



RECONCILIATION
ACTION PLAN

REFLECT

AON

Empower Results®

Aon Australia

Reflect Reconciliation Action Plan

January 2018 – January 2019

Artwork

Artist: Emrhan Tjapanangka Sultan

Region: Luritja, Central Australia

Dreaming: *Honey Ants Hunters & Gatherers*

Medium: Acrylic paints on canvas

Original Artwork Size: 41.0cm x 42.0cm

Emrhan predominantly works in acrylic paint on canvas, leaning towards ochre colours that reflect his country and bloodlines. *Honey Ants* is part of his connection to country and is also his Dreamtime story and a central theme in his art.

The stories are of honey ants reflecting people working together in the community. Elders and story tellers sharing knowledge to the wider community. This painting ultimately reflects everyone coming together sharing their experience.

Honey ants in nature work together as a community towards the same goal to achieve a harmonious ecosystem for all.

The *Honey Ant Dreaming* tells the story of inclusiveness, that every person has a role to play and every role is part of an eternal link amounting to the betterment of the community. That each is as important as the other.

The *Honey Ant Dreaming* reflects people working together in the community. Elders and story tellers sharing knowledge to the wider community in order for inter-generational knowledge and lore to be passed down.

“Honey Ants are a Dreamtime story that travels throughout country. It reminds you where you have come from; it connects you and grounds you. It brings you back.”

-Emrhan Tjapanangka Sultan

Artwork provided by:



DREAMTIME
ART

Trusted advisors for Indigenous Arts
Management



The Aon Story

We are the preeminent professional services firm focused on Risk and People

We Empower Results across Risk, Retirement and Health.



ENABLED BY



Our integrated solutions are fuelled by an unmatched investment in Data & Analytics and our ability to mobilise Capital.

"Aon's mission is to empower economic and human possibility for clients, colleagues and communities around the world. To us, this means we won't be satisfied until we are consistently delivering real social impact.

It's what happens when we solve critical issues for individuals, organisations, industries and countries. We want to be a brand that does good in the world, and the work of each of our colleagues is critical to achieving this."

**James Baum, Chief Executive Officer
- Commercial Risk Solutions, Health
Solutions and Affinity**



Everything starts with the client

The Aon Client Promise, the foundation of all our client relationships, puts listening to the needs and objectives of our clients at the heart of everything we do: we work as partners with our clients to develop trust and deliver business value.

We're global in scale, local in focus

We are fully integrated to leverage our global scale and local knowledge, bringing together experts from every part of our business to help our clients as needed.

We bring a full range of expertise

Our experience and proprietary data means we see and know more than anyone else, helping us bring clients deep subject-matter experts with better solutions – before they know they need them.

We deliver an integrated approach to client needs

We have made understanding clients' needs a top priority for every colleague, establishing a Client Promise Academy specifically designed to help our teams better address clients' issues and solve them collaboratively.

Aon Client Promise Framework

Our Commitment to You





Who we are and where we operate

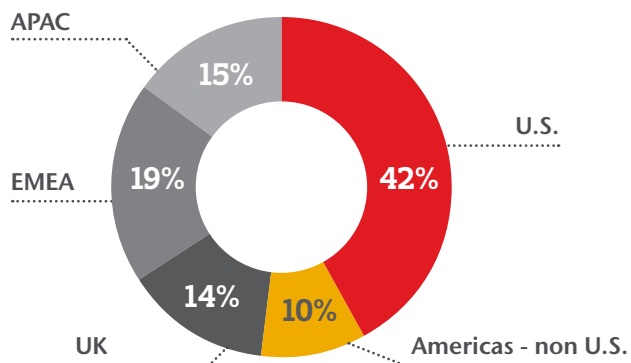
Aon is a leading global professional services firm providing a broad range of risk, retirement and health solutions. Our 50,000 colleagues in 120 countries empower results for clients by using proprietary data and analytics to deliver insights that reduce volatility and improve performance.

One Portfolio of Solutions

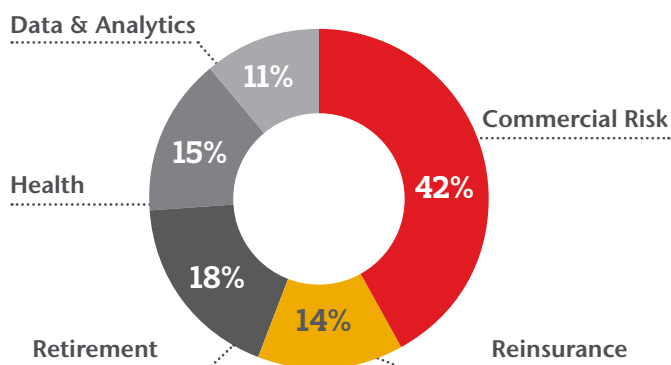
A Single Segment P/L, with 5 Revenue Lines

Commercial Risk Solutions	<ul style="list-style-type: none"> » #1 primary insurance brokerage » +\$60B bound premium annually » +90% average retention
Reinsurance Solutions	<ul style="list-style-type: none"> » #1 treaty and facultative brokerage » +\$30B bound premium annually » 24 consecutive quarters net new business in core treaty
Retirement Solutions	<ul style="list-style-type: none"> » +4T assets under independent advisory » \$100B assets under delegated management » 1000's of companies trust their retirement plans to Aon
Health Solutions	<ul style="list-style-type: none"> » #1 provider of health exchange solutions » Leading provider of global health and benefits » \$180B in premium and equivalents placed globally
Data & Analytic Services	<ul style="list-style-type: none"> » \$400M annual investment in data and analytics » \$170B bound premium through Aon inpoint platform » +30M individual customers from +200 organisations served by Aon Affinity

2016 Total Revenue by Geography¹



2016 Total Revenue by Line²



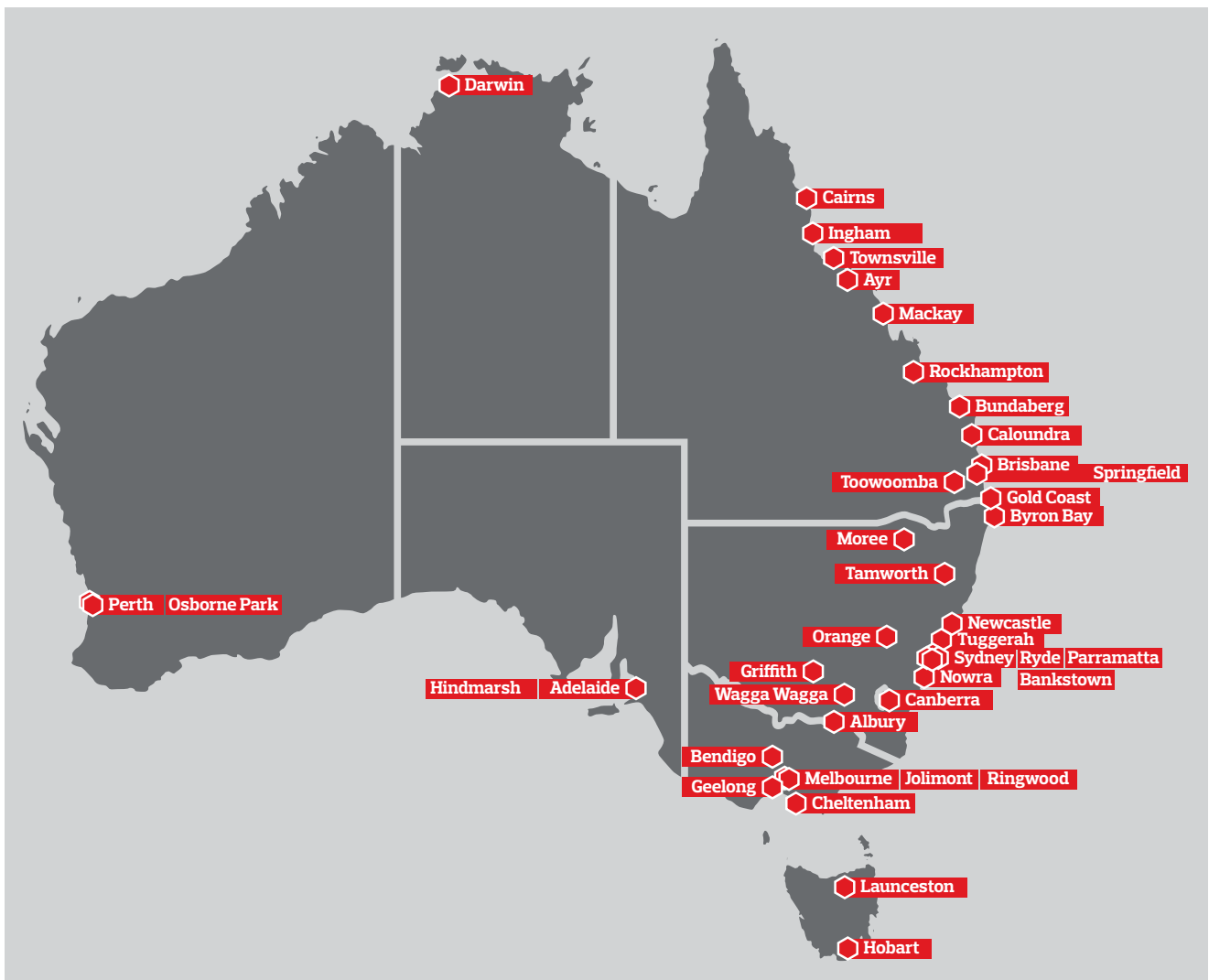
¹ Represents pro-forma revenue from continuing operations



We are the largest organisation of our type in the Australia Pacific region, focusing on the management of business risk. We have a branch network that extends across every state and territory with offices in capital cities and regional centres. In Australia we have over 1800 employees who operate in more than 35 offices.

At this stage we are not aware of how many Aboriginal and Torres Strait Islander colleagues we have.

Our locations around Australia:



Our Reconciliation Action Plan

Why is Aon developing a RAP?

Our RAP marks the beginning of our journey as Aon to connect with, and in a meaningful way, positively impact Aboriginal and Torres Strait Islander communities, on a social level as well as in the business context. We are looking to create greater diversity within our organisation, so that we are well positioned into the future to engage with Aboriginal and Torres Strait Islander communities throughout Australia.

Our RAP will align with our global Mission and Vision, and be integrated with our Pacific People Strategy. We use diversity and inclusion to fuel innovation and drive collaboration, not just within Aon but across communities in Australia.

Aon has been actively engaging with Aboriginal and Torres Strait Islander businesses and communities since the 1980s, through delivery of our core capabilities. Our charitable foundation has also been supporting a number of initiatives across a breadth of communities and cultures.

Our vision for reconciliation

Aon's vision is to partner with Aboriginal and Torres Strait Islander people and their communities to empower economic and human possibility and to create social impact. We aim to deliver community value through our collective expertise in risk management across all of Aon's core capabilities.

"Inclusion is a powerful force that drives better outcomes for individuals and for businesses. When we commit to a work environment where everyone has a voice and where we are open to learning from those with different perspectives, we build stronger teams and spark new levels of innovation."

**Greg Case, President and CEO
– Aon Plc.**

Championing our RAP

We will be taking a 'One Aon' approach to our RAP, and as such the RAP will be championed by the Aon United Board, comprising leaders of our businesses and our shared service functions:

James Baum, Chief Executive Officer, Australia, Commercial Risk Solutions, Health Solutions and Affinity

Steve Gaffney, Chief Executive Officer, Pacific, Retirement Solutions

Rob De Souza, President APAC, CEO, Australia & New Zealand, Reinsurance Solutions

William Hooper, Chief Financial Officer and Chief Operating Officer, Aon Pacific

Josephine Simeone, Director of People and Culture, Aon Pacific

Our RAP working group

At an implementation and integration level, our RAP is championed by James Baum, CEO of Commercial Risk Solutions, Health Solutions and Affinity, and driven by the RAP working group made up of representatives across the business:

Kevin O'Reilly – Director, Industry Verticals

Erin Morra – Project Manager, Operations

Sharni Fitch - Branch Manager, Darwin

Gabby Dennis – Category Delivery Manager

Sue McCorrison - IT Procurement & Admin

Kate Bible – Senior Actuary, Reinsurance Solutions

Nick Vindin – Senior Communications Consultant, smartMonday

Lisa Thai – Procurement Officer

Kim Johnson - Head of Organisation Development

Jennifer Sandvold - Senior Manager, Marketing & Communications

At this stage we do not have any Aboriginal or Torres Strait Islander people on our working group. We are in the process of promoting the opportunity to join the working group across the organisation with the aim of widening the group's diversity.

Therefore the Aon RAP working group enlisted the support of Warren Mundine, Managing Director of NyunggaBlack.

The Diversity and Inclusion Council and the Aon United Board have endorsed our RAP and have approved it for submission to Reconciliation Australia.

Our partnerships and current activities

Reconciliation Activities

Aon delivers social impact to Aboriginal communities by offering services that mitigate organisational and community risks and enable organisations to protect their resources and assets. Through this, organisations have been able to redirect their funds into community programs and projects. We presently work with Shire Councils, Aboriginal associations, Aboriginal Land Councils, health organisations, sporting clubs, community housing, community schools and corporations.

Aboriginal Shire Councils

Through our insurance broking and risk management services, we assist Aboriginal Shire Councils by mitigating their risks and achieving competitive market insurance premium pricing that makes Councils more financially sustainable by reducing their expenses against the limited revenues they receive. This thereby assists Councils to ensure much of that revenue gets to constituents on the ground via Council programs and projects for community benefit.

Aboriginal Land Councils

Aon currently acts for 10 Aboriginal land councils, in the development and implementation of sound risk management, legal compliance and systems and processes, with the aim of enabling the land councils to realise the potential of their land and people.

Aboriginal Community Housing

Through our insurance broking services, we also assist various Aboriginal community housing organisations by transferring their insurable risks with enhanced industry policy wordings tailored specifically to the community housing segment. As part of these arrangements we focus on achieving sustainable competitive insurance pricing, whilst balancing the needs of the segment for broader cover in specific circumstances than is generally afforded by the insurance market. Further, Aon's extensive suite of risk management services is deployed across this segment to assist the Aboriginal community housing organisations quantify, understand and protect their risk appropriately.

Support for Aboriginal and Torres Strait Islander Business Initiatives

Aon was a sponsor of the NATSIC National Aboriginal Transport Conference in Cairns on 23-24 August 2017, to assist with promoting and supporting the growth and success of Aboriginal transport businesses.

Governance Support for Aboriginal Boards

Aon have worked with Aboriginal and Torres Strait Islander businesses to develop and promote a Governance Evaluation Tool to assist Aboriginal Boards assess the performance of their Board and their organisation, thereby leading to enhancements in governance, decision making, organisational effectiveness and financial sustainability.

Charitable Activities

Aon's charity support makes big impact on the Black Dog Institute

The Aon Charitable Foundation is pleased to partner with the Black Dog Institute since 2016. A major part of our support is our annual financial donation of \$50,000, to assist Black Dog programs.

One of these key programs is PhD cadetship for Aboriginal and Torres Strait Islander people, which allows Black Dog to be part of building the next generation of First Australian researchers and academics. Black Dog works with the Nanga Mai Macquarie University Cadetship Program, which provides support for Aboriginal and Torres Strait Islander students. Black Dog provides one-day-a-week paid employment where the student contributes to research projects, is part of the life of the Institute, and learns a range of research skills

Introducing Taylor-Jai, future doctor

Black Dog Institute have recently recruited their researcher thanks to the Aon Charitable Foundation. Taylor-Jai is studying Psychology (Honours) at Macquarie University. Her aim is to continue her studies and complete a Clinical Masters and PhD. Taylor-Jai's career aspirations are to become a clinical psychologist, specialising in deaf- and hearing-impaired people and communicating through Auslan. As an Aboriginal woman, she also aspires to work with Aboriginal and Torres Strait Islander communities. Taylor-Jai has a special interest in crisis management and suicide intervention, as she has discovered through her volunteering with Lifeline and would like to pursue a career that includes aspects of these interests.





Our Goals

Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish a RAP Working Group	Form a RAP Working Group that is operational to support the development of our RAP, comprising of Aboriginal and Torres Strait Islander peoples and decision-making staff from across our organisation.	31 December 2017	Head of Organisation
2. Build internal and external relationships	Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our local area or sphere of influence that we could approach to connect with on our reconciliation journey.	30 April 2018	Managing Director, Commercial
	Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey.	30 April 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity
	Build partnerships with Aboriginal and Torres Strait Islander peoples and organisations.	31 Dec 2018	Managing Director, Commercial
3. Participate in and celebrate National Reconciliation Week (NRW)	Encourage our staff to attend a NRW event.	3 June 2018	Director, Industry Verticals
	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	24 April 2018	Head of Organisation Development
	Ensure our Working Group participates in an external event to recognise and celebrate NRW.	3 June 2018	Head of Organisation
4. Raise internal awareness of our RAP	Develop and implement a plan to raise awareness amongst all staff across the organisation about our RAP commitments.	31 March 2018	Senior Manager, Marketing & Communications
	Develop and implement a plan to engage and inform key internal stakeholders of their responsibilities within our RAP.	31 March 2018	Director, Industry Verticals
	Engage our senior leaders in the delivery of RAP outcomes.	1 March 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity
	Raise external awareness of our RAP.	31 Dec 2018	Senior Manager, Marketing & Communications



Respect

Action	Deliverable	Timeline	Responsibility
1. Investigate Aboriginal and Torres Strait Islander cultural learning and development	Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation.	30 April 2018	Head of Organisation Development
	Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievement.	31 July 2018	Head of Organisation Development
	Conduct a review of cultural awareness training needs within our organisation.	30 April 2018	Head of Organisation Development
	Communicate and encourage staff to use Reconciliation Australia's Share Our Pride online tool to all staff.	30 June 2018	Head of Organisation Development
2. Participate in and celebrate NAIDOC Week	Raise awareness and share information amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal and Torres Strait Islander peoples and communities.	30 June 2018	Head of Organisation Development
	Introduce our staff to NAIDOC Week by promoting community events in our local area.	30 June 2018	Head of Organisation Development
	Ensure our Working Group participates in an external NAIDOC Week event.	8 July 2018	Head of Organisation
3. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocols	Explore who the Traditional Owners are of the lands and waters in our local area.	30 April 2018	Branch Manager Darwin
	Scope and develop a list of local Traditional Owners of the lands and waters within our organisations sphere of influence.	30 June 2018	Head of Organisation Development
	Develop and implement a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols).	31 May 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity
	Develop a proposal for the inclusion of the RAP Working Group Acknowledgement of Country and Welcome to Country protocols at formal Aon events conducted internally and externally.	30 April 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity



Opportunities

Action	Deliverable	Timeline	Responsibility
1. Investigate Aboriginal and Torres Strait Islander employment	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	1 December 2018	Director, People and Culture
	Identify current Aboriginal and Torres Strait Islander staff to inform future employment and development opportunities.	1 May 2018	Director, People and Culture
2. Investigate Aboriginal and Torres Strait Islander supplier diversity	Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses.	1 Nov 2018	Regional Controller, Pacific
	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	31 Dec 2018	Regional Controller, Pacific
3. Investigate talent acquisition and development opportunities for Aboriginal and Torres Strait Islander colleagues	Develop a strategic sourcing plan to source and hire Aboriginal and Torres Strait Islander peoples	31 October 2018	Director, People and Culture
	Develop specific development opportunities/programs for Aboriginal and Torres Strait Islander colleagues to enable them to grow their careers with Aon.	30 September 2018	Head of Organisation Development



Tracking and Progress

Action	Deliverable	Timeline	Responsibility
1. Build support for the RAP	Define resource needs for RAP development and implementation.	1 January 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity
	Define systems and capability needs to track, measure and report on RAP activities.	30 April 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity
	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	30 September 2018	CEO, Commercial Risk Solutions, Health Solutions & Affinity
2. Review and Refresh RAP	Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	1 January 2019	Head of Organisation Development
	Submit draft RAP to Reconciliation Australia for formal review and endorsement.	31 March 2019	Head of Organisation Development



Contact Us

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