

MARSH &amp; MCLENNAN COMPANIES, INC.

Form 4

May 17, 2017

**FORM 4**
**UNITED STATES SECURITIES AND EXCHANGE COMMISSION**  
**Washington, D.C. 20549**

Check this box  
if no longer  
subject to  
Section 16.  
Form 4 or  
Form 5  
obligations  
may continue.  
See Instruction  
1(b).

**STATEMENT OF CHANGES IN BENEFICIAL OWNERSHIP OF  
SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934,  
Section 17(a) of the Public Utility Holding Company Act of 1935 or Section  
30(h) of the Investment Company Act of 1940

## OMB APPROVAL

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(Print or Type Responses)

1. Name and Address of Reporting Person \*  
Ledford Laurie

2. Issuer Name **and** Ticker or Trading  
Symbol  
MARSH & MCLENNAN  
COMPANIES, INC. [MMC]

5. Relationship of Reporting Person(s) to  
Issuer

(Check all applicable)

(Last) (First) (Middle)  
1166 AVENUE OF THE  
AMERICAS

3. Date of Earliest Transaction  
(Month/Day/Year)  
05/16/2017

\_\_\_\_ Director \_\_\_\_ 10% Owner  
\_\_X\_\_ Officer (give title \_\_\_\_ Other (specify  
below) below)  
SVP & Chief HR Officer

(Street)

4. If Amendment, Date Original  
Filed(Month/Day/Year)

6. Individual or Joint/Group Filing(Check  
Applicable Line)  
\_\_X\_\_ Form filed by One Reporting Person  
\_\_\_\_ Form filed by More than One Reporting  
Person

NEW YORK, NY 10036

(City) (State) (Zip)

**Table I - Non-Derivative Securities Acquired, Disposed of, or Beneficially Owned**

1. Title of Security (Instr. 3)	2. Transaction Date (Month/Day/Year)	2A. Deemed Execution Date, if any (Month/Day/Year)	3. Transaction Code (Instr. 8)	4. Securities Acquired (A) or Disposed of (D) (Instr. 3, 4 and 5)			5. Amount of Securities Beneficially Owned Following Reported Transaction(s) (Instr. 3 and 4)	6. Ownership Form: Direct (D) or Indirect (I) (Instr. 4)	7. Nature of Indirect Beneficial Ownership (Instr. 4)
			Code	V	Amount	(A) or (D)	Price		
Common Stock	05/16/2017		M		7,500	A	\$ 0	44,419.5441 <sup>(1)</sup>	D
Common Stock	05/16/2017		M		22,046	A	\$ 0	66,465.5441	D
Common Stock	05/16/2017		M		34,938	A	\$ 0	101,403.5441	D
Common Stock	05/16/2017		M		64,517	A	\$ 0	165,920.5441	D
Common Stock	05/16/2017		M		12,418	A	\$ 0	178,338.5441	D

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Common Stock	05/16/2017	M	11,245	A	\$ 0	189,583.5441	D
Common Stock	05/16/2017	S	184,305	D	\$ 74.027	5,278.5441	D

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

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SEC 1474  
(9-02)

**Table II - Derivative Securities Acquired, Disposed of, or Beneficially Owned**  
(e.g., puts, calls, warrants, options, convertible securities)

1. Title of Derivative Security (Instr. 3)	2. Conversion or Exercise Price of Derivative Security	3. Transaction Date (Month/Day/Year)	3A. Deemed Execution Date, if any (Month/Day/Year)	4. Transaction Code (Instr. 8)	5. Number of Derivative Securities Acquired (A) or Disposed of (D) (Instr. 3, 4, and 5)	6. Date Exercisable and Expiration Date (Month/Day/Year)		7. Title and Amount of Underlying Securities (Instr. 3 and 4)		8. D S (1)
				Code	V (A) (D)	Date Exercisable	Expiration Date	Title	Amount or Number of Shares	
Stock Options (Right to Buy)	\$ 57.325	05/16/2017		M	7,500	<u>(2)</u>	02/21/2026	Common Stock	7,500	
Stock Options (Right to Buy)	\$ 56.84	05/16/2017		M	22,046	<u>(3)</u>	02/22/2025	Common Stock	22,046	
Stock Options (Right to Buy)	\$ 48	05/16/2017		M	34,938	<u>(4)</u>	02/23/2024	Common Stock	34,938	
Stock Options (Right to Buy)	\$ 36.495	05/16/2017		M	64,517	<u>(5)</u>	02/24/2023	Common Stock	64,517	
Stock Options (Right to Buy)	\$ 31.885	05/16/2017		M	12,418	<u>(6)</u>	02/23/2022	Common Stock	12,418	
Stock Options	\$ 30.595	05/16/2017		M	11,245	<u>(7)</u>	02/20/2021	Common Stock	11,245	

(Right to  
Buy)

## Reporting Owners

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Ledford Laurie 1166 AVENUE OF THE AMERICAS NEW YORK, NY 10036			SVP & Chief HR Officer	

## Signatures

/s/ Tiffany D. Wooley,  
Attorney-in-Fact

05/17/2017

\_\_Signature of Reporting Person

Date

## Explanation of Responses:

- \* If the form is filed by more than one reporting person, *see* Instruction 4(b)(v).
- \*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. *See* 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).
- (1) The reporting person's original Form 3 filed on April 12, 2012, inadvertently misstated the number of shares of MMC common stock held by the reporting person. This filing amends that error.
- (2) These options were granted on February 22, 2016 and vest in four equal annual installments. The first installment vested and became exercisable on February 22, 2017. The remaining installments vest on February 22nd of 2018, 2019 and 2020.
- (3) These options were granted on February 23, 2015 and vest in four equal annual installments. The first two installments vested and became exercisable on February 23rd of 2016 and 2017. The remaining installments vest on February 23rd of 2018 and 2019.
- (4) These options were granted on February 24, 2014 and vest in four equal annual installments. The first three installments vested and became exercisable on February 24th of 2015, 2016 and 2017. The remaining installment vests on February 24, 2018.
- (5) These options were granted on February 25, 2013 and vested in four equal annual installments on February 25th of 2014, 2015, 2016 and 2017.
- (6) These options were granted on February 24, 2012 and vested in four equal annual installments on February 24th of 2013, 2014, 2015 and 2016.
- (7) These options were granted on February 21, 2011 and vested in four equal annual installments on February 21st of 2012, 2013, 2014 and 2015.

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, *see* Instruction 6 for procedure. Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.