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.

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

<table>
<thead>
<tr>
<th>STAKEHOLDERS</th>
<th>ENGAGEMENT</th>
<th>OUR SHARED INTEREST</th>
</tr>
</thead>
</table>
| Customers    | • Net Promoter Score (NPS)\(^\text{®}\) 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) | • 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 | • 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 | • 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 | • 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 | • 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 | • 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. |