

Catherine Hewitt

Compliance Officer

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DATE

March 23, 2026

Douglas Ramsay

Standard Life Aberdeen

Dear Douglas,

I am writing to apply for the Head of Compliance role at abrdn. With nine years in financial services compliance. Including my current position heading the compliance function at Baillie Gifford. I have direct experience of the regulatory challenges facing UK investment managers.

At Baillie Gifford, I manage a team of five covering investment compliance, AML, and regulatory reporting for a firm with £3.2 billion in client assets. I led the Consumer Duty implementation programme, mapping 34 client-facing products against the four outcomes framework and delivering 18 training sessions to 420 staff. I also redesigned the compliance monitoring programme, taking testing coverage from 62% to 91% of key risk areas, and reduced regulatory breach incidents by 40% year-on-year through improved first-line controls. My earlier work at Deloitte included managing the MiFID II implementation for a FTSE 250 wealth manager and authoring internal guidance on SM&CR for 12 advisory teams.

abrdn's scale and the breadth of its product range. Across equities, fixed income, and alternatives. Present the kind of compliance leadership challenge I am looking for at this stage of my career. I hold the ICA International Diploma in Governance, Risk and Compliance and the CAMS anti-money laundering specialist certification, and I would welcome the chance to discuss how my experience could support abrdn's regulatory framework.

Sincerely,

Catherine Hewitt