Global Citizenship 2014
Empowering Economic and Human Possibility™
Case Study: Developing Unmatched Talent at Aon Through Education

United as Aon

Our Partnership: Manchester United

Letter from our CEO

Report Snapshot & Case Study

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Aon’s new headquarters in the Leadenhall building in London.
Empowering Economic and Human Possibility

On behalf of my 66,000 colleagues, it is rewarding to share the 2014 Aon Global Citizenship Report with you.

In 1987, our firm took on the name, Aon, that means “oneness” in Gaelic and denotes our constant commitment to unity. A commitment that continues twenty-seven years later when our colleagues from across the globe unite as one firm to empower economic and human possibility for clients and communities.

Empowering economic and human possibility underscores Aon’s long-standing commitment to global citizenship. We believe the core of any corporation’s citizenship is how its business contributes to society and to the communities where its employees live and work. We contribute by encouraging innovation and creating opportunity so that organizations and communities around the world can better manage risk and realize the full potential of their people.

Aon’s 2012 report established the firm’s approach and contributions to global citizenship and described how our business is built around empowering results. This year, we offer new detail on how Aon’s character is expressed through our work on behalf of our clients, colleagues and communities. We spotlight how Aon mobilizes its business and colleagues to respond to crises, like Hurricane Sandy, and how, through our focus on apprenticeships, we are helping to develop opportunities in our industry for the next generation of leaders.

We also profile several Aon colleagues whose contributions through service exemplify the impact that we have as a firm in communities across the globe. From our colleague in Brazil, who established a program that provides social and cultural development for impoverished children, to our colleague in Botswana, who has spent countless hours with colleagues repairing an orphanage in the Kalahari desert, Aon is represented by leaders who view it as their obligation to give to their communities.

These leaders may be unique in how they have applied their skills to improve the world around them, but they also are united in their strong commitment to service, teamwork, integrity and results with their colleagues around the world.

I am proud of the many contributions of my colleagues and the vision we have as a firm to place empowering human and economic possibility at the center of everything we do. On behalf of Aon’s global leadership team, I hope you will enjoy learning more about the full scope of Aon’s commitment to global citizenship.

Greg Case
President & CEO, Aon plc
“We believe the core of any corporation’s citizenship is how its business contributes to society and to the communities where its employees live and work.”

Greg Case
President & CEO, Aon plc
Report Snapshot

Case Studies

Our 2014 report highlights how our colleagues across the globe come together with one purpose: to empower results for our clients, colleagues and communities. The report documents the case studies, metrics and anecdotes of how our people are making an impact around the world. Our combined efforts spur innovation and create opportunity by helping our clients better manage risk and realize the full potential of their people. This year we show how we empower results by being United as Aon, United in Character and United in Service.

Apprentices

Aon partners with the Manchester United Foundation to develop an apprenticeship program to help young people begin lasting careers in the insurance industry. Read additional case studies at:

aon.com/empowerresults
Aon Global Citizenship Snapshot

United as Aon

United in Character

Social Benefit
Our mission
As a firm dedicated to solving some of the world’s most complex risk and people challenges, providing a social benefit is a very natural extension of our core business. Whether it is helping rebuild after natural disasters or putting roofs over people’s heads on the topic of risk or preparing people for retirement and redesigning the way we think of healthcare on the topic of people, the work we do is designed to help organizations and their people have peace of mind, no matter what.

Data and Technology
We utilize our global scale to create big data solutions that solve some of the world’s biggest problems.

Aon Global Risk Insight Platform (GRIP)
The world’s leading repository of risk and insurance placement data, GRIP plays a critical role helping place premiums that ensure that business, commerce and daily life proceeds no matter what risks occur.

Catastrophe Modeling
From flooding in Thailand to windstorms in Europe to a terrorist attack in the U.S., Aon’s modeling capabilities ensure that organizations and their people are prepared whenever and wherever disaster may strike.

Private Health Exchanges
More than 600,000 employees and their eligible dependents from 18 large organizations are enrolled in group health benefits through the Aon Active Health Exchange, providing them with the coverage needed to protect them and their loved ones.

Our People
- One million hours of colleague training delivered via Aon University in 2013
- Ten business resource groups supporting a diverse workforce
- Seven consecutive years receiving a perfect score on Human Rights Campaign’s Corporate Equality Index

Apprenticeships
- Aon is pioneering an education and employment partnership with Chicago’s City Colleges
- Aon is uniting the UK insurance community to grow an expansive apprentice program
- Aon is developing a curriculum specific to the insurance industry called the Aon Scholars program
- 54 apprentices will have been hired in the UK and US by the end of 2014

United in Service

More than 10.5 million USD in charitable contributions were donated to some 2,500 organizations in 2014. Aon’s 2014 Global Service Day resulted in the following:

- 28,000+ volunteer hours
- 53 countries represented
- 9,800+ employees engaged
- 400 service events/activities
- 280 charity partners
- 70+ cities

Colleagues volunteering in London.
Apprenticeships provide the opportunity for thousands of young people to earn while they learn; gaining a valuable qualification and experience of work in an industry.”

Matthew Hancock, MP
Minister of State for Skills and Enterprise
Developing Unmatched Talent at Aon Through Education

Aon’s Unmatched Talent agenda—one of Aon’s three strategic pillars—focuses on recruiting a diverse and talented workforce, developing our colleagues and ensuring they have the support and resources to grow their career within our firm. One of our key objectives within this pillar is to harness young talent and build our pipeline of future leaders.

UK Apprenticeship Program

At Aon we know there are many paths to a successful career, many of which do not include university study. With that in mind, Aon designed our apprentice program to reach young people looking to further their development and enter the workforce. The Aon Apprenticeship, which launched in 2012, is targeted at post secondary students and offers a structured development plan providing on the job training and professional qualifications such as an Associateship of the Chartered Insurance Institute designation (ACII). This enables young people without a degree to develop a career in the insurance and risk management industry.

As part of their 18 month program, apprentices attend a two-week residential orientation. Through a combination of technical and soft skills training, we equip apprentices to make an immediate impact on the business by helping them build business and industry knowledge, learn specific skills such as business communication, and develop effective relationships with colleagues.

Apprentices also complete a three-month Corporate Social Responsibility project with a charity partner, encouraging them to engage in the community.

The Aon Apprenticeship will expand into pensions and actuarial consulting in 2014, diversifying Aon’s offerings and engaging a growing range of skilled young people.

Recognizing that we are part of a robust insurance community in London and throughout the UK, Aon has joined with the CII, BIBA, ABI and Lloyd’s of London, as well as markets and colleague firms to ensure a concerted industry response to UK Treasury’s Insurance Growth Action plan.

Singapore Summer Internships

Aon Singapore has partnered with the top three local universities in Singapore to introduce a structured internship program across the firm’s business units. The program will give undergraduate students significant exposure to Aon’s client base and services through working on real projects and training. Interns will also gain insight into Aon’s culture and gain business experience while our colleagues receive assistance with projects and day to day support with business operations.

The summer internship is 12 weeks long, spans all business units and will recruit 32 individuals in 2014.

The internship will allow us to build a pipeline for high performing new hires to funnel into our Graduate Program as well as improve Aon’s brand recognition in the local community.

US Community College Partnership

In 2012, Aon began a partnership with the City Colleges of Chicago to create a comprehensive and structured program of experience and learning from the Harold Washington College to Aon. The program allows students to apply their academic learning in real life businesses through meaningful paid apprenticeships, and, if they excel, ultimately achieve full-time employment with Aon.

“By working directly with City Colleges, Aon will help create an environment in which our young people will enter the workforce prepared for the jobs of today and the jobs of the future.”

Rahm Emanuel, Mayor of Chicago

Aon worked with the College to design and develop a new curriculum for business students called the “Insurance Pathway”. The curriculum focuses on insurance industry knowledge while also developing the soft skills vital to business success. The course of study is full time, results in an associate’s degree and takes two years to complete.

To compliment the classroom learning students enrolled on the Insurance Pathway receive, Aon created the Aon Scholars Program which matches their skills and interests with local small businesses.

Once a student has completed the Insurance Pathway, including the Scholars program, they are eligible to apply for a paid apprenticeship at Aon. Apprentices are then eligible to apply for full-time employment, completing the transition from City College student to fulltime Aon employee.

Case Study

Apprenticeships
UNITED as Aon
Our Firm

Three Businesses Focused on Empowering Results

Aon empowers results for clients with a business model that combines risk management, insurance and reinsurance brokerage with human resource consulting and outsourcing on a global scale.

Aon’s global network and deep expertise, delivered through 500+ offices in more than 120 countries, along with our continual investments in people and innovative technology, allow us to stretch the boundaries of what is possible to make a positive difference for our clients, colleagues and communities.

Every day, Aon touches approximately 30 percent of the global economy through its core business units: Aon Risk Solutions, Aon Benfield and Aon Hewitt.

These business units address the most crucial aspects affecting an organization’s bottom line. As the global economic landscape continues to evolve, Aon’s focus on industry-leading analytics is helping shape the business as a whole.

Did You Know?

Aon clients are responsible for designing and manufacturing 70 percent of the world’s 20 best-selling pharmaceutical products

Aon provides investment consulting services for USD 4.2 trillion in assets

There is a one-in-two chance that your mobile phone was insured through Aon

In 2013, more than 80 percent of worldwide passenger volume for cruise companies was insured through Aon

Aon was the first organization to develop catastrophe models for a number of country-specific perils including floods, earthquakes and terrorist attacks

Aon administers benefits for one of every 20 Americans
Aon Risk Solutions

Aon Risk Solutions, our global risk management business, helps people anticipate and manage risk and turn it into opportunities for growth. Our colleagues study and understand a variety of risks, from natural catastrophes to executive liability and everything in between. Our range of perspectives provides innovative and differentiated solutions that empower results for our clients and enables them to achieve their business objectives.

Aon Benfield

Aon Benfield, our global reinsurance intermediary, helps insurers and reinsurers protect people, businesses and organizations around the world. Our colleagues, who include specialist teams of brokers, researchers, actuaries and analysts help our clients better understand, manage and transfer risk. We invest more than USD 120 million a year in analytics and technology to help bring innovative solutions to our clients, including modeling tools that enable them to assess the potential impact of a wide range of natural and man-made catastrophes, and financial analysis packages to help make the best use of their capital.
Aon Hewitt

Aon Hewitt is our talent, retirement and health solutions business, focusing on our clients’ most important asset—their people. We work with more than 20,000 organizations around the world to provide innovative solutions that give millions of people a healthier future, greater success in their careers and better retirement readiness. Our vision is to secure a better future for organizations and the people who work for them in three areas:

**Talent**
We help employers cultivate talent to drive organizational and personal performance and growth. Our programs and tools help companies identify, engage, reward, develop and motivate their people to work to their highest potential. Through research and data, we support our clients’ HR strategies through comprehensive talent evaluation, leadership assessment, performance and compensation management and workforce planning solutions.

**Retirement**
We work with thousands of companies around the world to manage risk, reduce costs and create sustainable, meaningful and competitive retirement benefits. Our innovative solutions and expertise empower organizations to help their workers achieve more secure financial futures.

**Health**
We help clients create a culture of health that addresses the physical, financial and emotional wellness of their employees. As a leading consultant and administrator of health benefits, we are reshaping the health landscape for greater choice, affordability and wellness and providing employees with the tools and information needed to guide them to make smart choices and adopt healthy behaviors.
The Evolving Nature of Risk

As our clients’ needs around risk and people expand and become increasingly interconnected and complex, clients look to us to offer broad, global solutions that address risk, impact people, and free up capital.

All of these forces are evolving. When it comes to risk, for example, it could be argued that traditional property and casualty risks have actually become more manageable as they have become increasingly measurable; they continue to grow in size and magnitude.

But now, in addition to these traditional risks, clients face risks that are unpredictable, difficult to model, potentially highly disruptive and costly, and global in their impact, such as:

**Global Supply Chain Risk**
In 2011, massive floods in Bangkok resulted in production problems for US manufacturers as they were forced to halt production while damage was repaired. Recent international surveys show that three out of four firms recorded at least one supply chain disruption in 2012 with service failures by outsourcers, IT telecom failures, and adverse weather reported as the top three causes. Incidents like these have a ripple effect on many industries and remain a growing risk to profit and loss for many companies.

**Cyber Risk**
In 2012, the number of cyber-attacks rose by 42 percent, with an average cost of USD 8.9 million per incident. Aon benchmarking indicates that approximately 15 percent of breaches result in insurable damages between USD 1 million and USD 20 million and approximately five percent result in total costs above USD 20 million.

**Environmental Risk**
Sustainable development has become a global issue as environmental impacts remain unfettered by national boundaries. Air pollution originating in Asia degrades air quality in North America. Plastic waste in the Pacific taints fisheries in multiple countries. Climate change has impacts worldwide. In the US alone in 2012, hotter and drier weather combined with earlier snow melt led to wildfires that burned 9.3 million acres of land.
Rising Human Needs & Expectations

Just as the risks affecting our clients have grown and evolved, so too have the issues impacting their people.

Modernization, globalization and interconnectedness have facilitated an increase in the number of global citizens who desire to lead full and rewarding lives.

For our clients, this means an increase in the demand for education, workplace safety, healthcare, economic security and opportunity from their people around the world. They face three main challenges:

**Talent Challenges**

Despite an increasingly global, mobile, and informed workforce, organizations find it more challenging than ever to attract and retain talent. Employers and employees alike struggle with continued high rates of unemployment and extended hiring cycles for vacant positions.

**Healthcare Challenges**

Healthcare costs are expected to outpace GDP by two percent in most of the developed world, and are projected to increase in the US by 100% in the next decade. Over the past six years, employers have seen the amount they spend on each employee rise by 40 percent. Likewise, employees have seen their out of pocket and payroll costs for healthcare increase by 82 percent. The increase in cost to employees has nearly erased average income gains over the same period.

**Retirement Challenges**

Only 20 percent of the global workforce is on track to retire with the resources they desire. Presently, USD 41 trillion in global pension liabilities are only 75 percent funded. Furthermore, 44 percent of workers expect to work past the age of 65. In the US alone, 85 percent of the population over the age of 65 is covered by social security, which is projected to run out of reserve funds by the year 2033.
Our Work with Clients

Recognizing Clients Who Make an Impact

The relationship we have with our clients goes far beyond a simple business partnership. As peers in the business community, we work with our clients to not only serve their risk and people needs but to recognize them for the work they do. When innovation and philanthropy come together, the world becomes a better place. It was with this in mind that Aon launched the Client Innovation Award, which aims to showcase innovation and creative thinking in risk management among our clients.

Aon Client Innovation Award

In 2013, Aon client Syngenta received the Client Innovation Award for the inspirational work they have done to protect farmers in East Africa.

The Syngenta Foundation for Sustainable Agriculture created a weather index insurance product to protect smallholder farmers in East Africa from adverse weather conditions affecting crop growth and income. The weather index, named Kilimo Salama (meaning ‘safe farming’ in Swahili) offers agricultural insurance for smallholder farms that protect the farmers’ investments so they can pay off agricultural loans and start afresh at the next season.

A unique feature of the solution is how it leverages mobile technology. Farmers purchase the insurance through a specially developed mobile application that sends registration data to a cloud-based server via the GPRS network and within minutes the farmer receives an SMS confirmation of the insurance policy number. At the end of the contract period, the insurance payout owed is calculated and, for some clients, sent via automated mobile phone payments. For example, a farmer can insure a bag of seed costing the equivalent of USD 2 for USD 0.10. In case of a severe drought, instead of suffering a complete loss, they will receive a payment into their “mobile wallet” for the USD 2 they paid for the seed and can replant that same season, essentially giving the farmer a second chance to harvest.

Syngenta’s important work in East Africa is one shining example of the impact our clients have on the communities in which they operate when they share our commitment to citizenship.
Representatives from Syngenta accept the 2013 Aon Client Innovation Award.
Our Partnership with Manchester United

Football is something that transcends geography, culture and language. This powerful connection was the key driver to the launch of Aon’s global partnership with Manchester United in 2010.

As one of the most recognizable brands in sport, Manchester United’s global reach allowed Aon’s partnership to go far beyond just a logo on the club’s famous red shirt. The partnership serves as a vehicle for our firm to showcase how we Empower Results for colleagues, clients and communities.

In 2013, Aon extended its partnership with Manchester United to focus on creating greater understanding of the value we bring to clients. This is highlighted by our role as the presenting partner of the club’s pre-season tours and the launch of their state-of-the-art training facility, the Aon Training Complex, as well as our partnership with the Manchester United Foundation.

Manchester United has a rich history of leadership and talent development through training and apprenticeships. Their commitment to building the next generation of leaders and their investment in developing talent guides their values and has led to tremendous success. This strategic vision has been an inspiration to Aon as we work to advise a diverse set of clients on talent development and invest in our colleagues around the world.

The partnership focuses on the risk and people issues we work on with Manchester United and our clients on a daily basis. From helping Manchester United manage their risk in key areas such as construction, directors’ and officers’ liability, property and travel, to assisting them as they manage their talent and recruitment of employees, we are truly excited about the possibilities that come with the next phase of our partnership.

Learn more about Aon’s partnership with Manchester United at aon.com/manutd.

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**Benefit to Communities**

Giving back to the community is a shared trait for Aon and Manchester United. The partnership has allowed for some truly inspirational work for people and communities at risk. For example, during the Club’s pre-season tour in 2013, Aon and Manchester United co-hosted soccer clinics in Sydney and Hong Kong for disadvantaged children from the Smith Family and Ronald McDonald House, respectively. In Ireland, Manchester United legends Denis Irwin and Peter Schmeichel visited a primary school in Dublin alongside Aon colleagues where they spent time with students and showed them some football skills. Aon also donates tickets to a variety of charitable organizations including the Boys and Girls Club, Find a Better Way and the Christie Hospital Foundation.

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**Benefit to Clients**

Our partnership with Manchester United gives us a strong platform to engage with our clients on a global scale. Our relationship with Manchester United is a true partnership as evident in the variety of events we hold with the club. From participating in Risk and People symposia, which explore topics that are vital to business decision makers, to hosting soccer clinics for Aon clients and their children, we continually look for new ways to effectively utilize our partnership to connect with our clients.

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**Benefit to Colleagues**

Our partnership with Manchester United serves as an amplifier to unite Aon’s 66,000 colleagues around a single, global theme. From viewing parties to Global Service Day, branded Manchester United apparel has become the attire of choice for all things Aon. The engagement seen across the firm, regardless of office size, business unit or geography demonstrates what we mean when we say the partnership goes much further than a logo on the club’s famous red shirt.
Children from the Smith Family foundation participate in a skills & drills clinic in Sydney.

Children of Aon clients and colleagues play video games against Manchester United keeper David de Gea during Manchester United’s 2013 pre-season tour stop in Sydney.

Manchester United and player mascots take the pitch during Tour 2013.

Aon’s partnership with Manchester United has led to a relationship with Find A Better Way, an organization dedicated to the eradication of landmines. The charity was founded by Manchester United legend, Sir Bobby Charlton (pictured).
Aon colleagues at a teamwork development workshop during the 2013 Manchester United Tour in Sydney.
UNITED in Character
Empowering Results

Aon’s goal is simple: Empower economic and human possibility for clients, colleagues and communities around the world.

Aon advises companies on their two biggest growth opportunities: managing risk and people. Better risk management frees up capital for investment in growth; better people management leads to a more productive workforce. At Aon, we are focused on delivering innovative insights on risk and people that empower results.

Aon advances the boundaries of what is possible for society by empowering individuals, businesses, communities and governments to minimize risk, maximize opportunity and realize the full potential of their people and their capital.

In today’s increasingly interconnected world, the decisions of businesses and governments have more widespread implications. By helping organizations better manage risk by making decisions that allow their companies to grow and attract and retain talented employees, we enhance the positive impact they have on society.

As a firm dedicated to solving some of the world’s most complex risk and people solutions, providing a social benefit is a very natural extension of our core business. Whether it is helping a client place an insurance premium designed to ensure that their business and people are unaffected when risks present themselves or ensuring that people have access to capital in the wake of a natural disaster, the social benefit of our work is something we take pride in as a firm.

As Aon looks ahead, we have strengthened our focus on innovation and the impact it can have for clients and society alike. From Aon’s private health exchange, which has revolutionized the way employees receive health care, to further developments in Aon Benfield’s catastrophe modelling which have helped organizations prepare for the world’s worst natural disasters, our focus on creating innovative solutions that truly impact the world is unwavering.

We are dedicated to expanding our impact and using our experience to help our industry drive greater global and societal opportunities.

The topics of risk and people can be broken down into six core areas of expertise where Aon serves clients: talent, health, risk, retirement, data and analytics, and capital.

Aon’s key advantage is our client focus. It is in our DNA. Every day our colleagues ask, “how can I help a client or how can I help a colleague help a client?” By listening to and working in partnership with our clients, we give them the solutions they need today to define a greater tomorrow for us all.

- Talent
- Health
- Risk
- Retirement
- Data & Analytics
- Capital
Empowering Results Through Innovation

At Aon, we have a track record of creating innovative solutions on a client-by-client basis, to help solve problems and create differentiated value in response to specific client needs. We work as a united team to create globally scaled, multi-client innovations that truly lead the industry. These innovations serve our clients first and foremost, but they also preserve our industry’s relevance, and serve our higher purpose of empowering economic and human possibility in the world.

Albert Einstein said, “The significant problems we face today cannot be resolved with the same level of thinking we were at when we created them.” That summarizes the situation in our industry and world today. Clients face unprecedented risks. Human needs and aspirations—of our clients, their people, and really everyone in the world—are more far-reaching and complex than ever before. These dual trends demand that we continue to innovate to help our clients manage the challenges and opportunities in front of them to empower economic and human possibility.

Recent achievements in innovation are advancing our ability to Empower Results.

Private Health Exchanges

A powerful example of innovation at scale can be seen in our private health exchanges. With the rising cost of providing health care and the declining health of the American workforce, organizations today struggle more than ever to offer quality, affordable health coverage for employees and their families. In 2014, the projected average cost of health coverage is more than USD 13,000 per employee; at an average increase of 6-8 percent per year, health care costs are growing nearly three times faster than the average salary. In response, Aon launched the nation’s first private health exchange, offering fully insured employer group health plans from multiple insurance carriers. The Aon Active Health Exchange creates a dynamic new market for group health insurance that empowers employees as consumers, drives down cost, reduces employer risk and increases innovation. During the 2014 enrollment season, more than 600,000 employees and their eligible dependents from 18 large organizations, including Aon, Darden Restaurants, Sears and Walgreens, enrolled in group health benefits through the Aon Active Health Exchange. Eighty-seven percent of participants said they liked being able to choose among multiple carriers. In addition, the average cost increase in fully insured premiums for the
companies returning to the Aon Active Health Exchange in 2014 was 5.1 percent, including fees associated with the Affordable Care Act.

As John Engler, former governor of Michigan and the president of the Business Roundtable, said, this approach “is an example of an initiative that can increase health care choice and quality and is the kind of innovation that can really make a difference.”

**Aon Global Risk Insight Platform (GRIP)**

Our health exchanges are scaled and serving multiple clients. Yet, at least for now, they are a U.S. specific innovation. An example of a scaled, global innovation is GRIP. An Aon innovation introduced in 2009, GRIP includes data from more than 1,300 insurance carriers across 180 countries. It leverages the world’s largest international database of insurance placement information to provide clients with the most relevant and applicable data on market conditions, placements and rates to meet their needs.

GRIP provides fact-based insight into our over USD 126 billion in global premium flow, and makes the practical use of unique data an important part of the answer to client demands for innovative solutions. Through GRIP, we utilize our proprietary data in a powerful and unrivalled way for the benefit of clients. We are able to determine at what prices and with what coverage and limits carriers in all major insurance markets are quoting and binding business by class or territory. The ultimate impact of GRIP goes far beyond benchmarking and data. Placing a premium not only mitigates risk but ensures that business, commerce and daily life can proceed no matter what unforeseen events occur.

**Catastrophe Modeling**

Worldwide, global urban centers have grown more in the past 50 years than at any time in history. As urban centers grow, so does exposure to catastrophes and other risks associated with greater concentrations of people. In response to this trend, and the growing overall diversity and complexity of catastrophe modeling, Aon has innovated with Impact Forecasting.

Impact Forecasting is our catastrophe modeling center focused on major insured risk areas where commercial modeling firms have not yet ventured or existing models are inadequate. It is the only catastrophe modeling firm integrated into a global reinsurance broker. Impact Forecasting not only enables us to provide real-time information on catastrophic events, but also to analyze financial implications as incidents unfold.

Providing analytics based insights into the potential ramifications of a natural disaster helps organizations and governments prepare for a worst case scenario. From flooding in Thailand to windstorms in Europe to a terrorist attack in the U.S., Aon’s modeling capabilities ensure that organizations and their people are prepared whenever and wherever disaster may strike.
Empowering Results in the Wake of Natural Disasters

There is perhaps no better demonstration of how we Empower Results than the actions of Aon colleagues in the wake of Hurricane Sandy.

When Hurricane Sandy struck the eastern seaboard of the U.S. in late October 2012, Aon rose to the occasion by helping clients and their people cope and recover in multiple ways. Sandy, the second costliest storm in U.S. history, created economic losses totaling over USD 50 billion. It damaged or destroyed more than 650,000 homes and businesses and left almost 7.5 million people without power, some for days.

In the wake of its devastation, Sandy showcased the strength of colleague dedication and client relationships. Aon colleagues lost homes, endured flooding and other hardships, yet persevered to continue serving clients and the broader community. In turn, clients helped Aon colleagues with temporary work spaces and housing. One client even shared scarce diesel fuel to keep the Aon Jericho office generator running and 150 Aon colleagues working until power was restored.

Aon assistance to clients took many forms, both during the event and its immediate aftermath, as well as in the long recovery period afterward. A few examples include:

- Thousands of Aon clients faced insurance renewal deadlines immediately following the hurricane. Working with more than 25 of our largest carriers, Aon Risk Solutions obtained blanket extensions on more than USD 300 million in expiring premiums. The extensions allowed clients to focus on the recovery of their businesses and employees, without worrying about insurance renewal.
- Immediately prior to the storm, Aon Risk Solutions mobilized team members from throughout the U.S. and doubled the number of claims and loss control professionals in the region. Aon Rapid Response teams were on the ground as soon as conditions allowed, preparing claims and assembling the data needed to evaluate asset and business interruption damages.
- The storm hit at precisely the time many clients faced benefits enrollment deadlines for the following year. Aon Hewitt set up enrollment extensions and ramped up call center support to assist client employees during this unsettled time.

Hurricane Sandy proved to be a testament to the commitment, collaboration and capabilities of Aon colleagues—a time and a place where Aon came together to help clients and each other...an example of Aon at its best.
Focus on an Inclusive and Engaged Team

“What does it mean to be Aon?”

For the past three years, we’ve been listening to our colleagues share their thoughts on the firm through tens of thousands of engagement survey results, in focus groups, at team meetings, on message boards and in leadership forums.

Through these many interactions with colleagues across the world, several common themes have emerged. These themes provide a starting point to analyze survey results, leverage tools and programs, and ultimately, find new ways to demonstrate the things that our colleagues care most about. Together, we come together to create a common answer to the question above.

Hire The Best
It’s All About Talent

As a people-based business operating in more than 120 countries worldwide, our ability to attract and retain the best talent is critical to our success. Aon’s Unmatched Talent agenda—one of three components to Aon’s overall strategy—focuses on developing our colleagues and ensuring they have the support and resources to grow their career within our firm.

One of our strategies is to recruit a diverse workforce and then invest in training. Aon extends that commitment beyond the office to develop apprentice programs in countries around the world.

Aon has a number of professional partnerships with organizations around the world and has created talent programs that focus on recruiting, as well as career development and planning, for all of our colleagues.

To identify experienced candidates from diverse backgrounds, Aon has strategic relationships and affiliations with organizations such as Out & Equal, the National African American Insurance Association, The National Society of Hispanic MBAs, the National Black MBA Association, Women’s Circle, American Corporate Partners for Vets, the Rehabilitation Institute of Chicago for Disabilities and the Catalyst Organization.
Leadership Development Programs

Aon offers learning and development programs for colleagues at all levels within the organization, as well as Signature Program experiences, Aon’s marquee development programs, available on a nomination-only basis. Approximately 1,400 colleagues (or 2 percent of Aon’s total population) complete one of the firm’s leadership development programs annually. These programs consist of:

- **Launch**, a one-year development program that helps recent college graduates builds their professional proficiency and technical skills.

- **Impact**, a six-month development program designed for senior contributors as they transition into higher levels of leadership and expanded responsibilities.

- **Advance**, a six-month program for managers focused on developing their skills in leading people, projects and client accounts.

- **Catalyst Global**, a nine-month leadership program that provides in-classroom and virtual development opportunities to high-performing, high potential colleagues at the senior management level.

- **Pinnacle**, an 18-month development program held in collaboration with the University of Chicago’s Booth School of Business for Aon’s most senior leaders from around the globe.

Be The Best
The Aon Leadership Model

The Aon Leadership Model (ALM) is the foundation of our global talent agenda. The ALM provides a transparent, consistent method to develop, evaluate, reward and promote Aon colleagues in every business unit and across every job level and geography. It centers on Aon’s core value of acting with the highest level of integrity across everything Aon does:

- Deliver client value by leveraging relationships, client and industry knowledge and the “Best of Aon” to provide distinctive solutions.

- Develop unmatched talent and high-performing teams through continuous learning, honest feedback, rigorous development and disciplined talent management.

- Build differentiated capability through innovation, proven solutions and deep content expertise.

- Deliver business results with excellence and the best balance of investment and efficiency.

- Live Aon’s values by always acting with integrity, and by working every day in a way that positively impacts our clients, colleagues and communities.
**Empower The Best**

**A Fully Integrated Inclusion Strategy**

In 2013, Aon spent a significant amount of time and resources building a broad and comprehensive inclusion strategy, moving beyond just diversity numbers and focusing on building an internal diversity-focused culture. To do this, diversity has shifted from the responsibility solely of HR to becoming a focus of operations and the organization as a whole, based on three strategic principles:

1. **Build cultural competence.** As a firm that operates in more than 120 countries, effectively operating in a variety of cultures and work environments is crucial. The stronger the team, the better Aon can connect with and provide value to clients, no matter the geography or culture. We are in the process of building educational coursework to foster this on a firm-wide scale.

2. **Making heads count.** Aon CEO Greg Case has a phrase that he frequently shares on the topic of diversity and inclusion: “Diversity is counting heads and inclusion is making heads count.” Aon prides itself on fostering a work environment where opportunity and success is defined by one’s character and ambition not race, religion, gender, sexual orientation, disability, age, or citizenship.

3. **Establish an inclusive culture both internally and externally.** A core tenet of Aon’s diversity and inclusion strategy is to put values into action and live them. Aon accomplishes this by focusing on communication and action; including proactive public relations efforts and focusing our resources on making sure that Aon’s 10 colleague business resource groups (BRGs) are impactful and helpful to all colleagues. An example of this is Aon being named to the 2013 National Association for Female Executives (NAFE) list.

Aon colleagues in Chennai, India.
Aon’s Business Resource Groups (BRGs) are one way our firm is working to provide colleagues with tools to foster growth. Aon’s BRGs are independent, voluntary non-profit associations of people with a common interest in working together to enhance Aon’s culture. By encouraging innovative thinking and teamwork within our workplace, BRGs play a valuable role in individual development, as well as supporting communication among colleagues, community partners and company management. They also help Aon identify opportunities where diversity plays a key role in our ability to better serve and connect with our clients. We view our BRGs as the embodiment of the importance we place on fostering a diverse work culture.

Aon UK’s Disability Diversity Group has taken on a number of initiatives in recent years. One of the foremost of these is focusing their efforts on promoting mental health awareness issues and other “invisible” disabilities through education outreach. The group has posted a number of articles on the topic on Aon’s intranet as well as on internal communication tool, Yammer.

In the US, Aon’s Working Parents Group hosted a Take Your Child to Work Day at the firm’s Lincolnshire, Illinois office. Aon partnered with Knowledge Universe (a national day care provider) to help supervise the approximately 100 children in attendance. Additionally, Aon had representatives from the Hazelden Treatment Center talk to the kids about the negative impact of bullying. Other events the group has hosted include a Halloween party for colleagues’ children and a series of group discussions around how to focus on work/life optimization.

Business Resource Groups

- Aon Link (colleagues just starting their careers and recent college graduates)
- Aon Pride Alliance (gay, lesbian, bisexual, transgendered and allies)
- Asian
- B.U.I.L.D. (Blacks United In Leading Diversity)
- Generations (colleagues approaching retirement)
- LEAD (Latinos Engaging and Achieving Diversity)
- Veterans
- Virtual Colleagues
- Women’s International Network
- Working Parents

Aon colleagues attend the Women’s International Network’s year end celebration at the Aon Center in Chicago.
LGBT Support and Empowerment

Aon is among a select group of companies that has been consistently recognized for supporting and implementing policies and practices that provide an equal workplace for lesbian, gay, bisexual and transgender colleagues. In December 2013, the firm received a 100 percent rating on the Human Rights Campaign Foundation’s Corporate Equality Index for the seventh consecutive year.

In the fall of 2013, the Aon Hewitt Pride Alliance hosted a landmark community event at the University of North Carolina in Charlotte, USA called, “An Evening of Bullying Awareness,” to raise consciousness about the various forms of bullying that take place within organizations and schools and how to eradicate the harmful behavior.

The event featured keynote speaker Billy Bean, a former Major League Baseball player who publicly revealed he was gay in 1999. While moderating the event, Aon’s Global Head of Diversity and Inclusion Nichole Barnes Marshall shared the firm’s perspective on diversity and inclusion in the workplace with clients, colleagues and guests.

More than 300 attendees were present at the milestone event. About 100 of the attendees were Aon colleagues representing the firm’s BRGs—Pride Alliance, Blacks United in Leading Diversity (BUILD) and Women’s International Network (WIN)—as well local leadership from the Charlotte-Meridian and Metropolitan offices.

“Each year, the Human Rights Campaign generates a Corporate Equality Index report that rates U.S. employers on a scale from zero to 100 percent on their treatment of gay, lesbian, bisexual and transgender employees, consumers and investors. In 2013, Aon received the highest rating available—100 percent—for the seventh consecutive year.”

“Aon prides itself on fostering a work environment where opportunity and success is defined by one’s character and ambition not race, religion, gender, sexual orientation, disability, age, or citizenship.”

Greg Case, CEO, Aon
Empowering Women Across the Firm

Investing in the development of women leaders is a business imperative at Aon. Over recent years, significant developments have been made in the firm’s commitment to empowering female leaders. From strengthening Aon’s partnership with Catalyst, an organization aimed at expanding women’s roles in business through targeted research on women in the insurance industry, to the launch of an internal book club focused on discussing the themes and topics covered in Sheryl Sandberg’s *Lean In*, we continue to look for new initiatives designed to further empower women leaders across the firm. Aon’s Women’s International Network (WIN) plays a large role in the firm’s efforts to empower female leaders around the world.

In the UK, Aon’s WIN chapter celebrated International Women’s Day by inviting a number of female Aon leaders to share their professional experiences and views on work/life balance with colleagues in London. The well-attended day concluded with a Q&A with the presenters.

In Australia, Aon’s WIN chapter partnered with the Australian British Chamber of Commerce (ABCC) to hold a breakfast in celebration of International Women’s Day. The breakfast featured a discussion among three high-profile female corporate leaders who provided insight into their experiences across varying industries and commented on the challenges facing women in their careers.

Over the course of 2013, the United States’ WIN chapter planned and hosted a number of networking skills workshops aimed at developing junior colleagues in the art of networking. These sessions were delivered in an interactive, fun and relaxed environment where the skills are practiced. The sessions created an opportunity for colleagues to network across Aon’s three business areas—Aon Benfield, Aon Hewitt and Aon Risk Solutions—as well as Aon Services Corporation, and with senior business leaders, including Aon President and CEO Greg Case, Aon CFO Christa Davies, and Aon Hewitt CEO Kristi Savacool.

At the end of 2013, 200 WIN members met in Chicago for the group’s leadership event. The event included presentations from Aon CEO Greg Case, Chief HR Officer Greg Besio and Head of Diversity & Inclusion Nichole Barnes Marshall.

Business Insurance’s Women to Watch Awards

Each year, Business Insurance magazine, a leading insurance industry publication, recognizes 25 women doing outstanding work in commercial insurance, reinsurance, risk management, employee benefits and related fields through its Women to Watch awards. Since the awards began in 2006, Aon has had at least one woman included on this list every year. Christine Lithgow, President and CEO, Aon Risk Solutions Canada and Tracy Hatlestad, Managing Director at the Aon Singapore Analytics and Innovation Center (left) were named to the 2013 Business Insurance Women to Watch list.
Supporting Veterans

Aon’s involvement with veterans is something that stretches across all areas of the firm. From every day interactions with clients to veteran specific community involvement, it is a group that defines the character of our firm.

In the UK, Aon’s Ben Hancock and Duncan Welham mobilized 2,000 volunteers consisting of Aon colleagues, the London business community and active military personnel to raise money for London Poppy Day. Both veterans, Ben and Duncan’s efforts resulted in nearly a half million pounds being raised.

In the U.S., Aon plays an active role in recruiting and mentoring veterans through participation in the U.S. Chamber of Commerce Foundation’s Hiring Our Heroes Program and the American Corporate Partners Veterans Mentoring Program.

Aon’s WorldAware program at the Crisis Operations Center in Chicago is staffed entirely by veterans. Now in its fourth year, the center is staffed 24 hours a day by 22 Aon colleagues with military experience who assess the travel risks of clients and enact crisis management plans to get those travelers out safely should an incident occur. Risk mitigation is the primary concern, from negotiating international corporate travel to crisis management.

Other efforts range from charitable giving to organizations such as the Valor Games and Illinois Patriot Education Fund to volunteer efforts like donation drives and charity walks.

Supplier Diversity

Aon’s supplier diversity program is designed to provide diverse suppliers with equal access to opportunities in the solicitation, evaluation, and awarding of business for purchased and sourced goods and services, as well as insurance and risk management partnership opportunities.

Diverse suppliers include businesses that are owned by minorities, women, disabled persons, veterans, LGBT and small businesses. To participate in Aon’s program, suppliers must be certified by a recognized national or regional organization that validates diversity status.

Aon is committed to a meaningful supplier diversity strategy, both within our own organization and to the extent that we can help our clients enhance their supplier diversity strategy.

Aon understands the importance of diversity and inclusion and has made great contributions in the utilization of diverse organizations. Our commitment runs deeper than simply checking a box. In April of 2009, Aon launched a dedicated business unit charged with going out into the market place to proactively develop/foster strategic alliances with diverse firms to address the specific diversity and inclusion needs of our clients.

This business unit, operating under the name “Aon Cornerstone Innovative Solutions,” brings together the global risk and human capital resources of Aon with the knowledge and experience of top diverse partners to deliver distinctive value for clients.
Focus on Sustainability

As a global company, Aon is committed to implementing and maintaining environmentally sustainable business practices across our operations. Many of Aon’s offices around the world have established a network of green champions that play an important part in helping Aon shape the way we deal with the many issues that are on our green agenda, generate ideas and identify local solutions that help make a difference.

As a professional services firm, Aon is in a unique position from a sustainability standpoint. Our work centers around the advice and analytical insights we provide our clients. The nature of this work results in a minimal environmental impact at the core of our business.

Where We Work

Aon takes steps to reduce our use of energy, water and other resources in our offices through effective building management and by partnering with our internal clients and vendors to ensure they closely follow our environmental values. We make every effort to locate our operations in high-performing buildings that are LEED certified or that use green building practices for high energy and water efficiency, which may include using renewable energy resources and recycling rainwater for landscaping needs.

To maximize energy efficiency, our most modern buildings contain motion-sensing lighting, while older facilities have been retrofitted with lighting timers to turn off lights during periods of inactivity.

Aon has also taken advantage of alternative lighting design in its newer facilities to ensure the greatest possible efficiency. We also promote extensive use of energy-efficient computers and business machines, which reduces emissions and saves energy.

When We Travel

Aon also promotes the use of public transportation systems by locating its facilities in areas convenient to available mass transit systems. In many of our locations, employees are able to purchase public transportation at pre-tax and subsidized rates through Aon’s benefits website. Where public transit is not available, carpooling, vanpooling and ride sharing are encouraged by management and also may be supported by subsidy programs. When practicable, we also allow colleagues to work from their homes and have equipped colleagues with the means to communicate with clients, colleagues and business partners through web-based technology and communication systems.
United in Character

Commitment to Our Clients and the Environment

Aon works with our clients and carrier partners around the world to evaluate and mitigate environmental impact and risk. We ask carriers, wherever possible, to issue policies electronically through our Aon Electronic Policy Exchange. Most of our market submissions are accomplished electronically through a CD or other means. In some cases, depending on preference, our client presentations are now also done electronically through PowerPoint, rather than through hard copy.

Exposure to environmental risk affects far more companies than only those directly involved with hazardous materials. Aon Risk Solutions’ global team of environmental specialists works with clients to create and maintain sustainable and productive environments. This includes analyzing, quantifying and mitigating environmental risks associated with business operations such as management of hazardous materials, clean-up of existing contamination and due diligence processes for acquisition and divestiture of real estate. Aon also tracks emerging risks such as climate change, energy usage and water availability to ensure these risks do not adversely impact the financial performance of our clients.

Through such vehicles as insurance, financial mechanisms and liability buyout programs, Aon minimizes the impacts of legacy environmental contamination; provides green building assessments and specialized energy efficiency insurance offerings; assists with carbon foot printing and securing greenhouse gas credits and off-sets and provides insurance coverage for possible natural resource damages.

Dedicated to Renewable Energy

Aon also has a dedicated renewable energy team that works on some of the largest renewable energy projects in the world. The group, which includes experts from across Europe, U.S., Canada, Asia and Australia, focuses on all key areas of renewable energy, including offshore and onshore wind, photovoltaic and thermal solar, hydroelectric, geothermal, biomass, biofuel, landfill gas, wave and tidal generation.

Green Investing

As one of the world’s leading investment advisors, Aon recognizes that long-term investors such as insurance companies, endowments and pension schemes take account of a wide range of long-term risks, including environmental risks. Aon Hewitt’s global investment practice integrates the consideration of environmental risks and opportunities into the manager and asset advice we provide.

Through Aon Hewitt’s socially responsible investment team, we look into ways clients can improve the sustainability credentials of their investment portfolios while still reaching their investment return objectives.

Aon Hewitt is also a professional service partner of the United Nations Principles for Responsible Investment, which is a network of international investors working together to implement a voluntary framework by which all investors can incorporate environmental, social and corporate governance issues into their decision-making and ownership practices to better align their objectives with those of society at large.
Commitment Around the World

In offices and regions around the world, Aon colleagues are working on programs to improve sustainability for their clients and communities. A few examples include:

**Aon UK**

Aon became a founding member of ClimateWise in 2007, a global insurance industry leadership group focused on driving action on climate change. As a member of ClimateWise, Aon UK committed to the group’s principles requiring members to incorporate climate risk into their business strategy and planning. Since helping found ClimateWise, Aon UK has played a significant role in achieving a number of sustainability milestones.

- Aon UK became the first insurance organization to earn Carbon Emissions Management and Reduction Scheme (CEMARS) certification for the firm’s carbon reduction and management activities in 2011. One year later, Aon UK had reduced its total carbon emissions by 17 percent. The graph below depicts Aon UK’s carbon management achievements by scope of emissions (Scope 1 are direct emissions from owned sources, Scope 2 are indirect emissions generated from purchased energy and Scope 3 are emissions generated by the value chain of a business). Aon’s principle emissions are from energy consumed to power, heat and cool offices and international air travel. Aon UK’s successful carbon reduction initiatives include better control of employee travel and extensive energy efficiency improvements.
- By 2013, Aon UK renewed its CEMARS certification for carbon reduction and management activities. In 2015, Aon will move to a new global headquarters, the iconic Aon Centre at 122 Leadenhall Street. Across from Lloyd’s of London, the building’s shell has a BREEAM Excellent rating for energy efficiency and environmental responsibility. Aon is supplementing the building rating by certifying Aon’s office space with a BREEAM Interiors Excellent rating.

![Aon UK Limited Comparison by Scope](image)
Aon Netherlands

Five years ago, Aon Netherlands set a goal of reducing carbon emissions by 20 percent by 2013. Aon Netherlands surpassed that goal in 2012 by reducing carbon emissions by 24 percent versus 2009. Aon Netherlands achieved their carbon emission goal by creating a more energy efficient office environment— including using less dense printer paper, replacing traditional lights with LED lights and reducing heating costs. Furthermore, Aon Netherlands reduced the carbon footprint of employee travel by limiting rental car usage to energy efficient vehicles and offering semi-electric rentals.

Aon Colombia

In 2013, Aon Colombia created “Aon Social,” a group dedicated to developing social responsibility programs focusing on supporting vulnerable communities and mitigating climate change.

Aon Colombia’s successful sustainability initiatives include:
- Lowering energy consumption and paper usage by replacing all office printers with environment-friendly printers
- Reducing toxic waste in landfills by donating all used toner cartridges to Hewlett Packard
- Increasing employee awareness about how their behavior impacts the environment via a monthly newsletter that is shared with all employees

Aon US

In an effort to utilize space more efficiently, Aon Chicagoland recently consolidated their Lincolnshire, Illinois facilities and in doing so closed a 300,000 square foot facility. Standard practice when vacating a building is to hire a firm to remove and dispose of the personal property: desk, chairs, file cabinets, etc. Disposal of the unneeded office furniture would normally result in 3 to 6 trailers worth of furniture going to landfills; however, Aon worked with area schools; including Chicago Public schools and various charities to redeploy the equipment. To that end Aon was able to find homes for nearly all the property so that almost nothing went to landfills. Volunteers from Aon and local charities provided the labor to make this large-scale recycling project happen.

Aon Sweden

Aon Sweden has had an environmental certification (ISO 14001) since 2011. Colleagues in Stockholm strive to reduce their environmental impact as much as possible in everything they do. Some examples include using 30 percent less paper and reducing electricity consumption by 25 percent in 2013 versus 2012. For client visits near the Stockholm office, colleagues use Aon branded bicycles to commute rather than taking motor vehicles.
Focus on Ethics and Governance

As our colleagues embrace our culture of corporate service, we offer programs and provide opportunities to colleagues that empower them to make the most of their own possibilities. In turn, they are better equipped to deliver distinctive value to our clients around the world.

Corporate Governance
Aon has a reputation as the world’s leading human capital and risk solutions firm by delivering distinctive value to clients and representing the very best when it comes to integrity, ethics and values. Aon has adopted strong corporate governance practices to ensure our firm is managed with integrity while delivering value to clients and stakeholders. Our best-in-class corporate governance practices are illustrative of the culture of ethics at Aon.

Ethics and Compliance
Aon’s success as a global corporate citizen is founded on an unwavering commitment to the highest levels of professional integrity, ethical decision making and honesty in our dealings.

Integrity is one of Aon’s core values and a guiding principle for how we approach our work, business relationships, decisions and actions. Our colleagues live this value every day by doing what they say they are going to do and by always conducting Aon business according to the highest ethical and legal standards.

Aon’s robust compliance and ethics program is characterized by thorough policies, global communication and training initiatives, and strong support from senior management and Aon plc’s Board of Directors. As our business evolves globally, Aon readily adapts new strategies to ensure full compliance with all regulatory and legislative requirements.

Dealing fairly with others, inside and outside of Aon, builds bonds that last

You can safely and securely report any compliance and ethical issues at Aon. When in doubt, speak up. Contact Aon’s Ethics Helpline for guidance, or to make a confidential report at +1.877.Ethics6 or from the KE home page.

Aon Ethics Helpline Posters
Aon’s Code of Business Conduct sets the standard for all Aon colleagues and outlines the fundamental requirements for how we conduct business. It provides a practical overview of Aon’s principles across many content areas including antitrust and competition law, conflicts of interest, anti-corruption, data privacy and financial reporting. The Aon Code of Business Conduct is the foundation for our standards and identifies resources that can assist colleagues in evaluating and responding to difficult questions.

All Aon colleagues, officers and directors are required to certify annually that they have received read and understand the Code. In addition, all colleagues and officers are required to complete compliance learning on an annual basis.

**Anti-corruption Program**

Aon’s Anti-Corruption program is designed to ensure we conduct our business in accordance with the company’s high ethical and legal standards. Aon is committed to complying with anti-corruption laws in all of the countries where Aon operates. Aon has a global zero tolerance policy on corruption and prohibits any kind of improper payment, including payments to government officials, third parties, competitors or commercial customers.

**Ethics Helpline**

Aon’s Ethics Helpline is a confidential, toll-free hotline available 24 hours a day, seven days a week for reporting, in good faith, any possible violations of Aon’s Code of Business Conduct, Aon policies or applicable laws. Colleagues may also contact the Ethics Helpline via the internet, where they can seek guidance or report suspected misconduct. The Ethics Helpline is operated by an independent third party provider, Ethics Point (except where operated locally due to legal requirements), to ensure confidentiality.
Aon colleagues in Hershey, Pennsylvania, USA, do some landscaping work at a playground on Global Service Day.
Focus on Giving

The same passion and values that drive Aon’s work with clients and colleagues extends into our work with communities. Our charitable partnerships and firm-wide community involvement efforts focus on empowering people, especially young people, and working with communities at risk.

Aon’s philanthropy and colleague giving supports hundreds of global, national and local charitable and service organizations that are making a positive difference in the lives of people and that are helping mitigate risks in communities around the world—from a local orphanage in Botswana to global organizations such as the Red Cross and UNICEF.

Global Service Day

In recent years, Aon has held a number of company-wide service days called Global Service Day. A celebration of the firm’s commitment to empowering economic and human possibility in communities around the world, the day is a tradition consisting of Aon colleagues donating their time and efforts to support local charities.

During Global Service Day, Aon colleagues around the world unite in volunteer service through hundreds of local projects that demonstrate a shared commitment to strengthening the diverse communities in which we live and work.

The most recent Global Service Day, held in 2014, saw the highest involvement from colleagues in a company-wide service day to date.

- **31,000+** volunteer hours
- **9,800+** employees engaged
- **280** charity partners
- **53** countries represented
- **150+** cities
- **400** service events/activities
Empowering Results through Charitable Giving

Aon is committed to addressing the most important issues in the economy today—risk and people. That’s why our charitable partnerships and firm-wide community involvement efforts focus on empowering human and economic possibility across Aon’s global footprint.

In the UK, the Aon UK Charitable Foundation supports three charities that are chosen by colleagues across the country. For 2014/2015, the selected charities are: Cancer Institute UK, Dementia UK and Little Havens Children’s Hospice.

Colleague fundraising events and activities will directly benefit the three charities. In addition to supporting fundraising activities, the Aon UK Charitable Foundation plays a large role in coordinating nationwide company responses to national and international disasters.

In Australia, the Aon Charitable Foundation supports local communities by establishing long-term partnerships with national charities and encouraging our people to engage with them. Financial support is an important component of the Foundation’s activities, but its approach goes beyond writing a check. The Foundation serves as a vehicle for Australia colleagues to connect and volunteer with major charitable organizations including The Smith Family, Leukemia Foundation, The Cancer Council and Diabetes Australia.

In the U.S., the Aon Foundation is the principal vehicle for our philanthropic activities. The Foundation invests in educational programs that make a marked difference in the academic achievement of young people, as well as in organizations that help develop our future workforce, such as the Fisher College Business Risk Institute at Ohio State University, the Insurance Industry Charitable Foundation, St. John’s University School of Risk Management and the Spencer Educational Foundation. We also support organizations such as the American Cancer Society, American Red Cross, Find A Better Way, Habitat for Humanity and United Way, which focus on serving and improving communities at risk.

More than USD 10.5 million were donated to some 2,500 charitable organizations around the world in 2013 throughout Aon’s numerous charitable organizations.
Colleagues in Johannesburg, South Africa volunteering at Phela Giving Back.
Focus on Volunteerism

Regardless of geography or title, Aon colleagues embrace their responsibility as global citizens dedicated to serving communities. Their initiative around the world has led to some truly inspirational work on behalf of those who need it most.

At Aon, we take time each year to recognize the offices, programs and colleagues who best embody our commitment to service and citizenship. This section highlights our annual Volunteer Service Award winners and profiles just a few of the many Aon colleagues who make all of us proud to be united as one firm.

Empowering Results Through Service

Our volunteers represent the best of Aon by demonstrating a commitment to service that extends beyond our day-to-day business responsibilities and into our communities. Each year, Aon colleagues around the world devote thousands of hours of service in support of charitable efforts.
United in Service

Aon Volunteer Service Awards

Every year, Aon invites all of its colleagues to nominate individual and group volunteer projects to be considered for one of five cash prizes. The top five individuals or teams are then selected to win a cash prize of USD 5,000 to donate to an eligible charity of their choice. The 2013 Volunteer Service Award winners were announced in May 2014.

The awards are based on each of the five dimensions of the Aon Leadership Model: Distinctive Client Value, Unmatched Teams, Innovation, Business Results and Living Our Values. They are just one way Aon acknowledges the volunteer work its employees do and to simply say, thank you.

The following programs have earned Aon Volunteer Services Awards over the last two years:

2013

• **Distinctive Client Value Award**— Aon Cincinnati, United States for holding numerous fundraising activities and donation drives to benefit local children’s charities

• **Unmatched Teams Award**— Aon Poland for their year-round charitable activities including volunteering at local orphanages, participating in local fundraising running events and organizing a number of office bake sales to raise money for local charities

• **Innovation Award**— Aon Australia’s Greg Donovan for organizing a team to participate in a multi-day desert running event to raise money for Type 1 diabetes research

• **Business Results Award**— Aon China for their work with Toastmasters to coach a group of disadvantaged secondary school students on their public speaking skills

• **Live Our Values Award**— Aon Brazil’s Denis Taverna for his work establishing “Instituto Resgatando Valores”, the firm’s charitable arm in the country

2012

• **Distinctive Client Value Award**— Aon India for the work the Aon Cares program with OM Foundation School

• **Unmatched Teams Award**— Aon UK for their work with Habitat for Humanity Great Britain

• **Innovation Award**— Aon South Africa for their work with several local pre-schools

• **Business Results Award**— Aon Australia for their work with the CREATE Foundation

• **Live Our Values Award**— Aon Colombia for their work on Aon Social: Union and Commitment
Aon India Establishes “Aon Cares” to Support Giving

**Bindu Krishnan’s** simple act of initiating a winter clothes collection for the homeless inspired a broader giving which led to the creation of Aon Cares, a program that hosts collection drives and employee-based charitable programs for those most in need.

**What is Global Citizenship to you?**
There are two movements happening across the world and global citizenship is in the middle of both them. The first is the rise of “conscious capitalism” which inspires organizations to act with purpose and passion. The second movement is the generational shift we are experiencing with Millennials entering the workforce. It is a generation that is very altruistically inclined. So global citizenship for me is just staying in tune with the times and in a very personal way, it’s an imperative for me.

**In what ways do you contribute to Global Citizenship at Aon?**
Serving others through corporate citizenship is a big engagement driver. I joined Aon Hewitt in our Gurgaon, India, office in October 2003 and have been involved with the firm’s community efforts ever since.

My efforts started in December 2003 with a small drive to collect warm clothes, to help those in the Delhi region stay warm during the winter. I asked my then manager if we could accept collections in the office as it would significantly boost our numbers and therefore impact more people. His immediate support led to the creation of Hewitt Cares (now Aon Cares). We now conduct a yearly warm clothes collection, set up blood donation camps and host other collection drives for disaster victims. We also introduced a festival-related NGO fair where the charities we work with come and sell their products. In 2008, we also incorporated a payroll program and that has been a big success.

**What have you learned that you can share with your colleagues?**
Through all of our initiatives in Gurgaon, I’m always rediscovering the deep sense of joy in giving. It’s so great to work for a global company that views service as a shared responsibility to help those in need.

**What’s next?**
The big focus this year would be to involve more colleagues in community activities and increase donations through payroll giving. We have a full calendar of community activities including two blood donation drives slated for this year as well as our annual NGO fair during “Diwali,” an important pan-India festival. We also celebrate Global Service Day and Joy of Giving week each year with different events.
Botswana Office Travels Beyond City Limits to Make a Difference in the Lives of Children

Lindsay Mangera’s determination to find an organization where Aon could make a large impact led colleagues outside of their city to the rural Lebososhale Orphan Day Care Center.

When did your work with Aon’s Corporate Responsibility programs begin?
I joined Aon in July 2010 and for me it was like coming home. My Aon colleagues in Botswana are my extended family and Aon’s values were the values I was raised with. So in March of 2013 when I was asked to organize Aon’s Global Service Day I jumped at the chance because it was something I so wanted to be a part of.

How did you become involved with the center?
I began researching organizations and what I found within our city limits was that most organizations were quite well developed and already had many sponsors. So, I went further and out in the Kalahari Desert, I came across the Lebososhale Orphan Day Care Center. The center was run down and had no electricity, books, or food—and very few places to sit. More than 50 children from the four surrounding villages came to this center each day because they had no families and could not afford schooling.

What was the scope of your work with the center?
Aon sent 40 volunteers who spent the day painting, cleaning and cooking for the entire village. We brought educational learning materials, mattresses, blankets and picnic tables so they could eat and sit outside to learn. We also supplied the caretaker with office furniture and left enough food to feed the children for months to come.

What has this experience done for your office?
Ignited the desire to host more service days once we saw the impact we could make as a collective community! The experience was truly transformative and our office is looking forward to planning more activities and sponsorships with the center. To know that one day of service means a child is now reading and getting at least one warm meal a day is a great feeling and something that we should not wait to do only once a year.
Dedication to Rebuilding Homes Leaves a Lasting Impact on Families and Communities

Aon senior leader Stephen Cross’ donation of time and talent during a home “building blitz” across townships in South Africa contributed to a drastic reduction in crime.

What is Global Citizenship to you?
Aon as a company is an excellent supporter of global citizenship and I feel this is evidenced in the daily activities we undertake around the world. Frankly put, it’s in our DNA and a part of the Aon way. In my mind, the opportunity to contribute is open to all and encouraged by the institution. It is even more satisfying if you involve your family and loved ones with your efforts.

What have you learned that you can share with your colleagues?
There is simply no greater satisfaction than contributing your blood, sweat and tears working alongside like-minded people to create and develop a physical structure. A few years ago I was involved in a two week “Builders Blitz” in South Africa in one of the townships. We built houses, a community hall and a child’s play area. The following year, we returned and one of the local families brought us into one of the houses I had been working on. They had all of our team name tags on one of our work shirts on the wall of the sitting area. I had forgotten that they had asked for them on our last day on site!

No one is above getting their hands dirty to help others and this holds incredibly true at our firm.

What was the Aon impact on the community?
The township police informed us that the crime rate in the nearby park by one of our developments had dropped by 70 percent since we built there. This news was very heartwarming. I learned that if you give people a break by lending a helping hand, the majority of people in the community will make the most of it too and make a difference.
Aon Brazil Serves as a Steward to more than 60 Needy Children in the Campinas Region of Brazil

Denis Taverna leads a program that provides social and cultural development for the region’s most impoverished children.

What is Global Citizenship to you?
To me, citizenship is being aware of your obligations to society and putting them into practice by making a difference in the world. As a large company, Aon does a great job of placing an emphasis on making an impact in the world and mobilizing people to develop and ensure sustainable values.

In what ways do you contribute to Global Citizenship at Aon?
My contribution to community involvement at Aon has been with Instituto Resgatando Valores, an organization that serves approximately 60 underprivileged children in the Campinas region of Brazil. The goal of the organization is to create opportunities that provide social and cultural development for disadvantaged children.

I began my involvement with the group when I joined Aon in May 2012. In 2013, I was appointed to lead the project’s Campinas branch. We collect foods, toiletries and cleaning supplies on a monthly basis. Additionally, we host activities and events on holidays such as Easter, Mother’s and Father’s Day and Christmas. We’ve recently been focusing on maintenance and upkeep of the organization’s buildings. Last year we repaired electrical installations in their facilities.

The goals of our involvement with Instituto Resgatando Valores are simple: provide safety and comfort to all, guarantee at least two meals a day and bring hope, happiness, love, respect and education to those in need.

What’s next?
This year, we are planning to continue our efforts to improve the facilities of the organization. We will install new water and sewage systems as well as install fire extinguishers. We will also assist in the process of hiring a social worker and a cook.

Denis Taverna
Brazil
Aon Australia Works to Combat Type 1 Diabetes

Greg Donovan leads a personal quest to raise funds and awareness around Type 1 diabetes with the support of his colleagues.

What is Global Citizenship to you?
Global Citizenship is no longer seen by most large responsible companies as a “side-issue”. Large companies, particularly those with a global reach, have the ability through their collective resources, skills, knowledge and expertise to make significant changes to the world. At Aon, we have an obligation to be a global citizen.

In what ways do you contribute to Global Citizenship at Aon?
I decided to get involved in raising awareness and funds to support people with Type 1 diabetes in 2011, following my son’s diagnosis a couple of years earlier.

In order to raise funds and awareness about Type 1 diabetes, together with my oldest son and three other Australians, I ran the 4 Deserts challenge in 2012, which is a set of multi-day, self-supported 250 km desert running races. I then went on to establish Australia’s first 250km desert-running event, to raise further funds and awareness for Type 1 Diabetes locally. The event called the Big Red Run was held in July 2013 and was a great success, raising over USD 160,000, as well as generating significant media coverage which resulted in greater awareness of Type 1 diabetes.

A team of three Aon colleagues participated in the Big Red Run. With the team name, “Team Aon Desert Runners”, they managed to raise over USD 25,000. Another Aon colleague volunteered at the event, which was a huge effort considering it was a 2,000 kilometer drive from Sydney!

The funds raised have gone to an important and promising research project for Type 1 diabetes, and a TV documentary of the Big Red Run, soon to be screened, will help to raise further awareness and inspire people with Type 1 diabetes to challenge themselves and not let the disease get in the way of their dreams and aspirations.

What have you learned that you can share with your colleagues?
The more difficult and ambitious the goal, the more rewarding it is when you achieve it. Bite off a bit more than you can chew, and just keep on chewing!

How do you recommend colleagues get more involved/engaged in citizenship at Aon?
Everyone has a role to play in citizenship. Look for opportunities to join colleagues in projects coordinated and promoted by Aon. Everyone has a cause that they are close or personally connected to, so take the time to get involved as it will not only help others, it will also help you to feel better about yourself.
Aon Chicago Partners with the American Heart Association to create Healthy and Vibrant Communities

Maureen Scholl leads local effort to raise awareness around heart disease and other health issues.

What is Global Citizenship to you?
Global Citizenship at Aon is having a large number of colleagues around the world and the scale to come together to influence change.

In what ways do you contribute to Global Citizenship at Aon?
As a Board Member for the American Heart Association of Metropolitan Chicago, I help our company and colleagues address lifestyle choices and create healthier, more vibrant communities.

The American Heart Association (AHA) is a partner that aligns closely with Aon’s commitment to creating healthier workplaces and promoting wellbeing practices. Each February, I lead our firm’s Go Red for Women campaign, a national movement to educate and advocate for heart disease prevention. Aon offices across the country sponsor fundraising luncheons and dinners, participate in local heart walks, organize office wide fundraising activities and provide volunteers at community events. We also bring the AHA’s health resources into the workplace. Aon offices host onsite information sessions about heart disease risk factors and prevention tips, offer on-site blood pressure screenings and hands-on CPR training classes, as well as share the AHA’s online health assessment tools with colleagues. As a result, our firm is able to help colleagues manage their health risk and adopt more heart-healthy lifestyles.

What have you learned that you can share with your colleagues?
Heart disease kills more women every year than all cancers combined—and the symptoms in women are often much different from men. Through lifestyle choices and appropriate doctor intervention, most heart disease can be reduced or avoided altogether. Education is key! Be aware of the risk factors and take action. When it comes to getting involved, find a topic you are personally excited about—and reach out to your local leaders or directly to the cause organization to see what opportunities might be available.

What’s next?
I will continue to serve as an active leadership volunteer with the American Heart Association and would like to grow colleague involvement in the AHA within Aon over the next couple of years.
Focus on Communities Around the World

Aon’s philosophy is that we support and give back to the communities in which we do business, and considering we do business in over 120 countries, this provides a wide scope for charitable work. Our efforts take many shapes and forms, from raising funds for sick children to repairing schoolhouses to delivering food to the needy, but they are all centered on the Aon trait of service. The stories you will read on the following pages are just some examples of how Aon’s colleagues are serving their communities every day.

**North America**
As an Annual Disaster Giving Program (ADGP) member, Aon’s annual grant of USD 500,000 to the American Red Cross ensures that resources are available in advance of major disasters. With pre-positioned supplies and adequately secured resources, the Red Cross can immediately take action when disasters strike. In 2013, as part of its continued commitment to the City of Chicago, Aon made a USD 500,000 commitment to the American Red Cross, Greater Chicago Region, to help support the refurbishment and technological enhancement of its Emergency Operations Center, which has been named the Aon Emergency Operations Center.

**South America**
Aon Brazil’s charitable arm, Aon Institute, hosts a number of annual charity events ranging from donation drives to environmental projects. One that stands out is “Jovem Seguro” (Safe Youth). The initiative aims to provide technical education to disadvantaged young people with the goal of helping them begin a career in the insurance industry.

**Africa**
Since 2007, Aon South Africa has had a very special relationship with a young girl named Silindile. Deaf and living in abject poverty, Silindile was featured on a radio broadcast that Aon colleagues in South Africa heard. Feeling compassion for Silindile, Aon South Africa has served as a sponsor for her as she attends St. Vincent’s School for the Deaf in Johannesburg and will continue to do so as she continues her education.
Asia
In China, Aon has built upon its relationship with the China Literacy Fund (CLF) to promote education for children living in very poor and remote regions of the country. Aon’s strong relationship with the CLF was established by the late chairman and CEO of Aon Asia Pacific, Bernie Fung. The establishment of the Bernie Fung Memorial fund has resulted in the funding of: three libraries, the tuition costs and living expenses of 132 students and the hiring of an English teacher for Zhongbazi Primary School.

UK/Europe
An idea for a team-building exercise became a runaway success when more than 200 Aon Benfield UK colleagues donned their helmets and embarked on a grueling cycle ride from Paris to London in July 2013. In addition to completing the 300km cycle over a period of three days, the team also surpassed their target goal of raising £250,000 for charity with a final total of £328,000. Proceeds benefitted 65 charities across the UK.
Focus on Communities around the World

UK/Europe

UK
Aon in the UK has a well-established community affairs program offering a wide range of opportunities to enable colleagues to give something back to the community. From participating in Career Ready, a youth mentorship program in London to holding computer literacy courses for the elderly in Bristol to volunteering at hospice centers in Farnborough, Manchester and Sheffield, Aon colleagues in the UK are not hesitant to make an impact in the communities where they live and work. These are just a handful of the countless examples of the volunteer work being done throughout the country. Additionally, the Aon UK Charitable Foundation supports colleagues’ fundraising efforts for their own personal charities by contributing a further 25 percent of the total amount they raise up to a limit of £500 a year.

Denmark
Aon Denmark sought to make a difference in the lives of neglected and abused children through their work with the Children’s Aid Foundation. Since 2007, our colleagues in Denmark have participated in fundraising and client engagement initiatives and by hosting annual holiday parties.

France
Colleagues in our Paris office focus on underserved youth by supporting Aon Solidarités, an association which supports children, teenagers and young adults. In 2013, our Paris office welcomed 70 young adults from underserved communities to participate in “Nos Quartiers ont des Talents,” a one-day on-site job exploration workshop. Activities included discussions about working at Aon, workshops on writing resumes and cover letters and mentoring activities.

Germany
Aon Germany is very active, literally and figuratively from a community standpoint. Colleagues there participate in a number of annual fundraising runs for local charities in Hamburg and Mülheim.

Netherlands
Colleagues in The Netherlands dedicate their time and resources in service of two unique charities, The Disabled Sports Fund and The Giving Back Foundation, both of which provide greater opportunities for education and employment to young people from underserved families and communities.

Poland
Our offices in Warsaw and Krakow are united in their efforts to reach the lives of local orphans. Colleagues donate food and toys, perform facility improvement projects, and prepare meals at multiple orphanages. In addition, they donate holiday gifts to families in need through the Spring Association’s Noble Box project.

Spain
Education and labor integration opportunities for people with disabilities and community work with the elderly are two causes championed each year by our offices in Spain. The offices have a partnership with Fundación Carmen Pardo Valcarce to provide training and employment opportunities for the developmentally disabled. Colleagues also work with Amigos de los Mayores (Friends of Elderly) to provide social and emotional support to seniors living alone through taking walks, serving snacks, visiting museums, and more.

Sweden
Aon Sweden partners with Vänföreningen Portee, an association that works for the support and development of children in war-affected Sierra Leone. Aon donations have helped Vänföreningen Portee to build a roof and furniture for the school, serve school lunches and fund an excursion to the beach for students.
United in Service

Budapest, Hungary

Barcelona, Spain

Moscow, Russia

Prague, Czech Republic

London, UK
North America Regional Highlights

**Bermuda**
Aon colleagues in Bermuda put a high priority on service by supporting multiple organizations. Their work with Wind Reach, a fully accessible 3.7 acre outdoor activity site located in Warwick, Bermuda, serves people with a wide range of physical and developmental disabilities. Colleagues in Bermuda also spend time planting and landscaping the grounds surrounding children’s play areas.

**Cayman Islands**
Colleagues in Camana Bay work exclusively with two area organizations. Cayman Acts of Random Kindness (Cayman ARK) is a local charity that helps people who have fallen on hard times. Aon volunteers contribute to beautification projects with the organization through landscaping and painting areas for the enjoyment of those who benefit from Cayman ARK. Additionally, the office has a longstanding partnership with the Cayman Islands Special Olympics where they hosted an annual afternoon of indoor and outdoor activities for athletes.

**Canada**

**Montréal**
Aon colleagues in Montréal put a focus on helping women facing domestic and economic crisis through their work with Le Chaînon, a well-established Montreal shelter for women. Aon volunteers donated countless hours of time organizing various donations of clothes, accessories, bedding, books, and shoes for the resale store of Le Chaînon, which helps generate revenue for the organization.

**Regina**
Aon Regina puts their focus on early childhood development through their partnership with the Regina Early Learning Centre, a child and family development center that works with low income families to provide programs which foster healthy development of children from prenatal to five years of age. Aon colleagues volunteer their time to help beautify the Learning Centre garden by cleaning and landscaping the area to create a safe, natural playground for the children and their families.

**USA**

**Chicago**
Aon Chicago colleagues put a large emphasis on service and work with several local organizations including the American Heart Association, American Red Cross, Chicago Cares, the Greater Chicago Food Depository, Habitat for Humanity, Junior Achievement, and the Special Olympics, among others. At these organizations, Chicago colleagues come together to support a variety of facility improvement projects in addition to sorting and packing food for the hungry, supporting summer blood drives and hosting a day of recreation for Special Olympics athletes.

**Charlotte**
After recognizing multiple areas in their city where help is needed, Charlotte colleagues partnered with a number of local organizations. Colleagues worked together with Habitat for Humanity to build a new home for an area family in economic need. Aon Charlotte also conducted a donation drive for gift bag items which they then assembled and delivered to sick youth at Levine Children’s Hospital. Colleagues also work with local agency, Love INC, which serves various unmet needs for more than 160 area social service agencies and ministries, where they built a wheelchair ramp for a local center.

**Owings Mills (Baltimore)**
Owings Mills colleagues partner with the Boys Hope Girls Hope Baltimore organization to help children-in-need to meet their full potential. The organization provides value centered, family-like homes, opportunities and education to disadvantaged youth. Aon volunteers rolled up their sleeves and came together to weed outside areas, wash windows and deep clean both of the center’s kitchens. Aon colleagues also hosted an office food drive and delivered the donated items along with gift cards to benefit children enrolled in the organizations programs.

**Clayton (St. Louis)**
Aon colleagues in Clayton developed a service relationship with Haven House, which provides shelter and meals to families who travel to the area to receive medical treatment for their sick children. Aon colleagues held onsite fundraising activities leading up to Global Service Day and then delivered donations to the organization. Aon volunteers also cleaned, prepped and painted a guest room at the house for future families to use as a home-away-from-home when travelling to area hospitals seeking treatment for their children.
United in Service

South America

Argentina
Buenos Aires colleagues have partnered with Ronald McDonald House, which provides lodging and emotional support to parents and families of children facing extended hospital stays. At the Ronald McDonald House, teams volunteer time by working alongside families on activities such as cooking and art.

Brazil
Aon volunteers in Rio de Janeiro help orphaned children from the “Instituição Educandário Romão Duarte”. Teams prepare and serve snacks to children and host recreational activities such as soccer and drawing. In addition, colleagues also collect and donate food and powdered milk for the institution.

In São Paulo, colleagues work to donate food and prepare recreational activities for Grupo GEMA, which provides children with a free education and extracurricular activities during the times that they aren’t in school, keeping them safe and off the streets.

Chile
The Santiago office takes an active interest in community health among the elderly through their involvement with Fundación Las Rosas, a charity that helps to feed and provide health care to poor and destitute elderly, keeping them integrated into the family and society in a dignified and active way. The team partners with the organization by donating resources, spending quality time with those involved and crafting and sharing breakfast with seniors.

Colombia
Aon Bogota opens opportunities for service to colleagues in the work they do with Foundation Teresita y los Pollitos, which serves elderly members of the community. Aon colleagues and their families host donations of clothing, food and books in addition to spending a full day with the Foundation.

Trinidad and Tobago
Colleagues in Port of Spain serve developmentally and physically disabled children through their work with Lady Hochoy Home. Aon colleagues recently refurbished their playground area and helped fund the purchase of a new heavy-duty washing machine. Aon Port of Spain is also a steward for environmental causes. They have partnered with the Energy Chamber of Trinidad and Tobago and The Heroes Foundation to help clean up Quinam Beach and collect information about the impact of improperly disposed garbage on the environment.

Venezuela
Working alongside Doctor Yaso: Payasos de Hospital (Clown Program for Children’s Hospitals across Venezuela) colleagues across all of Aon’s markets in Venezuela underwent training to become hospital clowns that visit children’s hospitals to bring cheer to young patients undergoing treatment. On Global Service Day, fifty-five Aon volunteers used their new clown skills to visit local hospitals and spend time with and brighten the day of sick children.
Asia Pacific

Australia
Aon Australia colleagues support children and the environment through their work with four primary partners to facilitate charitable giving and volunteer efforts throughout the year. Service includes raising funds for the Leukemia Foundation; supporting young people in foster care with the Create Foundation; mentoring disadvantaged young people with The Smith Family; and improving the environment with Conservation Volunteers.

China
Colleagues across multiple offices in Aon China support Cherished Dream, an organization committed to improving the imbalanced education system in China. Aon offices organize book collections and volunteers deliver these resources to needy elementary schools in underserved communities.

Hong Kong
Aon Hong Kong is committed to serving children and the elderly through year-roundvolunteerism with Bring Me a Book and the Salvation Army. Aon Hong Kong colleagues also support a variety of UNICEF fundraising efforts each year both within Aon offices and out in the community. These efforts include participation in coin collections, raffle ticket sales and promoting the annual UNICEF Charity Run to Aon colleagues and other local business partners.

India
Aon colleague’s in the Hyderabad office focus on enhancing the education of disadvantaged children through their work with the local Rotary Club. Colleagues selected an underserved neighborhood in the city where poor children who are studying did not have the proper educational resources or adequate food. Colleagues organized a service day where they worked alongside the Rotary Club to distribute books, pencils, pens and biscuit packets for the children.

Indonesia
Aon colleagues in Jakarta, Indonesia rallied to support children with cancer by partnering with the Indonesian Childhood Cancer Foundation to host a half-day of activities for sick children that included storytelling, watching cartoons, face painting and singing. Colleagues also ran a separate donation drive for books and money to benefit the children involved with the activity day.

Japan
Colleagues in Aon Tokyo work alongside Chiyoda Volunteer Center, an organization which partners with local companies, schools, and NPO groups to coordinate community service activities in Chiyoda and the greater Tokyo metropolitan area. Aon colleagues’ service activities include environmental clean ups and volunteerism at local elderly care facilities and child day-care centers that serve needy populations.

Pakistan
Colleagues at Aon Karachi place a large focus on childhood education through their work with TCF schools, an organization that provides free education to needy children in Pakistan. Aon colleagues come together to sponsor the education of several children for one school year. Colleagues also donate books for the school library and volunteers spent a half-day with school children helping them to understand the importance of education on future success.

Philippines
Aon Makati City colleagues recently partnered with the Fairplay For All Foundation (FFA) which helps children living in poverty and engaging in child labor break the cycle through involvement with football. Aon colleagues provide donations and volunteer support for ongoing football programs and helped launch an urban garden that provides fresh, nutritious food to young people and can be sold to help fund FFA sports programs.

Singapore
Nearly all Singapore colleagues at Aon Benfield came together to serve local charities Pertapis Welfare Home and Boys’ Town. Rather than purchasing bicycles from a store, colleagues came together to assemble bicycles to be donated to children in the care of these two charities. In total, 86 Aon volunteers built 16 bikes for the children served by the home.

Thailand
Aon colleagues in Bangkok place an emphasis on childhood education through their service to Samaggi Witthaya School. Volunteer activities include painting the facility and donating cafeteria tables and resources for the school’s nurse room.

Vietnam
Colleagues from Aon Ho Chi Minh City work to beautify their local community for the benefit of all through their involvement with Tao Dan Park. Aon volunteers recently spent a service day in the park, cleaning and helping remove trash to provide a cleaner environment for the enjoyment of the community.
United in Service

Shanghai, China

Tokyo, Japan

Makati City, Philippines

Bangkok, Thailand

Gurgaon, India
**Africa**

**Botswana**
Aon colleagues in Botswana supported the Lebososhale Orphan Day Care Centre through beautification projects and donations. Colleagues painted the interior and exterior of the center, and donated educational materials, blankets, mattresses and food. Aon colleagues also spent the day playing with the 45 children the center serves.

**Israel**
Colleagues at Aon Ramat Gan partner with Israel’s National Food Bank and largest food rescue network, Leket, Israel. The organization works to alleviate the problem of nutritional insecurity among the growing numbers of Israel’s poor. Aon colleagues participated in “Project Leket” which is an initiative that sends thousands of volunteers into fields and orchards to gather produce donated or left unpicked by farmers from hundreds of farms throughout Israel. All produce is then delivered free of charge to 190 organizations serving Israel’s needy.

**Mauritius**
Aon Mauritius began a partnership with the Society for the Welfare of the Deaf in 2013. Aon financed the upgrading of the organization’s documentation and library resources, creating a modern library with multimedia resources adapted to the level and needs of students ages three to six years. Aon also organized a day of activities for all the students, teachers and support staff.

**South Africa**
Colleagues in Bloemfontein work alongside Vrystaat Versorging in Aksie (VVA), an organization that runs a bi-weekly soup kitchen in a very poor area of Bloemfontien as well as a nursery that serves more than 22 children. Aon volunteers performed facility improvements such as painting and furniture restoration and helped to plant a vegetable garden that will produce food for the soup kitchen.

Focusing on the nutritional needs of area children, our colleagues in Johannesburg partnered with Phela Giving Back, an organization that feeds 300 children weekly. These children live in a very poor community, often in one-room homes with no water or electricity. For many, this is the only cooked meal they receive each week. Aon colleagues prepare and serve food to the children and sent each child home with a food parcel to share with their families.
United in Service

Mauritius

Johannesburg, South Africa

Israel

Johannesburg, South Africa

Gaborone, Botswana
Colleagues volunteering at Cherished Dream Foundation in Shanghai, China.
Looking Forward

As Aon continues on its journey to be one of the preeminent global professional services firms advising clients on the topics of risk and people, our role as a good corporate citizen will remain central to everything we do.

We will remain focused on developing innovative solutions for our clients and facilitating world-class training and professional development for our colleagues. We will soon move into our new BREEAM-certified headquarters building in the heart of London’s financial district and we will move forward on our commitment to preparing the next generation of industry leaders through our apprenticeship program.

We will do this as one united firm; committed to Empowering Results for our clients, colleagues and communities.

Colleagues volunteering for Special Olympics in Chicago, USA.
United in Service
About This Report

The Aon Global Citizenship Report is written for our clients, colleagues, investors, nongovernmental organizations and other stakeholders with an interest in our approach to corporate citizenship. The report highlights our contribution to society, our ethics and governance, our diverse and talented team, our focus on sustainability and our charitable giving and philanthropic partnerships. The company’s financial performance is covered in our 2013 Annual Report, which is available online at www.aon.com.

Contact Us

Your feedback is important to us. We invite you to provide ideas for advancing our citizenship activities. Please send your comments to the following address: aon.community.affairs@aon.com

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About Aon

Aon plc (NYSE:AON) is the leading global provider of risk management, insurance and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 66,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative and effective risk and people solutions and through industry-leading global resources and technical expertise. Aon has been named repeatedly as the world’s best broker, best insurance intermediary, best reinsurance intermediary, best captives manager, and best employee benefits consulting firm by multiple industry sources. Visit aon.com for more information on Aon and aon.com/manchesterunited to learn about Aon’s global partnership with Manchester United.

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