



**Look forward to an  
exciting career**

**Candidate information pack**

**Standard Life**

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# Look forward to dreaming big. Not daydreaming.

## Our businesses

**Standard Life is a savings, investments and pensions company. We're based in the UK and operate across the world, with businesses offering various financial products and services. We've been around since 1825, and today we provide life assurance, pensions and investment management to over 6.5 million customers worldwide.**

### Standard Life UK

Standard Life in the United Kingdom consists of our UK pensions business (Standard Life Assurance Limited). We offer pensions and insurance services to a core UK market and here we have a reputation for consistent high quality customer service and excellent distribution relationships.

### Standard Life Investments

Our asset management expertise helps to enhance and sustain wealth for our clients at every stage of the investment process. Customer-driven, we focus entirely on understanding client needs, and respond with advanced investment solutions that meet and exceed these requirements.

### Standard Life Canada

Our largest operation outside of the UK, in Canada our products and services include group savings and retirement, group insurance, individual life insurance, savings and retirement, mutual funds and portfolio management.

### Standard Life International

In Europe we have operations in Germany, Austria and Ireland. Ireland is also home to Standard Life International Ltd who currently provide offshore products for the UK market. In Asia, we have an operation in Hong Kong plus joint ventures in India and China. Our primary objective is to transform, grow and invest in our International business. In Edinburgh we also have a number of Internationally focused development roles in operations, product and strategy teams that support our expanding overseas business.

At Standard Life we let the numbers do the talking.

## Assets under administration

# £179bn

as at end June 2010

## Customers worldwide

# 6.5 million

## Staff worldwide

# 10,000



**“Lifelens is what we offer you to provide a safer, more secure and more rewarding financial future – a future to look forward to”**

Sandy Begbie, Group People and Transformation Director, Standard Life

# Look forward to your future. Not your next pay cheque.

## Our Competitive Benefits Package

Managing your benefits package is easy and flexible.

**There's more to working life than coming home with a good salary. We make our working environments places where you can be happy, involved, and supported, and this is augmented by Lifelens, our new employee wealth and benefits platform. Lifelens gives each employee a single, personalised view of all their benefits – and a snapshot of why Standard Life is a great place to work. Above all, it makes managing your own package at Standard Life easy and flexible.**

Right from the start, your salary will be one of the best in the market for your role. We'll review it annually, and add performance related bonuses based on how well the company does, and how much you contribute to that success. The package includes generous annual leave, a pension, and flexi-time as well as many other benefits. The list below gives an idea of what is available – the full package is explained to you at your induction session.

### Retirement

As you'd expect from a leading financial services provider, our Group Flexible Retirement Plan is one of the best around. The company makes a 9% monthly contribution into the plan on your behalf – you can join and make no payments from your salary and still benefit from our contributions of 9%.

### Lifestyle

- ▶ Childcare Vouchers
- ▶ Holiday Banks
- ▶ Holiday Buy/Sell
- ▶ Language Training
- ▶ Lifestyle Management
- ▶ Retail Vouchers
- ▶ Wine
- ▶ Service Awards

### Health and Protection

- ▶ Credit Expert
- ▶ Dental Insurance
- ▶ Health Assessments
- ▶ Life Assurance
- ▶ Personal Accident Insurance
- ▶ Private Medical Insurance

### Travel

- ▶ Car Parking
- ▶ Cycle to Work
- ▶ Parking Discounts

### Savings

- ▶ Group Flexible Retirement Plan
- ▶ Employee Share Purchase Scheme

# Look forward to progress. Not standing still.

## Our culture

**Everyone who works at Standard Life puts our customers first. Because when customers are at the heart of everything we do, we're truly an organisation that thrives and succeeds, now and in the future. At Standard Life, our culture is one of inclusion. Of working together to reach a common goal – happy customers – and of rewarding hard work and performance with benefits of real value.**

We invest in our people, taking a whole view of each individual, their needs and how these can be met. We do this by being flexible, delivering performance, and acting with integrity. We want to be a better place to grow, protect our assets, and ensure each and every one of us does the right thing.

### People Promise

Our people promise is about finding a balance between benefits and performance. It's a mutual pact. You deliver in your work. We give you opportunities and rewards. And our customers benefit all the way.

### Staff engagement

The opinion of every person in our business counts. Our group-wide staff engagement survey is used to inform strategic thinking and decision making and gives all our employees a great opportunity to have their say about what it's like to work for Standard Life.

### Recognition

Special recognition events, such as our Chairman's Awards, take place throughout the year where you could be nominated by colleagues or managers in recognition of your contribution to Standard Life or to team and volunteer activities outside of work.

### Group People Strategy

So that we're ready for future challenges we've created our People Strategy – identifying and growing tomorrow's leaders, making sure

everyone understands what we're trying to do and what their role is, and understanding what we need our people to do. This helps us all develop the skills we need for the future.

### Your wellbeing

Our offices are the starting point, designed to create open, pleasant environments that allow both personal space for the individual and interaction with others. On site we have healthy, subsidised catering, as well as coffee bars and areas in which to take time out and relax. We also offer health insurance, dental insurance and enhanced maternity and paternity pay benefit, and other initiatives including our Employee Assistance Programme offering confidential counselling and guidance to you and your family. Also, VIVO is our employee representative body in the UK, and serves to look after your rights and needs within our working environment.

### Charity Partners and Casual Friday

Our charity partners are well known charities that we focus on for fundraising activities. Two charities are chosen every year – most recently Barnardos and the Institute of Cancer Research. As well as events during the year to raise money, every Friday we operate a casual dress policy whereby anyone taking part can donate £1 on the day.

### Sports and Social Clubs

From photography to football, movies to horse riding, we have over 20 sports and social clubs at Standard Life – all created and run by you.

### Life in Edinburgh

Standard Life has always had its headquarters in the city of Edinburgh. The capital city of Scotland, Edinburgh is a world-renowned destination that perfectly mixes the old with the new to create a very special atmosphere. With a range of established and modern housing, good schools and hospitals, and an effective transport network, living in Edinburgh is a desirable lifestyle choice, and just another benefit of working for Standard Life.

The opinion of every person in our business counts.

# Look forward to a future that's sustainable. Not throwaway.

## Our sustainability journey

**We're committed to the future. That's a future for us all – whether that's our customers, our people, our business, our communities or our planet.**

**We meet these commitments through a set of policies that allow us to openly show how we will take action to make a difference, and not just talk about it. So, from our people promise to our customer promise, and our sustainability strategy to our own business plans, we are clear about how we are going to achieve goals that are positive for everyone.**

### Listening and responding to our customers

We work closely with the people who save and invest with us – our customers – so that we can understand what's important to them, respond effectively and strengthen our relationship with them. This means offering products and services that are easy to access and understand, and have tangible long term benefits. It means being transparent and accountable about how these propositions work and what charges are involved. And it means making sure we are easy to deal with, trustworthy, and responsive to problems and complaints.

### Operating and growing responsibly

Our relationships are based on accountability, engagement and trust. We support the principles of good governance and stewardship, as laid out in the Financial Reporting Council's UK Stewardship Code. This means being open about the companies we deal with, the way we manage portfolios, and being transparent in our dealings. We have a dedicated Risk Management team to measure and monitor risk across our businesses. We invest responsibly, taking a long-term view of how we practice.

### Developing and engaging our people

To achieve our goals we need to create the strongest team. That means continuing to attract new talent, and developing our own talented people. In 2010 we introduced our new resourcing strategy to help us find talent from more sources, and to position us as a leading employer. We're focused on helping our people develop and give their best. To do this, we provide a wide range of training and learning options, real rewards for performance, and a group-wide leadership development framework.

### Responsible sourcing

In 2010, we spent £351 million on products and services ranging from IT to catering. We make sure our purchases are sustainably and responsibly sourced.

### Protecting our environment

We are committed to a future where we consume fewer resources, recycle more waste and dispose of what remains as sensitively as possible. Our environment policy helps us manage our main impact areas of energy, emissions from business travel, paper use and waste.

### Contributing to our communities

Our community work focuses on helping people develop financial skills and employability. So as well as investing directly in our local areas, we ask our own employees to commit their time to workshops in local schools, initiatives to improve financial capability, and schemes such as the City of Edinburgh's Growing Confidence project. We also support charities with fundraising and volunteering. Standard Life matches the funds raised, and in 2010 together we donated over £1.4 million to our charity partners and the emergency disaster relief in Haiti. We also recognise the difference our people make in local communities at our annual Chairman's Awards.

Our goal is to increase shareholder value by being a customer-focused business.

# Look forward to a successful career. Not just a job.

## Performance and Development

**Whether you join us as a graduate or come to us from another company, at Standard Life we recognise that your career is your future – and our future depends on the development of your career. That's why working here isn't simply a job. It's a way of life that could last you a lifetime.**

### Performance

Our performance management framework is designed to help you give your best and realise your full potential by playing to your strengths, while at the same time delivering our strategic business goals. Called one|two|three, our performance management framework helps you understand your strong points and aspirations, and ensures you know what is expected of you. It provides ongoing opportunities to give and

### Development

From your career development to your social life and hobbies, joining Standard Life will make a big difference to the way you work. We are very focused on training, and we will actively support you as you continue to learn. Equally, we encourage you to get involved in your community, in volunteering and fundraising, so that we can all give something back. And of course we want you to have fun, so we've built a staff community that promotes interaction, socialising and personal growth.

So your career here isn't dependent on your job. It's about what you put in, and what you will get back – and creating a future to look forward to.

receive meaningful feedback, and to review and recognise successes and outcomes.

### Learning

We believe you learn and develop best with a 70-20-10 approach – so 70% comes from informal learning, such as real-life and on-the-job experiences, tasks and problem solving, secondments and so on, 20% comes from feedback and from observing and working with role models, and 10% comes from formal training.

### Learning and Professional Qualifications

Our Qualifications Centre is a kind of in-house college where we can help you with your professional aspirations with certificates, diplomas or NVQs in a variety of subject areas, right through to full qualification as a Finance Professional. We'll also support you with study leave and financial help for professional qualifications.

### Leadership talent and capability

Our leadership development framework helps us to build powerful and consistent leadership at all levels. From master classes in executive leadership to world class thinking and learning around areas of strategic importance at senior level, we know the value of strong leaders. Our programmes are aimed at creating a leadership community within the Standard Life Group that will be self-sustaining, support the delivery of our business aspirations and plans and help individuals meet their full potential.

Joining Standard Life will make a big difference to the way you work.

**“Our high performing culture enables talent to be rewarded for delivering strong performance, and to be supported and developed at every stage of their career.”**

Joanne Ramsay, Director of Organisational Design and Development,  
Standard Life



# Look forward to a job you'll enjoy. Not your next break.

## Your application and interview

**We feel it's important to be open about how we select and interview candidates to give you the best chance of impressing us.**

When you are invited for interview we will be clear about what you are to do and whether any preparatory work is required. If you are unsure please contact us to ask for clarity.

The interview type depends on the role, and could be conducted over the telephone or face-to-face. Some of the interview styles could involve competency-based questions, ability tests, role play or group assessments. When you come for

your face-to-face interview, please remember to bring your passport and proof of address.

Job offers are made subject to satisfactory reference and pre-employment screening checks. Our screening partner, The Security Watchdog, carries out these checks.

You can read more on our website about how we structure and conduct interviews, what to expect and how best to prepare for your big day.

However if the information online doesn't answer all your questions, don't hesitate to get in touch and we will be happy to help.

## Application process



\*The pre-employment screening will include identification, right to work in the UK, credit check, criminal disclosure, academic/professional qualifications, employment history and CV check.

# Look forward to the week. Not the weekend.

## Interview preparation

**There are several ways you can prepare for your interview beforehand. It will be obvious to the interviewer whether you prepared or not. You will be tense and hesitant – neither of which will help your success. Get ready for your interview and you will find it a positive and beneficial experience.**

### First, find out more about Standard Life

Our website ([www.standardlife.com/careers](http://www.standardlife.com/careers)) gives details about our products and services and other facts and figures relating to our businesses. Use our website and other resources to find out more about our culture, market environment, competitors, recent press announcements, goals and business challenges.

### Find out more about the job

- ▶ If you have not received a job description, phone the recruitment team or your agency for additional information
- ▶ Speak to someone who does a similar job
- ▶ Use the Internet to find out about this type of work

### Handle a telephone interview

- ▶ Arrange to take the call where you won't be disturbed
- ▶ Have a copy of your CV, and the job description near to hand

- ▶ Switch off the television, radio, or background distractions
- ▶ Think about your answers to the questions as if it was a face-to-face interview
- ▶ Take the time you need to formulate a good answer before speaking
- ▶ Watch your language: speak slowly and clearly

### Dress smartly and comfortably

- ▶ First impressions really do count
- ▶ If in doubt, always go for a classic plain business suit
- ▶ Feeling good about your appearance helps you to be more confident

### Things to take with you

- ▶ Take the letter inviting you to the interview – it will have the name of the interviewer on it and their address and telephone number
- ▶ Bring an up-to-date copy of your CV
- ▶ Any additional information that you are asked to bring (passport, proof of address) or information you think is relevant to your application
- ▶ Your list of questions, a pen and paper so that you can take notes.

A person with blonde hair, wearing a light blue long-sleeved shirt, khaki shorts, and a red backpack, is hiking on a rocky trail. The person is seen from behind, looking out over a scenic landscape that includes a large blue lake, rolling green hills, and mountains under a blue sky with scattered white clouds. The foreground consists of dark, mossy rocks.

**“We are championing increased financial capability across communities and promoting financial inclusion in our society.”**

David Nish, Chief Executive, Standard Life

## Interview style

We often use competency-based questions in our interviews. This means the interviewer will ask you to describe a specific situation where you have demonstrated a particular competency or behaviour. The questions will usually begin with, “Tell me about a time...” or “Describe a situation where you have...”

The interviewer will be looking for a specific example, so take a moment to think of an occasion that demonstrates a positive answer. Use the most recent examples you can think of. If you can't think of a work related example, use an instance from your volunteer activities, things you do at home or within other settings such as sports teams to help answer the question.

### Your answer should follow the STAR technique

- ▶ **Situation:** Set the scene, describe the situation
- ▶ **Task:** Your role, and the tasks that had to be completed
- ▶ **Action:** What did you do, and how did you do it
- ▶ **Result:** What did you achieve? What was the outcome?

Be prepared for follow up questions such as, “Tell me exactly what steps you took” or “What was the basis for that decision?”

### Top tips for successful STAR answers

- 1 Remember to focus on what you did – the interviewer will be looking for “I”, even in team-working examples.
- 2 Listen to the whole question, and answer the question that the interviewer asks, not the question that you wanted them to ask.
- 3 Before speaking, consider: “Is what I am about to say relevant and will it demonstrate my suitability for the role?”
- 4 Communicate clearly, be concise, avoid repetition, don't be negative.

Look for more information about the STAR technique online.

### What we will ask about

It's important to think about what the interviewer will want to know. So make sure you have the following things fresh in your mind:

- ▶ Your work experience
- ▶ Your personal goals – speak openly and honestly about how you plan to achieve them
- ▶ Your interests and things you enjoy
- ▶ Why you would be good at the job – so, your relevant skills, qualities and qualifications
- ▶ How you plan to develop any areas of weakness
- ▶ Why you want to work for Standard Life, and how you would be the best candidate for this position – research our business and working environment first
- ▶ The job description will usually outline specific competences necessary for the role. Think of times you have displayed these competences before.

### Help during your interview

Standard Life is committed to ensuring that all job applicants and employees are treated equally and not discriminated against on the grounds of gender, colour, race, nationality, marital status, religion or belief, sexual orientation, disability or age. If you require assistance during any stage of the recruitment process, it is important that you make us aware of your requirements so that appropriate arrangements can be made.

## Interview tips

**These handy tips should help you have a successful interview.**

### General tips

- ▶ Preparation helps you to be more in control of the situation
- ▶ Give yourself time to get to the interview on time
- ▶ Take time to think before you answer the questions
- ▶ If you don't understand the question say so, and ask the interviewer to rephrase it. If you still can't answer, ask to come back to the question at the end
- ▶ Remember the interviewer will usually do their best to put you at your ease so try to relax and feel confident.

### On the day

- ▶ Arrive on time – the best plan is to be five minutes early
- ▶ Leave in good time so you are prepared for traffic or late buses

- ▶ Know where you are going, how you will get there, and where to park
- ▶ Interviewers will often be seeing more than one person and will have a tight schedule. If you are late, you might end up losing your interview slot.

### Ask questions

- ▶ This is your chance to find out if Standard Life and the job is right for you.
- ▶ Make a list of the things you want to know before the interview and make sure that all your questions are answered before the interview ends
- ▶ Ask what the job involves, what happens in a typical day and get an overview of your responsibilities
- ▶ Find out about the training and development on offer, and about your future at Standard Life
- ▶ Salary and benefits will be outlined in your interview pack but if you need to have anything clarified then ask. Be clear about your salary expectations.

## After the interview

**You can expect to hear from us around a week to ten days after your interview. You can ask your interviewer when they will be making a decision and when you are likely to hear. We will always let you know whether you have been successful or not. If you aren't successful you can ask for feedback about how you did.**



## Find out more

This is just a snapshot of what's on offer at Standard Life. To search for and apply for a specific role, please visit our careers website. And if you have any questions, email us at [recruitment@standardlife.com](mailto:recruitment@standardlife.com) or give us a call. Good luck!

**Call us on 0131 245 9944**

(Mon-Fri, 9am to 5pm). Call charges may vary and calls may be recorded and/or monitored to help improve customer service.

**[www.standardlife.com/careers](http://www.standardlife.com/careers)**