



Important Retirement Milestones

As you move toward your retirement date and the commencement of your benefits, you will need to **learn** about your benefits, **plan** for your needs and **take action** in accordance with your plans and specific plan requirements. This milestones document provides key timeframes to keep in mind as you journey towards retirement.

This document is not intended to be a full inventory of all milestones. In addition, the milestones for the plans and/or programs, or the plans and/or program themselves, described may not apply to you. The Benefits Handbook is available online. If you are an active employee, go to Colleague Connect (<https://mmcglobal.sharepoint.com/sites/Home>) and click **Pay & Benefits**, then **Benefits Handbook** under Helpful links. If you are a terminated employee, go to <https://careers.marshmclennan.com/global/en/us-benefits> and click **Benefits Handbook**.

Note: The US Retirement Program* provides income for your retirement provided you participated in the program before January 1, 2017 and meet its vesting requirements before your final termination with the Company. The Company discontinued benefit accruals under the program effective December 31, 2016. Benefits may be payable from three sources: (i) the Marsh & McLennan Companies Retirement Plan and for certain highly compensated employees, (ii) the Benefit Equalization Plan and (iii) the Supplemental Retirement Plan.

At Least 12 Months Prior to Commencement or Retirement Date	90 Days Prior to Commencement	75 Days Prior to Commencement or Retirement Date	30 Days Prior to Commencement	Retirement Date	Within 30 Days of Retirement Date	Within 60 Days of Retirement
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Note: If you are age 55 or older when you terminate employment with a vested benefit, the first day of the month following your termination date is your **Retirement Date** (even if you defer your benefit payment). The first day of the month in which your monthly payments begin is your US Retirement Program **benefit commencement date**. Your **pre-65 retiree medical coverage participation date** is the 1st of the month following your termination date, or if you defer your election and elect coverage at a later date, the 1st of any month, until no later than the 1st of any month prior to the month you attain age 65.

At Least 12 Months Prior to Commencement or Retirement Date

1. You will need to consider the impact retirement has upon your Marsh McLennan (Company) benefits. Access the Benefits Handbook to familiarize yourself with specific plan information.
2. Go to Colleague Connect (<https://mmcglobal.sharepoint.com/sites/Home>), click **Pay & Benefits**, then **My Pay & Benefits**, select **Health & Wellness** and click **Additional Perks**. Under Consumer Discounts select the link to discover helpful articles, planning tools and step-by-step guides. Care.com can also be contacted at +1 800 277 1032 for retirement planning assistance.
3. Generally, your US Retirement Program non-qualified Benefit Equalization Plan and Supplemental Retirement Plan Grandfathered Benefit will be paid to you at the same time and in the same form of payment that you elect under the qualified Marsh & McLennan Companies Retirement Plan. If your Grandfathered Benefit is not a small benefit, it will be paid to you as an annuity unless you timely elected a lump sum.
 - If you wish to receive a lump sum distribution for your Grandfathered Benefit, you must complete and submit the BEP/SRP Grandfathered Benefit Distribution Election Form. To obtain this form, go to Colleague Connect (<https://mmcglobal.sharepoint.com/sites/Home>) and click **Pay & Benefits**, then select **My Pay & Benefits**.
 - If your last election was not on file for at least 12 months at the time your benefits commence, your benefits will be distributed in a form consistent with your most recent prior election that has been on file for at least 12 months. If no election has been on file for 12 months, your benefit will be paid as monthly payments in the same form of payment and at the same time as you elect under the Marsh & McLennan Companies Retirement Plan.

- Notwithstanding the 12-month rule discussed above, you may elect to change the form of your Grandfathered Benefit distribution from the form you would otherwise receive. However, if you do so, your Grandfathered Benefit will be reduced by 6%.

4. Your initial Supplemental Savings & Investment Plan distribution election for your post-2004 account balance takes effect immediately. All subsequent method of payment changes to your distribution elections are required to be on file for at least 12 months in order to be effective. If you make a change in the method of payment, a distribution in the event of your separation from service on account of your retirement will be delayed for five years from the date it otherwise would have been made (delay not applicable in cases of death and disability).

90 Days Prior to Commencement

1. Access the Benefits Handbook to familiarize yourself with specific plan information.
2. Contact the HR Services at +1 866 374 2662, any business day, from 8:00 am to 8:00 pm, ET, to request a US Retirement Program commencement package at least 30 days but not more than 90 days before your anticipated retirement date. You will need to provide the Employee Service Center with your termination date, the date of birth relationship of your intended contingent annuitant or period certain designated survivor and the month and year you want to start your benefits. See "Commencing a Benefit" within the Marsh & McLennan Companies Retirement Plan section of the Benefits Handbook for additional details. Generally, a commencement package will be sent within 15 business days after the Request for Retirement Plan Calculation Form is received.
3. Return all required US Retirement Program Commencement Package information **30 days but not more than 90 days** before your anticipated benefit commencement date.
4. If the required US Retirement Program Commencement Package documents are received in good order 30 days prior to the 1st of the month (your commencement date), you will receive your first qualified benefit payment on the 1st of the month and your first non-qualified benefit payment at the end of the month. Otherwise, your qualified benefit payment will commence the 1st of the month (end of the month for your non-qualified benefit payment) following the month in which your completed forms in good order are on file for at least 30 days.

75 Days Prior to Commencement or Retirement Date

1. The US Retirement Program Commencement Package will generally be sent within 15 days from receipt of the Request for Retirement Plan Calculation Form. You can request a package 90 days before commencement. If you decide to commence your benefit on the Benefit Commencement Date specified in the commencement package, complete the enclosed forms and provide the requested information as instructed by the date indicated in the commencement package. Submit your completed Request for Retirement Plan Calculation Form and applicable paperwork as directed.
2. It is important that you review your goals and determine your optimum pre-65 retiree medical coverage participation date.

30 Days Prior to Commencement or Retirement Date

1. Return all required US Retirement Program Commencement Package information **30 days but not more than 90 days** before your anticipated benefit commencement date.
2. If the required US Retirement Program Commencement Package documents are received in good order 30 days prior to the 1st of the month (your commencement date), you will receive your first qualified benefit payment on the 1st of the month and your first non-qualified benefit payment at the end of the month. Otherwise, your qualified benefit payment will commence the 1st of the month (end of the month for your non-qualified benefit payment) following the month in which your completed forms in good order are on file for at least 30 days.
3. If you have any outstanding Long-Term Incentive and/or Mandatory Bonus Deferral awards, you may contact Executive Compensation at +1 212 345 9722 or via email at mmc.compensation@mmc.com for information about the impact of your retirement on your outstanding awards. Additionally, confirm your personal phone number(s) and email address are on file with Fidelity Stock Plan Services by accessing the Netbenefits website. You may access the NetBenefits website while you are an active employee by going to Colleague Connect (<https://mmcglobal.sharepoint.com/sites/Home>), clicking **Pay & Benefits** and selecting **Fidelity NetBenefits®** under Helpful links. Both active and terminated employees can access their award information by going directly to the NetBenefits website www.NetBenefits.com.

Retirement Date

1. If you (and your eligible family members) are enrolled in active employee medical coverage but **you are not eligible to participate in pre-65 retiree medical coverage**, coverage for you and your eligible family members ends on your last day of employment. COBRA medical is automatically offered to all terminated employees who were covered under an active medical plan. My Benefits Service Center, the Company's COBRA Administrator, will mail a package, including a COBRA election form and an explanation of your COBRA rights to your home address on file. If you wish to elect COBRA medical, dental, vision, Health Care Flexible Spending Account (HCFSAs), Limited Purpose Health Care Flexible Spending Account (LPHCFSA), Employee Assistance Program (EAP), Teladoc Medical Experts or Health Advocate coverage, complete your COBRA election form and return it to My Benefits Service Center within your 60-day COBRA election period following your termination.
2. If you (and your eligible family members) are enrolled in active employee medical coverage and **eligible to participate in pre-65 retiree medical coverage**, active employee medical coverage for you and your eligible family members ends on the last day of the month in which you terminate employment. If you are eligible to participate in pre-65 retiree medical coverage, you will be given an opportunity to enroll immediately following your termination of employment or defer your Marsh McLennan pre-65 retiree medical coverage enrollment to sometime in the future; however, prior to your attainment of age 65.

If you are eligible to participate in pre-65 retiree medical coverage, determine your optimum pre-65 retiree medical coverage participation date and call HR Services at +1 866 374 2662 at least 30 days prior to your pre-65 retiree medical coverage participation date. The requirement to contact HR Services at least 30 days prior to your pre-65 retiree medical coverage participation date will be waived if you elect to participate in pre-65 retiree medical coverage within 60 days following your termination from Marsh McLennan.

If elected, your pre-65 retiree medical coverage participation date will be reflected as the 1st of the month following your termination date (Retirement Date). You can defer your election for yourself and non-Medicare eligible family members until no later than the 1st of any month prior to the month you attain age 65.

If you are eligible to participate in pre-65 retiree medical coverage and **you are not enrolled in active Company employee medical coverage**, you can elect to participate in pre-65 retiree medical coverage as early as the 1st of the month following your termination date. You can defer your election for yourself and non-Medicare eligible family members until no later than the 1st of any month prior to the month you attain age 65.

Please note that once you, as the retiree are age 65, you, as the retiree are no longer eligible for pre-65 retiree medical coverage since the Company does not offer retiree healthcare coverage for Medicare-eligible former employees.
3. **The Company does not offer retiree healthcare coverage for Medicare-eligible former employees and their Medicare eligible family members.** When you or an eligible family member reach age 65 or become eligible for Medicare, you and/or your eligible family member(s) may obtain individual healthcare insurance coverage in any manner you or they choose. One (but not the only) individual healthcare insurance coverage option is through Mercer Marketplace Retiree, a Mercer Marketplace company, which is a business unit of Mercer (US), Inc., a wholly owned subsidiary of the Company. Mercer Marketplace Retiree will mail information directly to your primary address on file about the individual healthcare insurance options made directly available to you through Mercer Marketplace Retiree. The Company does not sponsor or endorse Mercer Marketplace Retiree or any of the individual healthcare insurance coverage options available through Mercer Marketplace Retiree. The Company's sole function with respect to Mercer Marketplace Retiree is to make you aware of it.
4. Whether or not you defer your pre-65 retiree medical coverage participation election, COBRA medical coverage will automatically be offered to you following termination. The COBRA medical coverage effective date will be the 1st of the month following your termination of employment date. If you wish to elect COBRA medical, dental, vision, HCFSAs, LPHCFSA, EAP, Teladoc Medical Experts or Health Advocate coverage, complete your COBRA election form and return it to My Benefits Service Center within your 60-day COBRA election period following your retirement.

Within 30 Days after Retirement Date
<ol style="list-style-type: none">1. Upon retirement, you are eligible to take a Marsh & McLennan Companies 401(k) Savings & Investment Plan distribution.2. Upon retirement, your Supplemental Savings & Investment Plan post-2004 account balance will be paid as soon as administratively practicable but no longer than 90 days after separation from service without regard to when you receive your Marsh & McLennan Companies 401(k) Savings & Investment Plan distribution. Your pre-2005 account balance will be paid after you terminate employment due to retirement. Your account will be paid in accordance with your most recent valid distribution form. If you do not have a valid distribution form on file, your account will be paid according to the plan terms.3. Your retirement has no impact on shares you previously purchased through the Employee Stock Purchase Plan. Upon retirement, since you own the shares outright under the Employee Stock Purchase Plan, you may hold, sell, or transfer your shares to another service provider just as you could prior to your retirement.
Within 60 Days after Retirement Date
<ol style="list-style-type: none">1. If you wish to elect COBRA medical, dental, vision, HCFSa, LPHCFSA, EAP, Teladoc Medical Experts or Health Advocate coverage, complete your COBRA election form and return it to My Benefits Service Center within your 60-day COBRA election period following termination.