



UK Gender Pay Gap Report 2019



Foreword



“ This year at Aviva we rearticulated our purpose as a business to be “with you today, for a better tomorrow”. This is why we exist, and it applies as much to supporting our people as it does to how we serve our customers. Doing the right thing for our colleagues today will help us move towards the future we want to see for our company and the communities we are part of.”

Ensuring a workplace that works equally well for both women and men is one important aspect of living up to our purpose. This year’s Gender Pay Gap Report marks another useful milestone in taking stock of what we have done to date. Women remain at the heart of our inclusion strategy. We have strong pipelines in place to accelerate future female leaders. The report also holds us accountable for how far we still have to go.

Aviva’s commitment to being a great place to work is based on recognising that none of us is defined by one aspect of our identity alone. Helping everyone reach their full potential therefore depends on approaching inclusion holistically. This is why we continue to focus on helping people with caring responsibilities, given that they remain disproportionately female. I’m particularly proud of our work last year to raise awareness of issues around the menopause, where gender and age intersect. We also introduced new talent programmes to accelerate the development of leaders from BAME

communities and invested heavily in apprenticeships, breaking down any perceived barriers to education and entry.

Achieving our ambition to be a fully diverse and inclusive workplace will be good for our people and good for business. It means we can represent our customers, develop innovative products and services, and become more attractive to prospective employees. It will also take time. I’m pleased with our progress this year but equally know that the journey is only beginning and we have much more to do.

I confirm the gender pay gap data contained in this report is accurate.

Caroline Prendergast

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Interim Chief People Officer

About Aviva

We are a leading international savings, retirement and insurance business, serving 33 million customers.

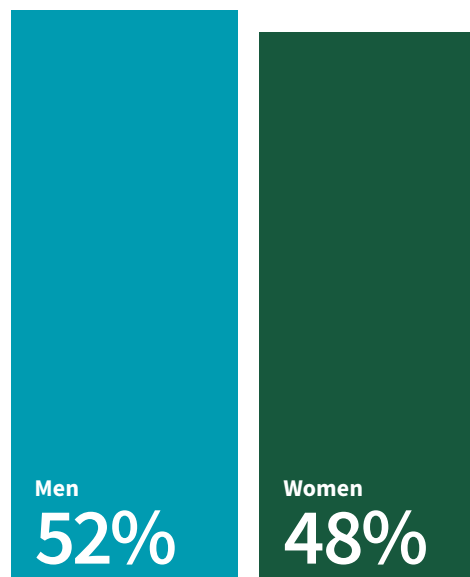
30,800*

Aviva employees internationally

17,600*

People in the UK, our home market, employed across all business areas

Gender split of Aviva UK employees



* Approximate employee numbers are as at 5 April 2019

Reminder of legislative requirements

Gender pay gap legislation requires employers in the United Kingdom with 250 employees or more to calculate and publish gender pay gap data every year. The information needs to include:

- Mean and median gender pay gap (based on an hourly rate of pay at 5 April 2019)
- Mean and median bonus gender pay gap (considers bonus pay received in the 12 months leading up to 5 April 2019)
- Proportion of men and women receiving a bonus payment
- Proportion of men and women in each quartile pay band (looking at the proportion in four pay bands when we divide our workforce into four equal parts)

The gender pay gap is expressed as a percentage of male earnings (e.g. “women earn x% less than men”).

<https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

Our gender pay gap at Aviva

This year our mean and median gender pay gap and gender bonus gaps have all reduced marginally compared to the last two years.

While we welcome this movement, the change remains small. As we noted last year, this further slight reduction may be a sign that our efforts are working. However, we still want to see sustained, more significant improvement before drawing firm conclusions.

We understand why we have a gender pay gap at Aviva. It is mainly due to having more women than men in junior roles and more men than women in senior roles. Our gender bonus gap is largely a result of greater variable pay at more senior levels (primarily occupied by men). This is common to many organisations (particularly within the financial services sector) but we are not happy to accept the status quo. Quite the contrary – we are impatient to see change at Aviva.

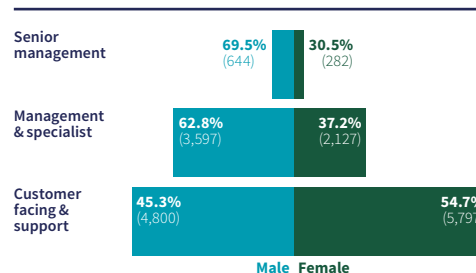
While the underlying causes of our gender pay gap may be long-standing and complex, we will continue to channel our energy and resources into actions that we believe will have greatest impact in tackling them. We also believe that as a business and as individuals, we have the potential to help make a difference beyond Aviva, contributing to the communities we are part of.

Data and insight will help us to identify ways we can make a difference. Better understanding leads to more effective action, so we will continuously interrogate our data and listen to our people and customers.

We are proud of our efforts to create an inclusive culture and what we are doing to try to accelerate the pace of change.

You can read about our approach in the areas of recruitment, retention and progression in this report.

Gender split by level 2019



Our headcount and gender split data highlight the scale of the challenge of unequal distribution of men and women at different levels in our business. We have a far larger volume of colleagues in junior roles than in senior positions, and these junior roles are more commonly occupied by women than men.

A priority for us is making best use of our talented people and removing barriers to individuals progressing their careers at Aviva in the way they want to (at all levels and at all stages of their career).

Difference between equal pay and the gender pay gap

The gender pay gap is a measure of the difference between the average earnings of men and women (irrespective of roles or seniority). Equal pay is our legal obligation as an employer to give men and women equal pay for equal work.

A company can have a gender pay gap without breaching equal pay provisions.

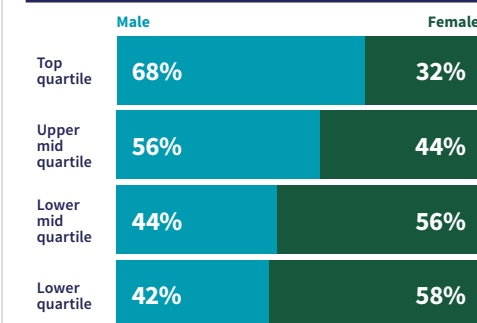
Our gender pay gap is not as a result of equal pay issues. We have a gender-neutral approach to pay across all levels of the organisation and we regularly monitor this to make sure we meet this legal and moral obligation.

Gender pay gap data 2019 vs previous years

	Gender pay gap		Gender bonus gap		Proportion of men and women receiving a bonus	
	Mean	Median	Mean	Median	Men	Women
2019	26.7%	27.3%	51.4%	39.0%	95.2%	94.9%
2018	27.2%	27.8%	54.8%	39.1%	91.4%	92.1%
2017*	28.5%	27.6%	57.2%	40.5%	91.3%	93.0%

*For consistency of comparison, 2017 data relates to the combined population of Aviva Employment Services Limited (AESL) and Aviva Investors Employment Services Limited (AIESL). Since 1 July 2017, these entities have been combined.

Proportion of men and women by pay quartile 2019



The proportion of men and women by pay quartile has remained static (changes of no more than 1%) in 2017, 2018 and 2019.

Inclusion @ Aviva

Our ambition at Aviva is to have an inclusive culture. We are building a workplace where everybody can be themselves and where we take decisions for the benefit of our customers, employees, and the wider community.

To help achieve this aim, we have six employee communities for different aspects of diversity and inclusion. These communities give our people the chance to support each other and take action to improve the wider organisation for everyone. The communities are:



Aviva Balance – Supporting gender parity

AvivaAbility – Developing a disability smart workplace

Aviva Origins – Celebrating cultural difference

Aviva Pride – Being yourself at work (LGBT)

Aviva Generations – An intergenerational workplace

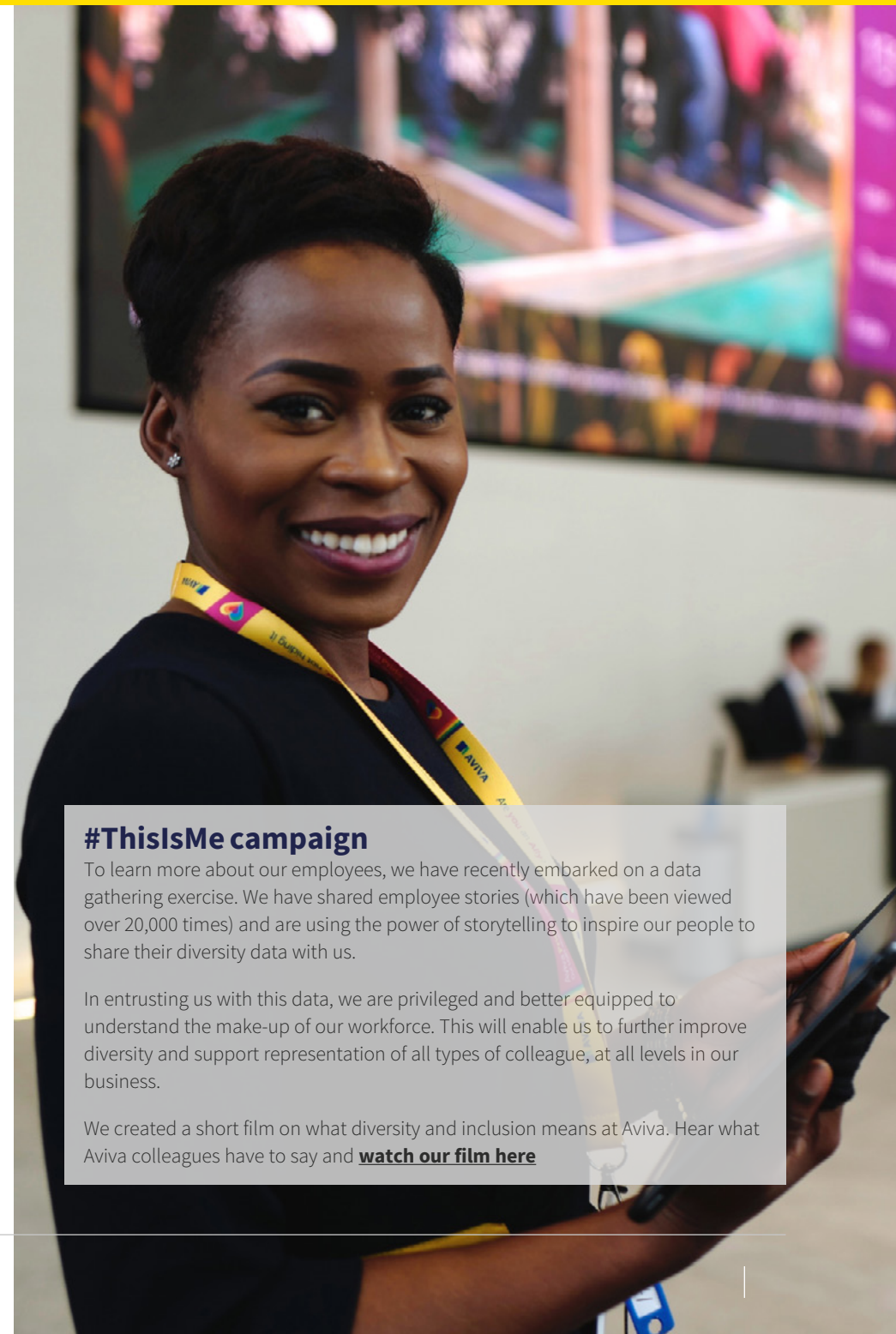
Aviva Carers – Supporting carers and parents

Each community is sponsored by two members of the Aviva Leadership Team, who provide support and contribute to actions taken. Every member of our Aviva Leadership Team is accountable for improving inclusion.

Our Aviva communities each have a different focus (with Aviva Balance focused on gender). However, we are mindful that inclusion is multi-faceted. Individuals can have a number of characteristics including gender identity as well as an ethnic background, sexuality, religion and belief, age and potentially caring responsibilities and health challenges. Therefore, we encourage all communities to be active and consider issues that affect our people in different ways.

Our employees can join as many communities as they would like and choose how they are involved.

Our Global Inclusion Council brings together senior leaders from different Aviva markets, businesses and functions to share and monitor progress. Chaired by our Chief Executive Officer, the Council has an important role in our commitment to create a more inclusive culture at Aviva.



#ThisIsMe campaign

To learn more about our employees, we have recently embarked on a data gathering exercise. We have shared employee stories (which have been viewed over 20,000 times) and are using the power of storytelling to inspire our people to share their diversity data with us.

In entrusting us with this data, we are privileged and better equipped to understand the make-up of our workforce. This will enable us to further improve diversity and support representation of all types of colleague, at all levels in our business.

We created a short film on what diversity and inclusion means at Aviva. Hear what Aviva colleagues have to say and [watch our film here](#)

We consider inclusion at all stages of employment – in the recruitment of new joiners, in supporting our employees to progress in their careers, and in the retainment of our most talented people.

Recruitment

Since 2015, we have seen an increase in the proportion of women hired into senior roles (the most senior 5% of employees). In 2018, 34% of senior appointments (internal and external) were women. In 2019, this increased to 38%.

We continue to see year-on-year improvements in this ratio through the following actions:

- Gender-balanced shortlists
- Using specialist software to attract diverse candidates through gender-neutral vacancy marketing
- Using specialist partners to deliver unconscious-bias training
- Widely promoting all internal opportunities and reducing essential technical requirements to create a larger talent pool.

In 2019 we reported our Female : Male hire ratios for senior roles to the Aviva Group Executive every month. We will continue this practice to ensure regular senior consideration of hiring decisions.

We are attracting female candidates to Aviva with a variety of programmes:

- We are encouraging the next generation of female technology talent through our “Evelution” (supporting women in technology) programme.
- We attend schools, promoting STEM careers and helping female students understand the opportunities available to them.
- We use a range of different approaches for graduate recruitment and ensure inclusion is considered at all stages of selection, resulting in 54% female graduates in our 2019 intake.

- Aviva Investors has an early careers pipeline which aims to encourage university graduates who studied subjects other than maths or economics to join the Asset Management industry. This has resulted in us employing more diverse graduates.
- Aviva Investors has a ‘Return to Work’ programme that supports individuals returning to the workplace after a break in their career for any reason’.
- Our “Origins” intern programme focuses on social mobility and is gender balanced. Our approach to recruiting to the programme is to consider diversity at each step which includes gender, ethnicity and social economic background.
- We have introduced a Leadership Strengths assessment framework to ensure we are selecting and assessing talent-based upon principles of values. This is helping us reduce the opportunity for bias to occur and is further encouraging diversity in selection processes.

Retention and Progression

We are focused on developing and progressing our female employees to be current and future leaders.

- Equal parental leave is accessible to everyone (all UK employees are entitled to up to 12 months leave, of which 6 months is fully paid).
Read more here.
- We have a Group-wide Accelerating Leadership from the Inside Out (ALIO) programme which focuses on women in leadership. Launched in 2016, 40% of participants have so far progressed to new roles.
- Our Emerging Leaders programme invites employees to self-nominate and, like our graduate programme, inclusion is considered as part of our selection process.
- Our female leaders act as role models for future talent and in particular, we are encouraging those with P&L accountability (roles in business areas where women are currently most underrepresented) to share their experiences.
- Our Aviva Balance community actively includes men for gender parity, to ensure inclusion is everybody's responsibility.
- For the past five years, we are proud to have sponsored the Women of the Future event, highlighting internally and externally our support for female progression.
- We are active members of the 30% Club, Women in Finance Charter and Business in the Community Gender Initiatives.
- Mentoring Programme: Aviva Investors implemented a structured mentoring programme, initially focused on senior female leaders but later expanding to the broader population.
- Only if we understand individual ambitions will we be best placed to support our people's progress and help them to achieve their career goals. Our approach to accelerating performance through coaching conversations helps us to do this.
- We are working towards an ambition of having 40% senior female leaders by 2021. Our current figure is 34%, up from 31% last year.
- We are open to different ways in which we can further support the diverse needs of our colleagues. As an example - in October 2019, we hosted a menopause event. We are encouraging male colleagues and leaders to engage and improve understanding. In February 2020, we will also host 'Different Women' - an event with a focus on ethnic minority women.
- We have designed a Culture dashboard, which includes diversity metrics to track progress of embedding inclusion into our culture.
- Flexible and part-time working is available to everyone, with senior leaders role modelling to encourage take-up.
- We are helping Aviva colleagues to be aware of, and understand the impact of, unintentional gender biases (through workshops and targeted communications), creating a culture where these can be raised to colleagues and leaders.





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