ESG at Aon — Better Decisions for a Better World

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

### Environmental

- **by our Aon Business Services platform:**
  - Using lower-carbon vendors and moving to smaller, greener real estate
  - Being thoughtful about work and travel through Smart Working to efficiently bring the full firm to clients
- **12% emissions reduction from our 2019 baseline**

### Social

- **Smart Working**
  - Colleagues work in-office, remotely, or both — wherever they’re most effective — which improves engagement and wellbeing and reduces travel and commuting
- **Our Aon United strategy**, which defines our culture, is considered when we hire, retain, develop, reward and support our people:
  - Listen to frequent colleague feedback (or through surveys) and rapid action to assess and drive engagement
  - Smart Working and Inclusive People Leadership strategies are designed to support our people
  - Focus on workforce resilience and wellbeing, led by Chief Wellbeing Officer
- **2021 Colleague Engagement of 80%**

### Governance

- **Inclusive People Leadership** is essential to Aon United culture:
  - **Board of Directors Inclusion & Diversity (I&D) sub-committee**
  - **20% of executive discretionary incentive compensation is based on I&D goals**
  - **Global Inclusive Leadership Council embeds I&D strategy and actions at all local levels**
- **Gender diversity at every level with women representing: 45% of Aon Executive Committee, 42% of managers and 52% of new hires in 2021**
- **Diverse representation and talent attraction through programs like Apprenticeships and partnerships with historically Black colleges and universities**

### Risk mitigation and governance through firm-wide policies and processes:

- Board review of ESG within Enterprise Risk Management
- Executive ESG Committee drives strategy
- Strong cyber security, compliance and data privacy programs

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**Solutions for Clients**

- **Climate solutions** help clients assess risk and transition to resilient business models:
  - Analytics and expertise including climate modeling and Impact Forecasting help clients quantify and modify risk
  - Innovative risk transfer in catastrophe bonds, green captives, parametric insurance and intellectual property solutions to support green innovation
- **Supplier Diversity and Sustainability**
  - Our centralized purchasing through Aon Business Services enables ESG goals. Aon Diversity Solutions helps clients achieve their own goals
- **Aon’s Health and Wealth Solutions** enable clients to protect and grow their organizations and their people:
  - Help mitigate rising healthcare costs and improve employee health and wellbeing
  - Increase workforce resilience
  - Provide a more secure future for their stakeholders

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To find out more Aon's 2021 ESG Impact Report
Environmental: Aon's Carbon Reduction Commitment and Actions

Aon is committed to achieving **net-zero emissions by 2030** in alignment with Science Based Targets, joining the global effort to manage the effects of climate change through bold and ambitious actions. This industry-leading commitment further enables us to drive client value.

As a professional services firm, Aon's largest sources of CO2e emissions includes our supply chain, real estate, and travel/commuting. We've achieved an overall **12 percent reduction** in CO2e emissions across scope 1, 2, and 3 from 2019 to 2021.

**Greenhouse Gas Emissions**

Tons of CO2e, Thousands

- **2019**:
  - Scope 1: 538
  - Scope 2: 22
  - Scope 3: 502

- **2021**: 472

- **12%** reduction

**Mitigating emissions, in alignment with our Environmental Policy**

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

- Reducing the impact of our **real estate footprint** by reducing the space we use and improving energy efficiency across our real estate portfolio and technology, including through renewable energy

- Thoughtfully limiting our travel and commuting footprint through our **Smart Working** strategy
## Environmental: Aon's 2021 Impact

<table>
<thead>
<tr>
<th>Environmental:</th>
<th>ISO 14001</th>
<th>Sustainable Sourcing Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>71 percent of leased square footage in North America is in spaces certified by LEED or BREEAM</td>
<td>Environmental Management System Certification for office buildings in Chicago, London, Singapore and Madrid</td>
<td>enabled by 90 percent of spend managed through preferred channels on our Aon Business Services (ABS) platform</td>
</tr>
<tr>
<td>Published <a href="#">Task Force on Climate-Related Financial Disclosures (TCFD) index</a> with our 2021 ESG Impact Report</td>
<td>Annual reporting to the <a href="#">Carbon Disclosure Project (CDP)</a></td>
<td>Transitioning to completely renewable electricity in Ireland, Italy, the Netherlands, Spain, and the UK</td>
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### Leveraging Technology to Reduce Emissions and Waste

- **21M+** Sheets of paper saved
- **573K** kilograms of carbon emissions averted
- **9.7M** Liters of water saved

Through colleague initiatives such as DocuSign, badge printing and electronic invoicing, we achieved:
Social: Our Commitment to Our Colleagues

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

Aon United Blueprint

Our Aon United Blueprint guides our culture and values. Our people are the key to creating sustainable, long-term value, so we’re strengthening our culture in tangible ways. This includes four foundational strategies: Delivering Aon United, Inclusive People Leadership, Aon Business Services, Innovation at Scale.

Global Smart Working Model

Aon’s Global Smart Working Model enables colleagues and managers to determine the best work style to create a healthy, productive, inclusive and sustainable way of working.

Inclusive People Leadership

We’ve embedded inclusion and diversity throughout our organization, starting at the top with our Board of Directors’ Inclusion & Diversity Sub-Committee. Within the firm, our Global Inclusive Leadership Council (GILC) aligns leaders across our firm to work on our four I&D pillars of representation, promotion, recruitment and education. From the GILC, responsibility cascades to regional and local councils.

Every Aon colleague is encouraged and empowered to practice inclusion and diversity on an individual level.

Twenty percent of executive discretionary incentive compensation is based on I&D goals.

Business Resource Groups

Voluntary, colleague-led business resource groups give Aon employees a forum to discuss shared aspects of their diverse backgrounds. These business resource groups support the full and multifaceted identities of Aon colleagues. In 2021, we had 102 different business resource group chapters across 14 countries.

Diverse Talent

Aon continues to emphasize the social and business value of diverse voices within the firm.

Aon is a founding member of OneTen, a coalition of leading executives committed to seeing one million Black Americans hired into family-sustaining jobs over the next 10 years.

As of December 31, 2021:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tr>
<td>U.S. workforce identified as racially/ ethnically diverse*</td>
<td>24%</td>
</tr>
<tr>
<td>U.S. Senior Leaders identified as racially/ ethnically diverse*</td>
<td>13%</td>
</tr>
<tr>
<td>U.S. Managers with one or more direct reports identified as racially/ ethnically diverse*</td>
<td>17%</td>
</tr>
</tbody>
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As of December 31, 2021, women represent:

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Of Aon’s Executive Committee</td>
<td>45%</td>
</tr>
<tr>
<td>Of managers</td>
<td>42%</td>
</tr>
<tr>
<td>Of new hires in 2021</td>
<td>52%</td>
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</tbody>
</table>

*Calculated as a percentage of colleagues that have voluntarily disclosed their race/ethnicity to Aon as of December 31, 2021. We annually report data to the U.S. Equal Employment Opportunity Commission (EEOC). Data submitted to the EEOC for our 2021 EEO-1 is available on aon.com.
Social: Aon's 2021 Community Impact

**Diverse Suppliers**
Through our integrated supplier and business diversity efforts, we maintained 5 percent of U.S. addressable spend with diverse suppliers in 2021.

**1,000+ Community Partner Organizations**
More than 1,000 organizations received philanthropic support from Aon in 2021, including the Red Cross and United Way.

**1,000 pro bono hours**
Donated more than 1,000 pro bono hours from our Legal team to under-served communities

**Aon contributed over $11.5 million in 2021 to philanthropic causes**

**Supporting the Vaccine Roll-Out**
We developed a supply-chain protection solution for COVID-19 vaccines to fight the pandemic globally, and donated all of the 2021 revenues earned from that solution to the COVID-19 Solidarity Response Fund, powered by the WHO Foundation and the United Nations Foundation in support of the World Health Organization (WHO).

**Apprenticeships**
We have committed $30 million to expand our apprenticeship initiative, and are launching programs in Texas, New York, Northern California, Minnesota, Philadelphia and Washington, D.C.

In the most recent 2020 compilation, our U.K. Apprenticeship program was included at number 52 in the Top 100 Apprenticeship Employers list published by the U.K. government.

**Ukrainian Colleague Support Fund**
In 2022, we established a colleague support fund for employees in Ukraine, providing crucial and timely support and resources for those affected by the conflict with Russia.

**Full-time employees can participate in civic engagement through community-based volunteering, and in the U.S., the organization encourages colleague charitable giving by matching individual contributions up to $1,000 for any 501(c)(3) nonprofit**
Governance: Aon's 2021 Highlights

Environmental, social, and governance (ESG) issues are a pressing concern for business leaders. Investors, regulators and other stakeholders are assessing ESG obligations with increasing scrutiny; both risks and opportunities are evolving.

We are focused on continuous improvement of corporate governance to deliver long-term value for all stakeholders.

**Aon approaches risk mitigation and governance through firm-wide policies and processes:**

- Board review of ESG within Enterprise Risk Management
- Executive ESG Committee drives strategy
- Strong cyber security, compliance and data privacy programs
- All colleagues and suppliers are required to comply with Aon’s Code of Business Conduct
- Confidential Ethics Helpline available to colleagues
- Enhancement of disclosures and resources such as our TCFD Index and U.S. EEO-1 — available at aon.com and through our [2021 ESG Impact Report](https://aon.com)

**Board of Directors**

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<tr>
<th>Diversity</th>
<th>Status</th>
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<tbody>
<tr>
<td>Racial/Ethnic Diversity: 36%</td>
<td>✔</td>
</tr>
<tr>
<td>Independent directors: 10 out of 11</td>
<td>✔</td>
</tr>
<tr>
<td>Gender Diversity: 27% Women</td>
<td>✔</td>
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</table>

*Directors elected June 17, 2022*
Aon plc (NYSE: AON) exists to shape decisions for the better—to protect and enrich the lives of people around the world. Our colleagues provide our clients in over 120 countries with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.

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The goals, targets and commitments discussed in this report are aspirational. As such, no guarantees or promises are made that any such goals, targets or commitments will be met. In addition to goals, targets and commitments, this report contains certain other statements related to future results, or states Aon’s intentions, beliefs and expectations or predictions for the future, which are forward-looking statements as that term is defined in the Private Securities Litigation Reform Act of 1995. The words “believes,” “expects,” “anticipates,” “intends,” “plans,” “potential,” “should” and similar expressions identify forward-looking statements. These forward-looking statements are subject to certain risks and uncertainties that could cause actual results to differ materially from either historical or anticipated results depending on a variety of factors. Any or all of Aon’s forward-looking statements may turn out to be inaccurate, and there are no guarantees about Aon’s performance. Aon operates in a dynamic business environment in which new risks may emerge frequently. Accordingly, you should not place undue reliance on forward-looking statements, which speak only as of the dates on which they are made. Further information concerning Aon and its businesses, including factors that potentially could materially affect Aon’s financial results, is contained in Aon’s filings with the SEC. See “Risk Factors” in Aon’s Annual Report on Form 10-K, for the year ended December 31, 2020 for a further discussion of risks and uncertainties applicable to Aon and its businesses. Those risks may be related or supplemented in subsequent reports filed with the Securities and Exchange Commission (the “SEC”). Aon is not under, and expressly disclaims, any obligation to update or alter any forward-looking statement that it may make from time to time, whether as a result of new information, future events or otherwise, except as specifically required by law.

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

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