Aon Casualty Risk Control Solutions for the **Food System, Agribusiness, and Beverage Industries**

AON

Unparalleled Experience and Knowledge

Supported by over 25 years of experience, Aon is the recognized leader in insurance solutions for the food system, agribusiness and beverage industry.

Our clients represent all sectors of the food system, from suppliers and wholesalers, and food processors to retailers and restaurants. Our long-standing relationship with the National Center for Food Protection and Defense helps our clients and our practitioners stay informed on the latest industry developments and regulatory issues.

As a result, Aon's Casualty Risk Consulting team has the experience and ability to develop customized solutions to address the challenges of managing pre-loss and post-loss exposures associated with the food system today and across the life cycle of agribusiness – from growers to processors to distributors and retailers.

Inputs to Production Agriculture

- Seed companies
- Crop breeders
- Agrochemical companies
- Equipment manufacturers
- Animal feed
- Financial services
- Farmers

Raw Commodity Production & Distribution

- Cooperatives
- Ranchers
- Growers
- Dairies
- Animal production operations
- Renewal energy
- Refiners

Primary Food Processing

- Millers
- Meat packers
- Beverage manufacturing
- Dairy processing

Secondary Food Processing

- Processed food manufacturers
- Meat processors
- Dairy processors
- Beverage manufacturers

Custom Industry Solutions with a Multi-Disciplinary Approach

One of the biggest challenges facing leadership today is getting multi-disciplinary teams to work together to successfully prepare and implement a business strategy. Finance, product development, operations, legal, safety, sales and human resource management teams must work together to empower results.

Aon has tightly integrated teams of specialists to address traditional and emerging risks associated with the growth, production, distribution and consumption of food and beverages. Our comprehensive range of solutions is designed for the specific needs of growers, food manufacturers, suppliers and retailers.

We work with clients to:

- Measure their portfolio of risk
- Optimize capital allocation
- Minimize costs
- Manage growth
- Reduce volatility
- Improve quality
- Build workforce commitment

Our comprehensive range of casualty risk solutions is designed for the specific needs of growers, food manufacturers, suppliers and retailers.

Safety Consultation Services

- Safety program design and needs assessments
- On-site safety assessment surveys
- Safety policy & procedure development
- Loss analysis, trending and benchmarking
- Safety culture improvement
- Safety committee facilitation and training
- Contractor safety

Safety Training

- Tailored training for management, first-line supervisors and employees
- Training solutions to address facility and lone-worker situations
- Multi-lingual course offerings

Food Safety & Defense Consultation

- Custom risk assessments
- Risk trending and product recall/contamination
- Regulatory environment assistance

Hazard Modeling & Site Mapping

- Site-specific organizational overview
- Risk identification and evaluation
- Strategic business planning
- Map customization and writing
- Claims validity tool

Fleet Safety Services

- Program audits and surveys
- Department of Transportation (DOT) compliance
- High-risk driver management
- Technology/training vendor selection guidance
- Telematics

Ergonomics Consultation

- General program evaluation and development
- Ergonomic job and risk analysis
- Lifting analysis and workstation/process design
- Employee training
- Risk quantification and validation
- Workplace design and performance improvement

Aon Client Promise Platform

The Casualty Risk Consulting team is dedicated to providing our agribusiness clients with innovative and sustainable solutions for their risk management needs. The differentiating factor is the Aon Client Promise Platform, a continuous improvement and evaluation model that drives service-specific solutions. This engagement philosophy promotes interaction with our clients during all phases of the process.

Aon offers a variety of solutions tailored to meet the unique organizational exposures of the agriculture and food industries. Aon's risk control and claims services are designed to address safety program development, ergonomics, Occupational Safety and Health Administration (OSHA) compliance, fleet safety and worker training.

Discover

Thoughtful approach to align client needs with prescriptive solutions

- Casualty Analytics/Laser™ Diagnostic
- Loss profile review
- In-depth diagnostic of select programs

Develop

Agreed upon road map to reduce Total Cost of Risk of your organization

- Key performance indicator design
- Strategic action plan

Deliver

Deliver effective and sustainable pre and post-loss solutions

- Safety program enhancements
- Safety culture improvement
- Technical support
- Cost containment
- Return to work
- Claims closure process

Review

Measure performance, demonstrate ROI and value, re-assess and re-engage based on performance

- Analytical review
- Spectrum™ analytics
- Leading & lagging indicators

Safety Consultation Services

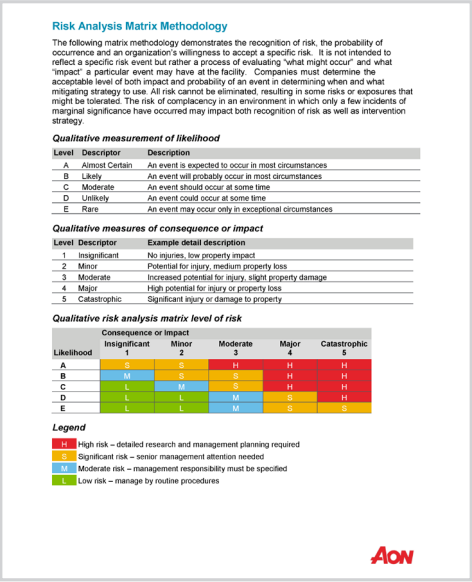
Aon's Global Risk Consulting team provides clients with risk evaluation and mitigation strategies to best address exposure areas. We customize each client engagement to ensure that solutions being implemented impact the overall Total Cost of Risk (TCoR) for the organization. Aon assists clients in managing loss exposures or eliminating potential risks while helping to build a safer working environment. Typical safety consultation services include, but are not limited to:

- Loss trending and analysis
- Job hazard analysis
- OSHA assistance
- Safety culture development
- Transitional duty and return to work
- Safety perception surveys

Custom Aon Solutions

Risk Assessments

Aon leverages our agriculture industry experience to evaluate key injury prevention and risk control program elements. The risk assessment may include a review of cost drivers, incident investigation protocols, safety audit processes, cost allocation methods, corporate/brand-specific safety programs, OSHA and Food and Drug Administration (FDA) compliance programs and evaluation of high hazard operations (bin entry, entrapment, and work at elevation, handling livestock). We benchmark findings against best practices and identify opportunities for improvement. Aon then collaborates with client leadership to develop strategies that directly improve client operational and financial performance.



Risk Analysis Matrix Methodology

The following matrix methodology demonstrates the recognition of risk, the probability of occurrence and an organization's willingness to accept a specific risk. It is not intended to reflect a specific risk event but rather a process of evaluating "what might occur" and what "impact" a particular event may have at the facility. Companies must determine the acceptable level of both impact and probability of an event in determining when and what mitigating strategy to use. All risk cannot be eliminated, resulting in some risks or exposures that might be tolerated. The risk of complacency in an environment in which only a few incidents of marginal significance have occurred may impact both recognition of risk as well as intervention strategy.

Qualitative measurement of likelihood

Level	Descriptor	Description
A	Almost Certain	An event is expected to occur in most circumstances
B	Likely	An event will probably occur in most circumstances
C	Moderate	An event should occur at some time
D	Unlikely	An event could occur at some time
E	Rare	An event may occur only in exceptional circumstances

Qualitative measures of consequence or impact

Level	Descriptor	Example detail description
1	Insignificant	No injuries, low property impact
2	Minor	Potential for injury, medium property loss
3	Moderate	Increased potential for injury, slight property damage
4	Major	High potential for injury or property loss
5	Catastrophic	Significant injury or damage to property

Qualitative risk analysis matrix level of risk

	Consequence or Impact				
Likelihood	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A	S	S	H	H	H
B	M	S	S	H	H
C	L	M	S	H	H
D	L	L	M	S	H
E	L	L	M	S	S

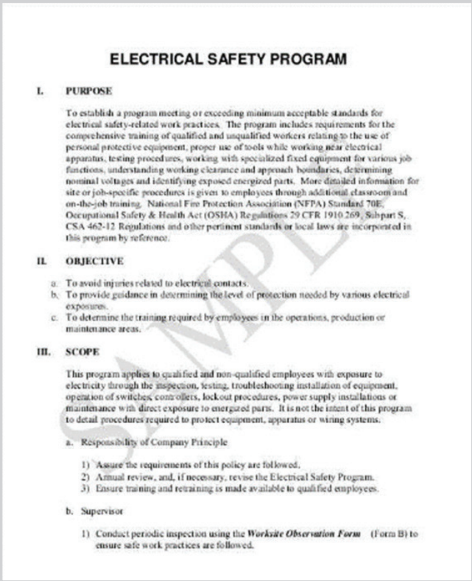
Legend

- H High risk – detailed research and management planning required
- S Significant risk – senior management attention needed
- M Moderate risk – management responsibility must be specified
- L Low risk – manage by routine procedures

AON

Safety Program Development

Aon consultants assist clients in the evaluation and development of safety programs that are specific to agribusiness exposures, including associate and supervisor-level safety training programs, investigation follow-up, monthly safety communications, return-to-work programs, safety audit and inspections, OSHA and FDA program reviews, participation in safety committees, and support for district/regional manager meetings.



ELECTRICAL SAFETY PROGRAM

I. **PURPOSE**

To establish a program meeting or exceeding minimum acceptable standards for electrical safety-related work practices. The program includes requirements for the comprehensive training of qualified and unqualified workers relating to the use of personal protective equipment, proper use of tools while working near electrical apparatus, testing procedures, working with specialized fixed equipment for various job functions, understanding working clearance and approach boundaries, determining nominal voltages and identifying exposed energized parts. More detailed information for site or job-specific procedures is given to employees through additional classroom and on-the-job training. National Fire Protection Association (NFPA) Standard 70E, Occupational Safety & Health Act (OSHA) Regulations 29 CFR 1910.269, Subpart S, CSA 462-12 Regulations and other pertinent standards or local laws are incorporated in this program by reference.

II. **OBJECTIVE**

a. To avoid injuries related to electrical contacts.
b. To provide guidance in determining the level of protection needed by various electrical exposures.
c. To determine the training required by employees in the operations, production or maintenance areas.

III. **SCOPE**

This program applies to qualified and non-qualified employees with exposure to electricity through the inspection, testing, troubleshooting installation of equipment, operation of switches, controllers, lockout procedures, power supply installations or maintenance with direct exposure to energized parts. It is not the intent of this program to detail procedures required to protect equipment, apparatus or wiring systems.

a. Responsibility of Company Principle

1) Assure the requirements of this policy are followed.
2) Annual review, and, if necessary, revise the Electrical Safety Program.
3) Ensure training and retraining is made available to qualified employees.

b. Supervisor

1) Conduct periodic inspection using the ***Worksite Observation Form*** (Form B) to ensure safe work practices are followed.

SAMPLE

Safety Training

Aon offers training solutions that are flexible and unique to the food system, agribusiness and beverage industries. Training programs can be tailored towards all layers of the organization to include upper/middle management, front-line supervisors, fixed base and lone worker employees. Training programs can be performed in-person by one of Aon's Global Risk Consultants, or can be offered through an e-learning platform available to Aon clients. Our goal is to provide the most effective resources to clients that increase safety awareness and knowledge of occupational safety and health guidelines.

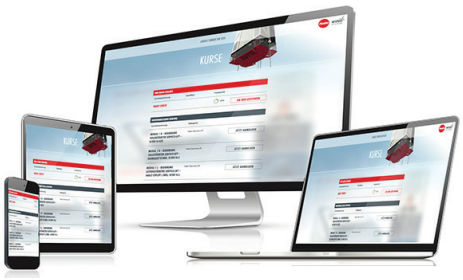
Custom Aon Solutions

Technical Training

Our technical training is performed to address common hazards found in the agricultural industry and the specific safety techniques/precautions taken to maintain a safe workplace. Typical exposures covered can include electrical safety, fall protection, grain bin entry, machine guarding and Lockout and Tagout (LOTO), spreader safety, agronomy awareness and explosion control. Aon consultants are also able to provide 10-hour and 30-hour instruction recognized by the Department of Labor.

E-Learning Partnership

Aon offers an online e-learning platform through our strategic partnership with SafetySkills®. SafetySkills develops high-end, competency-based e-learning courses for environmental, health & safety, and human resources education. The SafetySkills library includes over 500 courses in 350 topics, many of which are specific to the health care industry. Clients may also upload their own or Aon developed training content, documents, policies, etc. in support of the e-learning platform.



SafetySkills
WORKPLACE SAFETY TRAINING

Food Safety & Defense Consultation

As recent marketplace events attest, food contamination and recall risks can have a devastating impact on agriculture and food system organizations. Food contamination and recalls can significantly damage an organization's brand and reputation, as well as its finances and operational viability, ultimately threatening the very survival of an organization. A comprehensive and quantitative review of the food safety and defense management system is a critical component in ensuring your organization's food safety system is optimized.

Custom Aon Solutions

FSDA – Food Safety & Defense Assessment

This powerful tool is used for understanding how a food system business manages its risks and exposures in a holistic manner. Aon's approach is based on a deep understanding of product development, quality management, supplier management, contract risk management and the associated interrelationships. It is a proven methodology for evaluating food products' safety and defense systems across the entire food products' lifecycle.

Food Safety & Defense Assessment (FSDA)				ABC CO-BU
Phase	LifeCycle	Total Score	Max Score	%
A	Management System	82	100	82
B	Research	88	100	88
C	Product Development	76	100	79
D	Sourcing & Procurement	53	100	53
E	Production	79	100	79
F	Quality Assurance	78	100	78
G	Regulatory Compliance & Labeling	84	100	84
H	Warehousing & Distribution	70	100	70
I	Sales & Marketing	61	100	61
J	Contract Risk Management	61	100	61
K	Security & Defense	58	100	58
L	Product Use & Recall	56	100	56
M	Event & Compliant Monitoring	82	100	82
N	Product Stewardship & Disposal	76	100	76
O	Documentation & Audit	66	100	66
	Total Score	71	100	71

FSMA – Food Safety Modernization Act Assistance

Aon offers assistance with compliance to mandatory and voluntary standards, and published Final Rules

- Preventative Controls for Human Food
- Preventative Controls for Animal Food
- Produce Safety Rule
- Foreign Supplier Verification Program
- Accredited 3rd Party Certification
- Sanitary Transport of Human/Animal Food
- Mitigation Strategies to Protect Food Against Intentional Adulteration

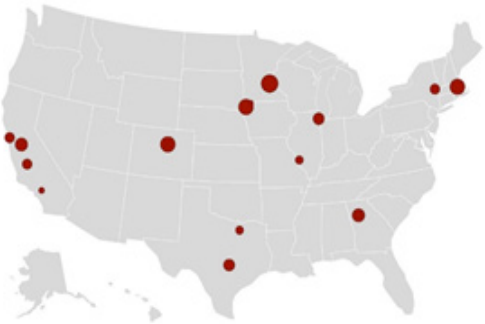
Hazard Modeling & Site Mapping

Aon works to provide clients with the best information and analytical data so that sound business decisions can be made for overall risk reduction. Hazard modeling and site mapping are resources that assist with hazard identification, vulnerability and exposure.

Custom Aon Solutions

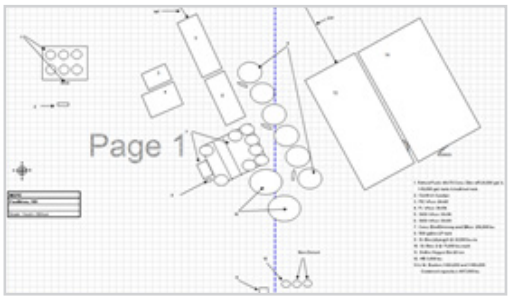
Natural Hazard Modeling

Due to the nature of its global supply chain, the food system, agribusiness and beverage industry is susceptible to operational disruption caused by natural disasters. Aon's Global Risk Consulting team specializes in pre-loss and post-loss treatment of client risk to maximize operational resiliency. Hazard modeling allows clients a view of potential loss within a geographical area where they operate.



Site Mapping

Site mapping gives client the ability to develop and maintain an overall view of location operations. These items are critical when considering location expansion, process flow, holding capacity and catastrophic-loss impact. Once created, these maps are easily updated and can be used to assist in valuation purposes for post-loss recovery.



Fleet Safety Services

Whether clients have regulated fleets, owned vehicles, and/or significant non-owned fleets, the pressure to control exposures and contain losses is great. Aon suite of services is designed to assist clients in controlling these costs and consists of benchmarking, program assessment, policy and procedure development, and metrics to measure improvements.

Custom Aon Solutions

Our team offers a spectrum of services that will help to reduce crashes; mitigate injury exposures; ensure driver compliance with regulations and best practices; and optimize fleet operations.

- Driver selection & evaluation
- Fleet management gap assessment (regulated and non-regulated fleets)
- Driver/fleet safety culture
- Driver ergonomics
- Motor vehicle safety task force
- Driver handbook development
- Driver improvement training
- High-risk driver management and improvement
- Leverage technology and telematics
- Supervisor training and coaching for improvement
- Dashboard and metrics reporting

Driver Selection & Evaluation

If vehicle operation constitutes a significant portion of a job role, management must establish standardized methods to address the following areas:

- Determine whether the driver has a valid driver's license,
- Ensure that the employee is qualified to operate the specific type of vehicle,
- Review the employee's knowledge of vehicle operation and safe driving techniques,
- Review the driver's Motor Vehicle Record (MVR), and
- Review past driving performance and work experience through previous employer reference checks.

Aon's Fleet Operational Assessment tools provide in-depth evaluation of a client's vehicle safety management controls. The Fleet Management Risk Assessment targets non-regulated fleets while the Federal Motor Carrier Safety Administration (FMCSA) Gap Assessment targets regulated fleets.

Fleet Management Gap Assessment/ Non-Regulated Fleet

The assessments validate current state of safety controls and results are utilized to develop strategies to create a program that meets best practices outlined by ANSI/ASSE Z 15.1 2017 "Safe Practices for Motor Vehicle Operation" and FMCSA Safety Management Cycle.

By establishing a Fleet Management Risk Assessment Strategic Action Plan, your organization can:

1. Gain commitment from top management to support increased fleet safety accountability throughout the sales organization.
2. Reduce preventable accidents and average claim cost by 10% by establishing the following safety initiatives:
   a. Increase accountability for driving safely through in-vehicle safety observations by sales manager 2X per year
   b. Establish high risk driver intervention that includes coaching by manager and targeted training
   c. Establish scorecard that tracks motor vehicle collision by region, training program completion, and percentage of completed in-vehicle safety observations.

FMCSA Gap Assessment/Regulatory Compliance

The FMCSA (Federal Motor Carrier Safety Administration) Gap Assessment evaluates fleet safety management practices and adequacy of driver safety measures for our clients with regulated fleets. The results of the assessment are used to develop focused improvement strategies that strengthen FMCSA compliance systems, reduce potential costs associated with fines due to deficient FMCSA records and roadside inspections, and strengthen best practices in fleet safety management to reduce loss costs associated with loss of reputation, liability arising from vehicle collisions.

Ergonomics Consultation

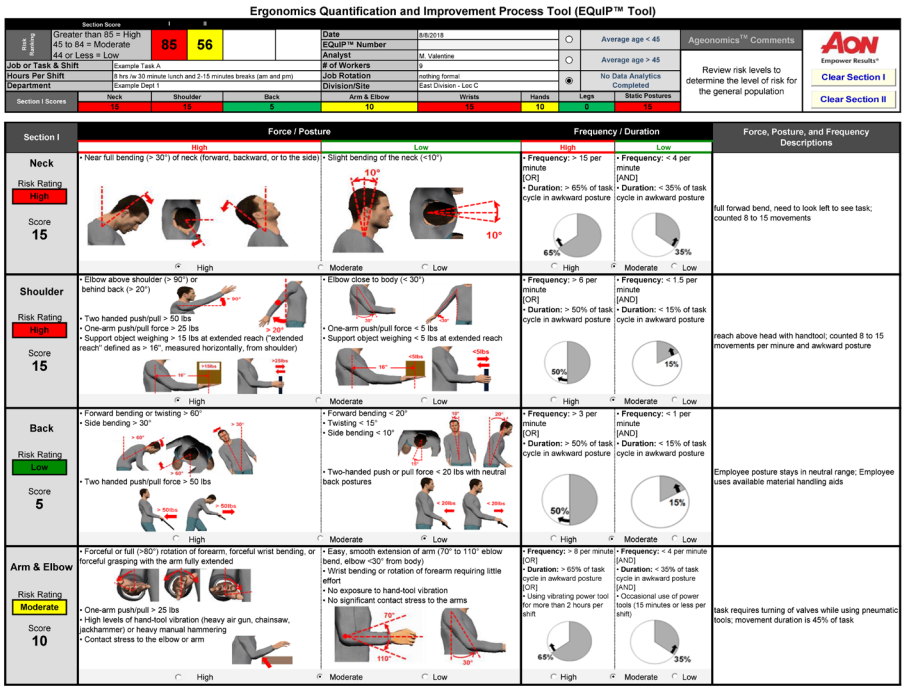
Ergonomic assistance and program development addresses the specific exposures related to manual material handling, repetitive harvesting and food processing tasks encountered within the agribusiness industry. Areas covered in our best practice model include:

- Ergonomic hazard identification
- Problem solving teams
- Standard procedure creation and implementation
- Behavior observations
- Post injury claim validation
- Workstation design analysis
- Management-associate ergonomic awareness training

Custom Aon Solutions

EQuIP® – Ergonomic Quantification and Improvement Tool

This tool is used to asses and quantify ergonomic exposures, provide a platform for the evaluation of potential improvements, and document reduced ergonomics injury risk via rescoring of exposures. EQuIP® is the next level of ergonomic evaluation and risk reduction for soft-tissue injuries in the workplace.



Aon DeckWorkplace Stretching Program

Aon Deck is a dynamic, responsive stretching program that is customized for the tasks and physical demands of your workplace. Unlike other stretching programs which can repeat the same stretches regardless of the job tasks, and which remain static, Aon Deck is designed and delivered in a format that is flexible, allowing for quick updates to stretching routines as tasks, work areas and/or injury trends change. By first completing ergonomic assessments for selected jobs within the workplace, each stretching routine can be customized for that specific job.

Our program includes a set of warm up activities, as well as a mix of dynamic and static stretches for the upper and lower body. Specific stretches are selected from the deck based on ergonomic exposures, and built into routines by the Aon team. Once the program is implemented, daily stretching sessions are led by peer "Stretching Champions." Prior to program roll out, Champions are trained by Aon Consultants to help them understand:

- The benefits of stretching,
- How to modify stretches for those with limited flexibility,
- How to lead stretching sessions, and
- How to respond to questions or concerns about participation

Aon Deck includes everything your organization needs to develop and implement a workplace stretching program. In addition to the routines, all support materials are customized to fit into your workplace and delivered in a format that works for your employees. Support materials can include:

- Deck of stretching cards
- Champs chart with customized routines
- Program guide for management and champions
- Online or print e-field guide for participants and champions
- Participant poster or page

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About Aon

Aon plc (NYSE:AON) is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

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