

## One Aviva. 45 million customers. Customers

We aim to provide our customers with prosperity and peace of mind by offering them relevant, simple-to-understand products that they can trust.

### Peace of mind for our customers

In June and July 2007, more than 51,000 Norwich Union customers were affected by floods in the UK, and 4,300 had to evacuate their homes. Our repairers worked to get around 50% of them back in their homes by Christmas, surpassing the 40% target given to all insurers by the Association of British Insurers. Our Mobile Advice Centre – a large yellow bus – visited flood-affected areas to provide customers with claims advice and practical help from property repairers and restorers. We estimate to have paid out on claims worth more than £475 million, with some customers taking up the offer of a cash allowance towards the cost of decoration to speed up the process.

While we responded quickly to an unprecedented natural catastrophe, we continue to do everything we can to help those remaining customers who have yet to return home to do so, and to make their temporary living arrangements as bearable as possible.

*"I can't praise the assessors enough; they explained everything and we didn't have to wait for anything. Being back home was the best Christmas present, while other people I know are still in caravans, waiting for money from their insurance companies."*

Paula Mortimer, UK customer



Our CSR agenda lies at the very heart of the way we interact with our customers – in our vision and values, our strategies, our products and our services. In laying a strong foundation, our group customer policy directs uncompromising standards of commitment to customers from all our staff.

We want customers to trust us, so we are fair and open with them, and empower them to make informed financial decisions by training our people to determine their individual needs. We communicate as clearly as we can, make our products easy to understand and strive to offer helpful, professional service.

### Responsible selling

We believe responsible selling starts with clear, open and honest dialogue with customers, so we treat every interaction with a customer as an opportunity to deliver the best customer experience, and calls are monitored randomly to ensure that agents in our call centres provide a high-quality service every time. In the USA, agents proactively call customers a few days after a purchase to welcome them to Aviva, ensure they are happy with their new coverage and the service they received, and answer any questions. Feedback on this 'Welcome Call' programme shows a 95% 'good to excellent' rating to date.

Aviva continues to invest in staff training and coaching to ensure agents have the tools and skills to identify each customer's specific needs, and confidently advise on suitable products and services. In Sri Lanka, Eagle Insurance sales staff undergo extensive training at the first in-company centre outside the UK to be recognised by the Chartered Institute of Marketing, and top performers regularly receive further overseas training on sales, marketing and customer care techniques. To minimise the possibility of mis-selling unit-linked

products, recently introduced to the Sri Lankan market, only those agents who undertake company training are licensed to sell such products directly to customers.

Aviva Australia was ranked first in the 2007 Taylor Life Insurance Industry Survey, which questions more than 1,600 protection advisers in order to benchmark the leading life insurance providers. The company's five-star rating, and particularly strong results in the 'underwriting speed', 'timeliness of processing applications' and 'partnerships and relationships' categories, confirms Aviva's place as a market leader in service delivery.

### Socially responsible products

We consistently aim to offer our customers a range of sustainable products and services that meet real needs.

Socially responsible motoring initiatives include Norwich Union's UK 'Pay As You Drive'™ car insurance, which uses telematics technology to assess where, when and how far young and lower-mileage drivers drive. A third of customers aged 18–23 are saving at least 40% on their premiums and, more importantly, accidents have been reduced because the scheme encourages young drivers to stay off the roads at high-risk periods, such as at night. Claims by young drivers have fallen by over 30%.

In Canada, we doubled the number of policy holders in our Autograph programme, which also offers lower premiums to people driving shorter distances and at off-peak times. In the Netherlands, Delta Lloyd has launched a sustainable 'green' motor insurance. For every policy taken out, seven trees a year are planted in sustainable forests. The product, the first in a new sustainable 'product line', is supported by the national climate campaign HIER.



### Growing goodwill in emerging markets

Aviva-COFCO, our joint venture in China, was awarded the 2007 Foreign Life Insurance Company providing the Best Services in a financial management survey conducted by SOHU, one of China's largest websites. The company also received the accolade of 'Most Competitive Multinational Company in China' at the International CEO Roundtable of Chinese and Foreign Multinational Corporations.



### Life cover in India

Aviva India provides a range of financial products and services to help the underprivileged and combat poverty.

For example, one new micro-insurance plan, *Grameen Suraksha*, reduces the burden on rural policy holders, who pay premiums for just two years and then realise the term benefit for five or 10 years. The scheme currently covers more than 1.1 million lives, and hopes to bring the benefits of life insurance to a wider rural population.

India's first comprehensive child care plan, 'Aviva Little Master', is designed to take care of the current and future needs of children should they be orphaned.

*"Our core purpose – to provide prosperity and peace of mind for our customers – underpins everything we do. This is so important to us. We must never forget the potentially huge impact – financial and emotional – we can have on our customers' lives and we use this to guide all our activity."*

Sally Shire, group brand development director

To encourage life insurance customers to lead healthier lifestyles, as well as save money, Aviva USA launched the Wellness for Life programme in 2007. Customers are eligible for potential savings by having regular check-ups with their doctor, and can reduce their insurance costs further by meeting other criteria, such as maintaining an agreed body weight.

As for protecting the environment, Aviva France's new home insurance product includes an option for insuring against the failing or breakage of renewable energy devices such as solar and photovoltaic panels. It offers reduced premiums for having energy-efficient electrics and boilers, and using renewable fuels.

### Socially responsible investments

With more than £164.2 billion of assets under management through its fund management business Morley, Aviva has been a leader in socially responsible investment (SRI) since 2000. More recently, Morley became a signatory to the UN Principles for Responsible Investment and the Institutional Investors' Statement on Climate Change. It was rated the number one fund manager for its understanding of SRI and extra-financial issues for the third year running in the Thomson Extel survey.

We can promote more sustainable business practices by increasing the funds under management in our specialist SRI funds. We had £1.2 billion invested in companies that lead the way in environmental and social practices or that offer products and services that support sustainable development. The key CSR impacts of our fund management business originate, indirectly, from the impacts of the companies in which we invest, so we try to mitigate these impacts by engaging with those companies we invest in and encouraging them to exhibit more responsible business practices.

Our commitment to socially responsible investment is worldwide. Aviva Italy began investing in a socially responsible fund in 2006, and launched a new product with similar features in 2007. The index-linked Presente e Futuro fund invests in a basket of indexes including the Wilderhill new energy global index and S&P global water, a fund that invests in organisations operating in renewable energy and water sectors.

In India, customers can choose between four funds when investing in our unit-linked products, while Eagle Insurance has widened customer choice in Sri Lanka with the introduction of new unit-linked 'investment insurance' products, which offer a range of funds investing in sectors ranging from government securities to equities.

### Improving financial literacy

Norwich Union staff in York and Sheffield learned more about managing their personal finances at 'Make the Most of your Money' workshops. These Financial Services Authority events, being rolled out across the UK during 2008, will help at least 10 million people in the UK – including our staff – to improve their understanding of financial products.

We rolled out our 'Six-Steps' website ([www.six-steps.org](http://www.six-steps.org)) internationally in 2007. The site, which contains a simple retirement planner, gives free, impartial advice about preparing for retirement, and was named Best Corporate Social Responsibility Programme at the 2007 Institute of Financial Services Financial Innovation Awards. The judges commented that this "accessible, engaging and jargon-free website meets a massive, currently unfulfilled, need across the UK. Financial education of this nature will have significant long-term benefits and Aviva should be proud of its contribution".

To help consumers to understand how to turn their pension into a regular income upon retirement, Norwich Union produced an educational guide to annuities. The easy-to-read brochure, also available on [norwichunion.com](http://norwichunion.com) and the 'Make Sense Of It' website ([www.makesenseofit.com](http://www.makesenseofit.com)), is intended to guide customers through the maze of investment, protection, retirement and pension products. Similarly, in Lithuania, we launched a new investment product, 'Aviva funds', to promote long-term financial planning and saving, both relatively new concepts in the country.

### Satisfied customers

One of our key objectives in 2007 was to enhance the quality of our service to customers. Training initiatives included the pre-sales training given to 124 advisers in our Aviva Global Services operation in Pune, India, while the GEM programme, launched in May within our life business in Ireland, focused on 'Going the Extra Mile for Service'.

We also understand the need to keep our claims processes simple and easy, so in Canada, for example, customers have a single point of contact for the duration of their claim. Access to a customer complaint process and a 1-800 'claims SOS' number have helped to achieve a claimant satisfaction rate of 93%. Multilingual assistance is being piloted in 2008.

We treat feedback with the utmost respect, and continually seek customer views through surveys and questionnaires. Norwich Union was one of the first companies to join the Customer Impact Scheme, an independent survey launched by the Association of British Insurers to ask customers for their opinions about products, communication and customer service. We shared the results in our first *Improvements For You* report. Encouragingly, 80% of those surveyed agreed we were easy to do business with, and the same percentage thought we treated our customers fairly. In response to other scores, we've improved the clarity

and relevance of the letters and statements we send out, introduced freephone numbers for existing customers and set up a Customer Service Academy, accredited by the Chartered Insurance Institute, to improve the technical knowledge and customer service skills of our staff.

Our businesses have adopted local 'touch point' surveys after customers have experienced our service, and our US call centres will be introducing quality monitoring to improve their performance. For 2008, they have set themselves an objective of answering 80% of calls within 20 seconds with 95% accuracy. Aviva USA swept the honours in *Senior Market Advisor* magazine's annual Readers' Choice Awards, topping four of the 13 categories and finishing runner-up in another three.

We strive to ensure that complaints are resolved quickly and fully, using them to review and strengthen our policies and practices as needed. Our efforts have been reflected in improved Customer Experience database scores among household claims advisers for Norwich Union Direct in Noida, India, and the 'Net Promoter Score' used by our Australian business, which gauges the number of customers willing to recommend us to a friend or colleague.

### Looking ahead

Our efforts to promote responsible products across our business sectors, as well as generate awareness of our own CSR programmes, are gaining momentum. However, there is always more to be done. We need to step up our efforts to give our employees, particularly in marketing functions, the necessary information to promote both our new responsible product lines and our approach to doing business.

We are committed to standardising our customer performance measures across the group. At the end of 2007, a number of customer key performance indicators were launched in the UK and these will be extended to and reported on by our international businesses in 2008.

### SMS reminder service

Direct debits are still uncommon in Romania, so to support and encourage the timely payment of premiums, Aviva Romania launched a new SMS reminder service in March 2007. Two days before their premium payment is due, customers with mobile phones receive a reminder by text. This is the first initiative of a wider programme to improve customer loyalty through clearer communication, better processes and more flexible payment methods.



### RAC leading from the front

Quality audits and customer experience workshops are helping RAC contact centre agents to improve their rapport with customers, and listening forums have been run at the Bristol contact centre to share customer and colleague opinions. RAC's approach has seen the company top the JD Power and Associates' UK Roadside Assistance survey for the second consecutive year.