

AON

Better Decisions for a Better World

Impact Report 2024



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Introduction

A Message from our CEO

On behalf of colleagues across our firm, we are proud to share Aon's Impact Report for 2024, which highlights our collective efforts to shape decisions for the better and protect and enrich the lives of people around the world.

In 2024, we saw growing complexity and volatility for businesses and society driven by four profound transitions, what we call "megatrends," across Trade, Technology, Weather and Workforce. These interconnected trends have made it harder to make decisions on risk and people issues and the challenges and opportunities they present are why we committed to go further, faster to serve our clients, colleagues and communities.

To address these trends and better serve our industry, in 2024, we initiated our 3x3 Plan focused on three vital commitments over three years: to help our clients make better decisions on interconnected issues through our Risk Capital and Human Capital capabilities; to deliver to all client segments through our Aon Client Leadership model; and to deploy AI and advanced analytics to transform data into real-time, actionable insights and consistently excellent service through our global Aon Business Services platform.

With our 3x3 Plan — supported by a \$1 billion investment — we have the greatest opportunity in our history to drive impact as a firm. This Aon United focus is integral to everything we do, including our commitments to all our stakeholders related to sustainability, inclusion and wellbeing and governance issues.

At Aon, we are passionate about managing sustainability and proud of the steps we've taken in recent years to reduce our environmental impact by leveraging our one-firm Aon Business Services operating platform, all while advising our clients as they work to achieve their own environmental goals. We remain focused on achieving net-zero greenhouse gas emissions by 2030 for our Scope 1 and Scope 2 emissions, which are attributable to our own operations, alongside our efforts with our colleagues, clients, suppliers and other stakeholders to further reduce our shared impact on the environment.

Over the course of 2024, this focus has motivated our firm to innovate and dedicate resources to important causes and organizations. As the largest global broker operating in Ukraine, Aon's commitment to the country has compelled our firm to identify new opportunities for businesses to invest in the country and to stabilize the insurance market during and after the war. Last year, we marshalled a global effort that raised more than \$465 million in public and private capital to reinforce Ukraine's economy, enable foreign investment during the war and prepare for reconstruction.

Also in 2024, an insurance policy arranged by Aon for the International Federation of the Red Cross and Red Crescent Societies' (IFRC) Disaster Response Emergency Fund (DREF) resulted in its first-ever insurance-backed payout, providing crucial funding to communities in need. This crucial and innovative insurance policy highlights the potential of our industry to do more to support humanitarian organizations and the vital work they do to protect vulnerable populations.

None of this would have been possible without the expertise, insights and commitment of our 60,000 colleagues around the world. Through targeted programs, we seek to provide more paths for the next generation of leaders to succeed and grow, which helps businesses and communities thrive. This is why we prioritize and invest in support for our colleagues — through our next-generation colleague leadership programs — and our communities — through our volunteer, mentorship and apprenticeship initiatives. Since the inception of our programs in the U.S. and UK, more than 800 apprentices have been appointed at Aon.

While recognizing that there is still much work to be done, we are excited to share the progress highlighted in this report.

Greg Case
CEO, Aon plc

A Message from our Head of Strategic Finance and Corporate Sustainability

Thank you for your interest in Aon's 2024 Impact Report — which highlights progress in 2024 across our commitments related to sustainability, inclusion, wellbeing and governance.

The Report details the steps we took in 2024 to increase our environmental resiliency and advise clients on their environmental goals, innovative solutions we developed to support Ukraine and the International Federation of Red Cross and Red Crescent Societies, as well as other examples of positive outcomes we delivered for our colleagues, clients and communities.

Because of our Aon United structure — and the innovation made possible by our 3x3 Plan — we have continued to make progress across our core commitments and launched a series of new initiatives across key areas in 2024:

Environmental

Our strategy is focused on three major areas where we can drive meaningful impact: (1) Our own decarbonization efforts and investments in sustainability, (2) Our work to accelerate clients' climate resiliency and response, and (3) Collaboration with leaders and organizations to scale our ambitions.

As part of our commitment to sustainability, we are focused on achieving net-zero greenhouse gas emissions by 2030 for emissions attributable to our own operations (Scope 1 and Scope 2), working with colleagues, clients, suppliers and other stakeholders to further reduce our shared impact on the environment, and managing Scope 3 emissions through Responsible Sourcing. At the same time, we continue to innovate on behalf of our clients as they work to achieve their own environmental goals. And importantly, colleagues play a key role in this process — through driving innovation and efficiencies in collaboration with Aon Business Services and participating in many voluntary environmental projects in communities around the world.

Social

Our colleagues are at the core of everything we do as a firm, and our commitment to them is an essential part of how we do business. Creating an inclusive workplace and supporting colleague wellbeing are foundational to Aon's culture and values, and add to our colleagues' sense of belonging. This is reflected in our annual Colleague Support Survey, which saw colleague engagement overall rising six points to 86 percent — meaning nearly nine in 10 colleagues felt engaged at Aon. Our values are also central to our workplace programs, philanthropic efforts and community initiatives, which help our communities prosper and grow.

Governance

Understanding and delivering innovative, trusted solutions to help businesses and communities address their risks and opportunities has never been more important. Therefore, our leadership team, internal structures and governance approach support effective decision making across the entire firm. The progress Aon has made across its 3x3 Plan — and the investment made in our global Aon Business Services operating platform — has enabled our firm to improve the quality of our content and capabilities, while simultaneously mitigating risk by standardizing our operations and client delivery model to provide an increasingly consistent service to our clients.

As one Aon United firm, our commitment to creating sustained value for our clients, colleagues and stakeholders is as strong as ever and we look forward to building on the progress we delivered in 2024.

Elsa Ballard

Head of Strategic Finance and Corporate Sustainability,
Aon plc

Our Strategy: ESG at Aon — Better Decisions for a Better World

At Aon, helping clients manage risk — including ESG risk — is at the core of what we do. We see significant opportunity in enhancing our impact and delivering innovative client solutions.

Environmental

We remain passionate about managing sustainability and committed to achieving net-zero emissions through:

- Focusing on achieving net-zero by 2030 for emissions attributable to our own operations (Scope 1 and Scope 2).
- Working with colleagues, clients, suppliers and other stakeholders to further reduce our shared impact on the environment.
- Managing Scope 3 emissions through our Responsible Sourcing team and sustainability strategy.

Social

Our Aon United strategy defines our culture, including how we hire, retain, develop, reward and support our people:

- Support colleagues with opportunities to grow.
- Focused on building a culture that fosters inclusion, wellbeing, learning and development and civic outreach.
- Collaborate with partners from the communities where we live and work.
- Committed to building inclusive and thriving teams.

Governance

Our risk mitigation and governance is managed through firm-wide policies and processes:

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

Our Impact: ESG at Aon — Better Decisions for a Better World

At Aon, helping clients manage risk is at the core of what we do. We see significant opportunity in enhancing our impact and delivering innovative client solutions.

Our Own Impact

Environmental

At Aon, we are passionate about managing sustainability and proud of the steps we've taken in recent years to reduce our environmental impact.

- We have set ambitious targets, including a commitment to achieving net-zero greenhouse gas emissions from our own operations (Scope 1 and Scope 2 emissions) by 2030, alongside efforts with colleagues, clients, suppliers and other stakeholders to further reduce our shared impact on the environment.
- We will continue to address Scope 3 emissions collaboratively with our stakeholders to identify opportunities for reducing emissions across our value chain. We will also support the development and adoption of innovative low-carbon technologies.

Social

Sustainability Network

Colleagues from around the world meet regularly to share progress and best practices around local sustainability actions, driving engagement and improving environmental outcomes.

Our Aon United strategy defines our culture, including how we attract, retain, develop, reward and support our people*:

- Frequent colleague feedback and surveys enable responsive action to drive engagement.
- In 2024, our colleague engagement score is 86%, up from 80% in 2023, with nine out of 10 colleagues affirming that their manager cares about them.
- Our wellbeing engagement score is 81%, up from 78% in 2023. Also, our colleagues' perception of their managers' support for wellbeing has increased to 86%, from 84% in 2023.

Governance

Inclusive People Leadership is essential to Aon United culture:

Board of Directors Governance/Nominating Committee includes an Inclusion and Wellbeing Subcommittee.

Global Inclusive Leadership Council is focused on four pillars for meaningful progress: Recruitment, Promotion, Education and Representation.

Gender inclusion at every level with women representing: 53% of Aon Executive Committee, 44% of managers and 53% of new hires in 2024.

Inclusion and Talent Attraction through programs such as our global apprenticeships and partnerships with Historically Black Colleges and Universities in the U.S.

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

- Board review of ESG risks within Enterprise Risk Management.
- Executive ESG Committee comprised of senior leaders drives strategy.
- Strong cyber security, compliance and data privacy programs.
- AI Governance team assesses and prioritizes AI opportunities, solutions, and risks across the firm.

Solutions for Clients

Our Risk Capital capability enables our firm to deliver climate analytics and solutions at scale that help clients assess and quantify risk, build resiliency, accelerate their transition and unlock growth opportunities:

- Leading expertise in current and future climate and catastrophe modeling.
- Innovative solutions — such as catastrophe bonds, green captives, parametrics and intellectual property solutions — address risk and reduce volatility.
- Climate solutions help clients assess and quantify risk, build resiliency, accelerate their transition and unlock growth opportunities.

Responsible Sourcing

Our centralized purchasing through Aon Business Services seeks to engage and support our suppliers on their own sustainability journey.

Our Human Capital capability enables clients to protect and grow their people and their organizations:

- Global and local offerings help clients mitigate rising healthcare costs and improve employee health and physical wellbeing — while optimizing return on investment and employee value proposition.
- Our solutions drive workforce resilience, aligned with our clients' strategic and cultural goals.
- We help organizations to improve financial wellbeing and provide a more secure future for their people.

We help clients navigate volatility and complexity, with structure and processes that lead to better decisions:

- ESG risk assessments, advice and diagnostics help clients understand risk and address with Aon solutions.
- Tools such as the Cyber Risk Analyzer help clients make data-driven decisions to mitigate cyber risk.
- Expertise in optimizing D&O cover, with consideration of ESG and other risk factors.

*Numbers provided are representative of Aon colleagues, excluding NFP.

Environmental



Environmental Highlights

Aon's ESG strategy is focused on three major areas of environmental impact:

1. Our own decarbonization efforts and investments in sustainability.
2. Our work to accelerate clients' climate resiliency and response.
3. Collaboration with leaders and organizations to scale our ambitions.

Our Impact

At Aon, we are passionate about managing sustainability and proud of the steps we've taken in recent years to reduce our environmental impact.

As part of our commitment to sustainability, we are focused on:

- Achieving net-zero by 2030 for emissions attributable to our own operations (Scope 1 and Scope 2).
- Working with colleagues, clients, suppliers and other stakeholders to further reduce our shared impact on the environment.
- Managing Scope 3 emissions through our Responsible Sourcing team and sustainability strategy.

Longstanding Expertise

Within our core business, we have **leading expertise and data and analytics to help our clients address climate risks.**

Our **Risk Capital** teams help our clients assess and manage climate risk, which underpin the largest parts of our Reinsurance business.

Our climate advice and expertise is backed by Impact Forecasting, our climate and catastrophe modeling tool, which we've developed over more than two decades. We have some of the world's most sophisticated models on climate impact, supported by our own expertise and partnerships with leading universities.

Our **Human Capital Solutions** team has climate impact assessment and reporting capabilities to support clients as regulatory requirements evolve and increase.

To Deliver Client Solutions

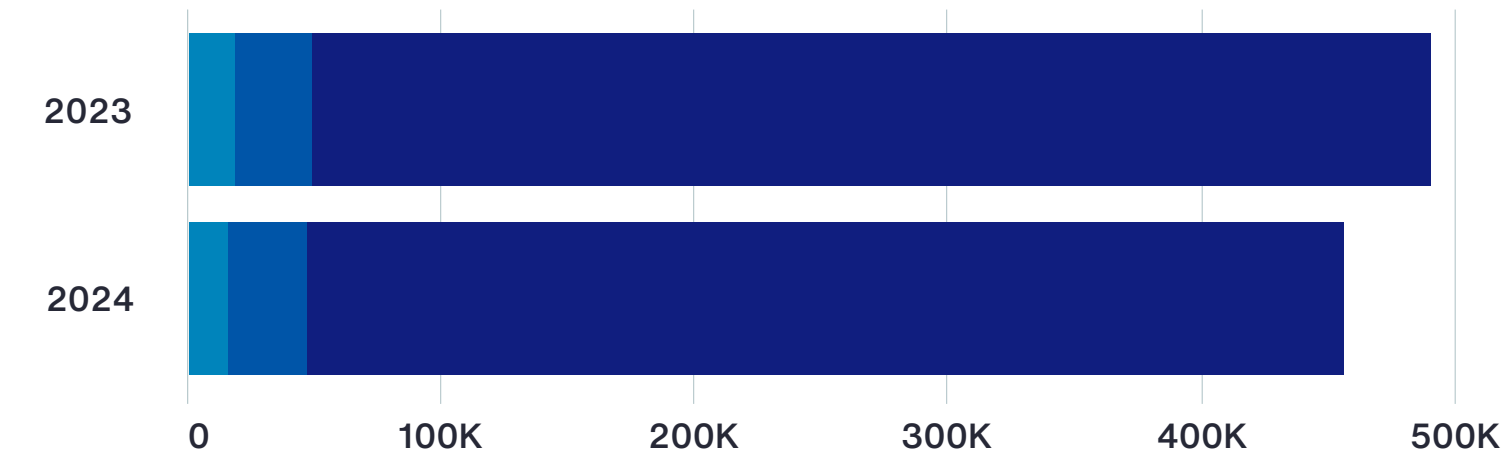
Increasing resilience against physical risks — Climate challenges are causing large-scale disruptions globally. We assess, mitigate and transfer climate-related physical risks to protect assets, reduce volatility and build resilience.

Reducing costs and volatility of transitioning to net zero — Climate-related laws and regulations are fast-evolving, leading to new sources of uncertainty and costs. We provide solutions that protect against reputation, litigation and other transition risks, as well as enable the responsible transition of assets and portfolios from brown to green.

Aon's **Property Risk Analyzer** assesses risk and optimizes a property insurance program. By modeling risk scenarios based on location-specific information, Property Risk Analyzer gives brokers the technology to change the conversation about risk and help clients make better, more informed decisions.

Greenhouse Gas Emissions*

Thousands of Tons of CO₂e



(CO ₂ e in tons)	Scope 1	Scope 2	Scope 1+2	Scope 3	Total
2023	16,790	32,188	48,978	450,060	499,039
2024	15,235	31,787	47,022	416,183	463,204

We continue to thoughtfully enhance our global and regional climate disclosures, including through our [TCFD Disclosure](#), and further drive centralization of our ESG Policies. For more information, see our [Supplemental ESG Information](#).

* Per the GHG Protocol, the emissions base year is subject to recalculation should a material change in total base year emissions be identified. In line with the GHG Protocol, we rebase calculations in the event of a change in methodology that would result in a 5% or greater change in our base year emissions. From 2023 to 2024 Aon revised its methodology. Please see [Aon's Greenhouse Gas Methodology disclosure](#) for more details.

Social



Social Highlights

Colleague **engagement and wellbeing**, continued **learning and development** and **inclusion** are foundational to Aon's culture and values and intrinsic to how we serve clients and our colleagues' sense of belonging. We live these values through connection and feedback with our colleagues, empowering their decision-making and professional growth and highlighting their inherent value within our organization and as members of our community.

Our Own Impact

Inclusion

- We recognize that inclusive teams produce better insights and solutions, deliver differentiated and distinctive outcomes for clients and advance our long-term success.
- We equip colleagues to live a commitment to inclusion in their daily work. **Our Inclusive People Leadership strategy** is grounded in colleagues leading the charge, embracing and modelling Aon United values and behaviors.
- Our **Global Inclusive Leadership Council** is focused on four key inclusion pillars for meaningful progress: Recruitment, Promotion, Education and Representation.
- Managers participate in **inclusive leadership programs** to help them learn and develop their inclusive leadership skills.

Learning and Development

- In 2024, our colleagues* participated in over **142,000 hours** of virtual and in-person facilitated learning, and online courses.
- This included more than 12,500 hours* of **Leadership Development** learning following the return of Pinnacle, Catalyst and external Leadership Development Programs.
- To help leverage our 3x3 Plan, our **Enterprise Client Leaders** take part in intensive learning sessions, hearing from Aon's executive leadership and experts from across the firm about the best way to deliver the 3x3 Plan.
- The **Accelerating Aon United** program helped more than 120 of the firm's top leaders increase understanding of the 3x3 Plan among the broader firm and energize colleagues into action.

Engagement and Wellbeing

- Colleagues are at the heart of — and foundational to — everything we do. We continue to embrace a culture of feedback, allowing our firm to be more agile in addressing the needs of our colleagues.
- As of December 31, 2024, Aon **colleague engagement* is 86 percent**, up from 80 percent in 2023.
- **Nine out of 10 colleagues*** told us that that their manager cares about them, surpassing the top quartile benchmark from our survey vendor's clients worldwide by three points.
- We facilitate **open, ongoing and direct communication** with colleagues through forums and town halls, surveys and our business resource groups. These channels allow our firm to rapidly gather insights and take action to deliver on the needs of colleagues in real time — ensuring **colleagues feel more connected, more valued and more relevant**.

Client Impact

Our Aon United strategy enables our firm to bring our clients integrated solutions from across **Human Capital** that support their own employees' physical, financial and overall wellbeing.

- We help clients mitigate rising health care costs and improve employee health, while optimizing investment in talent and rewards.
- We deliver solutions that improve employees' financial wellbeing, while our Responsible Investing practice helps clients embed their values in their investment portfolios.

- Our teams enable workforce resilience and our data-driven approach to colleague wellbeing helps us to deliver best practices internally as well as to clients.

Governance



Governance Highlights

Our governance structures help us to make better business decisions, manage risk and improve the way we serve our clients.

Our Own Impact

Board of Directors

- Our Board is focused on effective corporate governance to deliver long-term value for all stakeholders, including execution of the company's ERM and risk mitigation strategies.
- Our **AI Steering Committee** is made up of senior Aon leaders who assess and prioritize AI opportunities, solutions and risks across the firm. These leaders provide regular updates to our Board of Directors.
- As of March 2025, our board includes four women (31%) and four racially or ethnically diverse directors (31%).
- For More, see: [Board of Directors > Aon](#)

ESG and Risk Management

- Aon's colleagues and leadership continue to work across the firm — with partnership from management-led risk and product governance committees — to **inform decision making** while we grow the firm and serve our clients.
- Our **ESG Steering Committee** increased focus on risk through an enterprise-wide ESG risk assessment, closely aligned to Aon's overall enterprise risk management process.

Cybersecurity, Privacy, Data Compliance and AI

- Aon continues to focus on **protecting the personal and confidential data** of our clients and colleagues through enhancements to our safeguards and secure environment.
- Aon's **Global Privacy Office** and **Global Security Services** support enterprise-wide privacy and data protection — an area of ongoing investment.
- Aon is committed to **protecting sensitive data** and requires all colleagues to participate in annual training on data protection.
- Our **AI Governance team** assesses and prioritizes AI opportunities, solutions and risks across the firm.

Client Impact

Aon works with our clients to help them understand the ESG risks across their organizations and make better strategic and tactical decisions. For example, through our **Board Advisory Services**, our colleagues serve as formal, ongoing advisors to our clients' full board and select key committees of the board regarding evolving ESG and related sub-topics.

We remain committed to [strong governance practices](#) across the firm. We are also thoughtfully enhancing our global ESG disclosures, in our external reporting and other forms and centralizing all ESG Policies and Disclosures. For more information, see our [Supplemental ESG Information](#).

Impact Stories

Impact Stories

We continue to evolve our firm to address client needs with a focus on two key areas of business decision-making: Risk Capital — protecting an organization against risk and volatility — and Human Capital — growing the potential of the workforce. Below are just a few examples of how we are helping our clients address environmental and social challenges, and the difference we're making in communities around the world through our volunteer, mentorship and apprenticeship programs. Please follow the related links for additional details.

Click to read the full articles.

Environmental

[Enabling Private Finance in the Voluntary Carbon Market](#)

Helping to build a marketplace to support scaling of the Voluntary Carbon Market.

[Building a Sustainable Future for Aon in Dublin](#)

Aon's new Dublin office is one of Aon's most energy-efficient buildings.

[Sustainable Employee Transport in India](#)

Providing eco-friendly travel options to Aon's staff in India.

[Aon Japan's Go! Blue Works for Cleaner Oceans](#)

Promoting ocean conservation across Aon offices in Japan and across Asia-Pacific.

[Monitoring the Impact of Natural Catastrophes in Spain](#)

Aon Spain Foundation works to identify, measure, understand and help prevent damage from natural catastrophes.

[Helping Businesses Make Data-Driven Property Risk Decisions](#)

Aon's Property Risk Analyzer helps clients optimize the value of their property insurance programs.

[Modeling a Sustainable Future for a Major Financial Institution](#)

Working with a Swedish organization to assess climate risk across its private capital portfolio.

[Helping a U.S. Power Company Manage its Wildfire Risk](#)

Giving businesses a better understanding of the risk of wildfires caused by power lines.

[Aon Fixed Income Fund Aimed at Mitigating Climate Change](#)

Our Sustainable Multi-Asset Credit Fund aligns with UN Sustainable Development Goals.

[Accelerating Aid to Communities in Need](#)

Protecting the International Red Cross and Red Crescent Societies' disaster relief fund from volatility and increasing its ability to distribute much-needed funds.

[Helping Africa's Farmers Combat Climate Risk](#)

Enabling the African Development Bank to develop innovative de-risking solutions and assess and monitor the changing risk environment across the continent.

[Working with Lloyd's and the UN to Bolster Disaster Support in the Pacific](#)

The Global Disaster Resilience Vehicle helps improve recovery and increase disaster resilience.

Social

[Helping Businesses Manage Complex Health Care Costs](#)

Aon's Health Risk Analyzer provides a data-driven view of what's driving costs, risks and volatility.

[Helping Black Women Join the Job Market in Brazil](#)

Pretas e Prontas works with Black women to expand their work opportunities and gain financial independence.

[Improving Access to Education](#)

Our pro bono work with an Illinois legal advice organization helps parents secure the right education for their children with special educational needs and disabilities.

[Supporting Economic Recovery in Ukraine](#)

Aon's commitment to Ukraine has compelled our firm to build a global public and private coalition to support and invest in the country.

Governance

[Helping Clients Make Better D&O Decisions](#)

Informing and advising clients so they can make better decisions that protect their business and leadership.

[Hackathon Addresses Impact of Climate Change](#)

The Aon Centre for Innovation and Analytics in Singapore brought together colleagues to develop ways to address the impact of climate risks on an organization's workforce.



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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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