



A focus on
MINING

AON
Empower Results®

A large orange excavator is shown in the process of loading a green dump truck at a mining site. The scene is set against a dramatic sunset sky with orange and yellow clouds. The excavator's arm and bucket are positioned over the truck's bed. The foreground shows a pile of dark, rocky material.

A testimonial to our value

Our 30 year partnership with Aon is integral to the success of our risk management process. Aon has advised us through several major acquisitions and offers innovative solutions to address the risks our multi-national mining business presents.

Aon has provided valued guidance in presenting and resolving several challenging claims through the years. In support of an improved claim handling experience, Aon streamlined our global placement by reducing the number of participants on the program and limiting the claims agreement parties to our long standing quota share underwriters.

Carrie Robinson, Freeport-McMoRan Inc

Expand your opportunities and minimise risk

Across all geographies, mining companies are being challenged by low commodity prices and an abundance of supply. This environment has led to some marginal mines going into care and maintenance, while across the sector there has been an increase in merger, acquisition and divesture activity.

The complexity and demands put on mining operations therefore means that their insurance and risk management programs need to be exceptionally effective to reduce the cost of risk and help satisfy a variety of regulatory requirements.

Aon's Mining Team supports organisations in Australia and around the world, helping them optimise risk-taking and risk management activities. We have significant project development, exploration and operational site expertise, which we combine with a desire to understand the complexities of our clients' activities.

Managing the complexity

We guide clients through the process of creating insurance programs that are closely aligned to their company's risk tolerance which evolves as a project moves from exploration, to design and into the operational phases. Our experience in mining risk profiling, valuations, insurance broking, loss control engineering, project risk management, workers' compensation consultancy and claims means that we help clients around the world turn risk into opportunity.

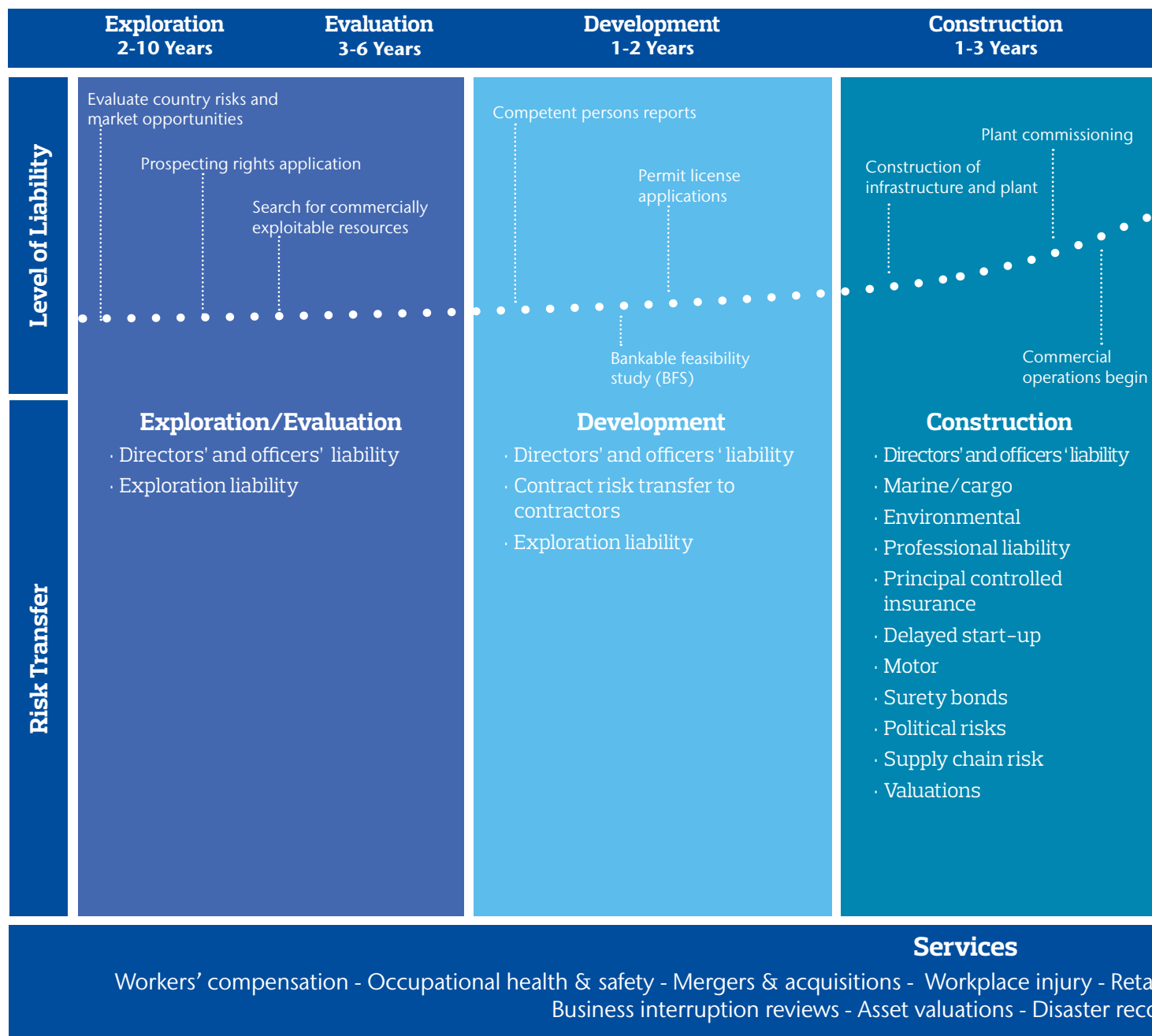
A unique approach to risk

Purchasing insurance coverage is the last stage in the risk management process. A critical focus on risk analysis, identification, quantification and mitigation can have a significant influence on purchasing cost effective insurance coverage. To ensure all risks are identified, our mining specialists partner with our clients and address their risk issues at their sites. We believe that a thorough stakeholder-driven risk analysis delivers a more attractive project, often at a lower cost and with enhanced sustainability for the lifecycle of a mine.



Risk management across the typical mine lifecycle

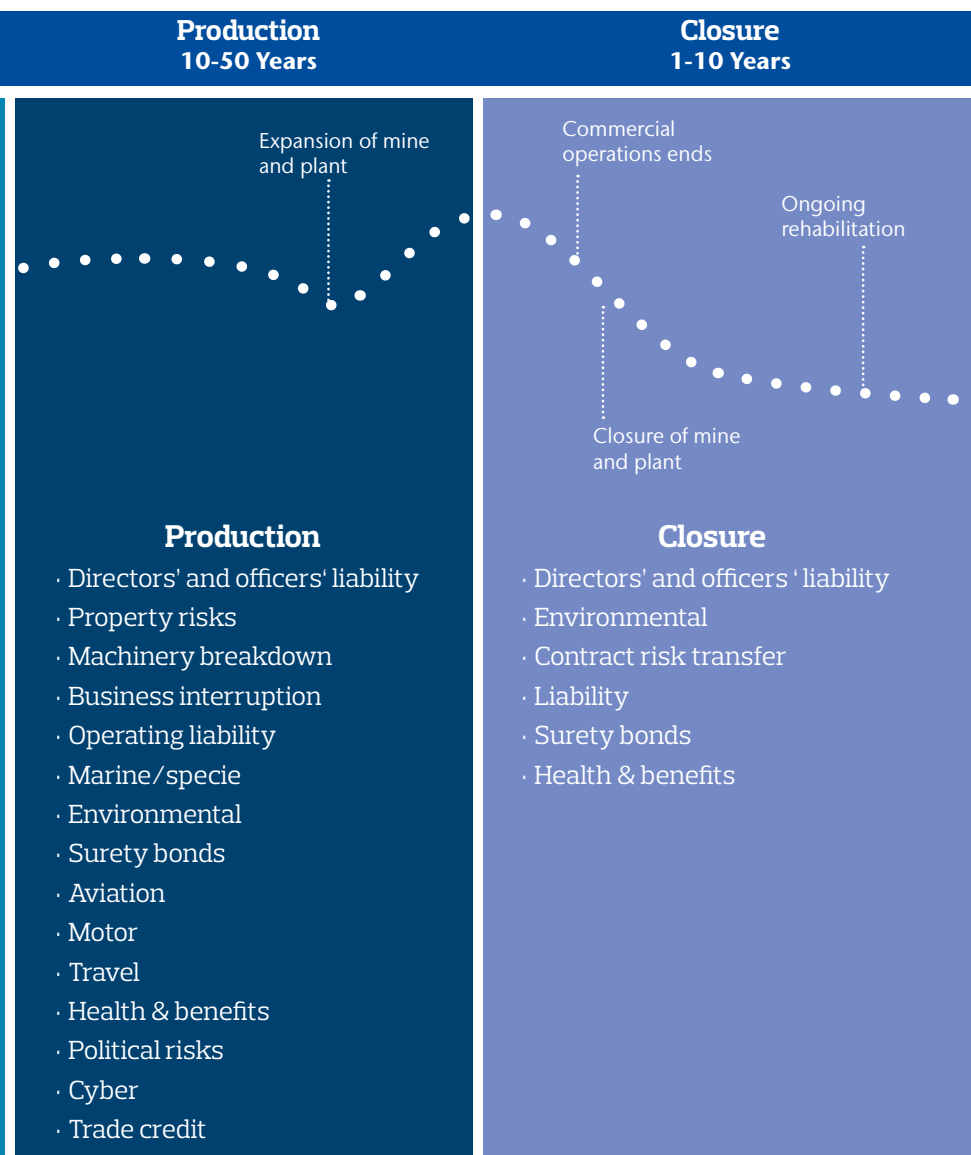
While we understand that every mining operation is different; and with different operations come a new set of challenges and risks; to demonstrate the breadth of Aon's capability, below we display how we can support a mining operation at every stage of the lifecycle.



Top 10 risk concerns

We take the time to develop an intimate understanding of your business and all of your unique risk exposures. This means, while we will design and implement a risk management and insurance program that provides optimal protection against insurable risks, we will also consider all risks that could potentially impact upon your business.

Our research has revealed the top 10 risk concerns* for miners, and our careful consideration of all will ensure a comprehensive approach to your risk profile.



ining talent - Project risk profiling - Contract reviews - Risk control -
covery planning - Claims

*Source: Aon Global Risk Management Survey, 2017.

We champion mining provider needs

Aon has a genuine focus on mining as a key industry sector and as such our team is committed to championing the needs of mining operators in order to deliver real and distinct client value. We deliver this client value by providing the following four benefits.

Advocacy

Aon has the market leverage to ensure the most effective protection of your business, your assets and your people. We offer market-leading client advocacy ensuring our mining clients receive innovative insurance programs and efficient placement processes.

Fit-for-purpose insurance programs

Insurance is not a one size fits all approach. To ensure a tailored program design, and achieve the best coverage and price outcomes, we partner with our clients to address their specific organisation's risks and needs.

Efficient claims management

Within Aon's Mining Team, we have a group of dedicated claims advocacy members, who are focused on managing the specific complexities of mining related claims. Should the worst happen, our mining claims experts will be your first response, acting on your behalf to ensure an efficient and accurate claims settlement.

Access to robust benchmarking data

Our job is to help you make informed decisions. By using our unrivalled access to data on risk placements across Australia and the globe, we can help:

- Negotiate with insurers to achieve coverage and price enhancements
- Benchmark your risk against others to identify where you may be over insured/under insured or if any gaps exist in your risk portfolio
- Analyse the claims experience of existing clients with various underwriters to ensure you are best placed should the worst occur.

Other value added solutions for the mining sector

At Aon we offer a range of value added solutions to the mining industry across our core capabilities.



Risk

New risks continue to emerge at an accelerating rate and existing risks are continually evolving. Our Global Risk Management Survey shows that more than half of risk decision makers anticipate their top risks to change in the next three years.

Aon is not just here to help you broker your risk. We are here to use our expertise in your industry. Our insights on current and future risk trends will help you build a forward looking risk management structure.

Supporting you across the entire risk spectrum

- Property and assets
 - Valuations
 - Business interruption
- Enterprise risk management
 - Risk framework development and evaluation
 - Business continuity planning
- People risk management
 - Workers' compensation reviews
 - OH&S contractor compliance reviews
- Catastrophe planning and hazard mapping
- Insurable risk management
 - Risk profiling
 - Loss limit modelling
 - Gap analysis
 - Retention analysis
 - Cyber risk workshop and insurance
 - Environmental risk insurance
 - Community event risks



Retirement

Financial risk, market volatility and regulatory changes make it challenging for employers to design retirement programs that support business objectives and achieve positive outcomes for employees. In an evolving retirement landscape, our consultants help ensure your company's retirement programs are secure, equitable and sustainable.

We can help your organisation with:

- Defined contribution consulting services that analyse your company's objectives and employee population to help you meet your retirement planning goals
- Governance, risk and compliance consulting to help you understand key risks and statutory/regulatory requirements that impact your long-term employee benefit programs while balancing business considerations and both operational and legal risks
- Design consulting to ensure the most appropriate retirement plan for your business and employees



Health

Longer life expectancy means we now have five generations in the workforce at the same time, and spend on healthcare continues to rise both for employers and employees. Our clients tell us that they are increasingly concerned about what this means for long-term health care costs.

- The health market is complex and it is important that you have a partner who understands the relationships between regulators, employers, insurers, and software health providers
- Our relationship with a broad range of providers, carriers and regulators make us perfectly placed to know about the latest trends, plan designs and effective ways to manage costs. We can then use this knowledge to develop unique programs that deliver the best solutions for your employees and importantly manage costs effectively.



Talent

Working extensively with our clients we identified that talent management remains a soft science, with clients looking for more benchmarking data, technology platforms, analytical expertise and ultimately more certainty around connecting better talent with better organisational performance.

Our deep industry knowledge and a data driven approach ensures we can deliver actionable and objective insights, including:

- Governance and human resources
 - Governance evaluators
 - Recruitment solutions
 - Leadership and talent consultancy
- Employee engagement surveys
- Community engagement surveys
- Restructures and their impact on people

Mining insurance market trends and outlook

Current mining insurance landscape

Insurance market trends	Trend explained	What this means for you
Commodity price fluctuations and changing basis of Business Interruption(BI) declaration	There are two basis of BI declaration; standing charges and full gross profit. During times of low commodity prices, we are seeing a standing charges basis favoured. As commodity prices recover, full gross profit basis will provide more suitable cover	Given low commodity prices, resulting in low profits (or losses), Aon can help you with your organisation's BI calculation, balancing your exposure to commodity price fluctuations and coverage for profit and loss
Increased underwriting capacity	A number of traditional mining insurers have increased their above ground as well as their below ground capacity. Plus, new entrants into the Australian market have further boosted capacity	This means for mining companies there is more choice among insurers, and more competitive pricing structures
Downward pressure on premiums	Due to the low levels of claims activity over the past five years, coupled with the sector offering better margins to insurers than others, has resulted in continued contraction in rates	This is good news for miners who can seek year-on-year savings on premium expenditure. Benefits include coverage improvements, policy limits and some sub-limit increases as well as deductible reductions in some instances

Future mining insurance landscape

Future insurance market conditions	Trend explained	What this means for you
Insurance rate reduction expected to slow	Insurers will continue to compete for a reducing mining premium pool, however, this will be short lived as an increasing number of insurers reach their minimum premium levels	With rates reducing, miners should discuss long-term agreements, and ensure their risk management recommendations and philosophies are well-defined. However, to some extent, this will be off-set by new premium entering the market as larger miners look to divest their over-leveraged portfolios; good news for the mid-market

Ensure you receive a favourable renewal result: tips to keep in mind

1. Keep good quality and detailed renewal information including recent engineering survey reports
2. Ensure detailed information in areas of particular concern to insurers (e.g. tailings dams) and in areas of community and sustainable development
3. Demonstrate well risk-managed operations with a clear plan and strategy on risk recommendations
4. Possess low claims activity and responsible deductibles that remove high frequency attritional losses
5. Ensure face-to-face renewal presentations to markets

Empowering clients through data & analytics

Global Risk Insight Platform Risk View

Our award winning Risk View platform is the largest repository of insurance data globally and delivers powerful insights to our clients through tailored dashboards.

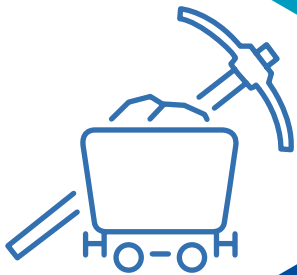
Our proven methodology helps clients benchmark against their peers and develop programs to improve coverage while containing costs. Realtime benchmarking provides the most current information on industry rates, prices, coverages, retentions, limits of liability and additional factors.

Modeling tools allow us to estimate possible losses that could be sustained by projects due to catastrophic events.

\$80+Trillion
of limits in Aon's
Risk View platform

3+Million
Aon Carrier
Performance
Survey data points

\$1+Billion
investment in
data & analytics



Thought leaders in mining

As a firm, and as individual professionals, we believe in the power of industry participation and in the importance of staying on top of new trends, issues and regulations.

As part of this focus, we produce a diverse variety of thought leadership materials and quality business resources to help keep our clients informed on the issues that matter the most.

Our mining credentials

Our strength lies in our relationships with our clients and key industry partners.

Our team has significant experience working closely with over 150 clients, in Australia and globally, helping them to achieve innovative risk and people solutions.

A snapshot of our current mining clients is included below.

Australian mining clients

- Caledon Coal
- Castlemaine Goldfields
- CITIC Pacific
- First Quantum Minerals
- Fitzroy Resources
- Grange Resources
- Idemitsu Australia Resources
- Lynas
- MMG
- Ok Tedi Mining
- PanAust
- South 32 (D&O)
- St Barbara
- Wollongong Coal
- Yancoal

Global mining clients

- Anglo American (Liability)
- Contura Energy
- Drummond Coal
- Freeport McMoran
- Hydro (Brazil)
- Jaguar Mining
- Lucara Diamonds
- Ma'aden Saudi Arabian Mining Group
- Newmont Mining (D&O and Marine)
- Norilsk Nickel
- Rio Tinto (Captive Management)
- Silver Standard
- The Mosaic Company
- Vale
- Warrior Met Coal
- Yamana Gold



A dedicated team – committed to making an impact



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Aon's dedicated Mining Team in Australia consists of 37 mining industry specialists, who deliver tailored and innovative broking and risk solutions to the Australian mining industry.

Our Australian team is also supported by the most experienced and recognised insurance program design and placements experts, located in major markets including London, New York, Singapore and Bermuda.

A global placement approach for our clients means they have access to all potential markets, ensuring the best possible insurance coverage matched with the most competitive pricing.

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