

Climate Transition Plan 2026



Introduction

Aberdeen's first Climate Transition Plan marks a significant milestone in our approach to supporting a climate-resilient and environmentally sustainable future.

As part of our broader sustainability strategy, this Climate Transition Plan (CTP) sets out our strategic ambitions, key commitments, and the practical steps we are taking to support the global transition – across our investments, operations, and supply chain.



[See our full reporting suite](#)

Our approach is dynamic and forward-looking. We recognise that transition planning is an ongoing process, requiring continual adaptation to evolving scientific, regulatory, and market developments.

This CTP will be reviewed annually, with formal updates likely every three years, ensuring our strategy remains robust and responsive to change.

This Plan has been shaped by a detailed review of key regulatory guidance such as the Transition Plan Taskforce (TPT) Disclosure Framework and Asset Managers Sector Guidance. We welcome the clarity and consistency these frameworks bring, and are committed to aligning our disclosures with leading international standards.

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Executive summary

Kristina Church, Group Head of Sustainability

Turning climate ambition into client value

Aberdeen Group plc's Climate Transition Plan sets out our strategic approach to supporting the global shift to a low-carbon, climate-resilient economy.



This Climate Transition Plan sets out how we intend to align our business model, governance, investment activities and operations with a low-carbon, climate-resilient future, while maintaining the financial discipline and clarity our clients expect. It sits at the heart of our wider sustainability strategy, sharpening our direction and deepening our transparency.

Climate change presents both a systemic, macroeconomic risk and a material driver of long-term, sustainable value creation. Consistent with our fiduciary duty, we aim to position our business and investment solutions to support an orderly transition, while continuing to deliver risk-adjusted returns for clients.

Our ambition is clear: we reaffirm our support for the Paris Agreement and the Net Zero Asset Managers initiative, recognising the real-economy dependencies that influence transition pathways – including supportive policy, credible market signals, technology availability and client demand.

Actions across our Group

The Plan outlines the levers we will implement across the Group to support alignment with a low-carbon economy:

- Investment management: integration of material climate- and transition-related factors into research, portfolio construction and risk processes.
- Stewardship: targeted, escalation-based engagement with issuers to support credible transition planning, underpinned

by transparent voting and escalation frameworks.

- Product innovation: continued development of solutions aligned with the transition, ensuring clarity of sustainability objectives and robust underlying methodologies.
- Operational footprint: disciplined management of Scope 1, 2 and material Scope 3 categories, supported by reduction pathways and internal metrics.

These actions reflect our current capabilities and enhancements as part of our internal transition-planning programme initiated in 2022.

Tracking progress

We build on a strong foundation. Our 2019 Climate Change Approach and Group-wide TCFD reporting introduced in 2020 enabled us to set robust emissions-reductions targets in 2021. We achieved a 79% reduction in our operational emissions in 2025, ahead of schedule, alongside measurable progress in portfolio decarbonisation. The Plan sets out the metrics, methodologies, baselines and assumptions underpinning these targets, and how we intend to refine them as data quality, industry practice and regulation evolve.

Governance and risk management

Climate and transition-related considerations are embedded within our enterprise governance structure. Board-level oversight is supported by dedicated committees, with management responsible for execution.

Transition, physical and liability risks are integrated into our Enterprise risk framework. This Plan describes our approach to assessing material exposure across asset classes, portfolios and operational activities, and how these risks are reflected in decision-making, scenario analysis and capital allocation, where relevant.

Broader environmental context

While climate is the primary focus of this Plan, we recognise the interdependencies between climate and nature. We are strengthening our approach to natural capital and aligning with the Taskforce on Nature-related Financial Disclosures to ensure a comprehensive and resilient sustainability strategy.

Commitment to continuous improvement

Transition planning is iterative. We will continue to update our approach as scientific evidence, policy, market practice and client needs evolve. We welcome engagement with clients, regulators and stakeholders as we work to deliver long-term value and contribute to a sustainable, orderly transition.

Strategic ambition

Our Climate Transition Plan is integral to our broader sustainability strategy and is designed to be dynamic, evolving with regulatory, scientific and market developments.

We are a Wealth and Investments Group, with three businesses: interactive investor, Adviser and Investments. Our most material environmental impacts, and exposure to environmental-related risks and opportunities, is in our Investments business, making it an area of focus in our Group sustainability strategy.

The core elements of our strategy are:

- We help clients benefit from the transition to a decarbonised, resilient economy by providing relevant products and services.
- Impacts arising from natural capital depletion and climate change can be financially material and as such, environmental risk is embedded in our decision making.
- We aim to lead by example through responsible operations and transparent reporting.
- It is important that our approach to managing the environmental transition intersects with our commitment to inclusive growth, so that we can help to support an environmental transition which is balanced, equitable and just.

Our key commitments

Operations and supply chain

Operational Net Zero: Achieve operational net zero emissions by 2040¹ with an interim milestone and science-aligned reduction pathways. 

Operations: 85% reduction in combined Scope 1 and 2 emissions by 2030¹. 

Supply Chain: By 2030, our ambition is to have at least 75% of suppliers by spend to set and maintain science-aligned emissions reductions targets.

Renewable energy: We have an ambition to procure 100% renewable electricity by 2030, where possible².



Target

1. Target is against 2018 baseline for all operating activities.
2. This ambition covers only those office locations where we have direct control over electricity procurement and where renewable electricity products are accessible in the local market. Availability of renewable tariffs may vary by jurisdiction.

Group work practices

Governance: Embed climate oversight at Board and executive levels, with regular review and transparent reporting.

Transparency: Commitment to enhanced disclosure, including scenario analysis, Scope 3 emissions, climate mandate AUM and progress against targets.

Stakeholder engagement: Ongoing dialogue with clients, suppliers, policymakers and industry groups to shape and deliver on our climate and nature ambitions.

Continuous improvement: the CTP will be reviewed annually, with the aim to provide a formal update every three years, focused on aligning to evolving best practices.

Client support: Provide clients with sustainable investment solutions, climate scenario analysis and engagement strategies to help them achieve their own climate goals.

Our investments business

Public Markets: Continue to monitor and report against our target of a 50% reduction in carbon intensity of in-scope public market assets by 2030 (vs. 2019 baseline). 

Real Estate: Continue to monitor and report against our interim target to reduce Scope 1 and 2 emissions intensity by floor area by 50% by 2030. Assess carbon intensity of Scope 1, 2, and 3 emissions against the Carbon Risk Real Estate Monitor decarbonisation pathways to 2050. 

Disclosure: Align to recognised guidance frameworks including disclosing financed emissions (Scope 3, Category 15) across key asset classes from 2025.

Climate Mandate: In 2026, we will introduce disclosure of the AUM across investment strategies and mandates that have integrated targeted outcomes across a range of climate investment frameworks.

Active Engagement: Continue to address climate-related risks and opportunities through direct and collaborative engagement and participation in climate- and nature-related initiatives, in alignment with climate mandates. Expand the scope and scale of our engagement programme with our highest financed emitters.

Strategic ambition continued

Embedding our approach to climate change

Working with our stakeholders to engage on climate

Engaging on climate change

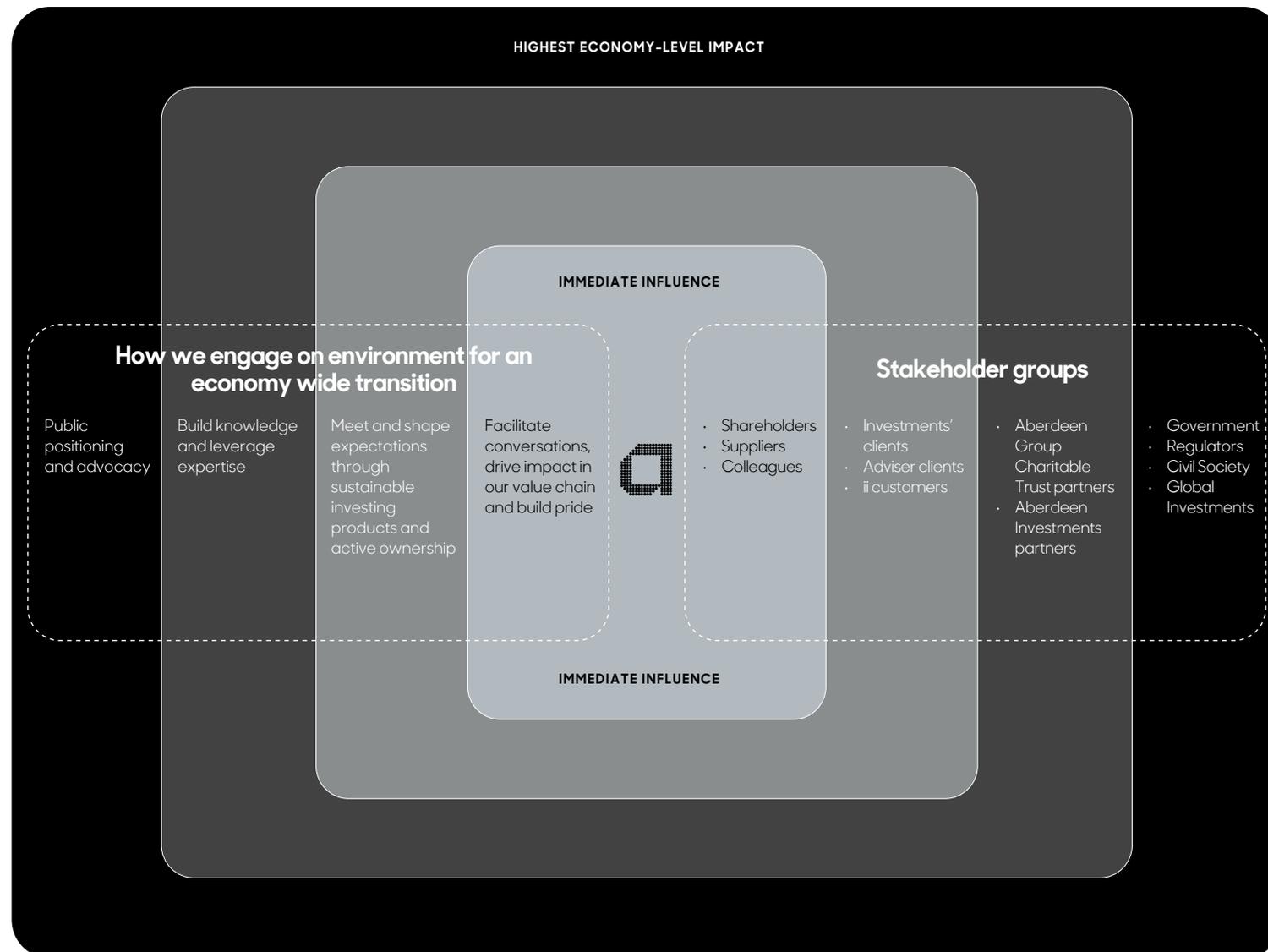
We engage stakeholders at all levels, including our clients, colleagues, shareholders, communities, suppliers and policymakers, through our annual reporting, targeted communications and partnerships.

We are guided by double materiality assessments, which we intend to facilitate externally every three years, elements of which are reviewed internally annually.

For more on our double materiality assessment, see here.

The diagram here outlines how our spheres of influence shape our climate-related engagement across our stakeholders. It distinguishes where we have immediate influence, particularly through our colleagues, shareholders and suppliers, and where we contribute to wider, economy-level impact.

It also illustrates the different ways we can engage across stakeholder groups and our wider value chain, from building knowledge, driving sustainable investment practices and supporting public advocacy.



Strategic ambition continued

Managing dependencies

Our ability to achieve our environmental commitments, including those related to the climate transition, is dependent on external factors.

The most significant challenges we face, and the mitigating actions we take, are listed in the following table.

Going forward, we will continue to identify opportunities to shape legislative and regulatory frameworks, aiming to ensure they are workable for businesses while addressing long-term systemic risks. We are also exploring enhanced disclosure of our sustainable investment-related industry engagement through publication of our policy consultation involvement.

Issue/dependency	Description and implications	Mitigation
Aberdeen Group dependencies Reliance on government policy and regulation	Our ability to deliver climate and sustainability commitments depends on stable and consistent regulation. Policy influences long-term planning, disclosure obligations, product governance and transition plan delivery.	We take a structured approach to policy engagement, led by Public Affairs within the Legal function and overseen by the Group General Counsel. We contribute insights to policymakers, regulators and trade associations, helping to shape frameworks that support effective and workable sustainability outcomes for clients, shareholders, colleagues and wider society.
International fragmentation	Variability in sustainability-related policy across jurisdictions creates additional complexity for reporting, product design, stewardship expectations and operational processes. Fragmentation affects our ability to apply consistent methodologies globally.	Regional specialists monitor policy developments and assess implications for Aberdeen. We adopt a principles-based approach that remains robust across political cycles. We support global efforts to harmonise sustainability reporting, including ISSB standards, to enable consistent and comparable analysis across markets.
Market dynamics and the supply of suitable green or transition-aligned assets	Limited availability of high-quality sustainable assets can constrain portfolio construction and the delivery of climate-aligned strategies that meet client objectives.	We enhance our research, analytical tools and insights to identify climate- and nature-related risks and opportunities. These capabilities support the development of investment strategies and solutions aligned with clients' sustainability goals.
Client preferences and industry expectations creating complexity	Rising client and customer expectations and differing sustainability preferences increase product design complexity and require clear, transparent communication. Industry standards continue to evolve, affecting comparability and trust.	We work closely with our clients and customers to understand their objectives and, drawing on our evolving capabilities, provide investment solutions aligned with their climate priorities. We engage with bodies such as the Institutional Investors Group on Climate Change (IIGCC) to help shape best practice. We communicate our commitments transparently to build understanding, credibility and demand.
Investments-specific dependencies Policy, regulatory and economic environment	Investment performance, portfolio alignment and climate-related risk management are influenced by evolving regulatory frameworks, macroeconomic shifts and policy direction. These factors shape the scale and timing of transition-related risks and opportunities.	We actively participate in consultations and engage with policymakers, regulators and standard setters. We conduct forward-looking scenario analysis across in-scope assets and portfolios to identify potential transition, physical, and macroeconomic risks and opportunities arising from policy and regulatory change. These analyses provide investment-relevant insights to inform decision-making and support regulatory alignment.
Data availability, quality and reliability	Data gaps and incomplete or inconsistent company disclosures limit climate and sustainability-related insights, affecting stewardship, target-setting and monitoring. Third-party provider methodologies may introduce uncertainty.	We seek improved disclosure via active ownership, supplemented by estimation models and proxy data where necessary. We continue to invest in ESG data infrastructure, proprietary frameworks and analytics to strengthen investment analysis and decision-making. We review and monitor third-party providers to ensure appropriate coverage, quality and functionality.
Credibility of corporate action and transition plans	Company transition plans vary in robustness, affecting portfolio alignment pathways, stewardship priorities, and enterprise value assessments.	Through our Climate Engagement Programme and wider active ownership activities, we assess the credibility of company transition plans, set expectations, and define milestones for high-emitting companies. Where progress is insufficient, we escalate appropriately. These insights inform our investment decisions.

Implementation and engagement

Sustainability risk management

Our Enterprise Risk Management Framework (ERMF) underpins risk management throughout our business

We operate 'three lines of defence', with defined roles and responsibilities. Sustainability risks are integrated into our ERMF, in line with best practice and International Sustainability Standards Board (ISSB) guidance. Scenario analysis is incorporated into our Group risk assessment and management processes and informs our strategic planning.

Aberdeen has a documented Risk Taxonomy, centred around Principal Risks, which are reviewed annually by the Board. Sustainability has been identified as a Principal Risk since 2024, with a clear risk appetite statement and set of risk appetite metrics, reported on since 2025 at Aberdeen's Executive Risk Committee. A subset of metrics are reported to the Board.

Sustainability risk covers environmental, social and governance risks which can lead to material impacts by and on our business, clients, customers, suppliers and communities.

Our ERMF allows each business area to identify potential sustainability risks and opportunities which are incorporated into risk registers and subject to regular review, with subject matter expertise input from across the Group. The Corporate Sustainability team have responsibility for ensuring cross-group information sharing, with our Risk and Compliance function responsible for the oversight of sustainability risks for the business. Our Group Head of Sustainability ensures alignment to, and delivery of, our sustainability strategy across the Group.

[For more on scenario analysis see here](#)

Aberdeen Enterprise Risk Management Framework



Implementation and engagement continued

Environmental risks and opportunities

Identifying and managing risks and opportunities related to the environmental transition

Overview of climate- and nature-related risks and opportunities

In terms of our climate- and nature-related risks and opportunities, our business is predominantly exposed to climate transition risk as markets and policies shift to reflect environmental and regulatory changes. Climate transition risks and opportunities are most financially material to our Investments business, but we also include our ii and Adviser businesses in our wider environmental risk assessment and opportunity analysis.

Assessing environment-related risks and opportunities across Aberdeen

We conduct an annual Group-wide environmental risk assessment, overseen by our Chief Risk Officer and attended by SMEs and our Group Risk and Sustainability teams. This assessment uses our Enterprise Risk Management Framework impact matrix to identify and understand the most material Group-level environment-related risks and opportunities.

The subsequent residual risk assessment is determined based on a number of factors, including the likelihood of the risk materialising; the timeframe of onset; the scale of the potential impact, including financial impact; and the controls we have in place to mitigate impact. The assessment determines a four-tier residual risk rating of low, medium, high or very high,

based on the impact and likelihood attributed to the risk.

Understanding our material environmental risks in Investments

Within our Investments business, we consider a broad range of risks to our investee assets and clients' portfolios, with a focus on financial materiality. The environmental risks considered will vary depending on the asset class as well as the sector, company, geography, operating model and financial instrument invested in. For more information, see our Approach to Sustainability Risk Integration document.

Alongside this, it is critical that we understand potential systemic risks, i.e. those that have the potential to disrupt or destabilise an entire financial system, economy, or sector. Unlike idiosyncratic risks, systemic risks cannot be mitigated by diversifying investments and can therefore have a significant impact on long-term investment returns.

We recognise that climate-related risks – both transition and physical – cannot be mitigated through corporate engagement alone. As stewards of our clients' capital, we have a responsibility to engage with a range of stakeholders, including industry groups, policymakers and trade associations, to consider the broader structural factors that influence climate outcomes and financial system stability.

This approach enables us to contribute to shaping the frameworks and standards that contribute to a sustainable financial system and support long-term portfolio resilience.

Following the latest Group environmental risk assessment, climate- and nature-related risks are described in the table on page 8 and opportunities are noted on page 9.

Critical	4	Medium	High	Very high	Very high
Major	3	Medium	Medium	High	Very high
Moderate	2	Low	Medium	Medium	High
Minor	1	Low	Low	Low	Medium
Impact		1	2	3	4
		Unlikely	Possible	Probable	Very likely/ Certain
	Likelihood	0–15%	16–50%	51–85%	86–100%

Implementation and engagement continued

Environmental risks and opportunities

Identified environment-related risks – climate and nature

The following table illustrates our assessment of Aberdeen's environment-related risks. With input from practitioners across the Group, we consider applicability and expected likelihood across our business. This is an illustrative view, which is expected to evolve over time.

Applicability to the Group

Investments related risks are specifically referenced in this table. Group level references include Adviser and ii activities which are, by the nature of their business activities, less directly exposed to environmental risk.

Identified environmental transition risks	Potential financial impact to Aberdeen	Mitigation strategies	Applicability to business areas	Time horizon	Residual risk
Policy and legal Evolving regulatory and reporting landscape, with regional variants	Costs to gather, analyse and publish data	Reporting tools and integrated efficient processes	Group	0-3 yrs	Low
	Costs of inadvertent non-compliance due to the increased volume and fragmentation of global regulatory requirements	Horizon scanning and engagement supported by governance frameworks	Group	0-3 yrs	Low
Market Changing client/customer preferences	Reduced revenue from decreased demand for products and services	Market research/engagement with clients to inform commercial decisions	Investments	0-3 yrs	Medium
	Potential for missed opportunities due to lack of products and services	Product development to meet changing demand	Group	0-3 yrs	Medium
Lack of clarity regarding pace, direction, evolution of environmental policy	Market uncertainties and associated impacts on returns	Scenario analysis, investment desk and global macro research	Group	3-10 yrs	Medium
Environmental events impact the financial markets	Volatility and potential market instability impacting revenue and financial performance	Integration of investment research and climate scenario analysis to assess the potential impact on returns and build more resilient portfolios	Investments	3-10 yrs	Low
		Horizon scanning, macro impact analysis and, where applicable, proactive advocacy with policy makers	Group	3-10 yrs	Low
Reputational Increased stakeholder concern or negative sentiment	Reduced revenue from decreased demand for products and services and/or costs associated with potential litigation	Enhanced reporting and transparency, and implementation of controls to prevent marketing risk	Group	0-3 yrs	Medium
		Proactive engagement with stakeholders to ensure clear understanding of legal landscape	Investments	0-3 yrs	Low
Identified environmental physical risks					
Acute physical Increased severity of extreme weather events and location-specific loss of ecosystem services	Costs related to damage to operational infrastructure, technology, and disruption to power networks. Supply chain disruption and increasing resource constraints	Infrastructure insurance, a business continuity process, remote working technology, distributed infrastructure with backup power, and climate sensitivity analysis for office locations	Group	3-10 yrs	Low
	Costs and operational impact of service disruption to colleagues/third-parties	Operational resilience protocols including business continuity, remote working, provision of staff support platforms, and third party risk management	Group	3-10 yrs	Low
	Costs of physical damage to investment assets, including real estate	Physical climate risks are assessed, mitigated and managed as part of due diligence for new real asset investments and on an ongoing basis as part of asset management	Investments	3-10 yrs	Low

Implementation and engagement continued

Environmental risks and opportunities

Identified environment-related opportunities – climate and nature

Our Group approach

Across our Group, we aim to support clients in meeting their own sustainability ambitions. This means supporting our clients to meet their sustainable investment goals and navigating the financial implications of the environmental transition on their investments. We seek to identify climate- and nature-related opportunities across our Group and businesses.

At our Environmental Risk workshops, subject matter experts identified two overarching opportunities related to the environmental transition. These are the opportunities from developing climate focused products and services across our three businesses, and reducing operational costs by using more efficient buildings, technology and transport. The development of specific products is individual to each business.

Investments approach

We continue to experience strong demand for sustainable investing opportunities. As such, sustainability and, in particular, climate change remains a long-term strategic focus for our Investments business. We provide investment solutions, capabilities and insights to help enable our clients to meet their sustainability and financial objectives.

It is important to be clear that climate-related considerations are not integral to every investment, or strategic decision, nor are tools without limitations. We aim to improve our capabilities each year, as new data becomes available and the needs of our clients evolve.

ii and Adviser approach

Our ii and Adviser businesses provide information, insight, and access to a range of sustainable investment solutions.

ii's approach to the environmental transition is based around offering customers the choices they need to enable a resilient future. ii collates a wide sustainable investment universe of funds, which can be accessed through the ii platform and screened via ii's Investment Screener. ii offers a range of sustainable investing approaches, with the aim of offering customers an opportunity to invest in stocks that can deliver positive environmental and social outcomes.

Our Adviser business has the opportunity to support the environmental transition, for both Aberdeen and the wider economy. We are focused on equipping advisers with the technology, insights and investment solutions to support them to incorporate environmental considerations into financial advice.

Operational approach

We identify resource efficiency as a climate opportunity in our operations. By using more efficient buildings, technology and transport, we anticipate reduced operational costs. Examples of this include using virtual conferencing facilities where practical and continuing to review our data centre footprint through greater use of the cloud.

1. NABERS UK is the National Australian Built Environment Rating System which has been adapted for the UK market. It is a performance-based rating system that measures and rates the actual energy use of office buildings.
2. BREEAM (Building Research Establishment Environmental Assessment Method) is an internationally recognised sustainability assessment system that measures sustainability of building design across multiple categories including energy, water, waste, pollution, transport, materials, health and wellbeing, management, land use and ecology.

CASE STUDY

Sustainable real estate refurbishment

In 2025, we completed a comprehensive refurbishment of an office building in Marylebone, London to create a sustainable, future-fit workplace.

The project delivered leading sustainability and wellbeing outcomes, achieving multiple building certifications, including NABERS¹ 4.5 stars, BREEAM² Outstanding and EPC (Energy Performance Certificate) A.

The design incorporated refurbished and low-carbon materials to reduce the embodied carbon impact of the works. These measures were complimented by passive design measures, the removal of fossil fuels and the installation of on-site renewable energy generation. Collectively, these resulted in a 49% reduction in Primary Energy Demand.

Additionally, water efficiency improved by more than 50%, while biodiversity was enhanced through a new green roof and green wall supported by pollinator-friendly planting and habitat features such as bird and bat boxes and invertebrate hotels.

These interventions delivered a sustainable, commercially attractive headquarters space, securing a 10-year pre-let to a single occupier.

Implementation and engagement continued

Climate change: understanding Aberdeen's resilience Integrating scenario analysis

A fundamental component of our approach to climate-related risk management is scenario analysis – which we undertake both at Group level and in more detail within our Investments business.

The role of scenario analysis is to inform strategic decision-making, ensuring we consider the impacts of different temperature pathways and policy landscapes on future business activities. At Group level, we consider the impact of four scenarios¹: Probability-weighted mean, Paris-aligned orderly transition, Paris-aligned disorderly transition, and the hot-house world. These scenarios enable us to monitor resilience and, through integrating scenario analysis into both portfolio management and our operational activities, we ensure a consistent, enterprise-wide approach to climate risk.

Resilience of the financial sector

The financial sector faces limited direct exposure to climate-related risks, with an average equity valuation impairment for the sector of 0.4% under our probability-weighted mean scenario². However, climate-related risk has the potential to be material indirectly, due to portfolio- and

security-level exposures, and other risk types explored on page 8. It is therefore critical that we understand and quantify climate-related portfolio risks, to better enable the objectives of our clients, as the owners of the assets we manage. We consider Aberdeen's direct exposure to climate-related risks to be low, owing to the comparatively low impact on our business from the energy transition and physical climate hazards.

Testing Group resilience

We consider climate risk to be material and acknowledge its relationship with financial, regulatory, legal and operational risk, but note that it is also a standalone risk. For example, we consider the resilience of our strategy to climate-related risks by exploring what shocks to financial markets could mean to our revenue base, and ultimately our capital and liquidity.

Aberdeen's business continuity management framework and processes provide a comprehensive contingency plan that covers all key aspects of our operations to ensure that key services continue at pre-determined acceptable levels in the event of any operational disruption. It ensures risks to business

continuity are identified, assessed and managed, and that appropriate controls are in place and operating effectively.

Our Group stress testing and scenario analysis programme explores this in the context of our business planning time horizon, which is determined as three years. This reflects the timescale by which changes to major regulation and the external landscape for Aberdeen typically take place. Our latest stress testing is explained in more detail in our annual report and accounts and shows that the Group has sufficient capital and liquid resources to remain above its regulatory requirements under the scenarios explored. The scenarios explored were deemed more severe than the potential impacts which might arise from climate change over that timeframe, supporting the view that the Group is resilient to the possible impacts of climate change.

[Click here for our Annual report and accounts](#)

Financial planning

We are developing our approach to further integrating the potential financial implications of climate change into our financial planning at a Group level. Building on our investments (selected asset classes) climate change scenario analysis, we have extended this to our corporate activities, and relevant balance sheet holdings.

Our financial planning also underpins the delivery of our CTP commitments through provision of seed capital and supporting new product development. Expenditure to support operational decarbonisation is now tracked as 'climate positive spend' through a new procurement mechanism.

1. Our probability-weighted mean assigns probabilities across 16 bespoke and off-the-shelf scenarios and represents our base-case view of the most likely energy transition path, with an expected global temperature rise of approximately 2.3°C; Paris-aligned orderly transition is where co-ordinated, timely global action leads to global warming below 2°C; Paris-aligned disorderly transition is where the pathway still leads to a temperature rise of below 2°C, but is characterised by delayed and fragmented global action, which can lead to elevated transition risk and economic instability; hot-house world is where global policies and actions are insufficient to prevent unchecked warming, with temperatures expected to increase by c.3°C or above.
2. Based on analysis of MSCI ACWI.

Implementation and engagement continued

Investments: overview of climate commitments

Supporting the energy transition

Public markets target

50%

reduction in carbon intensity

We will continue to monitor and report against our portfolio decarbonisation target of a 50% reduction in the carbon intensity of in-scope assets* by 2030, versus a 2019 baseline.



Real Estate target

50%

reduction in Scope 1 and 2 emissions intensity

Our direct Real Estate business will continue to monitor and report against our interim target to reduce Scope 1 and 2 emissions intensity by floor area by 50% by 2030, versus a 2019 baseline. We will also assess carbon intensity of Scope 1, 2 and 3 emissions against the Carbon Risk Real Estate Monitor (CRREM) decarbonisation pathways out to 2050, in line with the Better Buildings Partnership (BBP) Climate Change Commitment.



Climate mandate commitment

AUM

disclosure to be introduced

In our 2026 reporting, we will introduce disclosure of the AUM across investment strategies and mandates that have integrated targeted outcomes and objectives across a range of climate investment frameworks.



Engagement commitment

Engagement

to address climate-related risks and opportunities

We will continue to address climate-related risks and opportunities through our direct engagement, collaborative engagement and participation in climate- and nature-related initiatives, in alignment with client mandates and focused on topics we deem financially material. We will expand the scope and scale of our existing Highest Financed Emitters engagement programme to become the enhanced Climate Engagement Programme.



* In-scope assets include specific funds and mandates within equities, fixed income and active quantitative strategies.

Implementation and engagement continued

Investments: approach to climate change

Our investments business is responsible for the majority of Aberdeen's Scope 3 emissions, primarily in the form of financed emissions across our investment portfolios

These financed emissions typically represent the most material climate impact and risk exposure within an asset manager's sphere of influence, making their management central to any credible climate strategy. As stewards of our clients' capital, we have a responsibility to assess and manage these risks, while leveraging our influence to support the transition to a low-carbon economy.

With a range of climate integration strategies across asset classes (such as the Infrastructure case study to the right), comprehensive research capabilities, dedicated climate experts and bespoke climate building blocks, we are continuously building and evolving our approach to climate change. This helps us consider climate as both a financial risk and investment opportunity within our portfolios, while helping clients to navigate the energy transition and the interlinked climate and nature crises, to achieve their investment objectives and meet their environmental goals.

We aim to take a forward-looking, real-world, and dynamic approach to climate-related risks and opportunities, enabling us to more effectively work with clients to align their portfolios with their increasingly sophisticated climate-related goals, where relevant.

Our Climate Approach document sets out the approach and methodology we use to integrate climate considerations into our investment processes and active ownership activities. Further information is available on our website.

Aberdeen reports Scope 3, financed emissions for the following asset classes: Public markets; Real Estate; Economic Infrastructure and Concession Infrastructure. Definitions and data can be found in our ESG data book.

1. Calculations reflect operational emissions intensity differences across typical UK routes modelled using legacy fleet traction emissions on the same routes and service patterns.
2. New fleet traction energy performance, including conservative regen and duty-cycle assumptions; and location-appropriate grid carbon intensity for UK. Scope includes total impact of UK fleets and is not apportioned to ownership share.

CASE STUDY

Accelerating low-carbon rail in the UK

Over the past decade, Aberdeen Investments' Economic Infrastructure business has partnered with Rock Rail, an independent developer, owner, and asset manager of rolling stock, to modernise parts of the UK's ageing rail fleet. Transport is a major source of greenhouse gas (GHG) emissions in the UK and Europe and rail is one of the lowest-carbon mass-transport modes. Investing in modern, efficient rolling stock can support a more resilient and lower-emissions transport system over time.

Since 2016, in partnership with Rock Rail, Aberdeen Investments has secured more than £2.9 billion in institutional capital to deliver 244 new trains – more than 1,670 vehicles – across four UK and two German fleets. These new electric, bi-mode and battery-ready trains deliver substantial efficiency and emissions improvements, supported by electrification, digital signalling and regenerative braking. These fleets can deliver up to 60% emissions savings¹ compared with the ageing trains they replaced, depending on route and electricity emissions intensity.

Once fully deployed, the four UK fleets are expected to avoid at least 176,000 tCO₂e per year², relative to the fleets they replaced.

This reflects the combined effect of cleaner traction technologies, improved efficiency and the increasing decarbonisation of the UK grid.

Aberdeen Investments' partnership with Rock Rail shows how large scale fleet renewal, undertaken within a disciplined infrastructure investment strategy, can deliver meaningful system level outcomes while supporting long term value creation for investors.



Implementation and engagement continued

Investments: supporting our clients' climate-related goals

We will continue to build and evolve our climate capabilities in an effort to protect and deliver value, and to support our clients' climate-related goals

We aim to provide real world insights for tailored climate solutions in four key focus areas:

<p>Key focus area Climate solutions</p>	<p>Key focus area Climate capabilities</p>	<p>Key focus area Active ownership</p>	<p>Key focus area Metrics and targets</p>
<p>Our objectives Develop specialised investment solutions to help clients achieve their climate goals</p>	<p>Our objectives Build on our internal climate capabilities</p>	<p>Our objectives Utilise active ownership to gain insights and make more informed investment decisions</p>	<p>Our objectives Evolve our climate metrics and targets</p>
<p>Actions we will take</p> <ul style="list-style-type: none"> · Continue to build investment solutions that integrate climate and nature · Work closely with clients to understand their requirements and to develop solutions that can meet a wide range of environmental goals 	<p>Actions we will take</p> <ul style="list-style-type: none"> · Understand climate risks and opportunities across our investments · Broaden and deepen integration of our Maturity Scale Alignment (MSA) framework across asset classes · Expand on our climate adaptation, resilience, and nature capabilities 	<p>Actions we will take</p> <ul style="list-style-type: none"> · Leverage our proprietary insights and analytical frameworks to identify further companies and topics for engagement · Enhance our existing Highest Financed Emitters programme to become our Climate Engagement Programme, by broadening the scope to include more companies, and further integrating nature-related risks into our approach · Actively contribute to key climate and stewardship initiatives, with an increased focus on systemic engagement 	<p>Actions we will take</p> <ul style="list-style-type: none"> · Disclosure of Aberdeen's financed emissions – Scope 1, 2 and 3 · Continue to align with the NZAM initiative; retain and monitor our portfolio decarbonisation targets · Disclose our AUM across investment strategies and mandates that have integrated targeted outcomes across a range of climate investment frameworks

Implementation and engagement continued

Investments: developing specialised climate solutions and building on our internal climate capabilities

Specialised climate solutions

Our clients have access to our range of climate and thematic strategies across asset classes, including quantitative strategies, real assets, equities and fixed income. We work closely with our clients to address a range of challenges – from portfolio decarbonisation and net zero alignment to allocating capital towards climate solutions and the transition. Our support also includes integrating climate- and nature-related risk assessments, engaging companies on both fronts, and applying climate scenario analysis to help navigate future uncertainty.

We will continue to work closely with our clients and their intermediaries to anticipate, understand and offer solutions that address their climate investing needs. Regular market scanning allows us to not only stay ahead of evolving expectations, but also share best practices to help clients strengthen their transition readiness.

Our Investments business is also committed to continuously enhancing the transparency, relevance and usability of its climate-related reporting. This includes evolving our disclosures to reflect emerging regulatory requirements, market standards, and client needs, as well as helping our clients to better understand, assess and act on climate-related financial risks and opportunities across their portfolios.

Building on our internal capabilities

We think about climate risk and opportunity within investments through our macro research, sustainability research and the lens of our climate building blocks.

The building blocks have been designed to meet industry best practice and regulatory requirements, while incorporating additional proprietary components that enable our investment teams to integrate the building blocks into investment processes to help meet sophisticated client requirements.

We aim to continue refining these building blocks to reflect the latest climate research and evolving client needs. Increasingly, we will consider climate and nature as an interconnected theme, where relevant. We will also continue to build on the integration of our climate insights into our macroeconomic research.

Comprehensive research capabilities

Our deep research capabilities, combining top-down macro insights with proprietary bottom-up asset class frameworks, provide our investment teams with actionable insights focused on real-world outcomes, helping clients achieve their environmental investment goals. This is an area that we will build on, including working to further embed our climate analysis and insights into our macroeconomic research and bottom-up analysis, and develop further insights into the impacts of physical risks and adaptation.

Dedicated climate experts

With dedicated climate and environmental experts embedded in the Sustainable Investment team, and climate expertise integrated into various asset classes and our active ownership team, our in-house expertise covers climate and environmental research, investment analysis, engagement and voting. These experts are closely connected to the investment processes, supporting climate considerations, where relevant. We continue to extend climate and broader environmental expertise throughout the investment team by ensuring that climate-related training is accessible to all investment colleagues through our dedicated sustainable investing training programme.



Anna Moss (PhD)
Sustainable
Investment Manager

Anna drives and implements Aberdeen Investments' climate change-related strategy and research and leads on our approach to climate scenario analysis. She joined in 2020, after ten years as a post-doctoral research fellow at the University of Dundee, focusing on climate change adaptation policy. Previously, she worked in a global risk consultancy.

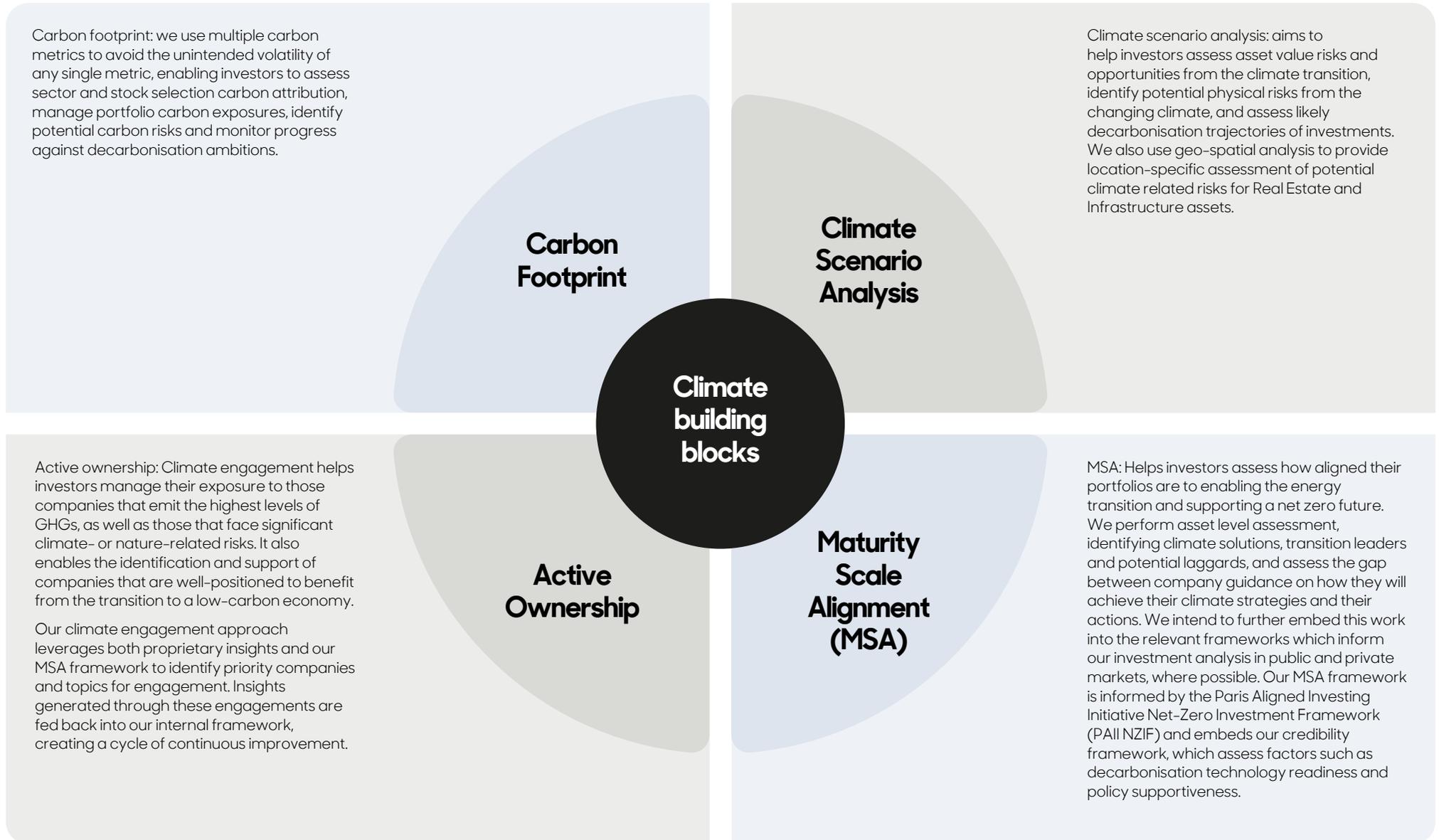


Nick Gaskell (MSc Hons)
Senior Sustainable
Investment Manager

Nick leads Aberdeen Investments' climate strategy, research, and integration across investment desks. He joined in 2021, bringing experience in asset management and climate investing advisory. Nick holds an MSc (Hons) in Climate Finance and Investment and CFA UK Level 4 IMC, with additional sustainability certifications from the University of Cambridge's Institute for Sustainability Leadership and the University of London.

Implementation and engagement continued

The components of our climate building blocks are:



Implementation and engagement continued

Investments: active ownership to gain insights and make more informed investments decisions

The importance of climate-focused active ownership

Climate-related risks can lead to significant financial, reputational and regulatory impacts. High-emitting companies face heightened exposure to transition risks and all companies need to consider their vulnerability to increasing physical risks. To mitigate these risks, companies must adopt robust climate resilience strategies.

We see active ownership as a vital part of an investor's approach, fostering constructive engagement with companies to help ensure they are well-prepared and resilient throughout the energy transition.

Integrating climate into our asset class-led engagement

As part of our integrated ESG approach, asset-class investment teams conduct research and engage with investee companies on a range of material sustainability topics, including climate-related risks and opportunities. This may also apply to companies we consider for investment, where engagement can help shape our understanding of their sustainability risks and opportunities when forming our investment thesis.

Asset class engagement approaches are driven by the respective asset class analysts who identify financially material risks and opportunities across portfolios.

Engagements are ongoing and adaptable in nature. Where appropriate, we may apply various approaches, such as:

- Setting credible climate objectives across different time horizons.
- Using escalation tools or collaborative initiatives.
- Tailoring approaches based on sector-specific risks and opportunities.
- Targeted engagement with our enhanced Climate Engagement Programme.

CASE STUDY

Climate change - engagement in action

Acting as a co-lead investor for Climate Action 100+, alongside Phoenix Group and MN, we engaged utility company RWE after identifying it as one of our largest financed emitters.

The engagement centred on three objectives: securing science-based verification of RWE's emissions reduction targets; supporting the phase out of lignite coal power generation by 2030; and improving disclosure on workforce impacts consistent with Just Transition principles.

Following detailed discussions with the company, meaningful progress has been made. In January 2025, RWE obtained SBTi validation of its climate targets, and the company continues to advance its coal phase out. Climate-related remuneration practices have improved since 2024, with clearer alignment between climate intensity metrics and remuneration outcomes.

We continue to engage RWE and monitor progress to ensure the company maintains a credible, long term approach to managing climate-related risks and delivers on its transition commitments.



Implementation and engagement continued

Our Climate Engagement Programme

We are now expanding the Highest Financed Emitters programme beyond its original focus via our enhanced Climate Engagement Programme. While we will continue to include our top 20 largest financed emitters, we will also cover a broader set, driven by dedicated climate mandates managed on behalf of clients, as well as climate- and nature-related requirements across our sustainable funds. In these cases, we believe targeted engagement can support positive company outcomes in the energy transition.

The expansion to include engagements within our climate mandates increases the programme's coverage to 43% of Scope 1 and 2 financed emissions.

We intend to periodically monitor and disclose the proportion of total public market asset emissions that are covered by the programme. We expect the proportion of emissions covered will change over time due to portfolio volatility, turnover, changes in emissions and the evolution in client mandated engagement demand.

As the programme evolves, we intend to expand our coverage across more sectors and geographies, as well as continue to broaden the scope of our engagements to systematically capture nature-related risks.

Where engagement with a company does not result in sufficient progress in managing climate-related risks, we may escalate our concerns through voting action. We typically notify the company in advance to ensure transparency and provide an opportunity for dialogue.

Our approach to voting on climate- and environment-related shareholder resolutions is considered on a case-by-case basis, guided by the depth and quality of our engagement.

Where a company fails to demonstrate credible climate strategies or make meaningful progress, we may vote against management or board members accountable for climate oversight.

We review and update our voting policies annually to reflect evolving best practices, regulatory developments, and stakeholder expectations.

Policy engagement participation

Through engagement with the companies we invest in, we gain insights on how they address and manage their systemic sustainability risks. This helps us to share best practices via industry-level forums and through publishing our insights and perspectives.

We actively support improvements in sustainability policy, regulation and market standards by working with policymakers, regulators, standard setters and peers to help inform disclosure frameworks. This includes involvement in groups such as the IIGCC and participation in regional initiatives related to regulatory requirements such as the Corporate Sustainability Reporting Directive (CSRD), and the Corporate Sustainability Due Diligence Directive (CSDD).

We also refer to disclosure guidance published by standard setters, including the TCFD and TNFD, to further support our commitment to enhanced climate- and nature-related disclosures.

Aberdeen ensures alignment between its corporate and investment policy advocacy through a strong governance framework that brings together Public Affairs, Sustainable Investing, and Corporate Sustainability teams to coordinate and oversee consistent, sustainability-aligned engagement activities.

Improving transparency on engagement

Aberdeen is an active member of several climate and sustainability-focused industry groups across all regions in which we operate. These memberships are reviewed regularly to ensure continued alignment with our clients' goals and our strategic priorities. We assess each group's effectiveness, relevance to our portfolios, and regional or market-based considerations.

Much of our work is conducted through our involvement in global and regional industry groups. For more on these industry groups and memberships, please see our ESG data book.

Implementation and engagement continued

Investments: evolving our climate metrics and targets

Our metrics

We are committed to regularly reviewing our targets and metrics to ensure they remain fit for purpose and aligned with evolving market practices, data availability, and client expectations.

From 2026, we will disclose our AUM across investment strategies and mandates that have integrated targeted outcomes across a range of climate investment frameworks, including portfolio decarbonisation, our MSA, climate solutions and engagement.

While we report absolute financed emissions (Scope 1, 2 and 3 for the first time in 2025, we do not intend to set targets to reduce them, owing to the influence on the metric by factors unrelated to actual emissions changes, such as net flows in AUM, variations in asset financing decisions, share price volatility, and sector allocation within portfolios and market benchmarks.

As an asset manager, our ability to set climate targets is shaped by the ambitions and preferences of our clients. We are committed to working with clients to help define and achieve their climate goals and to ensure our capabilities continue to evolve to support these objectives.

We refer to guidance from the TCFD, the Partnership for Carbon Accounting Financials, the Financial Conduct Authority, and the ISSB for reporting investment-related metrics.

Progress against our targets

As a signatory to the NZAM initiative, we are committed to supporting investment aligned with the global goal of net zero GHG emissions.

In 2021, our Investments business set an ambition to reduce the carbon intensity of in-scope public market assets by 50% by 2030, versus a 2019 baseline. Since setting the target, we have exceeded our expectations, reaching 52% by end-2025.

Performance has been driven by flows into decarbonisation strategies, an increase in client segregated mandates targeting carbon reductions and broader decarbonisation across market benchmarks.

While portfolio emissions intensity in publicly listed markets has fallen, emissions in the real world have not. This is partly because, on average, revenues and Enterprise Value Including Cash (EVIC) increase at a faster rate than emissions.

Our Investments Real Estate business is also committed to achieving Net Zero Carbon by 2050 across all scopes, as defined by the BBP Climate Commitment. The direct real estate business also feeds into the wider Aberdeen Investments house interim target to reduce Scope 1 and 2 emissions intensity by 50% by 2030. For this exercise, we track progress on Scope 1 and 2 emissions across all our direct real estate assets – broader than the BBP scope.

Refining our approach

While we will continue to disclose and monitor progress against our public markets and direct Real Estate decarbonisation targets, we recognise that, since 2021, climate investment frameworks have evolved. Carbon reduction methodologies have been complemented by transition investing frameworks, climate solution methodologies leveraging green taxonomies, and more sophisticated forms of integrating stewardship activities.

We have refined our approach, frameworks, and solutions to incorporate current best practice. At the same time, we have observed a growing trend among clients to adopt a broader set of metrics across their portfolios, prompting asset managers to offer a more diverse and flexible toolkit of solutions.

Recognising the evolving reporting landscape, we are working to revise how we demonstrate and disclose our ambition and related metrics. While portfolio carbon intensity can be useful, we believe that investing in transition companies can help move the allocation of capital to support real world decarbonisation. Transition investing frameworks such as our proprietary MSA are intended to incorporate more forward-looking criteria, while carbon emissions data is, by nature, backward-looking.

Public markets decarbonisation target – to reduce carbon intensity of in-scope assets by 2030, versus a 2019 baseline

50%

Real Estate decarbonisation target – reduce Scope 1 and 2 emissions intensity by floor area by 50% by 2030, versus a 2019 baseline

50%

Implementation and engagement continued

How our interactive investor and Adviser businesses help support the climate transition

interactive investor (ii)

ii's approach to the environmental transition is based around offering customers the choices they need to enable a resilient future. Through the ii platform, customers can access a range of sustainable funds and stocks, allowing them to invest in a way that can deliver positive environmental and social impact.

Customers can also utilise ii's Investment Screener to assess the sustainability credentials of their investment choices. The ii platform allows customers to access and choose the following types of sustainable investments:

- Exclusionary: Investments that exclude certain sectors, companies or practices, including norms-based screening.
- ESG Investment: Investments that use ESG criteria as a central part of their security-selection and portfolio construction process. Strategies that incorporate ESG factors typically have explicit sustainable criteria that invested companies must meet.

Adviser

Advisers' knowledge, engagement and demand for sustainable investing and related content is evolving and, while overall demand across the platforms is currently low, there are clear differences in focus across advice firms and their clients. We are focused on equipping advisers with the technology, insights and investment solutions to support them on their journey to incorporate climate considerations into financial advice.

Regulatory compliance without complexity

We are committed to helping advisers meet evolving sustainability regulations with confidence through embedding compliance into the platform experience.

Built in transparency

We clearly display FCA-recognised sustainability labels, including those for climate-related products and consumer-facing disclosure documents, across our platforms, enabling advisers to categorise investments and assess the sustainability impact.

Streamlined compliance

Enhanced search functionality allows advisers to easily identify and filter investment products, including climate-related products, by their sustainability label; streamlining the advice process and supporting informed customer conversations.

Technology that drives efficiency and impact

Our platform is evolving to deliver faster and more efficient solutions, designed around adviser needs and built for scale.

Features such as e-signatures, secure messaging, client portals and online document storage reduce friction and physical document production, reducing direct environmental impact.

Our ESG Hub enables advisers to capture client preferences and generate tailored reports, bringing to life the sustainability and climate impact of a customer's investments into the advice process with clarity and ease.

Sustainable investing made accessible

We are focused on making sustainable investing simple and accessible, empowering advisers and customers with meaningful choices that align with their values and goals.

We offer full open market access to a range of climate-conscious investment solutions, as well as Aberdeen's own sustainable Managed Portfolio Service (MPS) for portfolios and funds.

Aberdeen Sustainable MPS portfolios bring together our best investment ideas into professionally managed portfolios that integrate ethical, enhanced ESG, sustainable and impact investment themes. These are designed to meet diverse client preferences, while delivering long-term value.

We regularly review our investment range based on adviser feedback and customer needs, ensuring our offering evolves with market expectations and sustainability ambitions.

Empowering advisers through education

We are building adviser confidence in sustainable investing through targeted education, practical tools and ongoing engagement.

We are expanding training and support materials to help adviser colleagues engage in climate-related conversations and meet evolving customer expectations.

Through webinars, updates and guidance we keep advisers informed on regulatory change and best practice, helping them to navigate sustainability with clarity.

Implementation and engagement continued

Our approach to reducing our operational emissions Driving down our operational footprint through targeted action

Our operational climate impacts result from the everyday running of our business premises and from the activities of our colleagues in the workplace. While our direct footprint is small compared with our value chain and investments, it is important to mitigate the impact within our direct control. We also recognise that our colleagues play a role in our operational net zero pathway and so we activate our approach through events and colleague initiatives across our office locations.

We follow a hierarchical approach to managing energy use and GHG emissions, prioritising reduction, improving efficiency and compensating for residual emissions.

Our new interim target

Our new interim target aims for an 85% reduction in combined Scope 1 and 2 emissions by 2030, against a 2018 baseline. We also reaffirm our 2040 operational net zero commitment, with progress tracked and disclosed annually.

This interim target reflects our focus on Scope 1 and 2 emissions, those that are most within our direct control and which offer the greatest reduction potential. Material Scope 3 emissions continue to be monitored and reported, where we have influence. Business travel remains an important component of our footprint, and will be tracked through an internal intensity

metric. All metrics are disclosed in our ESG data book.

Our new interim operational emissions targets have been set using GHG Protocol methodology and, as part of our target setting process, we commissioned an independent review to ensure credibility and alignment with recognised climate science.

Compensating for our operational emissions

Our focus remains on an absolute reduction of emissions within our operational control, and only then compensating for any residual emissions. We have achieved this historically through the acquisition of carbon credits through a broker. Following a review of our approach, we are now reviewing direct opportunities to deliver more impactful compensation of these emissions through peatland restoration. This nature-based climate action considers community benefits and, over time, should support our operational net zero ambition.

As a Scotland-headquartered business, supporting peatland restoration allows us to contribute directly to meaningful local outcomes while helping safeguard an essential part of Scotland's natural heritage. Our approach will be aligned to the principles established by the Peatland Code.

Our supply chain

The goods and services we procure have varying environmental and social impacts. To address these, we introduced our Sustainable Procurement Framework in 2022. A central ambition of the framework is to reduce GHG emissions from our supply base.

We have met our 2025 target: all of our top 50% of suppliers by spend have confirmed net zero targets. This milestone underscores our commitment to climate action and provides a strong foundation for our next phase of ambitions: by 2030, we aim for at least 75% of suppliers by spend to set and maintain science-aligned emissions reduction targets, with annual emissions reporting for greater transparency and collaboration.

In addition, we aim to procure 100% renewable electricity by 2030 in all locations where we are responsible for electricity purchasing and where renewable supply is available. Once achieved, we will commit to ongoing maintenance of this standard to ensure sustained progress and resilience in our energy transition.

Delivering on this goal will require colleague and supplier engagement, process innovation, better data quality and ultimately, progress towards an economy-wide climate transition. We will use our position to advocate for emissions reduction and support suppliers in their net zero transition, recognising that success depends on collaboration and transparency across the value chain.

New interim target - reduce combined Scope 1 and 2 operational GHG emissions by 85% by 2030, against 2018 baseline

85%

It is our ambition that at least 75% of suppliers (by spend) set and maintain science-aligned GHG emissions reduction targets by 2030

75%

It is our ambition to procure 100% renewable energy by 2030, where we are responsible for electricity purchasing and where renewable supply is available

100%

Governance

Oversight and management of identified risks and opportunities

Roles and accountabilities



Our framework

We use a governance framework aligned to the UK Corporate Governance Code's (2024) principles. Our Board oversees the implementation of the Group's business model and the activities of our three businesses: ii, Adviser and Investments, which includes oversight of material sustainability matters relating to our business model and strategy. This oversight is informed by Group stress testing and scenario analysis, as well as climate/wider environmental risk assessment using our Enterprise Risk Management Framework impact matrix to identify and understand the most material Group-level environment-related risks and opportunities.



Board and its Committees

Our Board approves the Group sustainability strategy, with the Audit and Risk Committee providing oversight of sustainability reporting, and the Nomination and Governance Committee providing oversight of our Talent agenda, including inclusion.

For more on the Board and Committees go to the Annual report here



Executive Directors

The Board delegates responsibility for sustainability matters to the Chief Executive Officer (CEO) who, alongside our Chief Financial Officer, is incentivised through our Executive Remuneration Policy to achieve sustained performance against our public sustainability targets.



Executive Leadership Team

Our sustainability ambition, plan and actions are led by our Executive Leadership Team (ELT) and progress is measured through the Executive Directors' scorecard.



Group Sustainability Strategy Forum

The Group Sustainability Strategy Forum (GSSF), established in 2025 and chaired by the Group Head of Sustainability, comprises cross-business sustainability leads who are integral to the development and delivery of the Group sustainability strategy. The GSSF has delegated authority from the CEO, via the Board and ELT, to support the assessment of sustainability-related risks and opportunities and to provide related recommendations, including input into our Climate Transition Plan (CTP).



Embedded sustainability expertise

Our Group General Counsel, Group Head of Sustainability and corporate sustainability team lead the management and delivery of our sustainability plans and actions. Our Investments business has a central sustainable investing team, led by our Chief Sustainable Investment Officer, as well as dedicated asset class sustainability specialists. Our Chief People Officer, Colleague Experience Director and colleague experience team manage the Group's culture plans and actions.



Colleague networks

Our Colleague Council brings together all aspects of our colleague voice. Our colleague networks support colleagues to play a role in shaping our culture. Our ELT provides sponsorship for the Colleague Council and each network.

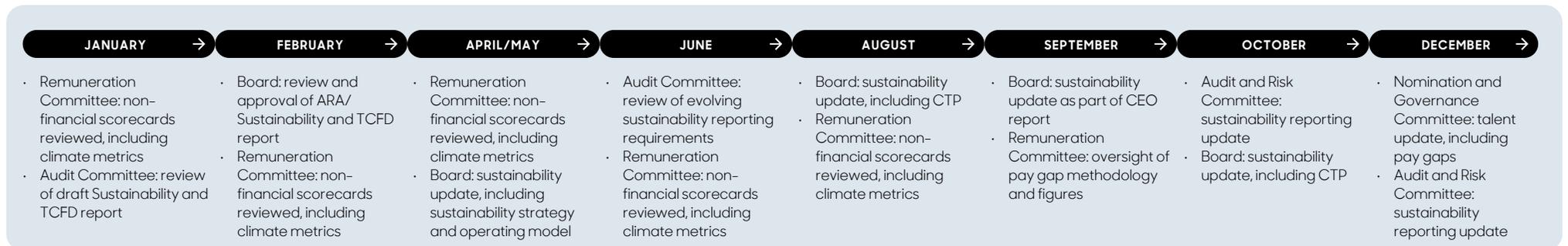


Our people

Our Global Code of Conduct describes the principles and standards to which we hold ourselves, including on sustainability. We ask all colleagues to apply these principles in every decision and action they take.

Illustrating Board oversight in 2025

Timeline of engagement:



Governance continued

Governance

Management and oversight of the environmental transition

Oversight of the environmental transition

The delivery of our environmental transition strategy, commitments and targets is embedded across the Group. Further detail on roles and accountabilities of our Board, its committees and our leadership team can be found here. Progress against targets and commitments is monitored via the Group Sustainability Strategy Forum (GSSF). The Board receives bi-annual updates on sustainability, including climate, and in addition the Board and its committees review sustainability-related information throughout the year.

The development of our CTP was governed through the GSSF and the Sustainable Investing Strategy Group (SISG) before being presented for approval to the Board.

Our CTP will be reviewed annually and our intention is to update it every three years, or as guided by regulatory frameworks.

Remuneration and incentives

Our Executive Directors Remuneration policy is set by our Remuneration Committee and agreed at our Annual General Meeting. The award for variable bonus considers non-financial measures, including performance against our climate targets, alongside progress on climate focused solutions and client engagement. Climate-related performance makes up 5% of the overall scorecard. The Remuneration Committee receives periodic updates from the business and independently reviews performance. The policy is applicable to both our Chief Executive Officer and Chief Financial Officer. More information is available in our most recent Annual report and accounts.

All colleagues across Aberdeen set annual objectives, which are assessed through a performance review process. Colleagues, particularly those with sustainability or ESG-focused roles, may have environmental goals, or broader sustainability objectives.

Skills and training

Meeting our strategic ambition and enabling a credible environmental transition requires certain skills and competencies.

We aim to equip our collective Board and Aberdeen's senior leaders with the knowledge, strategic insight and tools

necessary to embed sustainability into core business decision-making ahead of mandatory public disclosures related to climate and nature. This includes assessing the skills needed to govern the CTP. In 2025, we developed a new Board skills matrix that includes expertise in sustainability related to systemic environmental transition risks, opportunities realised through inclusive growth, and wider stewardship, including non-financial reporting. The results of the skills matrix exercise helps assess whether any additional training on sustainability-related matters may be needed. We also aim to provide a tailored information session each time we provide an environmental update that requires Board approval. For example, the Board received a detailed environmental transition 'deep dive' session as part of the governance process for our CTP.

Across all teams, we foster a culture of learning and continual professional development, supported by external training and peer learning. Our subject matter experts provide research and Aberdeen-specific views on global sustainability-related issues and their potential impacts on investments through our sustainable investing training programme and regular bulletins.

CASE STUDY

Raising environmental awareness at Aberdeen

Since 2023, scientists from the UK Centre for Ecology & Hydrology (UKCEH) have engaged colleagues through raising awareness of environmental issues and offering deeper interactions with relevant SMEs. We are excited to strengthen this relationship with a partnership via the Aberdeen Group Charitable Trust, funding a project which will generate vital data for conservation, climate resilience and public engagement.

This collaboration will give UKCEH the opportunity to engage and educate Aberdeen colleagues through accessible citizen science initiatives, a central component of their project. It will also provide SMEs at Aberdeen with insights to support their continual professional development and, in turn, enable UKCEH to benefit from expertise in financial services.



Forward-looking statements

This document may contain certain 'forward-looking statements' with respect to the financial condition, performance, results, strategies, targets (including sustainability targets), objectives, plans, goals and expectations of the Company and its affiliates. These forward-looking statements can be identified by the fact that they do not relate only to historical or current facts.

Forward-looking statements are prospective in nature and are not based on historical or current facts, but rather on current expectations, assumptions and projections of management of the Aberdeen Group about future events, and are therefore subject to known and unknown risks and uncertainties which could cause actual results to differ materially from the future results expressed or implied by the forward-looking statements.

For example but without limitation, statements containing words such as 'may', 'will', 'should', 'could', 'continues', 'aims', 'estimates', 'forecasts', 'projects', 'believes', 'intends', 'expects', 'hopes', 'plans', 'pursues', 'ensure', 'seeks', 'targets' and 'anticipates', and words of similar meaning (including the negative of these terms), may be forward-looking. These statements are based on assumptions and assessments made by the Company in light of its experience and its perception of historical trends, current conditions, future developments and other factors it believes appropriate. By their nature, all forward-looking statements involve risk and uncertainty because they are based on information available at the time they are made, including current expectations and assumptions, and relate to future events and/or depend on circumstances which may be or are beyond the Group's control, including, among other things: UK domestic and global political, economic and business conditions; the impact of conflicts and geopolitical tensions (including the Russia-Ukraine conflict, and conflict involving Iran and in the Middle East) on global macroeconomic conditions, political stability and financial markets; market related risks such as fluctuations in interest rates, exchange rates and commodity prices, and the performance of financial markets generally; the impact of inflation and deflation; the impact of competition; the impact of tariffs, both imposed and threatened, and changes to underlying policies governing global trade; the timing, impact and other uncertainties associated with future acquisitions, disposals or combinations undertaken by the Company or its affiliates and/or within relevant industries; risks affecting defined benefit pension schemes; experience in particular with regard to mortality and morbidity trends, lapse rates and policy renewal rates; the value of and earnings from the Group's strategic investments and ongoing commercial relationships; default by counterparties; information technology or data security breaches (including the Group being subject to cyberattacks); operational information technology risks, including the Group's operations being highly dependent on its information technology systems (both internal and outsourced) and the continued development and enhancement of said technology systems (including the utilisation of artificial intelligence (AI)); natural or man-made catastrophic events; the impact of pandemics; exposure to third-party risks including as a result of outsourcing; the failure to attract or retain necessary key personnel; the policies and actions of regulatory authorities and the impact of changes in capital, solvency or accounting standards, sustainability disclosure and reporting requirements, and tax and other legislation and regulations (including changes to the regulatory capital requirements) that the Group is subject to in the jurisdictions in which the Company and its affiliates operate.

Metrics, projections, forecasts and other forward-looking statements relating to sustainability should be treated with particular caution given their complex nature, their dependence on models and methodologies which are nascent, and challenges with data quality, consistency and comparability. Risks and potential impacts arising due to climate change cannot be evaluated in the same way as more conventional financial risk due to their long-term nature and the way in which they interact with non-climate-related risks.

As a result, the Group's actual future financial condition, performance and results may differ materially from the plans, goals, objectives and expectations set forth in the forward-looking statements.

Neither the Company, nor any of its associates, directors, officers or advisers, provides any representation, assurance or guarantee that the occurrence of the events expressed or implied in any forward-looking statements in this document will actually occur. Persons receiving this document should not place reliance on forward-looking statements. All forward-looking statements contained in this document are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Each forward-looking statement speaks only as at the date of the particular statement. Neither the Company nor its affiliates assume any obligation to update or correct any of the forward-looking statements contained in this document or any other forward-looking statements it or they may make (whether as a result of new information, future events or otherwise), except as required by law. Past performance is not an indicator of future results and the results of the Company and its affiliates in this document may not be indicative of, and are not an estimate, forecast or projection of, the Company's or its affiliates' future results.

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