



Aviva Business Standard People

Business Standard information

Effective date: 1st January 2023

Business Standard objective

This business standard sets out the minimum expectations for managing people consistently within the Aviva group to deliver the group's people priorities.

This business standard applies to all Aviva entities.

It is the responsibility of business CEOs to ensure that their business operates in line with the minimum requirements set out in this business standard. This includes any internally or externally outsourced activities.

Whilst authority may be delegated by the CEO, the CEO remains responsible and will be required to sign an annual declaration that, with the exception of identified qualifications/weaknesses, the system of governance and internal control is effective.

Minimum Requirements

Description
<p>The Business Unit (BU) People Director is responsible for ensuring that there is a local recruitment process in place, that enables safeguarding of the business, colleagues, and customers through vetting of new colleagues.</p> <p>A recruitment process must be in place that, 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. This must be in-line with the minimum screening requirements, as set out in the Fit and Proper document (see supporting materials).</p>
<p>Market and Group function(s) are aware of, and maintain compliance with, global and local Aviva policies derived from legislation and regulation where applicable to us as an employer, in the recruitment of, and during employment of permanent, contingent or temporary workers.</p>
<p>The BU People Director must ensure mechanisms are in place that enable the business to understand and address cultural and behavioural issues, or general working practice. As a minimum this must include:</p> <ul style="list-style-type: none"> • Participation in engagement surveys, with follow up plans to drive improvements • Process for colleagues to raise complaints. All concerns raised must be considered and appropriately addressed by a senior leader to support our colleagues so that they feel safe to voice any concerns, with escalation to the Group Chief People Officer where appropriate.
<p>Colleague and organisational structure related records must be retained in line with local legislative and regulatory requirements including role responsibilities & accountabilities, and organisation structures.</p>
<p>The BU People Director, in consultation with legal specialists, must ensure that all employment and people related policies, contracts and agreements remain clear.</p>
<p>The BU People Director must ensure that processes are in place that enable sickness absence (including mental health) to be managed effectively, and colleague wellbeing supported.</p>
<p>BU CEOs / Functional Leads, with support from their BU People Director, understand current and future resource demands and deploy adequate numbers of competent and skilled resource to perform the day-to-day functions to achieve business objectives.</p>
<p>The BU CEO / Functional Leads, in conjunction with their BU People Director, must provide suitable induction for all new colleagues to make sure they understand Aviva's culture, expected behaviours, values and risk.</p>

The BU CEO / Functional Leads, supported by their BU People Director, are responsible for embedding the Group performance and talent management processes to enable the business to:

- Identify and respond to ineffective performance
- Identify and respond to gaps with skills and knowledge
- Align remuneration awards to performance
- Identify and develop talent
- Manage progress with diversity and inclusion plans

The BU CEO / Functional Leads, supported by their BU People Director, have in place effective frameworks, processes, and tools, which enable the business to maintain the required skills and knowledge of current colleagues. As a minimum, skills and knowledge frameworks must include:

- Statutory or mandatory learning that is central to all colleagues, e.g., essential learning
- Regulatory learning requirements in-line with the expectations of the role e.g., Training & Competence
- Accountability for movers & leavers (F grade and above) are understood and documented (thrower/catcher process).

BU CEOs / Functional Leads must assess, at least annually as part of the performance review process, the responsibilities for each Aviva ExCo member, their direct reports, and any senior regulated role within the Senior Manager & Certification Regime (SMCR) in the UK or local market equivalents, demonstrating that the size and scope of the role, in combination with current business conditions does not create undue management stretch.

BU CEOs / Functional Leads, with support from their BU People Director, must have people and FTE (resourcing) plans in place to meet demand, mitigate risk and deliver the business plan.