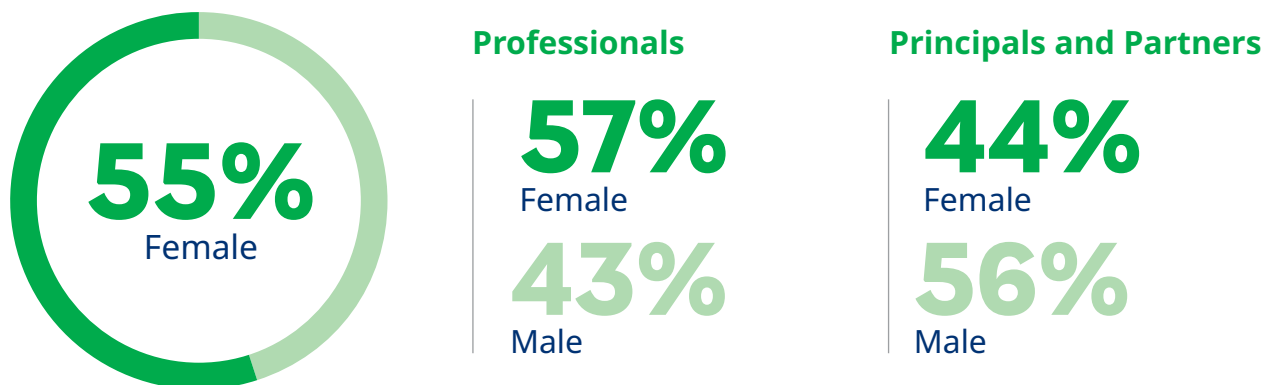
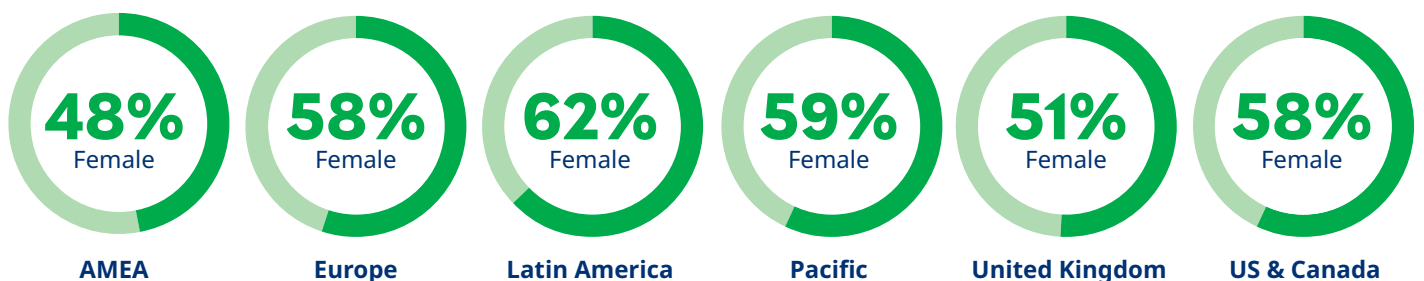
United States

inclusion & diversity

Building an inclusive culture and diverse workforce is a business imperative. **It starts with us.**

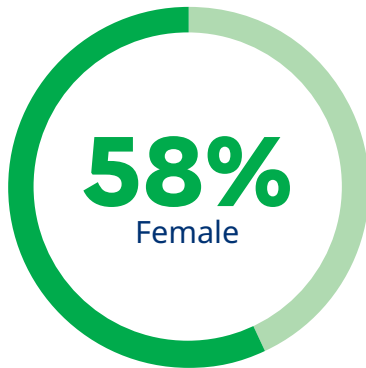
By respecting, valuing, and leveraging all aspects of diversity, we drive richer discussions, more innovative ideas, and bigger impact. When we bring our full capabilities to our clients they win — and so does everyone at Mercer.

We aspire to have a workforce that reflects the markets and communities where we work. We help develop leaders, managers, and colleagues to be visible allies and sponsors for diverse colleagues to ultimately create a workplace where everyone can thrive. Below is more specific information about the composition of our workforce.

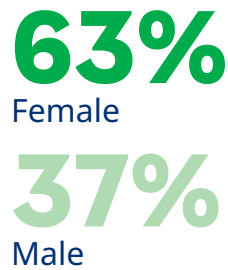
Mercer Globally – 2021 Workforce Composition

Regional Gender Representation


Mercer US – 2021 Workforce Composition

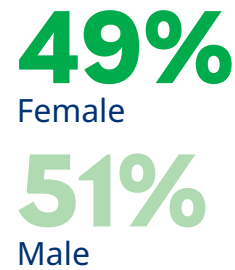
US gender diversity



Professionals



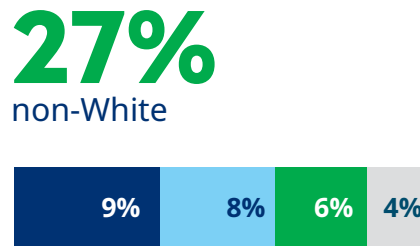
Principals and Partners



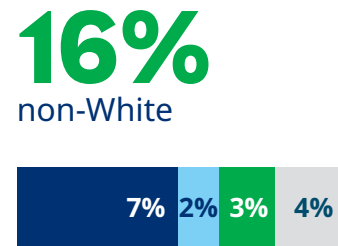
US ethnic & racial diversity



Professionals



Principals and Partners



● Asian ● Black ● Latinx ● Other

our commitment

Action plan & measurable goals for leaders

Our diversity Charter includes measurable goals for listening, learning and being an ally. Senior leaders are accountable to progress our culture and the diversity of our workforce. In addition to requesting information about gender, ethnicity and race, we ask colleagues to share other aspects of their identity including LGBTQ+, military service and whether they are working with a disability.

Pay equity is fundamental to our ability to attract, retain and motivate the highly qualified and diverse colleagues who are critical to our success. As the leader in pay equity consulting, it is our long-standing practice to provide Mercer managers with specific guidance for compensation decisions based on objective factors including skills, level, alignment to global job architecture, performance, location and experience.

In “Accelerating Impact”, our 2021 [ESG report](#) provides more insight on how Marsh McLennan and Mercer are leading the way. We commit to a workplace where every colleague can feel comfortable bringing their whole self to work, feels they belong, and is able to contribute their best work.



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Notes:

1. All data is as of December 31, 2021. Data extracted from Marsh McLennan’s Human Capital Management system.
2. Diverse colleagues = people who self-identify as Asian, Black, LatinX, or Other Ethnicities which may include Native American/Alaska Native, and people who identify with two or more races or ethnicities.
3. Colleagues with unknown ethnicity are excluded from % representation figures.