

Creating a better tomorrow: **Aviva's Sustainability Summary**

2020



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Opening statement

Aviva's purpose is to be with people today for a better tomorrow.

This sustainability summary aims to provide investors and stakeholders with a clear overview of Aviva's position and activity across ESG issues, supported by data disclosure. More detailed information on specific subjects can be found in related documents.

For example:

- For a broader and more detailed look at Aviva's corporate strategy, see our Annual Report and Accounts 2020 at www.aviva.com/reports
- For our full list of climate disclosures strategy, see our Climate-related Financial Disclosure (TCFD) at www.aviva.com/TCFD
- For more detail about our sustainability activity, see our website at www.aviva.com/sustainability
- At the end of this document is [PwC's limited assurance statement](#) and our reporting criteria can be found at www.aviva.com/sustainabilityreportingcriteria2020



Aviva has been taking care of people for more than 300 years. We are deeply invested in our people, our customers and our communities.

Tackling the big issues of our time such as climate change, the coronavirus pandemic and financial insecurity is not just the right thing to do, it is fundamental to the success of our business, maximising our value to society and minimising our exposure to risk.

We are proud of our response in 2020 in meeting these challenges when we put the needs of our customers and communities at the heart of all our actions.

Looking ahead, we are focused on our new sustainability ambition to take action on climate change, use our products and programmes to create stronger, more resilient communities and focus on running Aviva as a sustainable business.

The challenges are ever-changing but we are ready to take the steps needed to meet our goals.

A handwritten signature in black ink, appearing to read 'Kirstine Cooper'.

Kirstine Cooper

Aviva Group General Counsel and Company Secretary

Corporate strategy, purpose and values

At Aviva, our purpose is to be with our customers today for a better tomorrow. We will achieve this through our corporate strategy and by acting responsibly on the sustainability issues that are most important to our business and society.

Our corporate strategy focuses on three priorities.

Focus the portfolio on our core markets in the UK, Ireland and Canada where we have market-leading positions, extensive customer franchises and can generate attractive financial returns.

Transform performance to deliver greater customer trust, engagement and retention, and profitable growth for our shareholders.

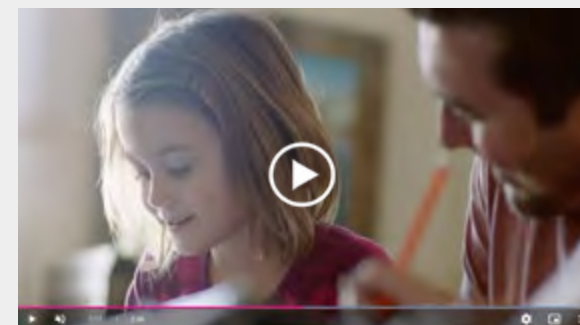
Maintain **financial strength**, resilience and sustainability to increase our financial flexibility and provide options for excess capital deployment.

We have a clear vision to become the UK's leading insurer by establishing ourselves as the “go-to customer brand” for all insurance, protection, savings and retirement needs. By treating people as customers, not policyholders, we can fully understand their needs and serve, advise and support them at all stages of their lives, not just when something goes wrong.

Find out more about our strategy, purpose and values at: www.aviva.com/about-us/who-we-are-and-what-we-do/

Our values

The power of our values comes from their simplicity. They bring to life some simple truths about what it means to work here, both today and in the future. In this short film, discover why Aviva's values matter in the words of our colleagues:

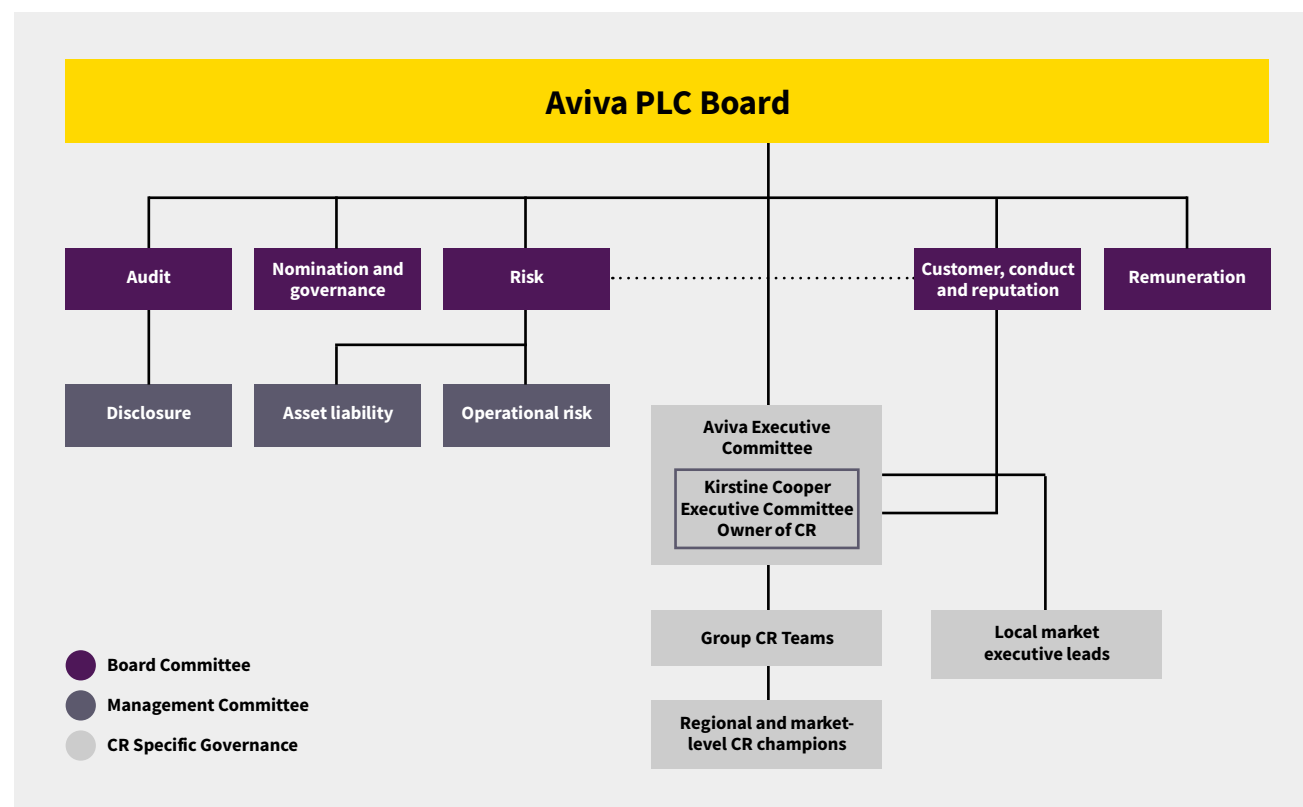


Sustainability governance

We consider sustainability issues in our leadership decisions and in our day-to-day business activities. We have a robust and clear governance structure in place to direct and oversee this. We have a Group-level Corporate Responsibility (CR) team which reports to the Aviva Executive Team.

The CR team ensures that the business focuses on the right issues, and co-ordinates local action across Aviva's markets. Market CR teams action these strategies and programmes with support from their own senior leadership. Aviva Group's Customer, Conduct and Reputation Board Committee oversee our responsible and sustainable business strategy and the policies that underpin it.

Aviva plc is subject to the UK Corporate Governance Code (the Code), which we aim to comply with fully. Where appropriate, specific teams and committees exist to drive action on particular material issues, including climate change, data protection, diversity and inclusion, among others.



Materiality process

During 2019-2020 we conducted a materiality analysis to understand and prioritise action on the most important issues for our internal and external stakeholders, both now and in the future, across our operations, investments, products and influence.

Through a robust process of interviews and surveys we spoke to over 9,000 Aviva stakeholders including customers, partners, peers, industry groups, NGOs and employees, across eight markets. This process identified and ranked 43 material issues across 11 categories, and the results informed the development of our sustainability ambition.

1. Mapping material issues

- Extensive and wide-scoped desk research to map out a long list of material issues that impact Aviva and where we have the biggest impact.

2. Stakeholder engagement

- Qualitative interviews with internal and external Aviva stakeholders to challenge and build on the desk research, understand the details and nuances, and identify emerging issues.



3. Stakeholder prioritisation

- Quantitative research with 9,000 Aviva stakeholders to rank the long list of material issues in terms of importance for Aviva to manage and act on.

4. Internal engagement and strategy

- Workshops with key internal stakeholders to respond to and drive action on the materiality findings, leading to the development of Aviva's sustainability ambition.

Aviva's sustainability ambition

Our sustainability ambition is based on the findings of our materiality assessment and our corporate strategy. Aligned to our strong social purpose, our sustainability ambition is to lead the UK financial services sector in taking action on climate change, building a stronger, more resilient Britain and running ourselves as a sustainable business.

Our commitment is strengthened by clear governance, transparent reporting and engaging our stakeholders.



1. Act on climate change

- 2025** • 25% reduction in carbon intensity of all assets¹
- 2030** • Net Zero operations and supply chain, and 60% reduction in carbon intensity of all assets¹
- 2040** • **Net Zero company**¹

2. Build a stronger, more resilient Britain

>13%
...and growing

UK population saving and retiring with Aviva²

£10bn
over next 3 years

Investment in UK infrastructure and real estate

2%
average per annum

Profits invested in the community³

3. Run ourselves as a sustainable business

¹This will cover shareholder and policyholder assets where we have control and data, and the main asset classes of Aviva's core markets (credit, equities, direct real estate and sovereign debt). We will be able to expand this further as new data and methodologies become available. For more details please see www.aviva.com/climate-goals

²Based on adult population only (18+)

³Percentage of core markets profits

Climate action

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Climate action

76%

Reduction in CO₂e in our operations since 2010

“Our ability to perform as a business is entirely dependent upon societies and economies being able to operate effectively, and that will become increasingly impossible if climate change, and our role in accelerating it, is left unchecked.

We believe facing up to this challenge and getting ahead of it is the best thing we can do for all of our stakeholders, and we must reduce the risks and seize the opportunities presented by a new kind of economy for everyone.”

Amanda Blanc, Aviva Group CEO

In 2020 we continued our work to align our business to a 1.5°C Paris target. We also beat our 2030 carbon emissions reduction target a decade early, achieving a 76% reduction against a baseline of 2010. In addition, Aviva invested £11.7 billion in green assets. This includes £7.2 billion in low carbon infrastructure, such as wind farms and solar panels, £3.2 billion in green and sustainable bonds and £1.3 billion in specific climate funds.



Looking ahead:

Climate Champion: The climate crisis is the greatest threat facing our planet. Taking action now is the best thing we can do for our customers, business, shareholders and future.

In March 2021 we announced our demanding climate goals to:

- **Become a Net Zero company by 2040¹**
- Achieve a 25% reduction in carbon intensity of assets by 2025, and 60% by 2030
- Have Net Zero operations and supply chain by 2030

Read more about our climate goals at www.aviva.com/climate-goals

You can also read our Climate-related Financial Disclosure (TCFD) document at www.aviva.com/TCFD

¹This will cover shareholder and policyholder assets where we have control and data; and the main asset classes of Aviva's core markets (credit, equities, direct real estate and sovereign debt). We will be able to expand this further as new data and methodologies become available. For more details please see www.aviva.com/climate-goals

Data: Climate action

Key



Data marked has been subject to independent assurance. PwC's assurance statement can be found on pages 34-36 of this document. Aviva's reporting criteria can also be found [here](#)

United Nations Sustainable Development Goals (SDGs)

Elements of our work impact each of the SDGs, but we focus our efforts on those which have the most material current and potential impact. Within this document we indicate where activity aligns with specific SDGs, although this is not exhaustive.



KPIs		2020	2019	2018	Change between '19 and '20	2020 target	Met target	2021 target	Notes
£ investment in green assets		£11.7bn	£6.0bn	New KPI	N/A	N/A	N/A	N/A	
Annual percentage reduction rate in carbon intensity of Aviva's shareholder investment portfolio (equity and credit)		-9%	-12%	-12%	-9%	N/A	N/A		By 2025, we will cut the carbon intensity of our investments by 25% and by 2030, we will cut carbon intensity by 60%, using a 2019 baseline
% reduction of CO ₂ e relative to our 2010 baseline	AS	76%	66%	60%	10pp	70% reduction by 2030	Y	5pp reduction in 2021 and Net Zero by 2030	
CO ₂ e emissions (tonnes) – absolute	AS	34,664	50,175	58,949	-31%	Reduce by 5%	Y	5pp reduction in 2021 and Net Zero by 2030	
CO ₂ e emissions (tonnes) – relative	AS	34,664	50,175	58,949	-31%	Reduce by 5%	Y	5pp reduction in 2021 and Net Zero by 2030	
% of CO ₂ e emissions from our operations offset annually	AS	100%	100%	100%	–	100%	Y	100%	
Scope 1 GHG emissions globally (tonnes)	AS	11,749	14,207	16,198	-17%	N/A	N/A	Net Zero by 2030	
Scope 2 GHG emissions globally (tonnes)	AS	17,834	21,340	25,012	-16%	N/A	N/A	Net Zero by 2030	
Scope 3 GHG emissions globally (tonnes)	AS	5,081	14,628	17,739	-65%	N/A	N/A	Scope 3 operational emissions Net Zero by 2030*	
% of markets offering green or reduced carbon propositions		100%	N/A	N/A	N/A	N/A	N/A	100%	

Notes:

Scope 1: natural gas, fugitive emissions (leakage of gases from air conditioning and refrigeration systems), oil, and company-owned cars

Scope 2: electricity

Scope 3: business travel and grey fleet (private cars used for business), waste and water

*Remaining Scope 3 emissions Net Zero by 2040 – please see www.aviva.com/climate-goals for more details.

Data: Climate action

Additional indicators	2020	2019	2018	Notes
Water consumption (m ³) – absolute	250,412	305,237	311,745	
Waste generated (tonnes) – absolute	1,749	3,462	3,792	
Recycling rate (%)	64%	69%	72%	
Waste to landfill (tonnes)	101	360	556	
Paper used (tonnes)	868	1,936	2,102	
Total energy used (MWh)	112,416	130,656	158,204	
Total electricity used/CDP electricity use (MWh)	66,538	81,712	95,205	
Electricity from renewable sources (%)	62%	67%	61%	
Amount of renewable energy generated (UK) MWh	784	682	397	
Business mileage (road) (million kms)	15.69	33.71	29.43	
Business mileage (air) (million kms)	10.04	48.82	48.70	
Business mileage (rail) (million kms)	4.03	26.32	35.21	
Number of green or reduced carbon footprint propositions	31	27	25	

Environmental data covers 100% of Aviva staff including 100% of joint ventures. In 2020 this was 35,319 employees.

Data: SECR

Key



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The table below fulfils the requirements of the UK Streamlined Energy and Carbon Reporting (SECR) framework, including our operational energy and carbon emissions. Aviva UK uses the Department for Environment, Food and Rural Affairs (DEFRA) methodology for carbon reporting and non-UK markets use emission factors from the International Energy Agency (IEA).

AS	2020	2020	2019	2019	2018	2018
Emissions ^{1,2}	Total	UK	Total	UK	Total	UK
Scope 1 (tCO ₂ e)	11,749	8,386	14,207	9,354	16,198	10,780
Scope 2 location-based (tCO ₂ e)	17,834	8,269	21,340	11,969	25,012	13,864
Total Scopes 1 and 2 location-based (tCO₂e)	29,583	16,655	35,547	21,323	41,210	24,644
Scope 3 (tCO ₂ e)	5,081	1,910	14,628	6,516	17,739	8,761
Total location-based (tCO₂e)	34,664	18,565	50,175	27,839	58,949	33,405
Carbon offsets ³ (tCO ₂ e)	(34,664)	(18,565)	(50,175)	(27,839)	(58,949)	(33,405)
Total net emissions	–	–	–	–	–	–
Energy consumption (MWh) ⁴	118,472	73,811	146,562	90,417	150,421	96,000
Scope 2 market-based (tCO ₂ e)	7,738	–	9,370	192	11,166	93
Intensity ratios						
Scopes 1 and 2 – location-based emissions (tCO ₂ e) / £ million GWP	0.97	1.14	1.14	1.61	1.44	2.09
Total location-based emissions – (tCO ₂ e) / £ million GWP	1.14	1.27	1.61	2.11	2.06	2.83
Total location-based emissions (tCO ₂ e) / employee	0.98	1.18	1.43	1.67	1.57	1.93

Notes:

Scope 1: natural gas, fugitive emissions (leakage of gases from air conditioning and refrigeration systems), oil, and company-owned cars

Scope 2: electricity

Scope 3: business travel and grey fleet (private cars used for business), waste and water

Location-based: A location-based method reflects the average emissions intensity of grids on which energy consumption occurs

Market-based: A market-based method reflects emissions from electricity that companies have purposefully chosen

¹Assurance on emissions figures is provided by PricewaterhouseCoopers LLP and available at www.aviva.com/CRkpisandassurance2020

²Emissions are included where Aviva has operational control, including JVs

³Carbon offsetting through the acquisition and surrender of emissions units on the voluntary and compliance markets

⁴Includes scopes 1 and 2 energy MWh and fuel from company car use

Case study: Sustainable claims

“Our Loss Adjusting Team members are home-based and live and work locally to the claims they inspect, which reduces their carbon footprint and that of Aviva. They don’t require office accommodation or equipment and have the added benefit of knowing the area that our customers live in, which ensures we are always providing great customer service during these challenging times.”

**David Lyons, Property Claims Manager,
Aviva Insurance Ireland**

The challenge

We have a responsibility that every claim we process through our insurance business not only provides our customers with the best possible outcomes and service, but does so in a way that minimises the environmental impact. Addressing both of these priorities at once requires our industry to embrace innovative approaches to repair and disposal, while delivering faster and better service to customers.

Solution

We put great customer service at the centre of our business, and factor sustainability into every aspect of our insurance claims process. Within motor claims, this includes everything from careful disposal of write-off vehicles, to preparing garages to repair the vehicles of the future, and to reducing our carbon footprint by using local loss adjusters. In 2020, Aviva Ireland partnered with an Irish accident repair company to create Aviva Motor Services, providing a simpler motor claims experience that has been built to provide more sustainable solutions.

Impact

Our Irish customers now have access to a network of local garages that are set up to deliver industry-leading sustainable products and services. Local service allows customers to access repairs more quickly and closer to home, which is both more convenient and reduces emissions. We also deal with claims quickly, which not only provides peace of mind for customers, but also minimises damage and therefore waste. Ultimately this lowers the cost of reinstating damaged property, which is a better outcome for our customers and a more sustainable outcome for the claims we handle. As a result, this innovative service has a positive customer satisfaction rating score of 97%.

Case study: Lighting up Scotland

The challenge

Our research shows 65% of the Scottish public think that businesses are not doing enough to tackle climate change. We take our environmental responsibility very seriously, and that begins with making change in the operations of our own business.

Solution

In 2020, with support from the Scottish Government, we launched one of the UK's largest solar and energy storage initiatives – powered by cutting-edge Tesla Powerpack technology – at our Perth office. Our eco-powered carport features over 3,000 solar panels, 50 new electric vehicle charging points and covers 342 car park spaces. It is one of the largest renewable installations of its kind.

Impact

The Aviva Scotland Solar Project will produce enough power to take our Perth site off the grid for five hours at the busiest times of the day. The project will save nearly 400 tonnes of carbon emissions per year. This ensures we are reducing our carbon emissions in our own operations, whilst also supporting the Scottish Government's low carbon infrastructure transition programme nationally too.

"The solar carport is a really innovative way to generate green energy, tackle climate change and reduce our environmental impact. It's ready for the future with the electric vehicle revolution just around the corner. It was great to be able to use a local company whose skill and expertise in this field has delivered this amazing result."

Stuart Wright, Aviva Property and Facilities Director

3,283 Solar panels

50 car charging points

100% of our site's energy for five hours a day

400 tonnes of carbon saved every year



Stronger communities

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Stronger communities

5.1m

People helped globally through our corporate responsibility activity

“In the UK, Aviva has been instrumental in how the British Red Cross has developed and adapted our response to crisis, from recruiting tens of thousands of community reserve volunteers to establishing our new Hardship Fund. Aviva’s trust and willingness to fund new and innovative programmes has given us the freedom to evolve, ensuring that the help we offer continues to be relevant and impactful.”

Mike Adamson, CEO, British Red Cross

Insurance is a fundamental part of building stronger communities able to bounce back from a crisis.

In 2020 COVID-19 drew attention to the need for community resilience and for prompt action to support those in need. We acted fast to support people who needed help. In 2020 we committed £43 million to charitable partners supporting customers and communities in the face of the COVID-19 pandemic, including a pledge of £5m to NHS Charities Together. We also took action through our long-running and award-winning partnership with the British Red Cross, to which Aviva and the Aviva Foundation¹ donated £10 million this year.

In addition to our work supporting communities in the COVID-19 crisis, our other work in community resilience continued. We committed £11.5 million to other local projects, including through our Aviva Community Fund in France, Italy, the UK and Ireland, and our road safety work in Canada. The Aviva Foundation in the UK also continued to invest unclaimed assets of shareholders through grants and social enterprise investments, including important work to support vulnerable customers with their financial resilience.

Looking ahead:

The coronavirus pandemic is the latest example of how unexpected events can turn people’s lives upside down. We will work with our customers, communities and partners to build back a stronger economy, and help more people get the insurance protection and income in retirement they need for a bright future.

Our goals:

- £10bn UK infrastructure and real estate investment by 2023
- >13% (and growing) UK population preparing for retirement and retiring with Aviva
- 2% of annual profits invested in the community²

¹The Aviva Foundation is administered by Charities Trust under charity registration number 327489

²Percentage of core market profit only

Data: Stronger communities

Key



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United Nations Sustainable Development Goals (SDGs)

Elements of our work impact each of the SDGs, but we focus our efforts on those which have the most material current and potential impact. Within this document we indicate where activity aligns with specific SDGs, although this is not exhaustive.



KPIs		2020	2019	2018	Change between '19 & '20	2020 target	Met target	2021 target	Notes
Amount of community investment (£) – including value of skills	AS	£54.5m	£16.0m	£17.6m	241%	Maintain and improve	Y	Average of 2% of pre-tax profits of core markets between 2021 and 2025	
Number of employee hours spent volunteering		29,200	68,200	57,500	-57%	Maintain and improve	N	Double the average hours of volunteering used per person by 2025	
% of employees volunteering		11%	33%	19%	(22pp)	Maintain and improve	N		
Number of beneficiaries of CR programmes		5.1m	1.2m	1.5m	76%	–	–	–	
Number of people made more resilient		3.4m	New KPI	New KPI	N/A	N/A	N/A	10 million people made more resilient, cumulative between 2020-2025	
% of markets offering propositions with social inclusion considerations		100%	N/A	N/A	N/A	N/A	N/A	100%	

Additional indicators					2020	2019	2018	Notes
Amount our people gave or fundraised (£)					1.8m	2.1m	2.1m	
Number of propositions that include social inclusion considerations					81	36	31	

Case study: Funding the future

“Aviva is investing in UK infrastructure and real estate to help our economy and communities bounce back. We plan to invest in the UK’s regions and cities, in critical areas such as social housing, renewable energy and rail networks. The investments being made will ultimately fund people’s savings and retirement, aiming to deliver stable returns to our customers and funding a sustainable future for the UK.”

Amanda Blanc, Aviva Group Chief Executive

The challenge

The UK is facing a sizeable funding shortfall in meeting its infrastructure needs. The country requires investment with a focus on the long-term vision for a more sustainable way of life. Alongside this need there has been increased demand from pension funds and insurers for real asset investments.

Solution

In response, in 2020 Aviva Investors committed to investing £10 billion over the next three years. Within the £10 billion are further commitments including £3 billion on social infrastructure, £2.5 billion on low-carbon infrastructure and £1 billion of sustainable transition loans to be delivered by 2025, as part of Aviva Investors’ responsible investment goals and plan to achieve Net Zero emissions by 2040.

Impact

Investing in real assets has an important social and economic benefit, funding essential development from rail networks to renewable energy facilities. This investment will play a role in the creation of jobs in infrastructure and real estate in cities and regions across the country, better connecting investors with the assets they own and demonstrating the value that their investments can have in local communities and society post-COVID-19.

Case study: The Aviva Foundation*

“We want to make our communities stronger. We’re partnering with and investing in the most insightful, innovative charities and social enterprises, so we can be a powerful driver of social change. It’s a unique opportunity to team up with different and disruptive partners.”

**Kirstine Cooper, Group General Counsel
and Company Secretary**

*Administered by Charities Trust under charity registration number 327489

The challenge

Every year, a proportion of our shareholder assets go unclaimed. We make every effort to contact the asset owners but, if 12 years pass and we have been unable to make contact, the money is considered an unclaimed asset.

Solution

In 2019, we made changes so that we could use these assets and invest them in people and communities that need support. The Aviva Foundation funds non-profit and social enterprises that increase financial capability and inclusion, strengthen community resilience, and drive climate action.

Impact

In 2020 the Foundation awarded over £4 million to 10 non-profit organisations and social enterprises that, working with our business, can support our communities and vulnerable customers recovering from COVID-19. This included funding the Financially Resilient Communities Programme, a consortium of local and national charities working to improve financial advice services available for deprived communities.

Acting sustainably

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1,501

substantive ESG engagement meetings conducted by Aviva Investors

Further details of Aviva's policies can be found [here](#).

Further details on Aviva Investors policies and performance can be found [here](#).

Our sustainability ambition is built on a foundation of responsible business practice. We are committed to the highest standards of ethical conduct and to behaving responsibly and transparently in all aspects of our business.

Our materiality assessment highlighted the fundamental issues that we must actively manage to be a responsible and sustainable business. These include data protection, combatting corruption and financial crime, fair payment of tax, protecting vulnerable customers, upholding human rights, and supporting employee rights and wellbeing. These are all issues that we take very seriously, and we have clear policies and systems in place to ensure that standards across these types of issues remain high.

We are committed to being a diverse and inclusive organisation and remain on a journey to realise that goal. We want Aviva to be a place where our people can be themselves, and we want our workforce to reflect the customers and communities we serve. It is a fundamental part of living up to our purpose, key to continuing as a sustainable and successful business, and it helps contribute to fairer, more equal communities. We are determined to keep challenging ourselves to do more to build a workplace, industry and society that works for all.

Our sustainable business approach also includes our approach to responsible investment. Aviva is not just an insurer but an investor in the economy, investing in buildings, infrastructure projects and companies around the world to help our customers save for their future. We do this, in part, through Aviva Investors, our global asset management company with a heritage in responsible investing dating back to the early 1970s. We invest responsibly with Environmental, Social and Governance (ESG) considerations a central pillar of our investment process, because we believe it minimises risk and allows us to spot opportunities for our customers, empowering them to make better-informed decisions. This process includes areas such as climate change, biodiversity, human rights, plastics and gender diversity.

Demonstrating the depth of our ESG work, Aviva Investors received the highest grade in the United Nations Principles of Responsible Investment's 2020 annual assessment of A+ for our ESG strategy, governance and active ownership (i.e. engagement and voting).

Data: Acting sustainably

Key



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United Nations Sustainable Development Goals (SDGs)

Elements of our work impact each of the SDGs, but we focus our efforts on those which have the most material current and potential impact. Within this document we indicate where activity aligns with specific SDGs, although this is not exhaustive.



KPIs		2020	2019	2018	Change between '19 & '20	2020 target	Met target	2021 target	Notes
% of employees who have read, understood and accepted the business ethics code	AS	99%	99%	99%	–	100%	N	100%	
% of women in senior management		32%	31%	31%	1pp	30% by 2030	Y	Maintain or improve	
% of customers covered by Aviva Data Governance, Data Privacy and Business Protection Standard		100%	New KPI	New KPI	N/A	N/A	N/A	100%	
% of registered suppliers that have agreed to the Supplier Codes of Behaviour		99%	98%	N/A	1pp	Maintain current performance	Y	Maintain current performance	
% of markets which have completed a human rights due diligence review		100%	New KPI	New KPI	N/A	N/A	N/A	Maintain current performance	
% of Board members who have had training on ESG issues		100%	New KPI	New KPI	N/A	N/A	N/A	100%	
Number of businesses that are at or above market average NPS®		7/7	7/9	8/9	Static number of businesses at or above market average	N/A	N/A	Maintain and improve	

Data:

Acting sustainably

Key

AF 2020 data marked has been taken from the audited financial statements of Aviva plc. These statements and the audit report can be found on page 120 to page 273 of the Aviva Annual Report and Accounts 2020.

Additional indicators		2020	2019	2018
Key company data				
Number of customers		31.6m	33m	33m
Number of employees	AF	28,900	31,200	31,700
Group adjusted operating profit ^{†, #, 1}	AF	£3,161m	£3,184m	£3,004m
Cash remittances ^{†, #}		£1,500m	£2,597m	£3,137m
Value of new business: Adjusted Solvency II basis [†]		£1,260m	£1,224m	£1,202m
Combined operating ratio [†]		96.2%	97.5%	97.2%
Controllable costs ^{†, 2}		£3,935m	£4,022m	£4,052m
Estimated Solvency II shareholder cover ratio ^{†, #, 3}		202%	206%	204%
Operating earnings per share ^{†, #, 4}		60.8p	60.5p	56.2p
Total staff costs	AF	£1,930m	£2,036m	£1,974m
Corporate income tax paid	AF	£1,052m	£549m	£447m
Total dividend per share	AF	21.0p	15.5p	30.0p

Corporate income tax paid	UK £m	Ireland £m	Canada £m	France £m	Italy £m	Poland £m	Singapore £m	Other £m	TOTAL £m
Corporate income tax paid 2020	779	4	42	94	48	69	12	3	1,052
Corporate income tax paid 2019	378	28	29	72	4	32	6	0	549

† Denotes an Alternative Performance Measures (APM) which provides useful information to enhance the understanding of our financial performance. Further information on APMs, including a reconciliation to the financial statements (where possible), can be found in the 'Other Information' section within the Annual Report and Accounts.

Symbol denotes key performance indicators used as a base to determine or modify remuneration.

1 Group adjusted operating profit is an APM which is used by the Group to supplement the required disclosures under IFRS. Please refer to note B in the 'Accounting Policies' section and to the 'Other Information' section within the Annual Report and Accounts for further information.

2 Following a review of the presentation of claims handling costs, to achieve consistency in our reporting, comparative amounts for the year ended 31 December 2019 have been restated by £83 million (2018: £84 million) to include previously excluded claims handling costs attributable to the Life & Health businesses from the UK, Ireland and Poland in controllable costs.

3 The estimated Solvency II position represents the shareholder view. Further details of this measure are included in the 'Other information' section of the Annual Report and Accounts.

4 This measure is derived from the Group adjusted operating profit APM. Further details of this measure are included in the 'Other information' section of the Annual Report and Accounts.

Data: Acting sustainably

Additional indicators	2020	2019	2018	Notes
Number of ESG engagement wins by Aviva Investors	90	New indicator	New indicator	
Number of substantive ESG engagement meetings conducted by Aviva Investors	1,501	1,281	1,085	
Malpractice issues reported through 'Speak Up'	41	89	50	
Number of modern slavery cases, actual or alleged identified or reported within Aviva's supply chains and operations	0	New indicator	New indicator	
Number of supplier modern slavery assessments conducted in current year	17	New indicator	New indicator	
Number of engagements where Aviva Investors has raised specific human rights issues	73	39	111	
% of relevant boards, including sub-boards, that have approved Aviva's modern slavery statement	100%	New indicator	New indicator	
Number of specialist staff trained on business and human rights and modern slavery issues	407	New indicator	New indicator	

Data:

Acting sustainably

Additional indicators	2020	2019	2018	Notes
Signatory of the prompt payment code (UK only)	Yes	Yes	Yes	
% of invoices paid within 30 days of submission (UK only)	95%	93.5%	89%	
Number of ongoing corrective action plans (CAPs)	10	New indicator	New indicator	
Number of corrective action plans (CAPs) successfully closed	7	New indicator	New indicator	
Amount paid in benefits and claims to customers	£31.6bn	£32.2bn	£32.9bn	
Number of customer complaints per 1,000 policies in force (UK) Life/GI/Health	3.11	4.86	3.96	
% of complaints resolved within eight weeks (UK) Life/GI/Health	70.5%	83.1%	90.3%	
% of employees who rate Aviva favourably on engagement index	80%	N/A	N/A	
% of employees who believe Aviva is a good corporate citizen	91%	85%	N/A	
% of employees who believe they can be themselves at work without fear of prejudice or discrimination	84%	82%	N/A	
% completion of internal diversity data	51%	New indicator	New indicator	
% of women on the Aviva Executive Committee	33%	38%	33%	

Data:

Acting sustainably

Additional indicators

2020

2019

2018

Notes

Aviva plc board diversity (% breakdown):

Gender (% female)

40%

N/A

N/A

Ethnicity (% BAME)

10%

N/A

N/A

% of female employees at Aviva

50%

52%

51%

Mean/Median Gender Pay Gap (UK)

26% / 26.7%

26.7% / 27.3%

27.2% / 27.8%

Mean/Median Gender Bonus Gap (UK)

51.2% / 36.5%

51.4% / 39.0%

54.8% / 39.1%

Accredited UK real Living Wage employer

Yes

Yes

Yes

Accredited UK real Living Hours employer

Yes

N/A

N/A

% of people who feel Aviva values their health and wellbeing

79%

84%

74%

Voluntary employee turnover

6%

9%

9%

Average employee tenure

10.5 years

10.2 years

9.8 years

Case study: Tackling inequality

“My goal is to help make Aviva better through our wonderful people. For that to happen, we need an inclusive culture that attracts and keeps a diverse workforce of talented people representing every age, race, ability, gender and sexual orientation, and supports them to be at their best.”

Danny Harmer, Chief People Officer

The challenge

By making inclusion an integral part of how we treat our customers, clients, partners and people, we see better decisions made in a better workplace, and a workforce that is more representative of our customer base. Inclusion to us refers to the fair and equitable treatment of all – regardless of gender, age, race, disability or sexual orientation. Last year the Black Lives Matter movement focused our attention on the widespread inequality faced by the black community. All of us, as individuals and organisations, need to do more to address structural inequalities and confront all forms of racism and discrimination both in our industry and the wider world.

Solution

After the death of George Floyd in May 2020 we began a concerted programme of listening to the thoughts and experiences of our people with regard to racial discrimination, and diversity and inclusion more widely. Working with our Origins community, a group of colleagues who join together to celebrate cultural difference, and expert guidance from The Diversity Practice, INvolve and Business in the Community, we developed a three-pillar Black Lives Matter action plan on addressing racial discrimination: employee support, community action and providing education, including black history lessons and mandatory anti-racism training. Some additional actions include: taking a stand against Facebook’s policy on hate speech by pausing our advertising spend across its platforms (June 2020); Aviva Investors announcing that it would vote against company directors that failed to increase ethnic diversity at board level (January 2021); and becoming founder signatories of the CBI Race for Ratio and the Canadian BlackNorth Initiative.

Impact

Although we are starting to lay foundations to ensure we are supporting black colleagues, educating our people and challenging company and industry norms, we know this in itself doesn’t eradicate racism and discrimination in our society. Moving forward we are committed to driving systems-level change to fight against racism in the financial sector and beyond.

Case study: Human rights

“Where we can, we use our influence and networks to bring others together and improve the industry’s wider understanding of, and impact on, human rights. We worked with the World Benchmarking Alliance (WBA) to host the launch of the third Corporate Human Rights Benchmark (CHRB) 2019 rankings, as funder and founding member. We continue to work with other partners including the Home Office Business Against Slavery Forum and the UN Global Compact UK Network. This allows us to interact, collaborate, and share best practice with international businesses experiencing the same challenges as Aviva, and to continue to leverage expertise on both human rights and modern slavery.”

David Schofield, Group Head of Corporate Responsibility

The challenge

Our purpose at Aviva is to “be with you today for a better tomorrow” and we’re committed to respecting the human rights of others. This includes not tolerating unethical practices, prejudice or human rights violations including modern slavery in any form. We strive to embed this culture both internally and externally, where we work with third parties and suppliers to make sure these are respected in their business and supply chain. As investors, we can use our influence to engage with businesses to improve their sustainability practices where sometimes they fall short.

Solution

Our human rights approach covers the expectations we set for our own people and, externally, we publish our [Modern Slavery Statement](#) every year. Human rights issues are integral to our investment analysis and in 2020 Aviva Investors, together with over 175 established UK investors, contacted 95 leading companies requiring improvement. We called for immediate action on their human rights due diligence, both in their business and supply chains.

Impact

Following our collaboration, we have seen positive outcomes. One company has since settled a human rights investigation with the Organisation for Economic Co-operation and Development (OECD) and another has published a new human rights statement. Throughout 2020 we continued to drive impact by voting against low-scoring companies, and worked with the Corporate Human Rights Benchmark (CHRB) to increase its coverage from 101 to 200 companies. We will continue to engage with and vote against low-scoring companies throughout 2021.

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Conclusion: Looking forward

Sustainability is a fundamental part of Aviva's strategy and how we do business.

Aviva has been a recognised leader on Environmental, Social and Governance issues for decades. We're proud of all that we've achieved in 2020. We have now taken the next step in fulfilling our purpose to be with people today for a better tomorrow.

We have developed a clear and demanding future-facing sustainability ambition that is focused on three core areas – being a climate champion, supporting stronger, more resilient communities and running ourselves as a sustainable business. This will see us further embed sustainability throughout the business with clear governance and decision-making, transparent reporting and by proactively engaging our stakeholders.

1. Climate champion: The climate crisis is the greatest threat facing our planet. Taking action now is the best thing we can do for our customers, business, shareholders and our future. Our climate goals are:

- Become a Net Zero company by 2040¹
- Achieve a 25% reduction in carbon intensity of assets by 2025, and 60% by 2030
- Have Net Zero operations and supply chain by 2030

Read more about our climate goals at www.aviva.com/climate-goals

¹This will cover shareholder and policyholder assets where we have control and data, and the main asset classes of Aviva's core markets (credit, equities, direct real estate and sovereign debt). We will be able to expand this further as new data and methodologies become available. For more details please see www.aviva.com/climate-goals

²Based on adult population only (18+ years)

³Percentage of core market profit

2. Stronger Britain: The coronavirus pandemic is the latest example of how unexpected events can turn people's lives upside down. We will work with our customers, communities and partners to build back a stronger economy, and help more people get the insurance protection and income in retirement they need for a bright future. Our goals are:

- £10bn UK infrastructure and real estate investment by 2023
- >13% (and growing) UK population preparing for retirement and retiring with Aviva²
- 2% average per annum profits invested in the community³

3. Acting sustainably: We recognise the strength that comes from working as one team, collaborating and winning together for Aviva, for each other and for our customers. Our sustainability ambition will be an integral part of how we run our business. This includes ensuring clear accountability for action, transparent reporting, respecting human rights and ensuring we are an employer of choice through our focus on diversity and inclusion, health and wellbeing.

We believe the best is yet to come – for our customers, our people and our planet. We're here to imagine and to innovate for the future, because we understand it takes action today to create what is possible tomorrow.

Find out more

To start a conversation, please email crteam@aviva.com

Find out more

This report aims to deliver the data and strategic insight to help our stakeholders understand the approach, performance and direction of travel that we are taking at Aviva. For additional narrative and examples that bring our commitments to life, please visit www.aviva.com/sustainability. For additional information about our business strategy and performance, please see our [Annual Report and Accounts 2020](#).

Get in touch

We are committed to transparency around sustainability issues, and this is why we also want to build a strong relationship with stakeholders. It is only through collaboration that we, as a society, make meaningful progress on the issues contained in this summary report.

Therefore we welcome feedback and questions on any aspect of our sustainability performance and approach.



Memberships and accreditations

We work extensively with partner organisations and as part of wider groups in order to be part of enacting change on the largest scale possible, across a wide range of material issues.



Independent Limited Assurance Report to the Directors of Aviva plc

The Board of Directors of Aviva plc (“Aviva”) engaged us to provide limited assurance on the information described below and set out in the Sustainability Summary Report and Annual Report and Accounts for the year ended 31 December 2020.


Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2020 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of our report.

Selected Information

Corporate Responsibility KPIs

The scope of our work was limited to assurance over the information marked with the symbol  as found on pages 11, 13, 18 and 23 in Aviva’s Sustainability Summary Report and as listed below.

The Reporting Criteria against which it was assessed can be found in the Corporate Responsibility section of the Aviva website, together with the Sustainability Summary Report for the year ended 31 December 2020.

1. % of employees who have read, understood, and accepted the Business Ethics Code annually
2. % of CO₂e emissions from our operations offset annually
3. % reduction of CO₂e relative to our 2010 baseline
4. CO₂e emissions (tonnes) – absolute
5. CO₂e emissions (tonnes) – relative
6. Amount of community investment, £

Streamlined Energy and Carbon Reporting (SECR)

The scope of our work was limited to assurance over the following items included in the Streamlined Energy and Carbon Reporting (SECR) table on page 56 of the Aviva plc Annual Report and Accounts and on page 13 of the Sustainability Summary Report for the year ended 31 December 2020.

The Reporting Criteria¹ against which it was assessed can be found in the Corporate Responsibility section of the Aviva website.

1. Scope 1 Emissions (tCO₂e) – Total and UK
2. Scope 2 location-based emissions (tCO₂e) – Total and UK
3. Scope 3 emissions (tCO₂e) – Total and UK
4. Carbon offsets (tCO₂e) – Total and UK
5. Energy consumption (MWh) – Total and UK
6. Scope 2 market-based emissions (tCO₂e) – Total and UK
7. Intensity ratios – Total and UK:
 - a. Scopes 1 & 2 location-based emissions (tCO₂e) / £ million Gross Written Premiums (GWP)
 - b. Total location-based emissions (tCO₂e) / £ million GWP
 - c. Total location-based emissions (tCO₂e) / employee

Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements', issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our independence and quality control

We complied with the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, and which is at least as demanding as Parts 1, 3 and 4B of the IESBA Code of Ethics.

We apply International Standard on Quality Control (UK) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with the Reporting Criteria, which Aviva is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 December 2020.

Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of Aviva's management, including the Corporate Responsibility (CR) team and those with responsibility for sustainability management and group sustainability reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information. This included performing remote walkthroughs in six out of 14 markets, selected on the basis of their inherent risk and materiality to the group, to understand the key processes and controls for reporting site performance data to the Group CR team;
- performed limited substantive testing on a selective basis of the Selected Information at corporate head office to check that data had been appropriately measured, recorded, collated and reported; and
- considered the disclosure and presentation of the Selected Information.

Aviva's responsibilities

The Directors of Aviva are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing objective Reporting Criteria for preparing the Selected Information;
- measuring and reporting the Selected Information based on the Reporting Criteria; and
- the content of the Sustainability Summary Report and the Annual Report and Accounts for the year ended 31 December 2020.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of Aviva.

This report, including our conclusions, has been prepared solely for the Board of Directors of Aviva in accordance with the agreement between us dated 4 December 2020, in order to assist the Directors in reporting Aviva's corporate responsibility performance and activities. We permit this report to be disclosed on the Corporate Responsibility section of the Aviva website for the year ended 31 December 2020, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and Aviva for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP, Chartered Accountants, London
3 March 2021

¹The maintenance and integrity of Aviva's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on Aviva's website.

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