

WERNER LOTRIET

EXECUTIVE HEAD OF BUSINESS DEVELOPMENT AT GLACIER BY SANLAM

How did you get involved in financial services – was it something you always wanted to do?

I studied industrial psychology and started my career at Sanlam as a management consultant in the IT department, with the goal of eventually working as an industrial psychologist within the business. However, given Sanlam's growth, I ended up working for the smaller frontline businesses focusing mostly on investments. My big break arose when Glacier was formed (then Innofin) and I was presented with the opportunity to be part of a start-up specialising in investments. I have always been passionate about strategy (business and HR) and people. Given my skill set, this set the tone for me to move from HR as an industrial psychologist into Distribution and Sales. I enjoy the investment world and it's exciting working for a company that continues to grow.

What was your first investment – and do you still have it?

My first investment was in a retirement annuity, which I still have.



What have been your best – and worst – financial moments?

The worst moments for me must be the 2001 and 2007/8 financial crises and when Covid hit the industry. As an individual, I could not do much as I found that the "challenges" were bigger than the environment I could control. However, some of my best moments were going through tough times and then being able to apply the learnings. There is so much power in following a process – pause to review in a safe space, reset, prioritising whether to continue, enhance or stop activities and GO – ensuring you have the capabilities and resources to implement your priorities.

What are some of the biggest lessons you have learnt in and about the finance industry?

- It is always about the end client and making sure that the value chain is aligned to deliver a solution that meets their needs. When there is misalignment, it creates a lot of frustration.
- Always focus on the people, the environment in which they work, and who they are.
- Having a strong culture, values and a vision enhances your success.
- Surround yourself with the right team members who are different to you – it will create challenges but good ones.
- Never stop taking time to reflect, learn and evolve.

What makes a good investment in today's economic environment?

- A well-diversified portfolio and time in the market.
- Aligning the client's investment needs with the right investment mandate.

"It is always about the end client and making sure that the value chain is aligned to deliver a solution that meets their needs"

What are some of the best books on finance/investing that you've ever read – and why would you recommend them to others?

In the last 18 months, I read the following books:

- *The Psychology of Money* by Morgan Housel: It focuses on how your behaviour and the way you think about money are closely linked.
- *It Is About Time* by Johann Coetzee: The message is all about timing – when is enough actually enough.
- *The Business of Financial Advice* by Lee Rossini and Johann Maree: It is about understanding the client first and then building a service-based business around the client and advice.

- I am also a strong advocate for partnering with a qualified financial adviser.

What finance/investment trends and macroeconomic realities are currently on your watchlist?

My realities are:

- The investment industry as a whole is characterised by high inflation and high interest rates, which dampen investment performance in the traditional asset classes.
- Low disposable income levels with high cost of living elements does not create investment confidence.
- The pace of change, especially technology and digitisation, is increasing.

Werner Lotriet is responsible for positioning the business for success and has contributed significantly to Glacier's growth. Consistently delivering results, Werner has a strong understanding of people and a deep appreciation for the link between strategic initiatives and employee best practices. He is a champion of motivating, mentoring, and leading a diverse workforce.