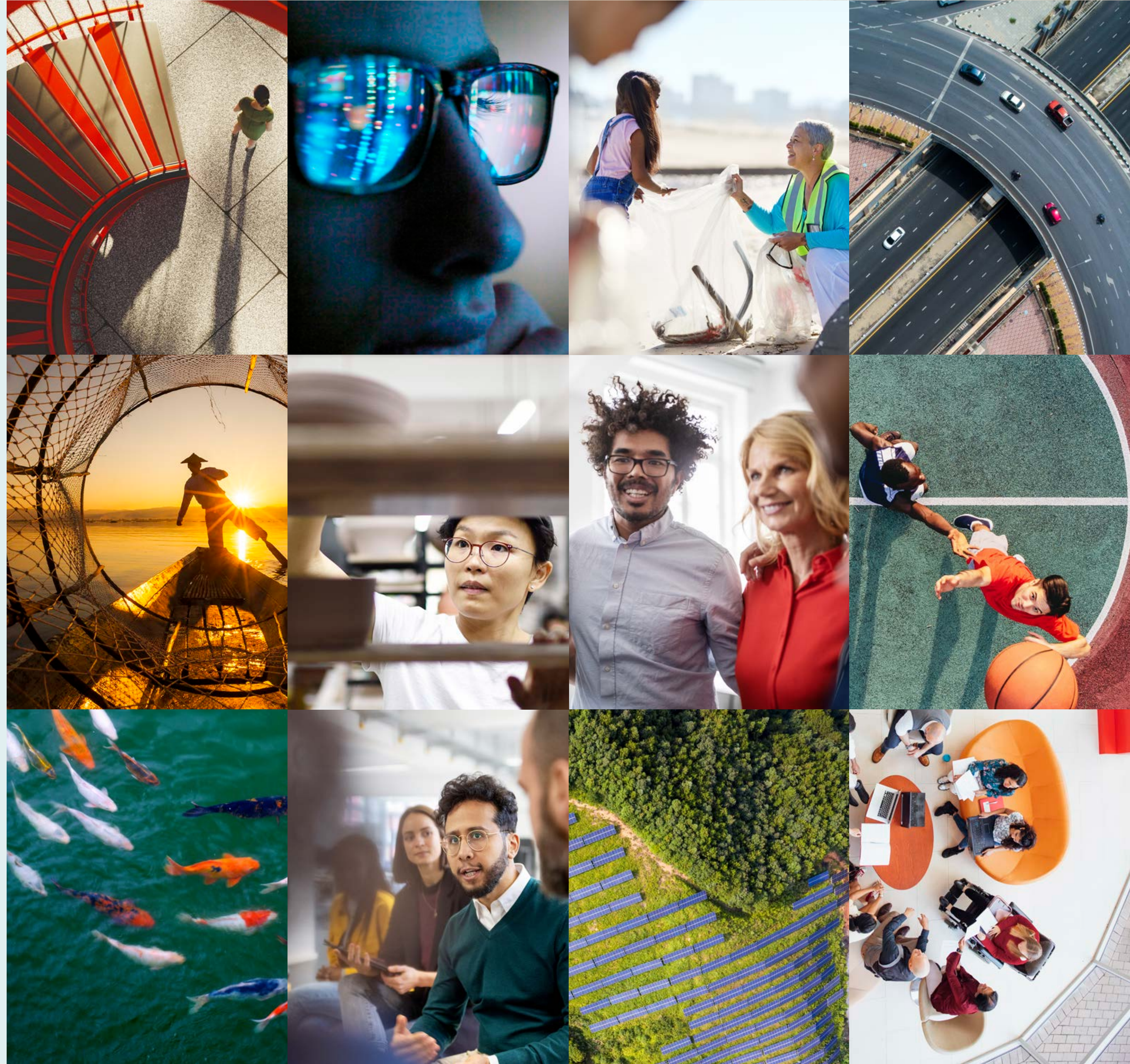


AON

2021 ESG Impact Report

Better Decisions for a Better World



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Introduction

A message from our CEO

I am proud to present to you Aon's 2021 ESG Impact Report.

It was a year in which we faced new and ongoing obstacles, made progress on critical challenges and achieved hard earned successes.

Our firm exists to shape decisions for the better — to protect and enrich the lives of people around the world. Aon's aim is to help businesses thrive while ensuring the communities they serve and the people they employ flourish. In our highly volatile, fast-paced world, we look to provide the world's decision makers with the clarity and confidence to make better decisions.

The impacts of the COVID-19 pandemic have fundamentally disrupted the way we work, live and conduct business. Now, more than ever, resilience and growth are dependent on business leaders taking action to respond to **environmental, social and governance** (ESG) risks and opportunities. ESG-related challenges such as extreme weather events, supply chain disruptions and public health crises continue to bring great volatility and uncertainty to our world. We are at pivotal moment as a firm, but more importantly as a society. It is why throughout 2021, we continued to advance our ESG strategy, capabilities and solutions to enable better decisions that help build a better world.

Aon's values are at the heart of our ability to drive impact around the world. They define who we are as a firm and drive the very behaviors that help Aon shape decisions for the better.

The Aon Story

Why we do what we do

Purpose and Proposition

To shape decisions for the better — to protect and enrich the lives of people around the world

Aon is in the business of better decisions

What we deliver for stakeholders

Colleague experience

- More relevant
- More connected
- More valued

Achieve their full professional potential

Client experience

- Better informed
- Better advised
- Better decisions

Protect and grow their business

How we make it happen

Working together as one firm

Strategy

- Delivering Aon United (DAU)
- Inclusive People Leadership (IPL)
- Innovation at Scale (I@S)
- Aon Business Services (ABS)

Aon United Blueprint

Operating model

- 4 solution lines creating content and building capability
- 5 regions leading delivery to clients
- Tailored delivery based on client needs
- Shared services optimizing for the firm

Sustainable growth

Constructive interdependence

Who we are as colleagues

Values

- Committed as one firm to our purpose
- United through trust as one inclusive, diverse team
- Passionate about making our colleagues and clients successful

One firm

Business and Societal impact

- Navigating New Forms of Volatility
- Building a Resilient Workforce
- Rethinking Access to Capital
- Addressing the Underserved

Shareholder impact

- Mid-single digit or greater organic growth
- Continued margin expansion
- Double-digit free cash flow growth

Together, we are:

- **Committed** as one firm to our purpose
- **United** through trust as one inclusive, diverse team
- **Passionate** about making our colleagues and clients successful

By working together as one firm and enabling our colleagues to bring the best of Aon to address client needs — delivering our Aon United approach — we’ve brought together the breadth and depth of our global firm’s expertise, insights, technology and data and analytics to strengthen our ESG strategy and offerings, enabling our firm and our clients to create more sustainable value.

Together, we’ve focused on enhancing our operations and delivering market-leading solutions to meet today’s challenges — including an ESG risk-assessment tool to help clients chart their ESG journey and monitor and respond to risks in real time.

Aon Business Services (ABS) has enabled us to further align our business initiatives to our ESG goals. The efficiencies we are now able to create across the firm through digitization and automation accelerate distribution of new solutions globally, improves the client experience, and reduces our overall carbon footprint.

Our ESG initiatives demonstrate our commitment to our various stakeholders and the communities in which we live and work:

Environmental

We are leading a broad commercial and societal push to decarbonize the economy and to improve resiliency in the changing climate. This means helping our clients prepare for and respond to the challenges posed by the impacts of climate change, committing our firm to be carbon neutral by 2030 and collaborating with the public and private sectors to ensure we are building resilience together.

Social

We are supporting initiatives that create greater equity and inclusion in business and society, starting with our culture and talent strategy. We believe our colleagues and culture power the Aon United strategy and we continue to strive to strengthen and empower our inclusive, diverse team. Our social commitments align with our business commitments and are embedded in our culture, work with clients, business practices, community involvement and philanthropic efforts.

Governance

Strong governance is at the core of what we do as a firm. Our own model is built for transparency and trust, helping us bring our purpose to life and create value for our clients and colleagues. In our client work, we help businesses navigate change in real time and create the structures, processes and models that lead to better decisions and accountability throughout the organization.

Despite the tremendous challenges we faced as a firm and a society in 2021, and we will continue to face in 2022 and beyond, we remain quite optimistic about the future. The evolution our firm is going through is nothing short of transformational and the efforts and outcomes delivered by our colleagues is nothing short of inspiring. This report, which details our ESG priorities and efforts, is a direct reflection of our belief that united, as a firm and as a society, there is nothing we cannot accomplish.

Thank you,

Greg Case
CEO, Aon plc

ESG at Aon — Better Decisions for a Better World

Helping clients manage risk, including ESG risk, is at the core of what we do. We see significant opportunity to enhance our own impact and deliver innovative client solutions.



Environmental

2



Introduction

Climate risk and response has rapidly moved up the agendas for leaders everywhere as extreme weather events and new research findings highlight the risks to lives and livelihoods. Our research and analysis found that in 2021, economic losses from natural disasters were estimated at \$343 billion, 27 percent above the 21st century average. The protection gap for those losses is 62 percent. Yet, even as these events rise in frequency and severity and the costs mount, many companies are still seeking to understand their risk exposures and how to embed environmental and ESG risk into their decision making

We know the stakes are high, the immense magnitude of the challenge requires every organization to play a part, and better decisions today are essential for our shared future. Our ESG strategy is focused on three major areas of environmental impact — our own decarbonization efforts and investments in sustainability, our work to accelerate clients' climate resiliency and response and convening leaders and organizations to collaborate and scale our ambitions.

Our Carbon Reduction Commitment and Actions

In 2021, Aon committed to achieving net-zero emissions by 2030 in alignment with Science Based Targets, joining the global effort to manage the effects of climate change through bold and ambitious actions. “We have a responsibility to meet this pivotal moment with actions that will lead to impact,” says Abigail Neary, head of sustainability. “And there is always more to be done. We’ve developed our own priorities and controls with the aid of scientific research and will work to mitigate the effects of climate change today while preparing our world for the future generations that will live, work and thrive here.”

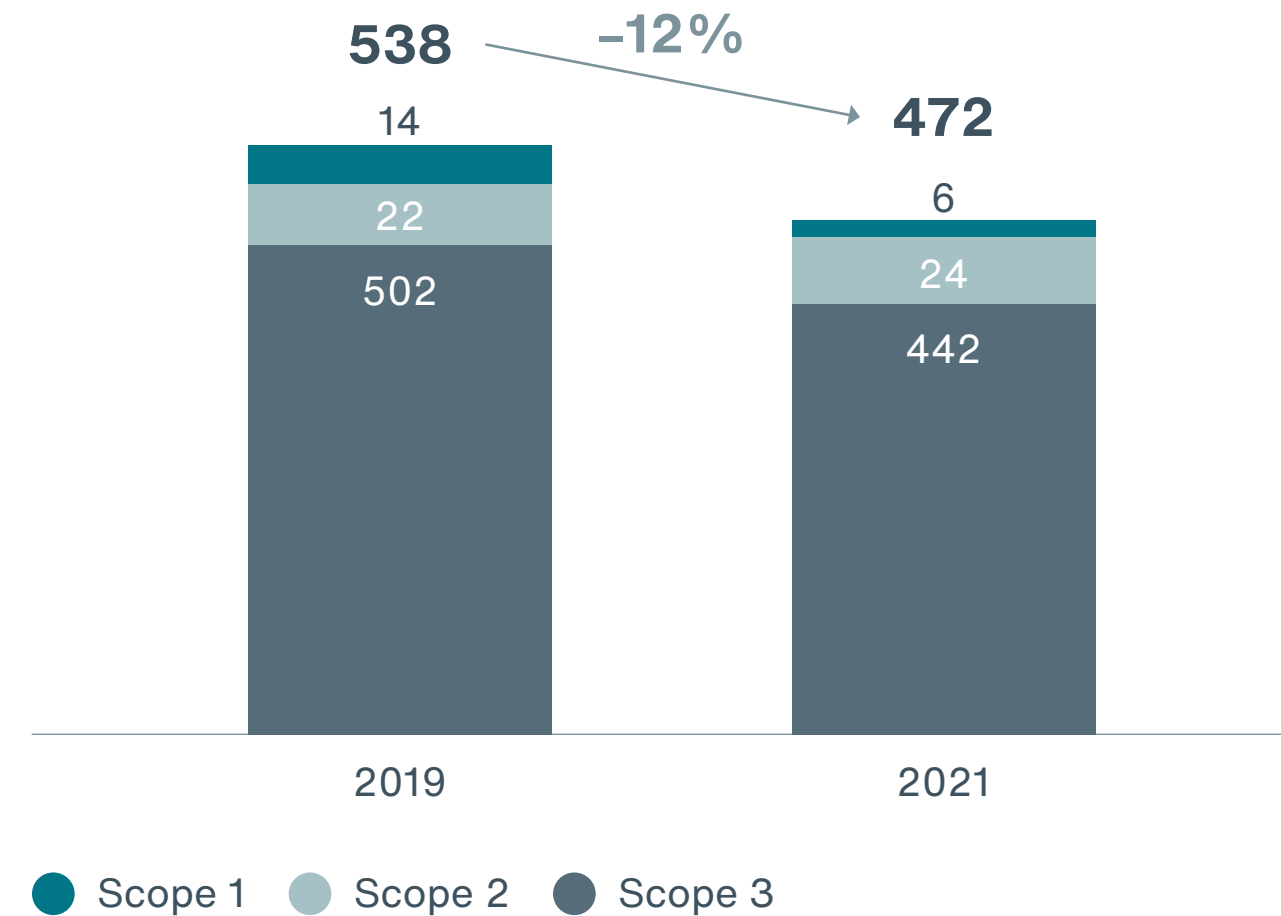
Our targets are in the process of being validated by the [Science Based Targets initiative](#) (SBTi) and we expect to report our progress through our annual report to the [Carbon Disclosure Project](#) (CDP).

Our [Environmental Policy](#) reinforces our pledge to pursue sustainable business solutions and provides a global framework and controls for more responsible operations.

In 2021, we enhanced tracking and reporting of our footprint to include our [Scope 3 emissions](#), covering all indirect emissions that occur in our supply chain, expanding our baseline to include all Scope 3 emissions, as compared to estimates in prior years which included only business travel. Given the impacts of the COVID-19 pandemic on our activity in 2020, we have measured against a pre-pandemic benchmark from 2019. Since then, we’ve reduced emissions 12 percent, with the majority of overall reductions coming from our supply chain.

Greenhouse Gas Emissions

Tons of CO₂e, Thousands



Currently, our emissions footprint is largely from our supply chain, real estate and travel. We’re taking steps to further mitigate those emissions by:

- Continuing our sustainable sourcing strategy, enabled by our Aon Business Services platform (ABS)
- 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

Sustainable Sourcing Strategy

In 2021, we continued our collaboration with our suppliers to collectively reduce emissions through responsible sourcing practices, including conducting supplier climate-risk assessments and aligning our sustainability goals during the procurement process.

Historically, we’ve taken steps to centralize our third-party spend and now, around 90 percent of spend today is managed through preferred channels on our Aon Business Services (ABS) platform. “Being in the business of better ESG decisions starts with our own procurement strategy. Our net-zero ambitions tap our strong relationships and technology and capability investments, including ABS,” says Michael Benvenuto, chief procurement officer. “ABS provides insight into both the efficiency of our spend and the emissions footprint, enabling us to strategically manage our net-zero commitment and procurement goals.”

Within ABS, we continue to digitize processes, achieving greater efficiency and accuracy while reducing emissions. In 2021, we continued to use electronic invoicing and purchase orders, badge printing and DocuSign. Collectively, these initiatives saved over:

- 21 million sheets of paper
- 573,000 kilograms of carbon dioxide equivalent
- 9.7 million liters of water

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 — 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.

Impact story: Reducing waste while supporting schools

Aon teamed up with the charity Digital Access for All (DAFA) to help bridge the digital poverty gap by donating usable data-wiped laptops and old Aon equipment that can be sold through a specific market with the sale proceeds used to buy equipment for schools. This way, schools are getting equipment that they can either use in school or provide to families for remote learning, which causes less waste from an environmental perspective. By teaming up with DAFA, we have been able to find a sustainable long-term solution that will make a meaningful impact for future generations throughout the U.K.



Real Estate Footprint

Even before the COVID-19 pandemic brought a new way of working into the world, Aon was taking measures to become an agile, flexible working space that's designed to enable connectivity and collaboration. During the pandemic, investments in real estate and our ABS platform enabled us to shift 98 percent of employees to remote work over the course of a week. As we go forward, we're using our Smart Working strategy to support employees in working wherever is most efficient for them to best serve clients or colleagues. With this strategy, we've been able to reduce our total leased space over the past five years, while at the same time empowering our people to more effectively serve clients and colleagues.

Energy Efficiency Practices

We are also working to reduce the carbon footprint of our office buildings and business operations through ecologically sound energy and digital solutions. Aon strives to meet rigorous standards for green technology and environmentally conscious development, and we've achieved [ISO 14001 environmental management certification](#) for larger office buildings in Chicago, London, Singapore and Madrid.

Today, 71 percent of Aon's leased square footage in North America is in spaces certified by the Leadership in Energy and Environmental Design program or Building Research Establishment Environmental Assessment Method, and we have already begun the switch to completely renewable electricity in Ireland, Italy, the Netherlands, Spain, and the UK.

Travel Optimization

As part of our Smart Working strategy, we are making more conscious and purposeful decisions regarding travel, while continuing to maintain the highest levels of client service and collaboration among colleagues. Our investments in virtual and remote working technology make it easy and effective for employees to connect from anywhere around the world, enabling seamless connectivity and reducing our overall travel footprint.

Responsible Investment Strategy in the U.K.

Investing in a better world is part of our larger ESG effort. We value responsible, sustainable investment that enables people and businesses to build their future while making a positive impact in the lives of others and on the planet. In our UK-delegated portfolios, Aon has committed to a 50 percent reduction in carbon emissions by 2030 within investment portfolios and default strategies offered through the Aon MasterTrust and the BigBlue Touch, our Group Personal Pension Plan. By 2050, Aon U.K. aims to have a [net-zero carbon emissions profile](#) in our UK-delegated portfolios and default strategies.

Our work reflects a larger push. Our research has found that investors are now three times more likely to say that responsible investing will soon become the norm and indistinguishable from mainstream investing. More than two-in-five (42 percent) intend to align their investment portfolios to net-zero emissions before 2050 — and one-in-six (16 percent) have already made this commitment. Respondents agreed that climate change, along with regulation, will be the primary drivers for responsible investing.

We aim to be at the forefront of responsible investing. Our [wide range of services](#), spanning ESG integration, engagement and stewardship, climate change and impact investing, empowers investors to develop and implement responsible investment strategies that will best serve their scheme objectives. We provide ESG-integrated [delegated investment](#) and [single-strategy solutions](#), including Aon's [Global Impact Fund](#).

The opportunity to contribute to a better world — and see sustainable, long-term returns — is significant. By encouraging environmental stewardship among asset owners and asset managers, mitigating risk with the aid of an ESG dashboard and delivering solutions focused on a lowering carbon footprint, Aon is taking action today to support the environmental wellbeing of tomorrow.



2 Accelerating Clients' Climate Resiliency and Response

Today's economy is overexposed to climate risk, and the immediacy and scale of the climate change challenge is pushing Aon and others to set a new pace for progress in risk solutions and decarbonization efforts. In 2021, we continued our work to create opportunities for economies and societies to thrive amid climate risk, including collaborations with clients, governments and academia. Responding to that challenge requires us to work on two fronts: risk transfer and risk mitigation. At the same time, we are also helping our clients with the shift to net-zero, beginning with identifying capital to invest in decarbonization technologies.

Risk Transfer Innovation

Our clients — and societies across the globe — need to find ways to measure the threat and formulate the right response to climate change. Pricing and transferring risk will allow them to grow while allocating investment to long-term resilience strategies. We are developing leading, targeted solutions with alternative structures such as catastrophe bonds and other insurance-linked securities. In 2021 alone, we advised \$13 billion in issuances of insurance-linked securities, helping mitigate economic challenges as natural disasters increase in frequency and severity.



Impact story:

Collaborating to close the protection gap and strengthen resilience against natural disasters

In 2021, Aon, USAID and the World Bank teamed up to aid Jamaica in responding to hurricane risk through catastrophe coverage. Jamaica and other areas in the Caribbean have experienced devastating hurricanes that caused significant damage to infrastructure, businesses and homes, as well as residents' physical safety. For Jamaica, building resilience and the ability to rapidly respond to severe weather events requires financial protection. These jointly developed catastrophe bonds will deliver \$185 million in immediate liquidity in the event of a natural disaster. The funds provide immediate humanitarian relief and allow communities to immediately begin rebuilding the infrastructure on which their people depend.

Proactive Climate Action Strategies

Extending our impact beyond risk transfer solutions, we are developing and strengthening proprietary tools and leading cross-sector collaborations to pave the way for more proactive climate decisions and resilience on an accelerated timetable.

For instance, [our Weather Solution](#) insurance cover uses parametric triggers to bridge those gaps and provide coverage for clients impacted by natural disasters. This innovative approach to environmental threats considers factors like wave height, river depth and hydrological triggers for clients in flood-prone areas. Based on these findings, Aon recently worked with a client to secure coverage for any category 2 or above hurricane within 50 kilometers of their two major facilities. Responsive solutions like this give clients the support they need in the face of the developing risks and costs of climate change.

Our other leading approaches around assessing climate risk include:

- **Impact Forecasting** — Our premier catastrophe model development center of excellence helps clients understand their climate risk through physical and financial risk modeling and analysis. Impact Forecasting brings together seismologists, meteorologists, hydrologists, engineers, mathematicians, geographic risk experts, geographers, finance, risk management and insurance professionals and serves clients of all types.

- **Impact on Demand** — Aon’s digital analytics platform for efficiently and accurately visualizing and quantifying risk exposures. The platform helps companies quickly identify risks and create reports that aid in better climate and ESG decisions.
- **Climate Maturity Curve** — An illustrative tool for companies to assess where they are in their journey toward a robust climate strategy. The tool serves as a foundational element for climate action, including identifying the greatest areas of risk and opportunity to prioritize.
- **Physical and Transition Risk Quantification** Using our expertise and a toolkit of modeling capabilities, catastrophe and climate models and partnerships with third party data providers, Aon quantifies the impact climate change scenarios will have on businesses. The analysis considers several different Representative Concentration Pathway (RCP) scenarios that could make the impact more or less severe.

Additionally, Aon is playing a key role in convening knowledge, research and science from premier institutions and bringing it to the business sector. “Our reinsurance colleagues are partnering with several notable academic institutions to build forward-looking climate risk into their natural hazard modeling capabilities,” says Richard Dudley, global head of climate strategy.

For example, [our partnership with Columbia University](#) brings leading academic climate research to our work modeling weather risk exposures, particularly for tropical cyclone perils. In doing so, we’re seeking to better quantify the climate risk in insurers’ and our clients’ portfolios and inform better decisions — in pricing, investments and exposure management. Rather than work with fragmented data and varying research studies, we can create consensus and consistency. This enables us to better serve our clients and calibrate our climate solutions to the most realistic future scenarios. Looking forward, we expect to expand this partnership to other weather events and geographies.

Setting the Standard for Collaboration and Market Solutions

We recognize that addressing climate change in high-impact ways, reaching net-zero emissions more broadly and providing a path for growth and investment amid climate risk will not happen without collaboration across the global economy. To achieve that, we have taken a leadership position in the insurance industry with respect to client issues and are participating in collaborations and partnerships that convene leaders across sectors.

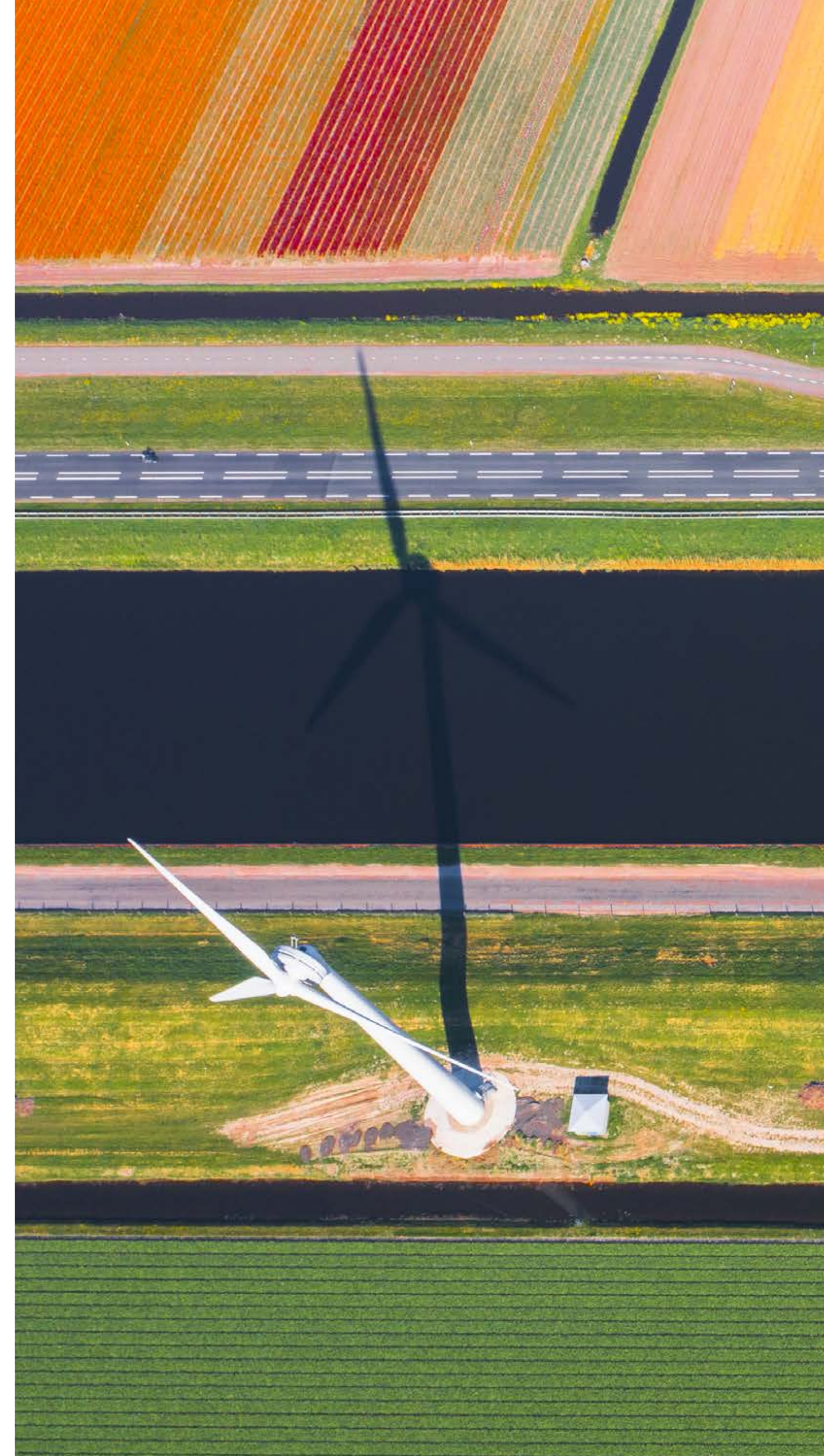
Collaborations and Commitments

- Member of the Centre for Sustainable Finance in the U.K. and a founding member of ClimateWise
- Signatory to the U.N.'s Principles for Sustainable Insurance and the U.N. Principles for Responsible Investing
- Aon CEO Greg Case participated in a session on financing resilience at the Vatican's and Notre Dame University's third Dialogue on Energy Transition
- Continual participant in insurance industry forums such as the Insurance Development Forum
- Signatory to the Terra Carta in support of the Sustainable Markets Initiative and co-lead of two of the workstreams — one devoted to developing a Public to Private Solution Framework for a variety of catastrophe perils and economies and one seeking to accelerate product innovation across the insurance industry
- Aon is an observer on the Task Force on Nature-related Financial Disclosures that is working to deliver a market-led framework for organizations to report and act on evolving nature-related risks

Green Horizons Summit at COP26

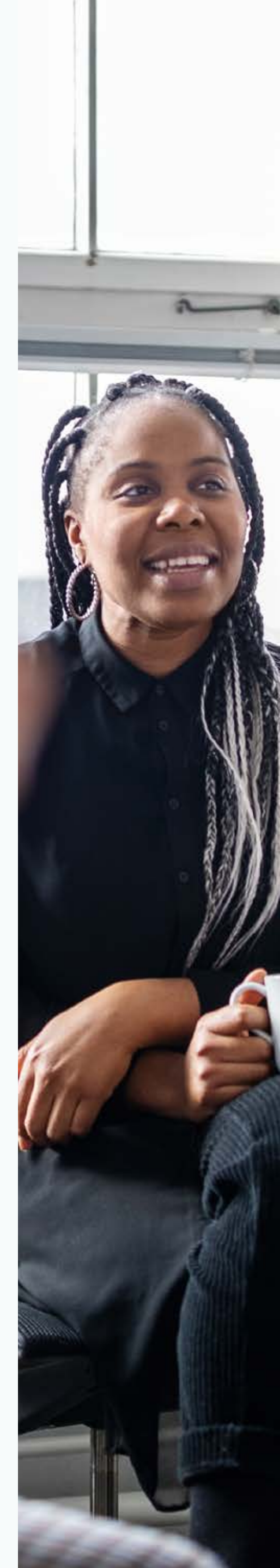
In 2021, we were proud to take part the Green Horizons Summit ([GHS@COP26](#)), organized by the City of London Corporation and the Green Finance Institute and sponsored by Aon, which set out to mobilize private capital in the global push to achieve net-zero emissions across the economy by 2050. **GHS@COP26** tackled the big questions we face in accelerating the flow of capital into climate and nature friendly investments, translating commitments into action and helping financial institutions “green” their business models.

Aon was privileged to share perspectives and insights on several key topics, including financing net-zero, modeling climate risk, disaster resilience and the role of insurance and investment in mitigating and managing risk.



Social

3



Introduction

Aon remains steadfast in its commitment to its colleagues, clients and communities. During uncertain times, it is even more vital that we live by our values as a firm to foster a culture of inclusion, diversity and wellbeing within our organization to enable growth and resiliency.

The Aon United focus on collaboration, inclusive leadership, innovation and client service is the foundation of our culture. This framework energizes and engages our colleagues, making them feel more relevant, connected and valued as they seek to shape decisions for the better and achieve their full professional potential. In the past year, Aon has continued to build on actions and programs that support inclusion, diversity, workforce wellbeing and civic outreach to build an equitable culture within the organization and beyond.



The Aon United Blueprint guides our culture and values. We know our people are the key to creating sustainable, long-term value, so we've continued our efforts to strengthen our culture in tangible ways. We believe in building a culture of opportunity for our people, one that enables each of us to bring our best each day and do great work for clients. This includes four foundational strategies:

- **Delivering Aon United** informs the way our colleagues work together and scale strategies across the firm to deliver value to our clients, setting a new standard for client leadership.
- Our **Inclusive People Leadership** strategy ensures all colleagues are equipped and motivated to model Aon United values and behaviors.
- Greater workplace efficiency supported by **Aon Business Services** allows our colleagues to shift their focus to innovation and the client experience, bringing our purpose to life.
- Our **Innovation at Scale** strategy enables us to address growing unmet client needs in managing volatility, achieving greater access to capital and building resilient workforces in addition to creating new solutions for clients.

Aon seeks new ways to recognize and appreciate our workforce, including firm-wide holidays and unique benefits. In 2021, the Aon United Growth Ownership Plan granted a one-time, stock-based award to eligible colleagues who were active on September 24, 2021, enabling nearly all colleagues to share in the long-term value-creation opportunity in the firm.

We also seek to create paths for all our colleagues to reach their full potential and create an environment of trust and collaboration. One example of this commitment is our Smart Working approach, which offers options to work at home, in the office or in a hybrid workstyle.

“Smart Working provides the flexibility colleagues need to be the best that they can be and bring their full selves to work for our clients and each other,” explains Stacy Smithers, head of strategy, People Organization. The aim of Smart Working and workstyles is to create a healthy, productive, inclusive and sustainable way of working, enabling colleagues to deliver their best work for clients from wherever they are best placed to do so. Smart Working addresses the changing nature of the workplace by connecting colleagues with their managers to determine which workstyle is best.

By creating this dialogue, managers and colleagues ensure that colleague needs are aligned with client needs, coaching needs, collaboration opportunities and chances for colleagues to connect and celebrate. Not only does this strategy reinforce our culture, it also helps manage our overall environmental footprint from business travel, commuting and real estate impact.

We measure the impact of our efforts through engagement surveys, using the data to continue creating value through our talent strategy. In 2021, 38,000 Aon colleagues (82 percent) shared their feedback in our all-colleague pulse survey. Our engagement score was 80% continuing to record our highest colleague engagement scores in over a decade.

Inclusion and Diversity

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.

As of December 31, 2021:

- Aon's global workforce was 54 percent women
- At the manager level, 26 percent of senior leaders and 42 percent of managers with one or more direct report are women.
- Aon's U.S. workforce was 24 percent racially/ethnically diverse, calculated as a percentage of colleagues that have voluntarily disclosed their race/ethnicity to Aon. At the manager level, 13 percent of U.S. senior leaders and 17 percent of U.S. managers with one or more direct reports identified as racially/ethnically diverse.

In 2021:

- New global colleague hires for the year were 52 percent women
- New U.S. hires in 2021 were 34 percent racially/ethnically diverse.

Our Inclusive People Leadership Strategy

Aon embeds inclusion and diversity (I&D) throughout its culture, and its employees are given the tools to practice these values in their daily work. In 2021, we launched our Inclusive People Leadership strategy, which calls on all colleagues to be leaders in embracing and modeling our Aon United values and behaviors. "Every colleague and leader in the organization is the chief diversity officer," says Lisa Stevens, chief people officer and head of Global Human Capital Solutions. "Everyone has a role to play in creating an equitable, inclusive workplace, one that reflects the world outside."

Aon colleagues participate in unconscious bias training, and managers benefit from learning and development programs about allyship and inclusive leadership. We make I&D training available for colleagues at every level of the firm. Available diversity training topics include Recognizing and Managing Unconscious Bias and Unconscious Bias in Recruiting, which includes an accreditation for leaders. In 2021, Aon expanded the use of an inclusion index to assess a team's diversity to more than 400 managers around the world, helping set priorities for more diverse hiring, promotions and education.

Voluntary, colleague-led business resource groups also give Aon employees a forum to discuss shared aspects of their diverse backgrounds. These business resource groups support the full and multifaceted identities of Aon colleagues; chapters include the Aon Pride Alliance, Aon Veterans United, Multicultural Group, Black Professional Network, Mental Health, Empowering Abilities and Women in Technology. In 2021, we had 102 different business resource group chapters across 14 countries.

Diversity in Talent Attraction and Development

Aon is committed to I&D in its staffing practices and people management efforts. This commitment is evident at all stages of a new Aon employee's professional journey — from recruiting to opportunities for professional growth and advancement. Aon has committed to recognizing and elevating potential talent from diverse backgrounds. In recruiting early-career professionals, Aon hiring managers work with colleges and universities to attract talent from underrepresented populations in surrounding communities. We have also established a presence with historically Black colleges and universities and the risk management school at St. John's University in Queens, New York, giving Aon the opportunity to share industry expertise and build relationships with the next generation of leaders.

Additionally, we maintain a focus on I&D in all areas of the staffing process. We use a third-party software provider to eliminate bias from job advertisements. We encourage current employees to share their perspectives on work and life at Aon via social media, increasing external access to diverse points of view. Hiring panels consider diversity of all kinds, and hiring managers participate in an accreditation program that highlights the value of diverse applicant pools. A digital inclusivity and diversity dashboard helps Aon track candidates through the application process to identify the best ways to attract and retain diverse talent.



The 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's degree at a partner community college.

The program was piloted in the U.K. in 2012, launched in the U.S. in Chicago in 2017 and expanded significantly in 2021. We have committed \$30 million to expand this initiative, and are launching programs in Texas, New York, Northern California, Minnesota, Philadelphia and Washington, D.C. Aon is a founding member of OneTen, a coalition of leading executives committed to seeing one million Black Americans hired into family-sustaining jobs over the next 10 years. Aon was also included in Fortune's 2021 Change the World List, which recognizes companies that seek to address unmet needs and contribute to better societal outcomes

through activities core to their business strategy. In the most recent 2020 compilation, our U.K. Apprenticeship program was included at number 52 in the Top 100 Apprenticeship Employers list published by the U.K. government.

Leadership Commitments

We've embedded diversity and inclusion throughout our organization, starting at the top with our Board of Directors' Inclusion & Diversity Sub-Committee. Within the firm, our Global Inclusive Leadership Council (GILC) leads our work, and is chaired by Jennifer Bell, CEO North America and Eduardo Dávila, CEO EMEA, and sponsored by Greg Case, CEO, and Lisa Stevens, chief people officer and head of Global Human Capital Solutions. Our GILC aligns leaders across our firm to work on our four I&D pillars of representation, promotion, recruitment and education. From the GILC, responsibility cascades to regional and local councils. Every Aon colleague is encouraged and empowered to practice inclusion and diversity on an individual level.

In 2021, we demonstrated our commitment to I&D through actions such as:

- Bringing our leadership together. The Inclusion and Diversity Sub-Committee of our Board of Directors met regularly with senior management to discuss Aon's inclusion and diversity initiatives and progress across the regions in the areas of recruitment, education, representation and promotion.

- Establishing the [Aon Executive Committee](#), which leads the firm in delivering our Aon United strategy. These 22 leaders are responsible for guiding the firm to its full potential of Aon United, and women represent 45 percent of this committee.
- Incorporating 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. Individual leadership in championing I&D and other people and culture objectives continue to be part of annual performance assessments for our leaders.
- Taking steps towards transparency and accountability by publishing our workforce diversity data in our [annual report and 10K](#), and posting our [US EEO-1](#) workforce diversity statistics.

These actions continue to embed inclusivity in our culture and outcomes, and we look forward to reporting further progress.

At Aon, we define wellbeing along several essential dimensions: physical, mental, emotional, financial and social. Our wellbeing initiatives are designed to assist colleagues — as well as clients — by developing timely, relevant support networks.

“Wellbeing, resilience and human sustainability are strategic priorities at Aon,” says Rachel Fellowes, chief wellbeing officer. “This is because we believe having a ‘whole’ perspective on performance offers both a richer colleague and client experience and ensures we design better ways of doing things that help us bounce back and innovate over time. In practice, this means committing to new ways of measuring wellbeing, such as the Human Sustainability Index, and educating and empowering people to make meaningful changes for themselves, their teams and ultimately their organizations.”

Our colleagues benefit from resources that offer personal connections and guidance for individual wellness. Employees with children can join parent groups to discuss the intersection of professional and personal lives in remote work environments, and employee assistance programs are available to colleagues seeking extra support. Virtual counseling, wellness apps, videos, and webinars on topics like nutrition, mental health and physical activity provide digital resources for colleagues, ensuring workforce assistance is always available regardless of where work takes place.



Impact story:

How clients are using data to make better wellbeing decisions

Clients are increasingly facing interrelated challenges around wellbeing and talent attraction and retention. Aon surveyed more than 1,600 companies in its [Global Wellbeing Survey](#) and found that enhancing individual and organizational wellbeing improves business outcomes and has the greatest impact on customer satisfaction and retention. Although 82 percent of companies globally consider employee wellbeing a priority, many firms lack a wellbeing strategy in their culture, talent attraction and performance objectives. Of the 87 percent that have wellbeing initiatives in place, only 55 percent have a strategy.

Aon colleagues recently advised a global consumer goods client on improving employee engagement and related business outcomes. After gaining a deeper understanding of the client's ESG goals, colleagues from across the business designed an integrated solution to deliver its company-wide initiatives, including a global benefits offering to improve mental, physical and financial wellbeing. Monitoring, governance, and assessment are in place, so our client can track metrics and see the effectiveness and return in real time, while also allowing rapid enhancement. Most importantly, our client now has the insight to inform their future strategy, enabling better decisions through our partnership.

While the solution is customized to the client's strategy and metrics, the key elements — like the ability to assess and monitor effectiveness and return on our platform — are scalable and replicable for other clients.



Supplier Diversity

Economic inclusion is an important element of Aon's overall commitment to building a more equitable, sustainable and resilient firm. [Aon Diversity Solutions \(ADS\)](#) empowers small and diverse-owned businesses to play a greater role within the global economy, supporting job creation, competitiveness, individual wealth and vibrancy in local communities.

We are committed to developing valuable relationships with businesses that are minority-owned, woman-owned, LGBTQ-owned, veteran-owned, small, in historically underutilized business zones and owned by people who are disabled or differently abled. We also provide opportunities for suppliers that can offer quality, innovative, competitive and cost-effective products and services.

To confirm our commitment, we signed Aon's Commitment Statement for Global Supplier Diversity in 2020, outlining expectations that guide procurement actions and contribute to growth through commercial impact. ADS' Economic Inclusion strategies have also been embedded into Aon Client Value Creation and Client Service Delivery models.

ADS is led by global standards together with best and next practices across regions and solution lines to bring the best of Aon to every colleague and client so communities can thrive.

Through our integrated supplier and business diversity efforts, we have maintained 5 percent of U.S. addressable spend with diverse suppliers. We've focused on maintaining diverse spend despite disruptions such as the pandemic buying conditions of 2020 and 2021.

Philanthropy

Our culture, leadership and commitment to ESG priorities enable us to make better decisions as we support communities and nonprofits through direct giving, collaboration and employee programs.

Our philanthropic efforts are both ongoing and focused on need. In times of crisis, Aon mobilizes its resources to solve problems and provide aid. To help combat the pandemic, we recognized that we had a leading role to play in successful, widespread global vaccine distribution. In 2021, we convened players from across the supply chain to develop a [supply-chain protection solution](#) for the vaccines necessary to fight the pandemic globally.

“Aon has been building client solutions using sensor technology in supply chain for years,” said Lee Meyrick, chief executive officer, Global Marine, Commercial Risk Solutions. “Knowing global distribution of COVID-19 vaccines would need to overcome myriad obstacles, we built a new solution to provide financial protection to the companies distributing the vaccine. Working with leaders in the industry, we quickly recruited a group of like-minded insurers willing to underwrite the risks using verifiable and effective sensor technologies. The solution, the speed and the partners came together to save lives.”

By working to provide transparent cargo insurance coverage with technology — including sensors and data and analytics — we helped with risk transfer regarding the transport or storage of doses by mitigating losses, opening capacity, and maximizing the number of doses available to the public.

To add to our impact, we donated all of the 2021 revenues earned from that solution to the [COVID-19 Solidarity Response Fund](#), powered by the WHO Foundation and the United Nations Foundation in support of the World Health Organization (WHO).

In addition to our pandemic efforts, we have continued our work in support of the communities in which we live and work, including:

- Eight charitable foundations and two donor-advised funds directly benefit from Aon giving.
- Aon contributed over \$11.5 million in 2021 to philanthropic causes.
- More than 1000 organizations received philanthropic support from Aon in 2021.
- 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.

In 2022, leaders within the organization quickly established a colleague support fund for employees in Ukraine, providing crucial support and resources during the war with Russia.

Governance



Being in the business of better decisions means creating the right internal structures and approach to enable effective decisions. Today's business landscape is being shaped by emerging risks — such as cyber, data privacy, and geopolitical volatility — and evolving regulatory frameworks. We're attuned to these risks and how to manage them and we help clients identify opportunities along the ESG journey. Our ongoing work in this space and the feedback from clients, colleagues, investors and other stakeholders help inform our priorities and actions.

Linking Governance and Purpose

Aon helps companies adopt and maintain effective governance practices by linking governance, culture and purpose. We combine strong organizational oversight with the flexibility, adaptability and resilience to solve problems as 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. By ensuring cross-departmental coordination, clearly defined processes and policies, and effective operations throughout the organization, we enable businesses and our own firm to thrive.

Better decisions also require training and education as part of the governance model. Aon's Global Compliance Program includes training and certifications. Our colleagues are periodically required to complete compliance certifications, such as an annual Code of Business Conduct certification. We also complete annual conflicts disclosure questionnaires and participate in designated training programs, as well as other activities to satisfy additional compliance-related requirements.



Our Board of Directors

Aon’s Board provides oversight related to organizational performance, strategic direction, management team performance, risk, and key initiatives. In our [2022 proxy](#), 10 out of 11 director nominees were independent, including the Board chair. Of those nominees, 36 percent are racially/ethnically diverse and 27 percent are women.

We are focused on continuous improvement of corporate governance to deliver long-term value for all stakeholders. Our Board of Directors is focused on enterprise risk management and mitigation strategies.

The Board includes seven standing committees or sub-committees:

In 2021 we continued to strengthen our work to foster a diverse and inclusive environment at Aon. The Board (or through its committees) regularly reviewed and discussed people-related risks, including colleague satisfaction and engagement survey results, pay equity, colleague wellbeing, succession planning, employment law matters and ethics hotline complaints.



Executive Committee



Audit Committee



Includes a **standing Compliance Sub-Committee**



Finance Committee



Governance/ Nominating Committee



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



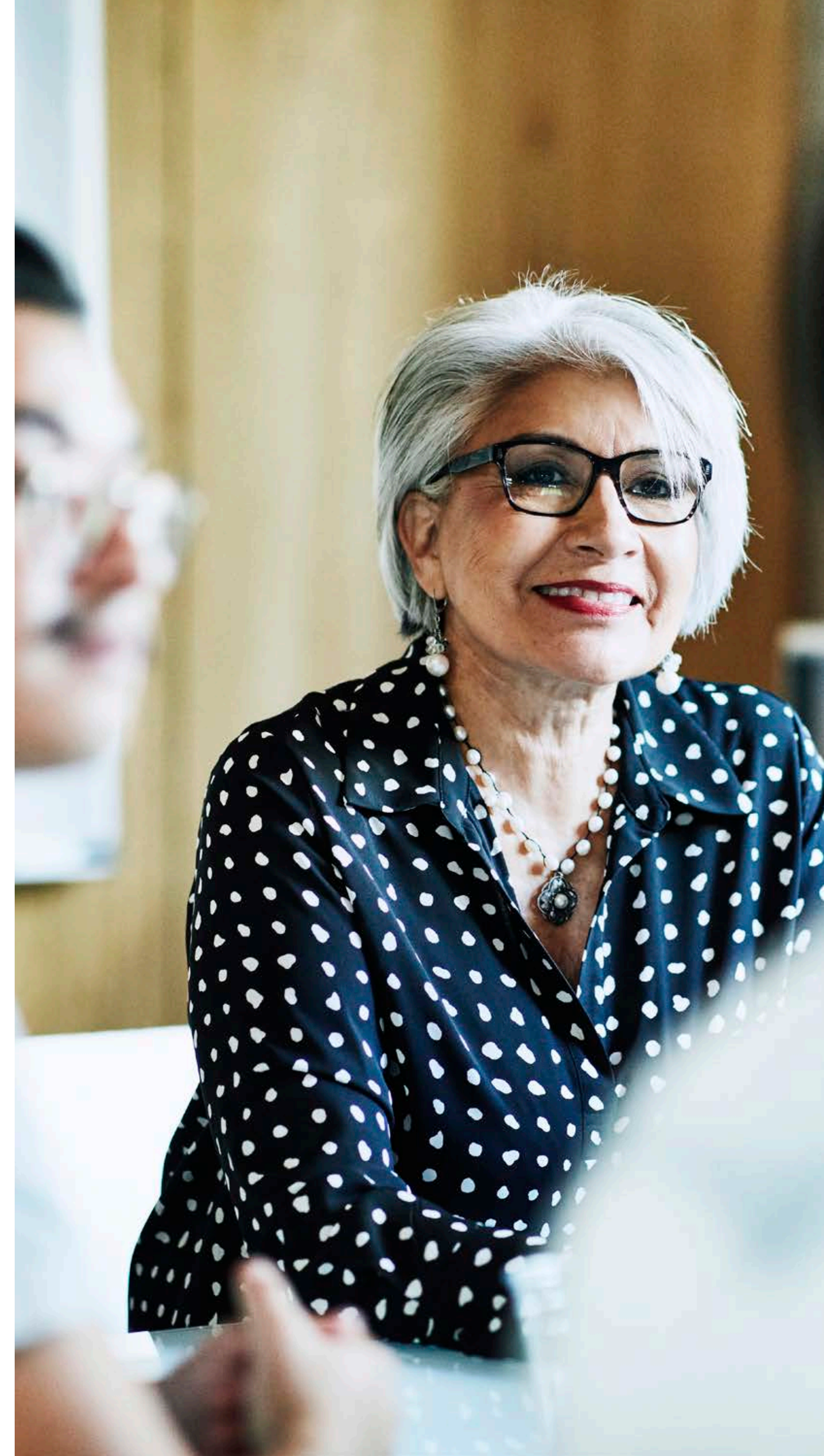
Organization and Compensation Committee

Our ESG Governance

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, CEO of Commercial Risk Solutions, and our head of public affairs and 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.

"At Aon, ESG is about what we do as a company, and what we do for clients. Our Aon United strategy enables and reinforces our ESG actions, commitments, and outcomes," says Leslie Follmer, Aon's head of investor relations and ESG. "Our own firm's impact is only one part of the equation; the greater opportunity lies in the work we do to help clients manage their own risks and upside potential — whether it's around climate analytics and resiliency, taking care of their people, or mitigating their own risks in D&O, cyber or ESG more broadly. We have a significant opportunity for long-term value creation and positive impact for all our stakeholders."



How We Help Clients in Their ESG Journey

Effective governance requires a blended and balanced focus on resilience, growth and agile decision making. As part of our drive to find real-world applications for our values, Aon brings these skills to its work both internally and with clients.

Corporate Governance and ESG Advisory

Strong governance oversight enables better decisions, creating the conditions for companies to quickly adapt to the changing landscape, shift priorities and proactively manage emerging risks. Through a holistic lens, 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.

One of the most pressing topics for companies is understanding the need to have a clear and comprehensive strategy on ESG. While regulations help drive a company's ESG focus and related public disclosures, navigating the expectations from multiple stakeholders can be daunting. Aon's advanced analytics, advice, and solutions gives companies the clarity and confidence to make better decisions to protect and grow their business. This includes helping companies of all sizes and industries navigate, prioritize and address evolving ESG risks at all phases of their journey.

Navigating ESG Risks

Gaps in ESG strategy related to oversight, practices and policies and disclosures may indicate areas within an organization that could be exposed to significant risk. Aon works with clients to identify, quantify, and address or mitigate those issues and stay ahead of changing risks and regulations. Whether advising corporate teams and their boards, investors, lenders or insurance companies, we bring the combined expertise from across Aon to find the most effective ESG solution for a particular client's needs.

"We empower corporate management teams and their boards by identifying the policies and practices of their top financial stakeholders and then preparing them for relevant stakeholder engagement with customized data, answers, and potential next steps," says Laura Wanlass, global head of Corporate Governance and ESG Advisory. "We leverage real-time data and expertise to alert corporate clients on where they have immediate and potential going forward exposure. We work across business lines at Aon to identify critical areas for the task at hand, whether it is about insurance coverage, investor support, or some other need, and provide counsel so our clients can take action and obtain the best possible outcome."

Cyber

One rapidly growing risk is cyber, an essential element of ESG strategy for companies and their boards of directors. Cyber risk has the potential to disrupt and destabilize businesses, and 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](#), global respondents cited the risk of cyber attacks/ data breaches as the top threat facing companies today. In 2021, Aon released [research](#) to help companies understand the dramatic rise in cyber attacks and other issues, helping to manage this rapidly expanding risk. We built on that research in 2022 with our [Error & Omissions \(E&O\) and Cyber Market Review](#), aimed at helping companies navigate a difficult insurance market in the face of rising cyber-related volatility.

We are focused on data-driven solutions that help clients identify, measure and manage the risk for greater resilience and growth, building on our expertise, insights, and proprietary tools and methodologies. One such tool is CyQu, our cyber risk assessment platform. The tool helps companies across industries 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.

Impact story:

Cyber security organization design

For one client, cyber risk was increasing, and at the same time, their security organization faced the rising cost of attracting and retaining top talent in cyber defense. We brought the breadth and depth of Aon United to the challenge, bringing colleagues across solution lines to address our client's needs. Our leaders from the Cyber Solutions Group within Commercial Risk and leaders from the Rewards Practice within Human Capital combined our unique expertise in cyber risk with best practices and benchmarking around talent and compensation. The result for our client was an organizational design solution that aligns their HR and technology teams to manage their cyber risk in a more cost-efficient way. We are also able to apply that model in other areas where risk and the costs of high-quality talent acquisition and retention are both rising — a challenge that is becoming increasingly common for clients in all industries and geographies.

Directors & Officers Insurance

Aon's collaborative approach to Directors & Officers (D&O) liability insurance advice involves a thorough assessment of risk factors facing a client's board of directors and management team. Liability concerns vary by country and industry, and our global professional network means Aon has the knowledge to assist clients with these specific challenges.

By focusing upon, understanding and differentiating a company's legal, compliance, regulatory and financial reporting framework, among other risk factors, we are able to guide our clients through the evolving D&O marketplace to best position them to insurers. As insurers try to navigate a volatile equity environment, governance and management oversight continues to be relied upon in evaluating risk and determining pricing and coverage terms. Additionally, Aon has obtained ESG-centric coverage enhancements with the D&O insurance markets for clients with favorable ESG profiles. We seek to innovate in the D&O insurance market, enhancing offerings for strong ESG performers — such as offering additional D&O capacity exclusively for high ESG-related risks.

Impact story:

Analytics and expertise combine to guide the ESG journey

In one case, a multinational beauty company client needed to set up a corporate governance and ESG strategy and to improve their D&O risk profile. Aon worked with this client to identify, assess and prioritize material risks for the company and provide a roadmap to manage risks and opportunities through a governance process. This process articulated a single governance narrative for the company and included a gap analysis of the firm's current ESG processes relative to important external stakeholder perspectives and the competitive market. This analysis drove an effective internal and external strategy through the D&O renewal process. Aon's involvement did not end there. Through ongoing monitoring, analysis and insight related to ESG ratings agencies, institutional investors, proxy advisors, employees, customers, and insurance carriers, the client can confidently define and build a robust and effective ESG and disclosure strategy that will evolve along with it — and the landscape in which it operates.

Appendices

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
1	Compliance	Compliance Training and Certification Modules	<p>Aon-sponsored compliance training and certification modules 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
2	Environment	Examples of Aon Products and Services with Environmental or Carbon Reduction Impact	<p>Extending our impact beyond risk transfer solutions, we are developing and strengthening proprietary tools and leading cross-sector collaborations to pave the way for more proactive climate decisions and resilience on an accelerated timetable.</p> <p>For instance, our Weather Solution insurance cover uses parametric triggers to bridge those gaps and provide coverage for clients impacted by natural disasters. This innovative approach to environmental threats considers factors like wave height, river depth and hydrological triggers for clients in flood-prone areas. Based on these findings, Aon recently worked with a client to secure coverage for any category 2 or above hurricane within 50 kilometers of their two major facilities. Responsive solutions like this give clients the support they need in the face of the developing risks and costs of climate change.</p> <p>Our other leading approaches around assessing climate risk include:</p> <ul style="list-style-type: none">● Impact Forecasting — Our premier catastrophe model development center of excellence helps clients understand their climate risk through physical and financial risk modeling and analysis. Impact Forecasting brings together seismologists, meteorologists, hydrologists, engineers, mathematicians, geographic risk experts, geographers, finance, risk management and insurance professionals and serves clients of all types.● Impact on Demand — Aon’s digital analytics platform for efficiently and accurately visualizing and quantifying risk exposures. The platform helps companies quickly identify risks and create reports that aid in better climate and ESG decisions.● Climate Maturity Curve — An illustrative tool for companies to assess where they are in their journey toward a robust climate strategy. The tool serves as a foundational element for climate action, including identifying the greatest areas of risk and opportunity to prioritize.● Physical and Transition Risk Quantification — Using our expertise and a toolkit of modelling capabilities, catastrophe and climate models and partnerships with third party data providers, Aon quantifies the impact climate change scenarios will have on businesses. The analysis considers several different Representative Concentration Pathway (RCP) scenarios that could make the impact more or less severe.
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>

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
4	Environment	EMS/ISO Certifications	Aon has achieved ISO 14001 environmental management certification for larger office buildings in Chicago, London, Singapore and Spain. 71% of Aon's leased square footage in North America is in a LEED or BREEAM certified space.
5	Environment	Renewable Energy	Aon continues to expand its use of renewable energy. In 2021 we expanded usage in Ireland, the U.K. and Spain.
6	Environment	Emissions Reductions	Aon achieved a 12% emissions reduction from our 2019 baseline (538,756 tCO2e) to 2021 (472,606 tCO2e).
7	Environment	Examples of Emissions Reduction Activities	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.
8	Environment	Environmental/ESG Training	Aon educates its colleagues about the importance of taking steps to mitigate the impacts of climate change. We provide opportunities to engage in multi-stakeholder forums and provide thought leadership to colleagues and clients.
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. To achieve net-zero emissions in alignment with Science Based Targets (SBTi), 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">● 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.
10	Environment	Climate Change Risks & Opportunities	<p>Aon's approach to climate change risks and opportunities can be found in our Task Force on Climate-Related Financial Disclosures (TCFD) disclosure:</p> <p>https://www.aon.com/getmedia/e23f10cf-14ad-4323-853d-755f4476f2d4/Aon-TCFD-Index.pdf</p>
11	Environment	Environmental Policy	<p>Aon's Environmental Policy can be found at:</p> <p>https://www.aon.com/about-aon/corporate-governance/guidelines-policies/environmental-policy-statement.jsp</p>
12	Environment	Science Based Targets Initiative	Aon has committed to the Science Based Targets initiative. Our targets have been submitted and are being validated by the Science Based Targets Initiative.
13	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 in alignment with Science Based Targets (SBTi). 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.
14	Foundation/Community	Number of Organizations Supported	Over 1,000 organizations received Aon philanthropic support in 2021.
15	Foundation/Community	Amount of Matching Gifts	Aon matched over \$900,000 in colleague donations to eligible organizations in 2021.
16	Foundation/Community	Pro Bono Legal Hours	Aon colleagues donated over 1,000 pro bono hours in 2021.
17	Foundation/Community	Total Global Philanthropic Support	Aon contributed over \$11.5 million in 2021 to philanthropic causes.
18	General ESG	Senior Decision Maker Statement	<p>A letter from CEO Greg Case, introducing Aon's 2021 ESG Impact Report:</p> <p>https://www.aon.com/about-us/impact</p>

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
19	HR/People	Benefits Overview	<p>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.</p> <p>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.</p> <p>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.</p> <p>For more information, please refer to: https://aon.makeityoursource.com/content/resource-library/aon_2022_new_hire_guide_final_no-code_11-12-21.aspx</p>
20	HR/People	Wellbeing	<p>Aon continues to sponsor and promote benefits and programming to support our colleagues including:</p> <ul style="list-style-type: none">● Firm-wide global holidays were celebrated in April, July and November, allowing colleagues with extended 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● Distributed of a wellbeing eBook aimed at sharing wellbeing tips and tricks for colleagues and highlighting Aon's resources with a focus on emotional wellbeing● United in Kindness campaign, which focused on encouraging colleagues to be kind to themselves, at work and in the community. Colleagues in 50 countries participated in the campaign and shared their kindness stories.● Enhanced colleague communications around benefit changes and refreshed UPoint to make it easier to navigate and highlight benefits to colleagues● Added In-plan Roth conversion feature in 401(k) savings plan for US colleagues to promote more financial wellbeing opportunities <p>Aon continued to support colleagues through the pandemic by enhancing time off policies so they can take the time they need to take care of themselves and their families. Wellbeing programming, including wellbeing webinars, vendor spotlights, and global walks was offered throughout the year. Additionally, new programs like the United launch of Mental Health First Aid in the US were offered to better support our colleagues.</p>
21	HR/People	OHSA Compliance and ISO45001	<p>Aon is considered a low-risk company by OHSA and therefore does not report out on OHSA metrics.</p> <p>We have received ISO45001 certification.</p>
22	HR/People	Focus on Continuous Improvement/ Pay-for-Performance	<p>Aon emphasizes a culture of pay-for-performance by ensuring regular performance dialogues that lead to continuous improvement. Approximately 41,000 colleagues are eligible for performance and career development reviews, of which 98% were completed in 2021.</p>
23	HR/People	Flexible Work Arrangement	<p>Colleagues shared appreciation in the 2021 colleague support survey for the flexibility Aon showed during COVID for colleagues to work from home. In support of that sentiment, the Aon Executive Committee approved Smart Working as Aon's workforce model. Smart Working supports colleagues across three specific workstyle designations:</p> <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 <p>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.</p>
24	HR/People	Engagement Scores	<p>In 2021, 38,000 Aon colleagues (82 percent) shared their feedback in our all-colleague pulse survey. Our engagement score was 80%, continuing to record our highest colleague engagement scores in over a decade.</p>
25	HR/People	Long-Term Incentives	<p>In recognition of our colleagues' role in growing the firm, we introduced the Aon United Growth Ownership Plan in 2021. Through the plan, all 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.</p>

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
26	HR/People	Financial Inclusion/Aon Apprenticeship Program	<p>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.</p> <p>For more information, please refer to: https://www.aon.com/careers/us/apprenticeships</p>
27	Human Rights	Modern Slavery	<p>As part of our robust Business Code of 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.</p> <p>Modern Slavery Act statement: https://www.aon.com/getmedia/9ecd6221-1305-4a15-96f8-d18a2fd6d3f8/AUKL_Final_statement_Brand_compliant.aspx</p>
28	Human Rights	Human Rights Statement	<p>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.</p>
29	Human Rights	Human Rights Campaign	<p>Aon received a score of 100% for the fifteenth 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.</p>
30	Inclusion and Diversity	Board Diversity	<p>Of the 11 director nominees for election at Aon’s 2022 Annual Meeting, 2 directors are Asian, 1 director is Black and 1 director is Hispanic; 3 of the 11 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 2022 proxy statement.</p>
31	Inclusion and Diversity	I&D Diversity and Gender Statistics	<p>As of December 31, 2021, Aon’s global workforce was 54% women and 46% men, and the Aon Executive Committee which leads the firm was 45% women and 55% men. At the manager level, 26% of senior leaders and 42% of managers with one or more direct report are women. New colleague hires for the year were 52% women and 48% men. Aon’s U.S. workforce was 24% racially/ethnically diverse, calculated as a percentage of colleagues that have voluntarily disclosed their race/ethnicity to Aon. At the manager level, 13% of U.S. senior leaders and 17% of U.S. managers with one or more direct report were racially/ethnically diverse. New colleague hires for the year in the U.S. were 34% racially/ethnically diverse.</p>
32	Inclusion and Diversity	Aon’s EEO-1	<p>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.</p> <p>For more information, please refer to: https://www.aon.com/about-us/impact/policies/us-eeo-1-report</p>
33	Inclusion and Diversity	Anti-Discrimination	<p>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.</p> <p>Aon’s Code of Business Conduct can be found at: https://www.aon.com/getmedia/ff3e5545-7643-41e9-84af-22980d163065/Aon-Code-of-Business-Conduct.pdf</p>

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
34	Inclusion and Diversity	Inclusion & Diversity Goals	<p>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.</p> <p>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.</p>
35	Inclusion and Diversity	Diversity-Related Training and Metrics	<p>Learning experiences and resources are a key element of our Aon United strategy. Our I&D learning is available to all global colleagues and every level of the firm to help enable our Colleague Experience. Learning sessions and accreditations include:</p> <ul style="list-style-type: none">● Activating Your Allyship● Leading Inclusively● Unconscious Bias in Recruitment● Recognizing and Managing Unconscious Bias● Ensuring a Diverse Interview Panel● An Inclusive Hire Accreditation for all global people leaders● An Inclusive People Leadership learning curriculum <p>Since the I&D learning curriculum launch, our global colleagues have completed over 46,000 hours of I&D skills-based learning.</p>
36	Inclusion and Diversity	List of Active Business Resource Groups (BRGs)	<p>Aon's Business Resource Groups (BRG) are voluntary, colleague-led groups typically organized around a particular dimension of diversity or shared background. BRGs offer connection, support and the opportunity to meet Aon colleagues across levels, business areas and locations around the world. They help give a voice to underrepresented groups, enabling colleagues, managers and leaders to listen to different perspectives, build their cultural competence and understand what support is required to help every colleague achieve their full professional potential at Aon.</p> <p>We have 102 different BRG chapters across 14 countries, including:</p> <ul style="list-style-type: none">● Aon Link (Early Careers)● Aon Pride Alliance● Aon Veterans United● Asian Pacific Islanders● Black Professional Network● Blacks in Technology● Empowering Abilities● Gender IQ● Generations Network● Latinos Professional Network● Mental Health Network● Multicultural Group● Virtual Connections● Women in Technology● Women's International Network● Worker's Innovative Network● Working Parents Group● Workability Group
37	IT/Data Privacy & Cyber Security	Substantiated Complaints Received Concerning Breaches of Customer Privacy	<p>Aon plc's Board of Directors regularly receives reports on data privacy and cyber security matters, including incidents and regular complaints/notifications.</p>

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
38	IT / Data Privacy & Cyber Security	Global Privacy Statement	Aon’s Global Privacy Statement can be found at: https://www.aon.com/about-Aon/privacy.jsp
39	IT / Data Privacy & Cyber Security	Overview of Data Privacy Program and Oversight	<p>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. Below is a link to our corporate privacy statement which provides more details as to how we collect and handle personal information: https://www.aon.com/about-Aon/privacy.jsp</p> <p>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.</p> <p>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.</p> <p>All our colleagues are required to take trainings on protecting information.</p>
40	IT / Data Privacy & Cyber Security	Privacy and Security Risk Assessments and Audits	<p>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.</p> <p>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.)</p>
41	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.
42	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.
43	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.
44	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.
45	Procurement	Sustainable Procurement Plan	<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.

Supplemental ESG Information

as of June 6, 2022

Item	Category	Question/Metric	Response
46	Procurement	Supply Chain Code Compliance	<p>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.</p> <p>Aon’s Code of Business Conduct can be found at: https://www.aon.com/getmedia/ff3e5545-7643-41e9-84af-22980d163065/Aon-Code-of-Business-Conduct.pdf</p>
47	Procurement	Diverse Supplier Spend	<p>Through our integrated supplier and business diversity efforts, we have maintained five percent of U.S. addressable spend with diverse suppliers despite the pandemic buying conditions of 2020 and 2021.</p>
48	Responsible Investing	PRI Signatory	<p>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 500 Aon investment colleagues through the Trustee Training Program by the PRI Academy.</p>
49	Responsible Investing	UNEP FI Signatory	<p>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.</p>
50	Responsible Investing	Responsible Investment Policy	<p>Aon’s Responsible Investment Policy can be found at: https://www.aon.com/getmedia/7de4f5c4-e683-4395-8843-c1467534847d/Aon's-Responsible-Investment-Policy_February-2021.aspx</p>
51	Responsible Investing	Impact Fund Assets	<p>Global Impact Fund assets as of December 31, 2021: £414 million.</p> <p>Additional information can be found at: https://www.aon.com/getmedia/9a120840-56f7-4921-9fc3-e37df0630b75/The-Aon-Global-Impact-Fund-pdf.aspx</p>
52	Risks & Governance	Oversight for Code of Conduct	<p>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.</p> <p>Aon’s Code of Business Conduct can be found at: https://www.aon.com/getmedia/ff3e5545-7643-41e9-84af-22980d163065/Aon-Code-of-Business-Conduct.pdf</p>
53	Risks & Governance	Responsibility for ESG/ESG Committee	<p>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.</p> <p>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, CEO of 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.</p>
54	Risks & Governance	ESG Risks	<p>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) regularly reviews the Company’s top ESG risks, including 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.</p> <p>For additional information, see Aon’s proxy.</p>
55	Risks & Governance	Risk Assessment Process	<p>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”).</p>

Highlighted 2021 Awards

as of June 6, 2022

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

- Aon received a score of 100 percent for the 15th 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.
- **HERoes Advocates: Top 50 Executive Advocate Role Models** — The HERoes Advocates list celebrates 50 senior leaders who are authentic allies and advocates for women in business and who are dedicated to creating a more diverse and inclusive business environment. Aon's Jennifer Bell, Julie Page and Sabrina Pyneeandy were celebrated for championing women in business and driving gender diversity in the workplace.
- One of our Aon colleagues made the **Chicago Crain's 2021 Notable LGBTQ Executives** list.
- Several Aon colleagues made the **Business Insurance 2021 Women to Watch** list.
- A colleague received the **Insurance Business America-Rising Star Award**.
- Two colleagues were represented in **Yahoo Finance's Top Ethnic Minority Leaders and Role Models 2021** list.
- Our head of inclusion has been named a **Top 100 Inspirational D&I Leader 2021**.
- Aon was listed in **Fortune Magazine's Change the World** list for our Apprentice Program.

Commitments and Collaborations

as of June 6, 2022

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

as of June 6, 2022

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. The program was piloted in the UK in 2012, launched in the U.S. in Chicago in 2017 and expanded significantly in 2021. We have [committed \\$30 million](#) to expand the program and are launching similar initiatives in Texas, New York, Northern California, Minnesota, Philadelphia and Washington, D.C.
- **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.

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.

Topic	Recommended Disclosures	Response
Governance	1.A. Describe the board's oversight of climate-related risks and opportunities.	See the "Board Role in Risk Oversight" section of our 2022 Proxy .
Disclose the organization's governance around climate related risks and opportunities.	1.B. Describe management's role in assessing and managing climate-related risks and opportunities.	See "Our ESG Governance" section in our 2021 ESG Impact Report , and "Net-Zero Committee" in our Supplemental ESG Information document.
Strategy	2.A. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	See the "Environmental, Social, and Governance" section and the "Risk Factors" section of our 2021 10-K .
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	2.B. Describe the impact of climate related risks and opportunities on the organization's businesses, strategy, and financial planning.	See the "Environmental, Social, and Governance" section and the "Risk Factors" section of our 2021 10-K .
	2.C. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	See "Our Carbon Reduction Commitment and Actions" section, and "Our ESG Governance" section in our 2021 ESG Impact Report , and "Net-Zero Committee" in our Supplemental ESG Information document.
Risk Management	3.A. Describe the organization's processes for identifying and assessing climate-related risks.	See the "Board Role in Risk Oversight" section of our 2022 Proxy , the "Our ESG Governance" section in our 2021 ESG Impact Report , and "Net-Zero Committee" in our Supplemental ESG Information document.
Disclose how the organization identifies, assesses, and manages climate-related risks.	3.B. Describe the organization's processes for managing climate-related risks.	See "Our ESG Governance" section in our 2021 ESG Impact Report , and "Net-Zero Committee" in our Supplemental ESG Information document.
	3.C. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	See the "Board Role in Risk Oversight" section of our 2022 Proxy .
Metrics & 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.	See "Emission Reduction Strategy" in our Supplemental ESG Information document, and "Our Carbon Reduction Commitment and Actions" section in our 2021 ESG Impact Report .
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	4.B. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	See "Carbon Emissions" in our Supplemental ESG Information document, and "Our Carbon Reduction Commitment and Actions" section in our 2021 ESG Impact Report .
	4.C. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	See "Our Carbon Reduction Commitment and Actions" section in our 2021 ESG Impact Report .



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About

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 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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The goals, targets and commitments discussed in this report are aspirational. As such, no guarantees or promises are made that any such goals, targets or commitments will be met. In addition to goals, targets and commitments, this report contains certain other statements related to future results, or states Aon’s intentions, beliefs and expectations or predictions for the future, which are forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995. The words “believe,” “expect,” “estimate,” “anticipate,” “forecast,” “aim,” “plan,” “project,” “should” and similar expressions identify forward-looking statements. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from either historical or anticipated results depending on a variety of factors. Any or all of Aon’s forward-looking statements may turn out to be inaccurate, and there are no guarantees about Aon’s performance. Aon operates in a dynamic business environment in which new risks may emerge frequently. Accordingly, you should not place undue reliance on forward-looking statements, which speak only as of the dates on which they are made. Further information concerning Aon and its businesses, including factors that potentially could materially affect Aon’s financial results, is contained in Aon’s filings with the SEC. See “Risk Factors” in Aon’s Annual Report on Form 10-K for the year ended December 31, 2021 for a further discussion risks and uncertainties applicable to Aon and its businesses. These factors may be revised or supplemented in subsequent reports filed with the Securities and Exchange Commission (the “SEC”). Aon is not under, and expressly disclaims, any obligation to update or alter any forward-looking statement that it may make from time to time, whether as a result of new information, future events or otherwise, except as required by law.

Statistics and metrics included in this report are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. This report has not been externally assured or verified by an independent third party. This report is not comprehensive and, for that reason, should be read in conjunction with our filings with the SEC, including our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q, particularly the “Forward-Looking Statements” and “Risk Factors” sections of these filings and our proxy statements, all of which can be found at ir.aon.com.

The information contained herein and the statements expressed are of a general nature and are not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information and use sources we consider reliable, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.