

Aviva Business Standard

People

Business Standard information

Standard owner: Danielle Harmer, Chief People Officer

Approval date and body: 22 November 2021, Group Executive Risk Committee

Effective date: 1st January 2022

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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.

Scope

This business standard applies to all Aviva entities.

Target Audience

The target audience of this business standard is:

- Business unit CEOs
- People Directors

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.

Risks from the Aviva Risk Taxonomy covered by this business standard and associated control objectives

Level 1 risk category	Level 2 risk type	Level 3 risk type
Operational Risk	Financial crime & fraud	Internal Fraud
	Managing Our People	Employee Resource Management
		Non-compliance with Employment Related Legislation and Obligation

Level 3 risk type	Control Objective & Minimum Requirements
Internal Fraud (IFTF01)	<p>PEO-O-01 - There is a recruitment process that both enables the business to meet its 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.</p> <p>PEO-R-01 Minimum screening requirements, as set out in the Fit and Proper document (see supporting materials), must be followed.</p>
Non-compliance with Employment Related Legislation and Obligation (EPER01)	<p>PEO-O-03 - BU People Directors are responsible for ensuring mechanisms are in place that enable the business to understand and address cultural and behavioural issues, or general working practice.</p> <p>PEO-R-02 - Processes to understand cultural, behavioural, or general working practice issues as a minimum must include:</p> <ul style="list-style-type: none"> • participation in Voice of Aviva surveys, with follow up actions to address concerns • a 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>PEO-O-06 - Colleague and organisational structure related records are retained in line with local legislative and regulatory requirements including role responsibilities & accountabilities, and organisation structures.</p> <p>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 and agreements remain clear.</p> <p>PEO-O-18 - Sickness absence (including mental health) is managed effectively, and colleague wellbeing is supported.</p>

Employee Resource Management (EPER06)	<p>PEO-O-08 - BU CEOs in conjunction with the local People Director are responsible for providing a suitable induction for all new colleagues to make sure they understand Aviva's culture, expected behaviours, values and risk.</p>
	<p>PEO-O-13 - The BU CEO / Functional Leads, supported by the People Director, are responsible for embedding the Group performance and talent management processes to enable the business to:</p> <ul style="list-style-type: none"> • Identify and respond to ineffective performance • Identify and respond to gaps with skills and knowledge • Align remuneration awards to performance • Identify and develop talent.
	<p>PEO-O-15 - The BU CEO / Functional Leads, supported by the People Director, have in place effective frameworks, processes, and tools, which enable the business to maintain the required skills and knowledge of current colleagues.</p>
	<p>PEO-R-03 - As a minimum skills and knowledge frameworks must include:</p> <ul style="list-style-type: none"> • 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).
	<p>PEO-O-16 - BU CEOs / Functional Leads assess 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.</p> <p>PEO-R-04 - Management stretch must be assessed annually as a minimum</p>
	<p>PEO-O-17 - Business units, with support from their People Director, have processes in place to enable understanding of resource demand and management of colleagues to deliver their business plan i.e., workforce planning.</p>

Modifications & Exceptions (M&E)

If a modification or exception is required with respect to any of the minimum requirements of this business standard, please refer to section 5 of the 'Risk Policy Governance Framework'.

Supporting materials

A description of the minimum screening checks that should be performed as part of the recruitment process are described in the Fit & Proper Requirements.