



Yee, Clement

Strictly Private & Confidential
For Addressee's Eyes Only

3 April 2025

Yee, Clement
0810113

Dear Clement,

OFFER OF EMPLOYMENT

We are delighted to offer you employment with Aon Singapore Center For Innovation, Strategy and Management Pte Ltd (the "Company") in accordance with the terms and conditions set out in this agreement (this "Agreement"). This Agreement comprises the following which together shall constitute the entire agreement concerning your employment with the Company:

1. Cover Letter
2. Standard Terms and Conditions of Employment
3. Individual Terms and Conditions of Employment (Appendix 1)
4. Individual Benefits (Appendix 2)
5. Job Description (Appendix 3)
6. Personal Data / Personal Information Collection Statement (Appendix 4)

Please take the time to review the Agreement and if you have any questions, please contact the Aon HR Service Delivery team.

To accept the terms of this Agreement, please sign the attached copy and return it to the Company within 7 days of the date of this letter. Your signature will be taken as your understanding and acceptance of the terms and conditions set out in this Agreement (and the rules and regulations of the Company which may be amended from time to time) and that they will govern your employment with the Company.

We wish you every success in your role.



Yee, Clement

Yours sincerely,

For and on behalf of
Aon Singapore Center For Innovation,
Strategy and Management Pte Ltd

Agreed & accepted by:

DocuSigned by:
Grace Chng
AAF5F90E2E4148B...

Signed by:
Clement Yee
521D6C1B851F496...

Grace Chng

Yee, Clement

People Matters Team Lead, Singapore

23-Apr-2025

Signed Date



Standard Terms and Conditions of Employment

1. Position

Details of your position are set out in **Appendix 1**. You will be based at the location set out in **Appendix 1** but maybe required to work at other locations from time to time.

2. Working Schedule

Your working schedule is outlined in **Appendix 1**.

3. Job Scope

Your reporting manager is as set out in **Appendix 1**, or such other persons as may be notified to you by the Company from time to time.

Subject to the Company's right to vary your duties, at the date of commencement of this role you will be responsible for the duties set out in **Appendix 3**, and any additional duties that may be allocated to you by the Company from time to time.

4. Start Date

Your employment under this Agreement will commence on the date set out in **Appendix 1**.

5. Probation

You will be subject to a probationary period as set out in **Appendix 1** commencing on the Start Date of your employment. This period may be extended at the sole discretion of the Company as it sees fit and you will be notified of the same.

During the probationary period, either you or the Company may terminate this Agreement by giving notice as set out in **Appendix 1** under notice period during probationary period.

If you complete your probation to the satisfaction of the Company, you will be confirmed in your position in writing and the probationary period will count as part of your length of service with the Company.

6. Term of Contract

The Term of Contract is as set out in **Appendix 1**, but this Agreement may be terminated:



- (i) By the Company giving you written notice in accordance with the notice period set out in **Appendix 1** or paying you salary in lieu of notice (or partially in lieu of notice) at the Company's sole discretion;
- (ii) By you giving the Company notice in writing in accordance with the notice period set out in **Appendix 1**; or
- (iii) In the manner provided for in this Agreement in the event of summary dismissal.

During any notice period, you shall remain an employee of the Company and you shall continue to be entitled to receive your base salary and other contractual benefits but shall not be entitled to any bonuses, save as set out in this Agreement. The Company may put you on garden leave in accordance with clause 16 of this Agreement during the notice period or any part thereof.

7. Remuneration

Base Salary

Your base salary gross of tax is set out in **Appendix 1**.

Any payments to you under this Agreement (including your base salary) will be made subject to any statutory or other deductions and/or withholding (whether on account of taxes or otherwise) which the Company is entitled or required to make.

Subject to applicable Company policy, and you having completed more than 6 months' service with the Company, your salary is reviewed annually based on your performance and the performance of the business. Any salary increment that the Company may implement is discretionary and does not confer on you an entitlement to any increment in subsequent years.

Other remuneration

If applicable, please refer to **Appendix 2**.

8. Annual Leave

In addition to the published public holidays in your Country of Employment, you will be entitled to a number of working days paid holiday in each calendar year, prorated in the instance of an incomplete year of service, to be taken at a time or times convenient to the Company and subject to the prior approval of your manager as set out in **Appendix 2**.



Leave application and administration processes will be determined in accordance with applicable Company policy and/or the employee handbook as amended from time to time. Subject to clause 16 (Garden Leave) of this Agreement, and applicable Company policy and/or the employee handbook, upon the termination of your employment, you will be paid in respect of any annual leave accrued but untaken at the date on which your employment terminates. If you are found to have taken more than your accrued entitlement, you will be required to pay the Company in respect of the excess days of leave taken by you.

9. Retirement

Your retirement date will be the later of that set out in applicable local laws or Company policy (if any).

Refer to **Appendix 2** for additional applicable retirement terms, if any.

10. Taxation

You will be responsible for reporting and accounting for all individual income / salary tax obligations and other tax liabilities arising in your Country of Employment or overseas including (without limitation) such tax obligations and liabilities which may arise out of any and all payments made to you by the Company, either under this Agreement (including in respect of any benefits provided) or otherwise. If required by law or regulation in your Country of Employment, the Company will deduct any income tax due and remit it directly to the relevant tax authorities.

The Company may be required by law or regulation to wholly or partly withhold for the purposes of tax clearance, any and all monies which may be due from the Company to you (including salary) in the event that notice of termination of your employment is given or received by you for any reason.

Refer to **Appendix 2** for additional applicable taxation terms, if any.

11. Other Benefits

The Company will provide certain benefits the current levels of which are as set out in **Appendix 2**, subject to the Company's policy (including the employee handbook), which may change from time to time at the sole discretion of the Company.

The Company reserves the right at any time to withdraw discretionary benefits set out in this Agreement (or any attachments hereto), or those otherwise provided on an ex gratia basis outside of this Agreement, or to amend the terms upon which such benefits are provided.

Where applicable, the Company will make relevant contributions to any other statutory schemes as required by the law of your Country of Employment. You agree that the Company may deduct any applicable employee contribution at the prescribed rate from your remuneration and submit it on your behalf, together with any applicable employer contribution.



12. Aon Policies

You agree to comply at all times with all codes, policies and guidelines issued by the Company (and/or other members of the Aon Group), as may be amended from time to time, including but not limited to the Company's employee handbook, any work rules of the Company, the Aon Code of Business Conduct (the "Code") and the Aon Anti-Corruption Policy (the "Policy"). At the date of this Agreement, such documents are available on the Aon intranet.

By signing this Agreement, you commit to read, understand and abide by the Code and the Policy (together with the U.S. Foreign Corrupt Practices Act and the UK Bribery Act), as the same may be amended from time to time.

The Company's employee handbook does not form part of this Agreement, and the Company may amend the employee handbook at any time. To the extent that there is any conflict between the terms of this Agreement and the Company's employee handbook, this Agreement shall prevail.

In addition, you will be required, on an annual basis, to certify your compliance with the Code and to disclose any potential or actual conflicts of interest.

In case of discrepancies between local laws and the Code and/or Policy, whichever is the more restrictive shall prevail.

13. Conditions of Continuing Employment

Your employment is conditional upon, if required by law, permission being granted by the immigration authorities in the Country of Employment for you to enter and remain in the Country of Employment to work for the Company.

If such permission is refused, revoked or otherwise not renewed, for whatever reason, prior to the Start Date then the offer of employment shall be automatically revoked, or if employment has commenced your employment will terminate immediately unless the Company determines otherwise, subject always to any order, instruction, decision or requirement of the immigration authorities in the Country of Employment.

If your role requires you to conduct activities that are regulated in the Country of Employment, your continued employment is also conditional upon the Company being satisfied that you are duly qualified and fit and proper for the role you perform. If you fail to comply with this condition prior to the Start Date then the offer of employment shall be automatically revoked, or if employment has commenced your employment will terminate immediately unless the Company determines otherwise. In this regard, the Company may at any time conduct due diligence checks (including but not limited to compliance with relevant fit and proper criteria or other requirements imposed on you by applicable regulations or the relevant regulatory body/ies) and you hereby agree to the Company performing such checks and you agree to provide all assistance to, and to fully co-operate with, the Company in this regard.



In addition, you also agree that you will, if required by law or the Company:

- (a) provide the Company with satisfactory evidence of your academic / licensing qualifications;
- (b) maintain at all times the requisite professional qualifications, authorisation and registration with applicable regulatory or industry body/ies as may be required for you to fulfil your role;
- (c) complete and return to the Company within the stated timescale any required declarations or forms as prescribed by the relevant regulatory body/ies;
- (d) comply with all continuing professional development requirements; and
- (e) comply with all relevant requirements imposed by the relevant regulatory body/ies on the Company and its employees, including but not limited to any relevant laws, regulations, notices and/or guidelines that are prescribed from time to time in relation to the minimum standards, criteria and qualification required and if the Company so requires from time to time, promptly provide the Company with satisfactory certification(s) and evidence that you have duly complied with these requirements.

14. Summary Termination/ Termination for Cause

In addition to the provisions of clause 13, your employment may be terminated immediately by the Company without notice or payment in lieu of notice:

- (a) if you are guilty of any misconduct, such misconduct being inconsistent with the due and faithful discharge of your duties in connection with the business of the Company and/ or other members of the Aon Group;
- (b) in the event of any serious or repeated breach or non-observance by you of any of the provisions of this Agreement or your duties;
- (c) if you are declared a bankrupt, as defined under applicable laws/regulations;
- (d) if you are guilty of fraud or dishonesty or in breach of any Aon policies (including but not limited to the Code and the Policy), and/or any applicable anti-corruption and anti-bribery laws/regulations (including but not limited to the U.S. Foreign Corrupt Practices Act and the UK Bribery Act), and/or any rules or regulations as set forth by all relevant regulatory agencies, exchanges and self-regulatory bodies relevant to you and/or the Company's business or if you cease to fulfil any criteria or requirements relevant to your duties;
- (e) if you wilfully disobey a lawful and reasonable instruction from the Company or a manager to whom you report;



- (f) if you have committed an offence, other than a summary offence, whether in connection with your employment or not;
- (g) if you are guilty of conduct which brings or is likely to bring the Company or any other member of the Aon Group into disrepute; or
- (h) if you take any action or omit to take any action so as to give rise to other grounds at common law or other laws as may entitle the Company to terminate your employment.

You shall not be entitled to claim any compensation or damages for or in respect or by reason of such termination.

15. Set-off

To the maximum extent permitted by law, you agree that the Company may at any time, without notice to you, set off any of your liability to the Company against any of the Company's liability to you (including but not limited to salary, benefits and any bonus). Any exercise by the Company of its rights under this clause shall not limit or affect any other rights or remedies available to it under this Agreement or otherwise.

16. Garden Leave

Once notice of termination has been served by the Company or by you, the Company may, at its sole discretion, exclude you from your duties and place you on garden leave.

This is known as the "Garden Leave Period". During the Garden Leave Period, the Company may at its sole discretion reduce your duties or provide you with alternative work of such nature as the Company may consider appropriate.

However, the Company shall not be under any obligation to provide you with work and the Company may, at any time during the Garden Leave Period at its sole discretion:

- (a) require you not to attend your place of work (or the premises of other members of the Aon Group);
- (b) require you not to carry out any work for or provide services to any other employer, directly or indirectly, personally or through an entity or other vehicle, including but not limited to not attending meetings (whether at the offices of another employer or elsewhere) except meetings to discuss future employment opportunities (always subject to your expressed and implied obligations hereunder);
- (c) require you not to communicate (whether orally or in writing) regarding business related matters with employees, clients, intermediaries, suppliers, business contacts (including but not limited to relevant underwriters) and/or shareholders of the Company and/or other members of the Aon Group;
- (d) require you not to carry on any business on behalf of the Company or any member of the Aon Group, or not to incur any expenses or represent the Company or any member of the Aon Group in any



dealings with clients, insurers, suppliers or business partners of the Aon Group unless specifically requested;

- (e) require you, in the event that you are contacted by any client, insurer, supplier or business partner of the Aon Group, not to discuss any business issues or any matter concerning your employment with the Company but refer them to your direct manager; and/or
- (f) require you to work whether at your home address or otherwise during working hours on working days, and advise the Company of your contact details if you are to be away for more than 2 working days or change your home address;

provided that you shall be entitled to receive full pay and other benefits during such Garden Leave Period. The Garden Leave Period may extend for the full duration of your notice but may be reduced at the sole discretion of the Company.

During the Garden Leave Period:

- (i) you shall ensure that you remain contactable by the Company on your personal telephone / mobile and personal email;
- (ii) you shall provide such assistance as the Company or any other member of the Aon Group may require to effect an orderly handover of your responsibilities to any individual(s) appointed by the Company or any other member of the Aon Group to take over your role or responsibilities;
- (iii) you shall make yourself available to deal with requests for information, provide assistance, be available for meetings, comply with all reasonable instructions by the Company and to advise on matters relating to work (unless the Company has agreed that you may be unavailable for a period); and
- (iv) the Company may appoint another person to carry out your duties in substitution for you.

You agree that the exercise by the Company of its rights pursuant to this clause shall not entitle you to claim that you have been constructively dismissed or that your contract has been breached.

In addition, during your Garden Leave, usual leave approval processes apply.

17. Execution of Duties

You will devote the whole of your time and attention to the business of the Company and will use your best endeavours to develop and grow such business and will in all matters act loyally to the Company and not engage or be interested either directly or indirectly in any other business, trade or profession.

You owe a duty of good faith and fidelity to the Company and you shall not during your employment, solicit any employees of the Company to leave their respective employment; or canvass, solicit or approach for business or do business with any client or prospective client of the Company otherwise than on behalf of the Company; or endeavour to adversely influence or affect the relationship between the Company and its clients or prospective clients including the amount of business generated by such clients or prospective clients.



You will carry out the instructions of the Company and perform your duties as defined by the Company from time to time.

You will work normal hours applicable to the office or department in which you are employed and such additional hours as may be necessary for the proper and efficient execution of your duties.

You will comply, in relation to your continuing employment with the Company, with any rules, terms and conditions imposed by the Company from time to time.

You may be required to perform services not only for the Company but also for other members of the Aon Group as determined by the Company without extra remuneration.

You may be required to work at any location(s) or office(s) as the Company may from time to time direct. You may also be required to travel in the performance of your duties.

18. Non-Solicitation and Non-Dealing

You hereby covenant with the Company that you will not during the Restricted Period, within the Restricted Territory, either alone or jointly with or on behalf of any person, directly or indirectly:

- (a) in connection with the carrying on of any business in competition with the Company and/or any Relevant Associated Company, canvass, solicit or approach or cause to be canvassed, solicited or approached for business any person who, at the date of termination of your employment is a client or prospective client of the Company and/or any Relevant Associated Company and with whom or which you will have had material dealings in the 12 months prior to the date of termination of your employment (or date of commencement of Garden Leave Period if applicable); and/or
- (b) in connection with the carrying on of any business in competition with the Company and/or any Relevant Associated Company, do business of the same or substantially similar nature of the role you performed for the Company and/or Relevant Associated Company with any person who has, at any time during the period of 12 months immediately preceding the date of termination of your employment, done business with the Company and/or any Relevant Associated Company as a supplier, client, underwriter, broker, agent or consultant and with whom or which you had material dealings in the 12 months prior to the date of termination of your employment (or date of commencement of Garden Leave Period if applicable).

“Relevant Associated Company” means any member of the Aon Group (other than the Company) for whom you have performed services and/or in respect of which you have acquired or have had access to confidential information (as defined in clause 20 of this Agreement (Confidentiality)) at any time in the period of 12 months prior to the date of termination of your employment or, where applicable, in the period of 12 months immediately before the commencement of any Garden Leave Period.



Restricted Period” means the period set out in **Appendix 1**, following the date of termination of employment. The Restricted Period will be reduced by the length of the Garden Leave Period (if any) during which you are required to comply with the requirements of clause 16 of this Agreement.

“Restricted Territory” means the territory set out in **Appendix 1**.

19. Non-solicitation of Employees

During the Restricted Period, you shall not, directly or indirectly, solicit, or entice away or endeavour to solicit, or entice away from the Company and/or other members of the Aon Group, any employee who, at the date of termination of your employment is a:

- (a) senior level employee and/or Director; and/or
- (b) professional, technical, sales or managerial employee with access to confidential information as defined in clause 20,

and with whom you have had material contact during the 12 months prior to the date of termination of your employment (or date of commencement of Garden Leave Period if applicable) whether or not such person would commit a breach of his contract of employment by doing so.

20. Confidentiality

You are aware that in the course of your employment hereunder you may have access to, and be entrusted with, confidential information in respect of the business and financing of the Company and/or other members of the Aon Group and their dealings, transactions and affairs.

Without prejudice to your legal duties in respect thereof you shall not (except in the proper course of your duties hereunder) either during or after the period of your employment, divulge to any person or persons whatsoever, or otherwise make use of, and shall use your best endeavours to prevent the publication or disclosure of, any confidential information concerning the business or finances of the Company and/or other members of the Aon Group or any of their dealings, transactions or affairs, including with any of their suppliers, agents, brokers, underwriters, clients or prospective clients.

All notes of such confidential information made or received by you (whether in hard copy or electronic form) during the course of your employment shall be the property of the Company and shall be surrendered by you to someone duly authorised in that regard at the termination of your employment or at the request of the Company at any time during the course of your employment.

For purposes of this Agreement the term “confidential information” means information proprietary to the Company and/or other members of the Aon Group, designated as confidential by the Company and/or other members of the Aon Group or not generally known by non-Aon Group personnel, including information which you develop or have developed (including but not limited to information conceived, originated, discovered or developed solely by you or jointly with other person(s)) or information of which you may obtain knowledge through your employment with or services to the Company and/or other members of the Aon Group, including but not limited to, information relating to research and development; copyright, know-how,



trade secrets, marketing plans, strategies and techniques, underwriting policies, methodologies and techniques, pricing policies and quoting procedures and financial information; training material; names of clients or prospective clients and their representatives; client services; computer techniques, programmes and software; and the type, quantity and specifications of products purchased by or from clients and information provided or available that the Company and/or other members of the Aon Group is required to keep confidential pursuant to any agreement, obligations or otherwise.

21. Separate Restrictions

You agree that:

- (a) each of the restrictions set out in clause 18(a) and 18(b) (Non Solicitation and Non Dealing), clause 19 (Non Solicitation of Employees) and clause 20 (Confidentiality) of this Agreement represents a separate and independent restriction and is considered to be reasonable in all the circumstances to protect the Company's legitimate interests; and/or
- (b) if, for any reason, any one or more of such restrictions, either taken by itself or themselves together, is adjudged by a court to go beyond what is reasonable but would be adjudged by such court to be reasonable if any particular restriction or restrictions were deleted or if any part or parts of the wording thereof were deleted, restricted or limited in any particular manner, then the said restriction(s) shall apply with such deletions, restrictions or limitations as the case may be.

You acknowledge that damages will not be an adequate remedy for a breach of the terms of any of clause 18 (Non Solicitation and Non Dealing), clause 19 (Non Solicitation of Employees) and/or clause 20 (Confidentiality), and that the Company may also or alternatively seek injunctive or equitable relief for any breach or potential or threatened breach of any of such obligations and you expressly submit to the jurisdiction of any such court for such purpose. You also consent to the issuance by such court of a temporary restraining order to maintain the status quo pending the outcome of any substantive proceedings.

22. Intellectual Property Rights

All intellectual property rights including but not limited to inventions, designs, ideas, concepts, processes, products, methods, improvements and research, training and marketing materials, or parts thereof, which will be developed or otherwise made by you alone or jointly with others (whether or not also employed by the Company and/or other members of the Aon Group) during the course of your employment with the Company (whether or not developed during your regular working hours or on the Company's premises) and in any way concerning the activities of the Company and/or other members of the Aon Group (the "Intellectual Property Rights") shall be the sole property of the Company. To the extent that the Company is not otherwise vested with all of the Intellectual Property Rights, you agree to assign free-of-charge to the Company absolutely all of your right, title and interest in the Intellectual Property Rights throughout the world. You irrevocably waive all rights to which you may be entitled as the author of any of the Intellectual Property Rights.



You agree to keep an accurate record of and disclose to the Company all Intellectual Property Rights developed or otherwise made by you alone or jointly with others during and pursuant to your employment with the Company and all plans, models, drawings, specifications and calculations thereto.

At the request of the Company, you shall during and after your employment with the Company do and execute, or arrange for the doing and executing of, each necessary act, document and thing to vest the Intellectual Property Rights in the Company absolutely, pending which you shall hold such rights on trust for the Company.

23. Third Parties' Rights

You hereby warrant and represent that you are not in breach of and will not breach any of your duties to or infringe any rights of any third parties in carrying out of your duties under this Agreement (including but not limited to any duty of confidentiality to, any intellectual property rights of, or any post termination restrictions with respect to, any third parties).

Save for members of the Aon Group, and persons who are their permitted successors or assignees, a person who is not a party to this Agreement shall not have any rights under any applicable laws or regulations pertaining to third party contract rights to enforce any term of this Agreement. The rights of the parties to terminate, rescind or agree any variation, waiver or settlement under this Agreement are not subject to the consent of any other person.

24. Suspension

If the Company or any other member of the Aon Group has grounds to believe that you have committed any act of misconduct or have breached any part of this Agreement, the Company may suspend your employment for such period as may be required by the Company (subject to any applicable maximum period provided pursuant to applicable law) to review or investigate the matter in accordance with the relevant Company or Aon Group policy in force from time to time. You will be entitled to receive all your statutory and contractual entitlements during the suspension period.

25. Surveillance

To ensure regulatory and internal compliance and for the protection of its staff, clients and business, the Company and/or other members of the Aon Group reserves the right at all times to carry out monitoring including, without limitation, to monitor, intercept, review and access your telephone log, internet usage, voicemail, email and other communication facilities and devices provided by the Company and/or other members of the Aon Group which you may use during your employment.

The Company and/or other members of the Aon Group will use this right reasonably, but it is important that you are aware of and agree that all communications and activities on the equipment, property or premises of the Company and/or other members of the Aon Group cannot be presumed to be private to you.



By agreeing to the terms of this Agreement, you hereby give your consent to the Company and/or other members of the Aon Group to carry out such surveillance as it may deem appropriate in its sole discretion.

26. Effect of Termination

On termination of employment for whatever reason, you shall:

- (a) do all things necessary to procure a smooth handover as directed by the Company; and
- (b) deliver and return to the Company immediately all the property belonging to the Company or any other members of the Aon Group including but not limited to confidential information (as defined in clause 20 of this Agreement (Confidentiality), staff card/security pass, corporate credit cards, keys, devices, correspondence, lists of clients and or prospective clients, notes, plans, drawings and other documents of whatsoever nature concerning the business, finances or affairs of the Company or other members of the Aon Group. For the avoidance of doubt it is hereby declared that the confidential information and/or the Intellectual Property Rights in all such property or documents as aforesaid shall at all times be vested in the Company (or such other members of the Aon Group as designated by the Company) and you shall confirm by signing a declaration in such format as determined by the Company that you have not taken any unauthorised copies thereof (whether in written or digital form).

The termination of your employment howsoever arising shall not affect any of the terms hereof as are intended to operate or have effect thereafter (including but not limited to any of clause 18 (Non Solicitation and Non Dealing), clause 19 (Non Solicitation of Employees), clause 20 (Confidentiality) and/or clause 22 (Intellectual Property Rights) of this Agreement, and shall be without prejudice to any right of action already accrued to the Company in respect of any breach or default by you.

27. Directorship

If you are appointed as an officer/director of the Company and/or other members of the Aon Group, such appointment shall automatically cease on termination of your employment with the Company for whatever reason and you shall do all things necessary to effect such cessation at the request of the Company.

28. Personal Data / Personal Information Collection Statement

You acknowledge and agree to the terms and conditions set out at **Appendix 4**.

29. Miscellaneous

This Agreement is governed by and construed in accordance with the laws of the Country of Employment and the parties hereto irrevocably submit to the non-exclusive jurisdiction of the courts of the Country of Employment.



Notices may be given by either party by letter addressed to the other party and, in the case of the Company, at the Company's registered office for the time being and, in the case of you, at your last known address. Any notice given by letter shall be deemed to have been given at the time at which the letter would be delivered in the ordinary course of post or if delivered by hand, upon delivery and in proving service by post, it shall be sufficient to prove that the notice was properly addressed and posted.

The failure of the Company at any time to insist on the performance of any provision of the terms of this Agreement is not a waiver of its right at any later time to insist on performance of that or any other provision herein.

In the event that any term or part thereof of this Agreement is held to be invalid, illegal or unenforceable in whole or in part, neither the validity of the remaining part of such term nor the validity of any other term of this Agreement shall in any way be affected thereby and this Agreement shall be enforced in its present form as may be modified by a court.

The terms of this Agreement (including any amendments thereto as may be agreed in writing between an authorised representative of the Company and you from time to time) will continue to apply to your employment with the Company regardless of any changes to your employment, including but not limited to your role, duties, manager, remuneration or place of work.

You agree to voluntarily make yourself available to the Company and the Company's external legal counsel, at any time during, and after termination of, your employment with the Company, at the Company's request, without the necessity of the Company obtaining a subpoena or court order, in the Company's investigation, preparation, prosecution and/or defence of any actual or potential legal proceeding, regulatory action, or internal matter. You agree to provide any information reasonably within your recollection. The Company will reimburse you for your reasonable out-of-pocket expenses actually incurred as a result of the Company's requests, or, at the Company's option, the Company will arrange to advance your expenses or to incur your expenses directly.

"Aon Group" means all of the companies from time to time owned, managed and/or controlled directly or indirectly by Aon plc, including joint venture operations in which Aon plc may have direct or indirect participation, and "member of the Aon Group" shall be construed accordingly.

This Agreement, (comprising the Cover Letter, Standard Terms and Conditions of Employment, Individual Terms and Conditions of Employment (Appendix 1), Individual Benefits (Appendix 2), Job Description (Appendix 3) and Personal Data / Personal Information Collection Statement (Appendix 4)), constitutes the entire agreement amongst the parties and any changes or supplements shall only be valid if concluded in writing by both parties.

This Agreement supersedes the terms of all previous employment agreements, oral and written, between yourself and the Company or any member of Aon Group.



Appendix 1 – Individual Terms and Conditions of Employment

Clause Reference (from Standard Terms and Conditions of Employment)	Individual Terms and Conditions of Employment
1 Position	Country of Employment: Singapore
	Position Title: Associate Director, Analytics
	Global Job Level: 6
	Department: Sing Glob Asset Engine P5511
	Location: 2 Shenton Way, #26-01, SGX Centre 1, Singapore 068804, Singapore
	Reporting Manager: Partner - ACIA, Singapore Retirement & Investment
2 Working Schedule	Monday to Friday: 8.30am - 5.30pm
4 Start Date	1 April 2025 It is acknowledged that your service with the Aon Group dates back to 5 April 2021 for the purposes of calculating your aggregate length of employment service with Aon Group.
5 Probation	Probationary period: No probationary period will be applied.
6 Term of Contract	Term of contract: Open-ended Notice period: 2 months Notice period during probationary period: Not applicable.
7 Remuneration (Base Salary)	Base salary gross of tax: SGD 107,238 per annum, payable in arrears in 12 monthly instalments.
18 Non-Solicitation and Non-Dealing	Restricted Period: 6 months Restricted Territory: Asia Pacific
19 Non-Solicitation of Employees	“Asia” means China, Guam, Hong Kong, India, Indonesia, Japan, Korea, Macau, Malaysia, Pakistan, the Philippines, Saipan, Singapore, Taiwan, Thailand and Vietnam, and “Asia Pacific” means Asia (as defined above), Australia, Fiji, New Zealand, Papua New Guinea, and Vanuatu, to the extent that your role requires you to be involved in the business of the Company and/or any Relevant Associated Company in such territories.



Appendix 2 – Individual Benefits

You will be responsible for reporting and accounting for all individual tax obligations and other tax liabilities arising in your Country of Employment or overseas in respect of any benefits provided.

Clause Reference (from Standard Terms and Conditions of Employment)	Individual Benefits
7 Remuneration (Other Remuneration)	<p>Performance Based Incentive Bonus</p> <p>The Company may pay you, in addition to your annual base salary and at its absolute discretion in relation to amount (if any) and timing, a performance-based incentive bonus, subject to the satisfactory achievement of objectives provided to you from time to time and the performance of the business. Eligibility for any such bonus will require you to serve the Company or a member of the Aon Group for at least 3 months during the calendar year, and you must be in service with the Company and not have given to or received from the Company notice of termination of employment for whatever reason, as at the date that any such bonus is due to be paid. Any such bonus is normally paid three to four months after the calendar year-end. The payment of any bonus, in respect of any one year or over a period of years, does not confer on you any entitlement to such bonus, or to compensate for the loss or non-payment of any such bonus, in subsequent years. For the avoidance of doubt, your performance-based incentive bonus may be zero.</p> <p>Subject to the absolute discretion of the Company, your target bonus is set at 15% of your base salary and prorated in any incomplete year of service. Weightings will be set by the Company when objectives are provided to you. Based on performance, the actual bonus payable may range from 0% - 150% of your above-mentioned target bonus rate. The Company reserves the right to revise the target bonus rate at any time.</p> <p>The annual bonus shall be subject to the Incentive Stock Program (the terms of which may be amended from time to time), whereby any bonus above the amount specified in the Incentive Stock Program rules (a copy of which will be provided to you if applicable) from time to time will be paid in part in Restricted Stock Units.</p>
8 Annual Leave	<p>18 days per annum.</p> <p>If you are put on Garden Leave, you are required to utilise any and all outstanding leave, which may accrue up to and including your last day of</p>



Clause Reference (from Standard Terms and Conditions of Employment)	Individual Benefits
	<p>employment, and all such accrued holiday entitlement will be deemed utilised by the last day of your employment.</p>
11 Other Benefits	<p>Standard Benefits Schedule</p> <hr/> <p><i>Flexible Benefits</i> The company will provide flexible benefits for you, your spouse/ domestic partner and your dependent children (where applicable), up to the maximum limit determined by the company.</p> <p><i>Group Term Life, Group Personal Accident</i> This will be provided for you under the Company's various insurance schemes subject to the underwriters' approval.</p> <p>Details of the levels of cover provided under these policies are provided in the Insurance Benefits Guide (available on the Aon Avenue) as updated from time to time.</p> <p><i>Group Medical, Hospital & Surgical</i> You will be covered under the Company's insurance scheme subject to the underwriters' approval and in accordance with the Company's policy.</p> <p><i>Paid Sick Leave</i> You are entitled to 14 days' fully paid outpatient sick leave in a year if no hospitalization is necessary. All sick leaves above 2 days duration must be accompanied by a medical certificate. If hospitalization is necessary, you are entitled to a total of 60 days' fully paid hospitalization leave. Notwithstanding the foregoing, the</p>



Clause Reference (from Standard Terms and Conditions of Employment)	Individual Benefits	
		<p>total aggregate limit of paid sick leave you may take in any year shall not exceed 60 days.</p> <p><i>Study and Examination Leave</i> You will be granted up to 2 days of study leave for each examination taken plus the day (s) of the examination, up to a maximum of 15 days of study and examination leave days per calendar year (this includes examinations and exam preparation days).</p> <p><i>Reimbursement of Examination Fees</i> You shall be entitled to a full reimbursement of pre-approved, job-related courses, subject to the attainment of results that are satisfactory to the Company.</p> <p><i>Professional Qualification Awards</i> At the Company's sole discretion, monetary awards may be awarded to you by the Company for the attainment of ACII, FCII or other job related, recognized professional courses.</p> <p><i>Marriage Leave</i> Confirmed employees are eligible for 5 working days of paid marriage leave.</p> <p><i>Public Holidays</i> Should a Public Holiday fall on a Saturday, an additional day's leave will be added to the annual leave entitlement.</p> <p><i>Compassionate Leave</i> Confirmed employees will be granted 5 working days compassionate leave from the date of death/ICU of spouse, (step) parents, grandparents, parents-in-law, (step) children and siblings.</p>



Clause Reference (from Standard Terms and Conditions of Employment)	Individual Benefits	
	<p><i>Maternity Leave</i></p> <p><i>Paternity Leave</i></p> <p><i>Childcare Leave</i></p>	<p>All female employees who meet the eligibility criteria are entitled to paid maternity leave.</p> <p>All male married employees who meet the eligibility criteria are entitled to paid paternity leave.</p> <p>Employees with the youngest child below 7 years of age is entitled to 6 days of paid childcare leave per calendar year (3 days childcare and 3 days enhanced childcare) subject to the requirements under Singapore law.</p> <p>Employees with the youngest child aged 7-12 years (inclusive) are entitled to 2 days of paid enhanced childcare leave per calendar year, subject to the Company's policy.</p>



Appendix 3

Job Description:

Aon is currently recruiting an **Associate Director, Analytics** to join our team in **Singapore**.

About Aon Center for Innovation and Analytics (ACIA)

Aon's Centers for Innovation and Analytics in Dublin and Singapore are at the heart of delivering Aon's Data & Analytic Services team's mission to:

- accelerate the rate of innovation through digital solutions to help better respond to clients' evolving needs
- provide foundational data and analytics capabilities in one place for 50,000 Aon colleagues and our global clients who use our risk and people solutions

Established in 2012, there are over 100 colleagues in Singapore's Centre today including actuaries, software developers, data scientists, financial analysts and accountants. We are expanding rapidly and looking for dedicated individuals who can leverage emerging technologies and collaborate across Aon's solution lines to help clients and colleagues make better, data-driven decisions today and tomorrow.

The Opportunity

ACIA's Wealth Solutions team is currently looking for an Associate Director, Analytics to help expand the delivery capabilities of our analytics solutions, which serves the needs of the firm's clients and investment consultants worldwide. This role provides great exposure to the business, and the opportunity to take part in product development/implementation, training and support.

Responsibilities

- Lead the development, maintenance & ongoing enhancement of Data & Analytics related solutions to support the firm's global asset engine, including asset allocation and investment strategy, quantitative investment manager screens and proprietary business intelligence model
- Play a lead role in conducting quantitative analysis using both internal and external databases
- Take significant ownership of assigned projects and responsibilities on data sourcing and visualization across multiple sources
- Build and maintain strong collaborative relationships with the firm's global team of consultants, researchers and other stakeholders
- Participate in the production of thought leadership (white papers and associated implementation strategy)
- Lead and support components of one or multiple innovations
- Other duties and responsibilities assigned relating to data & analytics

Requirements

- 5 - 10 years of experience in Data & Analytics or similar role
- Major in Computational Finance, Business Analytics, Business or related fields
- CFA designation or progress towards CFA designation is desirable



- Strong Excel/VBA skills; programming experience desirable
- Strong knowledge in data visualization tools such as PowerBI or equivalent
- Proficient in the use of Word and PowerPoint
- Experience with Python, R or equivalent
- Excellent interpersonal and communication skills
- Problem solving and analytical skills
- Highly organised with the ability to multi-task and deliver within stipulated timelines
- Able to quickly and competently build relationships
- Continuous improvement focus



Appendix 4

It is a condition of your employment that you sign and return a copy of the attached Personal Data / Personal Information Collection Statement. By signing and returning a copy, you consent to the processing (including collection, use, disclosure and transfer) of your personal data by the Company for the purposes and to the extent stated in the Personal Data / Personal Information Collection Statement and you undertake to abide by the Company's and/or the Aon Group's data protection policy issued from time to time and help the Company observe the requirements of any laws or regulations by keeping personal data relating to the Company's employees and customers secure and not to misuse such data, or disclose or use without due authorisation.

Personal Data / Personal Information Collection Statement

Type of Personal Information Collected

You acknowledge that for the purposes of the Company's administration and management of its employees and its business, and the management of the employment relationship, the Company may collect, use, disclose, process and transfer the following personal data concerning you:

- (1) contact details, such as your name, address, telephone number and email address and other contact information for your nominated beneficiaries and emergency contacts;
- (2) basic personal details, such as your date of birth, age, gender, place of birth, nationality, country of residence, immigration status, work permit status, race, religion, marital status, spoken languages, criminal convictions, alleged offences or prosecutions pending and any adverse findings of a disciplinary tribunal;
- (3) identity verification details, such as your birth certificate, passport, national identity card, driving licence, utility bill, bank statement, identity card or other similar identification information;
- (4) financial details, such as salary, bonus, share awards, payroll, credit status, bankruptcy status, bank account details, corporate credit card details, expense details, pension scheme and benefit details;
- (5) employment, education and training details, such as your previous employment history, employment references and other similar references, educational and professional qualifications, professional licences and certifications, competency assessment and examination outcomes and training and development details;
- (6) health details, such as sickness and fitness details, work-related accident records, physical or mental incapacity details and medical assessments reports;
- (7) family, social circumstances and lifestyle details, such as marital status, spouse and dependant details, nominated beneficiaries and emergency contacts;
- (8) equality and diversity monitoring details, such as racial and ethnic origin, gender, sexual orientation, age, marital or civil partnership status, religion or other similar beliefs and health details, including details of any physical or mental incapacity; and



- (9) other employment records, such as job application details, hire date, vetting outcomes, job title, job description, grade, business unit, employee number, performance objectives, performance reviews, rewards, benefits, attendance records, photographs and video images, trade union membership, grievances, disciplinary investigations and outcomes, leaving date and exit details.

Source of Personal Data

In addition to sourcing personal data from you directly, we may also collect personal data about you from other third parties, such as our respective employees and other external sources, such as your family members, nominated referees, previous employers, educational and professional establishments, credit reference agencies, vetting agencies, criminal record agencies, medical professionals and other professional advisory service providers. This information may be sourced prior to and during the course of your employment.

Purpose of Collection, Use, Disclosure, Processing and Transfer of Personal Data

By signing this Personal Data / Personal Information Collection Statement, you hereby give your consent to the collection, use, disclosure, processing and transfer of your personal data (whether in Singapore or abroad) by the Company for all purposes relating to the performance of this Agreement and the management or termination of your employment including, but not limited to:

- (1) managing the employment relationship, including inform recruitment decisions taken about appointments and new hires;
- (2) administering and maintaining personnel records;
- (3) paying and reviewing salary and other remuneration and rewards, including administration of corporate stock awards globally for senior managers;
- (4) providing and administering benefits (including (if relevant) pension, life assurance, permanent health insurance, group term life, group personal accident and medical insurance and accommodation/housing (if applicable));
- (5) undertaking performance appraisals and reviews;
- (6) monitoring racial or ethnic origin, gender diversity and physical or mental incapacity;
- (7) maintaining sickness and other absence records;
- (8) taking decisions as to your fitness for work;
- (9) providing references and information to future employers, and if necessary, governmental and quasi-governmental bodies for social security, visa, staff licensing/registration and other purposes;
- (10) providing information to future purchasers of the Company or of the business in which you work;
- (11) human resource and personnel management;
- (12) contact and communications purposes, including for emergencies contact purposes;
- (13) manage the physical and logical security of our office premises, IT systems, confidential information and intellectual property;



- (14) manage the health, safety and security of our employees in the workplace;
- (15) research and statistical purposes, including but not limited to survey and statistical analysis of staff and staff time managing specific customers and clients and total cost of employee to the Company;
- (16) business continuity planning and processes;
- (17) disaster recovery planning and processes;
- (18) IT service desk centralisation globally;
- (19) succession planning, talent management on a global basis;
- (20) ethics point and whistle blowing schemes;
- (21) trade sanctions and screening programs;
- (22) corporate credit card (if applicable) and expense processing;
- (23) internal audits and investigations (including, investigations relating to matters which may not involve a breach of any law, agreement or company policy, to investigate, exercise or defend legal claims or other claims of a similar nature);
- (24) facilitating the prevention, detection and investigation of crime and the apprehension or prosecution of offenders;
- (25) purposes connected with the operation, administration, development or enhancement of the Company and the Aon Group's businesses including to support and/or or assist in any of the Company and the Aon Group's businesses (for example, providing information on you and on your working experience to fulfil information as required for the submission of tenders for projects or for fulfilling regulatory requirements, assessing your performance);
- (26) making such disclosures as may be required for any of the above purposes or by law;
- (27) fulfil our duties and obligations in the Agreement and any other obligation we may be reasonably expected to discharge as an employer;
- (28) exercise or enforce our rights; and
- (29) for all purposes in relation or incidental to the above.

Unless stated otherwise, your information is necessary to us. If you fail to provide all the information requested or limit or withdraw your consent to the processing of your information by us, we may not be able operate our human resource functions properly including providing you with the full range of benefits and services.

Disclosure and Transfer of Personal Data

By signing this Personal Data / Personal Information Collection Statement, you hereby give your consent to us that we may also disclose and transfer your personal data to (whether in Singapore or abroad):

- (1) recruitment agencies, where necessary to administer and manage the on-boarding of new hires;



- (2) any company within Aon Group and/or to third parties including but not limited to any company to whom you are/will be to be seconded/transferred to;
- (3) any referee whose details are provided by you;
- (4) other employees, where necessary to operate our business;
- (5) successors of the business, where the Company is sold to, acquired by or merged with another organisation, in whole or in part. Where personal data is shared in these circumstances it will continue to be used in accordance with this Personal Data / Personal Information Collection Statement;
- (6) third party service providers, where we collaborate with service providers in order to offer you employee rewards, benefits and related services;
- (7) third party suppliers, where we outsource our processing operations to suppliers that process personal data on our behalf. These processing operations shall remain under our control and will be carried out in accordance with our security standards and strict instructions;
- (8) medical professionals and occupational health advisers, where we require you to undergo a medical assessment or require professional advice about your physical or mental health. These advisers may in turn also share personal data with us about medical assessment outcomes and your health status, to enable us to manage and support you during your employment;
- (9) clients, where you are involved in the delivery of consultancy and advisory services to the Company's clients. In these circumstances we may disclose some limited information about you to clients to (i) support bids and proposals for work, (ii) enable clients to make arrangements for you to access their office locations, (iii) allow clients to manage your health and safety whilst on their premises and (iv) enable clients to audit and validate the fees charged by the Company for providing consultancy and advisory services;
- (10) public authorities, regulators and government bodies, where necessary for us to comply with our legal and regulatory obligations;
- (11) legal advisers, insurers and claims investigators, where necessary to investigate, exercise or defend legal claims, insurance claims or other claims of a similar nature;
- (12) credit reference agencies, vetting agencies and criminal record agencies, where necessary to conduct good repute and employee vetting checks, as described in the Agreement;
- (13) educational and examining bodies, where necessary to conduct employee vetting or other similar checks;
- (14) professional qualification and licencing bodies, where necessary to conduct employee vetting or other similar checks;
- (15) law enforcement bodies, where necessary to facilitate the prevention, detection and investigation of crime and the apprehension or prosecution of offenders;



- (16) your nominated beneficiaries and emergency contacts, where necessary to comply with your instructions, e.g. to make payments to nominated beneficiaries or contact nominated third parties in emergency situations;
- (17) any third-party service provider, agents, advisors, parties authorised by you;
- (18) any parties in respect of whom you have consented to the disclosure of your personal data; and
- (19) any party who is under a duty of confidentiality who has undertaken the responsibility to keep such personal data confidential for the above purposes.

Information Security

We have implemented appropriate security measures to protect the confidentiality, integrity and availability of the personal data we collect about you and ensure that such data is processed in accordance with applicable data privacy law.

Your rights

You have a right to make a data access or correction request concerning your personal data collected by the Company. Please contact the Head of Human Resources for the Company to obtain a copy of our Privacy Statement, to access, or to correct your personal data, or to withdraw consent to our collection, use, disclosure or processing of your personal data.

It is important to note, however, that some of the rights described above can only be exercised in certain circumstances. If we are unable to fulfil a request from you to exercise one of your rights under applicable data privacy law we will write to you to explain the reason for refusal.

Personal Data of Third Party Individuals

If you provide us with personal data of third party individuals (such as your spouse, children, parents, guardians, referees or others), please do ensure that you have obtained their consent to provide such personal data to the Company and bring this Personal Data / Personal Information Collection Statement to their attention or ensure they are otherwise made aware of how their personal data will be used by the Company.

Surveillance

To ensure regulatory and internal compliance and for the protection of its staff, clients and business, the Company and/or other members of the Aon Group or third parties engaged by the Company and/or Aon Group for this purpose reserve the right at all times to carry out some monitoring including, without limitation, to monitor, intercept, review and access your telephone log, internet usage, voicemail, email and other communication facilities provided by the Company and/or other members of the Aon Group which you may use during your employment. The Company and/or other members of the Aon Group will use this right legitimately and reasonably but it is important that you are aware of and agree that all communications and activities on the equipment, property or premises of the Company and/or other members of the Aon Group cannot be presumed to be private to you. You hereby give your consent to the Company and/or other members of the Aon Group to carry out such surveillance as it may deem appropriate in its sole discretion.



Yee, Clement

Compliance with Data Protection Policies

You further acknowledge that during your employment with the Company, you will have access to and process, or authorise the processing of, personal data relating to employees, clients and other individuals held and controlled by the Company and/or Aon Group. You agree to abide by the Company's and/or the Aon Group's data protection policies issued from time to time and help the Company and/or Aon Group observe the requirements of any laws or regulations by keeping personal data relating to the Company and/or Aon Group's employees, clients and other individuals secure and not to misuse such data, or disclose or use without due authorisation. The Company's and/or Aon Group's data protection policies can be found on the Company intranet.

This Personal Data / Personal Information Collection Statement was last reviewed on **20 December 2024**.

Acknowledgement and Consent

I have read and understood this Personal Data / Personal Information Collection Statement of the Company regarding the processing (including the collection, use, disclosure, transfer within or outside of Singapore, holding and storing) of my personal data, and I hereby consent to have the Company process my personal data for the purposes and to the extent stated in this Personal Data / Personal Information Collection Statement.


I hereby undertake to abide by the Company's and/or Aon Group's data protection policies issued from time to time and help the Company and/or Aon Group observe the requirements of any laws or regulations by keeping personal data relating to the Company and/or Aon Group's employees, customers and other individuals secure and not to misuse such data, or disclose or use without due authorisation.

Name : Yee, Clement

23-Apr-2025

Date : _____

Signed by:



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Signature : _____