

Tom Carroll - CEO, Rathbones Asset Management

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I was very fortunate to take on a great business.

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This a business has delivered over 20% annual growth over the past decade and the reasons for that success remain intact.

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And just as relevant today, we've got exceptional fund performance and a distribution team that have been focused on understanding and staying close to financial advisors across the country.

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But it's certainly a challenging time for everyone across our industry.

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Right now rightly, there is an increased scrutiny on costs borne by the end client, sometimes a bit too much emphasis on cost rather than value, which has been fueling the growth of passives.

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But looking at the track records of our long established funds such as global opportunities or ethical bond, I'm really confident that we can demonstrate the ability to add value through a consistent long term approach.

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And if you add on the concentration and volatility in markets we've been seeing, plus the economic and political uncertainty and the wave of regulatory change, it's certainly been an external environment that's been keeping us on our toes.

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But I've been so impressed with the way everyone across our business has focused on delivery this year.

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On the investment side, close to 90% of our single strategy assets are ahead of benchmarks this year.

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As a very similar story, if you look over the longer term, the distribution team are punching well above our weight with retail sales stats consistently amongst the top active houses.

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And operationally, not only are we well placed when it comes to SDR and the other big regulatory

projects, we've also just delivered major enhancements to our risk and performance systems, which give our fund managers and risk oversight teams the best tools available.

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We've also been able to attract some really strong people to Wrathburn Asset Management this year, highly experienced people to join the senior management team, but also boosting our investment and distribution capabilities to support our growth plans.

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We've brought in new talent across key support functions such as product data, operations, compliance and risk oversight.

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But what probably gives you the most satisfaction this year is an initiative driven not by me, not by the executive team, not by the HO people, but devised, run and executed by collection of people across the business with varying levels of seniority.

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This project was set up in response to desire to drive greater diversity and inclusion across our business.

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We all know our industry can do so much more and our staff surveys have shown that this is something our people feel passionately about South.

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From joining industry initiatives such as the Diversity Project and playing our part in wider industry change, to putting forward specific proposals around our recruitment process, this is a great example of the commitment to make a very special culture even better.

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There's certainly plenty of opportunities for us to grow the business from there.

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We do need to adapt to the external landscape, but it's definitely evolution, not revolution.

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With the investment we've already made in Charles River and MSCI Borough, we have a strong platform to support expanding our investment capabilities.

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So we are looking at bringing on new products and teams to complement what we already have for individuals or teams with the right product and cultural fit.

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I really believe we represent a strong, stable and happy home for people to come and build long term success.

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Finally, with new leadership at the helm of our distribution function and a commitment to grow that team, we're looking at how we evolved to meet the needs of our financial advisors and a broader range of investors, many of whom we believe would benefit from a close relationship with Rathbone's asset management.

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So while we expect the external environment to remain challenging, I'm very excited about the progress we have made this year and ensuring we have a business focused on delivering to our clients needs across products, service and most importantly investment performance.