



August 2021

Aviva plc Board Diversity and Inclusion Statement

What do we believe about diversity and inclusion?

We believe that having a diverse and inclusive culture is essential to the long-term success of Aviva and we have reflected this in our Diversity and Inclusion strategy which applies to the Board and the Company as a whole.

At Aviva, diversity includes but is not limited to experience, skills, tenure, age, geographical expertise, professional background, gender, ethnicity, disability and sexual orientation. We recognise that the Board sets the tone for inclusion and diversity across the business and we believe in having a diverse leadership team and an open and inclusive leadership culture.

How do we support this?

The Aviva Nomination and Governance Committee monitors the balance of skills, knowledge, experience and diversity on the Board; leads succession planning for appointments to the Board and the senior executive team; and oversees talent development and the succession pipeline across the Group. As part of its remit the Committee:

- Reviews and monitors the implementation of the Diversity and Inclusion strategy;
- Oversees diversity and inclusion initiatives across the Company, such as our internship schemes and our ALIO leadership development programme, which is offered to our female and ethnic minority colleagues; and
- Works with partners that understand our values and approach to diversity in determining suitable candidates for appointment to the Board and senior management.

How do we measure progress?

The Board favours meaningful diversity targets above mandatory quotas. At the time of this statement we have met the Hampton-Alexander objective of 33% female representation on our Board by the target date of 2020 and we are committed to increasing the number of women in leadership roles¹ to 40% by 2024. Currently we have 33% women in leadership roles, and we continue to support women advancing into senior roles, as evidenced by our participation in initiatives such as the Future Board Scheme and the 30%-Club. The 30%-Club is a global campaign led by Chairs and CEOs taking action to increase gender diversity at board and senior management levels. Our Group CEO is the Champion of HM Treasury's Women in Finance initiative which promotes gender diversity across UK financial services.

The Board met the Parker Review objective of having ethnic minority representation on our Board by the 2021 target date. We are committed to enhancing the ethnic diversity of our leadership and succession pipeline, and we are founding members of the Change the Race Ratio Campaign. We continue to support and engage black, Asian and ethnic minority colleagues in ethnic diversity programmes to identify, promote and develop high potential talent across the Group.

Aviva is also a signatory to the Valuable 500 Commitment which focuses on disability inclusion in the workplace.

Aviva's Sustainability Ambition - Creating a Better Tomorrow, recognises the importance of a diverse and inclusive workforce and this has been factored into our Executive remuneration plans which now include diversity and inclusion metrics.

¹ *Defined as Head of or above*