

Innovate Reconciliation Action Plan

March 2024 – March 2026



“

**In the spirit of reconciliation,
Aon acknowledges and pays
respect to the Traditional
Custodians throughout
Australia. We pay our respects
to them and their cultures, and
to Elders past and present.”**

About the Artwork

In August 2023, Aon hosted its annual Leadership & Growth Conference. The theme of the conference was 'Growth with Purpose', which delved into how our firm continues to realise its purpose of protecting and enriching the lives of our colleagues, clients and communities around the world. Aon hosted an auction during the Charity Fundraising Gala Dinner for our charity collaboration with the Karrkad Kanjdji Trust (KKT).

KKT brings together landowners and like-minded supporters to strengthen the First Nations conservation movement: caring for country, culture and community. Stacey Irving, Chief Executive Officer of KKT, and Rosemary Nabalwad, Senior Ranger at Warddeken Land Management, attended the conference and shared more about the unique work that KKT does to address some of our nation's most pressing issues such as climate change, nature loss, gender equity and access to education.

Terminology

Throughout this Reconciliation Action Plan (RAP), the terms Aboriginal and Torres Strait Islander and First Nations are used interchangeably. For the purpose of this document, all terms refer to Aboriginal and/or Torres Strait Islander peoples of Australia. These terms do not reflect the diversity of Aboriginal and Torres Strait Islander peoples and Aon acknowledges that for some First Nations peoples, other cultural names may be preferred.

Image to the right: Marebu (Woven Pandanus Mat)
Artist: Vietta Bangarr
Photographer: Lewis Bin Doraho



About the Artwork

Rosemary and her sister, Lorna Nabalwad, carry on a tradition of fibre art by creating marebu artworks such as the one featured throughout our RAP, and one that they created specifically for Aon's charity auction

Rosemary and Lorna were taught to weave by their mothers and grandmothers, carrying on this ancient practice from their ancestors before them. Creating these marebus involves finding suitable pandanus trees, picking and stripping the leaves, gathering and digging for coloured dyes, drying the pandanus leaves, soaking them in the dyes, and then weaving them into a circular pattern. This is physically demanding women's work which has been recognised in many galleries and museums around the world. It is unique to Arnhem Land and each marebu shows the different colours present in each clan area.

There was lively bidding for the marebu artwork with one successful colleague finally taking the marebu home with the winning bid. However, Rosemary committed to making another marebu for Aon, which we plan to display in the reception area of our new Brisbane office. The marebu is still in the process of being made, and KKT have graciously provided us with a loan artwork in the meantime.

We are excited to continue to explore opportunities to work with KKT in the future.

Images below: Rosemary and Lorna with Marebu artwork



A Message from Reconciliation Australia

Reconciliation Australia commends Aon Australia on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With close to 3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Aon Australia continues to be part of a strong network of more than 2,200 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Aon Australia will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Aon Australia using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Aon Australia to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Aon Australia will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Aon Australia's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Aon Australia on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine,
Chief Executive Officer
Reconciliation Australia



A Message from the Chief Executive Officer of Aon Australia

I am proud to share Aon's second Innovate Reconciliation Action Plan, our most recent milestone in a journey that began for us in 2018.

Our firm exists to help shape decisions for the better and to protect and enrich the lives of people around the world. Now more than ever, business leaders need to take action and respond to challenges and opportunities. Our aim is to help businesses thrive while ensuring the communities they serve, and the people they employ, flourish.

We understand that meaningful reconciliation begins with acknowledging and addressing the systemic barriers and challenges that Aboriginal and Torres Strait Islander peoples face. Over the past five years, we have been on a journey of learning, understanding and growth to support this goal.

While I am proud to say that we have made significant progress, we know that our work is far from over and acknowledge that reconciliation is an ongoing process that requires continuous effort and commitment. To achieve our vision for reconciliation, we recognise that we must work in partnership with First Nations peoples and prioritise their voices and perspectives. We must also continue to educate

ourselves and others on the ongoing impacts of systemic racism and commit to overcoming structures that perpetuate inequality.

As we look forward and continue our commitment to reconciliation, we see significant opportunities to build on this progress and increase the overall impact of our firm on our communities. We are confident that when we take the path toward innovation and collaboration, we will turn the challenges in front of us today into opportunities that will deliver a better tomorrow.

Jennifer Richards,
CEO of Aon Australia



Our Vision for Reconciliation

We envision a future where Aboriginal and Torres Strait Islander peoples are able to live with dignity, respect and opportunity, and where diversity is celebrated as a strength. For Aon, this means leveraging our knowledge and expertise across insurance broking, risk management and talent consulting, to preserve and celebrate First Nations cultural heritage. We will work with Aboriginal and Torres Strait Islander clients, communities and organisations to realise this vision.

At Aon, we will actively support reconciliation by:

- Collaborating with Aboriginal and Torres Strait Islander clients, organisations, and communities to build their risk resilience, knowledge and capability – to be empowered to make decisions for the better
- Celebrating Aboriginal and Torres Strait Islander cultures as a proud part of a shared national identity
- Improving cultural awareness to ensure our colleagues and stakeholders understand and value Aboriginal and Torres Strait Islander cultures, rights, and experiences

- Supporting Aboriginal and Torres Strait Islander businesses through our procurement practices and employment.

We believe that reconciliation is an ongoing journey which will create a better future for our colleagues, our clients and our communities.

Images below: Growth With Purpose Conference



Aon is in the Business of Better Decisions

Our 50,000 colleagues provide our clients in over 120 countries and sovereignties with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business. Within Australia, we operate across 35 different office and branch locations.

We are dedicated to helping businesses meet the rapidly changing, increasingly complex and interconnected challenges of the world around them. Accordingly, we help our clients across four key areas of identified, unmet needs:

- Navigating new forms of volatility to attain stability and build competitive advantage
- Building a resilient workforce to help organisations and employees achieve full potential
- Rethinking access to capital to realise the potential of intangible assets and open new areas of growth
- Accelerating innovation to help organisations survive and thrive.



Our Colleague Experience

Aon employs over 1,500 colleagues in Australia, and we are currently aware of four self-identified Aboriginal and/or Torres Strait Islander colleagues within the wider team.

Our people are at the heart of our firm, and across Aon, we create a culture of opportunity for our colleagues. Through empowering and supporting them, Aon colleagues are more relevant, more connected, and more valued in ways that enable them to achieve their full professional potential.

More Relevant

To enable colleagues to be more relevant, we aim to provide a global Aon United learning experience, helping colleagues to collaborate more effectively to deliver high impact work while growing their careers. That means:

- World-class global learning and development
- Best-in-class tools and technology platforms
- Interesting and fulfilling work — opportunities for innovation, complex problem-solving
- Inspirational leadership.

More Connected

To enable colleagues to be more connected, we have invested heavily in technology to allow for a more agile and flexible workplace. Our leaders and colleagues are expected to actively support and play a part in creating a diverse and inclusive workplace, where colleagues experience a sense of belonging. That means:

- Collaborative, supportive and relationship-driven culture
- Inclusive leadership and environment
- Commitment to inclusion and diversity
- Agile working environment
- Globally consistent one firm strategy and client delivery model
- High-performing team dynamics.

More Valued

Going beyond fair and competitive pay and rewards, Aon offers a benefits program that supports balance and wellbeing. Colleagues are appreciated for their unique contributions and have numerous career development opportunities. This means:

- Transparent, fair, and competitive pay and rewards
- Holistic benefit programs
- Appreciative environment
- Global career development opportunities
- Linking individual contribution to meaningful impact for clients and society.

Who We Are

Everything we do is grounded in our Aon United culture. Our values are:

Committed as one firm to our purpose: We are determined to deliver results for our clients, each other, our firm, and our shareholders. We are steadfast about shaping decisions for the better. We are grounded in our mission, the needs of our clients and how we make a difference in the world.

United through trust as one inclusive, diverse team: We operate with a one firm mindset. We leverage teamwork, collaboration, trust, and respect to bring forth the best of our firm. We foster a culture of belonging where everyone has the potential to flourish.

Passionate about making our colleagues and clients successful: We go above and beyond for our clients to serve them with integrity, fully understand their needs and exceed their expectations. We are curious and innovative, seeking to achieve the unachievable. We chart new territory by solving unsolved problems, meeting unmet needs, and changing the status quo.



Our Reconciliation Action Plan

Our goal is to foster an inclusive and respectful workplace where all colleagues feel more relevant, more connected, and more valued. We appreciate and respect the perspectives and experiences of Aboriginal and Torres Strait Islander colleagues and aim to take tangible steps towards creating a more inclusive and equitable workplace and society.

Our hope for reconciliation extends beyond our internal operations to the communities we serve. We aim to develop risk management solutions that are culturally sensitive and responsive to the unique needs of Aboriginal and Torres Strait Islander peoples. We strive to build relationships with Aboriginal and Torres Strait Islander communities based on trust and mutual respect, and to work collaboratively with these communities.



Our second Innovate RAP demonstrates our continued commitment to reconciliation.



Our Reconciliation Journey

2023

- 230 colleagues attended a Voice to Parliament Information Session in the lead up to the 2023 referendum
- Raised \$148,000 for the Karrkad Kanjdji Trust at the Aon's Australia Growth with Purpose Conference
- Purchased \$10,000 of Australian Carbon Credit Units (ACCUs) through Arnhem Land Fire Abatement (ALFA) to offset carbon emissions from the Growth with Purpose Conference
- Celebrated NAIDOC Week through a First Nations catered morning tea in the Melbourne office
- Hosted our first ever virtual yarning circle for colleagues across the country

2022

- Developed a Cultural Protocol document and supporting resources to guide colleagues on Welcome to Country and Acknowledgement of Country
- Collaborating with INCO Australia to support the growth of technology tailored to Aboriginal and Torres Strait Islander communities
- Offset 339 metric tons of carbon, by purchasing Australian Carbon Credit Units (ACCUs) through the Aboriginal Carbon Foundation (AbCF)

- Hosted NAIDOC Week events in all our major metro locations, catered by Supply Nation certified businesses
- Invited Tahmai Byron to share her story at a global colleague event for International Day of the World's Indigenous Peoples

2021

- Aon colleagues donated books to the Aboriginal Literacy Foundation during our annual Festival of Giving
- Released our first Innovate RAP

2020

- Engaged Aboriginal artist Joanne Caines, a saltwater woman from the Wadi Wadi Clan from Dharrawal (Tharrawal) Country in South-East New South Wales for our Innovate RAP artwork

2019

- Became a Community collaborator to the Cowboys Community Foundation to deliver improvements in education, employment, and social outcomes for young First Nations people in the North Queensland region
- The Aon Charitable Foundation donated \$10,000 towards Black Dog Institute, which supported iBobby – the world's

first suicide prevention app designed for young Aboriginal and Torres Strait Islander peoples

- Aon and Swiss Re held a joint event during the Dive In Festival called Impact Through Reconciliation, discussing the benefits reconciliation can have on corporate culture, which was attended by 125 people
- Hosted an event for NAIDOC Week morning tea, collaborating with First Nations catering business to showcase bush ingredients

2018

- Launched our Reflect RAP, including the establishment of our Reconciliation Working Group
- Implemented Cultural Competency training through Corporate Culcha
- Became a member of Supply Nation and have continued to retain that membership since

We look forward to reviewing our progress at the conclusion of our next Reconciliation Action Plan.

Our Process

We have worked to engage multiple stakeholders throughout the development of this RAP, reflecting on our prior challenges and learning, while ensuring Aboriginal and Torres Strait Islander voices and perspectives were at the centre of the process.

Engagement with all colleagues through an online survey

The Reconciliation Working Group designed and distributed an online survey which was available for all colleagues in Australia to complete over a period of three weeks. The purpose of the survey was to seek feedback on our prior efforts to help inform the goals and objectives that Aon would focus on over the two-year period of our next RAP. We received insightful feedback from colleagues and have taken this into consideration when developing our RAP.

Consultation with Aboriginal and Torres Strait Islander colleagues

An important element of our RAP review and development process was ensuring Aboriginal and Torres Strait Islander voices and perspectives were at the heart of the work we were undertaking. To achieve this, we consulted with Aboriginal and Torres Strait Islander colleagues of Aon to understand the experience of working at Aon for these colleagues and seek to improve this experience through further actions in our RAP. In addition, we wanted to understand the unique perspectives that these colleagues had on how Aon could continue to embed reconciliation efforts within the firm.

Progressing relationships with our existing collaborations

Following consultations with colleagues, we engaged in conversations with organisations that Aon had collaborated with on deliverables outlined in the prior Innovate RAP. These discussions helped us to understand the strategic direction that we could take, while continuing to foster and build on these important relationships. Aon is appreciative and grateful to our collaborations, and we look forward to continuing these relationships to progress reconciliation efforts in our firm and industry.

Images below: NAIDOC Week Morning Tea



Our Learnings

Aon made progress in key areas of our previous Innovate RAP (2021 – 2023), however we also acknowledge that there are further opportunities for improvement, which we have highlighted below.



We have an opportunity to draw on our existing relationships to build a strategic approach to First Nations engagement

Aon has developed and nurtured several impactful relationships with Aboriginal and Torres Strait Islander businesses, as well as organisations that work with First Nations stakeholders. However, we have learned that our engagement with Aboriginal and Torres Strait Islander peoples, businesses and communities has occurred on an ad-hoc basis. We are grateful for the efforts that our colleagues and leaders have made to build these relationships, and we believe that a more strategic approach to engaging with First Nations stakeholders will help progress our vision. We aim to draw on our existing relationships to build this strategic approach to First Nations engagement, which we will solidify through the development of a principles of future engagement outline and an engagement plan.



Our business-as-usual practices should incorporate reconciliation activities to ensure continuity of these efforts

Similar to many other organisations, Aon experienced disruption to its reconciliation efforts as a result of the COVID-19 pandemic, as well as changes within our firm globally and at a regional level. These circumstances created a limited opportunity to support reconciliation efforts while our firm navigated and adapted to these changes. In particular, these challenges impacted our ability to develop core RAP strategies, however we are committed to developing these throughout this next RAP. As a result of these challenges, one of our key learnings is that must find a way to embed reconciliation efforts and activities into our everyday business practices, to ensure continuity during times of uncertainty and change. To facilitate this, we have strengthened our governance approach towards our RAP and highlighted these changes further in this document.



Accountability for RAP outcomes needs to be spread across our business and supported by improved governance

During the implementation of our previous Innovate RAP, we identified that responsibility for deliverables was assigned to limited colleagues within our firm. This meant that the reconciliation efforts were concentrated in the hands of a few, and when compounded with business disruption generally, the implementation of these deliverables was limited. We have learned from this to identify a greater and more diverse range of colleagues within our firm to take ownership of our deliverables, which we have taken into consideration in the development of this RAP. In addition, we will ensure accountability for these outcomes by embedding them in these colleague's performance goals.

Governance Structure

We have strengthened our governance approach to ensure reconciliation efforts are further embedded in our business operations and processes as we progress with our next RAP.

Reconciliation Working Group

Aon's Reconciliation Working Group is responsible for guiding the development and execution of our RAP. Members of the Reconciliation Working Group come from varying levels and business areas to ensure we have diverse representation in our team from across the firm.



We are proud that 40 percent of our Reconciliation Working Group is represented by Aboriginal and Torres Strait Islander colleagues.

The Reconciliation Working Group will meet on a monthly basis to ensure momentum is maintained on all RAP deliverables and identify any risks, obstacles and challenges that are encountered. We have also introduced greater structure to the Reconciliation Working Group by creating three work streams to support the firm in meeting its RAP deliverables – Communications, Events and Governance.

Governance Structure

Our Reconciliation Working Group

Alison Morrissey

Regional Manager
(Gold Coast & Byron Bay),
National
Bundjalung Country

Charlotte Martinkus

Graduate, Business
Consulting and Advisory
Yuggera Country

Eden Roberts

Client Executive, National
*Wiradjuri Woman,
Awabakal Country*

Jennifer Sandvold

Head of Communications,
Asia Pacific
Gadigal Country

Tahmai Byron

Client Executive, National
*Wiradjuri Woman,
Yuggera Country*

Sue McCorrison

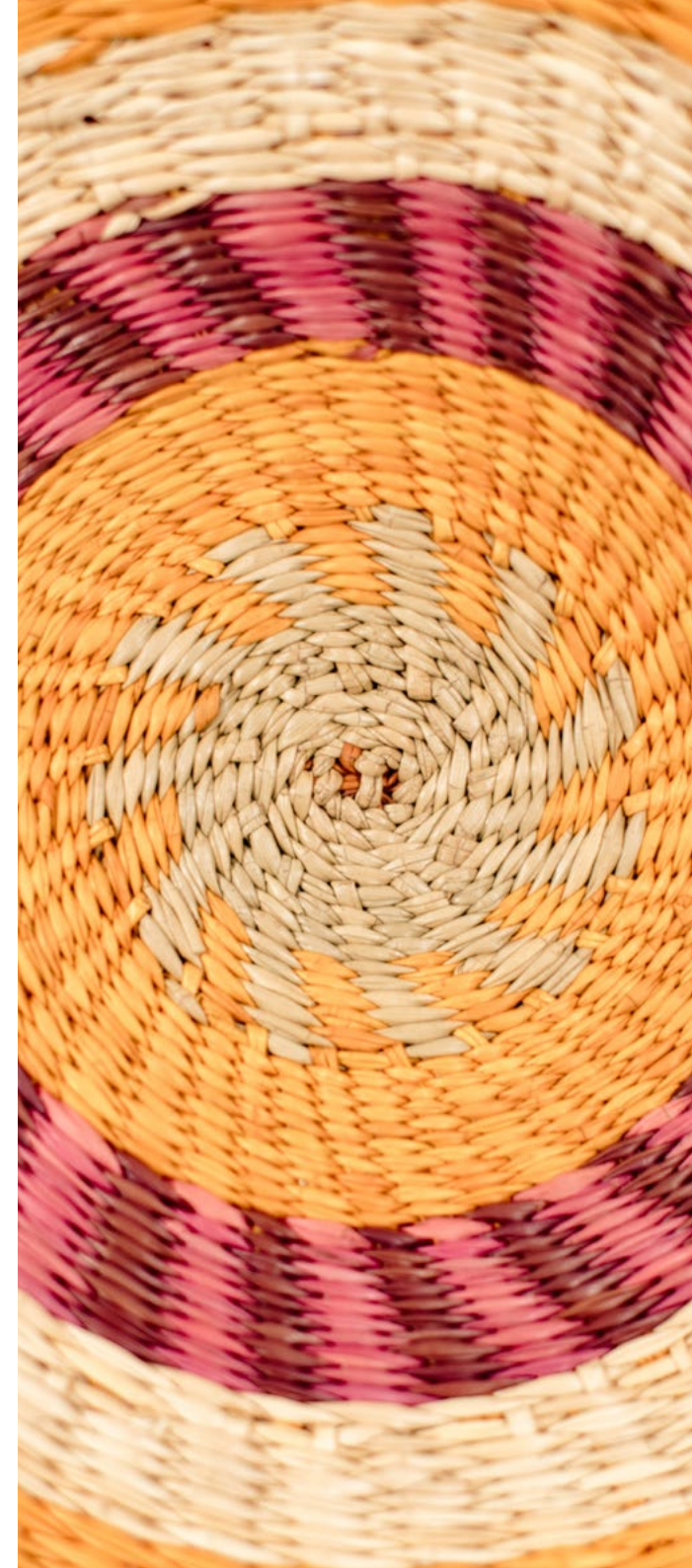
Procurement / Finance
Administrator
*Wadi Wadi Woman,
Gadigal Country*

Kate Bible

Senior Actuary,
Reinsurance Solutions
Gadigal Country

Lani Bauer

Client Executive, National
*Wakka Wakka Woman,
Darumbal Country*



RAP Champions

Aon's RAP is championed by two senior leaders within our firm, who actively support our vision for reconciliation both internally and externally. Our RAP Champions are positive leaders for reconciliation across the firm and sit within, or are connected to, the Australia Executive Leadership Team. The Reconciliation Working Group Chair meets with the two RAP Champions on a regular basis to escalate risks, issues, and barriers to the delivery of the RAP. The RAP Champions work with the Chair and the Chief Executive Officer, Australia to resolve these issues.



Alison Smith

Head of National
Wurundjeri Country



Kevin Baker

Regional Director (South-
East Australia), National
Wurundjeri Country

External First Nations Advisory Panel

Throughout the course of this RAP, we are also committed to investigating the formation of a First Nations Advisory Panel, consisting of external First Nations consultants to provide support and guidance to our firm in our reconciliation journey.



Impact Stories



Image: Badu Island Event

Impact Stories

Collaborating with the Karrkad Kanjdji Trust at the Growth with Purpose Conference

Stacey Irving, Chief Executive Officer of Karrkad Kanjdji Trust (KKT) and Rosemary Babulwad, Senior Ranger at Northern Land Council, joined us at the 2023 Growth with Purpose conference and shared more about the unique work that KKT does in bringing together First Nations ranger groups and communities. KKT's work addresses some of the most pressing regional issues, ranging from protecting native biodiversity and working to ensuring that remote communities have access to education. We are proud to share that over the course of the three-day conference, with the help of our generous colleagues and insurer sponsors, Aon raised \$148,000 for the charity – the highest fundraised amount that KKT has ever received.

In addition to the charity arrangement with KKT, Aon offset its carbon emissions for the conference with Arnhem Land Fire Abatement (ALFA).

Sponsoring the Mount Isa Mines Indigenous Rodeo Championships

In 2022, a new world championship rodeo event was created by Isa Rodeo Limited with Mona Aboriginal Corporation, which Aon was proud to sponsor. Aon has supported Mona

Aboriginal Corporation by securing public liability insurance for their youth program and station work. In addition, Aon has supported them in training their leaders and gaining their instructor and Trail Guide qualifications with Horse Safety Australia.

The first annual Mount Isa Mines Indigenous Rodeo Championships connected visitors with the northwest Queensland region, the local Kalkadoon people, their stories and culture as well as visiting First Nations communities of northern Queensland. It also created lasting memories, discovery, and learning. The event was also an opportunity to celebrate the many visiting Aboriginal and Torres Strait Islander communities through song, dance, art and storytelling.

The Mount Isa Mines Indigenous Rodeo Championships was supported by a new volunteer program and accredited certificate program for First Nations youth to participate in prior to and during the event. Mona Aboriginal Corporation runs both programs as an opportunity for First Nations youth from northwest and north Queensland communities to learn new skills and then put these into practise during the event.



Impact Stories

Offsetting Carbon Emissions through the Aboriginal Carbon Foundation

In 2022 our goal was to produce the first annual Leadership & Growth Conference with net zero emissions. 339 metric tons of carbon generated through travel as part of the conference was offset by the purchase of Australian Carbon Credit Units (ACCUs) through the Aboriginal Carbon Foundation (AbCF).

The AbCF is a not-for-profit organisation with an Aboriginal-majority board and staff and supplies Australian Carbon Credit Units with verified environmental, social, economic and cultural benefits through Community and Farmer Credits.

Aon purchased Community Credits which have environmental, social, economic and cultural core benefits that support knowledge sharing and learning. Some of the benefits of Community Credits include:

- Passing down of traditional ecological knowledge from Elders to younger generations
- Protection of rock art and sacred sites
- Protection of the environment through Aboriginal-led land and sea management

- Meaningful employment aligned with the interests and values of Traditional Custodians
- Contribution to increased pride and self-esteem of Aboriginal people.

Collaborating with Kinaway Chamber of Commerce

Kinaway Chamber of Commerce (Kinaway) is a leading Victorian organisation dedicated to supporting Victorian Aboriginal and Torres Strait Islander business owners. Their focus is on changing Aboriginal and Torres Strait Islander people's lives through a strength-based model of business ownership and participation in the Victorian economy.

In early 2023, Aon collaborated with Kinaway to enable access for member businesses to Aon's suite of services, as well as access to educational content. In reciprocity, Aon colleagues are empowered to attend cultural learning workshops that are run by Kinaway on a quarterly basis, to further their knowledge and understanding of Aboriginal and Torres Strait Islander cultures.



Image to the right: Kinaway Meet the Buyer Event

Impact Stories

Improving Mental Health in the Torres Strait Islands

Aon's community initiatives are underpinned by relationships with local charity arrangements, and we strive to support organisations who represent initiatives in education, welfare, healthcare and research, and the environment. We aim to create a meaningful and lasting impact through our community involvement through relationships with four charity collaborations, one of which is Black Dog Institute. In 2022, The Aon Charitable Foundation donated \$10,000 to BDI with the intention of using these funds to deliver mental health support to First Nations communities.

Dhadhin Geai Warriors organises the Island of Origin Rugby League Carnival on Badu Island each year. For the 2023 Carnival, BDI utilised the funds provided by The Aon Charitable Foundation to collaborate with Dhadhin Geai Warriors. The arrangement aims to enhance health and wellbeing of community members with a strong focus on participation in sport and other programs. Through this arrangement with BDI, mental health and suicide prevention safe messages were strongly promoted during the carnival and at other events. The Carnival committee also supported training and programs in mental health and suicide prevention provided by BDI to help build community capacity to minimise mental health and suicide prevention risks within their communities.



Relationships

An aerial photograph of a river. The left side of the river is a vibrant green, showing a textured, scale-like pattern. The right side is a muddy, brownish-tan color with visible meandering channels and ripples. Two small kayakers are visible in the center of the river, one slightly above the other. The word "Relationships" is overlaid in white text on the upper left portion of the image.

Relationships

We are committed to working with First Nations stakeholders and communities to understand and develop strategies and solutions for advancing reconciliation in a way that is respectful, collaborative, and culturally appropriate. We understand that building relationships of trust and respect takes time, and we are committed to taking a patient and sustained approach to these efforts.

1

| Action | Deliverable | Timeline | Responsibility |
|--|---|-------------------------------|--|
| Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations. | Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement. | June 2024 | Reconciliation Working Group, Chair |
| | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations. | September 2024 | Reconciliation Working Group, Chair |
| | Maintain and strengthen our current partnerships and relationships with First Nations stakeholders and organisations. | December 2024 and 2025 | Reconciliation Working Group, Chair |
| Build relationships through celebrating National Reconciliation Week (NRW). | Circulate Reconciliation Australia's NRW resources and reconciliation materials to our colleagues. | May 2024 and 2025 | Internal Communications Specialist |
| | Reconciliation Working Group members to participate in an external NRW event. | 27 May - 3 June 2024 and 2025 | Reconciliation Working Group Events Lead |
| | Encourage and support colleagues and senior leaders to participate in at least one external event to recognise and celebrate NRW. | 27 May - 3 June 2024 and 2025 | Head of Australia |
| | Organise at least one NRW event each year. | 27 May - 3 June 2024 and 2025 | Reconciliation Working Group Events Lead |
| | Register all our NRW events on Reconciliation Australia's NRW website | May 2024 and 2025 | Reconciliation Working Group Events Lead |

2

Relationships

3

Action

Promote reconciliation through our sphere of influence.

Deliverable

Develop and implement a colleague engagement strategy to raise awareness of reconciliation across our workforce.

Communicate our commitment to reconciliation externally.

Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.

Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.

Continue to work with Aon Charity Foundation charity partners to identify opportunities for those charities to support Aboriginal and Torres Strait Islander peoples and communities.

Review our Workplace Giving list and consider adding additional First Nations charities for colleagues to donate a portion of their pre-tax salary.

Timeline

December 2024

July 2024

December 2024

December 2025

December 2024 and 2025

August 2024 and 2025

Responsibility

Reconciliation Working Group Chair

Media Relations Manager, Pacific

Head of Australia

Reconciliation Working Group Chair

Manager, Aon Charitable Foundation

Manager, Aon Charitable Foundation

4

Promote positive race relations through anti-discrimination strategies.

Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.

Develop, implement, and communicate an anti-discrimination policy for our firm.

Engage with Aboriginal and Torres Strait Islander colleagues and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.

Educate the Executive Leadership Team and senior leaders on the effects of racism.

June 2024

December 2024

September 2024

September 2024

Head of People Operations & Services, Asia Pacific

Head of People Operations & Services, Asia Pacific

Head of People Operations & Services, Asia Pacific

Lead People Partner, Australia

Respect

Respect

Aon is committed as one firm to our purpose, united through trust as one inclusive, diverse team and we are passionate about supporting our colleagues and clients to succeed. We recognise and respect the unique cultures, histories and contributions of First Nations peoples and acknowledge the significant historical and ongoing injustices that they face. We believe it is our responsibility to listen and learn from Aboriginal and Torres Strait Islander peoples, to respect their self-determination and sovereignty, and to work with them towards reconciliation and healing.

5

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|--|
| Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. | Conduct a review of cultural learning needs within our firm. | March 2024 | Lead People Partner, Australia |
| | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy. | June 2024 | Lead People Partner, Australia |
| | Develop, implement, and communicate a cultural learning strategy document for our colleagues. | December 2024 | Lead People Partner, Australia |
| | Provide opportunities for Reconciliation Working Group members, People Partners and other colleagues in key leadership positions to participate in formal and structured cultural learning. | December 2025 | Head of Australia Lead People Partner, Australia |
| | Review our Cultural Awareness e-learning module and ensure new colleagues continue to receive this training. | March 2024 | Lead People Partner, Australia |
| | Investigate place-based cultural immersion opportunities for colleagues. | June 2024 | Lead People Partner, Australia |
| | Provide education and resources to colleagues on the Uluru Statement from the Heart through our intranet, Aon Avenue. | December 2025 | Reconciliation Working Group Communications Lead |
| | Explore volunteering opportunities with First Nations communities and organisations and communicate them to colleagues on a regular basis. | December 2024 | Manager, Aon Charitable Foundation |

Respect

6

Action

Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable

Increase our colleagues' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.

Timeline

March 2025

Responsibility

Reconciliation Working Group Communications Lead

Review and update our cultural protocol document, continuing to include protocols for Welcome to Country and Acknowledgement of Country.

June 2025

Reconciliation Working Group Chair

Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.

September 2025

Events Senior Specialist

Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.

December 2025

Head of Australia

7

Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Reconciliation Working Group to participate in an external NAIDOC Week event.

July 2024 and 2025

Reconciliation Working Group Events Lead

Review HR policies and procedures to remove barriers to colleagues participating in NAIDOC Week.

March 2024 and 2025

Head of People Operations & Services, Asia Pacific

Promote and encourage participation in external NAIDOC events to all colleagues.

July 2024 and 2025

Internal Communication Specialist

Host one event during NAIDOC Week each year.

July 2024 and 2025

Reconciliation Working Group Events Lead

8

Engage with First Nations clients in a way that is respectful and culturally safe.

Investigate processes to identify First Nations clients and First Nations focused services to help increase cultural safety.

July 2024

Service Manager, Business Improvement

Investigate opportunities to gather feedback from First Nations clients, to inform how we can increase the cultural safety of our services.

December 2024 and 2025

Reconciliation Working Group Chair

Opportunities



Opportunities

We believe that creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities will help to address the disparities in social and economic outcomes. At Aon, we support greater diversity and inclusion within the insurance and financial services industries, and we believe that by creating opportunities for Aboriginal and Torres Strait Islander peoples, organisations and communities will help to challenge and overcome systemic biases to create a more inclusive and innovative industry and society.

9

| Action | Deliverable | Timeline | Responsibility |
|--|---|---------------|--|
| Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development. | Build understanding of current Aboriginal and Torres Strait Islander colleagues to inform future employment and professional development opportunities. | December 2025 | Lead People Partner, Australia |
| | Review and update our self-identification questions in line with recommendations in Diversity Council Australia’s Counting Culture: Towards A Standardised Approach to Measuring and Reporting on Workforce Cultural Diversity in Australia report. | December 2024 | Lead People Partner, Australia |
| | Engage with Aboriginal and Torres Strait Islander colleagues to consult on our recruitment, retention, and professional development strategy. | March 2025 | Lead People Partner, Australia |
| | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention, and professional development strategy. | June 2025 | Lead People Partner, Australia |
| | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander candidates after consulting with our existing partners on recommended content and culturally safe channels. | December 2025 | Head of Talent Acquisition, Pacific |
| | Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace. | December 2025 | Head of People Operations & Services, Asia Pacific |
| | Investigate the feasibility of engaging Career Trackers in line with the goals and objectives of Aon’s Early Careers strategy. | December 2025 | Reconciliation Working Group Communications Lead |

Opportunities

10

| Action | Deliverable | Timeline | Responsibility |
|--|--|------------------------|--|
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy. | June 2024 | Head of APAC Spend Management & CRE |
| | Maintain Supply Nation membership and attend relevant events organised by Supply Nation. | June 2024 | Head of APAC Spend Management & CRE |
| | Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to colleagues. | September 2024 | Head of APAC Spend Management & CRE |
| | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses. | September 2024 | Head of APAC Spend Management & CRE |
| | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses. | December 2024 | Head of APAC Spend Management & CRE |
| | Provide education, tools and resources to Branch Managers and the Office Services & Facilities team to encourage engagement with Aboriginal and Torres Strait Islander suppliers for each office location. | December 2024 and 2025 | Head of APAC Spend Management & CRE |
| | When charity partnerships come up for review, identify and invite First Nations charities to apply for consideration. | December 2024 | Manager, Aon Charitable Foundation |
| | Advocate for the use of Supply Nation suppliers amongst our colleagues, clients and insurer partners.* | December 2024 | Head of Australia |
| Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes. | Host an event to bring awareness to First Nations participation in the carbon economy and invite colleagues, clients and insurer partners to attend. | December 2025 | Reconciliation Working Group Events Lead Chair of Environment & Sustainability Advisory Committee |
| | Where carbon offsets are required to offset Aon's emissions, prioritise the use of First Nations carbon credits. | December 2025 | Chair of Environment & Sustainability Advisory Committee |
| | Encourage the purchase of First Nations carbon credits to our colleagues, clients and insurer partners and facilitate connections to First Nations organisations operating in the carbon economy. | December 2025 | Chair of Environment & Sustainability Advisory Committee |

11

Governance



Governance

12

| Action | Deliverable | Timeline | Responsibility |
|---|---|---|------------------------------------|
| Establish and maintain an effective Reconciliation Working Group (RWG) to drive governance of the RAP. | Maintain Aboriginal and Torres Strait Islander representation on the RWG. | March, June, September, November, 2024 and 2025 | Reconciliation Working Group Chair |
| | Establish and apply a Terms of Reference for the RWG. | March 2024 | Reconciliation Working Group Chair |
| | Meet monthly to drive and monitor RAP implementation. | December 2024 and 2025 | Reconciliation Working Group Chair |
| | RAP Champions and Reconciliation Working Group Chair meet quarterly to raise issues, risks and barriers which require resolution. | March, June, September, November, 2024 and 2025 | Reconciliation Working Group Chair |
| | Investigate forming a First Nations Advisory Panel to support our firm with delivering its RAP commitments. | March 2024 | Reconciliation Working Group Chair |

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|---|---|--------------|--|
| Provide appropriate support for effective implementation of RAP commitments. | Define resource needs for RAP implementation. | January 2024 | RAP Champions |
| | Engage our senior leaders and other colleagues in the delivery of RAP commitments. | March 2024 | Head of Australia |
| | Maintain appropriate systems to track, measure and report on RAP commitments. | March 2024 | Reconciliation Working Group Governance Lead |
| | Maintain the appointment of internal RAP Champions from senior management. | July 2024 | Head of Australia |
| | Embed RAP deliverables in the annual performance goals of all colleagues who have accountability for those deliverables within this plan. | March 2024 | Lead People Partner, Australia |

Governance

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| Action | Deliverable | Timeline | Responsibility |
|---|---|---|--|
| Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. | Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. | June, 2024 and 2025 | Reconciliation Working Group Governance Lead |
| | Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey | 1 August, 2024 and 2025 | Reconciliation Working Group Secretary |
| | Complete and submit the annual RAP Impact Survey to Reconciliation Australia. | September, 2024 and 2025 | Reconciliation Working Group Governance Lead |
| | Report RAP progress to all colleagues and senior leaders quarterly. | March, June, September, November, 2024 and 2025 | Reconciliation Working Group Governance Lead |
| | Publicly report our RAP achievements, challenges, and learnings, annually. | December, 2024 and 2025 | PR Manager, Pacific |
| | Investigate participating in Reconciliation Australia’s biennial Workplace RAP Barometer. | May 2024 | Reconciliation Working Group Chair |
| | Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP. | December 2025 | Reconciliation Working Group Governance Lead |
| 15 Continue our reconciliation journey by developing our next RAP. | Register via Reconciliation Australia’s website to begin developing our next RAP. | June 2025 | Reconciliation Working Group Chair |



About Aon

[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 and sovereignties 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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