

# 2025 Gender Pay Gap Report

Marsh McLennan (Ireland)



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# Introduction — Gender Pay Gap Report

**Marsh McLennan Group is one of the world's leading professional services firms with a focus on risk, strategy and people. Marsh McLennan Group Ireland includes the legal entities Mercer (Ireland) Ltd, Mercer Global Investments Europe Ltd, Irish Pensions Trust Limited, Marsh Employee Benefits Ltd, Marsh Management Services (Dublin) Ltd, and Marsh McLennan Innovation Centre Ireland.**

At Marsh McLennan Ireland, our businesses thrive because of our talented and passionate colleagues. At the heart of our colleague value proposition is a vibrant and inclusive culture where everyone is empowered to thrive, contribute, and grow. We believe that fostering an environment where diversity is celebrated and inclusion is a lived value is essential to our ongoing evolution and success.

We are committed to building a workforce that reflects a wide range of perspectives, backgrounds, and experiences — each colleague bringing unique value that, together, makes us extraordinary. Inclusion is not just a goal; it is a core value that guides how we work and collaborate.

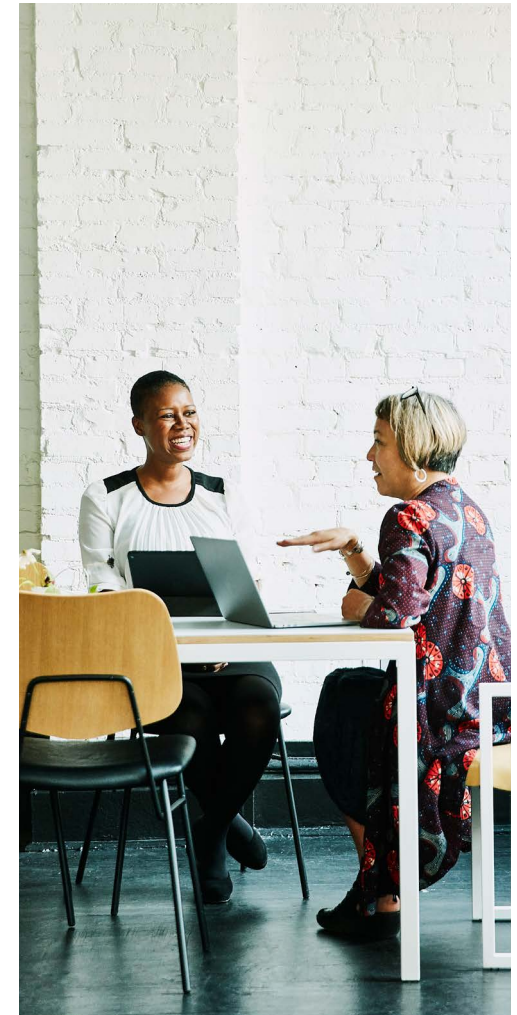
We reject discrimination in all forms and are dedicated to advancing human dignity, equality, community, and mutual respect. Our leaders at every level champion this culture, creating spaces where all colleagues feel welcomed, valued, and heard. We encourage ideas, foster open dialogue, and support each individual's journey to reach their full potential.

Our compensation programme reflects our commitment to fairness and respect. It is designed to reward colleagues competitively for their contributions, promote pay equity, and empower everyone to succeed. We base compensation decisions on objective factors such as skills, role level, performance, location, and experience, ensuring transparency and accountability.

We monitor pay equity on an ongoing basis and have rigorous processes for reviewing and monitoring pay and promotions. It is a fundamental part of our annual compensation process.

To support our colleagues' well-being and financial security, we maintain full pension contributions throughout maternity, adoptive, and paternity leave — covering both statutory and non-statutory periods — helping to prevent pension gaps at retirement.

At Marsh McLennan Ireland, thriving in a vibrant and inclusive culture is not just part of what we do — it is central to who we are.





## The gender pay gap versus equal pay

The gender pay gap is measured using broad means and medians drawn from the entirety of our team. It takes no account of the different roles and levels occupied by individuals, in line with the rules laid out by the government, which we welcome.

The gender pay gap does not measure whether pay is equal. Equal pay requires that individuals within particular roles are paid equitably for the same work, allowing for differences in factors such as experience, performance or skills. We review pay for colleagues as part of our annual compensation process. It is perfectly possible for an organisation that applies equal pay principles to have a gender pay gap. This typically arises where men and women are unevenly represented in different roles and levels of the organisation. This is the case at Marsh McLennan Ireland, where our gender pay gap arises primarily from having more men than women in our most senior grades. We are committed to moving towards a more even gender split at all levels of the company. Like many organisations, we have more work to do. We are on a journey, recognising that change takes time. We are confident that we have the right culture in place to

support the growth and development of a more diverse colleague population. An inclusive culture is key to our success as a business and to closing the gap while developing an equitable workplace for all our colleagues. We expect our leaders at all levels to continue to support the advancement of inclusion in our company wholeheartedly. Our colleagues actively support and participate in our diverse range of inclusion events and activities. We have comprehensive plans in place and are fully committed to implementing them to drive meaningful change and promote the advancement of women in the workplace.

In this report, we detail our 2025 gender pay gap across Marsh McLennan in Ireland and we outline the work we are doing to improve our gap, highlighting some of the activities already undertaken and those we have planned in the future to further our diversity and inclusion objectives.



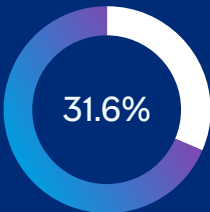
**John Mercer**  
CEO, Mercer Ireland &  
Marsh McLennan Ireland

# Our gender pay gap metrics

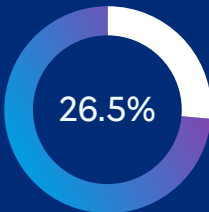
On our snapshot date of 30 June 2025, we had 1,135 colleagues, 1,094 of whom documented their gender — 536 women and 558 men. Our calculations related to the period from 1 July 2024 to 30 June 2025. Of our employees, 63 were part-time and 24 were on temporary contracts.

## All employees — Marsh McLennan Ireland

### Gender pay gap

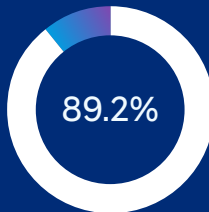


Hourly remuneration mean

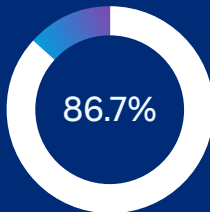


Hourly remuneration median

### Gender bonus gap

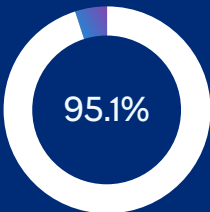


% of females receiving bonus

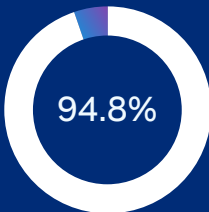


% of males receiving bonus

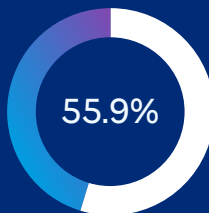
### Benefits in kind (BIK)



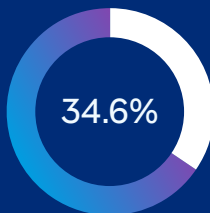
% of females receiving BIK



% of males receiving BIK



Bonus GPG mean



Bonus GPG median

See next page for explanatory notes and definitions.



Lower quartile		Lower middle quartile		Upper middle quartile		Upper quartile	
Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %
54.7%	45.3%	63.9%	36.1%	42.7%	57.4%	34.6%	65.4%

Part-time and temporary employees — Marsh McLennan Ireland

Part-time employees		Temporary contracts	
Hourly remuneration		Hourly remuneration	
Mean	Median	Mean	Median
74.0%	8.5%	-70.7%	-122.7%

There are much smaller numbers of colleagues involved in the calculations for part-time employees and temporary contracts, and for this reason those metrics may be subject to significant movements in either direction year on year.

The metrics explained

**Hourly remuneration** refers to the difference in total earnings between men and women on a mean (average) and median (middle ranking) basis. A positive number indicates a gap in favour of men, while a negative number indicates a gap in favour of women.

**Bonus recipients** sets out the proportions of men and of women who receive any form of bonus. Bonuses for this purpose include vouchers and share awards, as well as our annual performance bonuses.

**Bonus gap** refers to the gap between men and women in the value of all bonus items taken together.

**The lower quartile** sets out, in respect of the lowest paid quarter of our colleagues by hourly remuneration, what percentage are men and what percentage are women.

**The upper quartile** sets out, in respect of the highest paid quarter of our colleagues by hourly remuneration, what percentage are men and what percentage are women. The same logic applies to the lower middle quartile and the upper middle quartile.

**Benefits in kind** sets out the percentage of our colleagues who are in receipt of non-cash benefits of monetary value — for example, health, dental or travel insurance.

It is important to note that the legislative requirements for Ireland are binary with regard to gender (specifying female compared to male). At Marsh McLennan, while we report our statistics in the manner set out by law, we recognise and support all gender identities.

# The reasons why we have a gender pay gap at Marsh McLennan Ireland

The reasons for our gender pay gap are not due to unequal pay for similar roles. Instead, the gap arises from having more men than women at the more senior grades of our organisation. We also have more women than men in entry level and junior roles. The strong representation of women in entry-level roles is a positive indicator: it shows that Marsh McLennan is successfully attracting talented women to begin and grow their careers with us. This diversity at the start of the career pipeline is essential to achieving greater gender balance in senior leadership over time, as these colleagues develop and advance. The activities across Marsh McLennan in Ireland include consulting, actuarial, broking, investment, administration, risk and insurance services. Many of these have historically been and remain male-dominated. Though it takes time for new graduates to develop into senior team members, more gender-balanced recruitment leads to greater gender balance in our senior roles. Another notable factor contributing to our gender pay gap is that some of our employing entities act as the formal employers for colleagues who began their careers in Ireland and have successfully advanced to senior global roles. As these individuals remain employed by one of our entities, they are included in our gender pay analysis. However, their responsibilities are global in nature, and they work across the US, UK, Europe, Asia and the Middle East. We remain committed to transparency and continuous progress in closing the gender pay gap by fostering an inclusive culture and providing equal opportunities for growth and advancement.



# The steps we are taking to address our gender pay gap

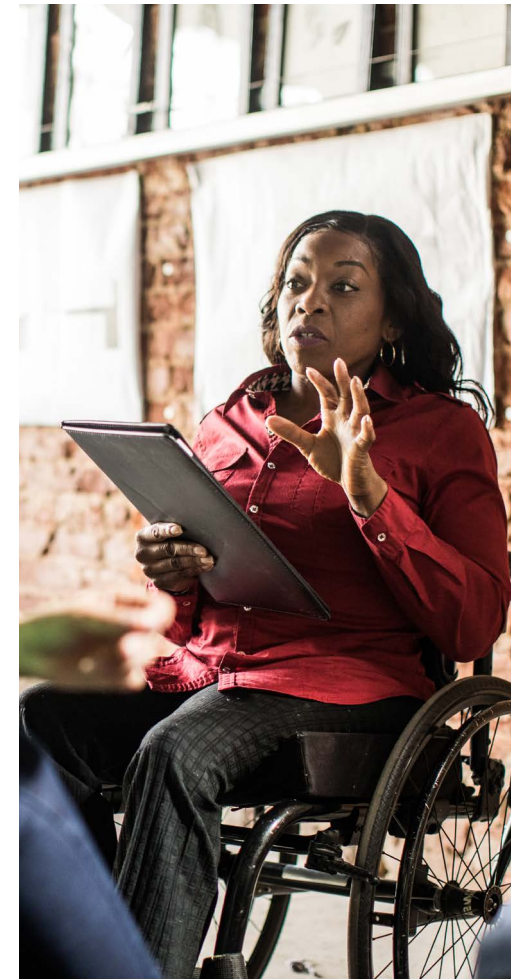


**Marsh McLennan Ireland does not take the existence of its gender pay gap lightly. We will reduce the gap over time by improving gender balance at all levels of our organisation, most particularly at the senior levels. We are very focused on this objective.**

## Recruitment

We are committed to improving the diversity of our workforce, and this starts with our recruitment, marketing and attraction strategy.

- We run our job descriptions through a gender decoder, so that we can eliminate any inherent gender bias in the language used.
- We aim for gender balance in our recruitment programmes, for both internal and external candidates.
- Through our job descriptions, we encourage experienced people who have stepped away from careers and are now ready to return to consider Marsh McLennan as an employer.
- As part of our People Manager Forum, we present guidance on best practices in recruitment.
- We actively partner with universities, professional associations, and diversity-focused organisations to broaden our talent pipeline and attract candidates from underrepresented groups, such as DCU Access to the Workplace initiative.
- Colleagues, including hiring managers, receive unconscious bias training to ensure fair and equitable candidate evaluation during the hiring process.
- We advocate for diverse interview panels to bring multiple perspectives and reduce bias in candidate selection, particularly for senior roles.
- We promote flexible working arrangements and family-friendly policies as part of our employer value proposition to attract and retain diverse talent.







## Inclusion

Culture is a key pillar of our Colleague Value Proposition, where we are encouraged to "thrive in a vibrant and inclusive culture". At Marsh McLennan, we have a number of colleague resource groups (CRGs) that are integral to our culture and in helping to drive our inclusion strategy.

These groups support our efforts on racial and ethnic diversity, disability (Accessibilities), LGBT+ (Bród), mental health, rising professionals, parents and carers, and gender balance. They are the voice of our colleagues on a broad range of topics, and these groups host numerous events, run campaigns, and influence policy and process change.

With gender-balanced executive sponsorship leading the way, and a network of colleagues dedicated to creating a gender-inclusive workplace, the Gender Balance CRG organised several events this year. One notable event was "Engaging Male Allies: Achieving Impact Together", held in collaboration with the Professional Women's Network (PWN). This event aimed to engage male allies and develop a dialogue with them regarding the benefits they can achieve from gender balance and the role they can play as supporters and agents of change.

Our Parent & Carers Network promotes family-friendly policies. The network creates better awareness of the supports in place for our colleagues and suggests additional help that can be provided in our workplace. Marsh McLennan continues to partner with Family Carers Ireland in an effort to support our colleagues who balance their careers with caregiving responsibilities at home.

In being recognised as a Great Place to Work (TM), Inclusion is our highest scoring category, with high favourability scores across this area, including colleagues indicating they are treated fairly regardless of their gender.

This year, through our People Manager Forum, we arranged a learning session for our people managers with Family Carers Ireland. This session covered how our people managers can navigate conversations with colleagues who may also be in caring roles and what it means for Marsh McLennan to be a caring employer.

In 2025, we also introduced the DCU Access to Workplace Partnership. The programme aims to support students from disadvantaged backgrounds and neurodiverse students by providing professional summer internships, thereby enhancing their employment outcomes, and addressing inequalities in the workplace.



## Flexibility and family priorities

We know that flexibility in work can be a very important concern for those with family responsibilities, and particularly for many women, owing to the unequal division of family responsibilities and caring roles in broader society. It is indicative that women represent the overwhelming majority of our part-time colleagues. We want to work to accommodate family priorities, and with that in mind:

- We operate a hybrid working policy for all colleagues, taking business and personal needs into account.
- We try to be as flexible as possible with regard to allowing colleagues to fulfil family commitments within normal working hours.
- We provide 26 weeks of fully paid maternity and 24 weeks fully paid adoptive leave, less an adjustment for social welfare. Paternity leave is also fully paid, less an adjustment for social welfare.
- We seek to accommodate requests for part-time work in most instances.
- Through a third party, we provide a back-up care benefit to support colleagues in finding alternative child, adult and elder care when their regular plans fall through.

- Our benefits are designed to support families, with health insurance provisions that extend beyond our colleagues to their spouse and children.
- We continue to take a critical look at our policies, processes and culture and introduce improvements where they help to support gender equity. This year, we enhanced our parents leave to provide nine weeks fully paid leave (less an adjustment for social welfare).



## Progression

Career progression is achieved by each individual through their own efforts, but it is enabled by an organisation and its senior colleagues paving the way for everyone to move ahead without encountering barriers created by gender or any other discriminatory factor.

- Marsh McLennan encourages progression through development opportunities, coaching, and mentoring. We participate in an external mentoring programme to support female progression, in conjunction with the Irish Management Institute/30% Club.
  - We provide training to all colleagues on unconscious bias.
  - As part of our annual salary and promotion review process, we strive to identify and address any bias.
  - Marsh McLennan is a proud participant in the LIFT initiative. LIFT is a national movement empowering individuals to create positive change through conscious self-leadership. This initiative is open to colleagues across all levels of the organisation and aims at uplifting leadership standards throughout the organisation.
  - In 2025, we hosted a Careers Festival, a dynamic event designed to showcase career opportunities across Marsh
- McLennan Ireland, connect colleagues with development resources, and inspire career growth. The festival featured workshops, networking sessions, and leadership talks, reinforcing our commitment to supporting colleagues' progression.
- Our Rising Professionals Network has hosted a number of events to support career progression. Two such events were a Presentation Skills Clinic, designed to help colleagues enhance their communication and presentation abilities—a critical skill for career advancement and leadership—and Building Your Career and Leadership Identity in the 21st Century, an event to encourage colleagues to reflect on and develop their personal career and leadership brand, providing insights and strategies to navigate modern career challenges.
  - This year, a number of our people managers engaged in a three-month People Manager Programme: Leading for Results. This programme focused on leadership mindset, inclusivity, coaching skills, influencing skills and caring leadership.
  - Promotions in recent annual reviews, including 2025, were aligned with overall gender representation.



## Leadership and management

We believe the role of a people manager has a big impact on a colleague's experience at work. One of the qualities that is considered key to making a great leader at Marsh McLennan is the ability to unlock colleagues full potential, including building a diverse workforce where all colleagues can grow and thrive. Through the Marsh McLennan People Management Development Series and our People Manager Forum, we provide inclusion and diversity guidance, with an emphasis on inclusive management.

This year, we have further strengthened our leadership development offerings with two key programmes:

Leading for Results equips managers with the skills to drive performance while fostering an engaging and supportive team environment, and Leading from the Front, designed for leaders of people managers and complex teams, focuses on inspiring leadership, accountability, and inclusive practices.

Both programmes are central to our commitment to developing leaders who champion a vibrant and inclusive culture where every colleague can thrive.



# Marsh McLennan's contribution to inclusion in wider society

**Beyond our firm, Marsh McLennan is committed to advancing inclusion throughout the insurance and risk management industry. We are proud to partner with external groups, associations and organisations whose inclusion missions align with our own, including CEO Action for Inclusion, Dive In and the 30% Club.**

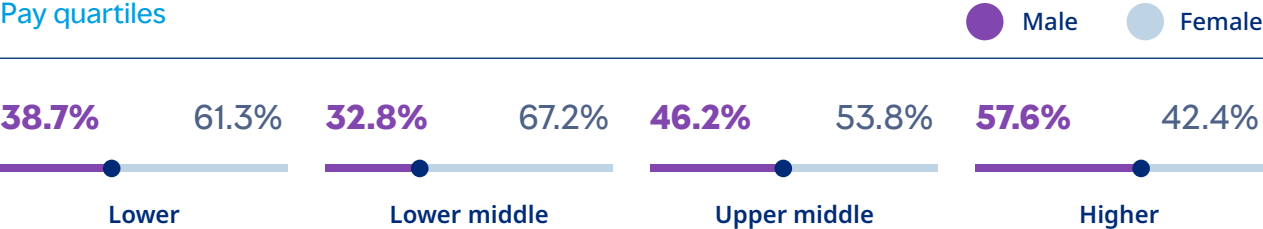
In Ireland and globally, we try to use our voice and our influence to meaningfully address longstanding barriers to inclusion. We have advised the European Commission on the EU Equal Pay and Transparency Directive that will make providing objective, gender-neutral pay data to workers a requirement for businesses, including our own.



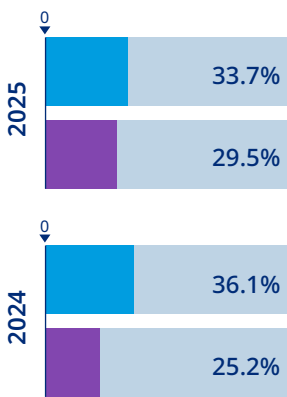
# Mercer (Ireland) Ltd

## Statutory disclosure

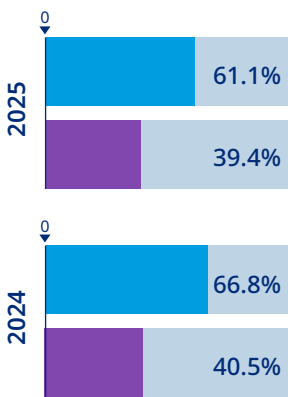
Pay quartiles



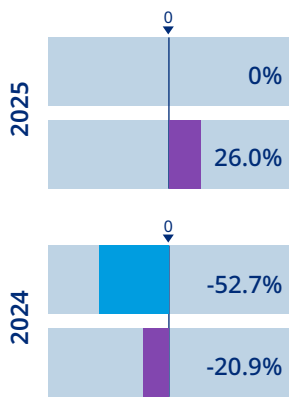
Gender pay gap



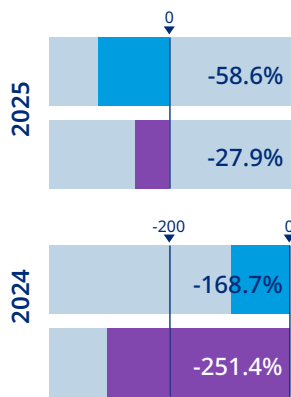
Gender bonus gap



Gender pay gap  
Part-time employees

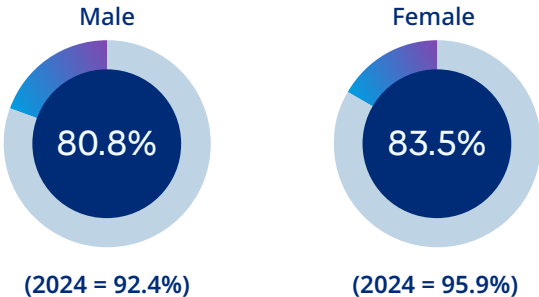


Gender pay gap  
Temporary employees

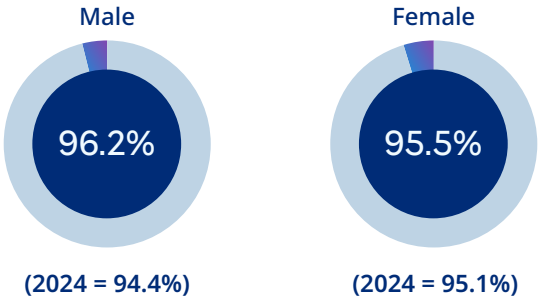


Mean Median

Proportion of males and females receiving a bonus



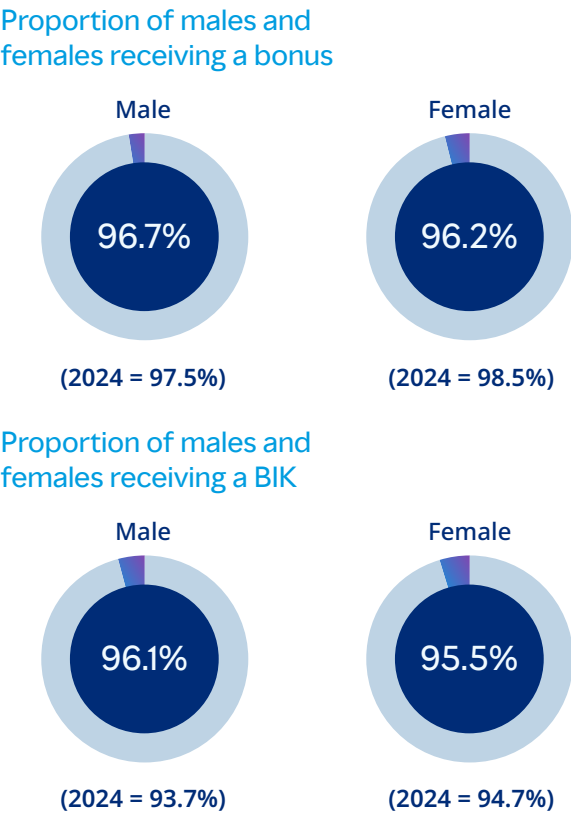
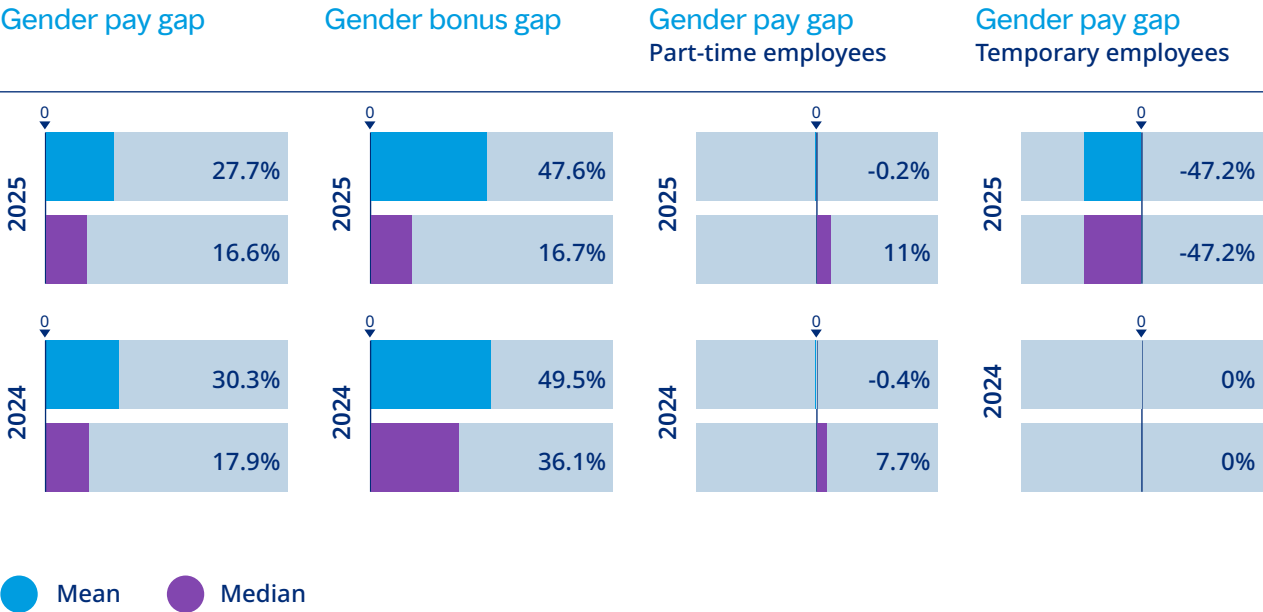
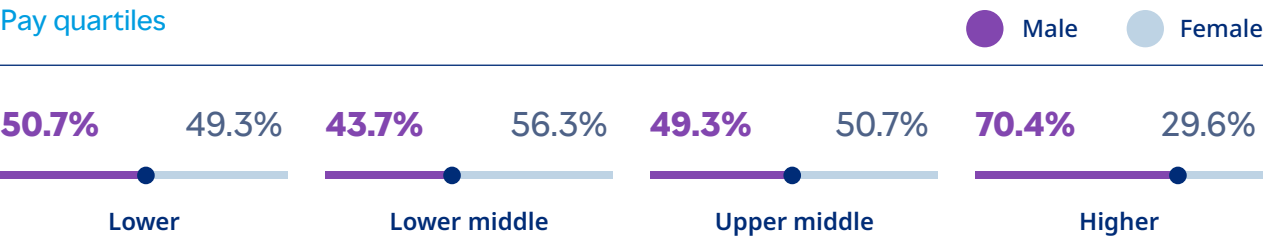
Proportion of males and females receiving a BIK





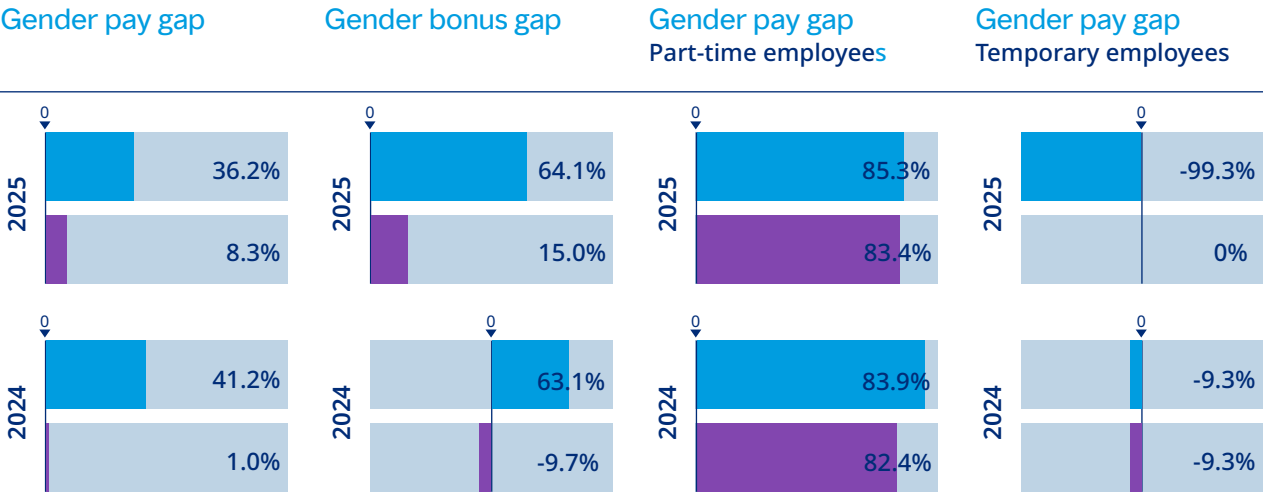
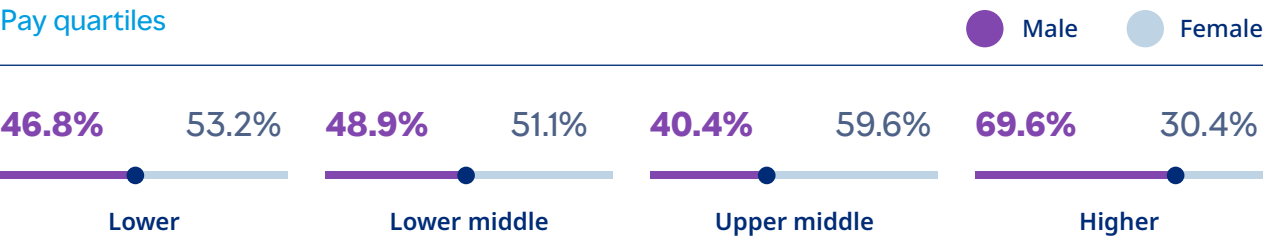
# Marsh Employee Benefits Ltd

## Statutory disclosure



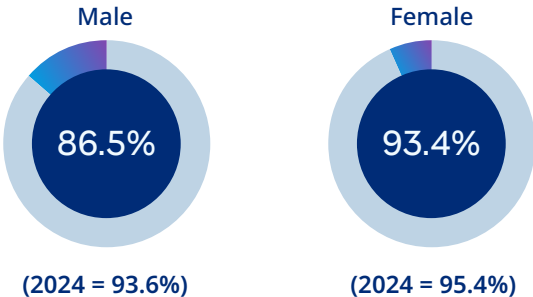
# Mercer Global Investments Europe Ltd

## Statutory disclosure

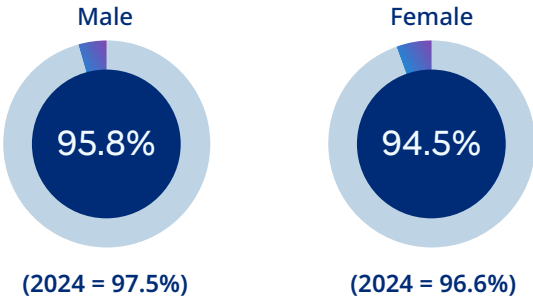


Mean Median

Proportion of males and females receiving a bonus

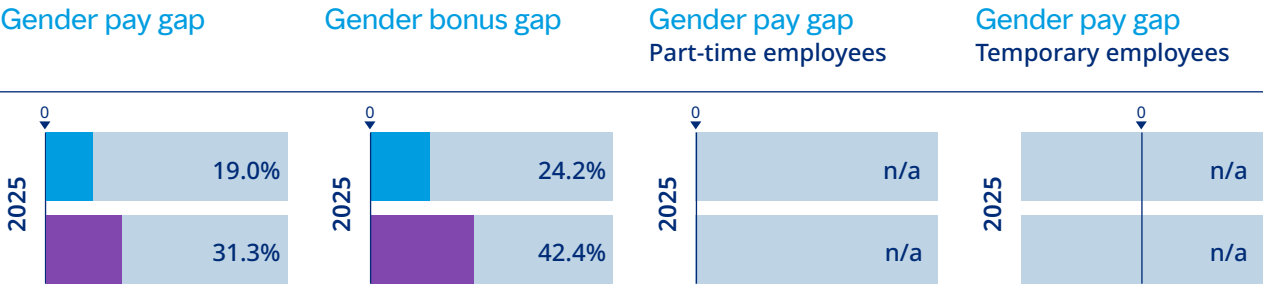
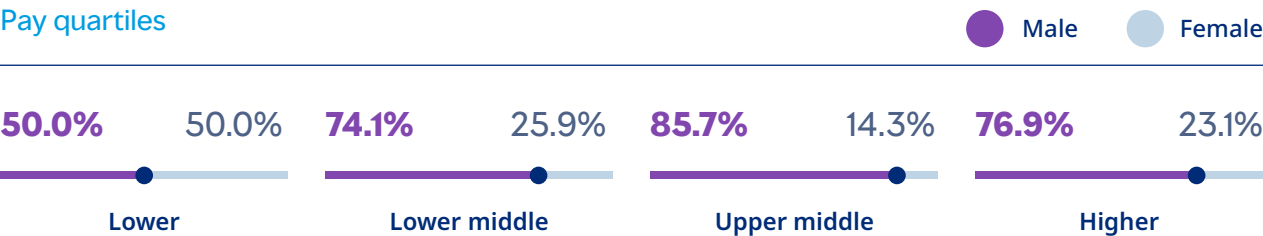


Proportion of males and females receiving a BIK

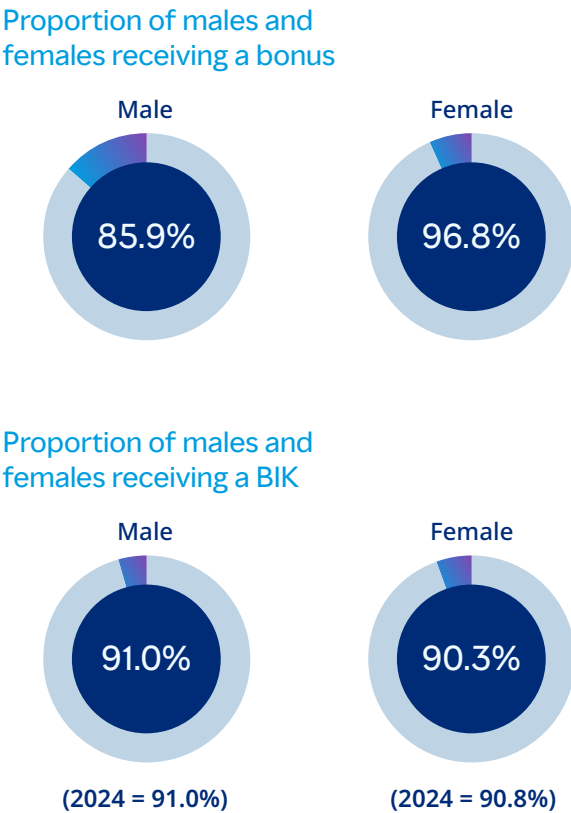


# Marsh McLennan Innovation Centre

## Statutory disclosure



Mean Median



Results are published for Mercer (Ireland) Ltd, Marsh Employee Benefits Ltd, Mercer Global Investments Europe Ltd (from 2024 only) and Marsh McLennan Innovation Centre (from 2025 only), as these are the four entities subject to the Employment Equality Act 1998 (Section 20A) (Gender Pay Information) Regulations 2022. Other Marsh McLennan legal entities with employees in Ireland have fewer than 50 employees, and a statutory disclosure is not required.