

# Phoenix Group Holdings plc – Designated Non-Executive Director for Workplace Engagement

## Role of the Designated Non-Executive Director for Workplace Engagement

- Act as the primary Board contact in facilitating and developing communication between colleagues across the Group and the Board.
- Chair the Colleague Advisory Forum (“CAF”) and engage with members of the CAF and a cross-section of other colleagues across the business to provide an “Employee Voice” to the Board by raising relevant matters, or issues of concern, highlighted by the workforce.
- 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:
  - how the organisation communicates across the Group;
  - how Phoenix’s strategic purpose is understood by colleagues;
  - any cultural differences across the Group;
  - the focus the Board has on colleagues' aspirations for development and making a broader contribution; and
  - any key areas of concern that the workforce has raised, and discuss these with the Board.
- Provide feedback to the Employee Forums and colleagues across the Group on steps taken to address colleague-related matters, issues and concerns.