



Marsh Canada Limited/ Marsh Canada Limitée

British Columbia Pay Transparency Report

At Marsh, pay equity and transparency are fundamental to our ability to attract, retain, and motivate our colleagues. Marsh is committed to ensuring that colleagues receive equal pay for equal work, and that compensation decisions are guided by objective factors, including skills, level, alignment to our global job architecture, performance, location, and experience. We use a variety of data and analytical tools to help us compensate all colleagues fairly, including an annual global study that assesses whether colleagues who perform similar work are paid fairly, regardless of gender, race, or ethnicity. When we identify unexplained discrepancies in pay, we make adjustments. Our most recent annual study covered our global workforce as of June 1, 2025, and the results, as modified for those adjustments, show a difference of within 1% between women and men on a global basis in both pay and total compensation. This British Columbia Pay Transparency Report is separate from that global study and reflects pay data specific to British Columbia and analysis prepared under British Columbia's Pay Transparency Act. Accordingly, it is not directly comparable to the global study results and should not be read as reflecting the same broader scope, methodology, or compensation factors considered in Marsh's annual global review.

Employer details

Employer:	MARSH CANADA LIMITED/MARSH CANADA LIMITÉE
Address:	120 BREMNER BOULEVARD, SUITE 800, TORONTO, ON
Reporting Year:	2026
Time Period:	January 1, 2025 - December 31, 2025
NAICS Code:	54 - Professional, scientific and technical services
Number of Employees:	50-299

Hourly pay

Mean hourly pay gap¹

\$1.00	Men
\$0.94	Women
\$0.99	Prefer not to say / Unknown

In this organization women's average hourly wages are 6% less than men's. For every dollar men earn in average hourly wages, women earn 94 cents in average hourly wages. *

Median hourly pay gap²

\$1.00	Men
\$0.98	Women
\$0.96	Prefer not to say / Unknown

In this organization women's median hourly wages are 2% less than men's. For every dollar men earn in median hourly wages, women earn 98 cents in median hourly wages.

Overtime pay

Mean overtime pay³

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Median overtime pay⁴

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Mean overtime paid hours⁵

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Median overtime paid hours⁶

This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Percentage of employees in each gender category receiving overtime pay

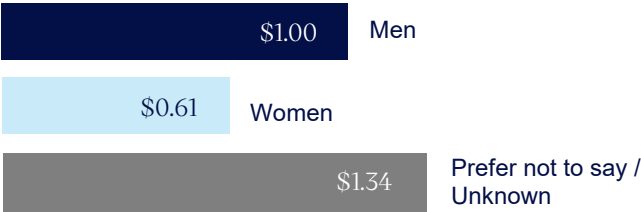
This measure cannot be displayed because there is insufficient data to meet disclosure requirements.

Explanatory notes

1. "Mean hourly pay gap" refers to the differences in pay between gender groups calculated by average pay. Hourly pay does not include bonuses and overtime.
2. "Median hourly pay gap" refers to the differences in pay between gender groups calculated by the mid range of pay for each group. Hourly pay does not include bonuses and overtime.
3. "Mean overtime pay" refers to overtime pay when averaged for each group.
4. "Median overtime pay" refers to the middle point of overtime pay for each group.
5. "Mean overtime paid hours" refers to the average number of hours of overtime worked for each group.
6. "Median overtime paid hours" refers to the middle point of number of overtime hours worked for each group.

Bonus pay

Mean hourly pay gap¹



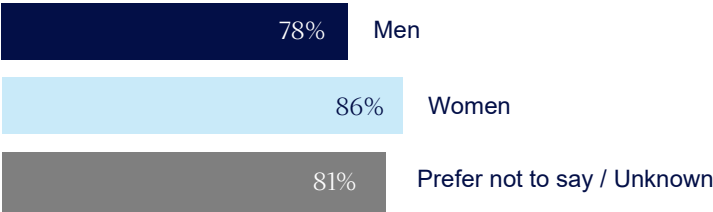
In this organization women's average bonus pay is 39% less than men's. For every dollar men earn in average bonus pay, women earn 61 cents in average bonus pay. *

Median hourly pay gap²



In this organization women's median bonus pay is 3% less than men's. For every dollar men earn in median bonus pay, women earn 97 cents in median bonus pay. *

Percentage of employees in each gender category receiving bonus pay



Explanatory notes

- 7. "Mean bonus pay" refers to bonus pay when averaged for each group.
- 8. "Median bonus pay" refers to the middle point of bonus pay for each group.