

People Business Standard

Effective: 1 January 2020

Group Standard Owner: Danny Harmer, Chief People Officer

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It may be necessary to disclose this standard in part, or in full, to a third party. Prior to disclosure, approval must be obtained from the standard owner and either your business legal team or group legal.

Standard overview

This business standard sets out the minimum expectations for managing people consistently within the Aviva group to deliver the group's people priorities. It is the responsibility of the business CEO to ensure that their business operates in line with this standard, including any internally or externally outsourced activities.

The scope of this standard is group-wide and applies to all Aviva business units, operations, functions, and staff, including but not limited to legal entities (including joint ventures (JVs) and special purpose vehicles (SPVs), acquisitions, disposals, Outsourcing arrangements, new products, new asset classes and strategic projects. Where it is not possible to meet the requirements of this standard management must apply to the Group Standard Owner for a modification (guidance can be found in the following link: [Group Policies and Standards](#))

Risks from the Common Operational Risk Register (CORR)

Control objectives have been aligned with the CORR risks which they are expected to mitigate. Risk owners are accountable for the assessment of residual risk against tolerance, and therefore determine if further controls are required.

The CORR can be accessed through this link: [CORR](#)

Mandatory Controls and Control objectives

The **orange box** contains an Aviva Global Control Objective. The control objectives are mandatory. Text in the **blue box** indicates the risk(s) from the Common Operational Risk Register (CORR), with which the control objectives are associated.

PEO-O-01	The BU People Director is responsible for ensuring there is a recruitment process that both enables the business to meet its inclusion objectives, and prior to starting in role assesses a successful candidate's right to work, honesty and integrity, and skills and knowledge to perform in the role in which they are to be employed. Refer to the supporting Fit and Proper document for guidance on the minimum screening requirements.	IFTF01 Internal Fraud
PEO-O-03	BU People Directors are responsible for implementing mechanisms that allow employees (and unions) to have an opportunity to engage with management during business as usual and organisational change, to raise concerns from general working practices (e.g. Voice of Aviva, employee forums) to individual complaints (e.g. grievance process). All concerns raised must be considered and appropriately addressed.	EPER05 Disruption due to employees

PEO-O-06	The local BU must retain employee and organisational structure related records in line with local legislative and regulatory requirements e.g. role responsibilities, organisation structures, competence reports etc.	CPB56 Record Keeping
PEO-O-07	BUs must ensure that the organisational operating model (i.e. roles and reporting lines) and that individual role responsibilities and accountabilities are accurately and clearly documented and understood.	ELR05 Better Business Decisions
PEO-O-08	BU CEO's in conjunction with the local People Director are responsible for providing an induction and promoting attendance/completion of, which gives all new employees and understanding of the Group's strategy, risk framework, culture and values.	ELR01 Living Aviva's Values
PEO-O-09	It is the responsibility of the BU People Director, in consultation with legal specialists to ensure that all employment and people related policies , contracts, agreements and organisational change remain clear, fair, and compliant with local laws and have been acknowledged by employees, where applicable.	EPER01 Employee disputes and litigation/ LRC01 Changing regulation and legislation
PEO-O-11	The local BU People Director is responsible for ensuring that employee payroll related payments (including local employee tax payments) are paid accurately and on a timely basis.	ETCEM26 Processing employee payments
PEO-O-13	The BU CEO, supported by the People Director, is responsible for embedding the Group performance and talent management processes to enable the business to: Identify and respond to ineffective performance (not successfully meeting goals, obligations or exhibiting Aviva Group Values) , or gaps with skills and knowledge; Align remuneration awards to performance; Identify and develop talent of the future.	EPER06 Employee resource management
PEO-O-15	Local Businesses must have in place effective frameworks, processes and tools, which enable the business to understand and maintain the required skills and knowledge of current employees (including common legislative and regulatory elements e.g. diversity, business ethics) and also obtain skills that will be required to deliver future business outcomes.	EPER06 Employee resource management
PEO-O-16	<p>BU CEOs / Functional Leads, in conjunction with the aligned People director / business partner, are responsible for assessing the responsibilities, including Risk & Control management, within each BU / function senior leadership team role, or any role with Regulatory accountability, and attesting to the aligned People Director that the size and scope of the role does not create undue management stretch.</p> <p>Criteria against which "stretch" might be assessed:</p> <ul style="list-style-type: none"> • Existence of vacant / unfilled roles in the reporting line directly above / below the role-holder (where the role-holder is in effect covering a role(s)) • Number of Exec / Operational sponsor accountabilities held, for programmes / initiatives 	EPER06 Employee resource management

	<ul style="list-style-type: none"> • Existence of extenuating / extraordinary internal / external factors, e.g. major strategic change internally, changing “macro” conditions externally (market, economic, political, regulatory) • Accountability for remediation activity or activity arising from a significant business incident / business disruption, incl. risk & control remediation, business interruption <p>New or changing individual personal circumstances which mean that the role-holder cannot undertake the duties required of the role (either fully or in part)</p>	
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Version control

Version	Date	Status	Remarks
1.0	1.12.16	Final	2017 Annual Revision
2.0	14.9.17	Final	2018 Annual Revision
3.0	19.10.18	Final	2019 Annual Revision
4.0	21.10.19	Final	2020 Annual revision where ‘The integrity and skills and knowledge of senior regulated individuals should also be re-assessed periodically’ was removed from the People Standard and added to Regulatory Standard as a result of the Regulatory Approvals team moving from PF to Risk. Creation of new control objective PEO-O-16

Glossary - [Ctrl + click to Mega Glossary](#)

Appendices

For details please refer to the [Business Standards](#) page where associated guidance/materials are held