

MEDIA RELATIONS POLICY

Revised: November 2023

Policy Statement

The Marsh McLennan Media Relations Policy is designed to protect and enhance the reputation of Marsh McLennan and its businesses (“the Company”). All colleagues must comply with the rules set forth in this Policy when interacting with the media on behalf of the Company.

Scope

This Policy applies to the Company’s directors, officers, employees, and temporary workers (“colleagues”) in all businesses, geographies, practices, and functions in their interactions with the media on behalf of the Company.

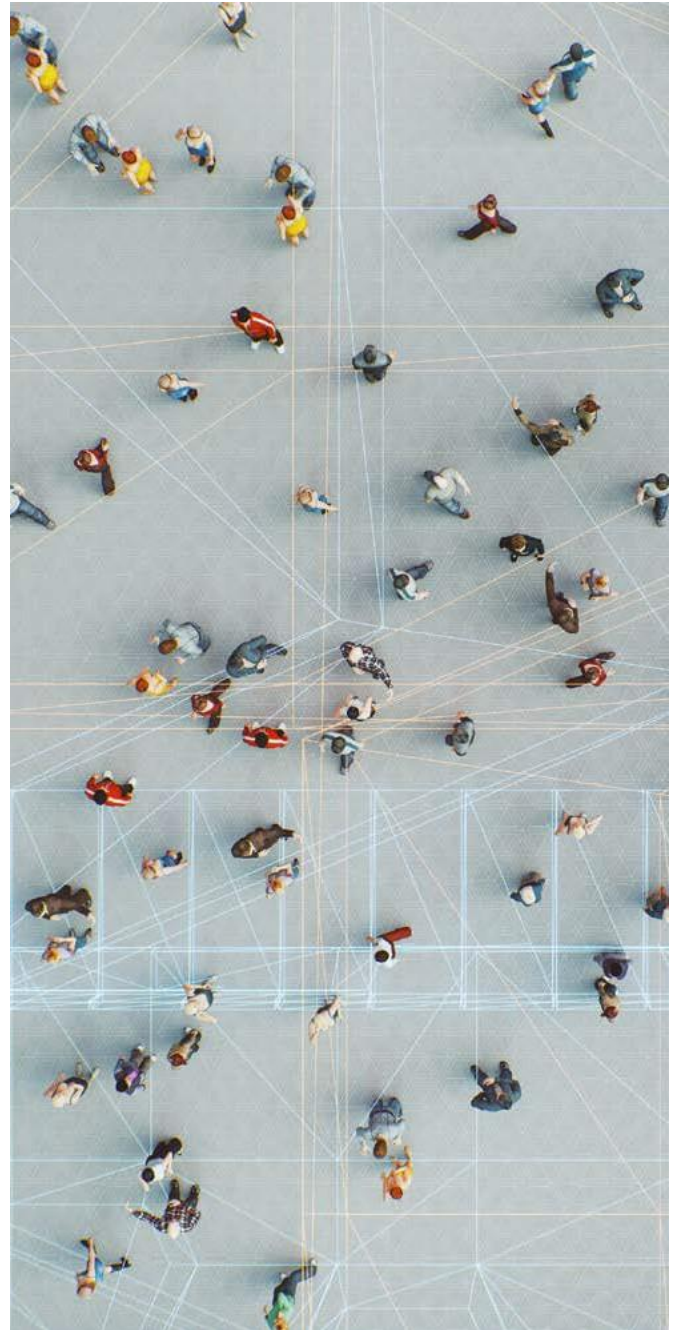
Definitions

For the purposes of this Policy, “media” includes all traditional and new media, whether physical or digital, including, but not limited to, global, national and local newspapers, magazines, websites, blogs, books, television, radio, podcasts, and third-party social media influencers.

“Media professionals” include all individuals who work in some form or capacity with or for media outlets and/or channels. They include, but are not limited to, bloggers, podcasters, reporters, correspondents, authors, broadcast journalists/talent, editors, producers, editorial photographers and videographers, and influencers with social media platforms.

Contacts

Find your region’s Media Relations Center of Excellence (CoE) contact [here](#).



Rules of Engagement

1. Contact with the media on behalf of the Company

Colleagues are not authorized to initiate contact with the media on behalf of the Company, nor should they respond to media inquiries about the Company without authorization.

Contact with the media on behalf of the Company can only be initiated or authorized by a member of the Company's Media Relations CoE.

If you are approached directly by a member of the media regarding a Company matter, please get in touch with a member of the Media Relations CoE to discuss the appropriate response.

Colleagues may be contacted by several media outlets with similar questions related to a single issue. Authorization to engage with the media is given on a per case basis — authorization to engage with one media outlet does not extend to other media outlets or subsequent requests from the primary media outlet. You are required to consult with the Media Relations CoE **every time** you receive a media request for an interview or a briefing.

A member of the CoE must be present during your oral interaction with any member of the media, and any written correspondence must be reviewed by a member of the Media Relations CoE.

It's also imperative that spokespeople (colleagues authorized to speak to the media) are trained in advance. Please liaise with your media relations lead to secure media training or messaging in advance of interviews.

2. Social media

Generally speaking, the line between traditional and social media has blurred. Make sure you are familiar with the Company's Social Media Policy and related documents, available [here](#).

Consult the Social Media Policy for guidance on how colleagues should engage in social media on behalf of the Company or contact a member of the Social Media CoE if you have any questions or concerns.

3. Public speaking

If you are invited to speak at an industry conference, inform your manager before accepting the invitation. Also consider the following before you accept:

- If media professionals are likely to be in attendance, acceptance needs to be approved by a member of the Media Relations CoE. They can help you anticipate risk concerns and review your talking points in advance.
- Remember that anyone can post your comments on social media.

4. Material events and finance-driven inquiries

All media inquiries relating to an issue that may be material to the Company should immediately be referred to a member of the Media Relations CoE. This includes issues such as litigation or prospective legal action, regulatory matters, public controversies; financial results or business performance trends, the state or health of a business; mergers, acquisitions, divestments or other transactions; or ESG matters.

For additional guidance on material non-public information, read Section 7 on maintaining company confidentiality and the Company's Trading Securities Policy.

These rules also apply to social media outlets. Colleagues should not comment on material events or clients on personal blogs, message boards, Twitter feeds, LinkedIn, TikTok, Instagram, Snapchat, Facebook, or other social media platforms, inclusive of private chats within those platforms.

The 'Quiet Period'

The period between the end of a quarterly financial reporting period and the public announcement of earnings results for that quarter (roughly four weeks) is known as the "Quiet Period."

During this time, interviewees should be careful not to make comments that could be interpreted as guidance about Marsh McLennan's yet-to-be-announced results. In response to a media inquiry, it is perfectly acceptable to say: "Since we are in our quarterly Quiet Period, I cannot address that question."

At all times during the year, seek guidance from a member of the Media Relations CoE on approved messaging before discussing business performance. Also visit integrity.mmc.com to view the Company's Trading Securities Policy for guidance on avoiding the misuse of material non-public information when trading stocks, bonds, and other securities.

5. Times of crisis

All media inquiries regarding the Company's response to a crisis or catastrophe should immediately be referred to the Company's Chief Public Affairs Officer, a regional media relations leader, or media@mmc.com. These events may include natural or man-made disasters, terrorist attacks, cyber attacks, civil unrest, humanitarian crises and any event posing a widespread risk to the health and safety of colleagues or resulting in widespread disruption of services within a particular region.

6. Commenting on rumors

The Company expects colleagues to follow a similar approach and refrain from commenting on rumors related to the Company to the media in interviews or other interactions.

7. Commenting on organizations and people

The Company does not make statements about its competitors; past, current, or potential clients; employees; subsidiaries; affiliates; partners; suppliers; or other business partners. Importantly, it is the Company's policy to never comment on client matters.

Remember that virtually all organizations are potential clients of one or more of the Company's businesses, so it's critical that colleagues are careful when speaking about individual companies. Please consult a member of the Media Relations CoE to discuss how best to position perspectives related to specific companies or businesses with media or in speaking opportunities on behalf of the Company.

8. Company and client confidentiality

The Company neither comments on nor discloses any of the Company's clients or prospective clients. It also does not share any clients' confidential or non-public information with the media.

This includes, but is not limited to, non-public financial and business performance information, business plans and statements about an upcoming quarter or future periods. Disclosing such information could also violate insider trading laws and the Company's Trading Securities policy.

The Company neither comments on nor discloses any information that is identifiable to our clients or prospective clients, including their names or information from which their identities could be determined, without consent of the applicable client or prospective client. The Company has a long-standing policy of not confirming the identity of clients.

If a media interaction requires colleagues to discuss the state or health of the Company or its businesses, a Media Relations CoE member will guide that colleague on pre-existing disclosure that can be referenced in an interview, in coordination with Investor Relations and the Securities Legal team.

9. Colleague confidentiality

The Company does not discuss or speculate about the opinions, behavior, or motives of colleagues with the media, including not commenting on their employment status.

10. Company press releases

All Company press releases must be written and issued by a member of the Media Relations CoE, who will take the lead on gaining the requisite approvals. All press releases written and/or issued by third parties that mention the Company must also go through this approval process.

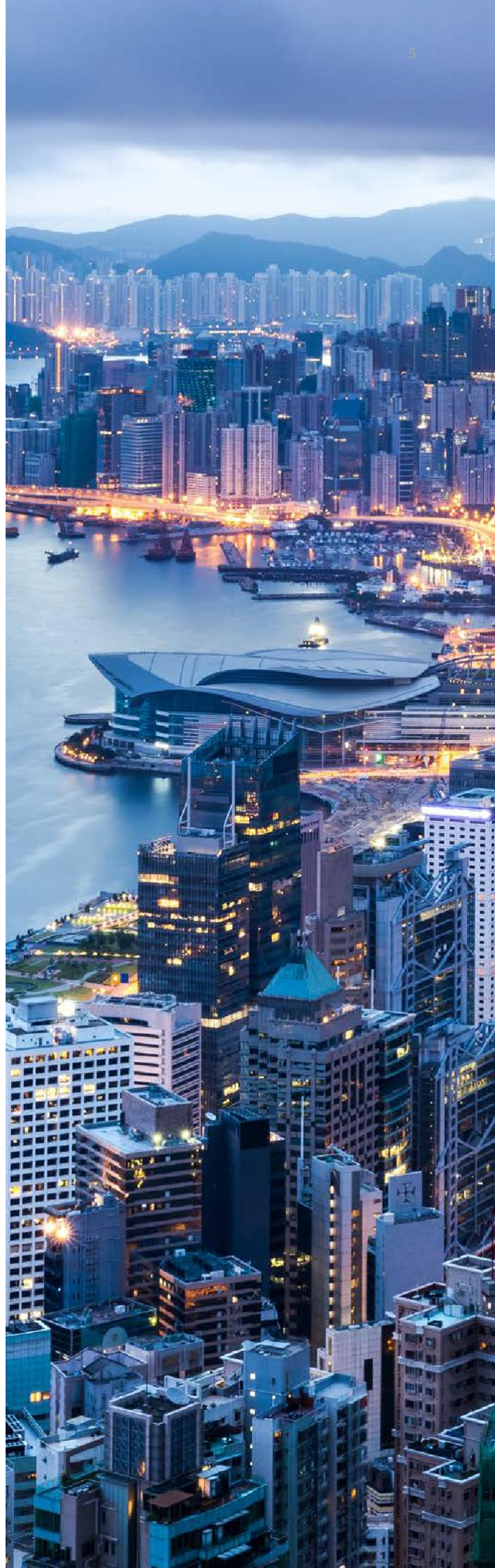
Please note that certain developments, such as acquisitions or strategic announcements, require colleagues to include a member of the Media Relations CoE early in the process to develop the media strategy and write the press release. Regional media relations leaders are responsible for setting the strategy for these communications and securing all necessary internal approvals.

11. By-lined articles

Before pitching a by-lined article, letter to the editor, or other commentary for third-party media, on behalf of the Company, you must secure authorization from a member of the Media Relations CoE. A member of the CoE must also review and approve all submissions in advance.

12. Video

The admittance of media video crews belonging to broadcast news outlets to any Company location or event, requires authorization from a member of the Media Relations CoE.



13. Third-party and/or vendor endorsement guidelines

The Company does not endorse suppliers of goods or services, except in rare circumstances.

You should never give a promise of endorsements or co-branding nor any mention of a business, the Company, or its colleagues, solutions or intellectual property to third parties for use in their press releases, interviews or marketing materials without prior written approval from a member of the Media Relations CoE.

PR strategy including press releases written and/or released by clients, vendors or other third parties that mention the Company or a business for any reason should involve a member of the Media Relations CoE early in the process.

Contact a member of the Media Relations CoE for more information regarding working with third-parties on media relations initiatives.

You can find and read our Third-party Providers policy [here](#).

14. Hiring media relations agencies

Only members of the Media Relations CoE are authorized to hire public relations agencies, media monitoring, media databases and other related services on behalf of the Company. If you are interested in pursuing a PR campaign, contact a member of the Media Relations CoE to discuss the scope and needs of the project to determine whether a PR agency is needed. All PR agency relationships should be put to tender after a maximum of five years.



15. Sharing media articles or awards

Media articles or broadcasts cannot be copied, reproduced, shared or posted unless linked from a public domain or the rights are purchased.

Media articles or accolades circulated through internal distributions typically have been licensed for colleague use only and cannot be shared with external parties.

From time to time, the Company or its businesses may receive an accolade or an award from a third party or media outlet. Sharing such an accolade through a press release or on social media often requires a license. Please refer awards to a member of the Media Relations or Social Media CoE to review the third party's requirements.

16. Paying for editorial or speaking opportunities

Before agreeing to be featured in an article or an event that requires advertising or sponsorship, please reach out to a member of the Media Relations CoE to discuss. By and large, the company does not recommend pay-to-play opportunities.

Compliance

Failure to comply with this Policy may result in disciplinary action in accordance with applicable laws and/or internal procedure.

