

## Report from the Designated Workforce Engagement Directors

We are delighted to present our joint report as Workforce Engagement Directors. We want to share with you our thoughts on progress in the year, why this is important to the Board and what we intend to achieve in 2022.

*Talking and actively listening to people’s views is the best way to learn about the health of an organisation. It helps me understand the type of culture that people thrive in which ultimately drives the long-term success of the Company. I want to use my skills and experience to help Quilter be a place where people can thrive.*

**Paul Matthews**

### How we perform our role

As Paul reported in 2020, we have continued to work with the Quilter Employee Forum. With the agreement of the forum members, and facilitated by the Forum Chair, Farhana Sadeque, we attend their meetings in rotation. We only attend part of the Forum meetings for pre-agreed topics, but we have been able to listen to the discussions directly and share our thoughts with

Forum members. We have sought views on matters as diverse as strategy, culture and the return to offices. We have been impressed with how engaged and committed Quilter colleagues are and how they are driven to support our clients and customers. Although we have not been able to meet people face to face as often as we would have liked during the pandemic, video technology has enabled good conversations. We intend to meet more colleagues in person during 2022.

### Our progress

People are our most important asset. It is important that Quilter is an agile employer that attracts and retains talented people – whoever they are. The pandemic has brought a generational change in how people work and we are seeing a competitive labour market where talented people are much in demand.

The Board wishes to support management in creating a culture where everyone can thrive and people are able to bring their whole self to work. Appointing Tazim, who is diverse both in gender and ethnicity, as an additional Workforce Engagement Director, sets a clear tone from the top as to how seriously the Board takes its role in actively championing diversity and inclusion. Since Tazim’s appointment in September 2021, her priority has been to raise awareness of her role and her personal interest in championing all talent. She has proactively built a strong relationship with the Head of HR and the new Head of Diversity, Inclusion and Talent Acquisition. An example of how we have raised awareness of the work to create a truly diverse workforce was when Tazim hosted a dinner to celebrate Black History month.

### Workforce engagement key themes:

#### Supporting our people

Quilter has continued to conduct regular surveys on employee engagement. During the year there has been, understandably, a slight decline in the overall engagement scores reflecting the considerable level of change Quilter has undergone.

The implementation of our new platform and sale of Quilter International impacted many people and the measures to simplify our business have sometimes created uncertainty. Face to face meetings and gatherings have been largely impossible during the year as most colleagues have adopted hybrid working patterns.

#### Leadership

Management continued to use video technology to remain extremely visible to colleagues during the pandemic. Additionally, when possible, the Executive Committee members and other leaders spent time updating Quilter colleagues and advisers in person on our strategy and ensuring colleagues are informed to show them how their work contributes to our success. The launch of the “We Rise” programme, sponsored by our Executive Committee, has been an important step to support our leadership team and all colleagues. In January 2022, our Executive Committee led a virtual conference for all colleagues to discuss our strategy and support “We Rise”.

**“My manager cares about me as a person.”**

2021	8.4/10
2020	8.5/10

**“People from all backgrounds are treated fairly here.”**

2021	8.4/10
2020	8.4/10

**“My manager provides me with the support I need to complete my work.”**

2021	8.2/10
2020	8.3/10

**“Overall engagement.”**

2021	7.0/10
2020	7.5/10

### Why our role is important

Management is extremely focused on ensuring that our employees' voices are heard. The Board receives regular updates on People and Culture, with data sourced from a weekly Colleague Pulse survey. Our role has enabled us to get more colour around the data and help understand the tone of the conversation, which is not always obvious from data alone. One important lesson is to ensure we do not generalise about what our employees think. For example, in the period of enforced home working, some colleagues actively wanted and needed to come to the office for mental health or family reasons or just to be with other like-minded people, whereas others have thrived working from home and feel this enables them to be more productive, with a better work/life balance.

### Our achievements to date and what we are most proud of

We are delighted to represent the Board to Quilter colleagues and vice versa. Our role provides a clear, senior direct link to the Board and our engagement shows colleagues how seriously the Board takes their issues and wants to hear their voices. We are looking at ways to reach the broader workforce, particularly important sub-groups and colleagues in all offices.

We are extremely supportive of the robust strategy that the Board has already endorsed to progress our diversity and inclusion agenda and making Quilter a place where you can bring your whole self to work. The Board recognises that it is a competitive market for talented individuals, both in the financial services industry and more broadly, and we need to create an

environment that attracts and retains that talent. We intend to sponsor and champion opportunities to ensure all colleagues are heard and make Quilter an open and inclusive workplace. In 2022 we hope that we can do a lot more in person and share directly how colleagues' voices have made a difference in the decisions the Board has made. We are currently planning how we can best support the Company in 2022.

*When the Board asked me to be an additional Workforce Engagement Director in July 2021, I was delighted to bring a diverse lens to the conversation. As an ethnically diverse female, I bring a different perspective to discussions, particularly within the financial services industry. I want to help colleagues to make their voices and experiences heard.*

**Tazim Essani**

### Aligning our culture and values to our strategy

The Board pays particular attention to our culture metrics to ensure that our culture and values align to our strategy. The proportion of our colleagues who feel aligned to our purpose and vision marginally declined in the year, and the "We Rise" programme has been devised to drive this score up.

As Paul reported last year, in 2021 the Board has reviewed both a Group-wide view and individual business lens to ensure that management action was targeting the underlying issues. Our employees continue to be aligned to our culture and values of Dependable, Stronger Together and Pioneering.

**"I feel able to report risks without fear of reprisal."**

2021	8.2/10
2020	8.2/10

**"The overall business strategy set by senior leadership is taking Quilter in the right direction."**

2021	7.4/10
2020	7.9/10

One further extremely important measure of a strong and healthy culture is the extent to which employees feel able to voice concerns and know that they will be listened to and appropriate action taken should issues be raised. The survey makes it clear it is easy for colleagues to highlight areas of potential concern.

George Reid, who is our Whistleblowing Champion, talks more about this important role in the Board Audit Committee report which you can read on page 100.

**Paul Matthews**  
Independent  
Non-executive Director

**Tazim Essani**  
Independent  
Non-executive Director



Note: Data as at 31 December 2021 and 30 December 2020 respectively. Data derived from Peakon staff surveys.