

ICI D&I RFP Framework

JUNE 2022

Part I: Statement and Demonstration of Commitment

	RESPONSE:
<p>Statement: How does your firm enhance diversity and inclusion in your workforce?</p>	
<p>Demonstration: How does your firm demonstrate its commitment to diversity and inclusion?</p> <p>Where applicable, please include the following factors:</p> <ul style="list-style-type: none">■ written policies for employees including with respect to hiring, retaining, and promoting diverse talent,■ strategic plans related to D&I including reaching goals or targets,■ training and educational programming,■ whether performance metrics are tied to D&I initiatives,■ use of qualitative measures to assess effectiveness of D&I initiatives	

Part II: Questionnaire

TOPIC	QUESTION	RESPONSE
Dedicated Resources	<p>1a. Do you have a Chief Diversity Officer or similar senior official(s) responsible for directing and overseeing the firm’s diversity and inclusion policies, procedures, and programming?</p> <p><i>If yes, please provide the title(s) of the senior official(s). If no, please provide commentary or an explanation.</i></p>	
	<p>1b. If yes, who does your CDO or similar senior official(s) report to?</p>	
	<p>2. Does your firm have a D&I committee or other dedicated resources focused on enhancing D&I at your firm?</p> <p><i>If yes, please explain. If no, please explain or provide commentary.</i></p>	
D&I Goals	<p>3a. Does your firm set goals or targets to measure diversity outcomes at all levels of the organization and across all departments?</p> <p><i>If yes, please explain. If no, please explain or provide commentary.</i></p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
D&I Goals, continued	<p>3b. If yes, what diversity and inclusion goals or targets has your firm set and/or established? Please include any applicable timelines.</p>	
	<p>4. Please describe any progress toward achieving your firm's D&I goals or targets.</p>	
Measuring D&I Success	<p>5. Does your firm use quantitative and/or qualitative measurements to assess workforce diversity & inclusion efforts in areas such as applicant tracking, hiring, promotions, separations, career development, and retention?</p> <p><i>If yes, please describe the measures, standards, or analysis used to assess workforce diversity and inclusion efforts? If no, please explain or provide commentary.</i></p>	
D&I Compliance	<p>6. What processes are utilized to enforce your firms diversity and inclusion policies?</p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
D&I Compliance, continued	7. How does your firm promote compliance with diversity and inclusion policies?	
	8. How does your firm ensure management accountability for the progress of diversity and inclusion policies, initiatives, and efforts?	
	9. What data, trends, or analysis does the firm's board or executive committee receive regarding the firm's effectiveness in adhering to D&I policies, objectives, and compliance?	
	10. What oversight, if any, does your firm's board and/or executive team exercise regarding the firm's D&I policy and efforts?	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
D&I Training & Education	11. What types of diversity and inclusion training/education does your firm provide?	
	12. Are the training/education sessions mandatory?	
	13. Who are the required participants?	
	14. How frequent are the training/education sessions?	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Recruitment, Retention, Inclusion & Advancement	15. How is diversity and inclusion reflected in your approach to recruitment, retention, promotion and other people initiatives including succession planning and training?	
	16. Provide examples on recruitment, retention and employee development practices to promote diversity, equity, and inclusion at your firm.	
	17. Describe how your firm's recruiting practices helps to create and maintain a diverse workforce.	
	18. How do you avoid bias in your recruiting practices?	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Recruitment, Retention, Inclusion & Advancement, continued	<p>19. Does your firm conduct or participate in educational or mentorship programs that enhance your firm’s pipeline of diverse talent?</p>	
	<p>20. Does your firm conduct or participate in career advancement programs that enhance opportunities for existing diverse employees at your firm?</p>	
	<p>21. Describe any initiatives, programs, and outreach that your firm does to promote and develop opportunities for people of color and women.</p>	
Equal Pay and Equal Equity	<p>22. Does your firm have policies or practices in place to ensure that equal pay is provided for equal performance in equivalent roles regardless of gender and minority categorization?</p> <p><i>If yes, provide details of the policies/practices. If no, please explain or provide commentary.</i></p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Equal Pay and Equal Equity, continued	<p>23. Does your firm conduct pay disparity analyses to discern any disparities by gender, race, ethnicity, or other attributes of diversity? <i>If yes, please describe. If no, please explain or provide commentary.</i></p>	
	<p>24. If there is a gender pay gap, have you undertaken an analysis of why this gap exists?</p>	
	<p>25. What initiatives do you have in place (or are putting in place) to help close this gender pay gap?</p>	
	<p>26. What steps are in place to ensure that promotions/ compensation are based on employee’s abilities and achievements without regard to gender, race, ethnicity or other non-abilities-based differences?</p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Affinity Groups/ Employee Resource Groups	<p>27. For current employees, are there any groups to help develop underrepresented groups into leaders at the firm? <i>If yes, please describe. If no, please explain or provide commentary.</i></p>	
	<p>28. Does your firm have formal mentorship, sponsorship and/or employer affinity programs for minorities, women, and/or persons with a disability? <i>If yes, please describe. If no, please explain or provide commentary.</i></p>	
Partnering with External Organizations	<p>29. Does your firm work with organizations that promote the attraction and retention of women, minorities, and persons with a disability within the investment industry? <i>If yes, please provide a list of these organizations. If no, please explain or provide commentary.</i></p>	
	<p>30. Describe any affiliations or leadership positions related to D&I in the financial services industry with which your firm is involved.</p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Partnering with External Organizations, continued	<p>31. Has your firm signed up to key industry D&I inclusion initiatives or charters? Please provide details of participation.</p> <p><i>If yes, please provide details on participation.</i></p>	
Disability/ Veteran/ LGBTQ & Anti-Harassment/ Discrimination	<p>32. How does your firm promote an accessible workplace for employees with disabilities?</p>	
	<p>33. What policies are in place at your firm to prevent anti-discriminatory behavior?</p>	
	<p>34. Does your firm have a Code of Conduct that covers harassment, discrimination and/or workplace violence?</p> <p><i>If yes, provide a copy of the Code. If no, please explain or provide commentary.</i></p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Disability/ Veteran/ LGBTQ & Anti-Harassment/ Discrimination, continued	<p>35. Does your firm have procedures in place for the anonymous reporting and investigation of harassment, discrimination and/or workplace violence?</p> <p><i>If yes, please provide details of the procedures and how they are communicated to employees. If no, please explain or provide commentary.</i></p>	
Supplier Diversity	<p>36. Does your firm have a supplier diversity policy or commitment?</p> <p><i>If yes, please explain the program. If no, please explain or provide commentary.</i></p>	
	<p>37. Does your firm have a supplier diversity program in place?</p> <p><i>If yes, please explain the program. If no, please explain or provide commentary.</i></p>	
Industry Recognition/ Awards	<p>38. Has your firm received third party recognition for your D&I efforts?</p> <p><i>If yes, from whom and what was the award?</i></p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Industry Recognition/ Awards, continued	<p>39. Has your firm received a best place to work award? <i>If yes, from whom and what was the award?</i></p>	
Employee Engagement Surveys & Employee Communications and Efforts	<p>40. Does your organization collect information internally on employee engagement and satisfaction on D&I initiatives?</p>	
	<p>41. If so, is a third party used to collect this information?</p>	
	<p>42. If so, has your firm observed a measurable improvement over time in these areas?</p>	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Engagement Surveys & Employee Communications and Efforts, continued	43. What role do employees play in contributing to the firm's diversity & inclusion initiatives?	
	44. How does your company regularly communicate its diversity and inclusion policies to employees?	
Parental Leave/ Benefits/Work Life	45. Does the firm offer maternity and paternity benefits?	
Progress/ Improvements & Challenges	46. How has your approach to diversity evolved over the past several years?	

Part II: Questionnaire, continued

TOPIC	QUESTION	RESPONSE
Progress/ Improvements & Challenges, continued	47. What obstacles has your firm encountered in achieving diverse representation within your organization?	
	48. What measures and actions have you taken to overcome those obstacles? In what area(s) do you think your firm has the greatest opportunity to enhance D&I practices/ initiatives?	
	49. If the firm has established specific D&I goals or targets, please describe any progress toward achieving these goals in the last twelve months.	
	50. In what area(s) do you think your firm has the greatest opportunity to enhance D&I in the asset management industry?	

Part IIIa: Workforce Metrics: Definitions

JOB CATEGORY AND POSITION DEFINITIONS	LEVEL DEFINITIONS
<p>Executive/C-Suite: Refers to employees that are part of the executive team across the firm that reports directly to the CEO. Responsible for setting and executing the firm’s overall strategy across businesses, products, and infrastructure areas. Reserved for the firm’s most senior-level positions. Examples: COO, CIO, CAO, Chief of Staff.</p>	<p>Management: Refers to employees that take strategic direction from the executive/c-suite, that implement policies to achieve the firm’s objectives and goals, and whose responsibility includes the oversight of a group of employees, a division, or a department. Typically this category of employee has at least 15 years of experience in the industry. Titles include: head of departments, senior vice presidents, and managing directors.</p>
<p>Investments: Refers to employees that are investment professionals. Examples: portfolio managers, research analysts, traders, product specialists, and deal professionals.</p>	<p>Senior: Refers to employees that take direction from management and are responsible for executing, evaluating, and managing the firm’s policies and strategies. Typically this category of employee has at least 8 years of experience in the industry. Titles include: executive directors, directors, vice presidents.</p>
<p>Sales and Marketing: Refers to employees that are sales and marketing professionals. Examples: Head of sales, sales managers, sales assistants, client services and reporting, relationship managers, product mangers, and chief marketing officers.</p>	<p>Other: Refers to employees that are managed including employees that support senior employees. This category includes employees in entry-level positions up to mid-level career positions.</p>
<p>Technology: Refers to employees that are technology professionals. Examples: positions include head of IT and chief data officer; positions in development (application development, trading analytics, artificial intelligence, machine learning; positions in data analytics; and positions in support and security.</p>	
<p>Organization Infrastructure: Refers to employees that oversee, run, and maintain the internal operations and processes of the firm. Examples: positions in legal, compliance, accounting, risk management, human resources, internal auditing, and operations.</p>	

Part IIIb: Workforce Metrics

For the collection of employment data, please provide the diversity and inclusion workforce metrics at the firm level. If there are no employees in a category, please enter zero.

WORK FORCE CATEGORIES, LEVELS, AND POSITIONS		MALE								FEMALE								
		Asian	Black or African American	Hispanic or Latino	White	American Indian or Alaska Native	Native Hawaiian or Pacific Islander	Two or More Races or Ethnicity	Other	Asian	Black or African American	Hispanic or Latino	White	American Indian or Alaska Native	Native Hawaiian or Pacific Islander	Two or More Races or Ethnicity	Other	
Executive/ C-Suite	Level	Leadership																
		Other																
	Total Number of Employees																	
Investments	Level	Management																
		Senior																
		Other																
	Total Number of Employees																	
	Positions	Portfolio Management																
		Research Analyst																
		Trader																
Product Specialist																		
	Other																	
Sales & Marketing	Level	Management																
		Senior																
		Other																
	Total Number of Employees																	
	Positions	Sales																
		Product Manager																
		Client Services																
Relationship Manager																		
	Other																	

Part IIIb: Workforce Metrics, continued

WORK FORCE CATEGORIES, LEVELS, AND POSITIONS			MALE							FEMALE								
			Asian	Black or African American	Hispanic or Latino	White	American Indian or Alaska Native	Native Hawaiian or Pacific Islander	Two or More Races or Ethnicity	Other	Asian	Black or African American	Hispanic or Latino	White	American Indian or Alaska Native	Native Hawaiian or Pacific Islander	Two or More Races or Ethnicity	Other
Technology	Level	Management																
		Senior																
		Other																
	Total Number of Employees																	
	Positions	Development																
		Data Analytics																
		Security & Support																
		Other																
Organization Infrastructure (Human Resources, Legal, Accounting, Operations, etc.)	Level	Management																
		Senior																
		Other																
	Total Number of Employees																	