



Aon Insurance Managers Bermuda

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"At Aon, diversity is counting heads, and inclusion is making heads count. Aon prides itself on fostering a work environment where opportunity and success are defined by one's character and ambition not race, religion, gender, sexual orientation, disability, age, or citizenship."

Greg Case (President and CEO, Aon)

A Message from Anup Seth



A diverse and inclusive culture is one where all colleagues are valued, supported and listened to and can share their thoughts on Aon. This is being demonstrated across Aon globally through tens of thousands of engagement survey results, in focus groups, at team meetings, and in leadership forums.

Aon Bermuda is committed to creating a diverse and inclusive culture where everyone has opportunities for growth and development. In this issue we highlight several members of our diverse team, introducing you to colleagues from around the world and across different practice groups within our local office. We also share some of the many diversity and inclusion initiatives that Aon is committed to globally, and discuss what makes our Captive and Insurance Management service offering stand out, while providing insight on the current trends and developments in Bermuda's ILS marketplace.

By incorporating diversity and inclusion into our daily interactions, we continue to leverage and maintain strong leadership support, a compelling business case and action plans. We are committed to attracting, retaining and promoting the best talent, and delivering diverse results for our clients. Across the firm, we are working to focus more on diversity and inclusion, and we're proud that we are seeing the impact of those efforts.

I hope you enjoy this edition.

Anup Seth

Managing Director

Aon Insurance Managers (Bermuda) Ltd.

Meet our Diverse Team

Innovative. Creative. Energetic. Adventurous. These are just a few characteristics that describe our colleagues. Our diverse team has drawn talent from around the world, and possesses a breadth of expertise and experience across accounting, underwriting, broking, risk consulting, claims, and regulatory disciplines. We are pleased to introduce you to a few members of our team.



Alicia Skeete
Assistant Vice President –
Captive Management

Hometown:
St. James, Barbados
Years with Aon: 3

How important is diversity to you?

A diverse and inclusive work culture is one that thrives off differences and recognizes that each person brings something remarkable to the table. We all don't think the same, we don't problem solve the same, we don't create the same – and that's what makes diversity so important.



Miko Cagampan
Senior Account
Executive – Commercial

Hometown: Philippines
Years with Aon: 2

What is your role at Aon?

I am an Assistant Vice President in the Captive Management department. In my role I act as the Relationship Leader on a number of clients, managing the client relationship and providing oversight of day-to-day activities. I am also a member of the team executing the Operational Excellence initiative for our office.

You're happiest when?

Listening to music, especially soca.

What does diversity mean to you?

To me diversity is people of different cultures, gender, race, age and social background working together, learning from each other and having equal opportunities to be heard, to contribute and to be successful.



Juliette Greene
Senior Account
Executive - Captive
Management

Hometown: Ireland
Years with Aon: 3

What is your role at Aon?

In my role as Senior Account Executive, I am responsible for a portfolio of complex clients. My duties include: financial reporting, cash management, the oversight of audits and regulatory compliance, as well as maintaining client relations and resolving client issues.

Motto or personal mantra?

Stay positive, it is never as bad as it seems!

What have you learned from working in a diverse office?

One of the aspects of my job that I enjoy most is interacting with so many different cultures in Bermuda, as well as around the world, due to my portfolio of clients being located in various different countries. I have learned so much about how people live such different lives but can have so much in common when brought together.



Carmen Francis
Head of Marketing &
Communications

Hometown: Bermuda
Years with Aon: 11

What does a typical work day look like for you?

I am responsible for the implementation of our marketing and communications strategy. A typical day for me includes creating marketing campaigns and collateral; execution of the Aon brand; managing conferences and events; and media support for internal and external communications and publications.

What do you like to do on your days off?

I love to read, paint, bake and cook, so I'll usually be doing that; or having a spa day, watching true crime shows, or spending time with my family and dog Bailey (Lhasa Apso).

What is your role at Aon?

I work as a Senior Account Executive responsible for the day-to-day management of commercial and captive insurance accounts. My duties include financial reporting, cash management, the oversight of audits and regulatory compliance, as well as maintaining client relations and resolving client issues.

What kinds of hobbies and interests do you have outside of work?

Photography and DJing

What have you learned from working in a diverse office?

I have learned the importance of communication and being open-minded.



Ruby Julian
Assistant Vice President –
Captive Management

Hometown:
Bulacan, Philippines
Years with Aon: 4

What is your role at Aon?

My current role at Aon as Assistant Vice President is to maintain client relations and resolve client issues. I am responsible for the day-to-day management of a portfolio of captive insurance companies, with an emphasis on establishing the Aon Client Promise.

What is your favorite childhood memory?

The color of sunset back home, it's like stepping into a twilight zone.

What does diversity mean to you?

Diversity for me means an open world where people of different races, ethnicities and backgrounds work together towards a common goal.



Yanique Miller
Assistant Vice President –
Business Development

Hometown: Jamaica

Years with Aon: 4

What is your role at Aon?

I currently work in the Client Origination team, which is responsible for the formation and onboarding of new clients to Aon. A typical day includes multiple meetings with prospective clients discussing what they would like to form and how we may help facilitate that. It also involves meeting with several business partners working together to provide value added solutions to our clients.

You're happiest when? I am happiest when dancing as it makes my heart sing. Also being around animals brings me great joy as I have an intense love for animals, especially dogs.

How important is diversity to you, and what value does it bring?

Diversity is very important as it brings new perspectives through varying experiences and thought processes, which allows for continuous learning.



Ben Stone
Risk and Compliance
Manager

Hometown: London

Years with Aon: 3

How would you describe your job to a child?

It is a bit like being the brakes on a car. If used effectively it allows the car (i.e. the company) to drive faster. Employed badly, however, and it causes the car to grind to a standstill or worse still, crash.

What book did you read last?

Not the last book I read but I finished *A Little Life* by Hanya Yanagihara recently and I think it is the best book I have read in the last five years. Harrowing in parts but beautifully written.

What have you learned from working in a diverse office?

That having lots of different perspectives on something tends to lead to far better thought-provoking discussions which in turn results in a better outcome for all those involved, including our clients.



Candice Viljoen
Account Executive –
Captive Management

Hometown: South Africa

Years with Aon: 6 months

What does a typical work day look like for you?

As an Account Executive I am responsible for the day to day management of a portfolio of captive insurance companies, which involves amongst other things the preparation of the captive's financial statements and maintenance of the financial records, regulatory filings with the BMA and management of the external audit.

Do you have a favorite Quote?

"Women are meant to be loved, not to be understood" by Oscar Wilde

What does diversity mean to you?

It means the acknowledgement and appreciation of the various characteristics and cultures which make individuals unique, and creating and encouraging an environment where we not only accept and respect these differences but learn to embrace them.



Edwin Kariuki
Assistant Vice President –
Commercial

Hometown:
Nairobi, Kenya

Years with Aon: 4

What does a typical day look like for you?

I am responsible for the management of a portfolio of commercial (re)insurance companies. These are (re) insurance companies operating within the scope of the Solvency II equivalence regulatory regime in Bermuda. A typical day for me includes performing various tasks to manage the operations of these companies. These include preparation of financial statements and related accounting data, managing/monitoring compliance with regulations, managing audits, advising clients, assisting clients with operational matters and assisting with the licensing/formation and onboarding of prospective/new companies. A typical day would also involve interacting with other colleagues to transfer knowledge and problem solving through on the job training, consultations and brainstorming sessions.

What do you like to do on your days off?

I like outdoors activities/sports like playing football, running once in a while, going to the beach and spending time with family and friends.

What have you learned from working in a diverse office?

Teamwork. Working in a diverse office has given me the opportunity to learn and grow in my career by working and interacting with people from different backgrounds, ranging from age, experience, perspective to culture. Everyday you learn something new and engage with colleagues from different backgrounds to achieve common goals.



Fernando Paul
Assistant Vice President –
Captive Management

Hometown: Barbados

Years with Aon: 7

What does a typical work day look like for you?

There is no such thing as a typical work day for me! Everyday is unique and different as it presents new challenges and opportunities to conquer those challenges. The only typical thing in my work day is ensuring clients needs are met and they continue to rely on Aon as their trusted advisors.

What did you want to be when growing up?

I am a huge horseracing fan so believe it or not a jockey!

How important is diversity to you, and what value does it bring

Diversity is integral to the success of any multinational company in today's modern world. As companies open their doors to provide opportunities for professionals of all ethnicities and backgrounds, they benefit from different skills and cultures that each individual brings. It enables problem solving skills to be shared among colleagues and allows individuals to adapt to change and become more rounded and appreciative of each other thereby harmonizing the work environment.



Katie Lang
Assistant Vice President –
Insurance Solutions

Hometown: Bermuda

Years with Aon: 2

What is your role at Aon?

I work in the Insurance team on a variety of different tasks in order to help our clients manage their captives. Each day I assist with insurance program design and review of policy wordings. As a qualified lawyer I am able to contribute to the drafting, preparation, review and issuance of policies, policy endorsements, reinsurance contracts, certificates of insurance, binders or cover notes; in accordance with the instructions of the managed entity.

Best vacation you've been on?

A few years ago my husband and I sailed around the British Virgin Islands. It was absolutely stunning and the pace of life was extremely relaxed. I don't think either of us wore shoes for a whole 10 days!

What does Diversity mean to me?

Diversity to me is being able to learn from people from all different walks of life. Whether it's a difference in culture, religion, education or background. You can learn so much by being exposed to these different experiences and perspectives. It is about not only being tolerant of others, but trying to learn from them and keeping an open mind. By having a diverse group of colleagues at Aon, we will be able to experience and learn from our peers in a way they have never encountered before.



William Luu
Assistant Vice President –
Client Promise

Hometown: Toronto,
Ontario, Canada

Years with Aon: 6 months

What is your role at Aon?

I joined Aon Insurance Managers in January 2018 to lead the Aon Client Promise in Bermuda. I am responsible for ensuring that all of our clients receive value-added and personalized service based on their individual business needs.

What kinds of hobbies and interests do you have outside of work?

I am a pretty active person normally outside of work! I primarily have been focused on sailing as there is the big Newport to Bermuda race coming up. I also play rugby and volleyball as my preferred sports. I strongly also believe in giving back to the community, and sit as the treasurer and director for a few non-profit organizations.

What does diversity mean to you?

Diversity to me is the acceptance, understanding and representation of different cultures, norms, genders, and preferences. Growing up in a very multicultural city, I was blessed to be able to experience many different cultures and norms growing up. I think diversity makes us stronger by bringing to the table the best of all aspects, and to continuously learn, grow and experience new things.

Diversity & Inclusion at Aon

We're committed to creating a diverse, inclusive and collaborative workplace culture—one where colleagues feel empowered to unleash their full potential while expanding client and community impact and enabling business growth. We believe diversity drives insight, and that by giving the top talent seats at our table, we'll produce the best outcome for clients.

Our Vision

To be a leading professional services firm, we must model an inclusive work environment and unmatched and diverse talent strategy. This will allow us opportunities to:

- Better anticipate, understand and serve our clients and communities.
- Attract, grow and retain the best colleagues.
- Outperform for the benefit of shareholders.



Our Inclusion Commitment

An inclusive culture is one where we all feel encouraged to bring our authentic selves to work...every day. Inclusion at Aon is characterized by a sense of belonging; where colleagues feel respected and valued for who they are. It's the achievement of a work environment where everyone can do their best work, have fair and equal access to opportunities and resources, and can contribute fully to the firm's success.

I'm In

One of the ways Aon is ensuring progress is by providing colleagues with the opportunity to demonstrate their personal commitment to inclusion. By voluntarily and visibly pledging "I'm in," they can indicate their support for every colleague to be themselves, where non-inclusive behavior is not tolerated or accepted. The alignment and integration of this and other inclusion best practices, across all areas of Aon, will drive business growth while creating valuable opportunities for clients, colleagues and communities.

Our Business Resource Groups

Business Resource Groups (BRGs) are essential in bridging opportunity gaps while creating spaces where differences thrive. Our BRGs are a collection of Aon colleagues who voluntarily work together to help us advance our diversity and inclusion commitments. We focus on four key integration areas: professional development, recruitment, engagement and retention, and community and client.

Our Apprenticeship Program

Launched in 2012 in the UK and now available in the U.S., Aon's apprenticeship program provides opportunities for young professionals to develop vital skills in the workplace while earning a competitive salary as they learn. Apprentices are offered permanent positions with competitive salaries and full support for professional study and qualifications.

The apprenticeship program has helped Aon build an alternative talent pipeline of young, highly-skilled and diverse professionals (i.e., 90% of participants come from under-represented groups). This program helps us attract the best and brightest, while providing young professionals with advanced education and work experiences.

Our Pro Bono Legal Program

Aon's Global Pro Bono Initiative, launched in 2014, provides legal counsel to immigrants and refugees often fleeing terrible danger and seeking asylum in the U.S. Many of the individuals we represent face grave risk of persecution in their home countries due to race, gender identity or sexual orientation.

Since 2015, colleagues in the law department have taken on 9 asylum cases in partnership with the National Immigrant Justice Center. We've secured asylum in 5 cases, with 4 still pending trial.

Aon has received a perfect score on the Human Rights Campaign's Corporate Equality Index for 11 straight years (2006-2017). In 2017, Peter Lieb, General Counsel, accepted the Human Rights Corporate Award from the National Immigrant Justice Center (NIJC) on behalf of the Aon Law Department in recognition of the team's dedication to offering pro bono legal services to refugees in need.

To Implement via Technology

Published in the Captive Review Special Report: Bermuda 2018

Anup Seth, of Aon, distinguishes what makes Aon's Captive and Insurance Management service offering stand out, and gives thought to the current trends and developments in Bermuda's ILS marketplace.



“We’ve developed a broad value proposition combining proprietary data, technology and advisory services to develop insights that help clients reduce volatility and improve performance.”

CAPTIVE REVIEW (CR):
What are the key points of difference which draw clients to Aon?

ANUP SETH (AS): At Aon, the way we service our clients, striving to understand their risk needs, then responding in the best possible manner, proves a key differentiator. We call this servicing function the Aon Client Promise, and it’s a case of bringing the best of Aon to our clients, in a bespoke manner. We refer to attaining an ever deeper understanding of our clients’ needs as ‘raising our client IQ’. We then match Client IQ with Aon IQ to formulate a Client Promise plan and deliver accordingly.

Our next point of difference lies in our unparalleled expertise. In Bermuda, we have a great and diverse team across many different areas of discipline.

Investing in data and analytics – around \$400m annually – further sets us apart and helps us better serve our clients. We manage around 1,200 insurance entities globally, and we combine proprietary data, technology and advisory services to develop insights that help clients reduce volatility and improve performance. A good example of this is our

annual captive benchmarking analysis where we draw insights around the reasons companies are setting up captives, what exposures they are protecting around the world and, most importantly, how these captives are being utilised to reduce volatility and the total cost of risk for these global Fortune 1000 companies. Insights of this nature help new clients set-up their captives and show our existing clients how to optimise their captives in the best possible way.

The final point of difference is our investment in technology. We’ve developed a broad value proposition, and the way we implement this through technology consolidates this value. Clients are seeking to achieve operational excellence and technology plays an integral role to help achieve this objective. A good example of this is our proprietary Governance Risk and Compliance (GRC) platform that enables us to implement bespoke and robust corporate governance frameworks in response to the Solvency II requirements in Europe and the Solvency II equivalency requirements in Bermuda.

CR: What makes Bermuda a good domicile for the ILS industry?

AS: Firstly, the Bermuda Monetary Authority has developed a world-renowned reputation as a sophisticated regulator and Bermuda is one of only two countries that has achieved NAIC qualified jurisdiction status and Solvency II equivalency. The further benefits of Bermuda include its diverse talent pool, speed to market and the fact the insurance and reinsurance marketplaces are so large and well-established. As such, the ILS funds who come to Bermuda find their ceding companies all within close proximity.

Additionally, Bermuda lies between the New York and London markets. Being able to capture business in each location renders the domicile even more attractive.

CR: What is the current state of the ILS market?

AS: Having experienced significant growth in recent times, the ILS market is in a strong position. In 2006, there was approximately \$17bn of ILS capital in the reinsurance market. In 2017, this figure has grown to almost \$90bn. The total reinsurance capital stands at approximately \$600bn, meaning that around 15% of that total now comes from ILS funds -- a significant proportion of the overall reinsurance market’s capital.

2017’s hurricane season coupled with the California wildfires and the earthquake in Mexico, presented the first real test for the ILS market. Claims were responded to quickly, and the ILS market passed this test with flying colours.

Many felt that investors would shy away when the first big loss occurred, but what we actually saw was quite the opposite. A lot of these funds reloaded, attracted new capital and were ready for investment for the 1:1 renewal season of 2018 – a really positive sign for the ILS market.

CR: Why do you think this outcome was so contrary to expectations?

AS: Firstly, looking at the fundamentals, the property cat market is uncorrelated with the macro-economic environment that drives other asset classes. This is why pension funds – the main investors in ILS funds – look towards this asset class as a way of diversifying their portfolio.

The second reason we feel investors came back to the ILS marketplace is due to the fact that the risk adjusted rate of return over the longer term has, compared to other asset classes, outperformed.

CR: Who do Aon's White Rock/commercial captive offerings suit well, and how do you guide new entrants into this space?

AS: Our offer is centred around client needs and we support them throughout the various stages in their risk management journey, from initial assessment all the way through to mitigation. Aon's White Rock offering may suit small and medium sized companies where there are cost efficiencies over a stand-alone captive, or larger organisations who want to reduce the management time and administration associated with captive ownership.

We begin helping companies at the insurance licensing and formation phase. Then we move on to helping them with our comprehensive insurance solutions team, who provide underwriting and claims management support.

The next part is to provide financing and accounting support. We also have a corporate governance team, with a particular focus on risk management and risk advisory. Finally we have an actuarial solutions team. In combination, these five core services offer a comprehensive value proposition.

The overall key, however, is in how we implement. We do so using technology, and have specific technology in each of these areas.

In finance and accounting, for instance, we have our own proprietary general ledger system called Globe, for corporate governance we're using our proprietary Governance Risk and Compliance (GRC) platform and for actuarial modelling we use ReMetrica.

Having such a wide range of capabilities in-house gives our clients greater peace of mind. We were previously more focused on the finance accounting and treasury services but now, as we broaden our value proposition, clients are coming to us and requesting assistance in additional areas too.

CR: What do you view as Aon's key areas for growth?

AS: We have experienced significant growth within the Life Reinsurance sector over the past 2 years and we expect this trend to continue given the relatively low interest rate environment. Traditional Life insurance companies in the US, Europe and Asia are seeking to deleverage their balance sheets by finding appropriate solutions for their closed blocks of annuity business. Given our broad value proposition, Aon is well positioned to partner with these Life Reinsurance start-up companies.

Another growth area is the P&C legacy market, where traditional P&C companies are reinsuring or novating non-core business to the specialist legacy reinsurers.

Finally, Aon has great expertise in investment consulting, having recently teamed up with our investment consulting colleagues, and we're providing this service to our captive and commercial reinsurance clients as well.

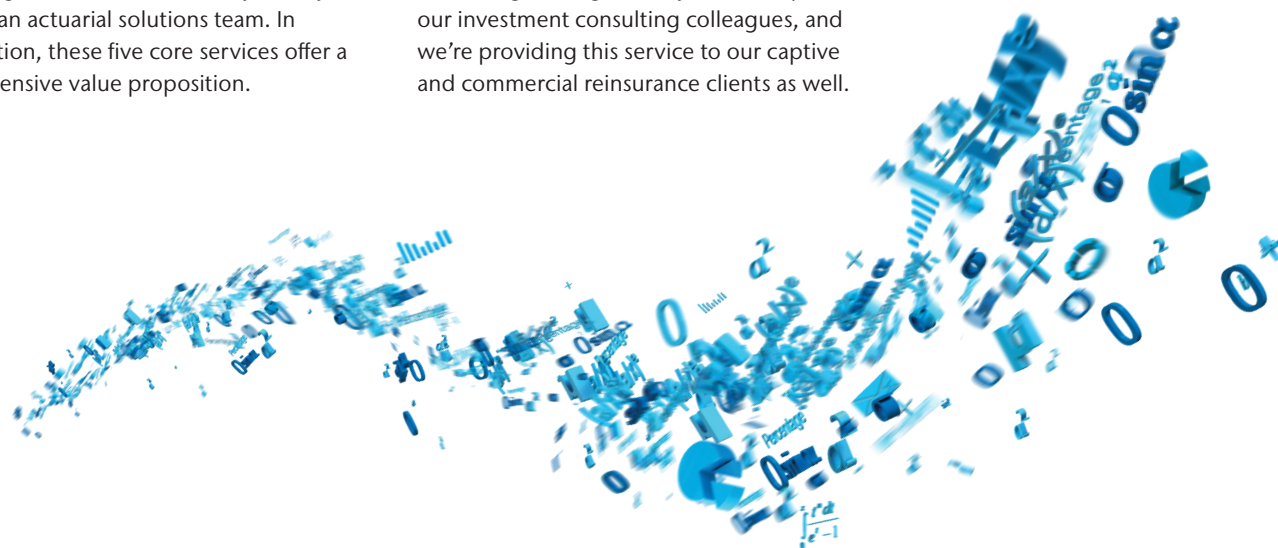
CR: What factors will influence Bermuda's ILS market in the coming year?

AS: As the reinsurance and capital markets continue to converge, a specific trend is beginning to emerge where large ILS funds are setting up their own rated reinsurance companies. This "reverse convergence" allows ILS funds to seek capital leverage compared with collateralised solutions where each \$ of exposure or limit needs to be fully collateralised.

The ILS market is also well-positioned to begin to close the protection gap – a gap in terms of catastrophe exposure versus the amount of insurance coverage that is purchased. A great example of this is the largest ever earthquake catastrophe bond at \$1.4bn that was structured by Aon for the World Bank in February 2018. This bond was also the largest sovereign risk transfer in the history of ILS and the proceeds from the sale of this Cat bond were reinvested into local countries that the World Bank was supporting rather than held in trust to collateralize the reinsurance agreement.

It's likely we will see more deals like this in the future, where other governments look to develop innovative solutions for their uninsured exposures.

The ILS industry is effectively bringing capital and risk together in an extremely efficient manner and has already expanded beyond natural catastrophe exposure to Life and mortgage insurance bonds – what will be next?



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About Aon

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

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