



People and Culture

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The OneVue Philosophy

We are 20 mile marchers. We make no apology for this. Being a provider of middle to back office services means that consistency of delivery is everything.

The best way for OneVue to maintain its high growth targets is to continue delivering consistently to our existing clients (ensuring we retain and grow with them) whilst also aggressively looking for new clients and opportunities.

The 20 Mile March -

The story of Amundsen vs. Scott

The round trip trek was roughly fourteen hundred miles. The environment was uncertain and unforgiving, where temperatures could easily reach 20 degrees below zero even during the summer. They had no means of modern communications – no cell phones, no satellite links, no radio – a rescue would have been improbable were they to err. One leader led his team to victory and safety. The other led his team to defeat and death.

Amundsen prepared rigorously for years in advance of the journey. He learned what worked in polar conditions, going as far as to live with Eskimos to learn how they moved in sub-zero temperatures, what they wore, and reviewed every conceivable situation that his team might encounter en route to the Pole. He trained his body and mind with fanatic discipline. Scott presents quite a contrast to Amundsen. His preparation was limited, and what plans he made were based on his own intuitive conclusions, rather than direct research of the environment he was entering.

Amundsen stored three tons of supplies for five men, versus Scott, who stored one ton for seventeen men. Amundsen used sled dogs (learned from the Eskimos), whereas Scott used unproven “motor sledges” which failed within days of his journey. Amundsen carried enough extra supplies to miss every single supply depot and still have enough to go another hundred miles. Scott ran everything dangerously close to his calculations, so that missing

even one supply depot would bring disaster. A single detail aptly highlights the difference between their approaches: Scott brought one thermometer for a key altitude measurement, and he exploded in “an outburst of wrath” when it broke; Amundsen brought four such devices. The divergence in preparation goes on and on.

Unlike Scott, Amundsen systematically built enormous buffers for unforeseen events. He designed the entire journey to systematically reduce the role of big forces and chance events. He presumed that bad events would strike his team somewhere along the journey and he prepared for them.

On December 15, 1911 Amundsen and his team reached the South Pole. He and his teammates planted the Norwegian flag and then went right back to work. They could not have known that Scott and his team were now desperately man-hauling their sleds, fully 360 miles behind. More than a month later, Scott found himself staring at Amundsen’s flag at the South Pole. Amundsen had already travelled five hundred miles back North. Scott and his team turned back North dejected, just as the season began to turn. The already menacing weather turned more severe, while supplies dwindled and Scott and his men struggled through the snow.

Amundsen and his team reached home base on January 25th, the precise day he had planned. Running out of supplies, Scott and his team stalled in mid-March, exhausted and depressed. Eight months later, a British reconnaissance party found the frozen bodies of Scott and two teammates in a forlorn, snow-drifted little tent, just ten miles short of his supply depot. His whole team had perished.

Throughout the journey, Amundsen adhered to a regimen of consistent progress, never going too far in good weather, careful to stay away from the red line of exhaustion that could leave his team exposed, yet pressing ahead in nasty weather to stay on pace. Amundsen throttled back his well-tuned team to travel between 15 and 20 miles per day, in a relentless march to 90 degrees south. When a member of Amundsen’s team suggested they could go faster, up to 25 miles a day, Amundsen said no.

They needed to rest and sleep so as to continually replenish their energy. In contrast, Scott would sometimes drive his team to exhaustion on good days and then sit in his tent and complain about the weather on bad days. At one point Scott faced 6 days of gale force winds and travelled on none, whereas Amundsen faced 15 and travelled on 8. Amundsen clocked in at the South Pole right on his pre-decided pace, having averaged 15.5 miles per day. Scott in contrast fell behind early, with no plan of a daily pace, and as the conditions worsened, enhanced by his lack of preparation for unforeseen events, he and his team never recovered.

The important point was that they stuck to their 20 miles. You keep up the effort – 20 miles, 20 miles, 20 miles – and then you cross into the plains and its glorious springtime, and you can go 40 of 50 miles in a day. But you don't. You sustain your pace, marching 20 miles.

20 Mile March is more than a philosophy

It's about having concrete, clear, intelligent, and rigorously pursued performance mechanisms that keep us on track. The 20 Mile March, just like Amundsen and his team, creates two types of self-imposed discomfort:

The discomfort of unwavering commitment to high performance in difficult conditions.

The discomfort of holding back in good conditions.

To achieve consistent performance, we need both parts of the 20 Mile March: a lower bound and an upper bound, a hurdle that we jump over and a ceiling that we will not rise above, the ambition to achieve, and the self-control to hold back.

Our People

Maintaining a consistent culture after a year of 92% revenue growth and a number of acquisitions would be seen by most organisations as difficult if not impossible. After such high growth the Board requested that management undertake an arms-length third party employee engagement survey. All responses were anonymous.

As a Board and management, we are proud of the results if not somewhat pleasantly surprised by many of the answers. As shareholders in the business we hope it gives you further confidence not just in the OneVue business but more importantly in the OneVue people.

Highlights of the Survey Conducted August 2015 by HR4U

HR4U's unsolicited comments, "*HR4U has been assisting companies with staff surveys for over 3 years and has conducted 18 of these surveys. OneVue has the best survey results we have seen by far in terms of positive outcomes and very few results which could be considered negative, OneVue should be very proud of its people.*"

Firstly the response rate was excellent: 140 responses out of a possible 154. When staff absences were taken into account 95.6% of all OneVue staff responded to the survey.

Some of the outstanding results we would like to share with shareholders are:

99% of respondents strongly agree or agree that OneVue has a safe work environment

98% of respondents strongly agree or agree that "I am determined to give my best effort at work each and every day"

98% of respondents strongly agree or agree that "my co-workers and I have a good working relationship"

97% of respondents strongly agree or agree that "my manager or team leader treats me with respect"

97% of respondents strongly agree or agree that "staff at OneVue treat each other with respect"

97% of employees at OneVue strongly agree or agree that "employees at are willing to take on new tasks as needed"

97% of respondents strongly agree or agree that
"I understand how my work impacts OneVue's
business goals"

96% of respondents strongly agree or agree that
"employees at OneVue always keep going when
the going gets tough"

96% of respondents strongly agree or agree that
"I am often so involved in my work that the day
goes by very quickly".

95% of respondents strongly agree or agree that
"I feel completely involved in my work".

94% of respondents strongly agree or agree that
"my manager and team leader and I have a good
working relationship".

93% of respondents strongly agree or agree that
"I am satisfied with the leave policies of OneVue"

92% of respondents strongly agree or agree "that
employees at OneVue willingly accept change"

91% of respondents strongly agree or agree that
"employees at OneVue take the initiative to help
other employees when the need arises"

91% of respondents strongly agree or agree that
"my manager or team leader allows me to make
decisions affecting my work"

90% of respondents strongly agree or agree that
"I am satisfied that I have the opportunities to
apply my talents and expertise at OneVue"

90% of respondents strongly agree or agree that
"my manager or team leader recognises strong
job performance and"

90% of respondents strongly agree or agree that
"When at work, I am completely focused on my
job responsibilities"

The key areas requiring attention within OneVue were:

- Remuneration, and
- Training

and we have a plan to address both of these issues.

In the next section we would like to share some of
OneVue's current employee stories including some who
have joined the OneVue team via acquisition.

OneVue Stories

OneVue enjoys diversity and rewards people who deliver.



Lisa McCallum, Head of Platform Services, OneVue

Lisa is proof that women at OneVue are free to rise as far as their talents take them. There is no glass ceiling – but not because there is a focus on women. As Lisa says: “It is not about women. OneVue doesn’t see race, gender or cultural differences. It sees people who deliver. “Everyone has strengths and weaknesses and it’s about balancing all the skills available, and matching skills to the situation.”

Five years ago, Lisa joined OneVue as a senior business analyst. Since joining OneVue she has been promoted from a project manager to head of operations, chief operating officer, head of innovation, and now head of platform services where she is accountable for the profit and loss of the Platform Services division. That means being responsible for sales, operations, delivery and ongoing development of the service. In the last year Lisa has spearheaded the Digital Direct developments and launch with both Eureka Report and Fat Prophets. Since January Lisa has been driving the launch of the adviser and accountant platform LUMINOUS scheduled for release on 28 September 2015.

The driving force behind Lisa’s success has been her passion for making things better, for making technology work for people. By combining operational expertise and a deep understanding of technology, she is unwilling to accept current processes for the sake of it and is constantly asking: “How can we do better?” And that fits nicely with OneVue. “Other organisations don’t want ideas or to change,” she says. “But OneVue looks for change, and sets the strategy then prioritises for the delivery pipeline.”

When Lisa isn’t working, she plays competitive golf, where she has been achieving local successes.

Lisa McCallum

I’ve come back to my roots.



Scott Hardie, General Manager, Super Managers Australia

Scott, who is based in Albury, has overall responsibility for the SMA Managers outsourced super administration provider of MAP super funds such as RetireRight, RetireSelect, brightday and Super profits. His job was to introduce a more scalable system and better processes to improve the service and delivery to clients.

Now after almost a year in the position, Scott is able to look back at his results with pride: a turnaround in customer satisfaction, improved delivery to external and internal clients, on time performances, reduced errors and higher service levels. With experience in project delivery, he put his hand up to lead Super Managers when it contracted OneVue for management support. And Albury became his tree change after helping OneVue integrate technology through its Melbourne Computershare acquisition.

With a background in super administration and systems, Scott feels the position at Super Managers is taking him back to his roots. What personal qualities are needed for success in his position? “I have to balance empathy for the client with commercial imperatives and service delivery,” he says. Another aspect that has helped Scott make a success of his position has been the great team he has around him in Albury plus the stable management team at OneVue. “They trust in each other’s abilities, and they have the ability to get the job done. Many of the management team have been there for 5 years – some for 10 – and Connie has the ability to see industry trends long before others.”

When Scott is not at work, which often means 12-hour days and weekends, he escapes to Melbourne for sporting events like the grand prix and the tennis. Otherwise he contents himself with exploring the countryside around Albury with his wife Liz.

Scott Hardie

I'm excited to be able to identify and invest in Australia's talent.



Mahmoud Khwaja, Senior Investment Analyst/Portfolio Manager, Select

Mahmoud's role is at the heart of OneVue's focus on disruption and innovation in the financial services sector. As an investment analyst and portfolio manager with Select, he helps OneVue and its clients invest in Australia's talent by identifying exciting investments, fund managers as well as start-ups in private equity and early stage venture capital.

Mahmoud's role is also pivotal in providing financial analysis and to assist the OneVue Board and Investment Committee identify compelling opportunities. He also helps provide OneVue with in-house investment management and asset allocation capabilities, which will drive the growth of the company's digital direct super offering.

As he tells his friends: "I manage your retirement savings and determine how much goes into strategies labelled cash, equities, fixed income or alternatives. Then I select the best investment vehicles in those strategies." However, the aspects of Mahmoud's job that give him the greatest pleasure are much more low-key. It is being able to collaborate with clients, work in teams with mutual respect and having the opportunity to invest in Australian innovation. "I enjoy going to sleep knowing I have done the best for my clients," he says.

Mahmoud says the personal qualities needed to do his job are like a sailor's: the foresight to plan for different environments, the flexibility to change course, navigate storms and position for a sunny day. That means having a passion for investment markets and outcomes for investors.

When he is not at work, Mahmoud is likely to be either involved with Sydney's Afghan community, studying for his qualifications as both a Chartered Alternative Investment Analyst and a Chartered Financial Analyst, or losing himself in triathlons, boxing and yoga.

Mahmoud Khwaja

We have to be flexible to juggle everything.



Sheree Portis, Adviser Services Representative, OneVue
Michelle Pattinson, LUMINOUS Project Lead, OneVue

Sheree and Michelle came back from maternity leave and slotted straight into demanding, responsible positions at OneVue. And they have been able to utilise flexible working conditions to juggle the demands of new motherhood and corporate life.

Sheree is responsible for maintaining OneVue's relationships with advisers and direct clients. That means helping them with her extensive product knowledge to answer tricky technical questions so the advisers and clients use OneVue's platform most effectively. "Being flexible is important - and having a thick skin doesn't hurt," she says with a smile.

Sheree, who commutes 2 hours each way, works part-time 5 days a week and is about to switch to working fulltime 4 days a week from home and 1 in the office to create a better work-life balance.

Michelle is responsible for making things happen in the run-up to the launch of LUMINOUS, OneVue's launch of the new platform. She juggles timelines and meets with management, IT developers, sales staff, and advisers. She wears many hats and makes sure all the moving parts that is the LUMINOUS project are in synch. Sometimes she is a project manager; sometimes she is a conductor; sometimes she is a communicator. This requires Michelle to be flexible, patient and organised as she never knows what each day will bring. And she does it all in 3 days a week.

When they aren't at work, Sheree attempts to clean her house while looking after her 2-year-old, and Michelle escapes home with her 1 year old for a coffee on Manly Corso.

Michelle Pattinson & Sheree Portis

If there's an issue on a Sunday night, it's our role to fix it.



David Saliba, Customer Service Team Leader, OneVue Fund Services
Paul Wright, Client Solutions Team Leader, OneVue Fund Services

David and Paul ensure that clients of OneVue's unit registry business get prompt help and efficient service but they look after opposite sides of the business. David looks after advisers and investors, and Paul looks after fund managers. While they face different client segments, they share a passion for first response solutions.

That means answering questions and helping clients when they first call or email – even on a Sunday night if necessary. If they can't provide an answer immediately, they will get the answer from the appropriate team and pass it straight on to the client.

David and Paul were promoted into the roles after OneVue bought the unit registry business from Computershare and simplified the client service model. "This model works and its focus is on service," says Paul. "The previous model was difficult. Now we have the back-up and support needed to help clients. With the right people in the right roles, it really works. "We used to be small fish in a very big aquarium and it was harder to get things done. "This is a much more personal environment."

Both agree that enjoying what they do has been central to their success. They also say the qualities they share that are important in both roles are empathy to understand client needs plus problem-recognition and problem-solving skills.

When they aren't working, Paul is likely to be taxiing his 3 children between weekend sports and David is likely to be sorting out his new home – but both are sure to be keeping an eye on their email in-boxes.

David Saliba & Paul Wright

Things need to be well prioritised because resources are always finite



Patrick Stampfli, Head of Technology, OneVue

Patrick is a man who prevents his teams scoring own-goals ... at work and on weekends.

When Patrick joined OneVue in July after 14 years with BNP Paribas in Paris, London and Australia, he brought a singular focus on the allocation and management of IT and BA resources. OneVue was growing so quickly that it was conscious of not failing to deliver on its commitments to clients and the markets. Patrick's first priority was to introduce a more systemised methodology of resource allocation that would deal with OneVue's exponential growth and keep the use of resources aligned with the company's strategic imperatives. At OneVue time is spent explaining why we are focusing on certain projects, technology is not just told to go out and do it. The improved prioritisation methodology also freed management time to focus elsewhere although management and Patrick work hand in glove in the macro prioritisation of key projects.

Patrick is responsible for 2 teams of IT developers and their associated business analysts. One team, which specialises in Java, works on web applications for platform services; the other, which specialises in SQL Server and .Net, works on in-house applications for fund services.

The personal qualities he brings to the job are resilience, good communications, and a down-to-earth evidence-based pragmatic approach to problem solving. "If you want the best quality IT, things need to be well prioritised because resources are always finite," he says. "My job is not to say 'no' but to allocate resources to deliver results." Put simply, while CIO James Thorpe drives the technical side and advises developers on the how, Patrick organises the who and the when.

When Patrick is not at work, he is likely to be keeping goal for his soccer team or competing in long distance mountain bike races of 60km+ in the Hawkesbury and Hunter valleys.

Patrick Stampfli