

**Our vision for an
inclusive future**

Our vision for an inclusive future

Inclusion is everyone.

It's finding strength in our difference; in who we are, where we're from and how we think.

Inclusion is progress.

It's ideas, innovation and agility; our platform for progress in a fast-moving world.

Inclusion is brave.

It talks straight, asks difficult questions and is honest about where we are now. We understand what more can be done to create a place where you can be you.

Our vision comes to life through our...

People

Inclusion is everyone

We actively seek out and value diversity of thought and experience which makes us a stronger team.

Market

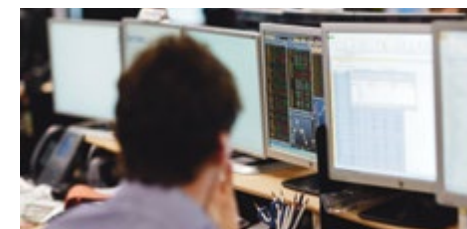
Inclusion is progress

We bring innovation and financial performance to our clients and customers through our diverse thinking. We strive to partner with those who share our vision and support us to lead from the front.

Place

Inclusion is brave

We constantly challenge ourselves and each other to create a place where everyone can be at their best. We know this helps us achieve our collective potential.



...and from encouraging each other to be

Aware

Of the importance of working in an inclusive environment: understanding how it benefits me, my colleagues and the communities we serve, and how it makes sound commercial sense.

That we all work for this: It is everyone's responsibility to be more open and aware of biases and assumptions.

Of others' stories and vulnerabilities: They are part of who we are and the people we represent.

Accountable

For being inclusive: Nothing will happen unless we all do our bit.

For our reputation: We want people to know it's a great place to work and our customers and clients to come to us and stay.

For seeking out diversity: Different perspectives help us better represent our customers and clients and we actively seek them out.

Assured

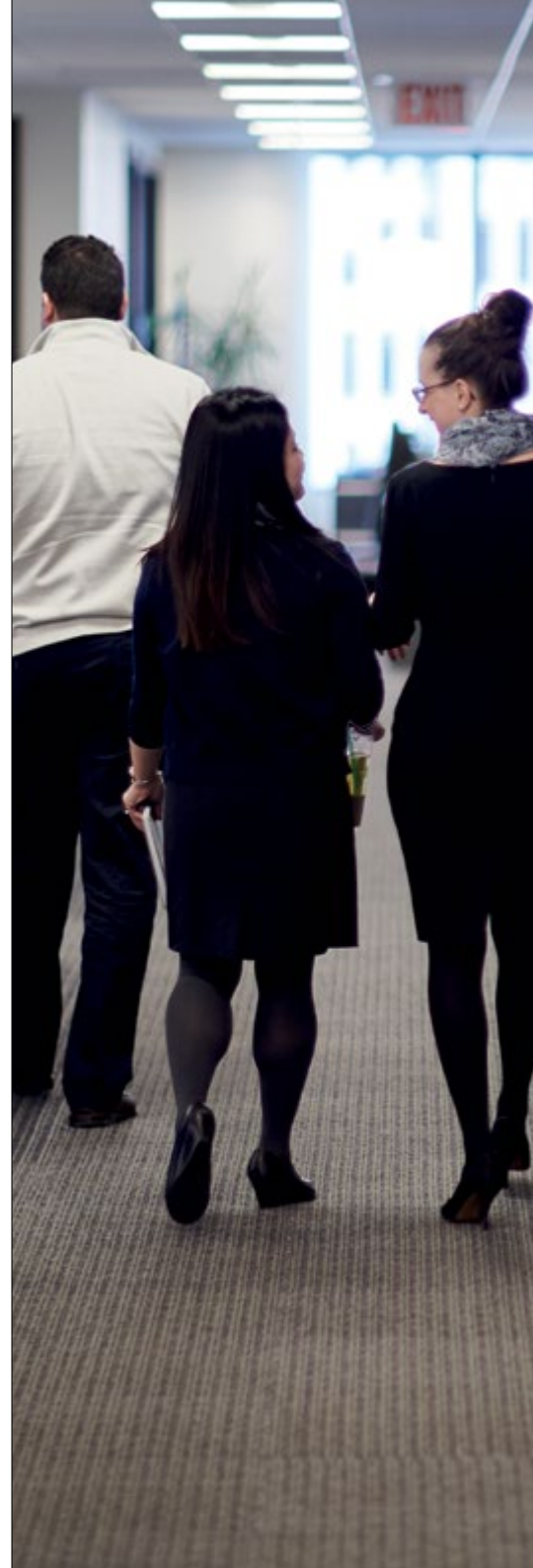
That collectively, Standard Life Aberdeen looks out for every one of us: This is a place where you can be you.

In the knowledge that my business and colleagues will not tolerate exclusion: We all speak up.

Achieving

Challenging of convention and the status quo: It makes us an agile, innovative, client and customer centric leader in our industry.

I'm proud of our reputation in this field: And that we've all made a contribution.



People

"We never compromise on our intent to do what we believe is right. Our company is made up of **unique and talented people** who want to make a positive difference to the lives of others. **Our backgrounds are diverse**, as are our skills and interests. Our trust in each other means that we can work together as one team because we know where we stand. We are inspired by our differences but united in our purpose of investing for a better future."

NICOLA THOMSON

"Our ability to bring different perspectives to the table is how we can **collectively steer the organization in different directions** and challenge the status quo. Some of the most amazing ideas can come from conversations stemming from diversity of thought."

CINDY LEWIS

"Our ambition demands that we build the greatest teams. Teams achieve greatness when diverse individuals feel empowered to challenge and question, respectfully yet fearlessly, their colleagues and assumptions. The success of our company rests on the **quality of the teams we are building today.**"

DONALD AMSTAD

"**Be curious** about each other's backgrounds, cultures, ethnicities and upbringings. These **conversations** need not be awkward or avoided. They bring people together and have certainly helped how I've bonded with my team."

IMRAN KHAN

Market

“All good teams need the ability to **generate ideas** through debate and discussion and to move swiftly to integrated decisions that build on all of those different perspectives – it is this that drives superior financial results and better innovation.”

ROBERT McKILLOP

“In addition to making financial business sense, an increasingly diverse workplace contributes to innovation, integration and retention. Our best ideas come about when our employees can be who they are. As a company with a global footprint, we want our workplace and culture to be **reflective of our clients and our regulators**. Diversity and inclusion must therefore be core to our ethos.”

STEPHEN FANG

“Diversity and inclusion brings richness to our conversations – all of our clients are different so it makes sense to have different people within our teams. In order to shape the **right types of solutions**, we need to make sure we are representing all of the voices of our clients.”

ASA NORRIE

“As the world changes, our customers’ lives change. We are focused on **knowing them as individuals with changing needs and connecting with them on a new level**. They are the center of everything we do. We know that our customers need us. They have some big financial problems to manage, we have the expertise, the experience and the desire to help. We will help them make financial decisions that build better futures and are there for them at the moments they need us.”

SUSIE LOGAN

Place

“We know there is huge potential to be unlocked when we **embrace each other’s perspectives**. That’s why we care about difference. As the world changes with increasing pace, no one person can have all the answers. In our hurry to progress, it’s easy to fail to hear one another and so we care about taking the **time to listen, understand and see each other’s perspectives**. We know we have so much more potential to realise if we recognise and respect our differences.”

BARRY O’DWYER

“It’s good to have teams **challenge each other**. Who wants to work in a place where everyone thinks the same?”

SEAN FITZGERALD

“I always think that if you’re prepared to give a little **flexibility** to your people, they will pay you back ten times over.”

MICHELLE WILSON

“Inclusion is important for the business as it generates a **welcoming environment** for everyone. Knowing you are welcome at work without worrying about how people will treat you, makes for a happy workplace.”

JANINE FLYNN

“Diversity and inclusion is a catalyst for innovation and essential for organisational success. We must **lead inclusively** delivering to the reality of diversity and look not to cultural fit but to cultural contribution.”

BEN DUNCALF

“Inclusion is having an **openness to others’** ideas and not just accepting ‘it’s the way we do things’ without challenging to understand why. If we all adopt that openness, it will really help to drive change.”

GILLIAN McLAUGHLIN



What more we can do

We're proud of our progress at Standard Life Aberdeen, but we won't shy away from the challenge ahead.

Our industry isn't as inclusive as it should be. We can do better to represent the communities we serve and leading change will need all of us to do our bit. It means bringing new voices, backgrounds and experiences into our business; addressing the biases that can influence our decisions, and unleashing the power of diversity of thought and a workplace made for everyone.

The start of that journey begins with a request: to listen, to be courageous and to think big. Because this can only come to life when we take action together – with each other, our partners, our customers, our clients and our stakeholders – in our industry and in our markets around the world.

It's simple: when we celebrate our differences, we'll be a place where we can be ourselves.



To create an inclusive environment each of us needs to play our part. Actively listening to people with different perspectives. Helping others to find their place on the team and feel valued. We can succeed when we pull together.

Caroline Armstrong

We start here.

Standard Life Aberdeen plc, registered in Scotland (SC286832), Standard Life House,
30 Lothian Road, Edinburgh EH1 2DH. www.standardlifeaberdeens.com

MUL747 1217 © Standard Life Aberdeen plc