



Defying Uncertainty

Corporate Responsibility
Summary 2018

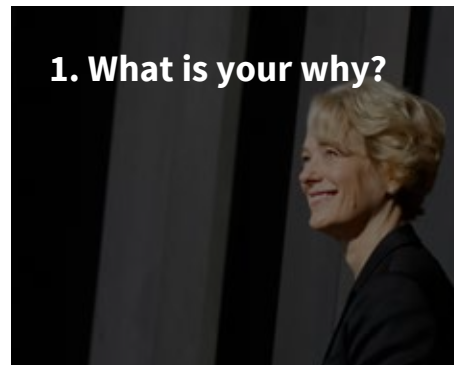
Defying uncertainty in uncertain times

Aviva's purpose to **Defy Uncertainty** means helping our customers look to the future with confidence.

To do that, we have to be a responsible, sustainable business so we can help protect and improve the future for everyone.

Doing the right thing for our customers, our communities and the wider society we serve underpins the long-term growth of our business. We need a healthy planet, strong communities and a sustainable global economy so that we can all continue to thrive.

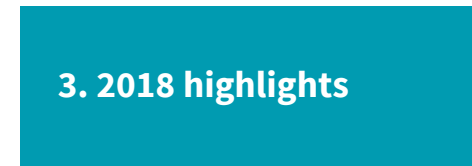
As a result, we are committed to helping tackle some of the world's most pressing social and environmental challenges, from the implications of ageing populations to climate change. We were particularly proud to receive the United Nations Foundation Leadership Award in recognition of our work to support the United Nations Sustainable Development Goals.



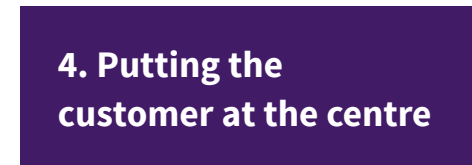
1. What is your why?



2. Responsible and Sustainable business strategy



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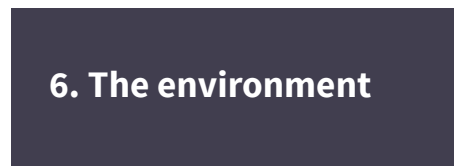
5. Strengthening communities



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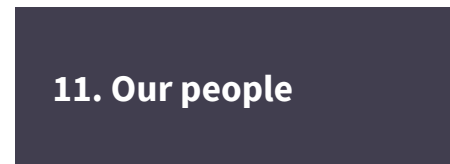
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What is your why?



Interview with Kirsty Cooper

Group General Counsel and Company Secretary

Aviva Group Executive Committee Member responsible for Corporate Responsibility and Sustainability

What is your why?

Q1. Why is it important for Aviva to be a sustainable business?

"All businesses should be sustainable. To drive long-term success, all businesses need to think long term, for the customer and community. I am a big believer in embedding a clear vision and a set of strong ethical values that align with our customers and our people. We are not perfect, but we are trying to listen to our employees and customers and respond to their changing needs."

Q2. In a changing economic and social landscape, how does Aviva stay ahead?

"Partnerships are really important. The Red Cross is a trusted and valued brand across geographies, and our collaboration with them has been invaluable to us. It helps us stay focused on our value – to care more. We have learned a lot about how to improve the welfare of those in distress from the Red Cross and have used that knowledge to reassure and improve the support to our own people and customers. One great example is how our frontline teams have received training from the Red Cross to better handle emergencies and help people in their time of need, leading to increased customer satisfaction at Aviva. Another way we are working to stay ahead is by attracting a more diverse, environmentally and socially engaged workforce, and this is helping us respond to a growing customer desire for value driven products and services."

Q3. Do you see corporate responsibility growing in importance?

"I think we are going full circle on thinking about corporate responsibility, and we see this in how we are attracting and retaining people in our business. In the past, individuals have been more focused on their individual goals – personal career trajectory and remuneration, but this has changed. People are looking for a broader experience at work, lateral learning opportunities and having more social purpose. They want to work for companies that mirror their own personal values and purpose. People want to be proud to tell their friends where they work and what their company is doing to make a difference. All the data shows our people want to work for a business that makes a positive difference in the world and build a strong community in which they work. They take pride in working for Aviva because we care about this too. This is a strategic priority for us."



What is your why?

”

Looking ahead, we will continue to focus on our own value set and purpose. We need to continue to take care of the fundamentals, from human rights across our supply chain to simple, easily accessible and inclusive products and services for our customers



Q4. Do you think it is important for business to step up?

"I am excited by the opportunity and the challenge put forward for us to step up. We started in business more than 300 years ago by providing insurance to protect and be there for those that needed us. We originally provided simple products related to home insurance and formed our first fire brigade in 1699 to help protect our customers' property, and that hasn't changed. People are living longer, saving less and resources are more limited than before so there is a gap to fill. I think there is a role for business and for Aviva to step up and try to fill the gap. By putting the customer at the heart of everything we do, we will continue to lead the industry on the big customer issues. We are currently focusing our attention on ageing workforces, digital inclusion to reach more customers, simplifying the way customers buy products and reuniting customers with their assets. We will continue to build on our reputation as a trusted partner for individuals age 45 and over, to help them manage all aspects of their planning and actual retirement, from health to home to savings and investments."

Q5. What is next for Aviva?

"We are working with the World Benchmarking Alliance on benchmarks to rank companies on their commitment to the United Nations Sustainable Development Goals (SDGs). This will measure progress and make it easier for investors and consumers to choose companies on the values that matter most to them. This will also create more transparency, and with it consumer choice to seek out brands or invest in companies that are genuine about this. We will increasingly focus on prevention to Defy Uncertainty for our people, customer and communities. In collaboration with the Red Cross, we want to look at how we can share skills to better identify weather risks, then channel aid to an area in need ahead of time to build more resilient communities. Our investments in start-ups, especially in the digital space, will allow people to monitor their health or stay in their homes longer. There is a real opportunity to support our customers through their changing life cycle and respond to their needs - from insuring car shares and driverless vehicles to retirement care homes. Personally speaking, all this work helps me to get and stay closer to our people and our customers. I am proud to work here, and I want to be able to say I have left a lasting legacy."

Responsible and sustainable business strategy

Our sustainable business strategy

Doing business responsibly and sustainably is vital to our growth and legacy

– Sir Adrian Montague, Aviva Chairman

Responsible and sustainable business strategy

Engaging stakeholders

Our approach is rooted in what matters to our wider range of stakeholders. We start by speaking to our customers, employees and external experts to understand the big challenges facing them and the wider world.

We engage with:

- Customers
- Peers
- Governments
- Employees
- NGOs
- Investors

The big challenges

For our world

Climate change
 Natural catastrophe events in 2018 generated economic losses of \$225bn *

Ageing population
 By 2050, the global population of older people is expected to more than double **

From our customers

Higher expectations
 Nearly 40% say they only buy products and services that appeal to their beliefs, values or ideals ***

Low trust
 Half of the general public trust businesses ****

Our Values

What we stand for

Care more
 We are all about our customers, our communities and each other

Create legacy
 We strive to create a positive legacy by being good ancestors

Never rest
 We're driven to think bigger and better

Kill complexity
 We make things simple for our customers

Our purpose

Defy Uncertainty

Today

- Protecting the people and things you love
- Strengthening your local community

Your future

- Helping you live well for longer
- Acting now for tomorrow

Our industry

- Championing responsible investment
- Challenging how our industry works

* Source: Munich Re, catastrophe losses, January 2018 ** Source: United Nations World population prospects, 2017 revision *** Source: GfK Consumer Life Survey 2011/2017 **** Source: Edelman Trust Index, 2018



2018 highlights

2018 highlights and a look ahead to 2019

2018 highlights

Doing the right thing for our customers

We pay out **98%** of claims*

We offer more than **50** environmentally and socially inclusive products and services globally

Making a difference in communities

We increased our community investment by **47%**, totalling **£17.6m**

We supported over **3,000** community projects benefitting over **1.5million** people

Leading by example on our own sustainability record

Our carbon offsetting projects have helped over **1 million** people since 2012

To date, globally we have achieved a **60%** reduction in CO₂e against our 2010 baseline

Towards a more sustainable future

Received the 2018 United Nations Foundation Leadership Award

We signed **£1.8bn** of new investment in wind, solar, biomass and energy

* The percentage was calculated by dividing all paid and rejected claims by the total number of claims received between 1 January and 31 December 2017. The figure includes all insurance product lines across all our businesses and excludes benefits and pensions, which have a payout ratio of 100%. It also excludes invalid or incomplete claims, such as instances where claims were opened in error, abandoned or withdrawn by customers.

2018 highlights



Acting now for tomorrow

David Schofield
 Head of Global Corporate Responsibility

There are many things I am proud of achieving in 2018. By working together, we have achieved many of the targets we set out to achieve under our current strategy - for example, our carbon emission offsetting and our community impact. We are seeing that loyalty is built by customer advocacy and trust, and our CR work is important in driving this. It influences how we view and buy brands. It also influences how our own people see us and want to work for us. Some of our talent who might otherwise have wanted to work in the charity sector work for Aviva because we care and make a difference together. Our sustainable business leaders of the future programme is one example of how we want to encourage those on our graduate programme and future leaders of our company to look at their markets and functions, to think how we can make further improvements to work better for our customers, communities and our own people.

Personally, I was also proud to see us #mapamillion with the British Red Cross last year, especially in Indonesia, where support is really needed following the devastating tsunamis. I also ran the London marathon as part of the British Red Cross last year, and there is an analogy to our CR work – this is a marathon not a sprint. Consumer trust in insurance companies is low and customer expectation continues to grow. This year we turn our attention to our new 2020-25 corporate responsibility strategy to set out a new vision and stretch targets to meet this expectation. We are keen for this to be ambitious, so we can continue to lead the way on CR and sustainability both within Aviva and beyond. If there is anything you would like to see as part of this, we want to hear from you. You can contact us at crteam@aviva.com.

Our key priorities for 2019

Development of our 2020-25 corporate responsibility strategy to Defy Uncertainty for our customers and communities	Increasing the impact of the Aviva Community Fund around the world
Continue advocating for policy change to make global capital markets more sustainable	Build more resilient global communities through our renewed global partnership with the British Red Cross
The revision of our Strategic Response to Climate Change is based on our understanding that risks are more pressing and the window of opportunity is shrinking	Maintain our carbon-neutral stance by seeking new and innovative sustainable approaches to sourcing our carbon offsets that will have a positive impact on people's lives
Ensure shareholders and the UK business is well informed on how we can collaborate across our three core areas of the Aviva Foundation: financial capability and inclusion, community resilience and sustainable finance	We are working across the business to develop propositions that give our customers the choice to act, or, use their money responsibly and sustainably in alignment with their values and ours



Putting the customer at the centre

Putting the customer at the centre of everything we do

It all starts with helping our 33 million customers protect what's important to them and save for the future

In 2018,
we paid out
£32.9bn in benefits
and claims around the world



We are improving digital technology to pay our customers more quickly and simplifying language so they can better understand what is covered.

We offer more than 50 products and services to our customers that enable them to be more environmentally responsible and sustainable

One example is the 'Build back better' programme in Canada, where 10% of the total loss to commercial property is used to upgrade the rebuild and ensure it is more resilient to prevent future losses. In Poland, we have extended our cover to include cancer treatments during the early stages of the illness. In the UK, we are speeding up the handling of critical illness claims for cancer patients from 60 days to just 24 hours. Working in partnership with a leading cancer charity, we are asking our customers for permission to speak directly to their specialists to get their medical and diagnosis details quicker.

During 2018, Aviva Ventures, our global capital investment business, invested in a number of start-ups that have a positive social impact, such as Biofourmis, a personalised healthcare analytics platform that uses artificial intelligence and machine learning to predict health deterioration. Watch the Head of Aviva Ventures talk about our social impact innovations [here](#).

Putting the customer at the centre

Caring more in Singapore

We have installed the HoME+ monitoring programme in more than 50 homes for vulnerable elderly people who are socially isolated and live alone in Singapore. An alert is automatically sent out if the resident suffers a fall or has a medical emergency. This builds on the work of the Aviva Red Cross partnership in Singapore to keep vulnerable adults in their homes longer through Aviva-led volunteering initiatives. It is also aligned to our wider investment in the connected home through, for example, Roost and Neos, to transform property insurance with smart, in-home solutions that monitor real life situations in real time for better risk prevention.



Creating legacy in Poland

33 of the 50 most polluted cities in the EU are in Poland

In response, we launched an anti-smog campaign and our #SMOG Clean Air Proposition. We funded 300 external air quality sensors, which were added to the national network in places selected by local communities. By helping people monitor the air quality where they live and providing education, they can protect themselves, their families and communities. We also offer discounts for in-home air quality sensors to life and health insurance customers, anti-smog insurance and rehabilitation, as well as a portal of online doctors for those living in Poland.



Strengthening communities

Making a difference in our communities

Strengthening communities

How we make a difference

The Aviva Community Fund (ACF), Aviva's global community investment competition has been running for ten years and covers ten countries. It empowers local communities to develop inspiring projects which are most relevant to them, by supporting social enterprise, charities and university networks. The projects support causes such as environment, health, education and inclusion. Winning projects include sports clubs, gardening initiatives, after-school projects and ecological agriculture. Through sharing our skills and experience, Aviva seeks to empower projects to help even more people, which is done through roadshows, webinars and digital materials.

In 2015, we set out to support 5,000 inspirational local projects by 2020, and we achieved this target in 2018, helping over 7,000 projects. In 2019, we look forward to engaging more closely with communities across the globe, including through our digital channels. Aviva's people continue to make a difference in communities around the world.

ACF Global Highlights

- To celebrate its tenth year of engaging with communities, Aviva Canada turned neighbours into friends by backing #BetterTogether events from coast to coast
- Aviva Vietnam's contribution to corporate social responsibility through the ACF was recognised by the Vietnam Economic Times' Golden Dragon Award
- Aviva Italy, for the second year in a row, received a medal of recognition from the President of the Italian Republic for the third edition of ACF
- Aviva France is incorporating La Fabrique Aviva in the Corporate and SME Strategy, offering discounts on essential insurance needed by start-ups



Strengthening communities

Building Resilient Communities

Since October 2015, Aviva and the British Red Cross (BRC) have created a strong strategic partnership to build more resilient global communities. This is bringing benefits to our organisations, our customers and the global communities we support.

Some examples are:

1.5 million+ people supported with life-saving aid, including clean water, food and shelter through the Red Cross' Disaster fund and digital-focused volunteering during our global mapathons

Aviva and the BRC recognised as one of the **top ten** charitable partnerships in the UK

£496,000 total fundraising in 2018 donations, match funding, our people and customers

6 point increase of Aviva's customer satisfaction score, following Red Cross psychosocial training for the service team



In 2018, our #mapamillion campaign mapped buildings in north Indonesia, following the devastating earthquake and tsunami, and we reached our goal of putting 1.25 million people on the map, ensuring future aid work can be channelled to the point of need.



Find out more about the partnership for the benefit of our customers and people:



We have renewed our strategic partnership with the British Red Cross for a further two years, working together to help communities be better informed, prepared and more resilient if disaster strikes. The Community Reserve Volunteer project aims to register 10,000 volunteers by the end of 2019 to support in their local communities. We have already signed up nearly 6,000 volunteers, including customers and our people. In 2019, we will increase the impact of the Aviva Community Fund and Red Cross work across the world and aim to support over 2.5 million beneficiaries through our community activities by 2020.

A photograph of a wind farm with several white wind turbines on a brown, grassy hill under a grey sky. The text 'The environment' is overlaid in large white font on the left side of the image.

The environment

Acting now for tomorrow

We have to be a responsible, sustainable business so we can help protect and improve the future for everyone

The environment

The UK says goodbye to single use plastics

In 2018, Aviva UK were successful in removing all single use plastic coffee cups internally, saving an estimated 7m cups per year and over 50 tonnes in waste. All our employees and visitors now use reusable cups, and we will remove all other single use plastic from our on-site catering and events by mid-2019 in line with our plastic **pledges**.



Four Spaces Becomes One

In 2018, Canada merged four office locations into one energy-efficient office site. Over 1,800 employees were merged into the new office space, reducing our operational footprint (square footage) by 25%.



Our voice of Aviva survey results show that almost 90% of our people believe that Aviva is a good corporate citizen – driving engagement, pride and trust within our organisation

The environment

Leading by example on our own sustainability record

As the first international insurer to be carbon neutral, we continue to offset 100% of any remaining carbon emissions. Since 2012, our offsetting projects have helped over one million people live better lives. Aviva continues to manage the impact of our business on the environment. Our Corporate Responsibility, Environment and Climate change business standard focuses on the most material operational environmental impacts, which we have identified as greenhouse gas emissions.

To date, globally we have achieved a **60% reduction** in CO₂e against the 2010 baseline, meeting our 2020 target of 50% two years early. We continue to work towards our ambitious long-term target of a **70% reduction** by 2030

Under the Carbon Reduction Commitment Energy Efficiency Scheme, we reported total emissions of 58,900 of CO₂e in 2018, costing £1.4m. This mandatory scheme is limited to UK business emissions from building energy, and includes the property portfolio of our investment funds managed by Aviva Investors.

You can find out more about our operational global greenhouse gas emissions in our TCFD report [here](#).

2018 Environment and Sustainability



Across the UK, more than 400 employees have signed up to the car share programme and there are 180 active car sharing groups. We have also introduced electric vehicle charging points at eight UK locations and moved 30% of our car fleet to hybrid. In the past year, this has helped save over 4,000 kg of CO₂e emissions.

In addition to the car share, Norwich Horizon – Aviva has installed a solar PV carport system, which will be the first of its kind anywhere in the UK and will make Horizon energy self-sufficient when the sun shines. The array will be made up of 1,900 solar panels, generating 528,000 kWh per year. The Horizon building will consume 68% of this clean energy and export the remainder into the national grid. The annual carbon emissions saved will be C.142 tonnes per annum.

More details of our environmental KPI data and our independent assurance process can be found on www.aviva.com/CRkpisandassurance2018



Responsible Investing

Towards a more sustainable future

We're committed to using our influence to support more sustainable companies, economies and societies

Our Approach

Aviva Investors is our global asset management company, with £331bn of assets under management in equities, fixed interest, property and multi assets (as at 31 December 2018). Building on Aviva Investors' 40-year heritage in responsible investment, in 2018 we have continued to:

- Enhance the way we integrate environmental, social and governance (ESG) considerations into our investment decisions;
- Act as responsible stewards of our investments, through our Annual General Meeting (AGM) voting and engagement activities; and
- Use our influence and experience to drive sustainable market-wide capital markets reform

At Aviva Investors, we are proud to co-found the WBA and look forward to embedding it into our investment decision making, including how we voice concerns with the companies we own.

The responsible investment market is maturing, and we're seeing a growing number of clients wanting to not just consider ESG issues, but to also have an impact with their investments.

– Steve Waygood, Chief Responsible Investment Officer

Environment, Social and Governance

As a long-term investor, we're convinced our investments will be more successful if we understand how the companies and projects we invest in perform on issues such as board diversity, governance, climate change and regulatory developments. Aviva Investor's insight into ESG issues and trends helps us understand the risks that could hit our investments and spot investment opportunities. Supported by the Global Responsible Investment (GRI) team, our analysts and portfolio managers integrate these issues into the investment analysis and decision-making process across all our asset classes. We understand that alternative asset classes have unique investment considerations and have made significant progress in developing bespoke ESG strategies from real estate and infrastructure to structured finance and private corporate debt. We were also one of the first large asset managers to make the integration of ESG factors part of the pay criteria for investment employees.



In September 2018, we launched the World Benchmarking Alliance (WBA) as a founding partner with the Index Initiative and the United Nations (UN) Foundation at the UN General Assembly. The initiative, also funded by the UK, Dutch and Danish governments, will publish free and transparent benchmarks ranking companies on their contributions towards achieving the UN Sustainable Development Goals (SDGs). At a time of increasing focus on the role of the private sector in helping to drive greater levels of sustainability, equality and prosperity in society, the WBA will increase transparency and accountability for businesses in relation to the SDGs. It aims to empower consumers, investors, governments and civil society organisations by providing them data and insight that shows a company's SDG performance, which they can use when deciding where to spend their money, allocate their investments or direct their policy and advocacy efforts. [Find out more here.](#)

Responsible Investing

Good growth in France

Aviva Investors France aligns all of its assets under management to the United Nations Sustainable Development Goals. In 2014, Aviva France launched Aviva Impact Investing France. It became the first financial institution in the country to create an investment fund dedicated to financing socially and environmentally responsible companies. This fund is now endowed with €30m. At the 7th edition of the 'Instit Invest Crowns', Aviva France was awarded 'Best Initiative in Impact Investing' in the 'Major Themes' category. This reward recognises that investments can create social good as well as healthy financial earnings.

Addressing the problems of tomorrow

Our responsible investment priorities mean we want to tackle Antimicrobial Resistance (AMR). We use our role as responsible shareholders to engage our investee companies, predominantly in the pharmaceutical and food sectors, to develop a robust policy on AMR and phase out of antibiotic use across their supply chains.

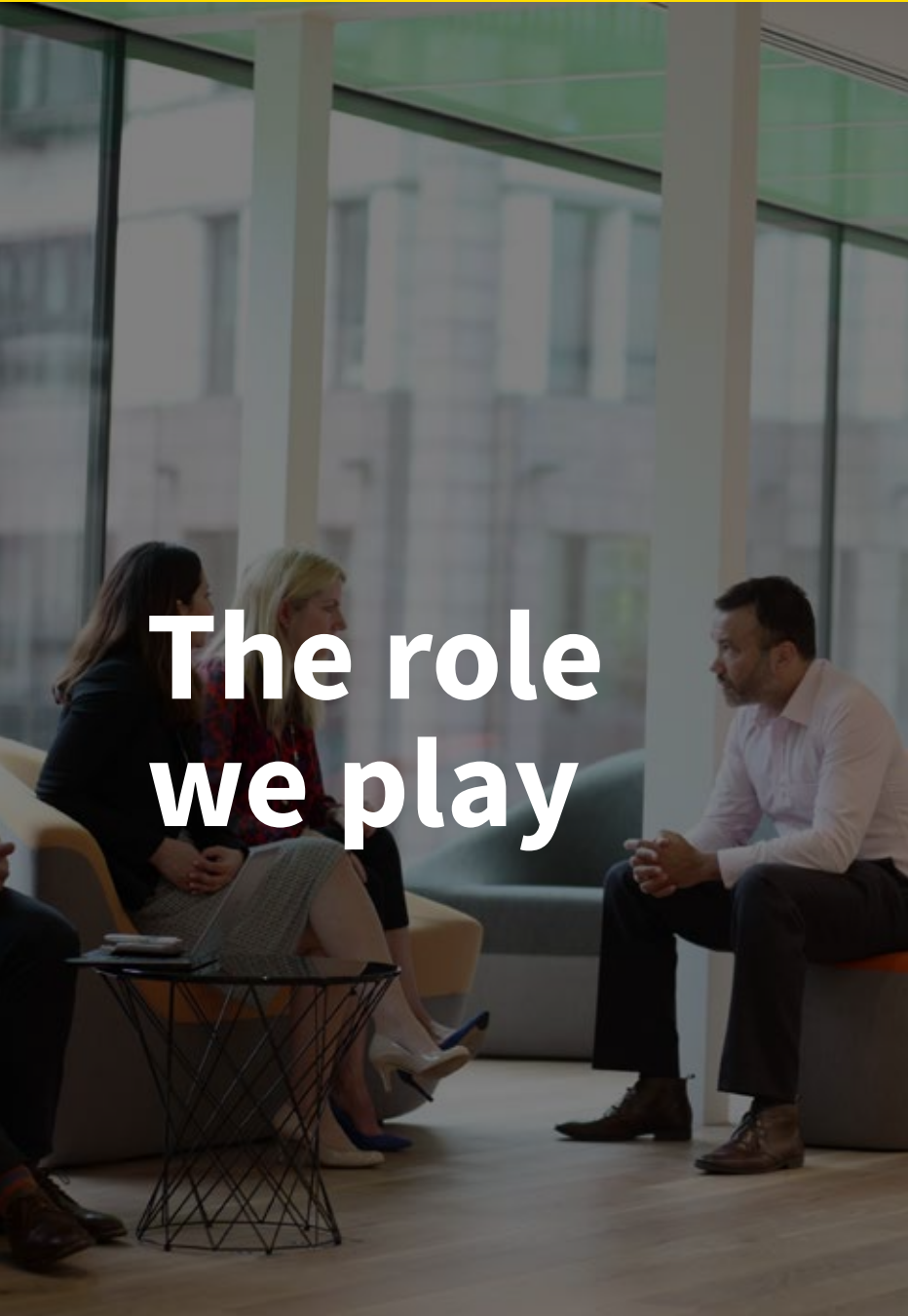
In 2018, we co-convoked a conference with the European Bank for Reconstruction and Development, with Dame Sally Davies, England's Chief Medical Officer, as a keynote speaker, which discussed what actions the private sector and investors could take to tackle AMR.



Supporting the Sustainable Development Goals



Our business promotes and aims to align with the United Nations Sustainable Development Goals (SDGs)








The role we play

SDG	Impact we can have on the goal	Impact of the issue on our business (materiality)	Aviva strategic priority
 1. No poverty	✓	✓	✓
 2. Ending hunger			
 3. Health and well-being	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
 4. Quality education	✓	✓	
 5. Gender equality	✓ ✓	✓ ✓	✓ ✓
 6. Water and sanitation			
 7. Affordable and clean energy	✓	✓	
 8. Decent work and economic growth	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
 9. Infrastructure	✓ ✓	✓ ✓	✓ ✓
 10. Reduce inequality	✓ ✓	✓ ✓	✓
 11. Sustainable cities and communities	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
 12. Sustainable consumption and production	✓ ✓	✓ ✓	✓ ✓
 13. Climate action	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
 14. Life below water	✓		
 15. Life on land	✓		
 16. Peace and justice	✓ ✓	✓ ✓	✓ ✓
 17. Partnerships	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

Supporting the Sustainable Development Goals

Aviva Working Towards a Sustainable Future

The United Nations Sustainable Development Goals (SDGs) can guide us, our customers and society towards a brighter, sustainable future. We support the SDGs and focus our efforts on those which align closely with our strategic priorities.

Goal	Details
 <p>3 GOOD HEALTH AND WELL-BEING</p> <p>Ensure healthy lives and promote well-being for all – at all ages</p>	<ul style="list-style-type: none"> • Aviva UK was voted Health Insurance Company of the Year for the tenth year running • Aviva Ventures invests in start-ups such as Owlstone Medical, who are pioneers of early cancer detection technology • Our employee programme, Wellbeing@aviva offers employees physical, mental and financial well-being advice • 70% of our leaders have now received mental health training and, as a result, over 90% of our leaders feel comfortable having conversations about mental health
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<ul style="list-style-type: none"> • Launched a new Equal Parental Leave policy in Canada, UK, France, Ireland and Singapore • We're proud to be a real Living Wage Employer in the UK, including contractors and suppliers who work on our sites • Aviva France voluntarily undertook and published gender pay gap analysis of employees; one of the first companies in France to do so
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> • Aviva assigned £1.8bn of new low carbon infrastructure investment in wind, solar, biomass and energy • Supported the British Red Cross emergency app providing vital risk alerts and advice on resilience • In Canada, we merged four office locations into one energy-efficient office, reducing our operational footprint (square footage) by 25% in 2018
 <p>13 CLIMATE ACTION</p> <p>Take urgent action to combat climate change and its impacts</p>	<ul style="list-style-type: none"> • We have reduced our CO₂e by 60% since 2010, and are on track to reduce it by 70% by 2030 • We're committed to purchasing 100% of our electricity from renewable sources globally by 2025 • Our approach to carbon offsetting has directly improved the lives of over 1.1 million people since 2012 • Our London Markets Underwriting team is no longer providing insurance for fossil fuel power generation • We have committed to the UK Government Powering Past Coal Finance Principles
 <p>17 PARTNERSHIPS FOR THE GOALS</p> <p>Strengthen the means of implementation and revitalise the global partnership for sustainable development</p>	<ul style="list-style-type: none"> • Aviva continues to play a key role in the United Nations Global Compact, Sustainable Stock Exchanges Initiative, the Corporate Human Rights Benchmark and the World Benchmarking Alliance <p>*Refer to our partnerships page for more information*</p>

Supporting the Sustainable Development Goals

The role of sustainable finance

We're proud to promote the vital reorientation of capital away from short-term thinking towards more sustainable financial markets. As a global insurer and investor, we're aware that the investments we make today will influence the world we live in tomorrow. A great deal has been done by governments and the United Nations (UN) to align private finance with sustainable development. We contributed to the UK Department of Work & Pensions consultation on clarifying and strengthening investment duties and welcomed the subsequent response. We have also led an ambitious agenda of market reform in the European Union, forming part of an expert group recommending a series of financial measures promoting sustainability and we co-convened a Finance Summit in July with HRH the Prince of Wales at St James' Palace.

[Find out more on Sustainable Finance here](#)

From left to right; Colm Holmes, Pauliina Murphy, Miba Stierman, Steve Waygood, Sam White

Sustainable Development Goals internal competition

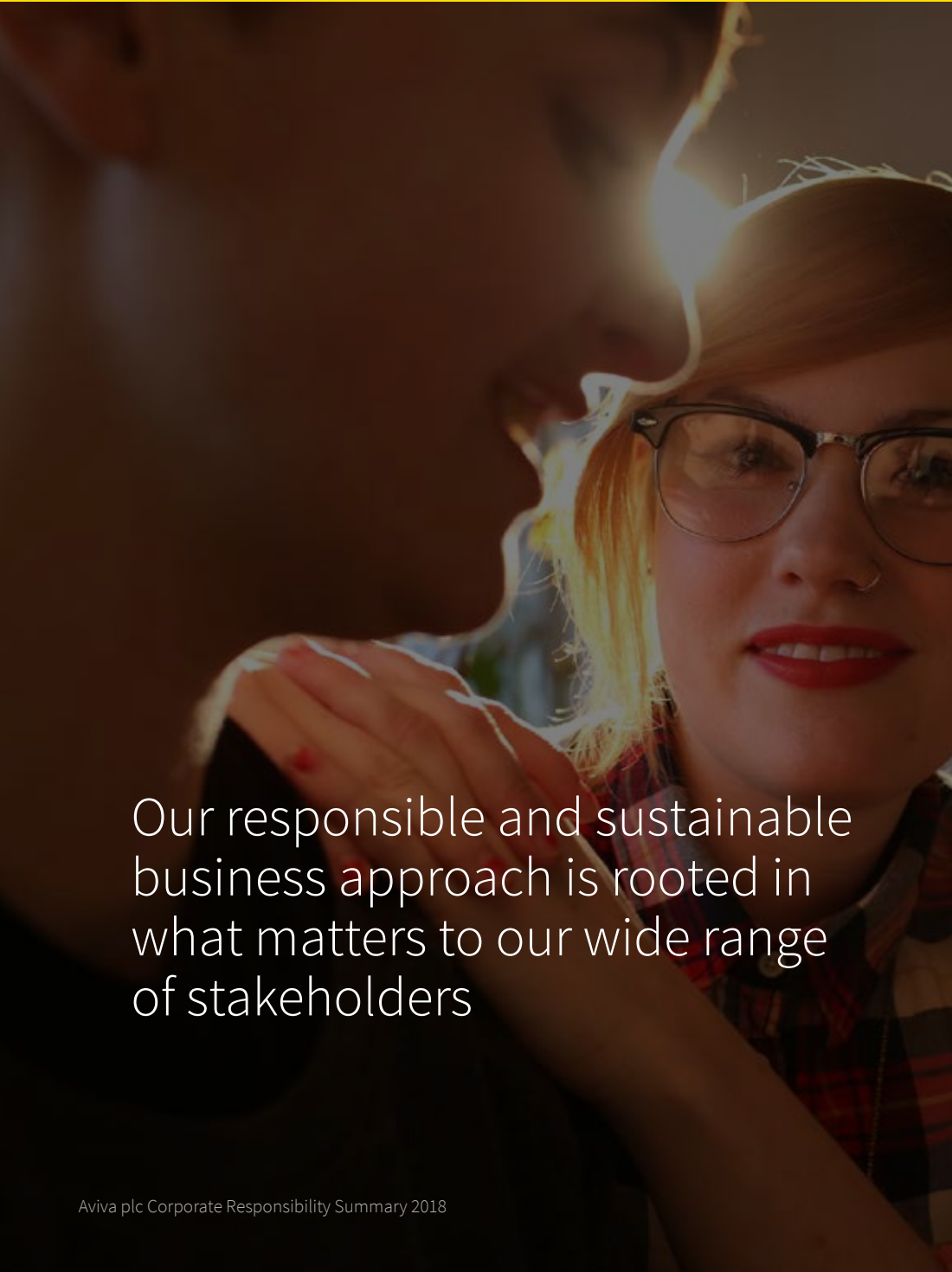
In October, we launched an internal SDG competition where we asked our colleagues to pick the SDG they were most passionate about and imagine what they would do to work toward this goal as a world leader. We received entries from over 150 Aviva employees, from Canada, France, India, Italy, Ireland and the UK. Ideas ranged from how to tackle plastic to reducing food waste. The winner was invited to join the UN Foundation Global Leadership Dinner, where Aviva was the only company to receive an award for our contribution to our work with the United Nations on sustainability. The responses from Aviva employees were also used to bring insights about the issues our employees feel most passionate about.






Tackling the big issues together

By putting the customer at the heart of everything we do, we will continue to lead the industry on the big customer issues




Our responsible and sustainable business approach is rooted in what matters to our wide range of stakeholders

Our approach




External analysis

- External benchmarking
- Stakeholders' feedback on CR report



Research and discussion

- Horizon scanning
- Stakeholder engagement



Strategy development and engagement

- Internal engagement
- Board level review

Tackling the big issues together

How we recognise expertise and insight

Stakeholders	Engagement	Our shared interest	Action example
Customers	<ul style="list-style-type: none"> • Net Promoter Score (NPS)[®] and brand surveys • Digital product testing • Global surveys of consumer attitudes • In-depth consumer research into retirement plans, financial planning and pensions • Direct customer testing and insight 	To provide good value products and services that meet their needs, helping them take control of their finances and protect the people and things they love	In the UK, we are working in partnership with a leading cancer charity to speed up the handling of critical illness claims for cancer patients from 60 days to just 24 hours
Business partners (bancassurance partners, suppliers ventures)	<ul style="list-style-type: none"> • Procurement processes including the Supplier Code of Behaviour which includes adherence to human rights and modern slavery • Supplier surveys on Corporate Responsibility (CR) criteria • Responding thoroughly to bids and tender documentation and engaging on CR 	To be a trusted partner and do the right thing for the good of our customers	Aviva introduced the ability for Barclays customers to notify us of a claim directly using an online method, reducing the needs for calls, paper and post
Our people	<ul style="list-style-type: none"> • Voice of Aviva survey and regular polls • Employee forums and networks • Consultation on and implementation of well-being initiatives • Performance reviews • Grievance procedures • Trade union representation • The Evolution Council 	Employees feel listened to, respected and recognised for their contributions, and helped to develop their talent in a company they feel proud to work for and where diversity is celebrated	Our fully elected all-employee representative body (Your Forum) is a key way of recognising that we all have a part to play in contributing to the debate on issues and opportunities impacting on our people and our organisation
Governments and regulators	<ul style="list-style-type: none"> • Our regulatory and public policy teams, along with our business specialists, engage with policymakers to support the development of good policy in areas that will have a positive impact upon our business and customers 	To comply with regulatory and legislative requirements, actively provide expertise to support policy development and ultimately help change our customers lives for the better	We have supported the need to reduce fraudulent whiplash claims through our Road to Reform campaign in the UK. The 2018 Civil Liability Act will reform whiplash compensation, but we will continue to champion Road to Reform until the reforms are fully implemented. Aviva has promised to pass on 100% of the savings to its customers when it does
Communities and NGOs	<ul style="list-style-type: none"> • Share best practice, helping to develop actions and solutions to social and environmental issues • Invite input and challenge from lobby groups • Form global partnerships with organisations such as the British Red Cross • Invest in community groups through programmes such as the Aviva Community Fund 	Being a responsible corporate citizen, supporting and strengthening local communities	Aviva is one of ten leading organisations to champion responsible digital business with the BITC
Companies we invest in	<ul style="list-style-type: none"> • Aviva Investors are active investors, engaging with companies and voting at their Annual General Meetings and Emergency General Meetings on Environment, social and governance issues to help improve their performance 	Being a profitable and responsible investor	Aviva Investors is working towards steering the oil industry away from marine life in World Heritage sites. Following a number of successful engagements on this topic, including SOCO International and BP, we helped to launch a collaborative project to call on extractive companies to make 'no go' commitments in World Heritage sites
Shareholders and investors	<ul style="list-style-type: none"> • Annual general meetings • Liaison with ratings agencies, banks and index providers • Responding to a range of investor questionnaires, e.g. Dow Jones Sustainability and FTSE4Good Index and to letters from institutional investors • Distribution of digital shareholder newsletter 	To practice good governance and regularly engage with investors and shareholders	We have an MSCI environment, social and governance rating of AA. These ratings are used by investors to identify ESG risks and opportunities within their portfolio



Good governance and business ethics

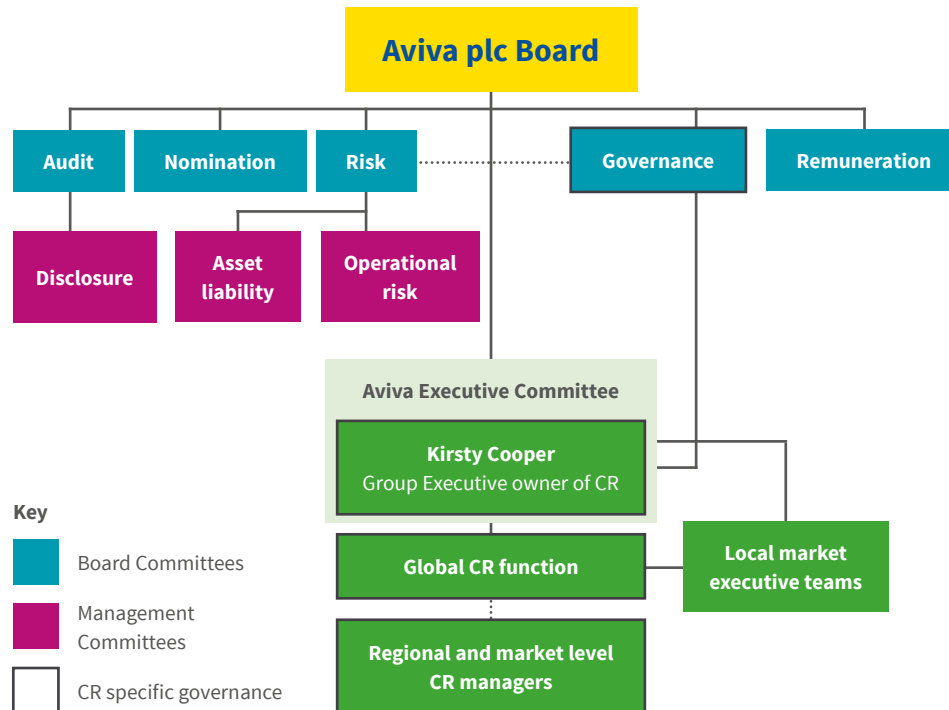
We want to make our industry work better for everyone.
That's why we work hard to practice good governance across the business

Good governance and business ethics

Our Commitment

How we operate

Our Board Governance Committee oversees our responsible and sustainable business strategy and policies. Aviva plc is subject to the 2016 UK Corporate Governance Code (the Code), with which we aim to fully comply. Details of the Company's compliance with the Code can be found in the Directors' and Corporate Governance Report in the Annual Report and Accounts and online at www.aviva.com/investors/corporate-governance. The activities of the Board Governance Committee can be found in the Governance Committee Report in the Annual Report and Accounts.



Business Ethics

We are committed to the highest standards of ethical behaviour as outlined by our **Business Ethics Code**. This underscores our commitment to operate responsibly and transparently. We require all our people, at every level, to read and sign up to our Code every year (99% of our employees did so in 2018). The Financial Crime Business Standard guides our risk-based financial crime programmes, which seek to prevent, detect and report financial crime, including any instances of bribery and corruption, while fully complying with relevant legislation and regulation. We use risk-based training to ensure employees and others acting on Aviva's behalf know what is expected of them and how they should manage bribery and corruption risks. Our malpractice helpline, Speak Up, makes it easy to report any concerns in confidence, with all reports referred to an independent investigation team. In 2018, 50 cases were reported through Speak Up (2017: 25) with zero related to bribery and corruption concerns.

Managing Risk

Our Risk Committee oversees all aspects of risk management. You can find full details of our approach to risk on www.aviva.com. We have assessed the environmental risks that we face as a business, and the most significant is the potential impact of climate change on our customers' lives and our company's assets. More detail can be found in Aviva's Strategic Report in the 'Risk and Risk Management' section and in our high-level response to the Financial Stability Boards Taskforce on Climate-related Financial Disclosure (TCFD) and in the 'Aviva's climate related financial disclosure' section.

In 2018, we engaged **95% of our managed suppliers** on corporate responsibility issues, including modern slavery

Good governance and business ethics

Caring more about human rights

Our commitment to respect human rights is guided by the Universal Declaration of Human Rights, the United Nations Guiding Principles on Business and Human Rights and other internationally recognised human rights frameworks. Our approach to modern slavery is part of our overall approach to human rights. We are committed to ensuring there is no modern slavery in our operations. In 2018, we:

- Expanded the scope of our work to include Canada, Poland, Ireland, France, Italy and Singapore. Procurement teams, company secretaries, and corporate responsibility representatives from these markets were briefed on our responsibilities regarding modern slavery
- Completed modern slavery threat assessments on eight suppliers globally to include a review of recruitment processes, policies and procedures. These assessments were carried out on the following services: car valeting, cleaning, media production and digitisation
- Collaborated with the United Nations Global Compact as part of the UK working group on modern slavery. We peer-reviewed participants' modern slavery statements, received training and shared experiences from within civil society and government organisations
- Contributed to the review of the Modern Slavery Act (MSA) 2015 commissioned by the UK Government to strengthen and enhance the current legislation. We participated in a number of high-level forums in 2018, including a workshop organised by the Home Office and the Modern Slavery Review Secretariat

Adopted Modern Slavery Performance Indicators for Aviva

Indicator	2018
Number of cases of modern slavery discovered at Aviva or in our supply chain	0
Number of risk of modern slavery assessments conducted on suppliers	8

From 2019, we will also report on two additional KPIs: % of supplier and contract owners in Aviva that have received training on modern slavery during the year and the number of suppliers engaged by Aviva that declare they have improved their management of MSA risks as a result of this engagement.

For our complete modern slavery statement, please see: www.aviva.com/modernslaverystatement



Our people

Our people focus for 2018 has been on our culture. We want to be a business which is simple, innovative and customer centric in everything we do

Our people

Our strategy

- Focus on our customers by connecting the day-to-day activities of our people with our purpose
- Give our people the freedom to act in line with our values
- Make leadership a way of life so all our people contribute to delivering our strategy and think independently
- Create an inclusive and diverse environment so that everyone can be themselves; and
- Actively invest in the skills, mind-sets and future capabilities we need to win in a digital age

The focus for 2018 has been on our culture and ensuring we are an inclusive workforce who put the customer first

Engaging our people

In 2018, our global Voice of Aviva survey focused on key areas of insight to drive growth: engagement, culture and leadership. In the last year, colleagues have seen significant positive shifts in the culture at Aviva with a sizeable 12-point increase.

Engagement in Aviva remains consistent, with 2017 at 75% globally. The focus in 2019 will be to continue to embed a culture of greater customer focus, innovation and simplicity.

Developing our People

In 2018, we have continued to implement our three-year talent programme:

- Extended our flagship leadership programme to all leaders in Aviva. Currently, 1,500 leaders have started Leading For Growth with a further 500 scheduled to commence in Q1 2019
- Our global digital learning portal has 100% adoption in all key markets through innovative bite-sized content, mobile learning and external thought leadership via LinkedIn Learning. Quantum University, our global data science learning practice, is established and building capability with c.700 practitioners globally
- We had 36 people starting on our Global Graduate Scheme in September, including 17 women

Our people

Health and well-being

We remain focused on our employee health and well-being as a key driver to our success and growth. 2018 has been a year of embedding for our Wellbeing@Aviva strategy, and continues to deliver under our four areas – mental, physical and financial well-being and community connectivity.

- 70% of our people leaders have now received mental health training, as a result over 90% of leaders feel they are comfortable having conversations about mental health
- 4,000 colleagues have taken advantage of the free Headspace app offered, collectively meditating over 66,000 times since launch
- 21% of colleagues use our digital health checks each time they visit the office, with on-site support

Inclusive diversity

Inclusive diversity is at the heart of how we do business and a key requirement for the workforce of the future. If people can be themselves, they'll be happier and contribute their best thinking. Aviva's employees need to reflect our customer base, and we continue to make sure all our customers are represented inside the organisation. In 2018, we exceeded our 30% female leader target by 2020. Over 120 women have completed our Women in Leadership Programme, resulting in more women taking on broader roles and getting promoted.



READ GENDER PAY GAP REPORT ONLINE



Our drive to have an inclusive culture comes through our employee communities launched across all markets in 2018. There are six communities covering race and religion, gender, sexuality, caring responsibilities, age, and mental and physical health. In the first year, over 5,000 employees have joined these communities. They act as a conscience to the organisation and are actively sponsored by members of the Group Executive. Some of the notable contributions from the communities have been the Workplace Adjustment Passport (an individual note of any adjustments an employee requires), Black History Month events and a part-time transition to retirement scheme in Canada.










Aviva's awards and key partners




Drawing on our particular strengths and know-how, we focus our partnerships and activities for maximum effect

Aviva's awards and key partners

Commitments

Partnerships

	
	
<p>Helping communities prepare for, and respond to, crises</p>	
	

External Recognition

Contact us

If you have any suggestions, feedback or queries about Aviva's CR programme, we'd love to hear from you at:

crteam@aviva.com.

This is a summary of our responsible and sustainable business strategy. You can read more about it on our website, in our Annual Report and in the Aviva Strategic Report:

www.aviva.com/social-purpose

www.aviva.com/investor-relations/reports/

Aviva's 2018 CR KPIs, assurance report from PwC and reporting criteria can also be found at:

www.aviva.com/social-purpose

As a reminder

Reporting currency: We use £ sterling.

Unless otherwise stated, all figures referenced in this report relate to Group.

The Company's registered office is St Helen's, 1 Undershaft, London, EC3P 3DQ

The Company's telephone number is +44 (0)20 7283 2000

