

AON

2022 ESG Impact Report

Better Decisions for a Better World



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Introduction

A Message from our CEO

I am proud to share Aon's Environmental, Social and Governance (ESG) Impact Report for 2022.

Our firm exists to shape decisions for the better — to protect and enrich the lives of people around the world. Now more than ever, resilience and growth are dependent on business leaders taking action to respond to global challenges and opportunities and our aim is to help businesses thrive while ensuring the communities they serve and the people they employ flourish.

At Aon, we measure our impact through an ESG lens, both by how we operate our firm and the market-leading solutions we deliver to meet our client's growing needs. The reality is that helping our clients address risks now associated with ESG issues has long been a central focus of our core business. From helping clients assess the ongoing impacts of climate on their (re)insurance portfolios to delivering solutions that improve employee physical, financial and overall wellbeing, our firm enables our clients to meaningfully address their ESG risks in a way that protects and grows their business, and benefits society.

Our Aon United strategy also drives better solutions and better outcomes for our clients and our firm. Aon United is designed to identify and deliver the best solutions from across our firm to clients — and our comprehensive strategic advice, industry knowledge and targeted solutions can help solve our clients' biggest challenges — especially those related to their ESG risks. Assessments and diagnostics, including solutions like our Digital Business Insights Platform and ESG diagnostics for due diligence, allow us to quantify and prioritize the most relevant risks for each client.

As an example, the risk of impact from climate to our global economy and society is massive and rapidly growing, which is driving one of the largest reallocations of capital in history to spur innovation, protect communities, and reduce risk. At Aon, we see this as an opportunity to build on our proven record of innovation to bring solutions — like catastrophe bonds that can quantify, mitigate and transfer climate-related physical risks - to protect assets and build resilience. Similarly, we see great opportunity to apply traditional and innovative solutions to the challenge of climate

much in the way we have created the opportunity for innovative companies in the green tech space to leverage the value of their Intellectual Property portfolios to access no-dilutive growth capital to accelerate their ability to bring solutions to the market.

As we look forward and continue our long-term commitment to help our clients address essential risks, we see significant opportunity to build on this progress and increase the overall impact of our firm. And we are confident that if we take the path toward innovation, collaboration and building a more resilient future, we will have turned the challenges in front of us today into opportunities that will deliver a better tomorrow.

Thank you,

Greg Case
CEO, Aon plc

A Message from our Head of ESG

Thank you for reading Aon's 2022 ESG Impact Report, which is about what we do as a firm and what we do for clients. I'm delighted to share the progress we've made against our long-term commitments and our strategy. These commitments are fully consistent and deeply embedded in Aon's overall strategy and require the help and support of our full firm to deliver — just as we saw throughout the year.

This year, we continued to drive progress on our ESG strategy, as we moved forward with our core commitments and advanced new initiatives to support long-term goals:

- **Environmental**

We are committed to achieving net-zero carbon emissions by 2030. In 2022, our emissions were 453,520 tons of CO2 equivalent (CO2e), a reduction of 4% from 2021 and 16% from our starting 2019 baseline.* We continue to reduce our total footprint through key drivers of travel, commute, real estate, investments and our supply chain. Many of these reductions are made possible by Aon Business Services and our flexible Smart Working strategy, and we've found that these efficiencies not only reduce our carbon footprint but also improve employee wellbeing and client service.

- **Social**

Our colleagues are at the heart of everything we do, and our Aon United strategy is designed to attract, retain, develop, reward, and support our people. Inclusion and diversity (I&D) remain an essential part of our culture, including at our Board which has a dedicated I&D sub-committee, and we continue to take steps to embed I&D principles and practices throughout our organization. We hold ourselves accountable to this commitment with increased transparency on our human-capital management strategy and outcomes, and the inclusion of our I&D goals within our executive compensation structure. We aim to reflect our values and social commitments in our work with clients, business practices, community involvement and philanthropic efforts.

- **Governance**

We remain committed to the highest ethical and compliance standards and design our governance structures to inform business decisions and improve the way we serve our clients efficiently and effectively. Aon's colleagues and leadership continue to work across the firm, with partnership from management-led risk and product governance committees, to inform decision-making processes and build better

decisions for our firm and clients. This year, we conducted a firmwide ESG risk assessment, in alignment with our overall enterprise risk management process. In addition, our Board of Directors reviewed ESG risks (including climate-related risks), as part of their oversight of risk management. This oversight includes ongoing reviews of cyber security, data security and data privacy matters, an area in which we added new director expertise in 2022.

We made significant progress in 2022 and we look forward to continuing to build on this progress in 2023 — as we raise the bar on our impact for clients, colleagues and all stakeholders.

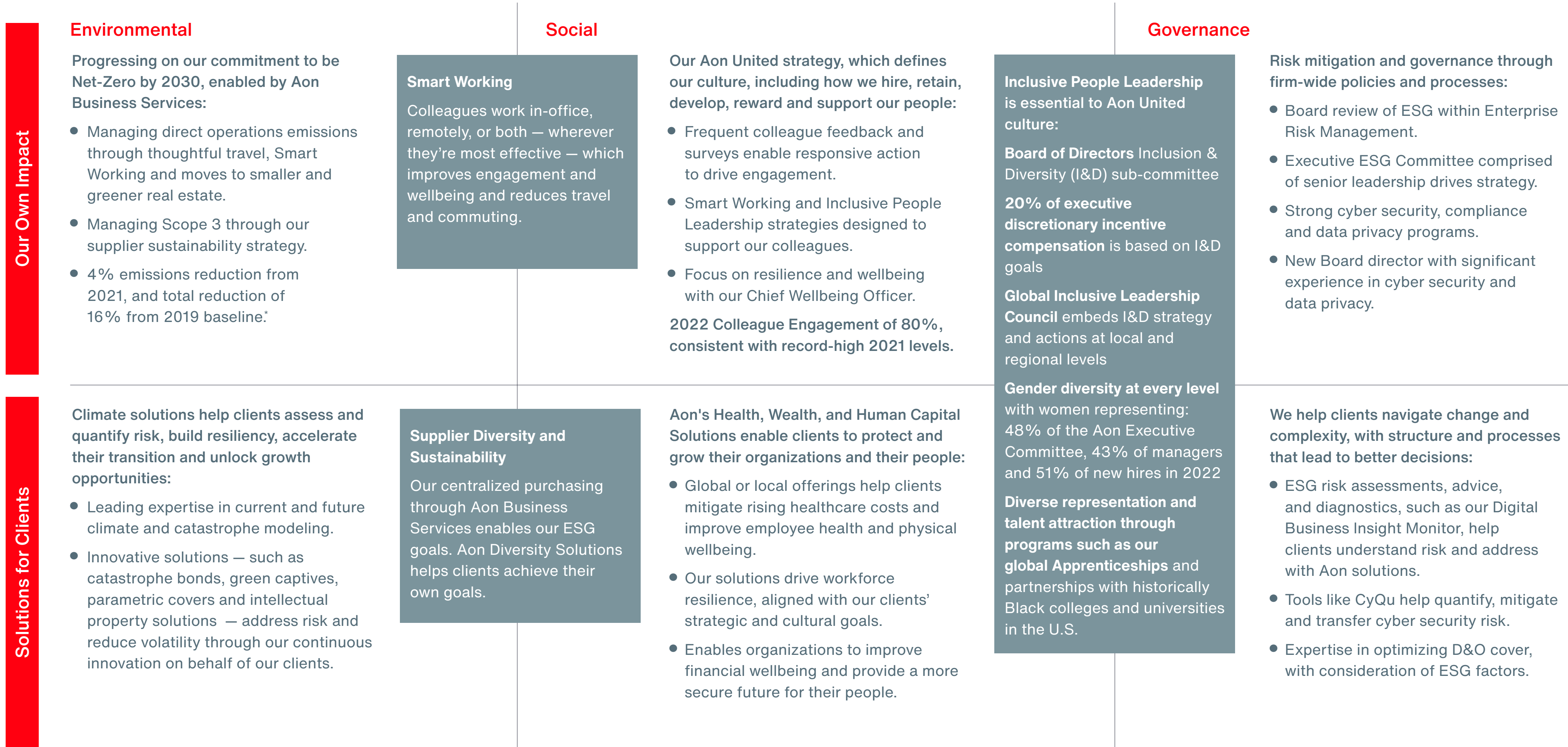
Thank you,

Leslie Follmer

Head of ESG and Investor Relations, Aon plc

ESG at Aon - Better Decisions for a Better World

At Aon, helping clients manage risk — including ESG risk — is at the core of what we do. We see significant opportunity in enhancing our impact and delivering innovative client solutions.



* Information and data presented in this report with respect to Aon's greenhouse gas emissions is not subject to a third party audit. Aon's 2022 greenhouse gas emissions data is preliminary and subject to ongoing internal data verification. Aon expects to publish final 2022 greenhouse gas emissions data in its 2023 CDP disclosures.

Environmental



Introduction

Aon is committed to driving commercial and societal action to decarbonize the economy and improve resilience in a changing climate. Our ESG strategy is focused on three major areas of environmental impact:

- Decarbonization and sustainability efforts and investments
- Climate solutions for clients to help assess, quantify and address risk
- Global collaboration, partnerships and philanthropy

Environmental Highlights

Aon's ESG strategy is focused on three major areas of environmental impact:

1. Our own decarbonization efforts and investments in sustainability
2. Our work to accelerate clients' climate resiliency and response
3. Convening leaders and organizations to collaborate and scale our ambitions

Our Impact

Aon is **progressing towards our commitment** to be Net-Zero by 2030. We have reduced our emissions by 16% since 2019 by thoughtfully managing our supply chain, real estate footprint and our travel.

Our Aon United strategies continue to enable our Net-Zero goals through active engagement with our colleagues, enhancement of our Smart Working capabilities and investments in innovative solutions such as Sustainable Aviation Fuel.

We remain committed to participating in **partnerships, collaborations and market solutions** that will be the most impactful as we continue to help clients address their environmental challenges.

Longstanding Expertise

Within our core business, we have leading expertise and data and analytics around climate and risk.

Reinsurance Solutions help our clients assess climate impacts — which underpin the largest parts of our Reinsurance business. Our climate advice and expertise is backed by Impact Forecasting, our climate and catastrophe modelling tool, which we've developed over more than two decades. We have some of the world's most sophisticated models on climate impact, supported by our own expertise and through partnerships with leading universities. In Commercial Risk Solutions, our teams deliver leading solutions around risk transfer for renewables, parametric solutions, climate-impacted property placements and are increasingly finding ways to bring traditional solutions to the challenges of climate.

Our Human Capital Solutions team has climate impact assessment and reporting capabilities to support clients as regulatory requirements evolve and increase.

To Deliver Client Solutions

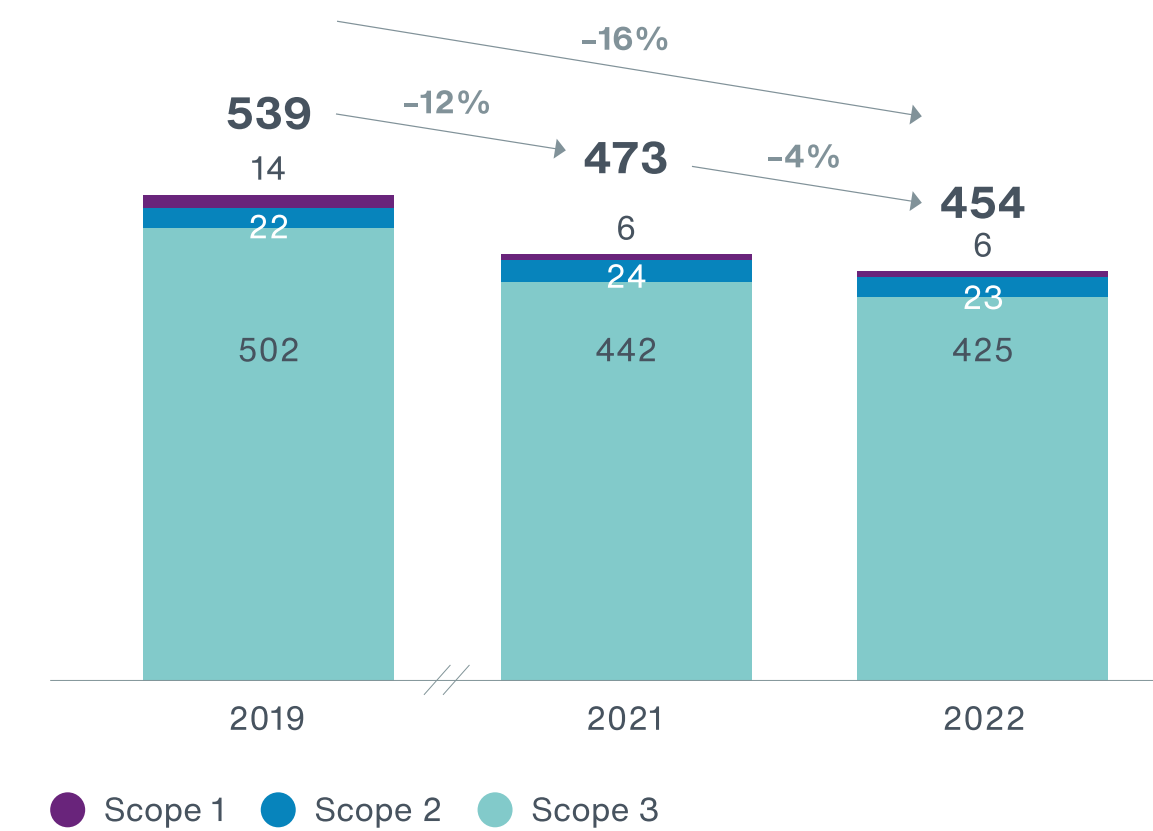
Increasing resilience against physical risks — Climate challenges are causing large-scale disruptions globally. We assess, mitigate and transfer climate-related physical risks to protect assets, reduce volatility and build resilience.

Reducing costs and volatility of transitioning to net zero — Climate-related laws and regulations are fast-evolving, leading to new sources of uncertainty and costs. We provide solutions that protect against reputation, litigation and other transition risks, as well as enable the responsible transition of assets and portfolios from brown to green.

Unlocking new growth opportunities — The transition to a lower-carbon economy will create new growth opportunities. We provide solutions to unlock capital for new climate investment, including de-risking market, technology and off taking risk.

Greenhouse Gas Emissions

Tons of CO₂e, Thousands*



We continue to thoughtfully enhance our global and regional climate disclosures, such as through our [TCFD Disclosure](#), and further drive centralization of our ESG Policies. For more information, see [Supplemental ESG Information](#).

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Progress on our Path to Net-Zero

In 2022, Aon continued to make progress on achieving Net-Zero greenhouse gas (GHG) emissions by 2030, and we are actively in the process of getting targets validated by the Science Based Targets initiative (SBTi) in line with a 1.5-degree pathway. We publish our progress through an annual report to the Carbon Disclosure Project (CDP).

Specifically, we have reduced our emissions by 16 percent since the 2019 baseline.*

Our emissions footprint comes largely from our supply chain, real estate and travel, and we have continued to focus our efforts in those areas, including:

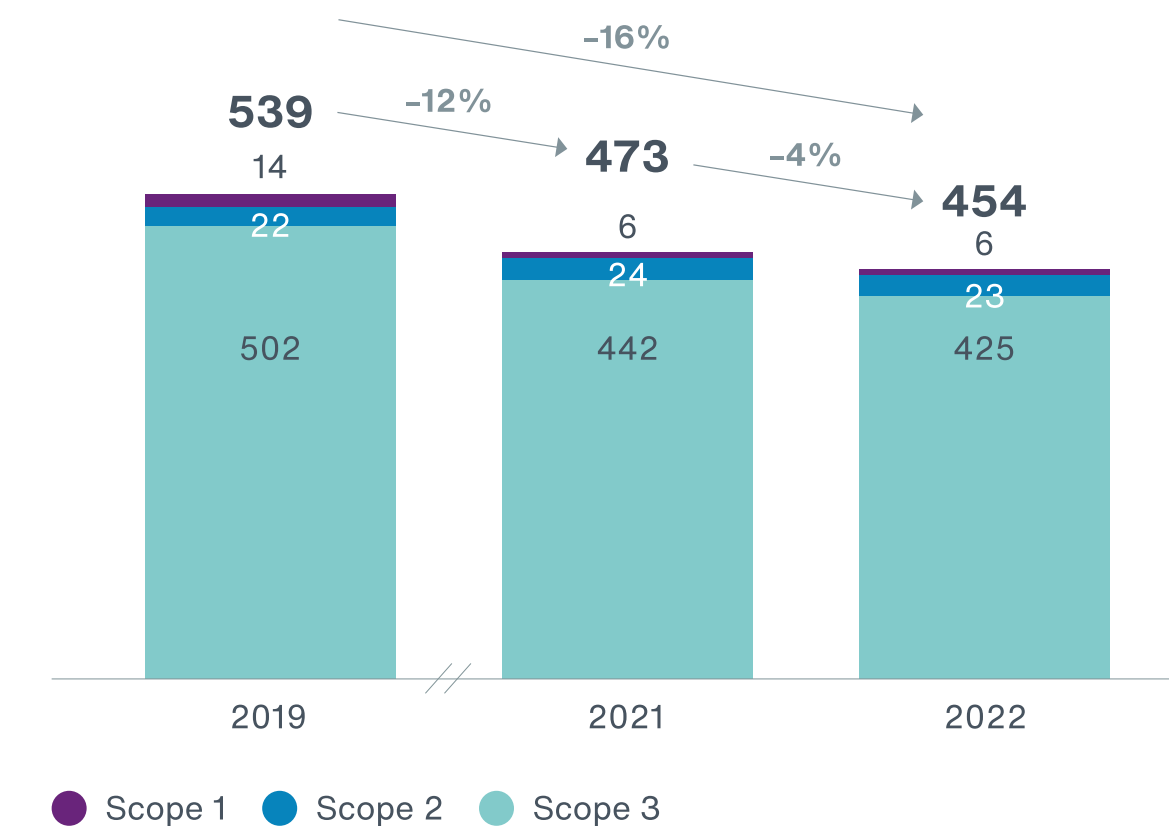
- Employing our sustainable sourcing strategy — enabled by our Aon Business Services platform (ABS) — in which we work closely with suppliers to understand their existing carbon reduction commitments and strategies and encourage them to take steps toward those goals, in addition to considering future options to change suppliers.

- Eight of our top ten suppliers have targets set with SBTi.
- Because many of our clients are also our suppliers, we see a significant opportunity for mutual collaboration.
- Reducing the space we use and improving energy efficiency across our real estate portfolio and technology — including through renewable energy — we're reducing the impact of our real estate footprint.
- Limiting our travel and commuting footprint through our Smart Working strategy and investing in electric-vehicle charging stations and a pilot program to access sustainable aviation fuel certificates and attributes.

These efforts are aligned with our [Environmental Policy](#), which reinforces our pledge to pursue sustainable business solutions and provides a global framework and controls for more responsible operations.

Greenhouse Gas Emissions

Tons of CO₂e, Thousands*



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Impact Story

Sustainable Aviation Fuel Pilot Program

In 2022, Aon joined a sustainable aviation fuel pilot designed to reduce air travel emissions impact. Aon and other participating businesses and organizations have committed to increasing the adoption of sustainable aviation fuel (SAF) — a form of biofuel used to power aircraft that has similar properties to conventional jet fuel but with a smaller carbon footprint. Aon and other companies that participate in the pilot have access to a sustainable-aviation blockchain book-and-claim solution, which provides access to SAF certificates and attributes.

Over time, we believe our investment will help advance a broadly scalable solution, and one that requires collaboration with suppliers and clients to move toward sustainable alternatives. As the first corporate adopter of this program, Aon is investing to ensure a sustainable pipeline of SAF is available to reduce travel emissions now and in the future.



Supplier Sustainability

We recognize the critical role our suppliers play in helping Aon reduce Scope 3 emissions associated with our purchased goods and services. Our Sustainable Procurement Program seeks to engage and support our suppliers in their own decarbonization journey while setting measurable targets for and tracking the progress of our enterprise-level suppliers.

In 2022, Aon launched a new Sustainable Procurement capability that brings together key ESG risks to build a more resilient supply chain. Our new [Supplier Code of Conduct](#) works to promote corporate resilience and sustainability by communicating our commitment to reducing greenhouse gas emissions. We expect our suppliers to reduce their environmental impact, set environmental targets and regularly provide progress reports to our firm.

Beyond environmental sustainability, we focus on inclusion and diversity in our supplier approach, which is fundamental to our belief that diverse backgrounds and experiences drive the best insights, advice and outcomes. Through our integrated supplier and business diversity efforts, more than 6 percent of our U.S. addressable spend was with diverse suppliers in 2022. Advancing economic inclusion is a business imperative that fully leverages the promise of opportunity for entrepreneurs across diverse communities. For more than four decades, economic inclusion activities have evolved from being compliance-driven to being a fully

collaborative strategy for doing business and meeting organizational financial objectives. [Learn more from Aon's Diversity Solutions Economic Impact Report \(2021\)](#).

“Our new Sustainable Procurement function, underpinned by our recently launched Supplier Code of Conduct, acts to reinforce our expectations of our supplier relationships. We expect our suppliers to live the same values as Aon by conducting business ethically, embracing diversity and protecting our planet. Transparency is key to governing these relationships and ensuring a resilient supply chain,” said Mike Benvenuto, Aon’s chief procurement officer.

Historically, we’ve taken steps to centralize our third-party spend so that now, about 90 percent of spend today is managed through preferred channels on our ABS platform. This contributes to greater efficiency and transparency which enables us to manage our procurement spend more effectively with respect to our overall goals while also focusing on our emission reduction target. Within ABS, we continue to digitalize processes, achieving greater efficiency and accuracy and client satisfaction – all while reducing emissions.

Also in 2022, Aon became one of the first signatories to the Sustainable Markets Initiative Insurance Task Force’s Global Supply Chain Pledge, which aims to drive greater sustainability across insurance industry supply chains.

Our Offices and Smart Working Strategy

Our Real Estate strategy focuses on providing colleagues with agile space in an open floor plan. In many cities, we've consolidated to a single location from multiple offices to better align with our Aon United strategy. We're also sourcing green energy, looking for energy efficiency improvements and assessing other opportunities to reduce our physical impact.

In 2022, in collaboration with ABS, we continued to use electronic invoicing and purchase orders, badge printing and DocuSign. Collectively, these initiatives have saved numerous resources:

- 23 million sheets of paper
- 499,000 kilograms of CO₂e
- 7.5 million liters of water
- More than 2,700 trees

We are also reducing our impact by moving from hard copies of Certificates of Insurance and Policies to e-delivery. In 2022, e-delivery helped achieve paper savings that amounted to 309 trees, 270,000 gallons of water and 221,000 pounds of CO₂.

As we expand the use of green materials in our offices, we are working with partners to improve purchased product life cycles and responsible end-of-use equipment practices. We have moved from ownership to leasing of hardware through our third-party partners — which enables end-of-life recycling for printers,

print cartridges and laptops. Our office products are increasingly refurbished to reduce waste. We also donate to local communities to extend the life cycle of materials and products.

Additionally, Aon's Smart Working strategy is designed to maintain the highest levels of client service and collaboration among colleagues and support our Aon United culture and values while enabling more purposeful decisions regarding travel and real estate. In our most recent all-colleague engagement survey, this initiative was cited as a key driver in engagement and wellbeing. Colleagues and managers work together to determine the best option for working, whether that be remote, in the office, at a client's office or in a combination of the three.

By investing in the virtual technology to make this seamless and effective, Smart Working enables us to make progress toward our net-zero ambitions while connecting our global firm and bringing the breadth and depth of our expertise to each other in more efficient, modern ways. Smart Working also allows our clients to choose how we connect with them and reduce their own footprints with more thoughtful decisions on travel.





Our Colleagues in Action

Aon colleagues play an integral role in our approach to decarbonization, and we've launched education efforts to learn more about environmental impacts and how our firm and our colleagues are making a difference. In 2022, we launched a global intranet community in which colleagues can regularly share news of how they are making an impact around the globe. We also launched a quarterly educational webinar series that informs colleagues about Aon's progress toward our net-zero commitment and highlights colleague accomplishments.

One of the major achievements of these quarterly webinars was the development of the Aon Sustainable Meetings and Events Guide. Driven by an interest in making events more sustainable, this guide was developed in collaboration with colleagues from across Aon, including the Meetings and Events, Travel and Sustainability teams. A cross-functional team was deployed to help develop materials to guide future events.

As we worked cross-functionally around the globe in 2022, we saw the opportunity to continue to expand this program in 2023 by formalizing a global Sustainability Engagement Network, which includes representation from all regions and is sponsored by our global head of Investor Relations and ESG.

Impact Story

Colleagues Contributing to a Greener Future

Aon recognizes colleagues and helps colleagues recognize each other. One example is a new partnership between Aon's CoverWallet business and the peer-to-peer colleague recognition platform Evergreen.

CoverWallet colleagues receive 12 "seeds" each month, which they can share with another colleague as recognition of their work. The seeds can then be planted by Eden Reforestation Projects in rainforests in Central America, Ethiopia, Haiti, Kenya, Indonesia, Madagascar, Mozambique and Nepal. As well as helping to restore vital ecosystems, this collaboration also provides employment and fair wages to the workers planting the trees.

Impact Story

Rebuilding Ecosystems Together in Spain

To rebuild ecosystems damaged by a 2017 fire, the Aon Spain Foundation, a nonprofit body formed by a group of Aon colleagues, has collaborated with the reforestation organization Bosquia to plant trees in Candamo, a municipality in northern Spain. Volunteers from Aon worked alongside local young people with developmental disabilities to create an [Aon España Foundation Forest](#) of 500 native trees. This engagement with our communities and the environment further demonstrates our commitment to sustainability, environmental stewardship and actions to achieve carbon neutrality.

Climate Solutions for Clients

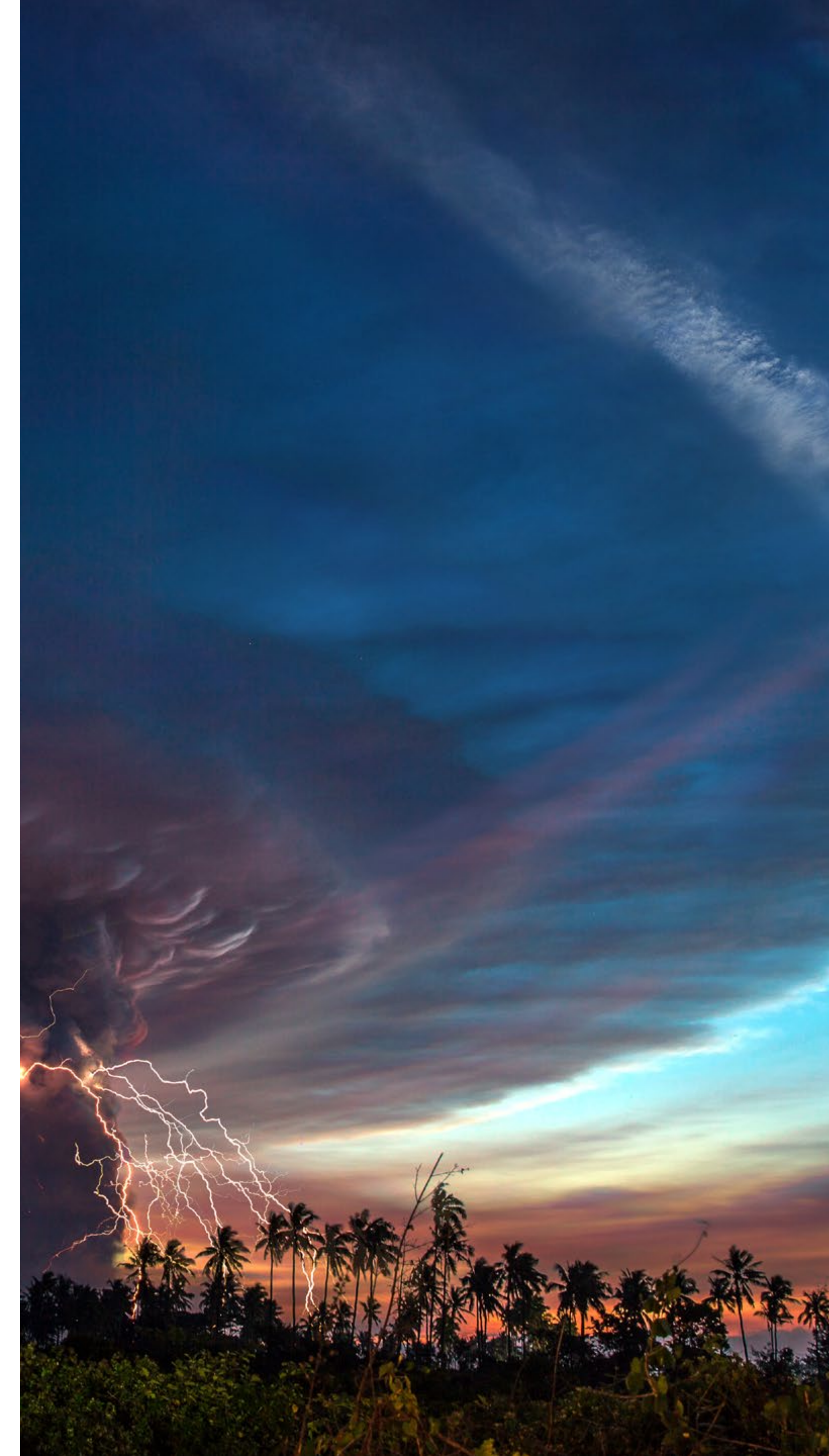
As a firm, Aon is a leading provider of data, analytics and expertise that continue to grow in relevance for clients across industries and geographies as their businesses are increasingly affected by climate change and associated risk, shifts in regulations and the magnitude of the challenge and its potential.

Our focus is on helping our clients prepare for and respond to the challenges posed by the impacts of climate change and unlock opportunities driven by the transition to a lower-carbon economy.

Quantifying Physical Risks to Build Resilience

Effectively quantifying risk is a key step in managing it, and we've developed solutions to help our clients understand the scale and nuance of climate risk. Our ImpactOnDemand platform gives clients real-time alerts about potentially catastrophic climate events. At the same time, our catastrophe modeling and climate projections, driven by our collaboration with academic institutions, gives organizations an informed view of future risks.

By understanding the size and type of the risks they face, clients are then able to prioritize and understand how their approach should be part of their broader business strategy. We aid in that process with risk mitigation and transfer solutions — including parametric insurance and catastrophe bonds — that are designed to help clients bridge the protection gap associated with physical climate risks. Our work in helping our clients with their reporting and disclosure also supports clients as they integrate climate risk into their decision-making processes.



Impact Story

Supporting a Multinational Bank's Climate Framework

We are committed to supporting our clients in their efforts to build resilience in the face of physical climate risks. A U.S. multinational bank engaged us to help its leadership develop a climate risk framework to meet high standards for risk modeling and regulatory compliance while maintaining a focus on residential mortgages and corporate decision making.

Aon recognized the need for a proactive approach to climate risk analysis and helped the client quantify climate risks related to its physical locations and mortgage portfolio, develop a methodology for assessing the business interruption impact of climate events and institute ways to gain real-time insights on damage caused by active climate disasters. Aon assessed these capabilities for the bank's 8,000 branch and office locations, as well as the potential impact of extreme climate events on 500,000 mortgages. These actions helped the bank establish climate risk exposure for \$800 million in residential mortgages as Hurricane Ian threatened the southeastern U.S. in the fall of 2022, providing a critical starting point to ensure coverage in the face of uncertainty.



Reducing the Costs and Volatility of Transitioning to Net Zero

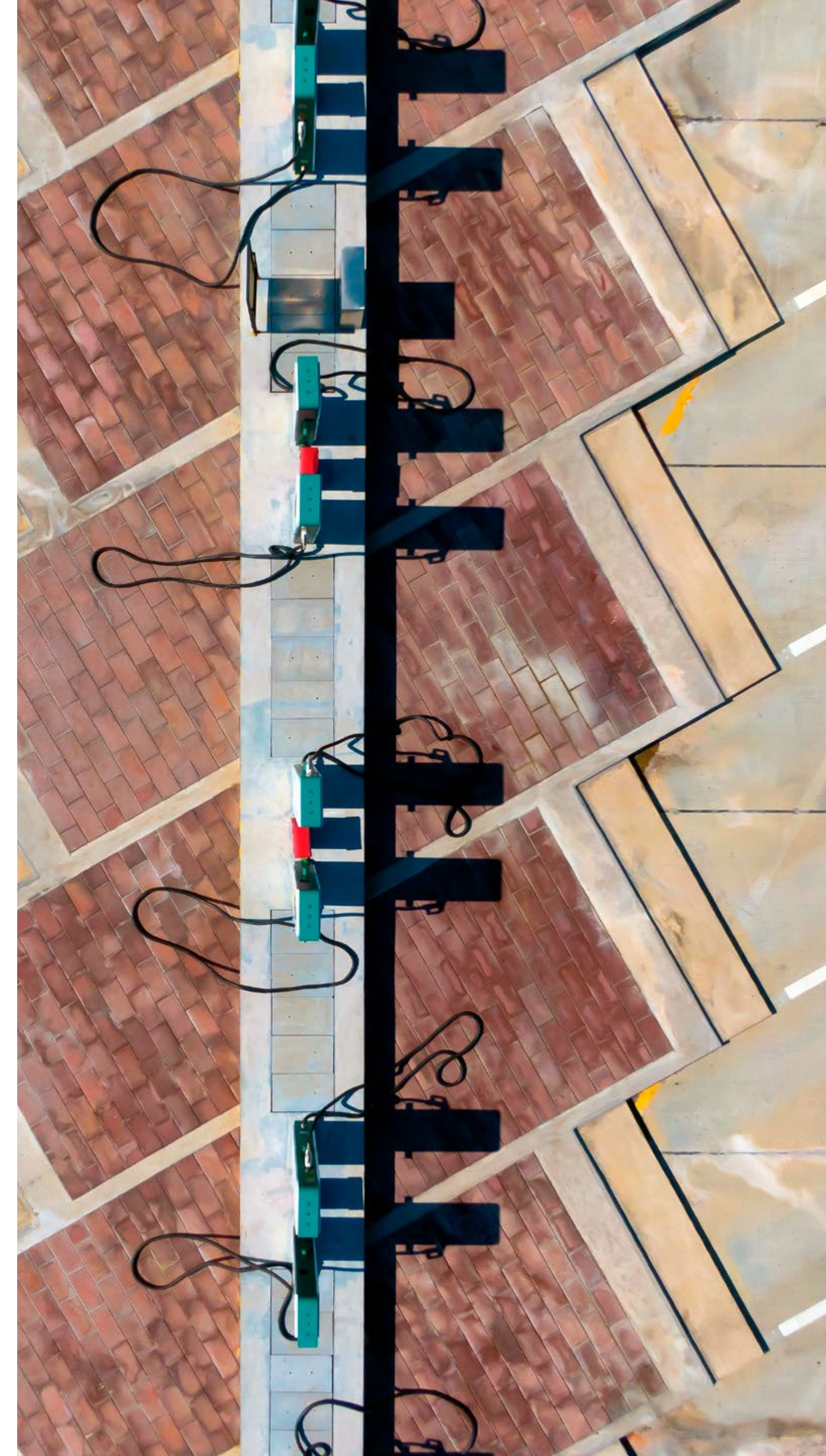
In helping our clients transition to lower-carbon practices, Aon prioritizes cost reduction, risk management and strategies to unlock new investment opportunities. Aon's focus on identifying potential risk exposures helps clients mitigate risks as they invest in well-established and emerging forms of renewable energy, including green hydrogen, long-term energy storage, electric vehicles, and carbon capture and storage. Our work across multiple dimensions of risk – including reputation, litigation, and other transition risks – provides our clients with the guidance they need to reduce volatility, increase bankability and responsibly transition assets and portfolios from brown to green energy.

Impact Story

Reducing Risk for a Net-Zero Transition in the Middle East

Aon draws on the best strategies to create new, sustainable solutions that help our clients address developing risks. When a client in the Middle East needed a risk assessment for the construction of a solar-powered green-ammonia and green-hydrogen facility, Aon helped the client develop a construction and infrastructure program to meet the challenge.

A multinational team with foundational engineering expertise helped the client with a comprehensive risk assessment, informed by risk-engineering expertise from specialization areas such as energy, power, renewables and construction. The client has already begun construction on a facility that will harness 3.5 gigawatts of solar and onshore wind power to support green-ammonia production.





Innovative Research and Solutions

As part of our effort to help clients advance ESG strategies and objectives, we've developed thought leadership and execution capabilities related to captives that help clients address, manage and finance risk.

Our report [Using a Captive Insurance Company to Drive Positive ESG Outcomes](#) provides guidance for using captive insurance to support sustainability objectives through underwriting, investment, risk management and risk improvement, societal resilience and transition support. The report also discusses ways to embed ESG and sustainability concerns in a captive insurance strategy, including best practices, key considerations for organizations and captive boards, and a captive ESG model. Our [additional thought leadership on captives](#) discusses considerations such as underwriting strategies, risk retention and determining premiums.

Aon is a member of the United Nations Environmental Programme Finance Initiative's (UNEP FI) Principles for Sustainable Insurance initiative, which offers a framework for addressing ESG in insurance, outlines ways a captive insurer can support sustainability objectives and was named the ESG Captive Initiative of the Year at the 2022 European Captive Awards.

Unlocking New Growth Opportunities

Aon supports its clients in the transition to a lower-carbon economy, which can create new growth opportunities and a more sustainable future. A comprehensive set of solutions — including bringing together risk and capital to enable decarbonization and clean technology — can help our clients innovate and advance their ESG goals.

Through collaboration with Revalue Nature, a developer of carbon offset projects, Aon is working to help accelerate the deployment of nature-based solutions and reduce risks associated with voluntary carbon offset transactions.

A joint project between the UNEP, the World Economic Forum, Economics of Land Degradation and Vivid Economics notes that meeting climate change, biodiversity and land degradation targets will require closing a \$4.1 trillion financing gap in nature by 2050. To help businesses unlock the capital to invest in new net-zero growth opportunities, Aon's groundbreaking IP solutions help clients find access to minimally dilutive growth capital by assessing the value of intangible assets and structuring capital solutions — an initiative that placed Aon on [Fast Company's list of Most Innovative Finance Companies of 2022](#).

Impact Story

Leveraging IP to Unlock Growth Opportunities

Aon's IP solutions have been valuable to startups in the climate space, where we've supported successful clients in agritech and an advanced-materials company that offers solutions such as lower-carbon cement and membranes that enable higher-efficiency water purification and desalination, potentially reducing concrete's carbon footprint by more than half.

By helping organizations unlock the potential of their intangible assets through our IP-debt funding offering, the company was able to finance further expansion.





Responsible Investing

For many clients, one goal is to focus on more responsible, sustainable investment and a changing regulatory landscape, coupled with the potential for long-term value and risk management, is increasing that focus. We have been a global signatory to the Principles for Responsible Investing since 2009, and our UK Advisory and Fiduciary Wealth businesses are a signatory to the UK's Stewardship Code.

Our tools help clients embed their values and goals in their portfolios, and we would highlight two scalable offerings:

- **RI-360:** Now in its fifth version, this dashboard helps clients make better decisions about climate, ESG, and stewardship and better understand the risks involved in their investment strategies.
- **Climate Change Risk Modeling:** Leveraging Aon's extensive asset allocation and weather-modeling capabilities developed in partnership with the Institute for Sustainability Leadership at the University of Cambridge, our climate change scenarios help clients test the resilience of their investment strategy to climate-related shocks and supports their net zero goals.

Impact Story

Aligning Portfolios with Decarbonization Targets

A university endowment approached Aon to help its established investment portfolio reach decarbonization targets in the years 2025 and 2030. Aon helped the client transition to a customized, low-carbon approach, which is projected to reduce weighted average carbon intensity within the endowment by approximately 50 percent — all while having a similar risk/return profile.

Global Partnerships

Addressing climate change — a global challenge — requires a coordinated, targeted effort across geographies, governments, businesses and other organizations. We have convened high-impact partnerships and collaborations that are helping to identify solutions to some of the critical barriers. For instance, when Raphaëlle Vallet, head of solutions and innovation for Aon’s climate team, and Stephanie Betts, head of alliances, coalitions and reporting for Aon’s climate team, attended the 2022 United Nations Climate Change Conference — known as COP27 — in Sharm el-Sheikh, Egypt, governments clearly recognized that they cannot fund the transition to a carbon-neutral economy on their own and that, due to the rapidly evolving risks, financial markets and corporates must play a leading role. “Aon provides a really valuable proposition in these circumstances,” says Vallet. “We can come in and de-risk projects and help that money flow where it needs to flow. And frankly that resonated with everyone we talked to.”

“Insurance is an absolute linchpin for the net-zero transition,” says Betts. However, she warns there is a clear urgency to act now. “Our economies are built on natural capital and its degradation poses systemic risks which have spurred regulatory activity. Insurers are in a unique position to support natural capital and biodiversity in order to alleviate physical climate risks, avoid capacity constraints and ensure that insurance remains available and affordable.”

Tackling the complex and interrelated challenges of nature and climate change will require a great amount of public-private sector collaboration and cross-industry knowledge exchange. Aon aims to contribute to this evolving space through its contributions to the Taskforce on Nature-related Financial Disclosures data catalyst initiative, the ClimateWise nature and insurance working group, UNEP FI and other relevant forums.

Natalia Moudrak, climate resiliency leader at Aon’s Public Sector Partnership, attended COP15 in Montreal, Canada, in December 2022, where a historic landmark agreement to protect at least 30 percent of the world’s lands, inland waters, coastal areas and oceans was reached. Moudrak said, “Innovation in insurance can play a critical role to accelerate finance for nature conservation and restoration efforts, [and] help bridge the gap between committed capital and what is being deployed toward biodiversity projects on the ground today.”

Amplifying our Impact

We choose to partner with organizations that align with our client needs and our capability to help unlock capital and help drive better data-driven decisions. Aon invests in partnerships and talent from which we can draw on the expertise of climatologists and risk engineers when evaluating models and assessing risk transfer for renewable energy projects and deliver sustainable solutions for our clients. [Our collaborations with top climate academic researchers](#) allow us to bring

scientific insight to catastrophe impact forecasting, quantification of climate risk in (re)insurer portfolios, and better decisions on pricing, investments and exposure management.

In 2022, Aon announced significant progress in its collaboration with the Karlsruhe Institute of Technology (KIT) in Karlsruhe, Germany, with a new initiative that aims to enhance (re)insurers’ view of risk. Through the extended collaboration, Aon will incorporate the latest climate science into its [Impact Forecasting’s](#) European flood models to help enable insurers to access more-accurate loss estimates to help shape better decisions for underwriting, reinsurance and regulatory requirements. This comes at an especially critical time: major flooding across Western and Central Europe accounted for \$13 billion in insured loss in 2021.

KIT provides a stochastic flood event data set for different emission scenarios and time horizons if the frequency and duration of extreme events change under future climate conditions. These scenarios will be integrated into all of Impact Forecasting’s European flood models over the next three years, enabling (re)insurers to gain a physical view of flood risk based on both the current and future climate.

Impact Story

Hurricane Ian

In September and October of 2022, Hurricane Ian made a deadly [impact on the southeastern U.S., with widespread destruction and casualties](#). We responded in the spirit of Aon United, serving our clients before, during and after this catastrophe. Prior to the hurricane, we used our resource-deployment models to ensure 1,800 of our claims colleagues were prepared to respond to a large increase in client requests for help. This global, collaborative effort was only made possible by our Aon United mindset and single P&L approach.

Our reinsurance team used impact forecasting to model potential hurricane paths and share their findings with commercial risk colleagues, allowing them to alert clients of potential exposures. These forecasts were based on granular data concerning critical issues such as emergency electricity generation and backup technology centers. This not only helped clients consider their potential exposure and claim scenarios but also allowed for the early activation of business continuity plans.

Technology partnerships through Aon Business Services provided us with real-time satellite and drone imagery of the hurricane in progress, allowing us

to take fast action to support our clients. The real-time information was fed into our proprietary claims resolution platform that allows our teams to advocate more effectively and efficiently on behalf of clients as we look to resolve large-scale claims. This is another example of how our emphasis on technology-driven innovation is reshaping client service at scale.

Following the storm, we worked with clients to quickly resolve claims and help them identify solutions for workforce management in the wake of a disaster, including exploring options for benefits plans. We leveraged our Health Solutions teams to further strengthen relationships and start new conversations related to return to work and explored ways our Human Capital Solutions colleagues can apply learnings from our own Smart Working strategy to assist clients with post-catastrophe workforce management.

Our response to Hurricane Ian is an example of Aon United in action and is only possible because of the decade-plus investment we've made to break down barriers across our business and build Aon Business Services into an engine that provides us the insight — and allows us to scale such insight — in order to meet client needs.

Social



Introduction

Our colleagues are at the core of everything we do as a firm, and our commitment to them is an essential part of how we do business. Colleague diversity, inclusion and wellbeing are foundational to Aon's culture and values. We live these values through continuous connection with our colleagues, empowering their decision making and professional growth and highlighting their inherent value within our organization and as members of our community.

Our commitment to building a culture that fosters wellbeing, learning and development and civic outreach is central to our workplace programs and community initiatives. These same values are fundamental to how we serve our clients, our business practices and our philanthropic initiatives.

Social Highlights

Colleague **engagement and wellbeing**, continued **learning and development** and **inclusion and diversity** are foundational to Aon's culture and values and intrinsic to how we serve clients. We live these values through continuous connection with our colleagues, empowering their decision-making and professional growth and highlighting their inherent value within our organization and as members of our community.

Our Own Impact

Inclusion and Diversity

- Our **Inclusive People Leadership** strategy is grounded in colleagues leading the charge, embracing Aon United values and modeling behaviors that reflect those values.
- Inclusion and Diversity training is mandated for employees at every level. Colleagues receive training in **unconscious bias** and managers participate in **allyship and inclusive leadership** programs to help them learn and develop their leadership skills.
- Aon's two-year **Apprenticeship Program** serves as an alternative route into a permanent role for motivated, high-potential individuals. In 2022, 145 Aon apprentices were onboarded globally.

Learning and Development

- We increased engagement and relevance of **virtual learning** content with the introduction of TED@Work and Digital IQ content, along with on-demand business and leadership book abstracts and podcasts all focused on individual and business development needs. In 2022, our colleagues participated in over **75,000 hours** of virtual and in-person facilitated learning, and online courses.
- **Development Days** bring a dedicated focus to self-development and provide the virtual and in-person content tied to wellbeing, mental health and the skills the business needs both today and in the future.

Engagement and Wellbeing

- Colleagues are at the heart of, and foundational to everything we do. Our **2022 Colleague Engagement of 80%** was consistent with record-high 2021 levels.
- We facilitate **open, ongoing and direct communication** with colleagues through forums and town halls, colleague surveys and engagement through our business resource groups. These channels allow us to rapidly gather insights and take action to deliver on the needs of colleagues in real time — ensuring **colleagues feel more connected, more valued and more relevant**.
- Our **Smart Working strategy** — which offers the option of working at home, in the office or in a hybrid approach — enables colleagues to deliver their best work for clients and collaborate effectively from wherever they are best placed to do so.

Client Impact

Our Aon United strategy enables us to bring our clients integrated solutions from across **Health, Wealth and Human Capital** that support their own employees' physical, financial and overall wellbeing.

- Health Solutions help clients mitigate rising healthcare costs and improve employee health.
- Wealth Solutions deliver solutions that improve employees' financial wellbeing, while our Responsible Investing practice helps clients embed their values in their investment portfolios.
- Our Human Capital Solutions team enables workforce resilience and our data-driven approach to colleague wellbeing enables us to deliver best practices internally as well as to clients.



Talent

We continue to invest in our colleagues and work to help them achieve their full potential by addressing the various dimensions of their “whole selves,” including their personal wellbeing and professional careers. This inspires each of us to bring our best, authentic selves to work each day and drives us to continue to perform and perfect our service to clients.

We focus on strategic hiring by attracting talent who strengthen and complement our existing teams and prioritized opportunities. This approach allows us to deliver more integrated and impactful solutions to our clients’ biggest challenges. We supplement our capabilities with the leverage and insight of Aon Business Services — all designed to serve our Aon United culture.

We continue to embrace a culture of feedback, allowing us to be more agile in addressing the needs of our colleagues. In 2022 alone, we received a total of 90,000 colleague responses to seven pulse surveys and our annual survey. Additionally, our two-way culture of inclusion and feedback includes the executive leadership and regional town halls, our employee-driven business resource groups and our series of listening, strategy and activation sessions.

As of December 31, 2022, colleague engagement remains at 80 percent, and our latest engagement survey reveals our Smart Working strategy, which enables colleagues to deliver their best work for clients from wherever they are best placed to do so, is not only an enabler of environmental progress but also helps foster a more inclusive workplace culture and is a critical contributor to our colleagues’ wellbeing, productivity and engagement.

Inclusion and Diversity

Diverse and inclusive teams produce better insight and solutions, deliver the best outcomes for clients and are vital to ensuring Aon's long-term success. We are dedicated to ensuring our workforce is representative of the communities in which we operate.

We celebrate the strides we are making toward becoming a more diverse, inclusive team and are committed to continuous growth and evolution toward greater diverse representation. To reinforce inclusion and diversity (I&D) as a core value, we equip colleagues to live out this commitment in their daily work. Our Inclusive People Leadership strategy is grounded in colleagues leading the charge, embracing Aon United values and modeling behaviors that reflect those values.

Our Global Inclusive Leadership Council (GILC) is focused on four key I&D pillars for meaningful progress: Recruitment, Promotion, Education and Representation. The GILC is responsible for engaging the Region Inclusion Councils to ensure global practices are executed across the organization to create an inclusive workplace. The Council's work includes:

- Elevation Experience for women and diverse senior leaders
- Inclusive Hiring Program for our hiring managers
- Unconscious Bias training required for all colleagues in 2022

These training initiatives and programs are the foundation for all colleagues to engage in and continue their inclusion learning journey. Aon colleagues completed over 44,000 hours of I&D training — including the Activating Your Allyship course, which teaches colleagues how to support each other and drive Aon's overall I&D goals. Managers, meanwhile, participate in inclusive leadership programs to help them learn and develop their inclusive leadership, hiring and recruiting skills.

By taking part in voluntary business resource groups led by colleagues, Aon colleagues have a forum to discuss shared experiences. Examples of current chapters include the Aon Pride Alliance, Women's International Network, Aon Veterans United, Multicultural Group, Black Professional Network, Mental Health, Empowering Abilities, Asian Pacific Islanders, Latino Professional Network and Women in Technology. In 2022, 104 business resource group chapters, spanned 15 countries, including several global chapters and 59 percent of colleagues belong to one or more business resources groups based on a 2022 Pulse Survey.





Global – Women



U.S. – Racially or Ethnically Diverse



● 2021 ● 2022

All stats as of December 31, 2022 & 2021
 Racially or ethnically diverse, calculated as a percentage of colleagues that have voluntarily disclosed their race or ethnicity to Aon.

Aon has also focused on evolving its approach to colleague wellbeing, including strengthening our definition of the term, building frameworks that include mental health, individual, team and organizational resilience and establishing an organizational wellbeing maturity curve, which identifies five levels of wellbeing maturity from foundational to leading.

Using global and broadly understood terms and data measures, we have established clear foundations from which to drive change. This enables us to target our programming more precisely and pursue innovative partnerships and solutions as well as deliver best practices internally and extend our impact externally to clients. We have also set a regular reporting cycle to measure our progress and drive success.

Last year, we gave our colleagues two days off as “wellbeing days,” as well as many opportunities to attend global wellbeing sessions, find resources and other material on our new wellbeing site, and benefit from new global wellbeing platforms and partnerships such as Burnalong, an inclusive wellbeing platform for all colleagues globally.

Our focus on wellbeing extends to our client work and supporting them and their employees to build

a healthier, happier and more productive workforce. In 2022, Rachel Fellowes became Aon’s first chief wellbeing officer, a position that helps accelerate Aon’s ambition to improve the wellbeing of its 50,000 colleagues while also enhancing client solutions.

“Wellbeing is and will continue to be the bedrock of organizational performance, which many companies realized in the wake of the pandemic,” says Fellowes, “and it’s critical that as a society we work to foster wellbeing across various dimensions — physical, mental, emotional, financial — so we can go further together.”

Bringing a more data-driven approach to wellbeing is one of the ways Aon is differentiating its approach. Fellowes developed the Human Sustainability Index (HSI), now a part of Aon, which is a new way to measure wellbeing, employee resilience, and individual and team performance sustainability through diagnostics, coaching, training and strategy consultancy. Built on academic research to inspire more innovative, inclusive approaches to workforce planning, HSI is designed to provide data and information that helps to educate and empower people to make meaningful changes for themselves, their teams and ultimately their organizations.



Learning and Development

Across Aon, we create a culture of opportunity for our colleagues that is driven by collaboration and innovation. To help colleagues reach their full professional potential, we work to provide targeted, meaningful learning and development opportunities. In 2022, our colleagues participated in over 75,000 hours of virtual and in-person facilitated learning, and online courses.

As the global community continues to recover from the COVID-19 pandemic, we acknowledge the importance and need to balance the benefits of scale that come from virtual learning with the unique and powerful benefits of an in-person, market-differentiating learning experience. In 2022, we redesigned and relaunched an in-person version of Mastering Client Interactions to help our colleagues serve clients more effectively, introduced multiple in-person learning experiences for leadership teams to foster high-performing team behaviors and trialed experiential and simulation-based training programs.

Additional strategic learning enhancements included the following:



On-Demand Content

Increased engagement and relevance of virtual learning content with the introduction of TED@Work and Digital IQ content, along with on-demand business and leadership book abstracts and podcasts all focused on individual and business development needs.



Development Days

Development Days bring a dedicated focus to whole-self development and provide the virtual and in-person content tied to skills for today's workforce.

Colleagues have the opportunity to participate in a wide variety of courses, including Mastering Client Interactions, wellbeing, leading people, career development, professional skills, I&D and coaching.

Impact Story

Aon United Impact Team

When industry challenges emerge, Aon colleagues rise to the occasion. Last year, the U.S. Securities and Exchange Commission unveiled a [new, high-profile disclosure requirement on “pay versus performance” for U.S. companies](#) — and clients had a limited time to comply.

As a firm with the three major areas of expertise needed to respond to this rule — equity services, governance and executive compensation — Aon was uniquely positioned to support clients in addressing this requirement. We recognized a high-impact opportunity to bring the breadth of our capabilities together to serve clients more effectively and developed an Aon United Impact Team. This team, an agile, cross-functional group of 50 colleagues, collaborated to deliver solutions for our clients while also gaining more exposure across the firm and developing and expanding their own professional experience. Adapting to the changing needs of the market and investing in people, tools and training, we scaled successfully and created a repeatable model for Aon United.

Our Impact Team is focused on the following:

- **Client impact:** By developing the Aon United Impact Team, we have been able to continue to build new client relationships while maintaining rapid responses to existing client needs and increasing opportunities for our colleagues.
- **Increased capacity:** Without the Impact Team, Equity Services would have hit capacity serving the critical needs of 50 clients. Now, Equity Services has more than 280 active engagements with additional companies in various stages of disclosure as well as new client referrals from competitors.
- **Professional development and innovation:** This team draws from a wide range of skills, experiences and backgrounds, allowing colleagues around the world to collaborate and see what work looks like in different parts of Aon. Our in-house software developers helped the Impact Team by building tools to make processes more efficient and effective, creating a tech-enabled model for solving future challenges.

Advancing Career and Social Mobility

Aon strives to create a more equitable future through diverse hiring, talent development and other initiatives. Through targeted programs, we seek to provide more paths for the next generation of leaders to succeed and grow — helping businesses and communities thrive.

Apprenticeships and Early Careers

Apprenticeship programs help build a talent pipeline of highly skilled and diverse professionals with advanced education and work experience. By removing some of the traditional barriers to entry-level employment, Aon helps develop local workforces, cultivates talent and improves retention rates in entry-level roles.

In 2020, Aon made a commitment to invest \$30 million by 2030 to expand our U.S. apprenticeship program. This work continues, with seven U.S. cities now represented in our apprentice networks.

“Aon’s apprenticeship program brings so many talented colleagues to our firm and is an important platform to help young people build thriving careers and create new opportunities and professional networks,” said Lisa Stevens, chief people officer at Aon. “Expanding our network has also allowed us to build a more resilient workforce, embed inclusion and diversity into our firm’s culture and drive better outcomes for our clients.”

Aon’s two-year Apprenticeship Program serves as an alternative route into a permanent role for motivated, high-potential individuals. The program bridges the gap between education and employment with on-the-job and classroom training, professional skills development, mentorship and experiential learning. Apprentices also take part in small-group networking in person at the local level and virtually at a national level.

The program offers a competitive salary and full employee benefits, paid tuition at partner schools in the U.S. or government-sponsored Apprenticeship Pathway programs in the UK, leadership exposure and a full-time permanent position.

In the U.S., typical apprentices enter their first corporate position through the program while pursuing associate's degrees at a local community college. In the UK, apprentices are high school graduates who join a government-approved apprenticeship program as an alternative to university. In the U.S. and the UK, the programs are certified by the Department of Labor and the Department of Education, respectively.

In the third quarter of 2022, another global class of 145 apprentices joined Aon.

In recognition of our commitment to promote, expand and diversify apprenticeships across industries, Aon was among the companies named 2022 Apprenticeship Ambassadors by the Biden Administration’s Department of Labor.

In November 2022, to mark National Apprenticeship Week, Aon hosted an [event](#) featuring First Lady of the United States Jill Biden, U.S. Secretary of Commerce Gina Raimondo, U.S. Secretary of Labor Marty Walsh and U.S. Secretary of Education Miguel Cardona. In a roundtable discussion, Aon CEO Greg Case, Secretary Walsh, and executives from JPMorgan Chase, McDonald’s, United Airlines, Walgreens Boots Alliance and more addressed the importance of apprenticeships and ways to continue to scale the apprenticeship model among more employers, giving even more people greater access to sustainable careers with paid training, to be successful. First Lady Biden [addressed more than 200 people at Aon’s downtown Chicago office](#), highlighting the importance of “career-connected learning.”

Professional Growth Opportunities

Every year, Aon asks teams of early-career colleagues from across Aon in both the Launch (college graduates) and Apprenticeship programs to take part in the Launch Aon United Challenge so they can build their internal networks, increase their Aon IQ and help us shape our business for the future.

In October 2022, more than 500 colleagues were split into 67 teams to take part in a Virtual Thinkathon challenge, which focused on innovation, a core component of our Aon United Blueprint global strategy.

By December, the 67 teams were whittled down to 16. Those teams were then given the opportunity to elaborate on their ideas by delivering a 10-minute presentation and a discussion with project leaders and senior sponsors. Jillian Slyfield, global chief innovation officer for Aon, noted the value of the challenge and congratulated participants: “In today's complex and interconnected world, we need to accelerate our Aon United Innovation at Scale strategy more than ever. A key driver of innovation is intentionally fostering diversity of thought, and the work our early-career colleagues have done through the Aon United Challenge provides us with some fresh perspectives on how to better empower our colleagues to support our clients.”

Mentorship and Educational Partnerships

Aon continues to share industry expertise and build relationships with the next generation of leaders by engaging with Historically Black Colleges and Universities (HBCUs). Aon has taken a robust approach to engaging with partner universities, focusing on four key areas: university support, scholarships, curriculum development and veterans.

Brooklyn College is one of six HBCUs at which our investments support students through scholarships, recruiting and curriculum development. In 2022, we joined with Brooklyn College's Murray Koppelman School of Business and The Spencer Educational Foundation to develop a series of undergraduate programs to help students prepare for a career in risk management, insurance, finance and other professions.

Aaron Olson, executive vice president of Aon, served as executive in residence at the Koppelman School of Business. Through the program, Aaron shared his expertise in strategic decision making with students in guest lectures and one-on-one mentoring sessions with students and faculty.

The full scope of the partnership included more than 10 guest lectures from Aon colleagues, attendance at career fairs, a 75-plus person event featuring Aon executives and Brooklyn College faculty, and the

sponsorship and development of a three-credit course on the fundamentals of risk management and insurance for the 2022 Winter Intersession. The course introduces students to the concept of risk in the context of what households and commercial businesses face in this highly uncertain environment. Students learn how risk is assessed, measured, managed, absorbed, distributed and transferred. They also examine the value of specific household and business decisions regarding the use of insurance to protect income, wealth and property value from losses that result from certain events. In 2022, Brooklyn College selected Aon as a key community partner.

Aon also supports professional development around the world. In Latin America, the Aon Institute, which runs several social initiatives, is also focused on preparing young people — high-school-age students in Brazil's public schools — to work and find jobs. There are three main pillars of the program: training, assistance campaigns and volunteering. Since the program launched in 2014, Aon has helped 500 students, providing educational guidance, school supplies, transportation and lunches - supporting vulnerable students and addressing multiple dimensions that enable them to learn and thrive. Aon colleagues mentor students and participate in lectures; in 2022, there were 33 speakers from Aon covering topics such as diversity and insurance.



In South Africa, Aon’s learnership program introduces young learners to the country’s insurance sector with a 12-month program and opportunities to further build their knowledge with an 18-month internship. Since it was established in 2006, the program has mentored 585 young people, 83 of whom have gone on to work for Aon on a permanent basis.

Veterans at Work

We aim to have an impact on those with specific needs as they enter or participate in the workforce and veterans, in particular, face unique challenges. Their military experience often does not align naturally with private-sector roles, and they may need guidance to understand how their existing skill sets can be applied to roles in civilian workplaces.

Since 2010, Aon has partnered with American Corporate Partners, a national nonprofit organization dedicated to helping military veterans transition to the private sector through one-to-one mentoring with business leaders. Aon colleagues commit to year-long mentorships, providing career guidance to veterans transitioning back to civilian life. During this partnership, 223 Aon colleagues have mentored 540 veterans.

Veterans who take part in the program expand their career opportunities, enhance their resume and interview skills, and build a professional network. Jennifer Bell, chief executive officer of Aon North America, says, “Our commitment to veterans focuses on providing the right tools to assist with acclimating to and staying in their role. At Aon, we have experienced great success with hiring veterans given their ability to think quickly and decisively, to be creative problem solvers and strong leaders. All of these elements are essential to building a resilient workforce.”

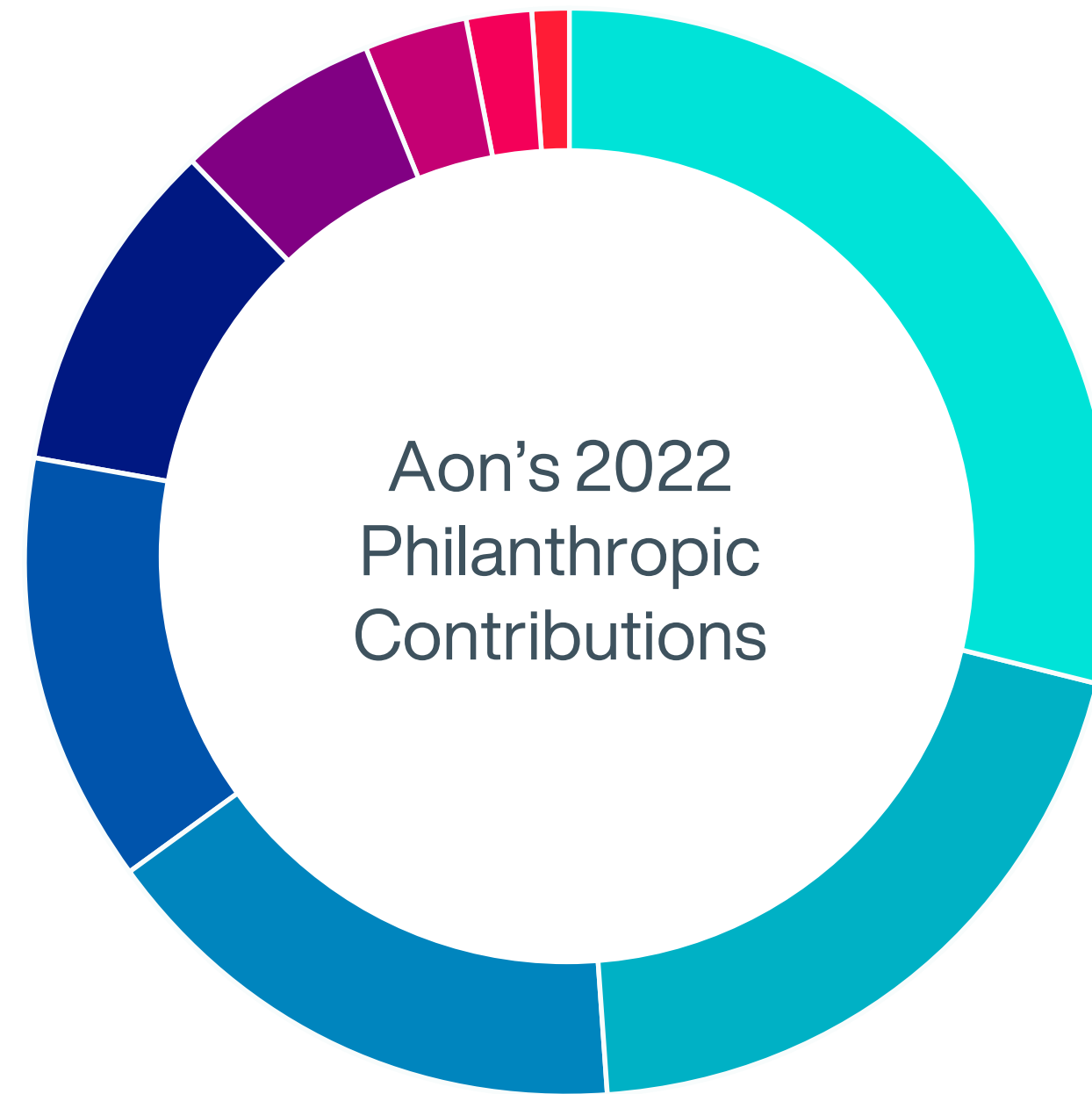
Part of Aon’s larger focus on veteran wellbeing includes a focus on financial wellbeing for veterans and military families, and Aon has [developed approaches to serve their unique needs](#).

Philanthropy and Community Impact

Aon supports the communities in which we live and work. This support is driven not only by our overarching ESG strategy and goals but also by our colleagues' local connections and commitment to amplifying our impact. Our philanthropy and community efforts include:

- Eight charitable foundations and two donor-advised funds directly benefit from Aon giving.
- Contributions of more than \$12.5 million in 2022 to philanthropic causes.
- Over 2,400 organizations received philanthropic support from Aon or our colleagues in 2022.
- Through our work with nonprofits at international and regional levels, Aon has contributed to the Red Cross, United Way and other local organizations in the communities where we live and work across the globe.
- Full-time employees can participate in civic engagement through community-based volunteering, and in the U.S., the organization encourages colleague charitable giving by matching individual contributions up to \$1,000 for any 501(c)(3) nonprofit. Aon matched U.S. colleague donations to 1,300 organizations in 2022.

Additionally Aon expanded its community impact in October 2022 when it began working with [Truckers Against Trafficking](#), a transportation organization dedicated to training drivers to spot and report potential victims of trafficking. This new engagement included organizing a session for Aon's 2023 Transportation Symposium – one of many ways Aon takes an active role in strengthening communities, along with volunteering and offering pro bono assistance and advice.



Human Services	29%
Public & Societal Benefit	20%
Education	16%
Health	13%
Arts, Culture & Humanities	10%
Animal-Related	3%
International/Foreign Affairs	2%
Environment	1%
Other	6%



Impact Story

Helping a Survivor Find a New Life

Last year, Aon prevailed in a three-year-long battle to secure a visa for a pro bono client who was lured to the U.S. by a human trafficker. Anna (name changed) was promised \$500 per month for domestic work in a Florida home. She was told that her employer in the U.S. would also pay her expenses to travel back to her native home of Colombia on a regular basis to visit her children.

In reality, the trafficker held Anna against her will, withholding her passport and forcing her to live in his garage and work 80-hour weeks for \$200 per month. Anna endured challenges involving abuse and threats to her health but eventually managed to escape. Unable to secure legal work in the U.S., she struggled to survive. In 2019, Aon took up Anna's cause, filing a 91-page visa application on her behalf. In 2020, U.S. Citizenship and Immigration Services questioned Anna's qualifications for the visa. Aon submitted a 73-page response that included a psychological evaluation.

Anna's visa application was granted in 2022, freeing her to pursue stable work and build a better life.

Aon's Law and Compliance department championed this effort — just one of many in Aon's pro bono programs working with partners from the National Immigrant Justice Center and Kirkland & Ellis. In 2022, colleagues in Aon's Law and Compliance department committed more than 2,000 hours to pro bono and corporate social responsibility initiatives.

Impact Story

Addressing Global Food Chain Supply Challenges

In response to insurance coverage disruption related to Ukrainian grain exports as a result of the war, Aon colleagues from every geography collaborated with our carrier, trading and industry partners to quickly develop a cost-effective insurance solution to facilitate the shipment of Ukrainian grain through the Black Sea. This work was enabled by our deep industry and specialty expertise and backed by our data, analytics and insights.

Our approach helped our clients address risks associated with shipping grain from Ukraine during this time of war and enabled them to safely get food to the people around the world who rely on it. Today, we're facilitating the shipment of hundreds of thousands of tons of Ukrainian grain and other agricultural products each month, helping to ease the international food crisis and supporting our clients as they face ongoing challenges from geopolitical uncertainty and supply chain disruptions.



Governance



As a firm in the business of better decisions, our Board of Directors, internal structures and approach model best practices to support effective decisions. The ability to understand and deliver innovative, trusted solutions to clients to help them address the risks and opportunities posed by ESG-related challenges — such as extreme weather events, geopolitical and economic events, supply chain disruption, cyber incidents, regulatory changes, public health issues and an increased focus on workforce wellbeing — has never been more important. As one firm, we look at risk across all dimensions of our clients' business and continue to further embed ESG and emerging risks into our enterprise risk management (ERM) strategy.

Our work in this space and the feedback we receive from clients, colleagues, investors and other stakeholders help inform our priorities and actions. We continue to enhance our global and regional climate disclosures, such as through our [Task Force on Climate-related Financial Disclosures \(TCFD\) Disclosure](#), and our ESG

Supplemental Information has improved our disclosure and communication of our ESG policies and practices.

“Our approach is focused on linking governance, culture and purpose as a best practice,” said Darren Zeidel, Aon’s executive vice president, general counsel and company secretary. “We combine strong organizational oversight with the flexibility, adaptability and resilience to solve problems when they arise and the communication and behavior modeling that builds an ethical, values-driven culture. This is the foundation of better decision making.”

Goal setting is backed by relevant metrics and subject to Board and C-suite-level oversight. We are focused on coordinating across functions, geographies and areas of our business, clearly defining processes and policies, and operating effectively throughout the organization. This enables us to help our clients and our own firm to thrive.

Governance Highlights

Our governance structures help us to make better business decisions and improve the way we serve our clients.

Our Own Impact

Board of Directors

- Our Board continued their oversight of Aon's strategy and risk management, and reviewed our top ESG risks, including climate-related risks.
- In 2022, we added a new director with extensive experience in technology, digital and data capabilities and cyber security.
- As of March 2022, our Board composition includes 33% female and 33% racially or ethnically diverse directors.
- For More, see: [Board of Directors | Aon](#)

ESG and Risk Management

- Aon's colleagues and leadership continue to work across the firm, with partnership from management-led risk and product governance committees, to inform decision making while we grow the firm and serve our clients.
- Management ESG Steering Committee increased focus on risk through an enterprise-wide ESG risk assessment, closely aligned to Aon's overall enterprise risk management process.

Cybersecurity, Privacy and Data Compliance

- Aon continued its focus on protecting the personal and confidential data of our clients and colleagues through enhancements to our safeguards and secure environment.
- Aon's Global Privacy Office and Global Security Services supports enterprise-wide privacy and data protection, an area of ongoing investment.
- Aon is committed to protecting sensitive data and requires all colleagues to participate in annual training on data protection.

Client Impact

Aon works with clients to help them understand the ESG risk across their organizations and make better strategic and tactical decisions. For example, our ESG Maturity Diagnostic, developed in partnership between Commercial Risk and Human Capital, assesses ESG strength and areas of improvement to help clients **secure tailored and competitive D&O coverage**. Alongside the diagnostic, clients can access our Digital Business Insights platform, which includes a section dedicated to underwriters as stakeholders.

We remain committed to good governance practices across the firm.

For more see: [Linking Governance and Purpose](#).

We are also thoughtfully enhancing our global ESG disclosures, in our external reporting and other forms and centralizing all ESG Policies and Disclosures: [Supplemental ESG Information](#).

Board of Directors

Aon's Board provides oversight related to organizational performance, strategic direction, management team performance, risk and key initiatives. Our Board is focused on effective corporate governance to deliver long-term value for all stakeholders, including execution of the company's ERM and risk mitigation strategies. Our Board continually engages in a thoughtful refreshment process, designed to ensure we're maintaining continuity, as well as increasing our expertise and insight into emerging risks such as cyber security, data privacy and data security, as we did with the addition of a new director in 2022.

Of the 12 directors on our Board, 11 directors are independent, including the Board chair. Of our directors, two are Asian, one is Black and one is Hispanic; four of the 12 directors are women. Further information regarding our Board of Directors can be found [on our investor relations site](#).

The Board includes seven standing committees or subcommittees:



Executive Committee



Audit Committee



Includes a standing **Compliance Sub-Committee**



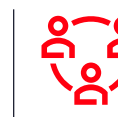
Finance Committee



**Governance/
Nominating
Committee**



Includes a standing **Inclusion and Diversity Sub-Committee**



Organization and Compensation Committee



Enterprise Risk Management Strategy

Our ESG efforts are embedded across our business and risk management. In 2022, Aon's ESG Steering Committee, which is made up of senior firm leaders, oversaw a comprehensive ESG risk assessment and senior management reported the findings to our Board of Directors. The Board reviews Aon's ESG and climate strategy and, more generally, the Board (or through its committees) oversees the company's ESG risks and opportunities — human capital management, governance, climate, executive compensation, I&D and data security and privacy, to name just a few examples. In particular, in 2022, we continued to strengthen our work in inclusion and diversity. The full Board (or its committees) regularly reviewed and discussed people-related risks and opportunities, including colleague satisfaction and engagement survey results, pay equity, colleague wellbeing, succession planning, employment law matters and ethics hotline complaints. The full Board reviewed progress against Aon's I&D strategy and initiatives, as driven by our Global Inclusive Leadership Council.

“Our ESG priorities are an essential part of our Aon United Strategy, and we continue to keep these risks and opportunities at the forefront of our decision making,” said Leslie Follmer, head of ESG and Investor Relations, Aon plc. “Our Board ensures we're responsive to all stakeholders — including clients, investors, colleagues and regulators — and making progress on the issues that matter.”

Cyber Security, Privacy and Data Compliance

Cyber risk has the potential to disrupt and destabilize businesses and continues to grow and escalate to a board-level concern for businesses around the world. Governance and risk management in this area has never been more important. “Organizations today are faced with increasing cyber security threats at a time when data and digital assets have never been more valuable,” said Catherine Mulligan, global co-head of Cyber Reinsurance Solutions. “Whether protecting the privacy of employee data or the value of intellectual and digital property, they need a partner who can help assess and mitigate risk, for the Board, for investors and customers.”

In Aon’s 2021 Global Risk Management Survey, respondents cited the risk of cyber attacks and data breaches as the top threat facing companies today. In 2021, Aon released research to help companies understand the dramatic rise in cyber incidents and other issues, helping to inform them about this rapidly expanding risk. We built on that research in 2022 with our Errors and Omissions (E&O) and Cyber Market Review, aimed at helping companies navigate a difficult insurance market in the face of rising cyber-related volatility.

In response to these growing risks, we are focused on data-driven solutions that help clients identify, measure and manage the risk for greater cyber resilience and growth, building on our expertise, insights, and proprietary tools and methodologies. One such tool is CyQu, our cyber risk assessment diagnostic. The tool helps companies understand where they are in their cyber maturity and identify their biggest vulnerabilities, helping prioritize their actions and protect their business.

We work with companies to establish cyber security processes and governance frameworks that address cyber as the enterprise-level risk it has become so they can make better cyber decisions and react to challenges in real time.



Governance Solutions for Clients

Strong governance oversight enables better decisions, creating the conditions for organizations to quickly adapt to the changing landscape, shift priorities and proactively manage emerging risks. Aon provides C-suites and Boards of Directors with real-time insights and solutions that help navigate an evolving ESG landscape, prioritize relevant risks and focus on making better decisions by strengthening governance and oversight over key risk factors.

Aon United is designed to address our clients' needs by bringing the best of our firm and our expertise across ESG to their organizations and priorities. Working across solution lines — with specialized expertise in areas such as cyber, human capital and commercial risk — and with nuance and depth at the industry level, coupled with a deep understanding of their business, we provide a tailored approach that helps clients navigate complex conversations and provide the vital information to relevant stakeholders such as regulators, investors, employees and customers to achieve the best possible outcomes.

“The business environment is changing constantly, and with that comes new risks — and opportunities — that require companies and their boards to adapt and reprioritize to meet ESG goals and expectations from various stakeholders,” says Laura Wanlass, global head of corporate governance and ESG advisory. “We bring

together a team of experts to address those risks in an integrated, cohesive way, relying on data and analytics and decades of experience so our clients can make better business decisions that serve them not only today but over the long term.”

Our products and services reflect our clients' evolving needs, including our portfolio of strategically developed solutions:

- **Digital Business Insights Platform:** This is an easy-to-use, intuitive platform that measures real-time risks and opportunities for a company, and their industry or index peers, across four key dimensions. These include evolving reputation risk trends at the organizational, employee and leadership levels; influential ESG ratings trends and insights; and the latest financial stakeholder policies and expectations from key institutional investors and insurance carriers. Corporations, investors and insurance companies benefit from a streamlined, single platform to view a range of critical information and layered insights, from important trending business topics to the voting results of the annual shareholder meeting. Clients can access a real-time data feed, containing both proprietary and market-leading data sources, that shows their profile relative to the industry average and curated information layered with Aon Insights to guide C-suite focus.

- **ESG Maturity Diagnostic:** Aon's ESG Maturity Diagnostic tool addresses potential exposure to ESG oversight, practices, policies and reporting. It can help clients with the framework of their ESG maturity and how best to convey the past, present and future of their ESG journey to directors and officers (D&O) underwriters. The tool helps D&O underwriters better understand the company's ESG risks and how the company is differentiated in the market.

Our incident response solutions and services are also recognized for the strength of our vision, expertise, integrated approach, risk quantification, and insurance claims preparation and advocacy. In its first-quarter 2022 Cybersecurity Incident Response Services report, Forrester Wave named Aon Cyber Solutions a leader, giving it the highest scores possible in 11 of the 24 evaluation criteria.

When they strike, global protection incidents can have a catastrophic impact on the life and safety of employees, customers or stakeholders, as well as a significant enterprise-wide impact on the ability to deliver solutions or services. Aon's Global Protection Incident Response (GPIR) Framework leverages our ERM and response

capabilities across multiple regions or functional areas. The GPIR Framework is centered around and aligned to Aon's purpose and values, ensuring actions and decisions made during GPIR mobilizations preserve those values. Aon values serve as guiding principles to decision making when debates arise about how activities or tasks should be prioritized during a response. These values are:

- Preserve life and the safety of all people.
- Ensure compliance with local laws and regulations.
- Fulfill our commitments to customers and stakeholders.
- Protect the brand and reputation of Aon.
- Mitigate operational disruption to our business.
- Act as responsible stewards of our business and strive to manage financial impacts of events.



Appendices

Commitments and Collaborations

March 27, 2023

Aon has committed to, and collaborates with, a series of environmental, social, and governance initiatives, including:

Environment:

- By reducing the environmental impact of our operations and becoming a more resilient, sustainable organization, Aon has set an aggressive target to **achieve net-zero greenhouse gas emissions by 2030**, in alignment with Science-Based Targets. We will achieve this important goal by refining our sustainable sourcing strategy, driving energy efficiency across our real estate portfolio and technology, reducing our real estate footprint and enhancing options for virtual meetings.
- **United For The Paris Agreement** — A reinforcement of the conviction that a commitment to staying in the Paris Agreement is foundational to driving progress on addressing climate change, which in turn will help protect economic health, jobs, and the global competitiveness of the U.S. and its workforce.
- **Terra Carta**, in support of the **Sustainable Markets Initiative (SMI)** — As part of our work with the SMI, Aon co-led two of the workstreams — one devoted to developing a Public-to-Private Solution Framework for a variety of catastrophe perils and economies and the other seeking to accelerate product innovation across the insurance industry.
- **United National Environment Programme Finance Initiative (UNEP FI)** — Supports global finance sector principles to catalyze integration of sustainability into market practices.
- **United Nations Principles for Responsible Investing (UNPRI)**, and **United Nations Principles for Sustainable Insurance (UNPSI)** — Frameworks established by the UNEP FI and correspond with the Paris Agreement.
- **Vatican's Energy Transition Initiative** — Support for carbon pricing that would encourage changes in business practices, consumer behavior and the development of innovations that would advance the energy transition. The initiative also supports disclosures providing greater clarity for how companies are planning and investing for the energy transition.
- Aon is a founding member of **ClimateWise**, which supports the insurance industry to better communicate, disclose and respond to the risks and opportunities associated with climate change and the global protection gap.
- Aon continues to participate in insurance industry forums such as the **Insurance Development Forum**.
- Aon is an observer on The **Taskforce on Nature-related Financial Disclosures**, which works to deliver a market-led framework for organizations to report and act on evolving nature-related risks.

Human Rights:

- [Aon supports the principles](#) contained within the **Universal Declaration of Human Rights and the International Labor Organization Core Conventions on Labor Standards**.

Commitments and Collaborations

March 27, 2023

Diversity and Inclusion:

- [CEO Action for Diversity and Inclusion Pledge](#) — Aon has pledged to act on supporting more inclusive workplaces.
- [UN LGBTI Standards of Business](#) — Aon has committed to supporting five Standards of Conduct to support the business community in tackling discrimination against lesbian, gay, bi, trans and intersex (LGBTI) people. These Standards were developed by the United Nations Human Rights Office, in collaboration with the Institute for Human Rights and Business.
- Aon has signed [Leaders for the Partnership for New York City Pledge](#).
- [Apprenticeship Program](#) — Aon's programs in the U.S. and UK support high-potential colleagues from a large and diverse talent pool, all of whom help us shape better decisions for our clients. In the U.S., we have built a two-year full-time job and educational program that provides opportunities for those without a traditional four-year college degree. Aon provides apprentices with an entry point to a professional career at the company — including a salary and benefits — as well as tuition and books as they pursue an associate's degree at a partner community college.
- [OneTen](#) — Aon is a founding member of OneTen, a coalition of leading executives committed to seeing one million Black Americans, in 10 years, hired into family-sustaining jobs with opportunities for advancement. The aim of the OneTen coalition is to connect employers with employees of color to bridge the diversity divide and ensure that talented Black employees get the same opportunities as their Caucasian counterparts.
- [Commitment Statement for Supplier Diversity](#) — Aon is committed to working with diverse and small businesses across our supply chain. Creating economic impact through small and diverse business partnerships strengthens our ability to serve our clients and communities.

Responsible Investing:

- Aon is a member of the **Investment Leaders Group**, an initiative that brings together academic research from the University of Cambridge and corporate leadership to advance the practice of responsible investment.

2022 ESG Awards and Recognitions

March 27, 2023

Aon has long been recognized for its commitment to environmental, social and governance issues.

- Aon received a score of 100 percent for the 16th consecutive year on the Human Rights **Campaign Foundation's** 2021 Corporate Equality Index. We are proud of our commitment to be a leader in our industry for diversity, equity and inclusion.
- The **Heroes Women Role Models** List showcases the top 20 executives who are making an impact within their own organization and industry. Aon's CEO of North America, Jennifer Bell, was named one of these champions for inclusivity and removing barriers for others.
- The **Insurance Business America list of Elite Women 2022** recognizes leaders who are leaning in to further improve the conditions of women in insurance. Three Aon colleagues were celebrated for ascending to new heights — and for leaving the ladder down for the next generation to climb up.

- Our Head of Sustainability made the **Chicago Crain's 2022 Notable Leaders in Sustainability** list.
- Two colleagues were represented in the **Business Insurance 2022 Women to Watch** list.
- Three colleagues received **Business Insurance 2022 Break Out Awards**.
- **Insurance Industry Charitable Foundation Midwest** honored the **founders of the Chicago Apprentice Network** – Accenture, Aon and Zurich – for their efforts to raise awareness of apprenticeship and help more businesses establish apprentice programs.
- In March 2022, Aon was named one of [Fast Company's World's Most Top 10 Most Innovative Companies](#), which cited our Intellectual Property (IP) solutions as a leading factor in making the list. Aon has helped innovative companies in the green tech space to leverage the value of their IP to access non-dilutive growth capital to accelerate their ability to bring solutions to the market.

- In **Australia**, Aon received the **Insurance Business Magazine 5-Star Diversity, Equity and Inclusion (DE&I) Award**. The award recognizes insurance companies with effective DE&I initiatives that help the industry support clients, attract diverse talent and move the world forward.
- **Aon Netherlands** was named the best employer in the insurance sector by MT/Sprout on its MT500 list. On an annual basis, the trade publication lists 500 companies with the best reputation in the Netherlands among managers, decision-makers and executives.
- **Aon South Africa** was recognized on the Top Employers' Institute's **2022 Top Employers** list for the fifth consecutive year.

UN Sustainable Development Goals

March 27, 2023

SDG	How Aon Helps	Solution Name	Solution Link	Solution Description	Additional Aon Impact
1 – No Poverty	When financially vulnerable people experience illness, death, an accident, a fire or a natural disaster, Aon assists businesses, communities and government organizations by providing financial support.	Aon Insurance Programs. Life, Casualty, Property, Health Insurance	Aon Insurance Programs	As the premier broker/administrator of affinity insurance programs around the globe, Aon is uniquely positioned to provide all necessary resources, intellectual capital and experience required to deliver the right solutions.	
2 – Zero Hunger	Aon provides risk management services in the food production value chain, thereby being a key component of the broader push to achieve food security and encourage farming and food production that is more sustainable, productive and resilient.	Food System, Agribusiness and Beverage	Food System, Agribusiness and Beverage Industry	Aon's Food System, Agribusiness and Beverage Practice provides custom solutions to the challenges of managing the production, processing and distribution risks associated with the food system.	
3 – Good Health and Wellbeing	With scalable solutions that protect communities, provide access to capital and enhance employee wellbeing, Aon can help organizations and individuals make better decisions that protect and enrich their lives. This can include everything from helping workers stay protected in the gig economy and gain better access to wellbeing and health benefits, to insights that help businesses of all sizes grow and flourish. We also help government agencies and communities cope with crises and emerge stronger.	Human Capital Solutions Health Solutions	Human Capital Solutions Health Solutions	Aon provides business leaders with the market-leading data, analytics and advice they need in three critical areas: understanding and managing people risk, optimizing people spend and investments and empowering workforce agility and resilience.	
4 – Quality Education	Aon's expertise in human capital solutions helps employers to future-proof their workforce by identifying future skills critical to business success and create plans for reskilling and upskilling their people to bridge any gaps. We understand the risks confronting academic institutions. Our higher education experts use Aon's global resources to provide uncommon insight and lasting solutions to institutions' management of their risks.	Individual Insurance Human Capital Talent Solutions	Closing The Future Skills Gap to Drive Business Success Higher Education Risk Management	At a time of accelerated business and workforce change, organizations must act quickly to create agile and resilient workforces with the skills to meet future challenges.	Apprentice Network
5 – Gender Equality	Aon is committed to developing actionable diversity, equity and inclusion strategies for our clients. One integral component to a successful approach is offering an inclusive benefits program that will appeal to a diverse workforce.	DEI Health Consulting	Health Solutions	Aon Diversity Solutions advocates for historically under-utilized businesses to ensure diverse engagement which ultimately creates long-term value for our diverse partners, clients and communities.	Diversity Solutions
6 – Clean Water and Sanitation	In nearly every major city where it has operations, Aon has moved its operations into newer office buildings to take advantage of technology and facilities that promote sustainable business practices. As a result, thousands of our colleagues work in buildings that consume far less energy and conserve water resources and are certified by the LEED Green Building Program or other internationally recognized ranking programs.				Aon 2021 ESG Impact Report
7 – Affordable and Clean Energy	Aon understands the power and energy industry through our expert colleagues, who deliver results by identifying, recommending and executing risk solutions that help power and energy clients achieve growth and continuity.	National Power & Energy Practice	Industry Expertise	We deliver specialist risk solutions to a broad mix of clients including utility companies, independent power producers, renewable energy developers, grid and distribution operators, private equity and infrastructure groups across the energy mix.	Aon 2021 ESG Impact Report
8 – Inclusive Economic Growth and Employment	Many micro- and small-enterprises are found in emerging markets and significantly contribute to employment generation and the global economy. Aon helps small and medium-sized enterprises grow and obtain external financing to prosper and flourish.	Commercial Insurance for Small and Mid-Size Businesses	Small Business Insurance	Aon provides small business insurance through aoncover.com, a platform powered by CoverWallet.	Diversity Solutions
9 – Industrialization, Innovation and Infrastructure	From helping clients use analytics to identify efficiencies to unlocking the value of intangible assets, Aon's expertise, global understanding and advanced analytics help clients find the capital – and the confidence – they need to innovate and grow.	Commercial Risk Solutions	Commercial Risk Solutions	Aon helps clients identify, measure and manage their risk exposure when shifts in technology, economics and geopolitics create unprecedented volatility.	

SDG	How Aon Helps	Solution Name	Solution Link	Solution Description	Additional Aon Impact
10 – Reduced Inequalities	Aon's solutions seek to address the protection gap and support those underserved by the global economy. We know support is needed —our Global Risk Management Survey shows us that nine of the top 10 risks are either uninsurable or only partly insurable.	Addressing the Underserved	Addressing the Underserved	Aon's expertise and insights gained from data and analytics help organizations make better decisions so that they can grow and prosper.	
11 – Sustainable Cities and Communities	We need to close the protection gap – by managing the impact of factors such as climate change – to protect our global communities. Aon and the insurance industry is committed to finding solutions to close the gap by working with governments, humanitarian organizations and NGOs to protect their people and property before and after catastrophes.	Public Sector Practice	Public Sector Risk Management	Shrinking budgets and staff, new regulations and increased demands for services are forcing today's risk executives to do more with less while climate change, technology advancement and population growth change both the levels and types of risk.	What is the Protection Gap?
12 – Responsible Production and Consumption	Supply chain risk is complex, multi-faceted and costly with disruptions having a significant impact on businesses. Around the world, executives are focused on vulnerabilities in their supply chains – whether they're due to natural disasters and the increased impacts of climate change, heightened geopolitical issues and conflict zones, cyber security concerns or even the lack of talent.	Navigating New Forms of Volatility Supply Chain Resilience	Professional Services Practice Navigating New Forms of Volatility Supply Chain Resilience	As the leading provider of risk and insurance-based offerings, we can also enhance your ESG value proposition with our suite of solutions.	Net Zero Commitment
13 – Climate Action	As firms navigate new forms of volatility such as climate change, Aon is committed to protecting and enriching the lives of people across the world. Our goal is to mobilize private-sector capital and drive collaboration with governments, academia, communities and businesses to deliver solutions.	Tackling Climate Change	Catastrophe Insight Tackling Climate Change	Our collaborations cover a range of catastrophes such as severe convective storms, cyclones, and floods.	Aon 2021 ESG Impact Report
14 – Life Below Water	We understand our environmental impact and have in place a range of controls to ensure our operations are responsibly managed and continue to work to reduce the risk of adversely impacting the environment, biodiversity, and ecosystems. Aon is committed to the protection of the environment, including the prevention of air, water or land pollution and will strive to promote efficient operations using reasonably available methods.	Environmental Solutions		Aon Environmental is a corporate specialty practice dedicated solely to providing environmental risk management support to our clients and prospects.	Aon Environmental Policy
15 – Life on Land	We understand our environmental impact and have set a range of controls to ensure our operations are responsibly managed and continue to work to reduce the risk of adversely impacting the environment, biodiversity, and ecosystems. Aon is committed to the protection of the environment, including the prevention of air, water or land pollution and will strive to promote efficient operations using reasonably available methods	Environmental Solutions		Aon Environmental is a corporate specialty practice dedicated solely to providing environmental risk management support to Aon clients and prospects.	Aon Environmental Policy
16 – Peace, Justice and Strong Institutions	Aon is in the business of helping clients and institutions make better decisions, and integrity is core part of that. Aon's commitment to uphold high ethical standards is an important part of our history and culture. In today's competitive and rapidly changing business climate, doing the right thing has never been more important. Aon's Human Sustainability Index (HSI) measures wellbeing, resilience and sustainability at the individual, team and organizational level. It provides you and your leadership team with data-driven insights to make meaningful workforce decisions with clarity and confidence.	Building a Resilient Workforce	Human Sustainability Index (HSI)	Aon helps institutions identify, measure and manage their risk exposure when shifts in technology, economics and geopolitics create unprecedented volatility.	Code of Business Conduct
17 – Partnerships for the Goals	Addressing climate change in high-impact ways, reaching net-zero emissions and providing a path for growth and investment amid climate risk will not happen without global collaboration. To achieve that, Aon has taken a leadership position in the insurance industry with respect to client issues and is participating in collaborations and partnerships that convene leaders across sectors.	Professional Services Practice - ESG	Professional Services Practice	Aon's ESG solutions can help protect and grow our clients' businesses, insurance and investment portfolios	Environmental Collaborations and Commitments

Task Force on Climate-related Financial Disclosures (TCFD) Disclosure

March 27, 2023

Governance

1.A. Describe the board's oversight of climate-related risks and opportunities.

The Board reviews the Company's top environmental, social and governance (ESG) risks, including climate-related risks and sustainable supply chain management. Management updates the Board on the Company's ESG Risk Assessment, which is incorporated into the Company's enterprise risk management ("ERM") program. The Board and its committees additionally review our risk management policies, processes and controls. In addition, the full Board reviews information relating to Aon's climate and environment opportunities internally and for our clients, including Aon's climate commitments. The Board believes that establishing the right tone at the top and maintaining full and open communication between management and the Board are essential for effective risk management and oversight. As such, the Board and the committees regularly review and discuss significant risks with management, including climate risks and progress on Aon's climate commitments.

1.B. Describe management's role in assessing and managing climate-related risks and opportunities.

Aon has established a steering committee of senior executives to address and make recommendations regarding environmental, social and governance ("ESG") matters facing the Company (the "ESG Committee"). The ESG Committee sets and monitors climate strategy for Aon as an organization, based on the Company's science-based targets and risk prioritization. The Committee is dedicated to global coordination of our climate efforts and effectively reporting our policies, practices, and progress for our stakeholders. The ESG Committee meets bi-monthly to review ESG matters, including Aon's climate risks and opportunities.

The ESG Committee is chaired by our Head of Investor Relations and ESG and is comprised of senior company executives, including: our head of ESG for Commercial Risk Solutions, Chief Procurement Officer, General Counsel, Head of Public Affairs and Policy, Chief Marketing Officer and Chief People Officer. Our Head of Investor Relations and ESG, as chair of the ESG Committee, is responsible for keeping our CEO and Aon Executive Committee (of which the Head of Investor Relations and ESG is a member) updated on

climate strategy developments and risks reviewed by the ESG Committee. In addition, the Head of Investor Relations and ESG has reported to the Board regarding the efforts of the ESG Committee, including, among other matters, the review of Aon's ESG Risk Assessment, stakeholder feedback on ESG matters, environmental strategy and opportunities, and carbon reduction initiatives.

Aon's management team has also established a net-zero committee to develop short-, medium- and long-term strategies to support firm sustainability and our commitment to Net-Zero greenhouse gas emissions by 2030. This working group is jointly chaired by Aon's Chief Procurement Officer and Head of Investor Relations and ESG, and is focused on identifying, managing and mitigating material risk factors for Aon, including guidance on operational sustainability issues and reporting.

Material environmental risk factors, emerging trends, and regulatory mandates are reviewed regularly by the ESG Committee as well as the Net-Zero Committee, as applicable. Significant risks and opportunities identified by the Net-Zero Committee are reported to the ESG Committee, and the ESG Committee receives regular reports on activities overseen by the Net-Zero Committee.

Strategy

2.A. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.

Opportunities

Products and Services

As a firm, Aon has sophisticated data, analytics and expertise that continue to grow in relevance for clients across industries and geographies as their businesses are increasingly affected by climate change and associated risk, shifts in regulations and the magnitude of the challenge and its potential.

Our focus is on helping our clients prepare for and respond to the challenges posed by the impacts of climate change and unlock opportunities driven by the transition to a lower-carbon economy. We have offerings from across the firm to help clients address a broad range of climate risks and opportunities, including:

- **Climate Risk Assessment** — Our teams can help financial, insurance and other corporate issuers across a range of industries understand their unique exposure to climate change and create a plan to protect liquidity and the bottom line.
- **Catastrophe Modeling** — Aon uses proprietary and third-party catastrophe models to validate and identify gaps for clients. Using a host of tools and unparalleled experiences from natural catastrophes, we customize a view of risk for clients that helps them prepare for the future.
- **Climate Risk Modeling** — Aon packages up-to-date data and insights into a visual model, helping clients anticipate climate-induced business interruptions and better plan for future location decisions that can maximize business efficiency and employee wellbeing.
- **Climate Disclosure Support** — Aon supports clients in identifying alignment gaps with global frameworks and enhancing reporting to meet evolving stakeholder expectations.
- **Responsible Investments for Retirement, Foundations and Pensions** — As employee demographics change, corporate and public retirement plans need to take into consideration changing stakeholder requirements. Incorporating fund options that create positive social or environmental impact, or that reduce carbon footprint, can be an important tool in meeting regulatory or employee objectives, or for aligning corporate goals with investment options.
- **Unlocking New Sources of Capital** — Aon's Intellectual Property Solutions and technology performance insurance solutions can be utilized to help firms scale sustainable lending and drive growth. We offer an array of solutions to mitigate decarbonization risks, from Technology Performance Insurance to Carbon Offset Insurance Solutions, in order to enable financing and reduce the downside for these projects. Aon's Green Captive, for example, is an innovative application of the captive concept to support organizations to finance new forms of volatility introduced under the umbrella of ESG.

Looking forward, we are well placed to help clients manage their own risks and upside potential around climate analytics and resiliency. We have a significant opportunity for long-term value creation and positive impact for all our stakeholders.

Risks

The following discussion identifies and describes the transition and physical risks identified by the Company's management as presenting significant risks to our business, operations, finances, and/or other significant matters. Risks categorized as short-term include risks that present, or may present without advance notice, imminent risks to the Company's operations, financial condition, reputation and/or other matters. Risks categorized as short-term are reviewed regularly by the Company's management, ESG Committee and/or Net-Zero Committee, as applicable. Risks categorized as medium and long-term include emerging risks identified by the Company's management as less likely to present immediate risks to the Company but may develop over a period of several months to years.

Transition Risks – Short Term

Market Risks

Economic downturns, volatility or uncertainty in the broader economy, or in specific markets as a result of climate change, may cause reductions in technology and discretionary spending by our clients, which may result in reductions in the growth of new business or

reductions in existing business. Aon delivers diverse solutions across a wide range of industries to our clients in over 120 countries and sovereignties, meaning economic conditions experienced within a specific market are less likely to impact other sections of our business.

Transition Risks – Medium and Long Term

Policy and Legal Risks

Governmental and public attention to climate change and environmental matters, including new or enhanced reporting, diligence or disclosure rules and regulations, could expand the nature, scope, and complexity of matters that we are required to control, assess, and report. These and other rapidly changing laws, rules and regulations, may increase the cost of our compliance and risk management and otherwise impact our business, which could have a material adverse effect on our business, results of operations, ability to hire and retain talent and our financial condition.

In addition, the shift toward a lower-carbon economy, driven by changes in laws, rules and regulations, low-carbon technology advancement, consumer sentiment and/

or liability risks, may negatively impact our business model and/or the business models of our clients. Governments, investors and other stakeholders face additional pressures to accelerate actions to address climate change and other ESG topics, governments and other stakeholders may impose new rules or expectations causing a shift in disclosure and other behaviors that may negatively impact our business. Aon has established processes and procedures to ensure we comply with applicable law and regulatory requirements, and regularly reviews updates and changes to environmental regulatory regimes. Aon assesses opportunities and engages with regulatory authorities, trade groups, and coalitions on climate matters and seeks to embed climate governance into its operations.

Reputational Risks

Damage to our reputation, including as a result of negative perceptions or publicity regarding environmental matters and climate change or our inability to meet related commitments or client and stakeholder expectations with respect to such matters, could affect the confidence of our clients, rating agencies, regulators, stockholders, employees and third

parties in transactions that are important to our business adversely affecting our business, financial condition, and operating results. Aon has established processes and procedures to ensure we comply with applicable law and regulatory requirements, and to meet our environmental commitments and client expectations.

Physical Risks – Short Term

Acute Risks

We are exposed to various risks arising out of natural disasters, including earthquakes, hurricanes, fires, floods, tornadoes, extreme weather or other climate events. These threats may cause significant volatility in global financial markets and may trigger energy shortages, public health issues or an economic downturn or instability in the areas directly or indirectly affected by the disaster. These consequences could, among other things, result in a decline in business and increased claims from those areas. Disasters also could disrupt public and private infrastructure, including communications and financial services, which could disrupt our normal business operations.

A natural disaster or extreme weather event could disrupt the operations of our counterparties or result in increased prices for the products and services they provide to us. In addition, a disaster could adversely affect the value of the assets in our investment portfolio. Finally, a natural or man-made disaster could increase the incidence or severity of errors and omissions claims against us. Climate change is a factor which may significantly increase the likelihood or severity of a natural or man-made disaster.

Our operations are dependent upon our ability to protect our personnel, offices and technology infrastructure against damage from business continuity events that could have a significant disruptive effect on our operations. Should we experience a local or regional disaster or other business continuity problem, such as a natural disaster or climate event, our continued success will depend, in part, on the availability of our personnel and office facilities and the proper functioning of computer systems, telecommunications and other related systems and operations. In events like these, while our operational size, the multiple locations from which we operate and our existing back-up systems

provide us with some degree of flexibility, we still can experience near-term operational challenges in specific locations or areas of our operations. We could potentially lose access to key executives, personnel or client data or experience material adverse interruptions to our operations or delivery of services to our clients in a disaster recovery scenario. A disaster on a significant scale or affecting certain of our key operating areas within or across regions, or our inability to successfully recover should we experience a disaster or other business continuity problem, could materially interrupt our business operations and cause material financial loss, loss of human capital, regulatory actions, reputational harm, damaged client relationships, or legal liability.

Aon has established processes and procedures, including with respect to personnel and technology, to manage its operations in the event of a natural or man-made disaster. Aon maintains a Global Emergency Operations Center, and a Global Security Services office, which are designed to implement Aon's emergency responses.

Physical Risks – Medium and Long Term

One or more natural or man-made disaster could result in reduced underwriting capacity, making it more difficult for our professionals to place business. If access to underwriting markets for certain lines of coverage becomes unavailable or difficult due to the impact of climate change on the claims environment, this may have a negative impact on our clients' access to coverage, which could in turn reduce our ability to place certain lines of coverage and negatively impact our business. Aon delivers diverse solutions across a wide range of industries to our clients in over 120 countries and sovereignties, meaning economic conditions experienced within a specific market are less likely to impact other sections of our business, an occurrence we describe as “capacity restriction/reduction”.

2.B. Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

See responses to 2.A.

2.C. Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

Aon has reviewed climate-related scenarios to inform our efforts to mitigate environmental impact and initiated the science-based target setting methods to inform an update to its Global Environmental Commitment. The SBT methodologies consider various scenarios, including RCP 2.6, and apply company-specific growth trajectories including financial indicators and employees to historical greenhouse gas (“GHG”) emissions trends to determine a business-as-usual (BAU) scenario.

Our analysis has led to the enhancement of Aon's baseline emissions and the announcement of the company’s emissions reduction goal to achieve Net-Zero by 2030. The analysis provides Aon with reference points to determine the appropriate plans of action to achieve emissions reductions, such as energy efficiency measures and renewable energy investments.

Risk Management

3.A. Describe the organization’s processes for identifying and assessing climate-related risks.

Please see our answers to 1.A, 1.B, and 3.C.

Aon’s ESG Risk Assessment process includes a review and analysis of risks related to climate change and environmental matters. The 2022 ESG Risk Assessment included a review of 62 applicable risks, including climate and environment risks, which were identified through an assessment of Aon’s ERM framework, peer disclosures and ESG indices. The identified risks were categorized by subject area, reviewed for applicability to Aon’s businesses, and assessed through internal interviews of subject matters experts and internal stakeholders. The categorization, review, and assessment of risks was undertaken with a firm-wide perspective. The process resulted in the identification of Aon’s most significant ESG risks, which Aon will use to further enhance its ERM. Risks identified as the most significant included those that are considered by management to be impactful to Aon’s business strategy and/or important to key stakeholders. Significant climate and environment risks to Aon will be included as a component of Aon’s ERM, as reviewed by the Board.

Aon expects to review its top ESG and emerging risks on at least an annual basis in coordination with its annual ERM processes.

3.B. Describe the organization's processes for managing climate-related risks.

Please see our answer to 1.A.

3.C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Aon expects to review its top ESG and emerging risks on at least an annual basis in coordination with its annual ERM processes. Aon's annual ERM processes include management's identification, assessment, prioritization, and mitigation planning regarding Aon's top risks. Aon's management carries out the daily processes, controls and practices of our risk management program, including ERM. Aon's Board reviews and discusses with management ERM governance as well as the Company's risk landscape and Aon's management of key risks. As part of the annual ERM processes, Aon's management will review the firm's ESG risks and coordinate with the ESG Committee to identify and analyze updates and changes to top ESG risks and the risk landscape of ESG matters, including climate matters, for incorporation in Aon's ERM.

Metrics and Targets

4.A. Disclose the metrics used by the organization to assess climate related risks and opportunities in line with its strategy and risk management process.

Aon has reviewed climate-related scenarios to inform our efforts to mitigate environmental impact, and initiated the science-based target setting methods to inform an update to its Global Environmental Commitment. The SBT methodologies consider various scenarios, including RCP 2.6, and apply company-specific growth trajectories including financial indicators and employees to historical GHG emissions trends to determine a BAU scenario.

Our analysis has led to the enhancement of Aon's baseline emissions and the announcement of the company's emissions reduction goal to achieve Net-Zero by 2030. The analysis provides Aon with reference points to determine the appropriate plans of action to achieve emissions reductions, such as energy efficiency measures and renewable energy investments.

Aon's management team has also established a Net-Zero committee to develop short, medium and long-term strategies to support firm sustainability and our commitment to Net-Zero greenhouse gas emissions by 2030. This working group is jointly chaired by Aon's Chief Procurement Officer and Head of Investor Relations and ESG, and is focused on identifying, managing, and mitigating material risk factors for Aon, including guidance on operational sustainability issues and reporting.

Material environmental risk factors, emerging trends, and regulatory mandates are reviewed regularly by the ESG Committee as well as the Net-Zero Committee, as applicable. Significant risks and opportunities identified by the Net-Zero Committee are reported to the ESG Committee, and the ESG Committee receives regular reports on activities overseen by the Net-Zero Committee.

4.B. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.

Aon's 2022 emissions were a total of 453,520 tCO₂e:

Scope 1: 5,793 tCO₂e

Scope 2: 23,225 tCO₂e

Scope 3: 424,501 tCO₂e

Aon's Environmental Policy reinforces our pledge to pursue sustainable business solutions. A range of controls ensures our operations are responsibly managed, and we strive to reduce adverse impacts to the environment, biodiversity and ecosystems. To achieve net-zero emissions, the firm must be unified in its ESG ambitions, and regions must be aligned to implement environmental goals on a global level. Our current efforts focus on key areas:

- Refining our sustainable sourcing strategy, in partnership with Aon Business Services
- Driving energy efficiency across our real estate portfolio and technology, including renewables
- Thoughtfully approaching business travel and enabling Smart Working alternatives for colleagues

These defined commitments guide us as we continue to innovate in the face of ecological instability, and our proactive approach to carbon neutrality sets us apart as a climate-conscious industry leader.

4.C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

Please see our answer to 4.A

Supplemental ESG Information

March 27, 2023

Item	Category	Question/Metric	Response
1	Compliance	Ethics Training Program Scope	Aon-sponsored compliance training and certification modules are sent to all applicable colleagues, including part-time and contract workers.
2	Compliance	Compliance Training and Certification Modules	<p>Aon-sponsored compliance training and certification modules are sent to all applicable colleagues, including part-time and contract workers, which focus on key risks, including:</p> <ul style="list-style-type: none"> • Anti-Bribery and Anti-Corruption • Anti-Money Laundering and Combating Terrorist Financing • Antitrust and Fair Competition • Communicating with Government Entities and Officials • Conflicts of Interest • Cross-Border Business • Drug-Free Workplace • Entertainment and Gifts • General Data Protection Regulation (GDPR) • Harassment/Discrimination • Human Rights • Privacy & Data Protection • Security Awareness • Trade Restrictions
3	Environment	Carbon Emissions	<p>Aon's 2019 emissions were a total of 538,756 tCO₂e:</p> <p>Scope 1: 14,060 tCO₂e Scope 2: 22,298 tCO₂e Scope 3: 502,398 tCO₂e</p> <p>Aon's 2021 emissions were a total of 472,606 tCO₂e:</p> <p>Scope 1: 6,177 tCO₂e Scope 2: 24,214 tCO₂e Scope 3: 442,215 tCO₂e</p> <p>Aon's 2022 emissions were a total of 453,520 tCO₂e*:</p> <p>Scope 1: 5,793 tCO₂e Scope 2: 23,225 tCO₂e Scope 3: 424,501 tCO₂e</p>
4	Environment	EMS/ISO Certifications	Aon has achieved ISO 14001 environmental management certification for larger office buildings in Chicago, London, Singapore and Spain. 22% of Aon's leased square footage is in an environmentally certified space (i.e. LEED, BREEAM).
5	Environment	Renewable Energy	Aon continues to expand its use of renewable energy and is at 20% of our global square footage. In 2022 we expanded usage in Japan, New Zealand and Australia.
6	Environment	Emissions Reductions	Aon achieved a 16% emissions reduction from our 2019 baseline (538,756 tCO ₂ e) to 2022 (453,520 tCO ₂ e)*.
7	Environment	Examples of Emissions Reduction Activities	<p>Aon has undertaken hundreds of facilities optimization projects over the past several years. Our results are reflected in our overall emissions reduction. Initiatives included upgrades to LED lighting, utility capacity optimization and upgrading of heating and cooling systems.</p> <p>Additionally, Aon continues to use furniture management companies that work with non-profit community organizations to reuse older furniture. Our Facilities Team also makes every effort to collect unused supplies from our offices and donate them to local churches, schools and other non-profit organizations. Aon works with Patcraft to use low VOC products and recycled carpet from sites that we are refurbishing along with new spaces, when available.</p>

* Information and data presented in this report with respect to Aon's greenhouse gas emissions is not subject to a third party audit. Aon's 2022 greenhouse gas emissions data is preliminary and subject to ongoing internal data verification. Aon expects to publish final 2022 greenhouse gas emissions data in its 2023 CDP disclosures.

Item	Category	Question/Metric	Response
8	Environment	Environmental/ESG Training	Aon colleagues play an integral role in our approach to decarbonization, and we've launched education efforts to learn more about environmental impacts and how our firm and our colleagues are making a difference. In 2022, we launched a global intranet community in which colleagues can regularly share news of how they are making an impact around the globe. We also launched a quarterly educational webinar series that informs colleagues about Aon's progress toward our net-zero commitment and highlights colleague accomplishments. One of the major achievements of these quarterly webinars was the development of the Aon Sustainable Meetings and Events Guide. Driven by an interest in making events more sustainable, this guide was developed in collaboration with colleagues from across Aon, including the Meetings and Events, Travel and Sustainability teams. A cross-functional team was deployed to help develop materials to guide future events. As we worked cross-functionally around the globe in 2022, we saw the opportunity to continue to expand this program in 2023 by formalizing a global Sustainability Engagement Network, which includes representation from all regions and is sponsored by our global head of Investor Relations and ESG.
9	Environment	Emission Reduction Strategy	<p>Aon's Environmental Policy reinforces our pledge to pursue sustainable business solutions. A range of controls ensures our operations are responsibly managed, and we strive to reduce adverse impacts to the environment, biodiversity and ecosystems. Aon is committed to achieving net-zero greenhouse gas (GHG) emissions by 2030, and we have set targets in the process of being validated by the Science Based Targets initiative in line with a 1.5-degree pathway. To achieve these targets, the firm must be unified in its ESG ambitions, and regions must be aligned to implement environmental goals on a global level. Our current efforts focus on key areas:</p> <ul style="list-style-type: none"> • Continuing our sustainable sourcing strategy, enabled by our Aon Business Services platform (ABS), in which we're working closely with suppliers to understand their existing carbon reduction commitments and strategies, encouraging them to take steps and considering future options to change suppliers • Reducing the impact of our real estate footprint by reducing the space we use and improving energy efficiency across our real estate portfolio and technology, including through renewable energy • Thoughtfully limiting our travel and commuting footprint through our Smart Working strategy and investing in electric vehicle charging stations and Sustainable Aviation Fuel. <p>These defined commitments guide us as we continue to innovate in the face of ecological instability, and our proactive approach to carbon neutrality sets us apart as a climate-conscious industry leader.</p>
10	Environment	Climate Change Risks & Opportunities	Aon's approach to climate change risks and opportunities can be found in our Task Force on Climate-Related Financial Disclosures (TCFD) .
11	Environment	Intensity Metrics	Aon's gross global combined Scope 1, 2 and 3 emissions for 2022 in metric tons CO2e per USD total revenue intensity metric is 0.000036343.*
12	Environment	Paper and Water Reduction Statistics	<p>In 2022, in collaboration with ABS, we continued to use electronic invoicing and purchase orders, badge printing and DocuSign. Collectively, these initiatives have saved numerous resources:</p> <ul style="list-style-type: none"> • 23 million sheets of paper • 499,000 kilograms of CO2e • 7.5 million liters of water • More than 2,700 trees <p>We are also reducing our impact by moving from hard copies of Certificates of Insurance and Policies to e-delivery. In 2022, e-delivery helped achieve paper savings that amounted to 309 trees, 270,000 gallons of water and 221,000 pounds of CO2.</p>
13	Environment	Enhancements to GHG Reporting	Aon continues to leverage the most comprehensive data sets for our annual emissions calculations. Any year-over-year material methodology changes will be disclosed in our annual CDP disclosures.
14	Environment	Net-Zero Committee	Aon's management team has established a Net-Zero committee to develop short, medium and long-term strategies to support firm sustainability and our commitment to Net-Zero by 2030. This committee is jointly sponsored and chaired by our chief procurement officer and head of investor relations & ESG, and is focused on identifying, managing and mitigating risks relating to sustainability and Net-Zero for Aon, including guidance on operational sustainability issues and reporting.
15	Environment	Incentives for Climate Change Management	Aon's Head of Sustainability has financial incentives tied to emissions reductions. Aon continues to invest in its Sustainable Procurement function and incentivize decarbonization of our supply chain.

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Item	Category	Question/Metric	Response
16	Environment	Examples of Aon Products and Services with Environmental or Carbon Reduction Impact	<p>As a firm, Aon has sophisticated data, analytics and expertise that continue to grow in relevance for clients across industries and geographies as their businesses are increasingly affected by climate change and associated risk, shifts in regulations and the magnitude of the challenge and its potential.</p> <p>Our focus is on helping our clients prepare for and respond to the challenges posed by the impacts of climate change and unlock opportunities driven by the transition to a lower-carbon economy. We have offerings from across the firm to help clients address a broad range of climate risks and opportunities, including:</p> <ul style="list-style-type: none"> • Climate Risk Assessment — Our teams can help financial, insurance and other corporate issuers across a range of industries understand their unique exposure to climate change and create a plan to protect liquidity and the bottom line. • Catastrophe Modeling — Aon uses proprietary and third-party catastrophe models to validate and identify gaps for clients. Using a host of tools and unparalleled experiences from natural catastrophes, we customize a view of risk for clients that helps them prepare for the future. • Climate Risk Modeling — Aon packages up-to-date data and insights into a visual model, helping clients anticipate climate-induced business interruptions and better plan for future location decisions that can maximize business efficiency and employee wellbeing. • Climate Disclosure Support — Aon supports clients in identifying alignment gaps with global frameworks and enhancing reporting to meet evolving stakeholder expectations. • Responsible Investments for Retirement, Foundations and Pensions — As employee demographics change, corporate and public retirement plans need to take into consideration changing stakeholder requirements. Incorporating fund options that create positive social or environmental impact, or that reduce carbon footprint, can be an important tool in meeting regulatory or employee objectives, or for aligning corporate goals with investment options. • Unlocking New Sources of Capital — Aon's Intellectual Property Solutions and technology performance insurance solutions can be utilized to help firms scale sustainable lending and drive growth. We offer an array of solutions to mitigate decarbonization risks, from Technology Performance Insurance to Carbon Offset Insurance Solutions, in order to enable financing and reduce the downside for these projects. Aon's Green Captive, for example, is an innovative application of the captive concept to support organizations to finance new forms of volatility introduced under the umbrella of ESG. <p>Looking forward, we are well placed to help clients manage their own risks and upside potential around climate analytics and resiliency. We have a significant opportunity for long-term value creation and positive impact for all our stakeholders.</p>
17	Environment	Environmental Policy	Aon's Environmental Policy can be found at: ESG Policies and Disclosures
18	Environment	Climate Commitment and Science Based Targets Initiative	Aon has committed to achieving net-zero greenhouse gas (GHG) emissions by 2030, and we have set targets in the process of being validated by the Science Based Targets initiative in line with a 1.5-degree pathway.
19	Philanthropy/Community	Number of Organizations Supported	Over 2,400 organizations received philanthropic support from Aon or our colleagues in 2022.
20	Philanthropy/Community	Amount of Matching Gifts	Aon matched over \$850,000 in colleague donations to eligible organizations in 2022.
21	Philanthropy/Community	Total Global Philanthropic Support	Aon contributed over \$12.5 million in 2022 to philanthropic causes.
22	Philanthropy/Community	Pro Bono Legal Hours	In 2022, colleagues in Aon's Law and Compliance department committed more than 2,000 hours to pro bono and corporate social responsibility initiatives.
23	General ESG	Microinsurance Opportunities - Example / Impact Story	<p>In Sri Lanka, farmers represent a third of the workforce and account for almost 20 percent of the economy. Yet, despite their substantial stake in the country's economy, Sri Lankan farmers face major barriers to securing insurance coverage protecting their livelihoods. Historically, there has been a lack of affordable and reliable insurance products, little education about insurance and uncertainty about when and how a claim would be paid.</p> <p>Aon acted to change this. Collaborating with Oxfam in Sri Lanka, an organization working to alleviate poverty, and Etherisc, an InsurTech startup developing a protocol for decentralized insurance applications, we launched the first blockchain-based agricultural insurance policies for smallholder farmers in Sri Lanka.</p> <p>The innovative platform helps overcome historical obstacles, simplifying the claims process. A farmer no longer needs to submit a claim, and, at the same time, the insurer no longer needs to send a claims adjuster into the field. This reduces administration costs and, leads to a higher percent of premiums being used for claims payment and immediate, fully trusted pay-out.</p> <p>Leveraging Oxfam in Sri Lanka's local farmer engagement, Etherisc's blockchain technology knowledge, and Aon's expertise in reinsurance and global insights, the program has enrolled nearly 200 smallholder paddy field farmers in Sri Lanka who are at risk of losing their crops due to extreme weather.</p>
24	General ESG	Biodiversity and Animal Welfare	As a professional services provider, Aon's ordinary course business activities have a minimal direct impact on biodiversity and animal welfare.
25	General ESG	Risk Identification; Corporate Development	Aon has dedicated resources for pre and post close due diligence of target companies, which includes review by legal and compliance professionals and representatives from Aon's procurement and ESG functions, who conduct due diligence and integration planning and report out to corporate development and business leaders to address and remediate as needed. Diligence and remediation regarding compliance with Aon's Code of Conduct, Human Rights Policy, and other compliance policies is an important part of the due diligence and pre-close planning process.

Item	Category	Question/Metric	Response
26	General ESG	Senior Decision Maker Statement	Letters from CEO Greg Case, and SVP and Head of Investor Relations & ESG Leslie Follmer introducing Aon's 2022 ESG Impact Report can be found here A Message From Our CEO
27	HR/People	Historically Black Colleges and Universities (HBCU) Partnerships	Aon continues to share industry expertise and build relationships with the next generation of leaders by engaging with Historically Black Colleges and Universities (HBCUs). Aon has taken a robust approach to engaging with partner universities, focusing on four key areas: university support, scholarships, curriculum development and veterans, in particular, recruiting and trust building. Brooklyn College is one of six HBCUs at which our investments support students through scholarships, recruiting and curriculum development. In 2022, we joined with Brooklyn College's Murray Koppelman School of Business and The Spencer Educational Foundation to develop a series of undergraduate programs to help students prepare for a career in risk management, insurance, finance and other professions. Aaron Olson, executive vice president of Aon, served as executive in residence at the Koppelman School of Business. Through the program, Aaron shared his expertise in strategic decision making with students in guest lectures and one-on-one mentoring sessions with students and faculty. The full scope of the partnership included more than 10 guest lectures from Aon colleagues, attendance at career fairs, a 75-plus person event featuring Aon executives and Brooklyn College faculty, and the sponsorship and development of a three-credit course on the fundamentals of risk management and insurance for the 2022 Winter Intersession. The course introduces students to the concept of risk in the context of what households and commercial businesses face in this highly uncertain environment. Students learn how risk is assessed, measured, managed, absorbed, distributed and transferred. They also examine the value of specific household and business decisions regarding the use of insurance to protect income, wealth and property value from losses that result from certain events. In 2022, Brooklyn College selected Aon as a key community partner.
28	HR/People	Benefits Overview	Through our commitment to our values and purpose, Aon provides colleague rewards that are transparent, fair and competitive to help them reach their long-term financial goals and support their and their family members' physical health and wellbeing. Aon offers a comprehensive onboarding experience with a support structure tailored to different profiles, including materials about Aon's business, culture, strategy and sharing information on things colleagues need to start performing their work. The program includes a first-year curriculum, a journey map, a common first-day experience, a buddy program to support the new colleague during their first six months, online and on-demand training, and one-on-one and networking opportunities for new colleagues to build their social connections that are essential to engaging them to stay at Aon. For more information, please refer to: Make Your Choices
29	HR/People	Wellbeing	Aon continues to sponsor and promote benefits and programming to support our colleagues including: <ul style="list-style-type: none"> • Two Firm-wide global holidays allowing colleagues time to focus on personal wellbeing • Hired a full time chief wellbeing officer, which reinforces our commitment to strategically approaching wellbeing programs as a cornerstone in every colleague-related conversation within Aon and more broadly with our clients • Adopted of a Smart Working model, where colleagues and managers work together to discuss and determine the best workstyle to create a healthy, productive, inclusive and sustainable way of working and enable colleagues to deliver their best work for clients from wherever they are best placed to do so • Introduced a new Wellbeing intranet site with resources including webinars and Ted@Work for colleagues around the globe • Introduced "United in Gratitude" a 4 week global program supporting World Mental Health Day • Launched Development Days with including three mental and physical health sessions which were among the highest attended sessions • Enhanced colleague communications around benefit changes and refreshed UPoint to make it easier to navigate and highlight benefits to colleagues • Offer In-plan Roth conversion feature in 401(k) savings plan for US colleagues to promote more financial wellbeing opportunities
30	HR/People	OHSA Compliance and ISO45001	Aon is considered a low-risk company by OHSA and therefore does not report out on OHSA metrics. We have received ISO45001 certification.
31	HR/People	Focus on Continuous Improvement/ Pay-for-Performance	Aon emphasizes a culture of pay-for-performance by ensuring regular performance dialogues that lead to continuous improvement. Approximately 44,000 colleagues are eligible for performance and career development reviews, of which 94 percent were completed in 2022.
32	HR/People	Flexible Work Arrangement / Smart Working	Colleagues continue to rate our Smart Working model as key to achieving our Aon business ambitions. The Aon Executive Committee approved Smart Working as Aon's workforce model. Smart Working supports colleagues across three specific workstyle designations: <ul style="list-style-type: none"> • Office: Works primarily from a "designated" office • Hybrid: Works in office for select activities, like client meetings or employee gatherings, as needed • Virtual: Works virtually and location is designated as virtual vs. an office location Colleagues and managers work together to discuss and determine the best workstyle to create a healthy, productive, inclusive and sustainable way of working and enable colleagues to deliver their best work for clients from wherever they are best placed to do so.
33	HR/People	Engagement Scores	As of December 31, 2022, colleague engagement remains at 80 percent, and our latest engagement survey reveals our Smart Working strategy, which enables colleagues to deliver their best work for clients from wherever they are best placed to do so, is not only an enabler of environmental progress but also a critical contributor to our colleagues' wellbeing, productivity and engagement.

Item	Category	Question/Metric	Response
34	HR/People	Long-Term Incentives	Eligible colleagues that were active on September 24, 2021 received a one-time stock based award enabling Aon colleagues to share in the future success of our Aon United mission.
35	HR/People	Financial Inclusion/ Aon Apprenticeship Program	The Aon Apprenticeship Program further builds on our commitment to diversity and developing opportunities for underrepresented populations. Our programs in the U.S. and U.K. support high-potential colleagues from a large and diverse talent pool, all of whom help us shape better decisions for our clients. In the U.S., we have built a two-year full-time job and educational program that provides opportunities for those without a traditional four-year college degree. Aon provides apprentices with an entry point to a professional career at Aon – including a salary and benefits – as well as tuition and books as they pursue an associate degree at a partner community college. For more information, please refer to: Learn, Earn and Develop Your Career
36	HR/People	Paid Time Off for Volunteering	Managers and teams are encouraged to volunteer together in the community.
37	HR/People	Ongoing Employee Feedback	Our engagement survey process consists of frequent pulse surveys as well as our annual all colleague support survey enables us to understand how colleagues are engaging with their teams, the firm, and clients. This outreach effort allows us to gather insights more rapidly and take timely action to address feedback and enables us to deliver on the needs of colleagues in real time – ensuring colleagues feel more connected, more valued and more relevant. The pulse surveys for 2022 were focused on topics such as manager and leadership support, delivering on our Aon Story, colleague well-being, inclusion & diversity, talent acquisition and performance & rewards. Aon’s feedback from our workforce provides management a better understanding of evolving colleague viewpoints, and ensures we are taking appropriate steps to drive colleague engagement and retention.
38	HR/People	Development Programs	Aon is launching 12-month premiere leadership development programs for our highest potential senior leaders <ul style="list-style-type: none"> • 2 cohorts of “Catalyst” and 1 cohort of “Pinnacle” with a total through-put of 100 leaders per year • 10 days of in-person learning with supplemental virtual content delivered on demand and through live virtual sessions, peer-to-peer learning, and project-based teamwork dedicated to solving current and future business problems • Partnership and certification with Cornell University Pinnacle Program launches in 2023. Program includes: <ul style="list-style-type: none"> • Working through Aon Executive Committee selected business problems to build ownership mentality • Blend of both in-person, virtual, and peer-to-peer learning • Element of internal coaching to build our internal coaching culture Catalyst Program includes: <ul style="list-style-type: none"> • Blend of in-person, virtual, and peer-to-peer learning • Partnership with Cornell University on the virtual component of the program • Element of internal coaching to build our internal coaching culture Additionally, we send several colleagues through various McKinsey programs aligned to diverse groups.
39	HR/People	Diversity-Related Mentorship Programs	Introduced Elevation Experience for global women and US diverse colleagues in senior level positions as a way to develop, advocate for and introduce these high potential individuals to the Aon Executive Committee. Colleagues receive a targeted newsletter with senior openings within the firm and participate in networking circles Additionally, various BRGs have mentorship programs for individuals in their membership. For instance, our Veterans’ BRG Aon has mentored 540 veterans across 223 Aon mentors since 2010 including have 26 active mentorships at this time.
40	HR/People	Paid Family/Care Leave	Paid family or care leave beyond parental leave is included in employee benefits (i.e. care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition).
41	HR/People	Training Hours	In 2022, our colleagues participated in over 75,000 hours of virtual and in-person facilitated learning, and online courses.
42	Human Rights	Human Rights Campaign	Aon received a score of 100% for the sixteenth consecutive year on the Human Rights Campaign Foundation’s 2021 Corporate Equality Index (CEI). We are proud of our commitment to be a leader in our industry for diversity, equity and inclusion.
43	Human Rights	Modern Slavery	As part of our robust Business Code of Conduct, and Supplier Code of Business Conduct, Aon has a zero-tolerance policy for forced labor, child labor, modern slavery and or any trafficking of human beings. We are diligent in our efforts to ensure we are working with a transparent, ethical and diverse supply base that adheres to our standards of conduct. Modern Slavery Act Statement

Item	Category	Question/Metric	Response
44	Human Rights	Assessment of Human Rights Issues in Supply Chain	From Aon's Code of Conduct: "Aon acknowledges that companies, including providers of insurance and reinsurance brokerage, human resources solutions and outsourcing services, can potentially have an impact on human rights. Aon does not use forced labor or child labor and has zero tolerance for slavery or trafficking in human beings" Our suppliers are contractually obligated to comply with Aon's Code of Conduct - Aon has zero tolerance for modern slavery or human rights violations. Risk and assessment of modern slavery and human rights considerations is included in our sourcing approach and ongoing monitoring of our supply chain relationships.
45	Human Rights	Human Rights Statement	Aon is committed to upholding international standards on human rights. We support the principles contained within the Universal Declaration of Human Rights and the International Labor Organization Core Conventions on Labour Standards. Aon acknowledges that companies – including providers of insurance and reinsurance brokerage and human resources solutions – can potentially have an impact on human rights. Aon does not tolerate the use of forced labor or child labor and has zero tolerance for slavery or trafficking in human beings. Our commitment to human rights and addressing human rights risks is uncompromising. We devote significant time and resources to helping colleagues and people around the world understand their rights, protect their fundamental liberties and reach their full potential through training and education, charitable and pro-bono services, business solutions and industry partnerships.
46	Inclusion and Diversity	Board Diversity	Of the 12 director nominees for election at Aon's 2022 Annual Meeting, 2 directors are Asian, 1 director is Black and 1 director is Hispanic; 4 of the 12 director nominees are women. For more information regarding director diversity and the racial/ethnic demographics of each of our directors, see page 4 of our 2023 proxy statement.
47	Inclusion and Diversity	Anti-Discrimination	At Aon we do not tolerate harassment of any kind, including sexual harassment or any other behavior that is hostile, disrespectful, abusive or humiliating. All colleagues are required to certify annually their agreement to uphold the Aon Code of Business Conduct, which includes requirements regarding harassment and discrimination. Aon's Code of Business Conduct can be found at: Code of Business Conduct
48	Inclusion and Diversity	I&D Diversity and Gender Statistics	As of December 31, 2022, Aon's global workforce was 54% women and 46% men, and the Aon Executive Committee which leads the firm was 48% women and 52% men. At the manager level, 28% of senior leaders and 43% of managers with one or more direct report were women. New colleague hires for the year were 51% women and 49% men. Aon's U.S. workforce was 25% racially or ethnically diverse, calculated as a percentage of colleagues that have voluntarily disclosed their race or ethnicity to Aon. At the manager level, 13% of U.S. senior leaders and 18% of U.S. managers with one or more direct report were racially or ethnically diverse. New colleague hires for the year in the U.S. were 31% racially or ethnically diverse.
49	Inclusion and Diversity	Aon's EEO-1	At Aon, we believe that diverse, inclusive teams produce better insight, better solutions and ultimately the best outcomes for clients and Aon's long-term success, and we are focused on being a firm that is representative of the communities in which we operate. Aon annually submits to the United States Equal Employment Opportunity Commission (EEOC) an Employer Information Report (EEO-1) to provide data regarding the gender and racial/ethnic diversity of our colleagues in the United States. For more information, please refer to: ESG Policies and Disclosures
50	Inclusion and Diversity	Inclusion & Diversity Goals	We are focused on being a firm that is representative of the communities in which we operate. We achieve this by aligning Inclusion and Diversity (I&D) actions to the following pillars: Recruitment, Education, Promotion and Representation. We strongly believe that only when colleagues can be their authentic selves will they reach their full potential. We have incorporated I&D into our annual Senior Executive Incentive Compensation Plan to align incentives around our I&D objectives while also delivering strong financial results. In this plan, 20 percent of discretionary incentive compensation is based on quantitative I&D goals of recruitment, promotion, education and representation.
51	Inclusion and Diversity	Diversity-Related Training and Metrics	Inclusion and Diversity training initiatives and programs are the foundation for all colleagues to engage in and continue their inclusion learning journey. Aon colleagues completed over 44,000 hours of I&D training – including the Activating Your Allyship course, which teaches colleagues how to support each other and drive Aon's overall I&D goals. Managers, meanwhile, participate in inclusive leadership programs to help them learn and develop their inclusive leadership, hiring and recruiting skills.
52	Inclusion and Diversity	List of Active Business Resource Groups (BRGs)	By taking part in voluntary business resource groups led by colleagues, Aon employees have a forum to discuss shared experiences. Current chapters include the Aon Pride Alliance, Women's International Network, Aon Veterans United, Multicultural Group, Black Professional Network, Mental Health, Empowering Abilities and Women in Technology. In 2022, 104 business resource group chapters spanned 15 countries, including several global chapters and 59 percent of colleagues belong to one or more business resources groups based on a 2022 Pulse Survey.
53	IT/Data Privacy & Cyber Security	Substantiated Complaints Received Concerning Breaches of Customer Privacy	Aon plc's Board of Directors regularly receives reports on data privacy and cyber security matters, including incidents and regular complaints/notifications.
54	IT/Data Privacy & Cyber Security	Global Privacy Statement	Aon's Global Privacy Statement can be found at: Global Privacy Statement
55	IT/Data Privacy & Cyber Security	Overview of Data Privacy Program and Oversight	Aon strives to protect the personal and confidential data of our clients and our colleagues through technical, administrative and physical safeguards. As a rule, personal data is stored within our secure environment. Our policy directs colleagues to store personal data within the Aon secure environment and access to restricted and protected information is managed on a business-need-to-know basis. Here is a link to our Global Privacy Statement which provides more details as to how we collect and handle personal information. Aon includes privacy statements on its website, to address how information will be collected and used. The Global Privacy Policy ("policy") is the core internal policy document that describes Aon's approach to collecting, storing, transferring and using such information. These policies are made available to Aon colleagues via our company's intranet and are referenced via Aon Secure, our corporate, multi-channel colleague security engagement program which includes email communications and signage. Aon has implemented reasonable physical, technical and administrative security standards to protect personal information from loss, misuse, alteration or destruction. Our Global Privacy Policy elaborates on Aon's approach to collecting, storing, transferring and using sensitive information. We conduct annual internal audit reviews; our dedicated Global Privacy Team provides enterprise-wide privacy and data protection, as well as legal and compliance advice in partnership with Aon's Global Security Services organization. All our colleagues are required to take trainings on protecting information.

Item	Category	Question/Metric	Response
56	IT/Data Privacy & Cyber Security	Privacy and Security Risk Assessments and Audits	In addition to ongoing reviews of Privacy Records of Processing Activities (RPA) and control reviews, Privacy Impact Assessments (PIA) are triggered as part of new projects or business initiatives. In addition to ongoing security scanning and reviews of Regulatory IT controls (like Sarbanes Oxley or PCI), security reviews are also triggered as part of new projects, business initiatives or third-party/supplier engagements. Internal Audit follows a risk-based approach to evaluating controls over key enterprise risks, including data privacy and security, as well as compliance with select regulations and corporate policies. Internal Audit may also perform advisory services that provide insights and advice in areas such as emerging risks and business change activities. We also leverage external auditors for required regulatory assessments like Sarbanes Oxley, Financial Statutory Audits, SOC1/SOC2 client-driven third-party assurance assessments, and PCI DSS. Regulatory bodies also perform audits on Aon on an annual basis (e.g. regulations like FINRA, FCA, SEC, NYDFS, etc.)
57	IT/Data Privacy & Cyber Security	Third-Party Security Standards	Aon's Third-Party Security strategy is all about ensuring that our third-party providers have proven security protocols and technology in place that meet our highest standards.
58	IT/Data Privacy & Cyber Security	Data Privacy Office & Data Privacy Officer	We have established a Global Privacy Office (the "GPO"), which is led by the Chief Privacy Officer, Brad Bryant. The company's management regularly presents (no less than twice annually) to the Audit Committee of the Board and/or the Compliance Sub-Committee of the Audit Committee regarding cyber security, data security and data privacy matters. The GPO comprises a number of full-time privacy professionals located around the globe and is responsible for implementing Aon's data privacy program, designing and developing data privacy compliance solutions and supporting our global data privacy champion network.
59	IT/Data Privacy & Cyber Security	Chief Security Officer (CSO)	We have established a Global Security Services (GSS) organization, which is led by the Chief Security Officer, Joe Martinez. The company's management regularly presents to the Audit Committee of the Board and/or the Compliance Sub-Committee of the Audit Committee regarding cyber security, data security and any people safety matters. GSS comprises a number of full-time security professionals located around the globe and is responsible for protecting Aon's people, property and information.
60	IT/Data Privacy & Cyber Security	Supply Chain Adherence to Aon's Privacy Policy	Aon has established a Third-Party Risk Governance program that creates guidelines for selecting and managing those suppliers, including assessing their operational capabilities and adherence to our privacy and data security requirements. We require our third-party suppliers have technical, organizational, and physical safeguards designed to protect the personal information that they process. Through appropriate contracts and periodic reviews, we ensure that our third-party suppliers understand and comply with Aon security and privacy requirements. Our Legal and Privacy specialists work with business units to incorporate appropriate controls into supplier contracts.
61	IT/Data Privacy & Cyber Security	Privacy Policy Adherence	Aon's Code of Business Conduct requires all employees to meet the responsibilities of the code, including complying with privacy and data protection policies. The Code of Business Conduct applies to all Aon officers, directors, and employees throughout the world. Failure to live up to the responsibilities of the Code of Business Conduct results in disciplinary action up to and including termination of employment. Such action is considered on a case by case basis and is subject to local law.
62	Procurement	Use of Sustainable/Recycled Products	Aon encourages the use of "green" label and recycled products through our preferred buying partners. Items are labelled as such for colleague selection at point of sale. In 2022, 40% of the products purchased through our centralized office product purchasing systems were labelled "green".
63	Procurement	Product Life Cycle and End of Use	As Aon expands the use of green materials in our offices, we are working with partners to improve purchased product life cycles and responsible end-of-use equipment practices. We have moved from ownership to leasing of hardware through our third-party partners, which enables end-of-life recycling for printers, print cartridges and laptops, and our office products are increasingly refurbished to reduce waste. We also donate to local communities to extend the life cycle of materials and products.
64	Procurement	Sustainable Procurement Plan	<p>Aon has launched a new Sustainable Procurement capability bringing together key ESG and risk elements to build a more resilient supply chain. We recognize the critical role our suppliers play in helping Aon reduce Scope 3 emissions associated with our purchased goods and services. Our Sustainable Procurement Program seeks to engage and support our suppliers in their own decarbonization journey while setting measurable sustainable progress of our enterprise level suppliers.</p> <p>Building a resilient supply chain is not limited to our environmental sustainability efforts. We recognize that strong governance and diversity are critical to developing agile solutions that support internal procurement and our evolving client needs.</p> <p>Several actions form the foundation of our supplier sustainability strategy:</p> <ul style="list-style-type: none"> • Deploy an integrated sustainable procurement capability which addresses firm needs and future demands related to climate, vendor risk and diversity. • Work with suppliers committed to innovation in these areas and realize post-deal value through supplier management. • Embed sustainability and diversity in the supply chain and evaluate suppliers for diversity and sustainability goal alignment during the sourcing process. • Establish scalable frameworks to meet evolving compulsory requirements across several areas: people, process and technology. <p>Our new supplier code of conduct works to promote corporate resilience and sustainability by communicating our commitment to reducing greenhouse gas emissions. We expect our suppliers to reduce their negative environmental impacts, set environmental targets and regularly update us with their progress. Aon's Code of Business Conduct can be found here</p>

Item	Category	Question/Metric	Response
65	Procurement	Supply Chain Code Compliance	Aon's suppliers are obligated to follow Aon's Supplier Code of Business Conduct. Third parties acting on Aon's behalf to obtain or retain business for Aon must contractually agree to comply with the content of Aon's Code, Aon's Anti-Corruption Policy, applicable anti-corruption laws and any other applicable statutory or regulatory requirements. Aon is also clear and transparent in upholding the same Business Code of Conduct standards with our suppliers and other relevant third parties. Aon's Code of Business Conduct can be found here Aon's Supplier Code of Business Conduct can be found here
66	Procurement	Diverse Supplier Spend	Through our integrated supplier and business diversity efforts, over six percent of our U.S. addressable spend was with diverse suppliers in 2022.
67	Procurement	Human Rights Factored Into Purchasing Decisions	Our suppliers are contractually obligated to comply with Aon's Code of Conduct - Aon has zero tolerance for modern slavery or human rights violations.
68	Responsible Investing	PRI Signatory	Aon is a global signatory to the Principles for Responsible Investment (PRI). We were the first investment consulting firm to make a global commitment to follow the Principles. To ensure our client-facing and research colleagues had a firm foundation in responsible investing, we sent nearly 600 Aon investment colleagues through the Trustee Training Program by the PRI Academy.
69	Responsible Investing	UNEP FI Signatory	We are a signatory to the UN's Principles for Sustainable Insurance and are a member of the PSI Board. The PSI Board works to develop frameworks for the insurance industry addressing ESG risks and opportunities.
70	Responsible Investing	Responsible Investment Policy	Aon's Responsible Investment Policy can be found here
71	Responsible Investing	Impact Fund Assets	Global Impact Fund assets as of December 31, 2022: £273 million. Additional information can be found here: The Aon Global Impact Fund
72	Risks & Governance	Oversight of Code of Conduct	The Aon Board of Directors Audit Committee has general oversight responsibility for the Company's legal, regulatory and ethics policies and programs and annually reviews the adequacy of those policies and programs, including Aon's Code of Business Conduct. Aon's Supplier Code of Business Conduct can be found here
73	Risks & Governance	Responsibility for ESG/ ESG Committee	Aon has established an ESG Committee of senior leaders to address and make recommendations regarding environmental, social and governance matters facing the company. The ESG Committee sets and monitors Aon's ESG strategy, which is based on risk and stakeholder impact. The ESG Committee is dedicated to increasing Aon's focus and global coordination on identifying and mitigating ESG risks and disclosing our practices and policies in these areas. It is chaired by our head of Investor relations and ESG and includes our chief marketing officer, chief people officer, chief procurement officer, general counsel, head of ESG for commercial risk solutions and our head of public affairs & policy. Our head of investor relations and ESG, as chair of the ESG Committee, is responsible for keeping our CEO and Aon Executive Committee updated on ESG developments and the risks reviewed by the ESG Committee.
74	Risks & Governance	ESG Risks	Our Board and management recognize that the full spectrum of ESG risks are evolving in their significance to the business, and accordingly, oversight of ESG risks is a continuing and dynamic commitment. The Board (or through its committees) has reviewed the Company's top ESG risks and strategy, including climate risk and human capital management, where the full Board, the Inclusion & Diversity Sub-Committee, the Compensation Committee and the Compliance Sub-Committee oversee the Company's management of people-related risks. For additional information, see Aon's proxy.
75	Risks & Governance	Risk Assessment Process	Risk is inherent and evolving in every business, and how well a business manages risk can ultimately determine its success. Our risk management program covers the range of material risks to Aon, including strategic, operational, financial, compliance, human capital and social risks. The Board oversees Aon's risk management program and allocates certain oversight responsibilities to its committees and sub-committees, as appropriate. Each committee regularly reports to the Board on risk matters under its purview. The Board and its committees periodically review our risk management policies, processes and controls (including enterprise risk management, or "ERM").
76	Risks & Governance	Risk Management Responsibility	Management carries out the daily processes, controls and practices of our risk management program, many of which are embedded in our operations. Our Board oversees Aon's strategy and risk management, and has reviewed our top ESG risks, including climate-related risks.
77	Risks & Governance	Incentives for Risk Management	In determining annual incentives for our NEOs (including Greg Case our CEO, and Darren Zeidel, our Executive Vice President, General Counsel and Company Secretary), the Compensation Committee (or, with respect to Mr. Case, the independent members of the Board) considered Mr. Case's compensation recommendations for the NEOs (other than himself), business and financial results, individual delivery of key strategic initiatives, personal leadership qualities, and annual incentives for similarly situated executives of our 2021 peer group members.
78	Risks & Governance	ESG Materiality Assessment	In 2022, Aon's ESG Steering Committee, which is made up of senior firm leaders, oversaw a comprehensive ESG risk assessment and senior management reported the findings to our Board of Directors.



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About Aon

Aon plc (NYSE: AON) exists to shape decisions for the better — to protect and enrich the lives of people around the world.

Our colleagues provide our clients in over 120 countries and sovereignties with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.

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