

MAKING GLOBAL GOALS **LOCAL BUSINESS**



Sheffield

4 May 2017

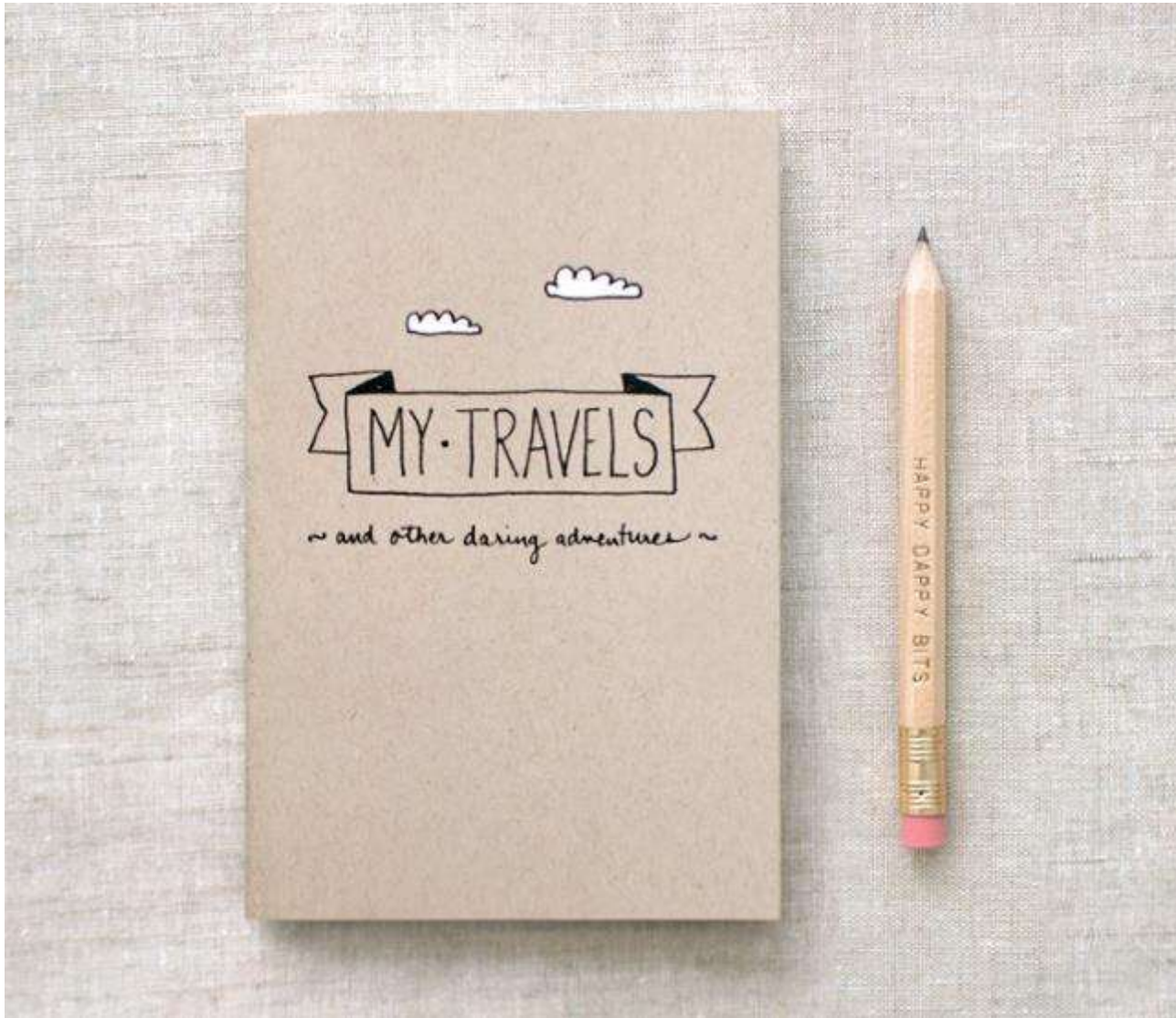
@GlobalCompactUK #GlobalGoalsUK



Global Goals = Good Business *'looking for Oreos!'*

David Schofield
Group Head of CR
Aviva





WHAT WE DO

We help people protect what's important to them and save for a comfortable future. We offer a wide range of insurance and savings products



“Making a profit is
not our purpose.

Our purpose is to **provide a
benefit to society.**

If we do this **well, we'll make a
profit.”**

Mark Wilson, Aviva CEO

Our higher social purpose

DEFY UNCERTAINTY

Our values

Our values

At the heart of how we do business



Care more

We care like crazy about our customers, our communities and each other.



Kill complexity

We are obsessed with making things simpler for our customers and each other.



Never rest

We are driven to think bigger and do better for our customers and each other.



Create legacy

We strive to create a sustainable future for our customers and each other.

Our **sustainable** business strategy

Engaging stakeholders

We started by speaking to our customers, employees and external experts and worked to understand the big challenges.



We engaged with:

Customers
Employees
Peers
Governments
NGOs
Investors

The big challenges

From this stakeholder engagement we identified the following challenges:



Climate change

90% of worldwide insurance payouts for natural disasters stem from extreme weather events

Source: Aon Benfield, 2016



Ageing population

By 2050, 25% of the world's population will be over 65

Source: OECD Environmental Outlook to 2050, 2012



Higher expectations

61% of consumers will only buy from a trusted brand

Source: Consumer Expectations, GfK, 2016



Low trust

Only 52% of the public trust businesses

Source: Edelman Trust Barometer, 2017

Our approach

How can Aviva help? We have many different products that can support our customers and communities to face these big challenges, and we use our values to guide us.



Care more

We are all about our customers, our communities and each other



Kill complexity

We make things simple for our customers



Never rest

We're driven to think bigger and better



Create legacy

We strive to create a positive legacy by being good ancestors

Good Thinking for everyone

To Defy Uncertainty, we use bright ideas to tackle the important issues of our time for you, your communities and our world.

Today



Protecting the people and things you love



Strengthening your local community

Your future



Helping you live well for longer



Acting now for tomorrow

Our industry



Championing responsible investment



Challenging how our industry works

SDGs – What and how

Organising framework



Join the dots

No more
paralysis of
analysis

Global
consensus
on priorities
within the
'system'

Pick & Mix (integrate)

Aviva's alignment to the Sustainable Development Goals

1 NO POVERTY ACTIONS • Access to Microinsurance in India – one of the largest micro-life insurers on the Indian subcontinent. 2014-15 alone covered over 633,000 amongst rural poor. • Making home contents insurance affordable – In UK our affordable 'no excess' contents insurance for people in social housing also helps them stay out of debt. • Our approach to carbon offsetting has directly improved the lives of over 800,000 people since 2011 through health, sanitation, women's empowerment, and livelihoods.	4 QUALITY EDUCATION COMMITMENTS • Working with charities, governments and the UN we've helped catalyse cross sector action supporting the Committee on the Rights of the Child to advance their General Comment to provide authoritative guidance to States on street child issues.	7 AFFORDABLE AND CLEAN ENERGY ACTIONS • Investment in residential solar energy – invested in portfolios of 24,000 domestic solar installations across England and Wales. • Working with Green Investment Bank to help fund an energy-efficient NHS. In December we invested £15.4m with the Green Investment Bank into Tayside Primary Healthcare Trust providing efficient energy centres.	8 DECENT WORK AND ECONOMIC GROWTH COMMITMENTS • We have partnered with others to launch the Corporate Human Rights Benchmark. This Benchmark will be used to rank the top 500 globally listed companies on their policy, process and performance. • Representation on the steering group of the Insurance Development Forum. ACTIONS • Access to insurance examples as above (Goal 1). • A Living Wage Employer – Everyone who works in a UK Aviva office location, whether employed directly or sub-contracted, earns at least the UK Living Wage. We also support the campaign to get other employers on board, and engage with UK companies we invest in on the subject of the Living Wage.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE COMMITMENTS • Low Carbon Infrastructure – Investing £2.5 billion in low carbon infrastructure over five years (carbon savings target of 100,000 tonnes of CO₂ annually) we invested £346 million in renewable flow carbon infrastructure in 2015. ACTIONS • The 2015 Global Real Estate Sustainability Benchmark (GRESB) assessed the sustainability credentials of over 700 property companies and direct equity funds, representing 61,000 assets and USD 2.3 trillion in value. Of the 17 funds Aviva Investors submitted, 10 were awarded the coveted 'Green Star' and were in the top half or better of their respective peer groups. In 2016 we are submitting 15 funds to the benchmarking process.	11 SUSTAINABLE CITIES AND COMMUNITIES COMMITMENTS • Aviva signed the UN Principles for Sustainable Development "United for Disaster Resilience" statement in March 2015. ACTIONS • In 2015 Aviva Canada was the first-to-market in the provision of an Overland Water Coverage Option for home insurance, to provide water damage coverage for certain categories of claims not previously covered by the Canadian Insurance industry. • Aviva is part of the Flood Re scheme providing affordable insurance cover to customers with properties most exposed to flooding in the UK. On average, we've seen savings of around £500 for new customers, with one customer saving over £1,000 on their premium and with a much lower excess.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION COMMITMENTS • We signed the Montreal Pledge to measure the carbon footprint of our investment funds. • We signed the Friends of Fossil Fuel Subsidy Reform Communiqué in November 2015. • We have endorsed a Civil Society Organisation statement for securing G20 Commitment to the removal of fossil subsidies by 2020. ACTIONS • Responsible consumption – Reviewing and amending out house insurance claims process, including carpet restoration and waste recycling. We achieved our zero landfill target for UK operations by the end of 2015, and are working towards our group wide by 2020. • We are seeking to ensure that people everywhere have the relevant information and awareness for sustainable development through our thought leadership talking about how capital markets currently work and how they can provide a more sustainable future.	13 CLIMATE ACTION COMMITMENTS • Commitment via RE100 to purchase 100% electricity from renewable sources by 2025. At the end of 2015 we had achieve 62%. • New carbon strategy (responsible investment) including; supporting strong policy action on climate change (e.g. negotiations in Paris in December 2015); Actively engaging with companies to achieve climate-resilient business strategies; Divesting where necessary where consider insufficient progress. • The first insurance company to declare Climate Neutrality through the UNFCCC's Climate Neutral Now campaign. ACTIONS • Ambitious emissions reduction and commitment to neutrality – delivered 39% reduction since 2010, our long-term target is 40% by 2020 and 50% by 2030. • Low carbon infrastructure as above.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS ACTIONS • Promoting good practice on Business and Human Rights – had a human rights policy for over 10 years and has just launched a refreshed company policy based on the UN Guiding Principles on Business and Human Rights. Influences how we manage business and supply chain. • One of the partners in the Corporate Human Rights benchmark for business, now being used to rank top 500 globally listed companies on human rights, process and performance.	17 PARTNERSHIPS FOR THE GOALS ACTIONS • Local Communities – Overall (including work on community resilience and development, sharing our skills through volunteering and the Aviva Community Fund) we will improve the lives of over 2m people in our communities by 2020.

Pick & Mix (integrate)

Our focus

on the UN's Sustainable Development Goals (SDGs)

At Aviva, we're focused on helping to meet the Sustainable Development Goals that we feel most align with our business strategy and core strengths. We're doing this through using the bright ideas outlined on this page.

GOOD THINKING FOR TODAY



We are one of the largest micro-life insurers on the Indian subcontinent, and in 2015-16 alone covered more than 56,000 of the country's rural poor. Our carbon offsetting has also directly improved the lives of 970,000 people globally since 2012 through health, sanitation, women's empowerment, and livelihoods.



Our UK essential health cover provides affordable insurance focused on cancer, children and physiotherapy. Plus, the Aviva-COFCO Health and Wellness Platform features the Chunyu Online Doctor, the first 24-hour online medical consultation service available across China.



We have worked with charities, governments and the UN to help catalyse cross-sector action supporting the Committee on the Rights of the Child to advance their General Comment to provide authoritative guidance to nation states on street child issues including an education for all.



In the UK we are offering 'no excess' contents insurance for people in social housing, helping them stay out of debt. Also, everyone who works in a UK Aviva office location, whether employed directly or subcontracted, earns at least the real UK Living Wage and we encourage other employers, and companies we invest in, to do the same.

GOOD THINKING FOR TOMORROW



We're committed through RE100 to purchasing 100% electricity from renewable sources by 2025 and had achieved 61% by the end of 2016. Aviva Investors manage funds that invest in portfolios of 24,000 residential solar installations across England and Wales and invested £15.4 million with the Green Investment Bank into Tayside Primary Healthcare Trust to provide efficient energy centres that help support an energy-efficient NHS.



Aviva signed the UN Principles for Sustainable Development 'United for Disaster Resilience' statement in March 2015. The same year, Aviva Canada was the first-to-market in the provision of an Overland Water Coverage Option for home insurance, to provide water damage coverage for certain categories of claims not previously covered by the Canadian insurance industry.



Aviva's strategic response to climate change supports strong policy action on climate change, including active engagement with companies and divestment where we consider insufficient progress being made. We have reduced our own emissions by 46% since 2010 and have a long term target carbon reduction target of 50% by 2020 and 70% by 2030.



We have had a human rights policy for more than 10 years and in 2015 launched a refreshed policy based on the UN Guiding Principles on Business and Human Rights. We are a founding partner in the Corporate Human Rights Benchmark for business, which ranks the top 500 globally listed companies on human rights, process and performance.

GOOD THINKING SO OUR INDUSTRY WORKS FOR YOU



We're committed to investing £2.5 billion in low carbon infrastructure over five years (with a carbon savings target of 100,000 tonnes of CO₂e annually). In 2016, Aviva Investors signed £450 million of new investment in wind, solar, biomass and energy efficiency.



Aviva Investors signed the Montreal Pledge to measure the carbon footprint of our investment funds. We led on the Insurers' call for securing G20 Commitment to the removal of fossil subsidies by 2020. We also achieved our zero landfill target for UK operations by the end of 2015, and are working towards our group-wide target by 2020.



Aviva's CEO, International Insurance, Maurice Tulloch, is on the steering committee of the Insurance Development Forum, a new United Nations and World Bank backed organisation which seeks to extend the use of insurance-related facilities to protect developing countries against natural and man-made disasters. Overall, we aim to improve the lives of more than two million people in our communities through partnerships by 2020.

Some examples of SDGs in action

Aviva's alignment to the Sustainable Development Goals

1

NO POVERTY

ACTIONS

- Access to **Microinsurance** in India – one of the largest micro-life insurers on the Indian subcontinent. 2014-15 alone covered over 633,000 amongst rural poor.
- Making home contents insurance affordable – In UK our **affordable 'no excess' contents insurance** for people in social housing also helps them stay out of debt.
- Our approach to carbon offsetting has directly **improved the lives of over 800,000 people** since 2011 through health, sanitation, women's empowerment, and livelihoods.

4

QUALITY EDUCATION

COMMITMENTS

- Working with charities, governments and the UN we've helped catalyse cross sector action supporting the **Committee on the Rights of the Child** to advance their General Comment to provide authoritative guidance to States on street child issues.

7

AFFORDABLE AND CLEAN ENERGY

ACTIONS

- Investment in residential solar energy** – invested in portfolios of 24,000 domestic solar installations across England and Wales.
- Working with Green Investment Bank to help fund an **energy-efficient NHS**. In December we invested £15.4m with the Green Investment Bank into Tayside Primary Healthcare Trust providing efficient energy centres.

8

DECENT WORK AND ECONOMIC GROWTH

COMMITMENTS

- We have partnered with others to launch the **Corporate Human Rights Benchmark**. This Benchmark will be used to rank the top 500 globally listed companies on their policy, process and performance.
- Representation on the steering group of the **Insurance Development Forum**.

ACTIONS

- Access to insurance examples as above (Goal 1).
- A Living Wage Employer** – Everyone who works in a UK Aviva office location, whether employed directly or sub-contracted earns at least the UK Living Wage. We also support the campaign to get other employers on board, and engage with companies we invest in on the subject of the Living Wage.

9

INDUSTRY, INNOVATION AND INFRASTRUCTURE

COMMITMENTS

- Low Carbon Infrastructure** – Investing £2.5 billion in low carbon infrastructure over five years (carbon savings target of 100,000 tonnes of CO₂ annually) we invested £346 million in renewable/low carbon infrastructure in 2015.
- The 2015 **Global Real Estate Sustainability Benchmark** (GRESB) assessed the sustainability credentials of over 700 property companies and direct equity funds, representing 61,000 assets and USD 2.3 trillion in value. Of the 17 funds Aviva Investors submitted, 10 were awarded the coveted 'Green Star' and were in the top half or better of their respective peer groups. In 2016 we are submitting 15 funds to the benchmarking process.

ACTIONS

11

SUSTAINABLE CITIES AND COMMUNITIES

COMMITMENTS

- Aviva signed the UN Principles for Sustainable Development **"United for Disaster Resilience"** statement in March 2015.

ACTIONS

- In 2015 Aviva Canada was the first-to-market in the provision of an Overland Water Coverage Option for home insurance, to provide water damage coverage for certain categories of claims not previously covered by the Canadian Insurance industry.
- Aviva is part of the Flood Re scheme providing affordable insurance cover to customers with properties most exposed to flooding in the UK. On average, we've seen savings of around £500 for new customers, with one customer saving over £1,000 on their premium and with a much lower excess.

12

RESPONSIBLE CONSUMPTION AND PRODUCTION

COMMITMENTS

- We signed the **Montreal Pledge** to measure the carbon footprint of our investment funds.
- We signed the **Friends of Fossil Fuel Subsidy Reform Communiqué** in November 2015.
- We have endorsed a Civil Society Organisation statement for securing **G20 Commitment to the removal of fossil subsidies** by 2020.

ACTIONS

- Responsible consumption – Reviewing and amending our house insurance claims process, including carpet restoration and waste recycling. **We achieved our zero landfill target for UK operations** by the end of 2015, and are working towards our group wide by 2020.
- We are seeking to ensure that people everywhere have the **relevant information and awareness for sustainable development** through our thought leadership talking about how capital markets currently work and how they can provide a more sustainable future.

13

CLIMATE ACTION

COMMITMENTS

- Commitment via **RE100** to purchase 100% electricity from renewable sources by 2025. At the end of 2015 we had achieved 62%.
- Low carbon strategy (responsible investment) including supporting strong policy action on climate change (e.g. negotiations in Paris in December 2015); Actively engaging with companies to achieve climate-resilient business strategies; Divesting where necessary where consider insufficient progress.
- The first insurance company to declare Climate Neutrality through the UNFCCC's Climate Neutral Now campaign.

ACTIONS

- Ambitious emissions reduction and commitment to neutrality – **delivered 39% reduction since 2010**, our long-term target is 40% by 2020 and 50% by 2030.
- Low carbon infrastructure as above.

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

ACTIONS

- Promoting good practice on Business and Human Rights – had a human rights policy for over 10 years and has just launched a refreshed company policy based on the UN Guiding Principles on Business and Human Rights. Influences how we manage business and supply chain.
- One of the partners in the Corporate Human Rights benchmark for business, now being used to rank top 500 globally listed companies on human rights, process and performance.

17

PARTNERSHIPS FOR THE GOALS

ACTIONS

- Local Communities** – Overall (including work on community resilience and development, sharing our skills through volunteering and the Aviva Community Fund) we will improve the lives of over 2m people in our communities by 2020.

SDG1 No Poverty - Access

Peace of mind at an affordable cost

home contents insurance



Angus Council

 clothing	 electrical	 furniture	 fire
 vandalism	 carpets	 theft	 water

A special service for tenants of Angus Council



10x via
Digital
Disruption?

SDG8 Decent Work & Economic Growth - Human Rights



"We are at a nadir of public trust in global markets. The Benchmark highlights **leaders** that seek to make companies work for shared prosperity, and the **laggards** who are doing far too little. This should help **media** and **civil society** target their praise and their concern."

Phil Bloomer
Executive Director
Business & Human Rights Resource Centre



Apparel



Average score per measurement theme:



SDG8 Decent Work & Economic Growth - Fair Pay



<https://www.youtube.com/watch?v=j-f11bTbzA8>

SDG9 Infrastructure & SDG 13 Climate Action - Transition to Low Carbon

AVIVA IS INVESTING £2.5 BILLION IN LOW CARBON INFRASTRUCTURE – SAVING 100,000 TONNES OF CO₂ ANNUALLY.

JOIN THE WORLD'S MOST INFLUENTIAL COMPANIES COMMITTED TO 100% RENEWABLE POWER

RE 100

BRUGHT TO YOU BY °C

IN PARTNERSHIP WITH CDP

RE100.org



Making things as good as new

Acting now for tomorrow



Fire damage claims

We manage a large volume of fire claims every year, but can be limited in what we can do for our customers because we're not instructed until it's too late. We've therefore introduced a rapid response service which begins work on these claims within 48 hours. This bright idea will halve the time it takes to settle a claim and help us to considerably increase the number of items that can be restored. Not only will we cut our environmental impact, but also reduce our fire claims spend and most importantly help customers get back in their home quicker.



Restoring stain-damaged carpets

We know that customer satisfaction is higher when we remove stains from our customers' damaged carpets rather than replace them. Our process uses new technologies and cleaning agents to do just that, and the level of successful cleaning of carpets has increased from 10% to 76%. This not only helps minimise inconvenience for our customers, it also helps to dramatically decrease our carbon footprint by reducing the number of carpets we need to replace, generating a 35% reduction in carbon emissions per claim (i.e. an estimated saving of 400 tonnes of CO₂e per year).



Restoring the things you love after flood and storm damage

If despite our best efforts we can't restore the things you love, we'll always try and recycle it to help avoid waste going to landfill. While just 13% of waste materials we deal with go to landfill, this figure is dominated by the waste carpets and insulation which we have to throw away. That's why we're now working to find a recycling plant capable of dealing with them.

The Carbon Trust carried out a piece of research into the way our water claims are now dealt with, following a systems thinking approach. The research indicates that we have saved 7,200 tonnes CO₂e by changing how we process 'escape of water' claims. This equates to around 9% of Aviva's direct annual emissions (79,000 tonnes CO₂e).

All SDGs – Sustainable Finance

Supporting the UN's Sustainable Development Goals

Since Mark Wilson, Group CEO, Aviva, addressed the UN General Assembly in New York at the launch of the UN's Sustainable Development Goals (SDGs) in September 2015, we have continued our call on businesses and governments to work in partnership to accelerate the use of sustainable capital markets and help successfully deliver these ambitious targets.



It is enlightened self-interest that determines why business will act sustainably. If business isn't sustainable then society is at risk. And if society isn't sustainable then business is at risk.

 #Aviva2016

Mark Wilson / Group CEO,
speaking at the UN, October 2016

Risk isn't
a dirty
word -
but its
only half
the story



To the question is “How do we align business and the Goals?”

*The Goals have aspirations for the **\$150 billion** development budget.*

*But we’ve got to mobilise the **\$300 trillion** of capital in the financial markets.*

*We’re trying to illuminate a stadium with a **candle** – when there’s a huge set of **floodlights***

"We have an historic opportunity to put finance onto a more sustainable footing"



Money Talks: How Finance Can Further the Sustainable Development Goals

United Nations General Assembly | New York | 21 September 2016



The role of capital markets

The SDGs and the Paris Agreement on Climate Change represent triumphs of multilateral diplomacy – and delivering them would represent defining achievements.

But delivering them is the shared responsibility of government, business and civil society alike. For example, governments and inter-governmental institutions can act as catalysts for change, enabling and incentivising business

and civil society to correct the market failures which stand in the way of long-term and sustainable behaviour.

The capital markets are arguably the most important global markets shaping the daily lives of billions of people through their money and influence. They also shape the well-being of future generations. Both in the way the capital is deployed, as well as in how the influence of ownership is exercised, capital markets should be promoting sustainable development. But the markets are currently failing the very people they are intended to serve. We must incentivise capital markets to act sustainably if we are to deliver the SDGs.

"We must incentivise capital markets to act sustainably if we are to deliver the SDGs"



Aviva plc @avivapl - 3h

.@UN Secretary-General: The financial sector spearheaded by companies such as #Aviva is promoting the creation of international benchmarks

1. Best Practice Benchmarks and League Tables Ranking Corporate Performance on the SDGs

"We recommend the development of a new institution that will produce publicly available, corporate best practice sustainability benchmarks"

"Competition can be a powerful force for change"

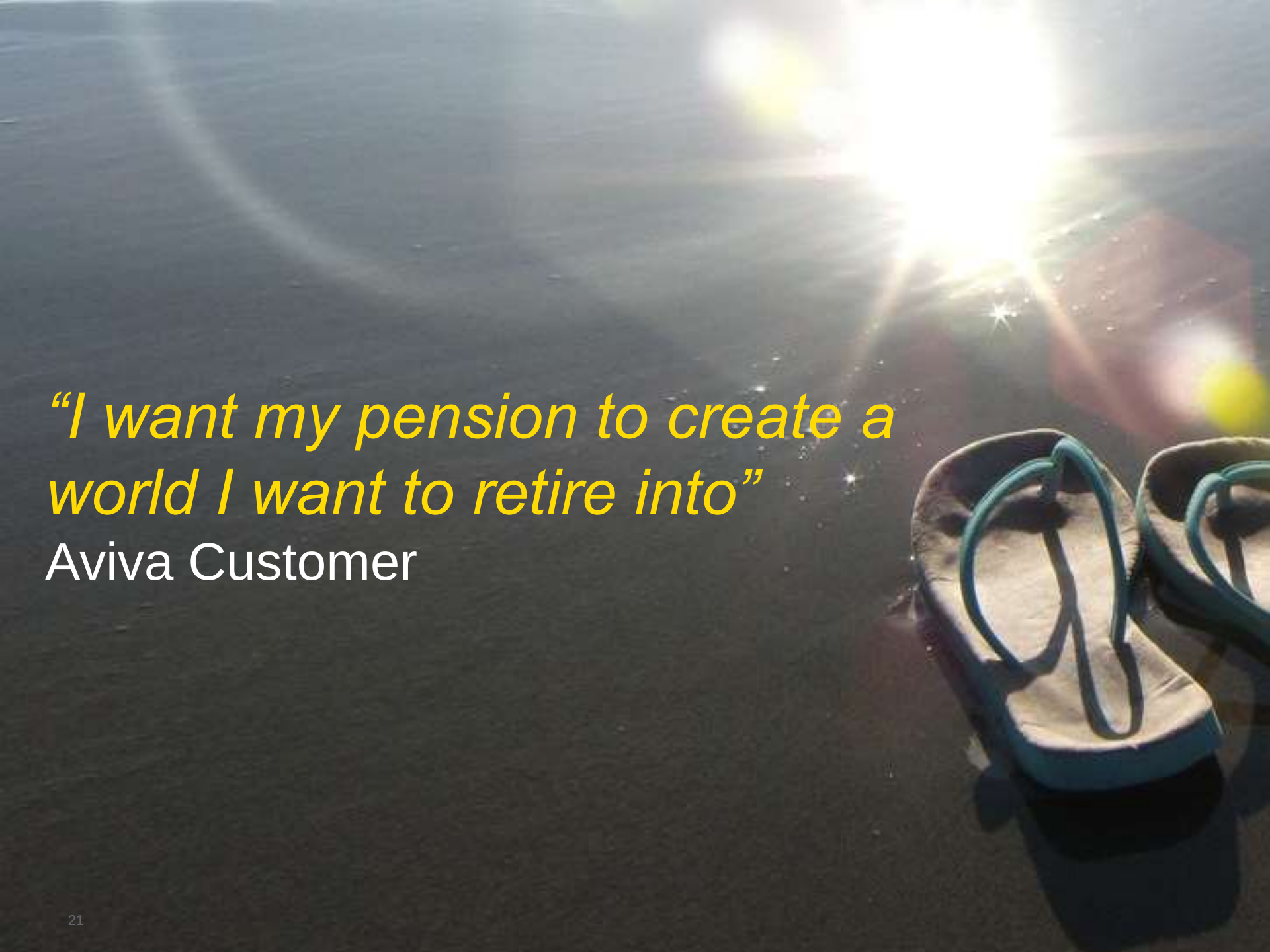
2. Sustainable Fund Management System Standard

"A kitemark should be developed to accredit standards in responsible investment – a Fairtrade for Finance"

3. Sustainable Finance Literacy



"Financial literacy should be a core component of the school curriculum"

A pair of brown leather flip-flops with blue straps lies on a sandy beach. In the background, the sun is setting over the ocean, creating a bright, glowing horizon with lens flare effects. The sky is a deep blue, and the water reflects the sunlight.

*“I want my pension to create a
world I want to retire into”*

Aviva Customer

Long-term shifts in the attitudes and behaviours shaping consumers' needs

Intimacy: for me, for we

Identity =

Sense of Wellbeing



Reaching consumers is key

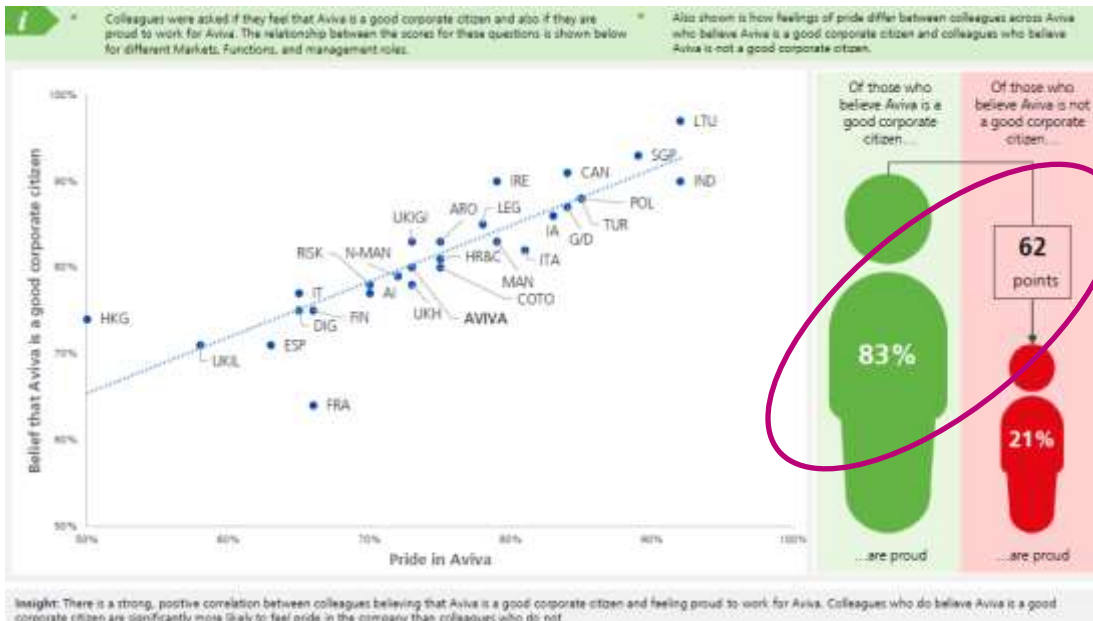


Customer & Employee impact



30% uplift in Trust

24% uplift in Consideration to Purchase



**62 % more
pride in Aviva**

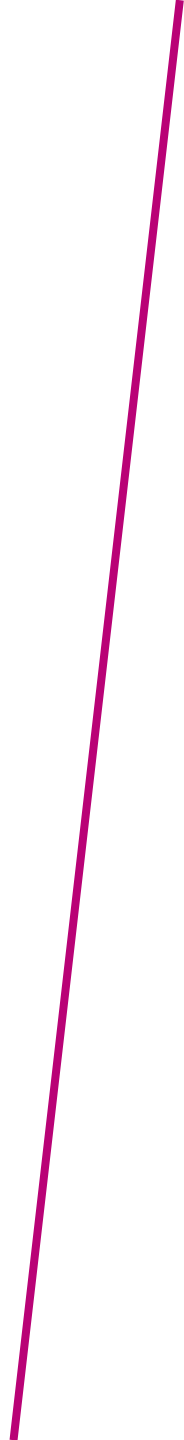
Sweet Spot



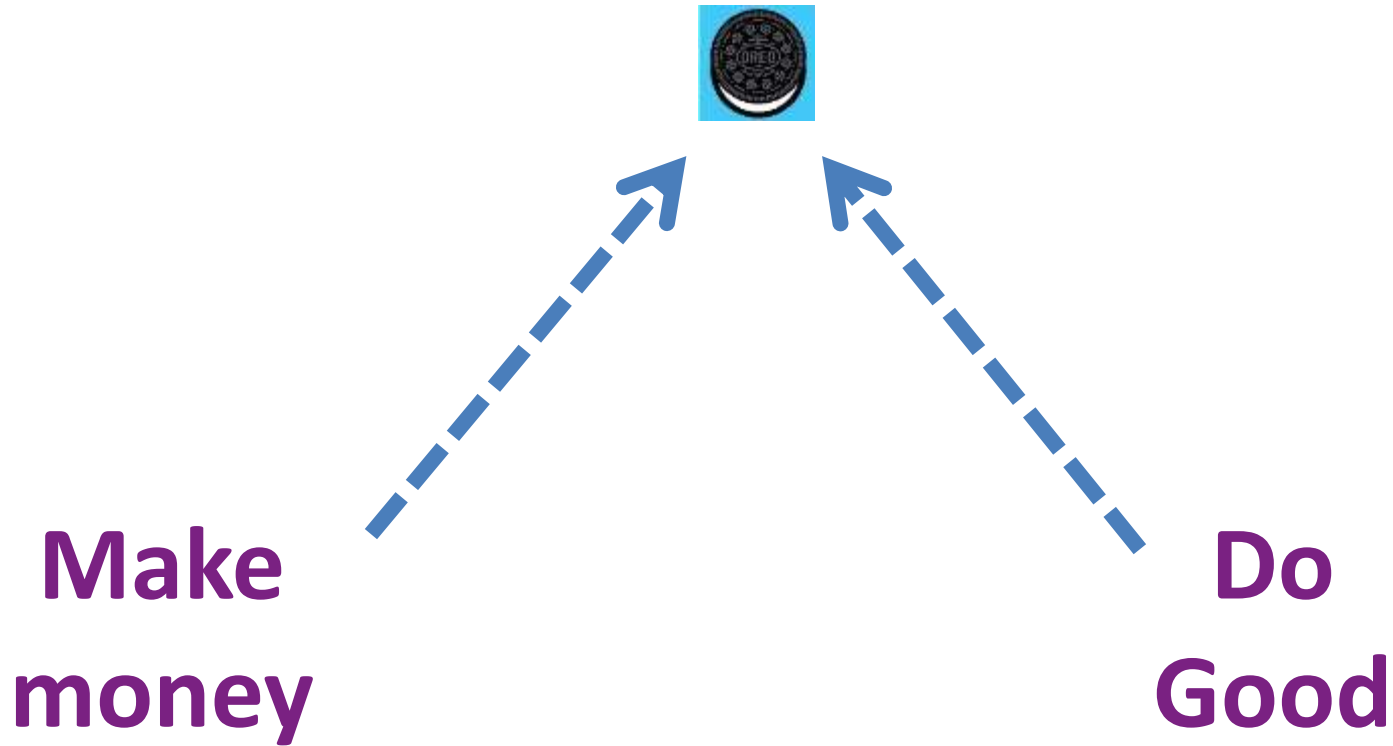
**Make
money**



**Do
Good**



Sweet Spot



Forget the
opposition –

find the
creative
tension that
drives
innovation
and
differentiation

Sweet Spot

Customer

Win

Aviva

Win

Society

Win

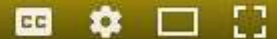


This is not
best done in
the CR dept!

Toss the ball

Would you sign his petition?

0:07 / 1:34



Would you sign his petition?



Aviva UK



Subscribe

6,121

633,167 views

<https://www.youtube.com/watch?v=GoUNXkiTcMc>

Sweet Spot



Who else can help – partnership



| Retirement | Investments | Insurance | Health |

One year into our British Red Cross partnership

In February 2016, the **British Red Cross** and **Aviva plc** launched a three year partnership to help communities become safer and stronger in times of uncertainty and crisis. These are just some of the ways we've worked together over the last year.



13

markets across the world including Poland, Singapore and Canada engaged in the partnership.

This included work with local Red Cross organisations:



Polish Red Cross developed "in case of emergency" cards for employees in Aviva Poland.



14 teams in Aviva Singapore ran a "Big Breakfast" event raising around £13,660 for the Singapore Red Cross.



Aviva Canada's long-term partnership with the Canadian Red Cross includes training over 313 employees and brokers as Ready When the Time Comes volunteers to respond when disasters strike.

Aviva Global Mapathon



2

mapathons



126,000 buildings

1,000

of our people across

13 markets



18,000

(mapping key areas in Guinea, Malawi and Haiti).

Donations



Over
£370,000
given by Aviva plc and
our people



Over
£96,000
raised by our people
alone

(for disaster relief and emergency appeals like the Angola Yellow Fever outbreak, Bangladesh Floods, Italian Earthquakes and Hurricane Matthew in Haiti).

Examples of the projects so far include:

Red Cross emergency app



56,000
downloads

2.6 million
alerts sent

Health and wellbeing training



Nearly 100

of our people took part in "CALMER" training provided by the British Red Cross to help us best support both them and our customers.

Charity shop takeovers



19 charity shop
takeovers, with

over 180
employees raising over
£70,000

Working together to help communities become safer and stronger in times of uncertainty and crisis

Bringing
your
strengths
to the
team

Protecting the people
and things you love



SDGs - Joining the dots to your purpose



Global
Goals =
Good
business

SDGs = opportunity to join the dots to your purpose

And grow your business

Sustainably

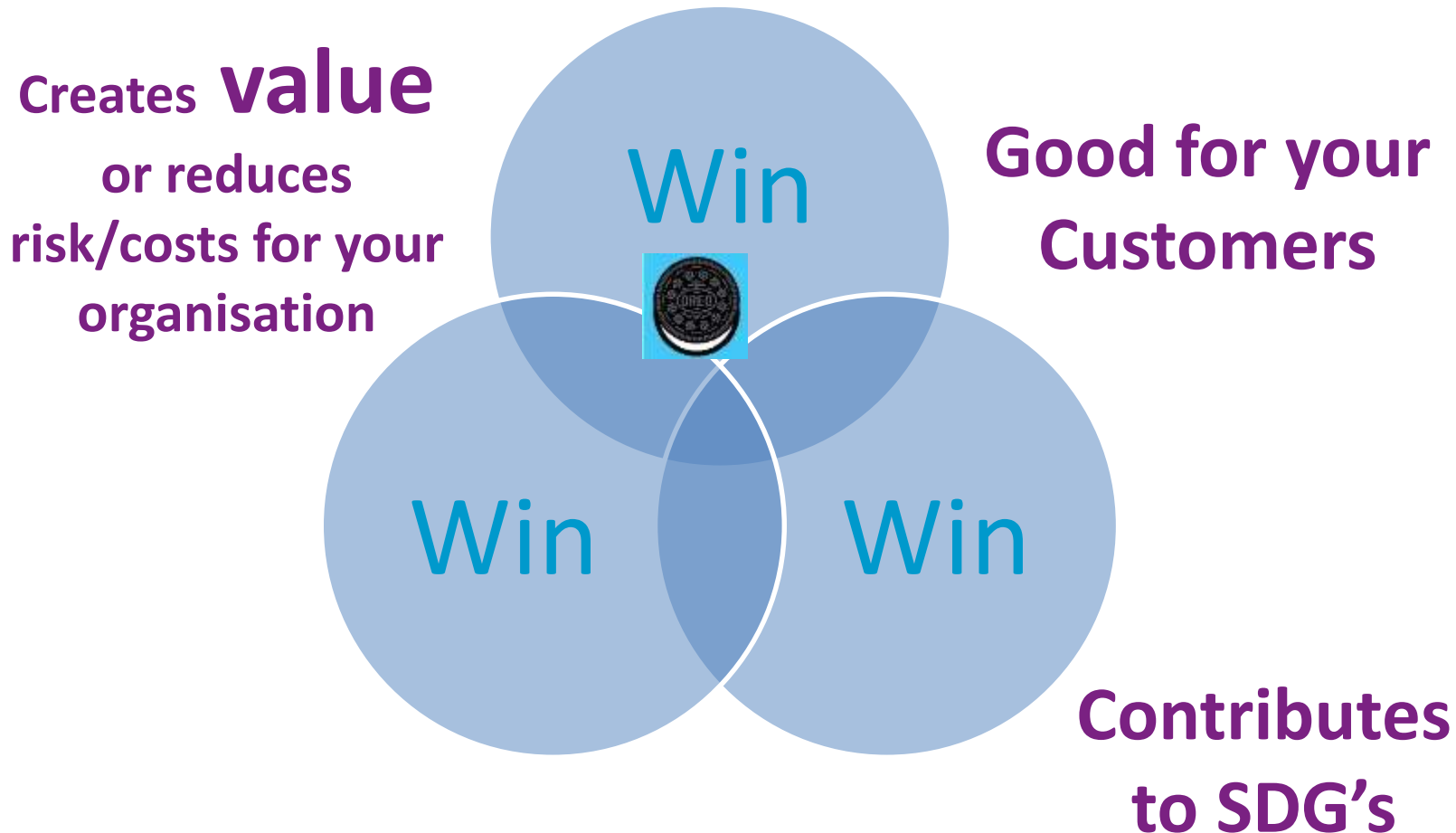
What's your
unique
contribution?

Agile small business innovation - Sweet Spot



Your Sweet Spot

How can the SDGs reconnect you to your purpose and help grow the business?



Thank you

We hope you are feeling inspired.

| Retirement | Investments | Insurance | Health |



MAKING GLOBAL GOALS LOCAL BUSINESS



Sheffield

Is brought to you by:



Network UK

**Sheffield
Hallam
University**

Sheffield
Business
School

PRME Principles for Responsible
Management Education
CHAPTER
UK AND IRELAND

RELX Group


AVIVA
Good thinking

**N BROWN
GROUP PLC**
Where fashion fits!



**BUSINESS
IN THE
COMMUNITY**