



Corporate Responsibility Summary 2016

OUR STRATEGY

Our strategic framework focuses on the things that really matter and puts the customer at the heart of everything we do. It provides clear direction across all our markets for how we run our business



**True Customer
Composite**



**Digital
First**



**Not
Everywhere**

RESPONSIBLE & SUSTAINABLE BUSINESS STRATEGY

Our sustainable business strategy is focused on defying uncertainty by using bright ideas to tackle the important issues of our time for our customers, our communities and our world in a number of areas



**Challenging how
our industry works**

Find out more
on page 6



**Protecting the people
and things you love**

Find out more
on page 8



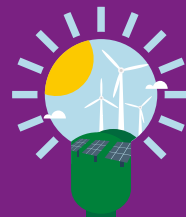
**Strengthening your
local community**

Find out more
on page 9



**Helping you live
well for longer**

Find out more
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**Acting now
for tomorrow**

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**Championing
responsible investment**

Find out more
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Our 2016 reporting

This is the summary of our sustainable business and corporate responsibility strategy. You can read more about it on our website and in our annual report:

More information is available in:

-  2016 Annual report and accounts
-  ESG data sheet
-  www.aviva.com/corporate-responsibility/

**VIEW MORE**

– To access supplementary digital content, simply open a QR app on your mobile device and scan the QR code.



Scan or click to watch an animation of our CR strategy

2016 in brief

Environmental impact

We continued to reduce our emissions as we progressed towards our targets. This year we have raised our ambitions, setting a higher target of 50% reduction by 2020 and 70% for 2030.

Reduction in CO₂e since 2010
(versus our baseline rate)

46%

(2015: 39%)



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Supporting communities

Our community development activity included running the Aviva Community Fund in six markets, launching our strategic partnership with the British Red Cross and continuing support for carbon offsetting projects.

Number of people who have benefited from all Aviva CR activities globally

939,000

(2015: 587,200)



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Our people

We increased our employee engagement score to 74% – by four percentage points. Support for Aviva's strategy is also at its highest level.

Percentage of our people who support our strategy – up nine percentage points

78%

(2015: 69%)



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Human rights

We took steps to ensure slavery and human trafficking are not taking place in our business or supply chain.

Published our first Modern Slavery Act statement



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Transforming the money markets

We continued our call on businesses and governments to work in partnership to accelerate the use of sustainable capital markets to help successfully deliver the UN's Sustainable Development Goals.

Released an animation to inform consumers and policymakers on the role they can play



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Creating products that protect what matters

We are creating products to help our customers protect the people and things they love, while also benefiting the environment and wider society.

Markets offering some form of green insurance proposition

66%



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Investing responsibly

We have used our influence as an investor to support more sustainable business practices by voting at company meetings on the issues that matter most to our investors and our world.

Company meetings (AGMs and EGMs) voted in 2016 (% total company meetings)

91.8%

(2015: 90.1%)



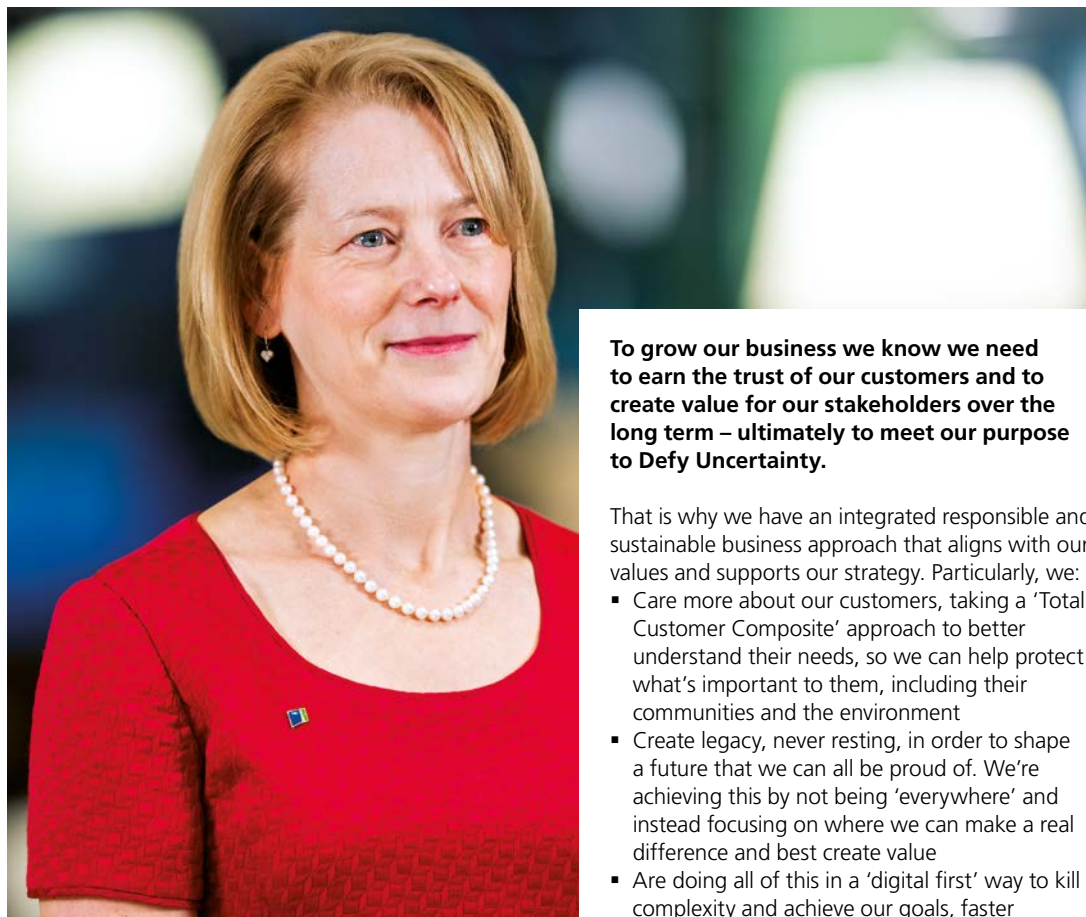
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Plans for 2017

In the year to come, we will continue to use bright ideas to help our customers, communities and our world in a number of areas, including:

- ▶ Keeping customers front of mind, designing simple products and services to meet their needs, e.g. helping them to live well for longer and protect the people and things they love
- ▶ Continuing towards our 2015-2020 targets of 2.5 million beneficiaries and 200,000 hours of volunteering including replication of the Aviva Community Fund in more markets
- ▶ Building on a successful first year of our partnership with the British Red Cross
- ▶ Helping to cut customer costs by preventing fraud
- ▶ Targeting £2.5 billion in low carbon infrastructure investment by 2020
- ▶ Investing more in technology to reduce our energy consumption and progress towards our goal of using 100% renewable electricity group-wide by 2025
- ▶ Reconnecting with our customers who have lost touch with their money
- ▶ Helping people understand how they can influence how their money is invested and the good that it can do

Using Good Thinking to improve people's lives



To grow our business we know we need to earn the trust of our customers and to create value for our stakeholders over the long term – ultimately to meet our purpose to Defy Uncertainty.

That is why we have an integrated responsible and sustainable business approach that aligns with our values and supports our strategy. Particularly, we:

- Care more about our customers, taking a 'Total Customer Composite' approach to better understand their needs, so we can help protect what's important to them, including their communities and the environment
- Create legacy, never resting, in order to shape a future that we can all be proud of. We're achieving this by not being 'everywhere' and instead focusing on where we can make a real difference and best create value
- Are doing all of this in a 'digital first' way to kill complexity and achieve our goals, faster

To name just a few examples of how we're achieving this, in 2016 we have:

- Backed ideas that can inspire stronger communities in a 'digital first' way through the online Aviva Community Fund, which in the UK this year linked directly to our digital customer portal, MyAviva
- Challenged the way our industry works by driving the debate at an international level on the role finance can play in helping to meet the ambitious UN Sustainable Development Goals
- Launched our three-year strategic partnership with the British Red Cross, working together to help people prepare for and respond to crises by, for example, galvanising our people to digitally volunteer during the Aviva Global Mapathon
- Used our expertise to inspire action around climate change, reporting the excellent progress made against our strategy to act on climate risk-related investments, and increasing our already ambitious long-term carbon reduction target to 70% by 2030¹
- Worked with the UK Government's Dormant Asset Commission, of which I was a part, to help maximise the chances of returning customers' lost assets and suggest best practice on how companies manage the funds if that proves impossible

I am proud of what we have achieved in 2016 and am focused on ensuring we continue to build a bright and sustainable future, for society and therefore our business, throughout the years to come.

Kirstine Cooper

Group General Counsel and Company Secretary

Aviva Group Executive Committee Member responsible for CR and sustainability

¹ Against a 2010 baseline



PARTNERSHIPS AND SPONSORS



FTSE4Good

A long-standing member of the FTSE4Good Index



A principal partner of the Living Wage Foundation and a Living Wage employer throughout the UK



A member of Stonewall's Top 100 Employers list



ClimateWise Principles score of 80%, in top 4 of responders in our sector



Working together to help communities become safer and stronger in times of uncertainty and crisis

Our **sustainable** business strategy

Engaging stakeholders

We started by speaking to our customers, employees and external experts and worked to understand the big challenges.



We engaged with:

Customers

Employees

Peers

Governments

NGOs

Investors

The big challenges

From this stakeholder engagement we identified the following challenges:



Climate change

90% of worldwide insurance payouts for natural disasters stem from extreme weather events

Source: Aon Benfield, 2016



Ageing population

By 2050, 25% of the world's population will be over 65

Source: OECD Environmental Outlook to 2050, 2012



Higher expectations

61% of consumers will only buy from a trusted brand

Source: Consumer Expectations, GfK, 2016



Low trust

Only 52% of the public trust businesses

Source: Edelman Trust Barometer, 2017

Our approach

How can Aviva help? We have many different products that can support our customers and communities to face these big challenges, and we use our values to guide us.



Care more

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



Kill complexity

We make things simple for our customers



Never rest

We're driven to think bigger and better



Create legacy

We strive to create a positive legacy by being good ancestors

Good Thinking for everyone

To Defy Uncertainty, we use bright ideas to tackle the important issues of our time for you, your communities and our world.

Today



Protecting the people and things you love

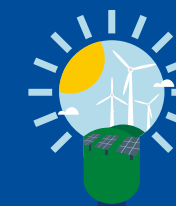


Strengthening your local community

Your future



Helping you live well for longer



Acting now for tomorrow

Our industry



Championing responsible investment



Challenging how our industry works

Supporting the UN's Sustainable Development Goals

Since Mark Wilson, Group CEO, Aviva, addressed the UN General Assembly in New York at the launch of the UN's Sustainable Development Goals (SDGs) in September 2015, we have continued our call on businesses and governments to work in partnership to accelerate the use of sustainable capital markets and help successfully deliver these ambitious targets.



It is enlightened self-interest that determines why business will act sustainably. If business isn't sustainable then society is at risk. And if society isn't sustainable then business is at risk.

 **#Aviva2016**

Mark Wilson / Group CEO,
speaking at the UN, October 2016

CALL TO ACTION FOR A BRIGHTER FUTURE

A year on from the historic launch of the SDGs, Mark Wilson was back in New York in Autumn 2016, responding to a report by the Brookings Institution that identifies policy strategies to help achieve these goals and supporting the launch of the UN's Innovative Finance Platform. Our practical recommendations included:

- Creating publicly available corporate sustainability benchmarks, closely aligned to the SDGs, which give companies a commercial interest to make changes in their sustainability practices to climb up the rankings
- Establishing a Responsible Investment Standard – a 'Fairtrade for Finance', allowing investors and consumers to clearly identify asset managers who were operating sustainably
- Aiming to create a UN Resolution on Sustainable Finance, which can act to crystallise work in this

critical area including tackling regulatory short-term thinking and increasing levels of sustainable financial literacy

This work continues as we collaborate with a wide range of stakeholders to help build a supportive coalition around these aims and make them a reality.

CAN YOU PROTECT THE PLANET WITH YOUR PENSION?

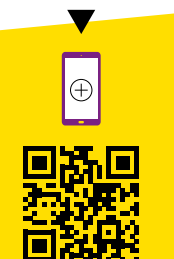
Alongside seeking a good return for our savers, we want that money to be invested in a way that helps create the kind of future they wish to retire into. So at Aviva, we believe that responsible investing is Good Thinking, plain and simple. Not only can the investments we make support the transition to a low-carbon economy, but we also use our influence to encourage businesses to take a longer-term view and act now on the issues that affect us all.

As part of our work in helping to meet the SDGs, we are particularly focused on ensuring that people have the relevant information and awareness to understand how capital markets currently work and how by choosing how their money (e.g. their pension) is invested, they can provide a more sustainable future for everyone.

To support this aim, in 2016 we created an animation that highlights the journey a pension contribution takes as it makes its way through the capital markets system and how individual pension savers can influence companies to develop more long-term sustainable business strategies.



THE GLOBAL GOALS
For Sustainable Development



Scan or click to
watch our sustainable
finance animation

Sustainable business strategy

Sustainable Development Goals (SDGs)

Our SDG focus

Our focus

on the UN's Sustainable Development Goals (SDGs)

At Aviva, we're focused on helping to meet the Sustainable Development Goals that we feel most align with our business strategy and core strengths. We're doing this through using the bright ideas outlined on this page.

GOOD THINKING FOR TODAY



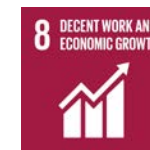
We are one of the largest micro-life insurers on the Indian subcontinent, and in 2015-16 alone covered more than 56,000 of the country's rural poor. Our carbon offsetting has also directly improved the lives of 970,000 people globally since 2012 through health, sanitation, women's empowerment, and livelihoods.



Our UK essential health cover provides affordable insurance focused on cancer, children and physiotherapy. Plus, the Aviva-COFCO Health and Wellness Platform features the Chunyu Online Doctor, the first 24-hour online medical consultation service available across China.



We have worked with charities, governments and the UN to help catalyse cross-sector action supporting the Committee on the Rights of the Child to advance their General Comment to provide authoritative guidance to nation states on street child issues including an education for all.



In the UK we are offering 'no excess' contents insurance for people in social housing, helping them stay out of debt. Also, everyone who works in a UK Aviva office location, whether employed directly or subcontracted, earns at least the real UK Living Wage and we encourage other employers, and companies we invest in, to do the same.

GOOD THINKING FOR TOMORROW



We're committed through RE100 to purchasing 100% electricity from renewable sources by 2025 and had achieved 61% by the end of 2016. Aviva Investors manage funds that invest in portfolios of 24,000 residential solar installations across England and Wales and invested £15.4 million with the Green Investment Bank into Tayside Primary Healthcare Trust to provide efficient energy centres that help support an energy-efficient NHS.



Aviva signed the UN Principles for Sustainable Development 'United for Disaster Resilience' statement in March 2015. The same year, Aviva Canada was the first-to-market in the provision of an Overland Water Coverage Option for home insurance, to provide water damage coverage for certain categories of claims not previously covered by the Canadian insurance industry.



Aviva's strategic response to climate change supports strong policy action on climate change, including active engagement with companies and divestment where we consider insufficient progress being made. We have reduced our own emissions by 46% since 2010 and have a long term target carbon reduction target of 50% by 2020 and 70% by 2030.



We have had a human rights policy for more than 10 years and in 2015 launched a refreshed policy based on the UN Guiding Principles on Business and Human Rights. We are a founding partner in the Corporate Human Rights Benchmark for business, which ranks the top 500 globally listed companies on human rights, process and performance.

GOOD THINKING SO OUR INDUSTRY WORKS FOR YOU



We're committed to investing £2.5 billion in low carbon infrastructure over five years (with a carbon savings target of 100,000 tonnes of CO₂e annually). In 2016, Aviva Investors signed £450 million of new investment in wind, solar, biomass and energy efficiency.



Aviva Investors signed the Montreal Pledge to measure the carbon footprint of our investment funds. We led on the Insurers' call for securing G20 Commitment to the removal of fossil subsidies by 2020. We also achieved our zero landfill target for UK operations by the end of 2015, and are working towards our group-wide target by 2020.



Aviva's CEO, International Insurance, Maurice Tulloch, is on the steering committee of the Insurance Development Forum, a new United Nations and World Bank backed organisation which seeks to extend the use of insurance-related facilities to protect developing countries against natural and man-made disasters. Overall, we aim to improve the lives of more than two million people in our communities through partnerships by 2020.

Doing the right thing for customers

We know the relationship between insurers and their customers has sometimes lacked trust, so it's more important than ever that we do the right thing for our customers.



KEY HIGHLIGHTS

Markets offering socially inclusive propositions

56%

Number of green or reduced carbon footprint propositions

16

Percentage of businesses that are in or above the upper quartile relative to the local market average (NPS®)

58%

AT THE HEART OF CUSTOMERS' NEEDS

Someone has a heart issue in India every four minutes, leaving a health security gap that causes real concern for people throughout the country. In 2016, we launched the Aviva Heart Care product for couples – the only insurance cover in India dedicated to heart health that protects the policy holder and their spouse, covering 19 heart conditions.



MAKING IT CLEAR AND SIMPLE

Our customers are at the heart of our business and we know we need to always do the right thing for them. This ranges from ensuring we communicate to them clearly and simply, through to streamlining our processes, and being there for them if the worst were to happen.

For example, in Aviva Singapore our Aviva ClaimConnect app allows our customers to enter their medical claims through the app instead of sending in hard-copy versions. The app also allows them to check their benefits and locate medical facilities that are nearby.

Plus, through our British Red Cross partnership, our UK front-line claims staff are trained in how to recognise the impact of flooding events on our customers' mental health and wellbeing, to ensure we support them in the most helpful way if we notice signs of stress.

PRODUCTS TO PROTECT THE THINGS THAT MATTER MOST

We're passionate about designing simple products and services that meet our customers' needs. 56% of our markets offer some form of socially inclusive

DORMANT ASSETS

Sometimes people lose track of their investments. Despite companies' efforts to trace the owner and reunite them with their funds, it is not always possible. Aviva has contributed our bright ideas and people to the Dormant Assets Commission to help it recommend ways for 'dormant' or lost funds to go to charity, whilst protecting the rights of owners to reclaim their funds at any time.

insurance proposition, with 16 green or reduced carbon footprint propositions on offer.

TAKING COMPLAINTS SERIOUSLY

Putting the customer first also means ensuring that if our customers are not happy with our service, we do our best to put it right. We ensure that we take any complaints and concerns seriously, in line with our customer business standards. We were also the first insurer in the UK to publish transparent customer reviews of our products and services¹.

FIGHTING FRAUD FOR OUR CUSTOMER'S SAKE

In 2016, we continued to help make our industry work better for everyone, leading the fight to cut fraud and therefore costs to our customers. Our latest Road to Reform report revealed why injury claims are on the increase, the impact on the average premium and how our proposals to cut fraud will reduce costs for UK motorists.

¹ December 2016: overall rating for home: 4.6 out of 5, overall rating for motor: 4.5 out of 5.

Strengthening communities

At Aviva we know that partnerships can help us extend the impact of what we do for our customers to wider society. That's why we're working with local and global experts and harnessing the skills and talents of our people to strengthen our communities.

GETTING ONLINE TO SUPPORT OUR COMMUNITIES

The Aviva Community Fund is running in six markets – Canada, Poland, UK, France, Italy and Hong Kong. All Aviva Community Funds across the world are 'digital first', with projects submitted and voted for online, with categories spanning some of the issues our customers care about most. It's not just about allocating prize funds – we help the projects develop their digital marketing and social media capability too.



STAYING ROAD AWARE

We're passionate about helping our customers protect the people and things they love. In Taiwan, First Aviva Life (FAL) promotes national child safety educational programmes, through children's camps and painting competitions. Plus, as part of Aviva UK's ongoing #DriveSafer marketing campaign, we partnered with the road safety charity Brake, sponsoring Road Safety Week.



PARTNERING TO MAKE A DIFFERENCE

At Aviva, we know that partnerships can help us extend the impact of what we do for our customers to wider society, and it's our people's talent and passion for the causes they care about that really makes the difference. In 2016, our people have raised £1.9 million and volunteered 41,700 hours of their time, making the most of paid volunteering days and matching of employee fundraising that Aviva offers (e.g. in the UK through our Give As You Earn scheme). We are also proud to see our Voice of Aviva results show 84% of our people believe that Aviva is a good corporate citizen* and these employees are 59% more likely to be proud of Aviva.

WORKING WITH THE RED CROSS

In February 2016, we launched our three-year partnership with the British Red Cross, working together to help communities become safer and stronger in times of uncertainty and crisis. We are sharing our skills and expertise to find opportunities for innovation, such as supporting the British Red Cross emergency app to help people be prepared in the event of extreme weather events.

Aviva Canada's ongoing partnership with the Canadian Red Cross continued to help many people in need, particularly those impacted by the devastating Alberta wildfires. The British Red Cross Aviva Global Mapathon also saw hundreds of our people from 13 markets volunteering digitally to help aid organisations reach families who live in remote areas of countries like Malawi and Guinea.

* The equivalent Financial Services Benchmark for social responsibility is 75%.



AVIVA VITAL

Aviva Vital, our online platform for our life protection customers in Spain, provides a wealth of information on getting healthy and staying healthy – everything from exercise programmes to advice on diet.



People helped through our corporate responsibility activities

939,000

Amount of community investment

£11.3m

KEY HIGHLIGHTS



Scan or click to watch ACF UK winners hear they've won

Our people

To disrupt insurance, we must transform our culture. With the right culture, Aviva will be agile, innovative and visionary. We will delight and serve our customers brilliantly. We employ around 29,500 people globally and are particularly proud to support the regional economies in our home market, where we employ more than 16,000 people across the UK.

Employees

29,530

% of our employees who feel Aviva is a place where people from diverse backgrounds can succeed

87%

UK employees and on-site contractors paid the Living Wage

100%



KEY HIGHLIGHTS



AVIVA PRIDE ALLIES NETWORK

Becoming a more inclusive and diverse organisation is a business imperative. For example, the Aviva Pride Allies programme, with 5,000 members, has significantly raised the profile of Aviva Pride and issues still affecting the LGBT community.

OUR PEOPLE STRATEGY

Our global people strategy sets out how we will accelerate our performance from the inside out. You can read more about this on the People pages of the 2016 Aviva report and accounts.

DEVELOPING OUR TALENT

To succeed we need to empower our people to develop the skills and experiences they need to thrive and deliver for our customers. For example, in 2016, we strengthened our executive team succession by investing in innovative programmes and relaunched our global graduate recruitment programmes, so that Aviva builds a full pipeline of new talent. We have taken steps to encourage digital and future talent to join Aviva, opening digital garages in Poland and Toronto in 2016 to provide an agile environment and encourage collaboration and creativity. We also introduced a software developer apprenticeship programme into our UK Digital team.

ENGAGING OUR PEOPLE

This year's global Voice of Aviva survey showed employee engagement is up by four percentage points to 74%¹. Importantly, former Friends Life colleagues' engagement significantly strengthened (up 11 percentage points) highlighting how successful the integration work has been over the past 12 months. Our people are more positive than the past year on a wide range of areas, in particular their perception of diversity and inclusion, recognition and support for the Aviva strategy.

HEALTH AND WELL-BEING

We help our people blend the demands of work and home through initiatives like our new maternity policy in Asia, maternity coaching in Aviva Investors, time off for parents when their children start school, and dental health and lifestyle management in India.

INCLUSIVE DIVERSITY

We will build an agile and diverse workforce to reflect the population make-up of each country we operate in and the customers we seek to serve. For example, our Accelerating Leadership from the Inside Out programme for women, is designed to develop our future female talent.

OUR PLANS FOR 2017

Culture, leadership and developing digital capabilities are high priorities for us as we transform our business. We have mapped out how we will accelerate Aviva's transformation into a company that puts customers at the centre of everything we do and in which our people can deliver in an innovative and simple way.



GROW – OUR DIGITAL LEARNING PLATFORM

Grow, our new online learning and career portal, provides the tools and resources people need to do their jobs, develop their career and fulfil their potential.

It features details of secondments and job opportunities across the world, essential learning and skills pathways for our people in underwriting and claims. We have had almost 11,000 hits since its launch in September 2016.

¹ Restated to reflect a new methodology used to measure employee engagement in 2016.

Climate risk and environmental impacts

We know that to be a good ancestor and create legacy, we must use our bright ideas to help tackle the effect of climate change, one of the biggest challenges of our time. It poses serious risks to our customers, and in turn our business, so we are working collaboratively to ensure we are doing what we can to minimise its impacts.

LONG-TERM APPROACH

Against a background of the Paris Agreement and less than a year on from COP21, in 2016 we published an update on progress towards our five-year strategic response to climate change. The report received a special mention by Ségolène Royal in the 1st Edition of the International Awards on Investor Climate-related Disclosures.

We're also reducing our own environmental operational impact by improving energy efficiency, including installing solar panel (solar pv) power systems, which in 2016 began generating renewable electricity in three Aviva office sites across the UK. The collaboration of our people is key to achieving this success, and in Aviva France three new charity partnerships have helped our people minimise their environmental impact in the office, including in the areas of waste recycling and bee-keeping.

Having already reduced our CO₂e emissions by 46% since 2010, this year we revised our ambitions, setting a higher target of a 50% reduction by 2020 and a 70% reduction by 2030.



BEYOND THE TRAGEDY OF HORIZONS

In November 2016, Aviva released the Beyond the Tragedy of Horizons Report to coincide with COP22, giving our perspective on climate risk management and setting out suggested actions for investors and wider society.

[See the report here](#)



This should contribute to the target of a global temperature rise below 2 degrees Celsius this century, as agreed at the Paris Summit.

IMPACTFUL OFFSETTING

We are proud to have become the first carbon neutral international insurer in 2006. We continue to offset any remaining carbon emissions and our offsetting projects have positively impacted the lives of more than 970,000 people globally since 2012.

HELPING OUR CUSTOMERS

We offer our customers products and services that not only meet their needs, but also help to protect the environment. We have 16 propositions that include an environmental/reduced carbon offering. We also support local communities to take care of the environment through the Aviva Community Fund, with a number of the projects submitted focused on supporting this area.

Reduction in CO₂e since 2010

46%

CO₂e emissions offset annually

100%

% of energy generated or purchased from renewable sources

61%

You can find our full environmental data on page 4 of the 2016 ESG sheet

Our response to recommendations from the Financial Stability Board's Taskforce on Climate related Financial Disclosure can be found in the Aviva annual report and accounts 2016 on page 313-314.

KEY HIGHLIGHTS

Responsible investment

Aviva is committed to responsible investment, using our influence to support more sustainable businesses and ultimately a more sustainable economy and society. Our investments support the transition to a low-carbon economy and we are proud to use our influence to encourage businesses to create legacy by taking a longer-term view on the issues that matter.

Ranking of Aviva Investors in assessment for UN Principles for Responsible Investment

A+

Stewardship engagements in 2016

1,240

Company meetings (AGMs and EGMs) voted in 2016 (% of total company meetings)¹

91.8%

¹ This includes a range of engagement activity undertaken by our GRI team, fund managers and collaboratively with other investors. Engagement intensity ranges from a single letter to multiple meetings. Please contact gri@avivainvestors.com for further engagement details.



PROTECTING UNESCO WORLD HERITAGE SITES

Aviva Investors, together with Investec Asset Management and the WWF, released a report providing evidence that nearly 31% of natural World Heritage Sites are subject to some form of extractive mining threat. We launched a collaborative investor engagement project to engage with extractive companies, and call for 'no-go' commitments on these irreplaceable, iconic landscapes.

SUSTAINABLE BUSINESS PRACTICES

Aviva Investors uses its influence as the global asset management company of Aviva, with £345 billion (as of 31st December 2016) under management in equities, fixed interest, property and multi assets to promote sustainable business practices across the financial markets.

Our history of active stewardship of our clients' funds stretches back to 1990 and, in 2014, we were one of the first large global fund managers to integrate environmental, social and governance (ESG) issues into our investment decision-making across all asset classes.

We seek to deliver the specific and meaningful outcomes that matter most to today's investor. Our commitment to responsible investment is fundamental to delivering this goal that not only benefits our clients, but also the environment and economy as a whole.

ACTIVE OWNERSHIP

We actively promote good practice among those companies in which we invest. The aim of our engagement is to identify and reduce ESG risks in our portfolios. For example, by improving our understanding of the quality of the board of directors of a company and its strategy in responding to issues, such as climate change or the living wage, we can gauge how well prepared companies are to deal with current or emerging ESG issues.

Where we consider the company's response or performance falls short of the required standards, and that this shortfall will have an impact on our investment decision, we will engage with the board to improve performance.

We vote against companies' annual report and accounts that fail to report on key ESG matters or perform poorly. Aviva Investors is a founding signatory to the UN Principles for Responsible Investment and received a ranking of A+ in their 2016 assessment.

ADVOCATING FOR SUSTAINABILITY

We advocate policy measures that support longer term, more sustainable capital markets. We aim to correct market failures such as a lack of corporate disclosure on ESG risks and climate change – at a national, EU, OECD and UN level – to improve long-term policy outcomes.

Finance plays an important role in the Paris Climate Change Agreement and we remain engaged in how finance can be unlocked to facilitate the transition to a lower carbon economy and how we can directly finance assets that help reach this goal. Our focus from an investment perspective is on integrating and engaging on climate risk to manage our exposure and to ensure the companies in which we invest are working towards climate-resilient business strategies.

Experience tells us that by incorporating environmental, social and governance (ESG) considerations into our investment process, we can deliver better outcomes for our clients.

[#Aviva2016](https://twitter.com/Aviva2016)

Euan Munro / Chief Executive Officer

Good governance

Tackling the big issues together

Good governance

As one of the biggest companies in our sector, we aim to make our industry work better for everyone. That starts with us building trust with our customers, investors and shareholders by running our business honestly and transparently.

HOW WE OPERATE

Our Board Governance Committee oversees our responsible and sustainable business strategy and the policies that underpin it. As a company we are subject to the UK Corporate Governance Code (the Code), which we aim to comply with fully. Details of the Company's compliance with the Code can be found in the annual report and accounts on Aviva.com and on the section of the website on Compliance with the UK Corporate Governance Code.

FIGHTING FINANCIAL CRIME

In order to fight financial crime, Aviva's people at every level receive financial crime prevention training in areas like market abuse, money laundering and fraud. All our people are asked to read and sign-up to our business ethics code every year. Our malpractice helpline, Right Call, makes it easy to report any concerns in confidence, with all

reports referred to independent investigation. In 2016, 25 cases were reported through Right Call (2015: 25). 18 cases reached conclusion, and seven remain under investigation.

MANAGING RISK

We have chosen to accept the risks inherent in our four core business lines and our Risk Committee oversees all aspects of risk management in the Group. Full details of our approach to risk can be found on aviva.com and details on how we minimise climate change impacts can be found on page 11 of this summary.

PROTECTING HUMAN RIGHTS

In 2016, we have continued to implement the requirements of our human rights policy across the business.

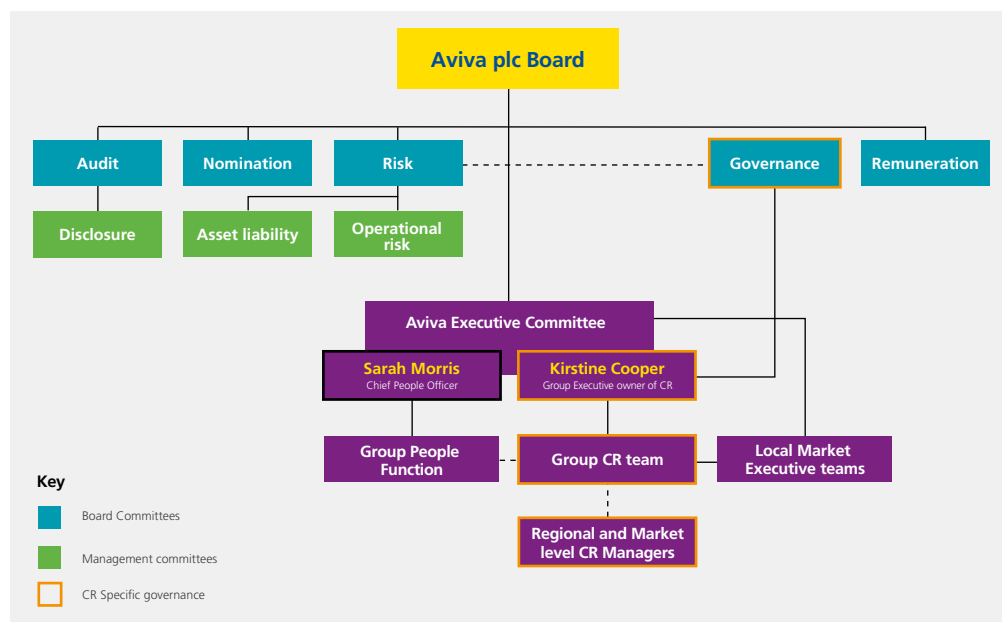
We have also taken steps, as required by the UK Modern Slavery Act, to ensure slavery and human trafficking are not taking place in our business or our supply chain. This includes reviewing and risk assessing our UK suppliers, and updating suppliers' contract templates, our supplier code of behaviour and our business ethics code (to ensure all employees understand the role they play). We also engaged suppliers to understand their risk of modern slavery and provided training to our purchasing function on this topic.

Find out more on page 60 of the Aviva strategic report 2016 and read our complete modern slavery statement at aviva.com/CR.



GOOD DECISIONS

In 2016, we launched Good Decisions, a collaborative project that saw us develop a simple toolkit for our people, to help them make good decisions every day.



Scan or click to hear from Tom Stoddard about Good Decisions

Good governance

Tackling the big issues together

Tackling the big issues together

Our responsible and sustainable business approach is rooted in what matters to our wide range of stakeholders. We listen hard and work with them to understand the big challenges facing them and the wider world.

OUR APPROACH



THE POWER OF COLLABORATION

Over the 320 years we have been in business we have learned the value of working closely with our stakeholders. We speak regularly with our shareholders, customers and people and highly value the partnerships we have with respected external experts. Only by working collaboratively can we use bright ideas to tackle the important issues of our time to make a real difference.

We are thrilled to have launched a partnership with Aviva and to be combining our expertise and resources to have a long term impact.

Mark Astarita /

British Red Cross, Executive director of fundraising

HOW WE RECOGNISE EXPERTISE AND INSIGHT

STAKEHOLDERS	ENGAGEMENT	OUR SHARED INTEREST
Customers	<ul style="list-style-type: none"> Net Promoter Score (NPS)[®] and brand surveys Global surveys of consumer attitudes In-depth consumer research into retirement plans, financial planning and pensions provision 	To provide good value products and services that meet their needs, helping them take control of their finances, and protecting the people and things they love.
Business partners (Bancassurance partners, suppliers and joint ventures)	<ul style="list-style-type: none"> Procurement processes including the Supplier Code of Behaviour Supplier surveys on ethical and environmental criteria during tender processes Responding thoroughly to bids and tender documentation 	To be a trusted partner.
Employees	<ul style="list-style-type: none"> Voice of Aviva survey and regular polls Employee forums and networks Performance reviews Grievance procedures Trade union representation 	To be listened to and respected, recognised for their contributions and helped to develop their talent in a company they feel proud to work for and where diversity is celebrated.
Governments and regulators	<ul style="list-style-type: none"> Our regulatory and public policy teams and business specialists engage with representatives and officials to support the development of good policy and respond to policy consultations and reviews 	To comply with regulatory demands and actively provide views and information to support policy development.
Communities and NGOs	<ul style="list-style-type: none"> We share best practice, help develop actions or solutions to social and environmental challenges and form global partnerships with organisations like the British Red Cross 	Being a responsible corporate citizen.
Investment clients	<ul style="list-style-type: none"> We exercise voting rights attached to our own shareholdings At Aviva Investors, we apply ESG considerations to our investment decisions and engage with companies to improve their ESG performance 	Being a profitable and responsible investor.
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 such as the Dow Jones Sustainability and FTSE4Good Index 	To practice good governance and regularly engage with investors to ensure we are a trusted investment of choice.

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 the summary of our sustainable business and corporate responsibility strategy. You can read more about it on our website and in our annual report:

www.aviva.com/cr

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

Aviva's CR KPIs for 2016 can be found on page **310** of the Aviva annual report and accounts 2016.

PwC's CR assurance report can be found on pages **311** and **312** of the Aviva annual report and accounts 2016.

The corporate responsibility reporting criteria can be found at: **www.aviva.com/crreportingcriteria2016**