# Building the DATA foundations for high-performance partnerships

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# 1 | Overview of Group Functions & Data

GF&D drives transformation, innovation and efficiency across all Group Functions by leveraging technology, automation and data — and provides the data platforms and services for the Group. Formed through 2025/26 by bringing together IT Finance Platforms, Finance Change capability, Group Functions IT and Enterprise Data teams.

## 1 Corporate Functions

*Transformation and platforms across HR, Risk, COO, Legal, Governance and Audit*

**KEY PROJECTS**

- Enhance Third-Party Risk Management through enterprise data services
- Support innovation and GenAI adoption to meet function target-state needs
- People learning and training - and Direct Line onboarding

**Workday · iCARE · Archer · SAP Ariba · Planview**

## 2 Finance

*All Finance platforms, supporting: financial control, regulatory compliance, actuarial and valuations calculation and insight*

**KEY PROJECTS**

- Multi-year transformation improving data, automation, controls and reporting
- Market Data sourcing initiatives; future architecture and data strategy adoption for finance target state
- GI-driven Direct Line Finance integration, Finance Data Hub and Reinsurance
- AI enabled projects for Data Model Control, Solvency II and Data Transformation

**AWS · Oracle · BlackLine · Anaplan · Workiva · Clearwater · Snowflake**

## 3 Data

*Resilient, customer-first data products powering the enterprise*

**KEY PROJECTS**

- Multi-year strategic Enterprise Data programme and AI Data Enablement
- Deliver strategic analytics backbone, including Snowflake
- Accelerate transformation, BI/AI and secure-by-design data services
- Support 100+ markets and functions change projects through data lake

**Snowflake · Dataiku · Qlik · dbt · Collibra · Immuta**

**Today's Focus**

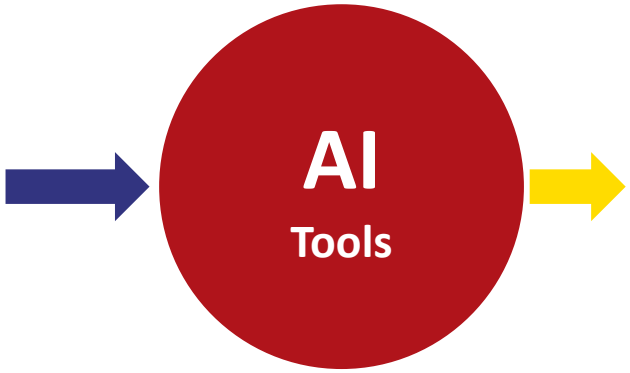
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# 5 | AI Driven Delivery

## Across Group Functions and Data, AI is becoming a core part of our delivery model:

**INPUTS**

- Industry data standards
- Regulations
- Internal source data
- External source data
- Aviva Enterprise Data Model & Domains
- Target business requirements
- Control framework




- Data Specification
- Documentation
- Modernised Code

AI tools let us navigate legacy, undocumented, proprietary data sources — and improve fragmented, undocumented code.

**This is a common pattern in a number of projects across Finance, including: Data Models Controls, Informatica BDM migration, Solvency II**

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# 6 | Enterprise Data Platform

## Focus is on operational data

### Operational data
Structured data linked to core business processes

### Analytical data
Aggregating and transforming operational data to generate insights and support decision making

### Knowledge base
Organisational ways of working, products knowledge, business processes & workflows

### Unstructured data
Information without predefined format,
e.g. customer behaviours, images, voice recordings

### Master & reference data
Foundational data created and managed in master data platforms

- Party — Uniquely identifying people & orgs
- Customer
- Product
- Account

### Business events
Interactions with parties using master and reference data

- Policy
- Claim
- Payment
- Quote

### Event aggregation
Common calculations from business events and master data

- Customer balance
- Available cash
- Product coverage
- Business sales

*Examples only*

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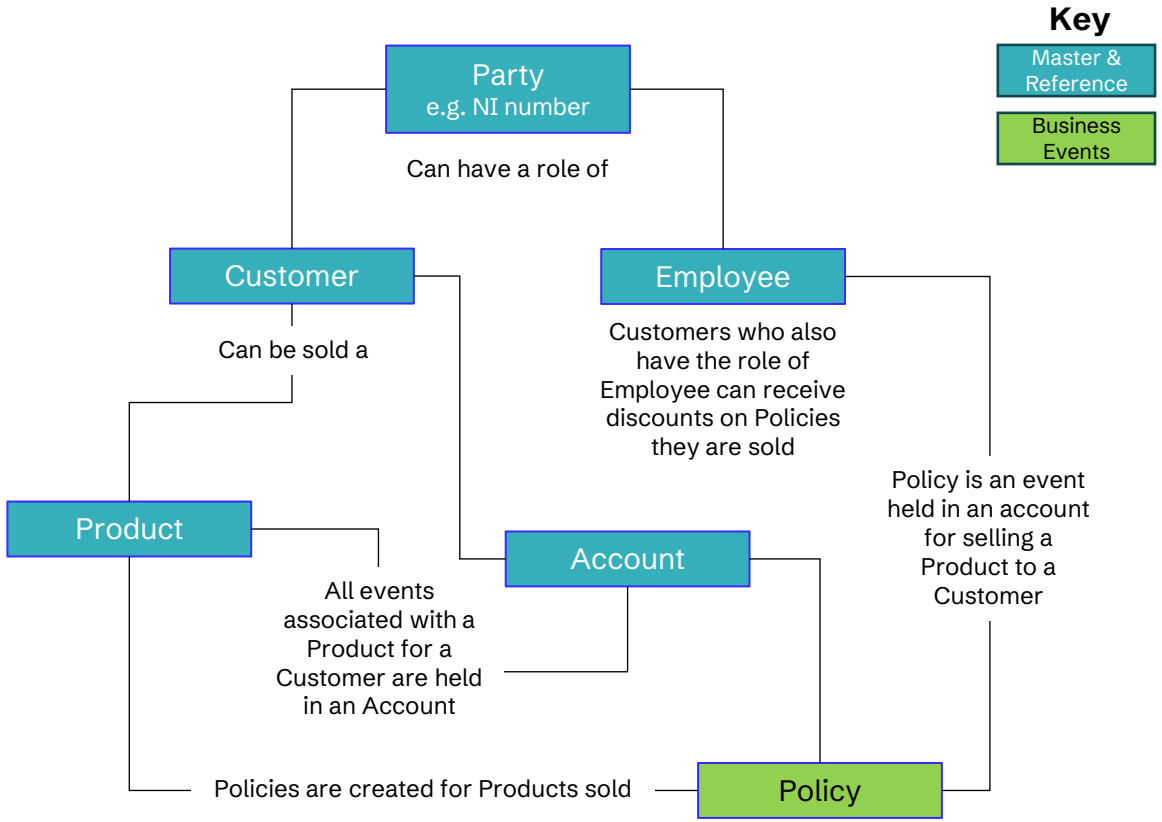
# 6 | Data Domains and Models

## The core concepts that underpin Enterprise Data

The Aviva data landscape is being assigned into **Data Domains** that can interact with each other natively, as defined in our Enterprise Data Model.

For example: Customer, Product, Policy (e.g.: Motor Policy) , Claim, Balance Sheet, Reserve.

| Master & Reference | Business Events | Event Aggregations | Data Products |
|---|---|---|---|
| • Party | • Quote | • Balance Sheet | • Propensity to Buy |
| • Organisation | • Policy | • Available Balance | • 3rd Party Risk Mgmt |
| • Customer | • Claim | • Capital | • Market & Securities |
| • Employee | • Payment | • Reserves | • Open Claims |
| • Product | • Fund Position | • Analysis of Change | • Risk Limit Util. |
| • Account | • Trades & Transactions | • Single View of Cust. | |
| • Asset | | | |
| • Client | | | |




### Clear domain ownership ensures standards

- Data domains are clearly **defined groups of data attributes**
- Data domains are **assigned to relevant business owners to define the data specification** for the attributes in their domain
- Data domain owners drive data quality improvements and define **"what good data is"** for their domain, ensuring quality across Aviva

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# 6 | Data Services

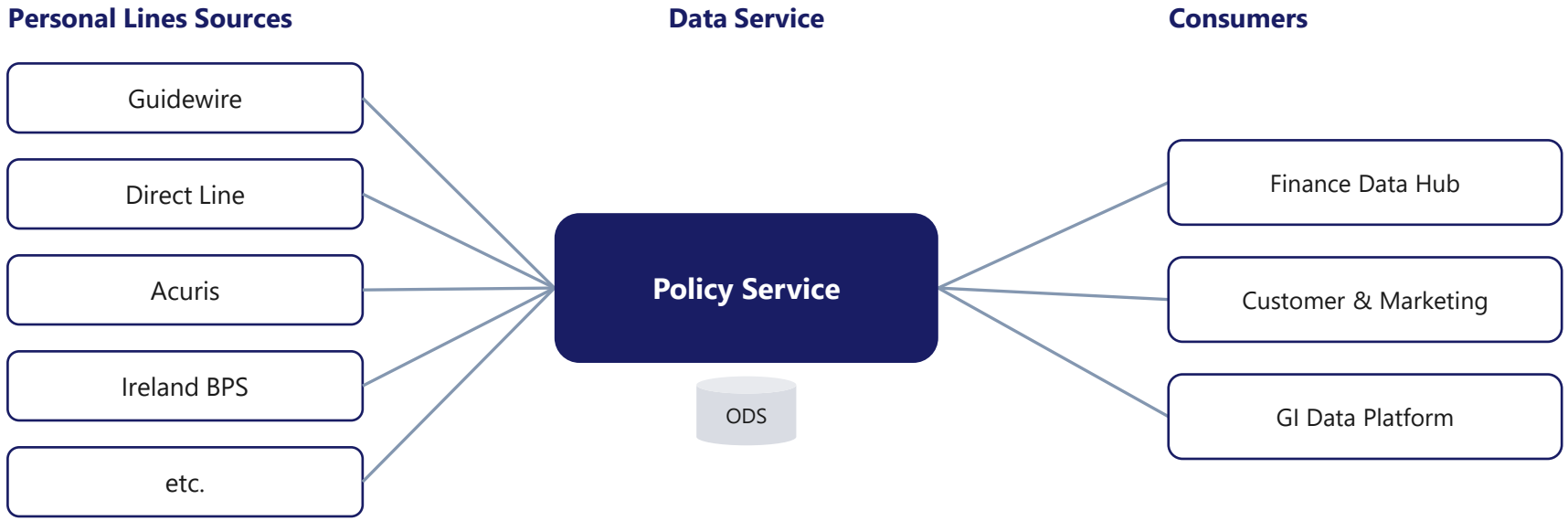
Findable data services with clear data contracts create simplicity and accelerate Change

We will provide **Data Services** for each Data Domain. Tools enable humans and code (or AI agents) to search for the data they need and be routed to the correct Data Service

We Connect **Sources behind Data Services:**

The Data Service knows which data attributes from its Data Domain are held in each **Source system.**

It conforms the Source data to the Data Specification standard and presents a unified view.




**Consumers** select the data they need from the Data Service.

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# 7 | What GF&D need from our Vendors

Over the next 12-24 months we will be driving a new Data approach.

Start to understand the Enterprise Data Strategy and help drive adoption when you are engaged in change

- Sources: provide documented data via Data Services and in line with Information Architecture
- Consumers: start to search for the data you need and go to the authoritative sources

We are starting a new model across CIO and this is active in Group Functions and Data:

- From tickets and central provisioning – to trust and federated compliance
- Modern SDLC
- Partnering with vendors that demonstrate deep domain expertise and agile delivery

Group Functions & Data CIO partners are expected to be proactive on this journey, helping the change

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# | Key terms for our partners

*Plain-English definitions of the terms used in today's session.*

**GF&D —** Group Functions & Data, the CIO organisation delivering this work

**Enterprise Data Engineering (EDE) —** the teams building Aviva's data platforms and services

**Business Intelligence (BI) —** reporting and analytics platforms: Qlik, Power BI and Sigma

**ACE Labs —** our AI-enabled engineering acceleration capability

**Data Domain —** a clearly defined group of related data attributes, owned by a business area

**Data Specification —** the agreed standard for what "good" data looks like in a domain

**Data Service —** a findable, governed route to a domain's data, conformed to its specification

**Data Contract —** the agreement covering the data a service provides and its quality

**Data Product —** curated, reusable data made available to consumers

**Source system —** an operational system where data originates (e.g. Guidewire)

**Consumer —** a person, system or AI agent that draws data from a Data Service

**ODS —** Operational Data Store

**SDLC —** Software Development Life Cycle

**Solvency II —** insurance capital and reporting regulation

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