Aviva Case Study

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A Winmark Development Case Study

Aviva Introduction

- Formed in 1696 and Headquartered in London Aviva now employs 22,000 people.
- Aviva has an annual revenue of £21bn and is divided into 3 main divisions in the UK:
 - Aviva Life

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- Aviva Insurance
- Aviva Investors
- Aviva has international businesses in China, Canada, India and Ireland.
- Aviva's Chief People Officer (CPO) is Danielle Harmer.

Key People



Danny Harmer Chief People Officer



Nicola Green HR Director



Karon Chapman Head of Talent Development

Aviva Development Aim & Objectives

Aim

• To create a connected talent pool, who become Aviva's future leaders, multiplying their collectively impact.

Objectives

- Improving mindset and behaviours aligned to Aviva's strategy to drive a cultural change.
- Increase representation at MD level, making sure the participants represent the diversity we want in our future leaders.
- Enable understanding across the business, as Aviva gains significant value from customers who buy more than one service.
- Integrate development and succession planning in a material way, so expectations can be met, careers fulfilled and key staff retained.

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2022 - How it started

- **Danny Harmer** became a member if Winmark's CHRO network when she was Chief People Officer (CPO) at Metro Bank.
- When Danny joined Aviva as CPO in 2020 she signed up again as a CHRO member. Through this a number of her team including the talent leads were able to come on the Winmark masterclasses.
- These masterclasses obviously made an impact and in 2022 Winmark was invited by Nicola Green, HR Director - Group Talent, Culture and Capability, to deliver a:
 - Two Day MBA for People Business Partner Academy
- Karon Chapman, Head of Talent Development then took over the relationship and was heavily involved in the tailoring of programmes and organizing of internal guest speakers.
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2022 – Aviva Stated Benefits & Cohort

Cross Business

- To enable understanding of how other parts of the business works
- Delegates love learning from other people from across the group and the programme encourages this.

Driving Change

 It is an organizational development tool helping to drive cultural change

Talent & Succession Pipeline

- Delegates have to go on the programme to be considered career ready, so it becomes part of their career journey.
- The guest speakers show the delegates that they are being in vested in and are important.

Company Integration

- Integration with the company strategy is essential for it to work
- Winmark works really well when integrated into a wider talent development strategy

Delegates

- 1. Head of Master Trust & Propositions
- 2. Head of Direct & Trading Centre
- 3. Property & Specialty Claims Director
- 4. Head of Partnerships & Pricing
- 5. Head of Operations, Ireland
- 6. Head of Distribution, UK
- 7. Head of Aviva University
- 8. Head of Workplace Investments
- 9. Head of Risks & Conducting Officer
- 10. Head of Group Protection Commercial
- 11. Head of Finance Business Partnering
- 12. Head of Individual Annuities
- 13. Head of Talent Development

Cohort names and photographs have been removed from this presentation.

Starring - Aviva Internal Guest Speakers



Andrew Dinwiddie Group CFO Aviva



Cheryl Toner Chief Customer & CMO WINMARK



Adam Winslow CEO UK & Ireland General Insurance



Andrea Balance iNED and Chair of the Risk Committee



Andrew Dinwiddie Chief Financial Controller



Stephen Marsden Group Strategy Director



Doug Brown CEO, UK & Ireland Life



John Cummings Group CIO

2023 - How it Expanded

- In 2023 the programmes were adapted and one and two day MBA variants were made for four additional groups:
 - Evolution Council (a sort of shadow Board)
 - Commercial Leadership Programme
 - Accelerated Development Programme
 - ... and the Tech Team
- The programmes were delivered in London at Aviva HQ and in Dublin at the Aviva Stadium.

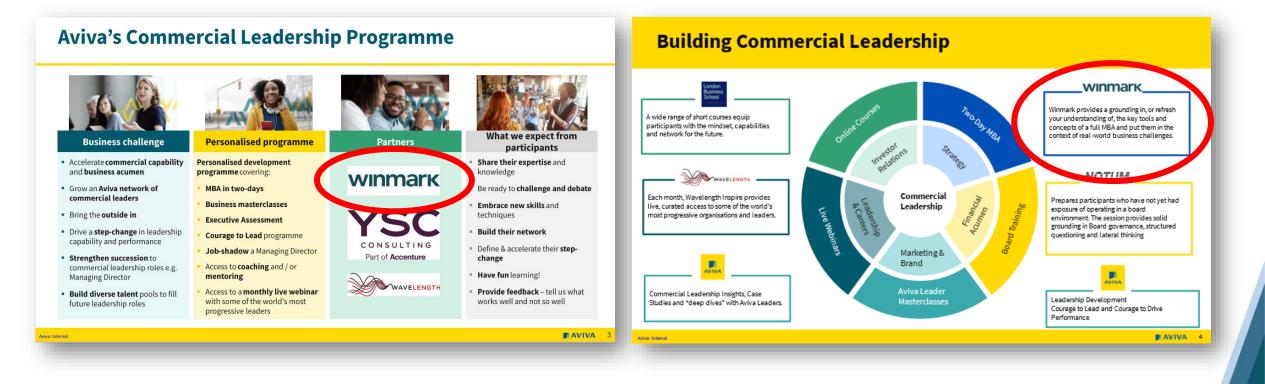




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How Aviva integrated their development

Aviva blended internal programmes with tailored Winmark masterclasses, supported by internal projects and challenges. Other suppliers included online courses from London Business School (LBS), board training with Wavlength and an Accenture training operation.



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Aviva Feedback

"I thoroughly enjoyed the sessions last week and have been thinking a lot about how I can build on my breadth." *"It was really great. It's inspiring to see someone bringing wisdom into the business world. Thank you!."*

"I really enjoyed both days and thank you very much for the book." *"It was great to meet you and thanks very much for the really enjoyable and informative last few days."*

"Thanks for such an engaging couple of days. Really enjoyed the content, and in particular how relevant it and the numerous examples felt."



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Laura Stewart-Smith Head of Client Engagement



Laura Foster Aviva UK Life



Dee Hylton Head of Claims Procurement



Angela Robertson Head of Distribution Retirement



Karl Greenway Head of Strategic Platform Development

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