



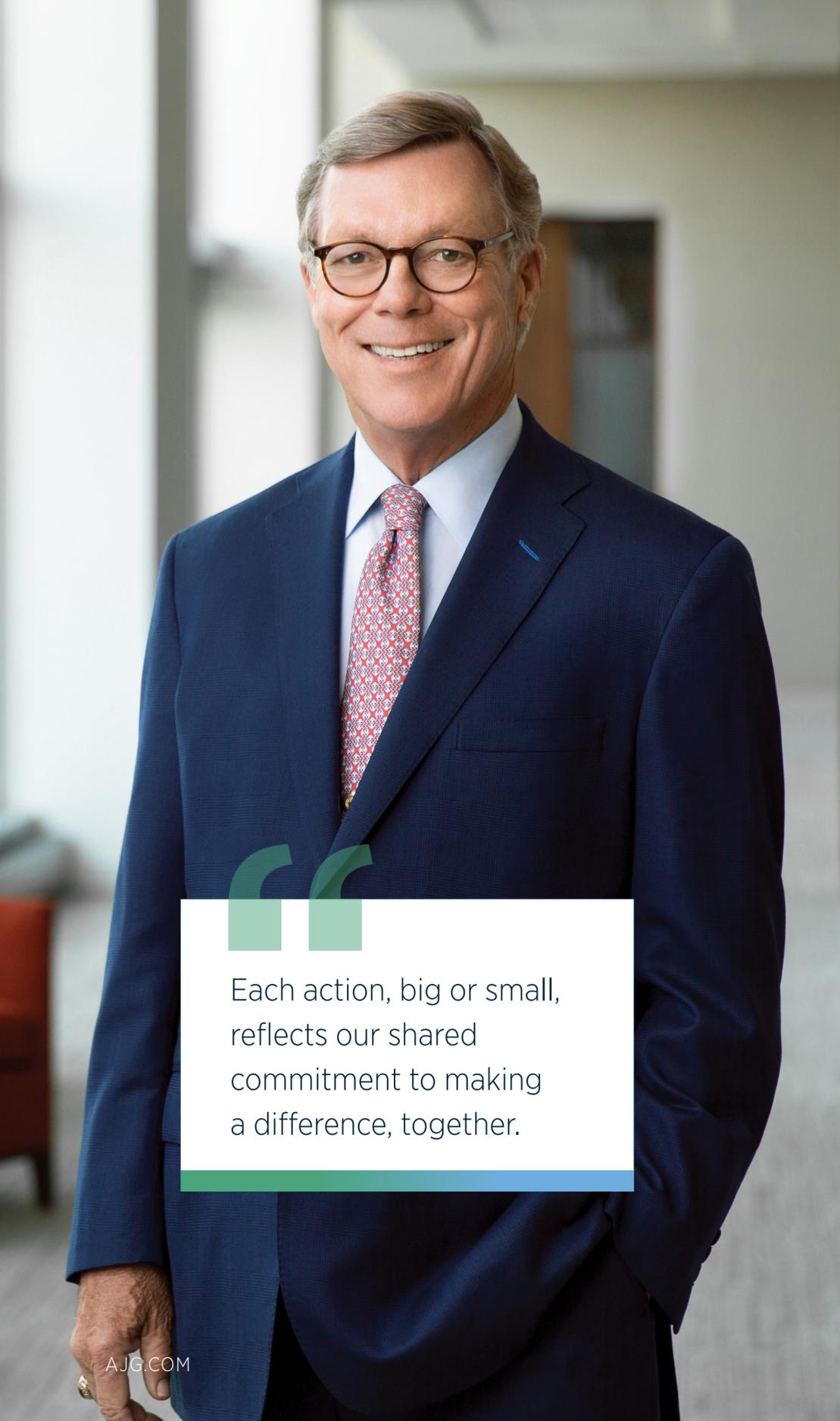
IMPACT

2024-2025 IMPACT REPORT



Gallagher

Insurance | Risk Management | Consulting



Each action, big or small, reflects our shared commitment to making a difference, together.

Introduction

A Message From Our Chairman and CEO

Nearly a century ago, when Gallagher was founded, the idea of measuring a company's impact on society or the environment was unheard of. But my grandfather, Arthur J. Gallagher, the founder of Gallagher, understood that both what we do for clients and how we do it matter. That belief still guides us today. It is why ethics and integrity form the foundation of our culture, and why our colleagues around the world actively live out the 25 tenets of The Gallagher Way every day.

Throughout this report, you will see examples of Gallagher colleagues working closely with clients to solve complex problems and then turning around to do the same in their communities. From local volunteerism to global sustainability efforts, these stories represent who we are. And these are just the highlights!

At every level, you will find people doing their part. Some are making large-scale business decisions to reduce resource usage. Others are celebrating their colleagues' diverse experiences and valued perspectives. Still more are donating supplies, money or time. Each action, big or small, reflects our shared commitment to making a difference together. It is The Gallagher Way. It has been for nearly 100 years, and it will be for the next 100 and counting.

I hope this report leaves you with a sense of what a caring culture can accomplish. For me, it's a reminder that our strength as a company lies in our people, their compassion, creativity and drive to do what is right. Seeing the extraordinary contributions of Gallagher colleagues worldwide is one of the most humbling and rewarding parts of my job. I could not ask for a better team, and I cannot wait to see the positive impact their efforts will continue to have in the years ahead.

Sincerely,

J. Patrick Gallagher, Jr.
Chairman and CEO

A Message From Our Chief Ethics Officer

Each year when we release our latest Impact Report, I am inspired by the creative ways our Global team is making a difference for our clients, communities and the environment. Ethical decision-making and sustainability have always been intertwined at Gallagher; both reflect our belief that doing what is right and doing what works can be the same. Among the many examples in this report, one that stands out to me is our annual “200 Days of Sustainability” Challenge.

Each month from May through November, our 200 Days of Sustainability campaign asks our team to change one habit — to take a small step that, collectively, makes a big difference. Whether that means switching to reusable water bottles, upcycling clothes, reducing paper use or continuing to learn more about sustainability, every action counts. For the past three years, I have been overwhelmed by the creativity and enthusiasm my colleagues bring to these challenges.

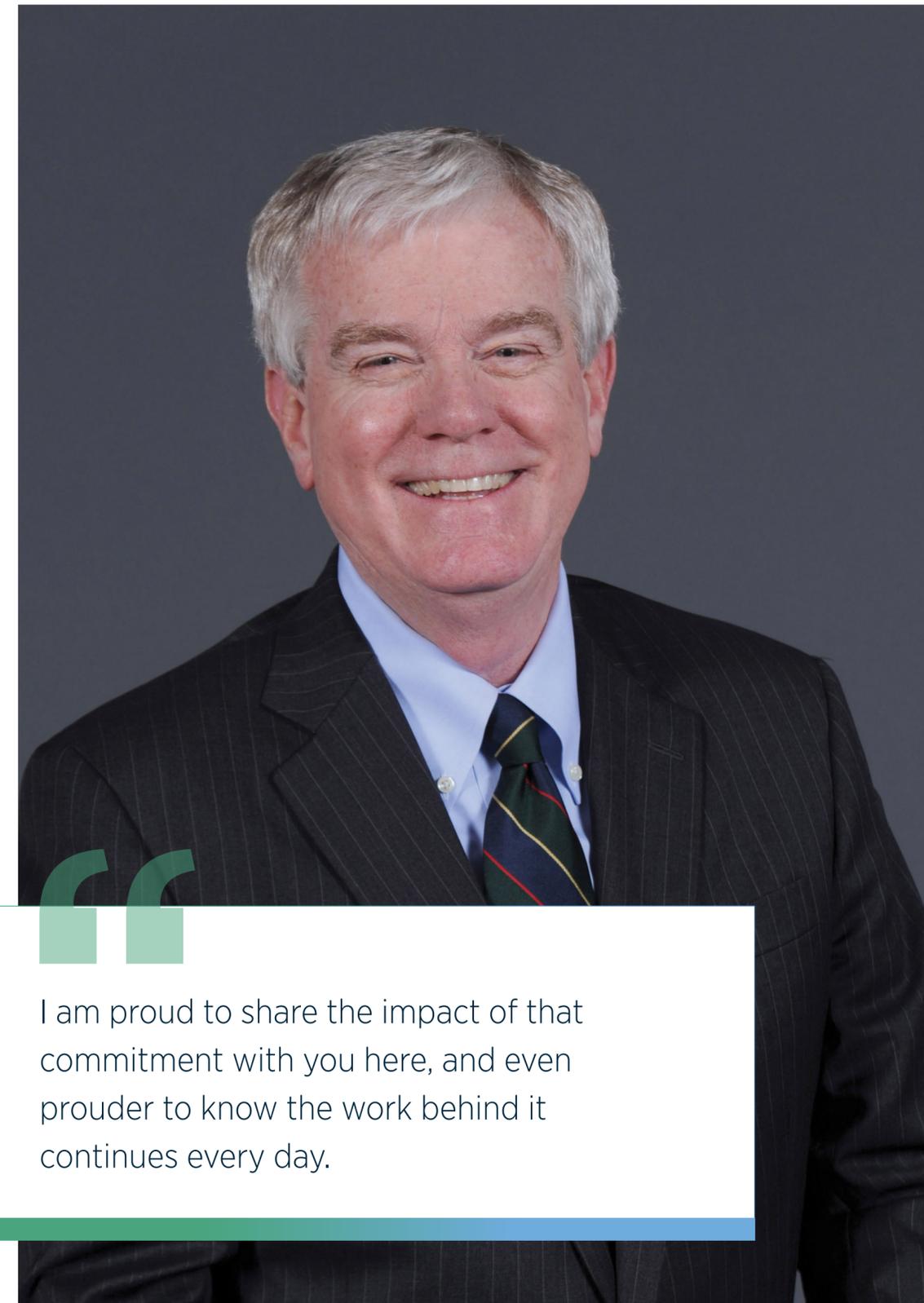
You can learn more about our annual 200 Days of Sustainability Challenge on page 15, but across every region, our people are finding practical ways to put purpose into action. This report offers a snapshot of those efforts — from major sustainability initiatives to quiet acts of service in local communities. Each reflects the same spirit of care that defines Gallagher.

It is not easy to coordinate and track these global efforts, and I want to recognize our worldwide compliance and sustainability team for engaging with our business around the world. Their tremendous work is an inspiration, particularly to our regional sustainability teams, who meet regularly to keep the topic top of mind at Gallagher. They remind us that ethics and sustainability are not separate from business — they are part of how we do business.

When I visit our colleagues around the world — from Des Moines, Iowa, to Perth, Australia, to Pune, India, to Halifax, Nova Scotia, to the Isle of Skye in Scotland — I find the same dedication to our values. This is what Gallagher is all about: doing good where we live and work.

Together, we are showing what it means to live our values every day — for our clients, our communities and each other. I am proud to share the impact of that commitment with you here, and even prouder to know the work behind it continues every day. On the following pages, you will see what that looks like in action.

Thomas J. Tropp
Global Chief Ethics Officer



I am proud to share the impact of that commitment with you here, and even prouder to know the work behind it continues every day.

The Gallagher Way

As Gallagher expands and evolves, we remain rooted in these principles that guide our actions and obligations every day. In 1984, then Chairman and CEO Robert Gallagher took the time to write these principles down and share ***The Gallagher Way*** with the entire company. This is the foundation of our culture that motivates our decision-making process and guides our actions every day. Our team passionately adheres to these tenets, which allows our employees to thrive, our organization to succeed and our clients to prosper. This is what our clients, employees and partners expect from Gallagher.

1. We are a sales and marketing company dedicated to providing excellence in risk management services to our clients.
2. We support one another. We believe in one another. We acknowledge and respect the ability of one another.
3. We push for professional excellence.
4. We can all improve and learn from one another.
5. There are no second-class citizens — everyone is important and everyone’s job is important.
6. We’re an open society.
7. Empathy for the other person is not a weakness.
8. Suspicion breeds more suspicion. To trust and be trusted is vital.
9. Leaders need followers. How leaders treat followers has a direct impact on the effectiveness of the leader.
10. Interpersonal business relationships should be built.
11. We all need one another. We are all cogs in a wheel.
12. No department or person is an island.
13. Professional courtesy is expected.
14. Never ask someone to do something you wouldn’t do yourself.
15. I consider myself support for our sales and marketing. We can’t make things happen without each other. We are a team.
16. Loyalty and respect are earned — not dictated.
17. Fear is a turnoff.
18. People skills are very important at Arthur J. Gallagher & Co.
19. We’re a very competitive and aggressive company.
20. We run to problems — not away from them.
21. We adhere to the highest standards of moral and ethical behavior.
22. People work harder and are more effective when they’re turned on — not turned off.
23. We are a warm, close company. This is a strength — not a weakness.
24. We must continue building a professional company — together — as a team.
25. Shared values can be altered with circumstances — but carefully and with tact and consideration for one another’s needs.



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About Gallagher and Our Approach to Sustainability

Gallagher's Sustainability Approach

For nearly a century, Gallagher has prioritized a **Culture of Integrity**, demonstrating that sustainability is integral to how we operate. Our approach is guided by the principles of The Gallagher Way. Our Global Sustainability Program, founded on these core values, showcases our dedication to making a meaningful impact on organizations, communities and individuals.

Last year we established a dedicated global Sustainability team, including a corporate sustainability leader and an ESG controller. We are already seeing this newly formed team add momentum to our sustainability initiatives.

Environmental goals: Gallagher is dedicated to reducing our environmental footprint through more sustainable operational and travel practices. We aim to achieve our goal of global operational net zero carbon dioxide equivalent (CO2e) emissions (Scope 1 and Scope 2) by 2050 and have set an interim goal to reduce these emissions on an average per global full-time employee basis by 50% by 2030 from our 2019 baseline.

Social responsibility: We aim to prioritize the well-being and satisfaction of our colleagues, clients, stakeholders and communities, which is brought to life through our dedication to outstanding service and our efforts to foster an inclusive culture where everyone can thrive and contribute. Our strong local connections enable us to support the communities where we work, while our collaboration with business partners around the world helps support inclusion in the insurance industry. We remain devoted to creating a space where our employees, clients, suppliers and stakeholders feel valued, respected and supported.

Governance: We strive to prioritize high service levels and uphold ethical standards across all our operations, aligning with certain of the United Nations (UN) Sustainable Development Goals (SDGs). Our culture fosters openness, accountability, and integrity, and our colleagues are guided by our Global Standards of Business Conduct, which promote ethical decision-making and maintaining the trust of our clients, colleagues and communities.

Client engagement: Gallagher seeks to assist clients in managing physical, transition and financial risks stemming from environmental challenges. We work to identify clients' needs and provide solutions, including enhanced insurance coverages, specific risk transfer mechanisms for natural catastrophes and advisory services to support resilience and adaptation.

Our Contributions to the UN SDGs

At Gallagher, we aim to align our sustainability initiatives to certain of the UN SDGs to create a sustainable and equitable future for all.

SDG	Our alignment
	<p>We seek to prioritize the health and well-being of our employees. Gallagher’s comprehensive health and wellness programs, coupled with our insurance solutions, promote healthy lifestyles and support access to quality healthcare.</p>
	<p>We strive to foster a workplace where inclusion is a priority. Gallagher promotes equal opportunities for employees through leadership development programs, mentorship and policies that support work-life balance.</p>
	<p>Gallagher seeks to contribute to the development of sustainable cities and communities through our risk management and insurance solutions. We support projects that promote climate resilience and sustainable development through our parametric insurance offerings.</p>
	<p>Gallagher promotes the reduction of our environmental footprint and addressing climate change through our operational net-zero and interim goals.</p>
	<p>We aim to uphold high standards of ethical conduct to foster trust and accountability in all of our interactions. Gallagher’s Global Standards of Business Conduct seek to promote transparency, integrity and respect for human rights.</p>





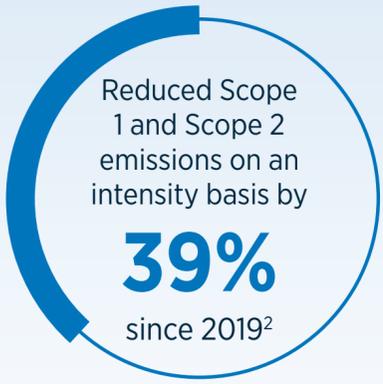
1 Our Focus on the Environment

2024 highlights

Implemented a new state-of-the-art software system to calculate emissions.



¹See table for additional Scope 1 emissions details.



²See table for additional Scope 2 emissions details.

Sustainability Disclosures

Our net zero goal

Gallagher has set a global operational net zero goal for direct operations carbon dioxide equivalent (CO₂e) emissions (Scope 1 and Scope 2) by 2050 and an interim goal of reducing consolidated Scope 1 and Scope 2 CO₂e emissions on an average per employee basis by 50% by 2030 using a 2019 baseline.

Each year we work to obtain more data from our operating locations. In addition, with the 2025 implementation of a new software system to calculate emissions, we have revised some of the methods and factors utilized in our emissions calculations in order to more closely align with evolving industry standards.



2019, 2023 and 2024 emissions in metric tons of CO₂e

	2019	2023	2024
Scope 1 (Direct) GHG Emissions	6,325	8,467	9,257
Scope 2 (Indirect) GHG Emissions Location Based Method (LBM) ¹	42,055	34,296	37,841
Scope 2 (Indirect) GHG Emissions Market Based Method (MBM) ²	43,817	38,850	42,236
Combined Scope 1 and Scope 2 LBM GHG Emissions	48,380	42,763	47,098
Combined Scope 1 and Scope 2 MBM GHG Emissions	50,142	47,317	51,493
Total Scope 3 GHG Emissions (LBM)	148,201	177,117	195,664
Total GHG Emissions LBM	196,581	219,880	242,762

2019, 2023 and 2024 Emissions Intensity by FTE

	2019	2023	2024
Scope 1 (Direct) GHG Emissions	0.19	0.16	0.17
Scope 2 (Indirect) GHG Emissions Location Based Method (LBM)	1.26	0.66	0.68
Scope 2 (Indirect) GHG Emissions Market Based Method (MBM)	1.32	0.75	0.75
Combined Scope 1 and Scope 2 LBM GHG Emissions	1.45	0.82	0.85
Combined Scope 1 and Scope 2 MBM GHG Emissions	1.51	0.91	0.92
Scope 3 GHG Emissions Location Based Method (LBM)	4.46	3.40	3.50
Total GHG Emissions LBM	5.91	4.22	4.35

Definitions

Scope 1: Includes direct CO₂e emissions from owned and/or managed sources. Given the nature of our business, our operations have historically produced limited Scope 1 emissions compared with certain other industries. Scope 1 emissions primarily come from the purchase and consumption of motor gasoline, kerosene-type jet fuel, fugitive emissions, and natural gas to heat and cool our owned offices.

Scope 2: Location-Based and Market-Based GHG Emissions include 99% purchased electricity, with the remainder being purchased heat. Scope 2 emissions include actual utility usage data where available, as well as estimates for the remaining office locations based on the average usage per square foot.

Scope 3: Gallagher’s Scope 3 measurements include indirect emissions from sources the company does not own or control, including air travel (Category 6), employee commute (Category 7), hotels and ground transportation (Category 6), waste and recycling (Category 5), fuel and energy-related activities (Category 3), leased assets (Category 13), and limited purchased goods and services (Category 1).

For purposes of this report, operational net zero means the reduction of Scope 1 and Scope 2 greenhouse gas emissions, as those terms are defined in the Greenhouse Gas Protocol: A Corporate Accounting and Report Standard (Revised Edition) (GHG Protocol) published by the World Resources Institute and the World Business Council for Sustainable Development, to zero tons of CO₂e on a net basis, either by reducing gross volumes of those emissions to zero or by addressing any emissions not reasonably able to be reduced to zero through other methods, which may include the

use of carbon credits. Operational net zero does not include Scope 3 greenhouse gas emissions as defined in the GHG Protocol. Without limiting the foregoing, the term “operational net zero” does not have the meaning given to “net zero emissions” in the SBTi Glossary published by the Science Based Targets Initiative (SBTi) or any other framework, methodology, or other applicable publication. Our global goal is not a “net zero science -based target” within the meaning given in the SBTi Glossary and is not aligned with the SBTi Corporate Net Zero Standard published by the SBTi in 2023. Gallagher outlined a plan to achieve operational net zero through new ways of managing our electricity sourcing and consumption. For example, in the UK we expect to be able to source 100% of office electricity from renewable sources by 2025 in reliance on currently permissible market-based mechanisms, and we expect to be able to eliminate all gas powered fleet vehicles by 2030. In the US we are seeking to work collaboratively with our landlords to improve the energy sourcing and consumption of our leased properties.

1. Location based method: Considers grid emissions where electricity is used. Gallagher uses area-specific emission factors to calculate electricity from kWh to mtCO₂e.
2. Market based method: Considers emissions from electricity using residual emission factors and renewable energy certificates (RECs) to calculate electricity from kWh to MTCO₂e.
3. Full-time equivalent (FTE) FTE is a unit of measurement that calculates the number of full-time and part-time employees at Gallagher.



Methodology

Gallagher uses Watershed, a carbon calculation tool, to calculate its global footprint and has selected an organizational boundary based on Gallagher's operational control for global locations, which includes owned and leased facilities as well as fleet vehicles and corporate jets. For facilities where Gallagher subleases space to another tenant, the utility consumption is considered to be outside of Gallagher's operational control and therefore is not included within the reporting boundary. Additionally, for acquisitions during the reporting year, Gallagher uses the acquisition date as the date at which the entity is included within the emissions inventory. Where we are unable to obtain actual data, Watershed will automatically gap-fill for these categories:

- Waste estimations for scope 3.5 (waste generated in operations) — in the event partial or zero information on waste generation is available, Watershed will estimate office waste-related emissions using employee headcount data.
- Estimations for scope 1 and 2 — in the event partial or zero information on utility data is available, Watershed will estimate electricity, heating and refrigerant emissions using building type and building square footage based on research-backing building energy performance benchmarks.

Our scope 1 and 2 emissions are paired with activity-based emission factors in Watershed. Our scope 3 emissions have several different emission calculation approaches. These range from generic industry-average, regional-average spend-based emission factors to supplier or product-specific activity or spend-based emission factors. Watershed incorporates supplier-specific, spend-based emission factors from CDP. Watershed uses its Comprehensive Environmental Data Archive (CEDA), which includes 60,000 emission factors across 149 countries, to ensure accurate and geographically relevant data.

Gallagher reports on the following categories:

- Company cars (Scope 1)
- Corporate jets (Scope 1)
- Electricity (Scope 2)
- Gas for heating and cooling (Scope 2)
- Purchased goods and services (Scope 3, Category 1) (Limited information available)
- Fuel and energy-related activities, which include energy-related activities in facilities, electricity and stationary combustion (Scope 3, Category 3)
- Waste from operations, which includes general office waste, recycling waste, paper shredding waste and water waste. (Scope 3, Category 5)
- Business travel, including air, hotel, train, taxi, rental cars, etc. (Scope 3, Category 6)
- Employee commuting (Scope 3, Category 7)
- Downstream leased assets, which include facilities, stationary combustion, electricity and refrigerants leakage (Scope 3, Category 13)



Overview of emissions reporting and changes

Restatement of historical emissions data:

Emissions data for 2019 and 2023 have been restated due to changes in the data collection process, including implementation of Watershed software and methodologies.

In addition, our prior reporting did not include market based method (MBM) calculations. We have included MBM calculations, as required by the GHG Protocol.

Below is a table of our 2019 emissions, as previously reported compared to current reporting:

Restatement of 2019 base year

	2019 As Previously Filed	2019 - Current Calculation
Scope 1 (Direct) GHG Emissions	2,499	6,325
Scope 2 (Indirect) GHG Emissions Location Based Method (LBM)	48,072	42,055
Scope 2 (Indirect) GHG Emissions Market Based Method (MBM)	N/A	43,817
Combined Scope 1 and Scope 2 LBM GHG Emissions	50,571	48,380
Combined Scope 1 and Scope 2 MBM GHG Emissions	N/A	50,142
Total Scope 3 GHG Emissions (Location Based Method)	86,842	148,201
Total GHG Emissions LBM	137,413	196,581
Intensity Based Metrics		
Scope 1 (Direct) GHG Emissions	0.08	0.19
Scope 2 (Indirect) GHG Emissions Location Based Method (LBM)	1.51	1.26
Scope 2 (Indirect) GHG Emissions Market Based Method (MBM)		1.32
Combined Scope 1 and Scope 2 LBM GHG Emissions	1.59	1.45
Combined Scope 1 and Scope 2 MBM GHG Emissions	N/A	1.51
Scope 3 Location Based Method (LBM)	2.72	4.46
Total (LBM)	4.31	5.91

Key changes in emissions reporting

Scope 1 emissions:

- **Refrigerants energy use:** not included in prior calculations
- **Private air travel — corporate jets:** reclassified from scope 3 to scope 1 for better accuracy
- **Natural gas and district heat:** district heat third-party gas is estimated and reported in scope 1 emissions
- **Company cars:** leased vehicles were reclassified from scope 3 to scope 1 for better accuracy
- **Market based method:** calculations were not previously disclosed. We are now reporting using this method, in alignment with the GHG protocol.

Scope 3 emissions:

- **Employee commute:** estimated based on employee headcount
- **Waste estimation:** estimated using employee headcount and calrecycle benchmarks
- **Local carbon emission factors** are now used for more precise calculations

Data collection scope

Scope 1 and scope 2:

- Data is collected (actual and estimated) for 100% of global locations, based on office square footage
- Approximately 61% of scope 1 and scope 2 emissions are based on estimates

Scope 3:

- Gallagher captures several scope 3 categories listed above. Approximately 70% of scope 3 emissions are based on estimates.

The changes Gallagher has implemented to its emissions data collection and reporting process by leveraging watershed's tools and methodologies are designed to provide more accurate and comprehensive reporting. The company continues to refine its processes to enhance consistency and accuracy in its sustainability reporting.

Data collection and verification:

We do not conduct any independent third-party verification.



Helping our clients address environmental risk

Gallagher is focused on supporting sustainable economic development and helping our clients manage their climate-related risk and realize opportunities in the transition to a lower-carbon economy.

Transition and physical risks

Transition risks are related to the transition to a lower-carbon economy. These risks may involve regulatory, technological and market changes designed to mitigate greenhouse gas emissions and transition communities to renewable energy sources. Risks can vary based on the speed and effectiveness of these changes, potentially impacting financial stability and reputation. Gallagher seeks to support clients in managing these risks effectively to minimize financial vulnerabilities and enhance market competitiveness. Our guidance spans policy and legal changes, technological innovations and market disruptions, helping to ensure our clients are well-prepared for the complexities of climate change.

Physical risks stem from climate change impacts, which are categorized into acute and chronic risks. Acute risks include severe weather events such as hurricanes and floods. Chronic risks encompass long-term climate shifts, such as rising sea levels and altered precipitation patterns. These risks pose direct threats to physical property, supply chains and operational continuity. They can influence financial performance through impacts on water availability, food security and extreme weather that affects facilities, logistics and employee safety.

Gallagher works closely with organizations to help identify specific vulnerabilities related to climate-related hazards and develops tailored risk management strategies. Gallagher supports clients in implementing measures to enhance physical risk resilience, such as adopting robust infrastructure solutions, diversifying supply chains to mitigate disruptions and seeking to implement insurance coverage that is tailored to climate risks.

Examples of our client solutions:

- Pollution and environmental release insurance
- Catastrophe/excess coverage driven by climate
- Property and performance coverage for renewable energy products
- Parametric insurance
- Climate change vulnerability assessments
- Environmental stewardship assessments
- Insurance solutions to mitigate risks associated with de-carbonization initiatives
- Reinsurance brokerage for wind and other renewables
- Advisory services on renewable growth opportunities and technical specifications
- Reinsurance brokerage for carbon capture and storage risk

200-Days of Sustainability

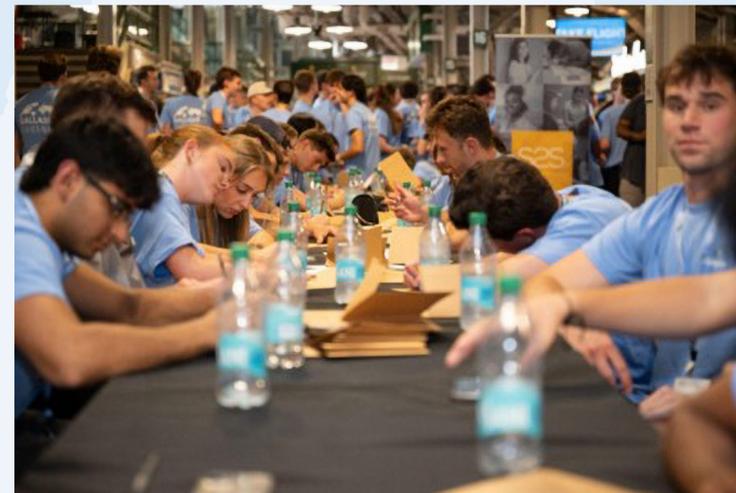
From awareness to action

Launched in 2021, our annual 200-Day Sustainability Challenge promotes sustainable practices, raises environmental awareness and encourages the adoption of sustainable habits that positively impact the planet. From the outset, our goal has been to foster lasting changes in our offices, homes and communities. The program emphasizes teamwork and collective action, encouraging participants to form teams and collaboratively work toward achieving sustainability objectives.

With a significant global presence and the ability to support clients through our owned operations and a network of correspondent brokers and consultants in approximately 130 countries, Gallagher's workforce seeks to enrich our diverse communities. Through volunteer efforts, pro bono work, financial contributions and collaborations with independent nongovernmental organizations, we strive to make a meaningful global impact.

200 Days of sustainability: global effort, local impact

In May and June, our teams participated in projects related to U.N. Sustainable Development Goal No. 11, Sustainable Cities and Communities,¹ by getting out into nature and getting involved in their communities. Gallagher Colleagues switched to reusable bottles and containers and donated underused clothes to support the circular economy.



¹Sustainable Development Goal No. 11 is to make cities and human settlements inclusive, safe, resilient and sustainable.



2 Our Focus on People

2024 highlights

- Provided employees with access to more than 35,000 learning and professional development programs.
- Earned Mental Health America’s Platinum-level Bell Seal for Workplace Mental Health Certification for the second year in a row.

Our People, Our Purpose

People and communities are at the heart of our culture and purpose. How we work, advise and collaborate with our colleagues, clients and stakeholders across the globe is a distinguishing feature of the Gallagher business. According to our most recent employee engagement survey, the vast majority of participating Gallagher employees (93%) believe in the values articulated in The Gallagher Way. The tenets remain as relevant today as they were in 1984 when former Chairman and CEO Robert E. Gallagher wrote them.



At gallagher, we are a team

We achieve our aims collectively, as we know that we can't make things happen without one another. We are a team, and together we are dedicated to supporting our people, clients, partners and communities. This includes:

- Providing our employees with opportunities for professional growth, personal satisfaction and financial security.
- Building and maintaining long-lasting, consistent, honest and profitable relationships with our insurance markets to meet and exceed our clients' risk management needs.
- Growing shareholder value by growing our business and dedicating ourselves to increased productivity, profitability and professionalism.





Inclusion and Diversity

Throughout the company’s almost 100 years, Gallagher has embraced the identities of all our employees, celebrating and respecting their differences in background, perspectives and personal characteristics around the globe.

We strive to foster an inclusive culture that offers equal opportunities for all employees, clients, suppliers and stakeholders to feel valued, respected and supported. Gallagher’s dedication to creating an environment where everyone can reach their full potential is demonstrated through a range of initiatives, including the support of leadership, learning and development programs, inclusive recruitment practices, inclusive procurement programs and a zero-tolerance discrimination policy.

As of December 31, 2024, approximately 58% of our employees were women, including 48% of managers and 40% of our producers. In the US, approximately 27% of our employees were racially/ethnically diverse, including 18% of managers and 21% of producers.

In our ongoing efforts of building an inclusive culture for everyone, Gallagher supports employee mental health and wellness, significant cultural celebrations/months and provides volunteer opportunities that are open to all our colleagues throughout the year.



Diverse voices, inclusive actions

Gallagher continues to build a broader and more robust talent pipeline through our initiatives focused on inclusive hiring and learning and development programs. Key initiatives and themes include:

Inclusive supply chain: Gallagher’s Supplier Diversity Program seeks to develop an inclusive supply chain, which may help achieve outcomes such as increased competition, risk mitigation and innovation. The program is focused on identifying, pursuing and tracking opportunities to support expanding our supply chain.

Global Inclusion and Diversity Committee: The Global Inclusion Diversity Committee (GIDC) is a group of leaders across divisions and geographies who meet regularly to discuss, develop and identify strategies, initiatives and policies to foster an inclusive and diverse workplace culture. The GIDC collaborates with stakeholders to drive awareness, education and engagement on I&D topics. The GIDC helps Gallagher remain at the forefront of creating an environment where all employees feel valued, respected and supported.

Global inclusion roundtable: The Inclusion Roundtable is a group of I&D leaders and stakeholders who are involved in the ongoing I&D work of their respective divisions, regions and areas. They meet regularly to share best practices, remain apprised of corporate initiatives, and leverage tools and resources to support local I&D efforts. Group members provide updates on local I&D priorities to their divisions and collaborate to drive common I&D goals globally.

US inclusion champion network: Our US Inclusion Champion Network provides colleagues an opportunity to learn more about I&D, resource sharing and volunteer opportunities.

Reconciliation Action Plan (RAP): Gallagher Australia is united in its mission to support its Reconciliation Action Plan and is actively working to integrate the core pillars of relationships, respect and opportunities from local Indigenous communities into its operations. Our efforts are focused on deepening our connection with Aboriginal and Torres Strait Islander communities, as we strive to engage with, acknowledge, respect and celebrate the rich diversity of histories and cultures of Australia’s First Nations peoples.



Diversity metrics: These key performance indicators (KPIs) and data points help us evaluate our I&D program. Some standard metrics include:

- **Workforce demographics:** Measures the representation, promotions and turnover of different demographic groups within Gallagher.
- **Leadership demographics:** Measures the representation of different demographics at the manager, executive and board levels.
- **Employee engagement and inclusion:** Measures the extent to which employees have a sense of belonging, authenticity and fairness.
- **Supplier inclusion:** Measures the growth of the supplier program.

Inclusive hiring

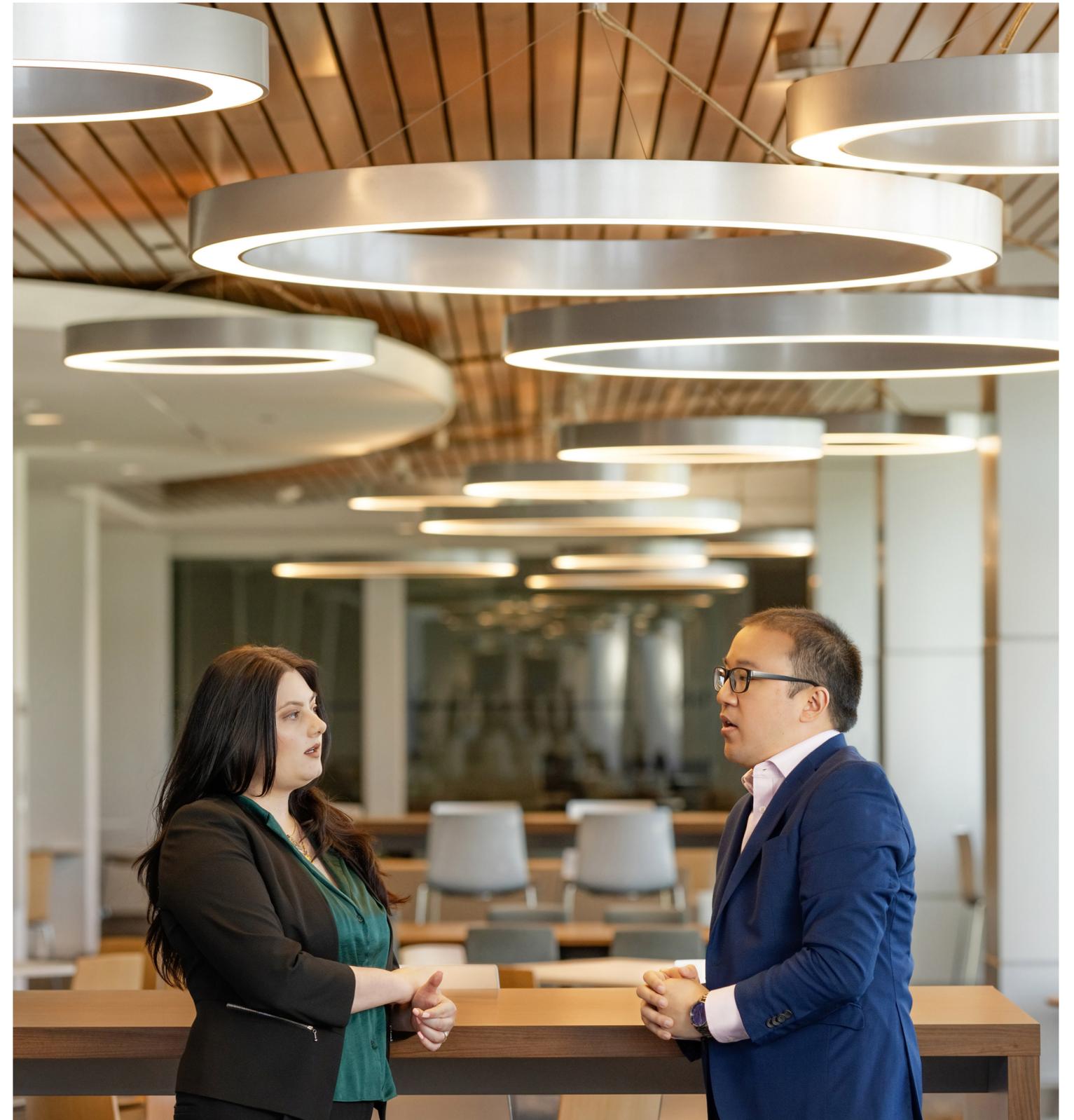
Gallagher is dedicated to promoting equality for all employees and job applicants. We aim to create a working environment where all individuals are able to make the best use of their skills, free from discrimination or harassment, and where all decisions are based on merit.

We want to provide a workplace where people feel comfortable and confident and are treated with respect and dignity. Some specific examples include:

- Gallagher's Diversity and Talent Acquisition teams work together to support diversity of background, experience and perspectives with all hires across corporate functions.
- Engaging with organizations and programs such as LINK LGBTQ+ Insurance Network in Canada and the UK and the US Department of Defense's SkillBridge Program to support inclusive candidate pools.
- Offering development programs to nurture leadership skills and recruit a wide variety of talent.

Military Veteran Translator —

Our AJG.com Careers site includes a Military Veteran Skills Translator, which gives U.S. military veterans the ability to provide their military occupational specialty (MOS) code and search for potential Gallagher roles that align with their military skills and experience.





Diversity celebrations, vibrant cultures and inclusive events

Gallagher celebrates heritage months to offer all employees the opportunity to recognize and honor diverse cultures, traditions and contributions of various cultural groups. Through these global celebrations, we promote cultural understanding, appreciation and respect among employees.

Black History and Heritage Month

We celebrate Black History and Heritage Month each February. Teams organize events and activities to honor and celebrate the contributions of Black individuals and communities. The aim is to raise awareness and promote dialogue around Black history, culture and contributions in fields such as the arts, sciences, politics and civil rights.

International Women’s Day (IWD)

Gallagher recognizes women’s achievements and contributions globally. It seeks to prompt discussions and initiatives to address gender disparities and support women’s advancement in the workplace.

Mental Health Awareness

At Gallagher, May is observed as a monthlong initiative to promote mental health, emotional wellbeing, and support among employees. We provide colleagues with educational resources on mental health topics.

LGBTQ+ Pride celebration

June kicks off a global celebration of LGBTQ+ Pride, with Gallagher joining in celebrating inclusivity and empathy. Over the years, Gallagher teams have participated in numerous local Pride parades and events by sponsoring and organizing employee participation.

International Day of Persons with Disabilities

On December 3rd, we celebrate the International Day of Persons with Disabilities, advocating for the rights and wellbeing of individuals with disabilities. In collaboration with our longstanding partner, Special Olympics, and through our alliance with Disability:IN, we strive to enhance disability inclusion in the workplace. In 2023, Pat Gallagher reinforced this commitment by signing the Disability:IN CEO Letter on Disability Inclusion.

Dive In Festival

As a global sponsor, Gallagher and our employees are highly engaged in the Dive In Festival, an annual global event across the insurance industry. With over 130 events in 35 countries and more than 500 speakers across the globe, the Dive In Festival supports conversations on organizational culture and talent.

Client Offerings in I&D

Gallagher Connect Partners

Gallagher Connect Partners is designed to better serve our clients by providing a network that comprises minority-owned, woman-owned, veteran-owned and other diverse, certified insurance firms. Gallagher collaborates with participating firms to address our clients' insurance, risk management and supplier needs.

Our approach

Gallagher Connect Partners aims to tackle the challenge of meeting inclusion and diversity objectives through innovative solutions by partnering with certified diverse firms across 40-plus US states. We combine Gallagher's global resources with our partners' local knowledge and specialized capabilities to provide tailored solutions that meet our clients' needs. We believe this collaboration not only supports supplier diversity but also strengthens organizational resilience and strategic agility.

Our impact: Our network of 70-plus diverse certified providers exemplifies our dedication to fostering a diverse and inclusive marketplace. We believe these partnerships allow us to deliver unparalleled value, offering expertise across various sectors, from universities to airports, and comprehensive coverage and industry-specific insights.





Diverse Vendor Access Program

The Diverse Vendor Access Program gives our clients' suppliers the opportunity to explore the best terms and conditions for their property and casualty coverages at competitive pricing while also allowing them to meet their clients' contractual insurance requirements so they can qualify for more business opportunities. In turn, our clients can mitigate their risk, expand their pool of vendors and meet their goals. In 2024, Gallagher placed over \$1.3 billion in premiums for diverse-owned businesses and works with more than 7,000 diverse-owned businesses.

Insurance Premium Finance Program

Our innovative Insurance Premium Finance Program offers a practical solution for organizations to achieve their inclusive supplier objectives and optimize cost efficiencies.

2024 awards

- Gallagher is recognized as one of the Best Places to Work for Disability Inclusion by the Disability:IN Disability Equality Index® 2024 in the US and UK for the first time.
- Gallagher received the Human Rights Campaign (HRC) Foundation's Equality 100 Award and earned a top score on the HRC's Corporate Equality Index for the fifth consecutive year.
- Newsweek listed Gallagher as one of America's Greatest Workplaces for Women.
- Gallagher earned Mental Health America's Platinum-level Bell Seal for Workplace Mental Health Certification for the second year in a row.

Learning and Development

Fostering a better future

Learning is the key to unlocking human potential. At Gallagher, we empower our colleagues to grow through mentorship and personalized development plans. We offer access to more than 35,000 on-demand business skill trainings across 18 languages. These resources support learning, as well as personal and professional development.

Developing Young Talent

The Gallagher North American Sales Internship Program, which we refer to as GSIP, has been a key part of our talent development strategy for 60 years. Our Chairman and CEO, J. Patrick Gallagher, Jr., began his journey as an intern, underscoring the program's significant role in our leadership legacy. In 2024, 472 interns participated in the GSIP program.

The program seeks to expose participants to a wide array of business acumen and sales skills to enhance their professional knowledge. Our commitment to nurturing future leaders is recognized through accolades such as Rise Elite 50 Internships in the insurance industry, Ripple Match Campus Forward Award for Overall Excellence and Handshake Early Talent Awards.

Gallagher Career Associates Program

Most of the interns who progress through GSIP go on to participate in our Gallagher Career Associates Program (GCAP). A two-and-a-half-year development program, GCAP incorporates traditional training curriculum, experiential learning, and competition and coaching to accelerate sales performance.

With more than 350 participants across three concurrent cohorts, the program facilitates networking and collaboration across our business to cultivate professional relationships and generate business opportunities.

The Achieve Program

The Achieve Program is a US career development program designed to provide participants with the knowledge needed to be successful as a client service professional at Gallagher. Focused on communication, technical insurance, real-life case studies and field experiences, this program provides participants the opportunity to learn insurance, find career mentorship and support, and grow their careers. The Achieve Program supports our “grow our own” philosophy.

Gallagher Re Academy REACH

REACH is a two-year development program at Gallagher Re, the reinsurance brokerage division of Gallagher, for graduates that features a structured introduction to the reinsurance world. The program focuses on communication, technical reinsurance, sales, case studies and personal effectiveness skills.

Gallagher Re Cyber Academy

Cyber Academy is a three-year, fast-track development program at Gallagher Re, the reinsurance brokerage division of Gallagher, for graduates that features a structured introduction to the reinsurance world. The program focuses on communication, technical reinsurance, sales, case studies and personal effectiveness skills. In addition, it specializes in cyber-specific exposure and development incorporating secondment and exposure to external organizations within the cyber community.



Learning and Development Throughout Your Career

Beyond our early talent initiatives, Gallagher offers tailored programs that cater to various career stages and aspirations. These programs not only focus on enhancing professional skills but also on supporting personal development and leadership growth. The following are a sample of the learning and development opportunities available.

Leadership Academy

The Leadership Academy in the UK consists of a number of development programs that offer training for different levels of leadership, from those stepping into leadership roles to those who need executive development. New additions include a program aimed at those in team leader and manager roles. Two women's development programs are also included in the portfolio, one aimed at senior-level leaders and another focused on emerging leaders.

Growing Gallagher Greats (G3)

Our 18-month G3 Program seeks to develop select employees into tomorrow's leaders by taking a proactive role in their growth, development, and success through mentorship and providing an opportunity for them to actively participate in strategic initiatives. G3 is geared toward high-potential talent with at least six months of experience who consistently demonstrate exceptional skills, aptitude and leadership qualities.

Nearly half (46%) of program graduates have earned promotions since 2015, with just under a third (30%) achieving promotions within one to two years of participation.

Gallagher Bassett Career Development Framework

Gallagher Bassett, a leading third-party claims administrator, provides a career development framework that helps team members enhance their capabilities for their current roles or identify the competencies required for their desired career paths. A variety of learning resources, training programs and reference materials are available to support their growth, all of which are formalized within an Individual Development Plan.

Gallagher Learning and Development Programs (Gallagher Global Brokerage APAC Australia/New Zealand)

The programs aim to provide personal and professional career development opportunities, including leadership development programs, a Women in Insurance program, Sales Academy and Risk Management training, the Gallagher College learning suite and eLearning courses, LMI College of Insurance and Risk courses, mentoring and compliance training.



Giving and Volunteering

A determination to make a difference globally

Giving back to the community is fundamental to Gallagher's values. We actively encourage our employees to volunteer and contribute to improving our communities. Over the past year, this has resulted in record cash donations to various charities, from wildlife conservation and green space protection to disaster relief.

In 2024, Gallagher employees contributed more than 22,500 volunteer hours and supported over 569 charities. We believe every Gallagher colleague is a vital link to our local communities, and we aim to strongly support charitable initiatives where we live and work.

2024 Total contributions (Including Gallagher Match)	\$3,450,872
2024 Total volunteer hours	More than 22,500

Our giving and volunteering highlights

- **Making a difference:** our flagship annual donation competition in the UK enables colleagues to nominate their chosen charity for a chance to win a £25,000 donation. In 2024, [Dandelion Time](#) won the £25,000 donation, alongside four runner-up good causes that each received £5,000.
- **Community fund:** Each year, Gallagher UK colleagues can nominate up to four projects and initiatives to be considered for one-off cash donations of up to £1,000. In 2024 alone, the program supported 173 charities with £186,000, benefiting an estimated 52,239 people, per our community partner Neighbourly.
- **Basketball with the jazz:** Gallagher teamed up with the Utah Jazz to present the Special Olympics State Basketball Tournament. More than 60 employees volunteered their time to make sure the tournament went off without a hitch — assisting with setup, scorekeeping and logistics.
- **Racing into classrooms:** On May 22, 2024, 2,000 students across ten different schools in the Indianapolis area got a career day straight out of childhood dreams. All 33 drivers of the 108th Indianapolis 500 — joined by more than 30 Gallagher employees and 40 Indianapolis Motor Speedway employees — gave local kids the inside track on racing, with interactive lessons on the Speedway, Indy 500 traditions and what it takes to be an IndyCar driver. A local NBC affiliate featured the event in its race day coverage, reaching more than nine million viewers.

- **The Gallagher Way x 2:** Over 250 Chicagoland employees rolled up to the Gallagher Way park at Wrigley Field to show the Chicago Cubs what “The Gallagher Way” is all about. At the annual volunteer day, employees packed over 1,000 kits filled with daily essentials for a local migrant shelter and care packages, coloring boxes and cards of hope for Phil’s Friends, a nonprofit organization that provides hope and practical help to those affected by cancer.
- **Team meals:** For our September Titans Together community event, our Gallagher employees teamed up with the Tennessee Titans and our very own Team Penske driver, Scott McLaughlin, to help pack over 200,000 meals for the Nashville community in honor of 9/11.





Caring Beyond Business

Gallagher Gives Back

This global program encourages employees to volunteer and participate in charitable activities and community service projects, including food drives, environmental cleanups, mentorship programs and fundraising activities that benefit regional nonprofits.

Payroll giving

In the UK, payroll giving offers employees the opportunity to give regular support to charities of their choosing. Regular employee contributions can help recipient charities more effectively plan and implement their programs.

Disaster relief support

The Gallagher Foundation provides financial support for disaster relief efforts following natural disasters. Funds pay for emergency necessities, including food, water, shelter and medical supplies.

Partnering for a Better Cause

Dress for Success: Dress for Success is a leading global nonprofit employment resource for women that empowers them to transform their careers and reimagine their futures. As part of a partnership with Dress for Success affiliates, Gallagher provides training on building a resume, preparing for an interview and developing a LinkedIn profile.

The Black Insurance Industry Collective™: Gallagher is a founding sponsor of the Black Insurance Industry Collective, which is dedicated to supporting industry representation of Black managers, leaders and executives.

Disability:IN: Gallagher is proud to partner with the leading nonprofit resource for business disability inclusion worldwide, which works toward achieving disability inclusion and equality. One of the many ways our colleagues engage with Disability:IN is by participating as mentors in the NextGen Leaders Program, which supports students with disabilities in their professional development.

National Center for Civil and Human Rights: As an official partner of the National Center for Civil and Human Rights, and through our partnership with AMB Sports & Entertainment, Gallagher supports the museum and cultural institution, which connects the US civil rights movement to human rights challenges today.

World Rugby: Gallagher and World Rugby have established a multiyear global partnership, making us an official partner of Women’s Rugby, WXV and the Rugby World Cup 2025. The partnership focuses on promoting gender equality, inclusivity and the impact of women within rugby. We established the Gallagher High Performance Academy with World Rugby with the goal of attracting talent and improving career pathways for women aspiring to work at elite levels within the sport.

Special Olympics International: Gallagher is proud to partner with Special Olympics International and join their movement to promote inclusion, equity and acceptance around the world. Gallagher is the official partner of Special Olympics Sport and Coach programming, supporting the movement’s mission to deliver the highest quality of coach training and sport experience to 4 million athletes in 227 local programs across the globe. Additional Gallagher sponsorships include a Supporting Sponsor of the 2025 Special Olympics Winter World Games, a Platinum Sponsor of the 2026 Special Olympics USA Games and a Supporting Sponsor of the 2027 Special Olympics Summer World Games.

First Tee: Gallagher is proud to be a partner of First Tee, where our investment helps expand programming to underserved and underrepresented chapter communities and empower alumni. With this partnership, even more kids will have the opportunity to be in a safe environment where they can grow, plan for the future, appreciate diversity and learn the fundamentals of golf — all with the goal of inclusiveness as a teeing ground for life.



An inclusive culture

Gallagher contributes to the welfare of our communities through partnerships and sponsorships. We collaborate with business and industry partners on supporting diversity in the insurance industry. Partnership examples in North America include the Hispanic Insurance & Risk Management Association (HIRMA), Rising Insurance Star Executives (RISE®), and the National African American Insurance Association (NAAIA), along with several others. Gallagher is proud to partner with Special Olympics International and promote inclusion, equity and acceptance around the world. Gallagher will be the 2025 Special Olympics Winter World Games Supporting Sponsor, 2026 Special Olympics USA Games Gold Sponsor and 2027 Special Olympics Summer World Games Supporting Sponsor.



Workplace Wellbeing/Mental Health Awareness

A holistic approach to overall wellness

Gallagher's people-first culture takes a holistic approach to employee wellbeing, including physical, mental and emotional health.

In 2024, Gallagher provided all employees with a mental wellbeing day to promote awareness of the significance of mental health and overall wellness.

- **Gallagher's Thrive:** In the US, Canada and UK, Gallagher has a wellbeing program that offers employees activities that promote physical, mental and financial health. Whether tracking healthy habit development through apps and devices, joining wellness sessions, or pursuing financial education and empowerment, employees can participate at their own pace and comfort level.

- **Community and encouragement** are part of the program, which encourages social support by inviting friends and family to participate and motivate one another to achieve better health.
- **Family support:** Recognizing that wellbeing extends to families, Gallagher provides access to a variety of its benefits plans and programs to spouses/domestic partners and dependent children.





- **Support services:** Provided through ComPsych, these services for employees and their families include counseling sessions, legal assistance, work-life referrals, financial resources to address daily life concerns and much more. These services are available across multiple countries where Gallagher operates.
- **Mental health training in the UK:** Gallagher Benefit Services, our employee benefits consulting division, partners with training provider Aviva to offer comprehensive mental health training sessions that cover a variety of helpful topics, including HR and line manager mental health training, mental health awareness and stress and resilience training.
- **Work-life balance audits:** Gallagher promotes hybrid work arrangements and provides employees with flexibility and work-life balance.
- **Talkspace:** In the US, Gallagher offers free mental health treatment to employees through Talkspace. An innovator in delivering mental health therapy services through digital channels, Talkspace lowers the barrier to accessing treatment to address mental health concerns.



Celebrating Excellence

Platinum-Level Bell Seal for Workplace Mental Health Certification recognition by Mental Health America

Recognition for employers committed to implementing workplace practices and standards that foster positive mental health and well-being among their employees.



3

Doing Business the Right Way

Prioritizing Ethics, Transparency and Compliance

At Gallagher, we believe ethical standards and transparency are foundational to our operations. We strive to foster a culture of openness, accountability and integrity, guided by our Global Standards of Business Conduct and The Gallagher Way tenets. This approach, which helps us meet our regulatory obligations, has supported our long-term success and our standing as a trusted leader in the risk management industry.

- **Human rights:** We strive to operate in compliance with applicable global employment and human rights laws and aim to ensure fair treatment, reasonable working conditions, and a safe environment for all employees. We have a zero-tolerance policy against child labor, forced labor and human trafficking, with rigorous protocols to report suspected violations promptly.

- **Ethical business practices:** Gallagher expects our colleagues to compete fairly and ethically, adhering to antitrust and competition laws to promote fair competition and trust in our industry relationships. With this purpose, we maintain policies that prohibit practices such as price fixing, bid rigging and market allocation.
- **Protecting confidentiality and integrity:** Gallagher aims to safeguard sensitive information, intellectual property and company assets through robust privacy and security policies and standards. Employees are required to handle confidential data responsibly, comply with information security protocols and promptly report any breaches.

- **Training and compliance:** Mandatory training programs are expected to equip Gallagher employees with the knowledge and skills necessary to effectively navigate regulatory landscapes. Topics covered include anti-corruption, workplace harassment prevention, data privacy and protection, and security, among others. These initiatives underscore our dedication to continuous improvement and ethical conduct.
- **Political compliance:** Gallagher promotes adherence to laws governing political activities, lobbying and contributions.

For detailed information on our policies and practices, please refer to [Gallagher's Global Standards of Business Conduct](#).

Reporting concerns

We encourage an environment where open, honest communications are the expectation, not the exception. Our Global Standards of Business Conduct reinforce our culture of openness and accountability while providing colleagues with guidance on how to raise concerns confidentially.

All colleagues have access to our Ethics & Compliance Helpline, a confidential and, where legally allowed by local law, anonymous reporting platform. Our policy requires that all reports are thoroughly investigated and resolved.

Data privacy

Gallagher is committed to data privacy and protection. We have implemented global and regional policies to safeguard personal and sensitive information through various means, including technical safeguards, procedural requirements and policies.

The Global Chief Privacy Officer leads our privacy program, supported by regional and divisional Privacy Leads and Champions. We are dedicated to the lawful processing of data and protecting client information, adhering to strict privacy policies, standards and guidelines.

All colleagues must complete annual data handling, and data privacy training. Regular testing exercises (e.g., tabletop exercises) are focused on helping ensure that colleagues are aware and equipped to effectively contain, mitigate and manage data incidents in compliance with data privacy and cybersecurity regulations as well as client contractual obligations.

Supply chain sustainability

We seek out supplier partners that not only deliver exceptional products and services but also align with our values and demonstrate respect for the communities and environment in which they operate.

Gallagher has put in place formal policies that establish a governance and control framework for suppliers. The framework includes thorough supplier selection assessments, transparent terms and regular monitoring for our critical outsource partners. Our Supplier Code of Conduct also outlines our expectations regarding ethical conduct, human rights, labor practices and environmental stewardship. By adhering to these principles, we seek to foster a responsible and sustainable supply chain.



Industry engagement and collaboration

We are focused on supporting the insurance brokerage industry's development across sustainability issues.

Through our memberships and partnerships with governing bodies and research institutes, we seek to promote transparency, share best practices and contribute to research. Our memberships and engagement include:

UN Global Compact

The UN Global Compact is one of the world's largest corporate sustainability initiatives, aiming to "accelerate and scale the global collective impact of business by upholding the Ten Principles and delivering the SDGs through accountable companies and ecosystems that enable change." It encourages companies to:

- Do business responsibly by aligning their strategies and operations with [Ten Principles](#) on human rights, labor, environment and anti-corruption.
- Take strategic actions to advance [broader societal goals](#), such as the [UN Sustainable Development Goals](#), with an emphasis on collaboration and innovation.

EcoVadis

EcoVadis is a provider of business sustainability ratings that has a global network of more than 130,000 rated companies, including Gallagher. Its methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact and ISO 26000. Annually we complete a survey that EcoVadis assesses to provide a scorecard evaluating our sustainability management system across four main themes: environment, labor and human rights, ethics and sustainable procurement. Some of our business partners have access to our scorecard, such as our suppliers.

ClimateWise

Our UK team partners with ClimateWise, a growing global network of leading insurance industry organizations that helps leverage its members' expertise to address climate change risks and opportunities. ClimateWise is part of the Centre for Sustainable Finance at the University of Cambridge, which brings together the insurance industry and related organizations with academic expertise and global sustainability leaders to tackle climate change.

CDP

We actively engage with CDP, a global nonprofit that runs the world's leading environmental disclosure platform, by participating in CDP's annual questionnaires that focus on environmental impact and global efforts in combating climate change. Our disclosure to CDP helps us track our progress.

S&P Corporate Sustainability Assessment

We participate in S&P's Corporate Sustainability Assessment, which evaluates companies' sustainability performance across multiple dimensions. The survey provides critical insights into our sustainability strategies and helps us identify improvement areas. Our engagement with S&P helps us to stay ahead of evolving sustainability trends, manage risks and seize opportunities to create long-term stakeholder value.



Appendix

Select Sustainability Disclosure Information

Electricity breakdown (MWh)	Location-based method	105,908
Waste (mtco2e)	Mixed waste Recycled waste Paper waste	2,964 30 48
Water (gallons)	Water consumption	424,277,529

¹Methodology documented on p.9 as part of Gallagher's emissions collection process.

Sustainability Index

This Index has been prepared in accordance with the following voluntary frameworks and initiatives: Sustainability Accounting Standards Board (SASB) Standard for Professional and Commercial Services, the Global Reporting Initiative (GRI) Standards and the International Sustainability Standards Board (ISSB) Sustainability Standards. This Index is merely indicative rather than a definitive confirmation that all aspects of these frameworks have been addressed. For Gallagher's Task Force on Climate related Financial Disclosures (TCFD) report go to our Investor Relations site – ESG section.

Disclosure title	Response	GRI	SASB
Organization and its reporting practices			
Organizational details	2024 10k, pp. 5-10	2-1	—
Entities included in the organization's sustainability reporting	Except as otherwise noted, our sustainability report describes matters relating to Gallagher. 2024 10k, Exhibit 21.1	2-2	—
Reporting period, frequency and contact point	2024-2025 Impact Report, pp. 10, 44	2-3	—
Restatements of information	Gallagher has restated our 2019 and 2023 emissions data to reflect methodology revisions and the obtaining of retrospective data, pp. 10-12	2-4	—
External assurance	None	2-5	—

Description	Response	GRI	SASB
Activities and workers			
Activities, value chain and other business relationships	2024 10k, pp. 5-10	2-6	—
Employees	2024 10k, pp. 9	2-7	—
Workers who are not employees	Information has not yet been compiled and verified	2-8	—
Governance			
Governance structure and composition	2024 Proxy Statement , pp. 1-14 2024 10k, pp. 127	2-9	—
Nomination and selection of the highest governance body	2024 Proxy Statement, pp. 1-14 2024 10k, pp. 124	2-10	—
Chair of the highest governance body	2024 Proxy Statement, p. 8	2-11	—
Role of the highest governance body in overseeing the management of impacts	2024 Proxy Statement, pp. 9-12	2-12	—
Delegation of responsibility for managing impacts	2024 Proxy Statement, pp. 9-12	2-13	—
Role of the highest governance body in sustainability reporting	2024 Proxy Statement, p. 12	2-14	—
Conflicts of interest	2024 Proxy Statement, pp. 1, 15; Global Standards of Business Conduct, p. 22	2-15	SV-PS-510a.1
Communication of critical concerns	2024 Proxy Statement, pp. 9, 13	2-16	—
Collective knowledge of the highest governance body	Governance Guidelines , p. 6	2-17	—

Description	Response	GRI	SASB
Evaluation of the performance of the highest governance body	2024 Proxy Statement, p. 8; Governance Guidelines, p. 7	2-18	—
Remuneration policies	2024 Proxy Statement, p 14; Governance Guidelines, p. 5	2-19	—
Process to determine remuneration	2024 Proxy Statement, p, 14; Governance Guidelines, p. 5	2-20	—
Annual total compensation ratio	2024 Proxy Statement, p. 47	2-21	—
Strategy, policies and practices			
Statement on sustainable development strategy	2024-2025 Impact Report, pp. 6, 9	2-22	—
Policy commitments	2024-2025 Impact Report, p. 4. ; Global Standards of Business Conduct; The Gallagher Way	2-23	—
Embedding policy commitments	Global Standards of Business Conduct, p. 10; The Gallagher Way	2-24	—
Processes to remediate negative impacts	Global Standards of Business Conduct, p. 9	2-25	—
Mechanisms for seeking advice and raising concerns	Global Standards of Business Conduct, p. 9	2-26	—
Compliance with laws and regulations	2024 10k, pp. 9-10, 15-20, 23-27, 48, 65-70, 125	2-27	—
Membership associations	2024-2025 Impact report, p. 35	2-28	—
Professional Integrity			
Communication and training about anti-corruption policies	Global Standards of Business Conduct, p. 31	205-2	—

Description	Response	GRI	SASB
Environmental			
Direct (Scope 1) GHG emissions	2024-2025 Impact Report, Climate disclosures, p. 10	305-1	—
Energy indirect (Scope 2) GHG emissions	2024-2025 Impact Report, Climate disclosures, p. 10	305-2	—
Other indirect (Scope 3) GHG emissions	2024-2025 Impact Report, Climate disclosures, p. 10	305-3	—
GHG emissions intensity	2024-2025 Impact Report, Climate disclosures, p. 10	305-4	—
Reduction of GHG emissions	2024-2025 Impact Report, Climate disclosures, pp. 8, 10	305-5	—
Inclusion and diversity			
Diversity of governance bodies and employees	2024 10k, p. 9	405-2	SV-PS-330a.1.
Public policy			
Political contributions	We have made no political contributions	415-1	—
Data security			
Description of approach to identifying and addressing data security risks	—	—	SV-PS-230a.1.
Description of policies and practices relating to collection, usage and retention of customer information	—	—	SV-PS-230a.2.

ISSB index			
IFRS: S2 metric/target	Description	Response	IFRS Code
Greenhouse gases	Disclose absolute gross greenhouse gas emissions for reporting period, classified by scope (1, 2, and 3).	2024-2025 Impact Report: Sustainability Disclosures, pp. 10	S2:29(a)
	Measure greenhouse gas emissions following the GHG Protocol standards unless otherwise mandated.	2024-2025 Impact Report: Sustainability Disclosures, pp. 10-12	S2:29(a)(ii)
	Disclose measurement approach, inputs, assumptions and any changes made during reporting period.	2024-2025 Impact Report: Sustainability Disclosures, pp. 13	S2:29(a)(iii)
	Disaggregate emissions between consolidated accounting group and other investees for Scope 1 and 2 emissions.	None to report	S2:29(a)(iv)
	For Scope 2 emissions, disclose location-based emissions and relevant contractual instruments.	2024-2025 Impact Report: Sustainability Disclosures, pp. 10	S2:29(a)(v)
	For Scope 3 emissions, disclose emission categories and additional information for Category 15 or investments.	2024-2025 Impact Report: Sustainability Disclosures, pp. 10-11	S2:29(a)(vi)
Climate-related transition risks	Disclose amount and percentage of assets/business activities vulnerable to climate-related transition risks.	2024-2025 Impact Report: Climate Disclosures, pp. 14 2024 10k, p. 22	S2:29(b)
Climate-related physical risks	Disclose amount and percentage of assets/business activities vulnerable to climate-related physical risks.	2024-2025 Impact Report: Climate Disclosures, pp. 14 2024 10k, pp. 22	S2:29(c)
Climate-related opportunities	Disclose amount and percentage of assets/business activities aligned with climate-related opportunities.	None to report	S2:29(d)
Capital deployment	Disclose amount of capital expenditure, financing or investment deployed towards climate-related risks/opportunities.	None to report	S2:29(e)
Internal carbon prices	Explain application of carbon price in decision-making and disclose price per metric ton of greenhouse gas emissions used for cost assessment.	None to report	S2:29(f)
Remuneration	Describe how climate-related considerations are factored into executive remuneration and the percentage of executive management remuneration linked to climate-related considerations.	None to report	S2:29(g)
Climate-related targets	Disclose quantitative and qualitative targets set to monitor progress towards strategic goals and targets required by law or regulation, including greenhouse gas emissions targets.	2024-2025 Impact Report: Sustainability Disclosures, pp. 6, 9	S2:33
	Include metric used to set target, objective, part of entity to which target applies, period, base period, milestones/interim targets, whether target is quantitative (absolute or intensity) and how latest international climate change agreement informed the target.	2024-2025 Impact Report: Sustainability Disclosures, pp. 6, 9	S2:33

Reporting scope

Except where specifically noted, the Impact Report covers subject matter and data for the fiscal year ended December 31, 2024, and is limited to the operations owned, leased or operated by Gallagher. References to the company, our, we or us mean Gallagher, unless the content indicates otherwise. The report was published on, March 9, 2026 and provides information and opinions as of, December 31, 2024. Except as required by law, we assume no obligation to update the information herein, which is subject to change without notice.

Information concerning forward-looking statements

This report contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. When used in this presentation, the words “anticipates,” “believes,” “contemplates,” “see,” “should,” “could,” “will,” “estimates,” “expects,” “intends,” “plans” and variations thereof and similar expressions, are intended to identify forward-looking statements. Examples of forward-looking statements in this report include, but are not limited to, statements regarding: our interim carbon dioxide equivalent emissions reduction goal and our operational net-zero goal; our I&D initiatives; the expected impact that our policies and initiatives may have in our business, our employees, our suppliers, our clients or the communities in which we operate and actions of suppliers and partners or our work with them.

Actual results may differ materially. Readers are cautioned against relying on any of the forward-looking statements, which are neither statements of historical fact nor guarantees or assurances of future performance. Important factors that could cause actual results to differ materially from those in the forward-looking statements include compliance with increasingly complex climate-related, human rights, human capital and other ethical business practices regulations and expectations, including potential reputational backlash in connection with these expectations; unexpected delays, difficulties and expenses in executing against our goals; greater than expected energy and other resource needs to grow our business; the cost and availability of renewable energy; climate-related conditions and large natural events; our ability to gather and verify data; inability to identify suitable suppliers, grantees, partners and community investments and negotiate acceptable terms to execute sustainability initiatives; the compliance of various third parties with our policies and procedures; heightened competition for talent and increased compensation costs; integration risks, including those with respect to acquisitions larger than our usual tuck-in acquisitions; risks related to our international operations, such as those related to regulatory, tax, sustainability, sanctions and anti-corruption compliance; our ability to apply technology, data analytics and artificial intelligence effectively and potential increased costs resulting from such activities; emerging risks related to the use of artificial intelligence in our business operations, including regulatory, data privacy and cybersecurity risks; cybersecurity-related risks; changes to data privacy and protection laws and regulations; changes in insurance markets generally; changes in the insurance brokerage industry’s competitive landscape; changes in worldwide and national economic conditions, including the onset of a recession or economic downturn; fluctuating interest, inflation and exchange rates; political volatility, as a result of the wars in Ukraine and the Middle East, trade wars and political unrest in the US or other countries around the world.

Please refer to our filings with the United States Securities and Exchange Commission (SEC), including Item 1A, “Risk Factors,” of our most recently filed Annual Report on Form 10-K and subsequent Quarterly Reports on Form 10-Q for a more detailed discussion of these and other factors that could impact our forward-looking statements and a reconciliation of our non-GAAP measures. Any forward-looking statement we make in this report speaks only as of the date on which it is made. Except as required by applicable law, we do not undertake to update the information included herein.

Other disclaimers

No part of this report shall be deemed to constitute an invitation or inducement to invest in Gallagher.

The inclusion or exclusion of information in this report should not be construed as a characterization regarding the materiality or financial impact of such information under the securities or other laws of the United States or any other jurisdiction, or as used in our periodic, current or any other types of reports or filings we file, from time to time, with the SEC.

Any goals, commitments, incentives and initiatives outlined herein, including with respect to related timelines, are, unless explicitly stated otherwise, purely voluntary and aspirational, not binding on us, our business or management and do not constitute a guarantee, promise, commitment, assurance, representation or warranty regarding the accuracy, completeness or reasonableness of the related calculations or the actual or potential impacts or outcomes.

Similarly, there can be no assurance that our sustainability or ESG policies and procedures as described in this report will continue; such policies and procedures could change, even materially. We are permitted to determine in our discretion that it is not feasible or practical to implement or complete certain of our sustainability or ESG initiatives, policies and procedures based on cost, timing or other considerations.

Any awards and designations presented herein are the opinion of the respective parties conferring the award or designation and not of Gallagher. None of the awards or designations herein relate to Gallagher's abilities. Further, the receipt of any awards by Gallagher is no assurance that Gallagher's business objectives, including its sustainability objectives, have been achieved or successful.

Statistics and metrics relating to sustainability matters are estimates and may be based on assumptions or developing standards, including Gallagher's internal standards, and actual results could differ materially. Terms such as "ESG," "sustainable," "inclusive," among other sustainability-related terms, can be subjective in nature and there is no representation or guarantee that these terms will reflect the views, policies, frameworks or preferred practices of any particular investor or other third party, or reflect market trends.

The United Nations Sustainable Development Goals (SDGs) are also aspirational in nature. The analysis involved in determining whether and how certain initiatives may contribute to the SDGs is inherently subjective and dependent on several factors. There can be no assurance that reasonable parties will agree on a decision as to whether certain projects, initiatives, investments or other aspects of our business contribute to a particular SDG. Accordingly, investors should not place undue reliance on our application of the SDGs, as such application is subject to change at any time and in our sole discretion.

Certain information contained in this report has been derived from publicly available information released by third-party sources, which we believe to be reasonable but we have only been able to complete limited validation. Third-party climate information may not reflect the latest or most accurate data. To the extent that such third-party information we use is subsequently determined to be erroneous or otherwise not in keeping with best practices, it may affect our disclosures.

In addition, historical, current and forward-looking sustainability-related statements may be used based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future.



Point of contact

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