



The Willis Associate Charter

Our Associate Charter is our commitment to ensuring that Willis is – and remains – the Employer of Choice for all of its Associates. Our actions are guided by the following principles:

Willis will treat Associates fairly and with respect, and give the opportunity to fully develop career potential.

Associates will act in the best interests of Willis by adhering to the codes of conduct established in our employment policies.

Willis will ensure every Associate has an individual performance appraisal meeting with their manager at least annually.

Associates should be open to feedback about their performance from management, and participate willingly and thoughtfully in all processes which could help improve effectiveness.

Willis will apply a fair remuneration policy, recognizing individual contribution to the success of the business through an annual review of compensation.

Associates are expected to perform their jobs diligently, responsibly and to the highest professional standards at all times.

Willis will keep Associates fully informed about developments in the business at global, national, regional and local levels, through all available means of communication.

Associates should actively seek information which improves their understanding of Willis, be receptive to the communications given by the Company and act upon them.

Willis will listen to its Associates and encourage feedback.

Associates should freely share knowledge and experience with their colleagues and managers in order to make Willis great.

Willis will provide high quality training and development.

Associates should show responsibility and willingness to learn and embrace opportunities to improve their knowledge, skills and abilities.

Willis is committed to growth as career opportunities for all Associates are maximized in a growing and dynamic organization.

Associates are expected to fully commit to their own growth and willingly step up to career opportunities when they arise.

Willis will foster a spirit of teamwork and cooperation among all Associates.

Associates should show respect towards, and look out for, one another. They should willingly participate in team processes and value one another's contributions.

Willis