

Apprenticeships United

Empowering the Next Generation
of Talent in Risk & People



A Global Team United for the Next Generation of Talent



Talent is a key focus for businesses around the world. Industries with the most potential to further drive our global economy are facing an unprecedented training gap. We hear this from our clients, but also experience it ourselves. With the world around us changing quickly, leading to an increase in fast moving risks such as cyber-security and terrorism, businesses that align training to seize new opportunities and mitigate new threats will take the lead.

At Aon, we are committed to empowering the next generation of talent in risk and people. We want to hire the best, build the best and be the best. We recognize that Aon's success as a growing firm is directly linked to our continued ability to attract, engage and retain highly talented professionals around the world. In doing this we will enable our business units to realize the full potential of their people.

The motivation behind Apprenticeships United, our global apprenticeships program, is to further develop the next generation of talent and empower the business leaders of

tomorrow. Our clients deserve the best team at their service today and in the future. That is why we are determined to consolidate our position as the leading global provider of risk management, insurance and reinsurance brokerage, and human resources solutions and outsourcing services. We are also deeply committed to the communities in which we operate and want to play an integral role in providing solutions to one of the largest challenges facing our economies.

We realize that we cannot work in isolation, so we will continue to partner with leading educational institutions, governments and like-minded corporations to create opportunities for the next generation.

On behalf of Aon's global leadership team, I hope you will enjoy learning more about Aon's commitment to empowering the next generation of talent.

A handwritten signature in black ink that reads "Greg Case". The signature is written in a cursive, flowing style.

Greg Case
President & CEO, Aon plc

The Next Generation of Talent

Developing Unmatched Talent for the Future

Societies, governments and businesses around the world face a common challenge: ensuring the next generation of talent has the skills to thrive in a changing world. For many developed economies, youth unemployment levels are running high, potentially risking a “lost generation.” In emerging markets, a growing youth population is eager and ambitious but often lacks the necessary qualifications and training.

Meanwhile, new threats and opportunities are emerging all the time. Governments and businesses alike must adapt to an age in which the effects of climate change make meteorological disasters more likely and the threat of cyber-attack is ever-present. There is also the challenge of returning economies to long-term sustainable growth after the turmoil of recent years.

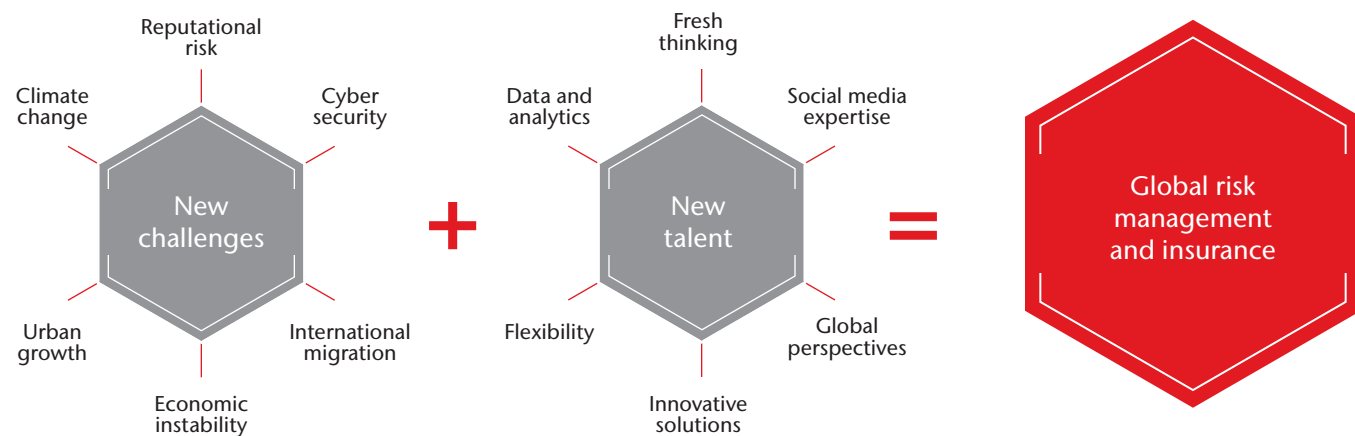
Insurance and risk management were designed to understand and manage a constantly changing world, providing the security that is crucial for economic growth. At Aon, we believe this growth starts by training and empowering the insurance professionals of tomorrow.

Developing Unmatched Talent is one of Aon’s three strategic pillars, alongside Distinctive Client Value and Operational Excellence. By expanding the opportunities to enter the global insurance sector, we can capitalize on the enthusiasm and experience of the widest possible pool of talent. And by seeing the world of insurance first hand, our young employees can understand how to help both our organization and our clients adapt to the challenges of the 21st century.

Aon’s Three Strategic Pillars

- 1 Developing Unmatched Talent
- 2 Distinctive Client Value
- 3 Operational Excellence

How New Talent Helps Tackle New Challenges



Apprenticeships United Global Hubs



*“The best way to attract the talent of tomorrow is to focus on **developing the talent of today.**”*

Dominic Christian
CEO, Aon UK

United States

Empowering the Next Generation of Talent in the United States

In 2012, Aon began a partnership with City Colleges of Chicago to create a comprehensive and structured program of learning and experience from the Harold Washington College through to Aon. The program gives students the opportunity to apply their studies to real-life business through paid apprenticeships, and, if they excel, achieve full-time employment with Aon.

Aon worked with City Colleges of Chicago to design and develop a new curriculum for business students called the “Insurance Pathway.” The curriculum focuses on insurance industry knowledge while also developing the soft skills vital to business success. Key courses include: Account Management, Business Processes, Business Communication, and Insurance Certification Preparation. Guest lecturers and job shadow opportunities also complement the formal structure.

During this two year full-time associate degree program, the Aon Scholars Program also matches students’ skills and interests with local businesses for additional on-the-job training. Aon works with City Colleges of Chicago and Goldman Sachs’ 10,000 Small Businesses program to select qualified Chicago-area small businesses for this ground breaking program.

Once a student has completed the Insurance Pathway curriculum, and the Aon Scholars program, he/she is eligible to apply for a paid apprenticeship at Aon. Apprentices are then eligible to apply for full-time employment, completing the transition from college student to full-time Aon employee.

Once a student has completed the Insurance Pathway curriculum, and the Aon Scholars program, he/she is eligible to apply for a paid apprenticeship at Aon.

“The Aon Scholars program launched my accounting career and reinforced my passion for accounting. It gave me the necessary tools and real world experience to help me grow in the accounting field.”

Susana Balcazar
Harold Washington College graduate,
Aon Scholar student and intern at Tilton, Kelly + Bell, L.L.C.

Partners in Addressing the Training Gap

Collaborating to Provide Students with the Skills they need for the Jobs of the Future

In September 2015, the U.S. Department of Labor announced that it would be awarding \$175 million in American Apprenticeship Grants to 46 public-private partnerships – the largest commitment to date aimed at addressing the training gap.

Aon is building on this momentum and working with educational institutions, financial services sector leaders and other partners to help maximize the potential of the government’s investment in key markets.

Aon believes that the financial services sector, including some of Aon’s clients, is well equipped to help drive training for and investment in the next generation.

“[It’s] a game change for a lot of people struggling to choose between going to work and going to college, when they can **do both**. With an **apprenticeship**, they’re able to ... earn while they **learn**.”

U.S. Vice President Joe Biden
April 2014



Future Leaders

Introducing the Next Generation of Talent



Sarah Kadir
Aon Risk Solutions EMEA

In addition to my day-to-day role in the Professional Services Group, I am having a tangible impact on Aon itself.

I'm a member of three project groups: Training and New Joiners, Tax Group and Professional Services Group Innovation Initiative Project. Each of these groups is tasked with finding new ways to utilize the insights from myself and others to improve the way the business is structured and functions.

I have had the opportunity to gain insight into the leadership at Aon under the mentorship of the Chairman of Aon Risk Solutions UK and The Americas. It was amazing to be given close contact with someone so senior in

the organization; and that experience allowed me to get a real understanding of the business as a whole.

I have also taken on the role of "buddy" to one of Aon's apprentices from the 2014 program. This has enabled me to share my knowledge and experience gained in the first 18 months of my career at Aon.

Finally, as part of Aon's "reverse mentoring" program I'm helping the CEO of Aon Risk Solutions EMEA master social media! I believe this is one of the areas where apprentices can really have the biggest impact on businesses by bringing in new skills, ideas and techniques.



Daniel Kinlan
Aon Risk Solutions London

When I first started the Aon apprenticeship, I could never have imagined the opportunities available to me and the range of skills I would learn.

I began my career in the Glasgow Office working with small and medium-sized clients and studying towards official industry qualifications. In 2014, I entered and won the Insurance Age "Broker Apprentice of the Year" competition, which was really exciting!

Since then, I've moved to our London office to work with the Global Broking Centre which is a really great opportunity for me and my

career. I've also taken a leading role in the formation of the Apprentice Network, which aims to help young apprentices make connections in our industry and promote insurance as a career to other young people.

I believe apprenticeships are a great way to get young people interested in our industry and I am keen to explain the benefits to others.

United Kingdom

Developing Unmatched Talent for the United Kingdom

As the historical and pre-eminent home of global insurance, London and the UK are vital to Aon's continued success. However, the country and the sector face unprecedented challenges from other global business centers. As the UK government identified in its Insurance Growth Action Plan, enhancing skills is crucial to strengthening an industry that employs more than 300,000 people across the country.

The insurance professionals of tomorrow need the technical and analytical skills to understand and react to the risks and opportunities of the 21st century. This will require attracting a new generation of talent by demonstrating the value of insurance and expanding opportunities for people to enter the industry.

It was with this challenge in mind that Aon embarked on creating a world-class apprenticeship program, not just for the benefit of our company, but also to help safeguard the future of the insurance industry in the UK. Our apprenticeship programs are available in 13 locations across the country and offer high quality training.

We knew that guaranteeing the success of insurance apprenticeships required effective collaboration from across the sector, so Aon helped bring together representatives from industry-wide organizations (large and small) and professional bodies to design an apprenticeship standard which was clear, concise and attuned to the needs of our industry.

The success of our initial insurance apprenticeship has led us to expand the program year-on-year. We now offer apprenticeships in pensions consulting and the actuarial sector and our programs are available nationwide. We also plan to invest £2.7m in training 60 apprentices across the UK over the next two years.



11 Apprenticeship locations across the UK



Singapore

Developing Unmatched Talent in Singapore

Aon Singapore has partnered with the top three local universities in Singapore to introduce a structured summer internship program across the firm's business units.

The program is designed to give undergraduate students significant exposure to Aon's client base and insight into the risk and insurance industry and services through working on real projects and participating in comprehensive technical training. Interns will also have an opportunity to gain insight into Aon's culture and gain

business experience through taking on real responsibility and providing day to day support with business operations.

This internship program enables Aon to best serve a growing number of clients in the South Pacific region and build a pipeline for high performing new hires for the firm.

700

Qualified Professionals

Leading partner to multi-national corporations in risk management, human capital consulting, insurance and reinsurance brokerage, with more than 700 top qualified professionals.

The Future

Preparing for the Future by Investing in Talent Today

Hiring and retaining unmatched talent is crucial to Aon's success as a business, nationally, regionally and globally. That's why we've developed the Apprenticeships United program to co-ordinate our efforts in different markets.

Over the coming years, we aim to build on the excellent work undertaken in the UK, U.S. and Singapore. Expanding and bolstering these programs will help to further our reputation for excellence in these three key markets. In the UK, we will continue to invest to build a strong apprenticeship program, working with industry partners to double the number of apprenticeships in the insurance sector. In the U.S., we will continue to partner with leading educational institutions and financial industry leaders to build on the momentum of the current Administration's investment in

apprenticeship programs. We will also work further in Singapore to create new opportunities for students interested in the growing local risk and insurance industries. We also believe that the Apprenticeships United program has more to offer our global network of more than 500 offices in more than 120 countries, and we will continue to work with regional governments, educational institutions and industry partners to create new opportunities for students and to strengthen regional workforces. The Next Generation is the heart of the Apprenticeships United program. We know that through attracting and training the best young talent from across the world, we can continue Aon's world class service and performance in risk and people.

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"There's a big responsibility on the business community. This isn't really a skills gap, this is a training gap. You can't expect these students ... to know where the jobs are. You can't expect the community colleges, technical schools and universities by themselves to understand where the jobs are. You have to go and work with them to do that."

Eric Spiegel, President and CEO, Siemens USA

January 2015



About Aon

Aon plc (NYSE:AON) is a leading global provider of risk management, insurance brokerage and reinsurance brokerage, and human resources solutions and outsourcing services. Through its more than 69,000 colleagues worldwide, Aon unites to empower results for clients in over 120 countries via innovative risk and people solutions. For further information on our capabilities and to learn how we empower results for clients, please visit: <http://aon.mediaroom.com>.

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