

## Corporate Responsibility Key Performance Indicators (KPIs) 2019

2019 data marked (AS) has been subject to independent assurance. PwC's assurance statement can be found on pages 4-5 of this document. Aviva's reporting criteria can also be found at [www.aviva.com/crreportingcriteria2019](http://www.aviva.com/crreportingcriteria2019)

Indicator		2019	2018	2017	Change between 2018 & 2019	2019 target	Met target	2020 target	Notes
<b>Trust</b>									
Percentage of employees who confirm that they have read, understood, and accepted the Business Ethics Code annually	(AS)	99%	99%	99%	=	100%	N	100%	All employees are required to read, understand and sign their acceptance of the Code annually.
Number of businesses that are at or above market average (Net Promoter Score®)		7/9	8/9	7/9	(1/9)	n/a	n/a	n/a	We know the importance of providing excellent customer experiences, as demonstrated through our Net Promoter Score (NPS®), which is our measure of customer advocacy. 7 of 9 of our businesses are at or above the market average NPS®, which quantifies the likelihood of a customer recommending Aviva. The RNPS targets used in the 2019 bonus scorecard for Executive Directors' bonuses can be found in the 2019 Annual Report and Accounts on page 88.
<b>Environment</b>									
Percentage of CO <sub>2</sub> e emissions offset annually	(AS)	100%	100%	100%	=	Offset 100% CO <sub>2</sub> e emissions	Y	Offset 100% CO <sub>2</sub> e emissions	
Percentage reduction of CO <sub>2</sub> e emissions relative to our 2010 baseline	(AS)	66%	60%	53%	6 pp	50% reduction by 2020 and 70% by 2030	Y	50% reduction by 2020 and 70% by 2030	Our 2010 baseline is 146,248 tCO <sub>2</sub> e. As of the end of 2017 we met our 2020 target, and we continue to work towards achieving our 2030 target.
CO <sub>2</sub> e emissions (tonnes) – absolute	(AS)	50,175	58,949	68,500	(15%)	Reduce by 5%	Y	Reduce by 5%	
CO <sub>2</sub> e emissions (tonnes) – relative	(AS)	50,175	58,949	63,495	(15%)	Reduce by 5%	Y	Reduce by 5%	Changes to annual electricity emission factors is at 3.6% – our reporting criteria states that if this is above 5% we restate for a relative comparison. Absolute figures are not affected.
Water consumption (m <sup>3</sup> ) – absolute	(AS)	305,237	311,745	343,621	(2%)	Reduce by 4%	N	Reduce by 4%	
Waste generated (tonnes) – absolute	(AS)	3,462	3,792	4,575	(9%)	Reduce by 4%	Y	Reduce by 4%	
<b>People</b>									
Percentage of women in senior management		31%	31%	n/a	=	30% by 2020	Y	30% by 2020	Senior management is classed as employees at 'Head of' level or above
Percentage of employees who rate us favourably on engagement index		73%	76%	75%	(3pp)	Maintain performance	N	Improve performance	Engagement is down three percentage points due to a period of uncertainty and change, however the proportion of employees recommending Aviva as a great place to work is at an all-time high.

Indicator		2019	2018	2017	Change between 2018 & 2019	2019 target	Met target	2020 target	Notes
Percentage of employees who feel they can be themselves at work		82%	n/a	n/a	n/a	n/a	n/a	Maintain performance	This KPI replaces the metric tracking the % of employees who felt Aviva was a place where people from diverse backgrounds could succeed.
Percentage of employees who believe Aviva is a good corporate citizen		85%	n/a	88%	(3%)	This KPI is now tracked every two years. Improve on 2017 performance	N	Maintain performance	The score has dropped since 2017, in line with overall engagement, but still remains 5 percentage points higher than it was in 2015 and is 10 percentage points above the Financial Services Benchmark. This KPI is tracked every two years.
<b>Suppliers</b>									
Percentage of UK and Ireland registered suppliers that have agreed to the Business Code of Behaviour		98%	n/a	n/a	n/a	n/a	n/a	Maintain current performance	We continue to track the suppliers who have agreed to abide by our Business Code of Behaviour. From 2019 we have transitioned to a new suppliers system and we now track all registered* suppliers. This KPI replaces the metric tracking our 'managed' suppliers.
<b>Community investment</b>									
Amount of community investment	AS	£16.0m	£17.6m	£11.9m	(£1.6m)	Maintain or improve investment	N	We are currently reviewing our CR strategy and new targets will be established in 2020	We report our corporate community investment activity following the London Benchmarking Group (LBG) methodology. The LBG is a global established standard for measuring community contributions.
Percentage of employees participating in volunteering		33%	19%	13%	14 pp	Increase % of employees volunteering	Y	We are currently reviewing our CR strategy and new targets will be established in 2020	
Number of employee hours spent volunteering		68,200	57,500	48,400	10,740	Total of 200,000 between 2015-2020	Y	We are currently reviewing our CR strategy and new targets will be established in 2020	Since 2015 our people have volunteered over 256,000 hours of their time.

\*A registered supplier is one which has completed all required forms in the supplier system. All new suppliers are required to complete the registration process.

Indicator	2019	2018	2017	Change between 2018 & 2019	2019 target	Met target	2020 target	Notes
Total beneficiaries of corporate responsibility programmes	1,210,000	1,554,000	792,000	(344,000)	Total of 2.5m between 2015-2020	Y	We are currently reviewing our CR strategy and new targets will be established in 2020	While this year the amount of people benefited has reduced, we have exceeded our 2015-2020 target. Since 2015 a total of 4.8 million people have benefited from our community investment activity.
Number of local community projects supported through our corporate responsibility programmes	2,080	3,100	2,400	(1,020)	Total of 5,000 between 2015-2020	Y	We are currently reviewing our CR strategy and new targets will be established in 2020	We have exceeded our 2015-2020 target with a total of over 9,800 community projects supported by Aviva since 2015.
<b>Responsible investment</b>								
£ invested in low-carbon infrastructure	£717m	£1.8bn	£527.5m	(£1.1bn)	Invest £2.5bn between 2015 – 2020	Y	We are currently reviewing our CR strategy and new targets will be established in 2020	This includes new investment in wind, solar, biomass and energy efficiency. This brings the total from 2015 – 2019 to £3.8bn.



## Independent Limited Assurance Report to the Directors of Aviva plc

The Board of Directors of Aviva plc (“Aviva”) engaged us to provide limited assurance on the information described below and set out in Aviva's KPI table and Environmental, Social and Governance Data Sheet on the Corporate Responsibility section of the Aviva website for the year ended 31 December 2019.

### Our conclusion

**Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2019 has not been prepared, in all material respects, in accordance with the Reporting Criteria.**

This conclusion is to be read in the context of what we say in the remainder of our report.

### Selected Information

The scope of our work was limited to assurance over the information marked with the symbol in Aviva's KPI table and Environmental, Social and Governance Data sheet on the Corporate Responsibility section of the Aviva website for the year ended 31 December 2019 (the "Selected Information" as found on pages 1 and 2).

The Selected Information has been listed below and the Reporting Criteria against which it was assessed can be found in the Corporate Responsibility section of the Aviva website page, together with the KPI table and Environmental, Social and Governance Data Sheet for the year ended 31 December 2019.

1. % of employees who confirm that they have read, understood, and accepted the Business Ethics Code annually
2. % of CO<sub>2</sub> e emissions offset annually
3. % reduction of CO<sub>2</sub> e emissions relative to our 2010 baseline
4. CO<sub>2</sub> e emissions (tonnes) – absolute
5. CO<sub>2</sub> e emissions (tonnes) – relative
6. Water consumption (m<sup>3</sup>) – absolute
7. Waste generated (tonnes) – absolute
8. Amount of community investment, £

Our assurance does not extend to information in respect of earlier periods or to any other corporate responsibility information included in Aviva's reporting including the Annual Report, the KPI table and Environmental, Social and Governance Data Sheet.

### Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) ‘Assurance Engagements other than Audits and Reviews of Historical Financial Information’ and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 ‘Assurance Engagements on Greenhouse Gas Statements’, issued by the International Auditing and Assurance Standards Board. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

## Our Independence and Quality Control

We applied the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

We apply International Standard on Quality Control (UK)<sup>1</sup> and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent team with experience in sustainability reporting and assurance.

## Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with the Reporting Criteria, which Aviva is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 December 2019.

## Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of Aviva's management, including the Corporate Responsibility (CR) team and those with responsibility for CR management and group CR reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included visiting head offices in two out of seventeen markets, and performing alternative testing procedures for the remaining fifteen markets, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the group CR team;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office to check that data had been appropriately measured, recorded, collated and reported; and
- considered the disclosure and presentation of the Selected Information.

## Aviva's responsibilities

The Directors of Aviva are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing objective Reporting Criteria for preparing the Selected Information;
- measuring and reporting the Selected Information based on the Reporting Criteria; and
- the content of Aviva's KPI table and Environmental, Social and Governance Data Sheet presented on the Corporate Responsibility section of the Aviva website for the year ended 31 December 2019.

## Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of Aviva.

This report, including our conclusions, has been prepared solely for the Board of Directors of Aviva in accordance with the agreement between us, to assist the Directors in reporting Aviva's corporate responsibility performance and activities. We permit this report to be disclosed and on the Corporate Responsibility section of the Aviva website for the year ended 31 December 2019 to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and Aviva for our work or this report except where terms are expressly agreed between us in writing.

**PricewaterhouseCoopers LLP,**  
**Chartered Accountants,**  
**London**  
**4 March 2020**



<sup>1</sup> The maintenance and integrity of Aviva's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on Aviva's website.