

# Director for Workforce Engagement

## Role of the Non-Executive Director for Workforce Engagement ('DNED')

- act as primary contact in facilitating and developing communication between colleagues across the Group and the Board through meetings with the Phoenix Colleague Representative Forum ('PCRF') and virtual/face to face focus groups with leaders, site visits and dialogue with colleagues through an online blog
- develop and implement employee engagement initiatives, whilst providing an "Employee Voice" to the Board by raising relevant matters, or issues of concern, highlighted by the workforce
- responsible for the feedback loop between the PCRF, colleagues and the Board, monitoring any Management actions recommended by the Board
- participate in Executive Committee meetings at least twice a year where culture is discussed, and the Life Companies Board at least once a year
- challenge the Executive Directors, as needed, as to the way in which workforce engagement is undertaken and steps to be taken to address workforce concerns arising out of business-as-usual activities
- provide feedback to the Board on various colleague related areas, including the following:
  - any areas of concern that the workforce have raised and discuss these with the Board
  - how the organisation communicates across the Group, (given the volume of organisational change and various transformation projects
  - how Phoenix's strategic purpose is understood by colleagues
  - whether the culture and values driven at Board level have been embedded throughout the Group
  - how the remuneration of the wider workforce aligns with that of the Executive Directors, and
  - the focus the Board has on colleagues' aspirations for development and making a broader contribution
- liaise with the Board in order to take appropriate steps to evaluate the impacts of Board proposals and developments on the workforce
- provide feedback to the Employee Forums and colleagues across the Group on steps taken to address colleague related matters, issues and concerns