

Aviva plc Board Diversity and Inclusion Statement

What do we believe about diversity and inclusion?

A diverse and inclusive culture is essential to the long-term success of Aviva and enabling us to respond to our diverse customer and wider stakeholder needs. This is reflected in our Global Inclusive Diversity strategy, which applies to the Board and Company as a whole.

We understand the richness a diverse Board brings in providing the range of perspectives, insights and challenge needed to support good decision making. At Aviva diversity encompasses, amongst other things, experience, skills, tenure, age, geographical expertise, professional background, gender, ethnicity, disability and sexual orientation. We recognise that the Board sets the tone for inclusion and diversity across the business and believe in having a diverse leadership team and an open and inclusive leadership culture.

How do we implement this?

The Aviva Nominations Committee (the “Committee”) monitors the balance of skills, knowledge, experience and diversity on the Board; leads succession planning for appointments to the Board and the senior executive team; and oversees the talent development and broader pipeline across the Group. As part of its annual calendar, the Committee:

- Continually reviews the skills, experience, and composition of the Board;
- Works with Executive Search consultants that understand our values and approach to diversity in determining suitable candidates for appointment to the Board; and
- Recognises that the effectiveness of the Board is vital to the success of the Company. As part of the annual Board effectiveness review, the Committee considers the balance of skills, experience, independence and knowledge of the Company and the diversity representation of the Board.

The Board places a high emphasis on ensuring the development of diversity in senior management roles and across the Aviva Group. We support various internal initiatives, such as the Executive and Future Leaders Programme, and also review and monitor the Aviva Global Inclusive Diversity strategy.

When do we aim to implement this by?

The Board favours meaningful diversity targets above mandatory quotas. We support the target for women to represent 33% of Boards by 2020. We welcome women advancing into senior roles, as evidenced by our participation in initiatives such as the Future Board Scheme and the 30%-club. We believe that diversity includes and extends beyond gender, and encourage initiatives that promote broader inclusive diversity both at a Board level and across Aviva, in line with Aviva’s values and the Global Inclusive Diversity strategy.