



GOOD *workplace*TM

Considerations

December, 2021

INTRODUCTION

We believe good questions lead to good answers.

This edition of GOODworkplace Considerations was developed as a starting point to aid our community's efforts toward thoughtful advancement of workplace practices that promote stewardship of our shared human, natural, and financial resources.

GOODworkplace is an innovative partnership among leading asset managers and stakeholders dedicated to the advancement of stewardship initiatives within the financial services industry.

This purpose brings together a diverse array of asset managers, service providers, and asset owners united by a common commitment to good stewardship and who recognize the urgent need to clarify a new vision of good workplace practices.

After the many challenges and changes of our recent experience, we are awakened to a unique opportunity to reset expectations and build back better firms, corporate cultures, and the industry overall.

For financial services, which has long been challenged by stakeholders to fully recognize its stewardship responsibilities, now is the moment to begin to solidify long-lasting, meaningful improvements.

As fiduciaries, employers, and global corporate citizens, financial services firms have responsibilities not only to financial performance but also toward the human and natural resources we all share as well as to the stakeholders our businesses touch.

The aspiration of the GOODworkplace is to help shape a common framework of corporate stewardship that reflects broader wellness and environmental concerns with an acute focus on sustainability, fairness, social justice, diversity, equity, and inclusion.

Advancing from these initial GOODworkplace Considerations, we hope contributors and participants will continue to collaborate to more fully manifest our common purpose and mutually benefit from shared insights on practical and tangible efforts to reimagine and reshape our collective connections with the human, natural, and financial resources we all share.

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I. HUMAN RESOURCE STEWARDSHIP

A. Ethics

1. Does your firm have an ethics code and/or code of conduct?
2. If yes, how often are employees required to review/sign it?
 - a. Hire/commencement of contract
 - b. Annually
 - c. Quarterly
 - d. Employees are not required to review/sign it
 - e. Other
3. If yes, how often is it updated?
 - a. Annually
 - b. Quarterly
 - c. Monthly
 - d. Real-time
4. If yes, are policies in place to remedy any deficiencies found?
5. Does your firm offer flexible work arrangements for those in need?

B. Safety

1. Have you identified a workplace safety coordinator?
2. Do you have flexible sick leave and supportive policies and practices?
3. Will you identify and protect employees at higher risk for severe illness through supportive policies and practices?
4. Do you communicate supportive workplace policies clearly, frequently, and via multiple methods?
5. Have you assessed your essential functions and the reliance that others and the community have on your services and products?
6. Have you determined how you will operate if absenteeism spikes from increases in sick employees, those who stay at home to care for sick family members, and those who must stay home to watch their children until childcare programs and K-12 schools can resume their normal schedules?
7. Have you established policies and procedures for social distancing?

8. Will you alter your workspace to help workers and customers maintain social distancing and physically separate employees from each other and from customers, when possible?
9. If you have more than one business location, have you considered giving local managers the authority to take appropriate actions outlined in their pandemic response plans based on local conditions?
10. Did the firm's business continuity plan include related facilities and safeguards in the case of a pandemic event prior to the Covid-19 pandemic?
11. What percent of the firm works remotely?
12. When did employees begin working remotely as a result of the Covid-19 pandemic?
13. When did investment teams begin working remotely as a result of the Covid-19 pandemic?
14. When did senior management begin working remotely as a result of the pandemic?
15. Are there certain health and safety protocols for employees who work in the office?
16. Has your firm instituted and enforced a "stay home if you are sick" policy?
17. What practices were adopted at the firm regarding safe work practices, procedures and work environment for a pandemic?
 - a. Employee health and safety measures
 - b. Transportation
 - c. Required approval to enter office
 - d. Health Attestation/Screening Process
18. Have you implemented business travel guidelines for employees and guests?
19. Do your firm's policies adhere to the principle of personal medical privacy?
20. Do your firm's policies adhere to the principle of personal medical choice?
21. Do your firm's policies accommodate sincerely held religious beliefs?

C. Harassment

1. Does your firm have an explicit sexual harassment policy?
2. Do you have risk mitigation strategies to promote compliance with diversity and inclusion, and sexual harassment policies?
3. If yes, what are the risk mitigation strategies to promote compliance with diversity and inclusion, and sexual harassment?

D. Diversity and Inclusion

1. Do you have a diversity policy?
2. Do you define goals for creating more diverse and inclusive teams at the senior level?
3. Does your senior leadership team advocate for D&I initiatives with the investment industry?
4. How do you promote diversity?
 - a. Hiring and Recruitment
 - b. Career Development
 - c. Policies and Procedures
 - d. Inclusion
 - e. Diversity planning
 - f. Metrics
5. Do you have a specific policy toward recruitment as part of the diversity program?
6. What tools are in place to promote diversity?
 - a. Committees
 - b. Talent development
 - c. Corporate training
 - d. Supplier diversity
 - e. Charitable partnerships
 - f. Internships
 - g. Mentorships
7. Does the firm support social concerns and promote diversity?
8. Do you have a chief diversity officer or equivalent role dedicated to oversight of diversity & inclusion practices?
9. Does the firm conduct mandatory training for management and staff about diversity and inclusion?

10. If yes, how often?
 - a. New hires only
 - b. Annually
 - c. Biennial
11. Are there efforts related to diversity and inclusion in the financial services industry with which your firm is involved?
12. Does your firm integrate diversity and inclusion into executives' performance reviews and incentive pay objectives?
13. Are there any specific firm initiatives that you would like to highlight in regards to diversity and inclusion?
14. Can you provide diversity statistics for the *firm*?
15. If no, why?
 - a. Firm policy
 - b. Privacy/regulation laws
16. If yes, please provide breakdown:

Diversity Profile	No. of Employees	No. of Employees (Senior Management)	No. of Employees (Investment Professionals)
African American			
American Indian & Alaskan Native			
Asian			
Hispanic or Latino			
Native Hawaiian & Pacific Islander			
Two or More Races			
White (Not Hispanic or Latino)			
Total			

17. Can you provide gender statistics for the firm?

18. If no, why?

- a. Firm policy
- b. Privacy/regulation laws

19. If yes, please provide breakdown:

Gender Profile	No. of Employees	No. of Employees (Senior Management)	No. of Employees (Investment Professionals)
Female			
Male			
Non-Binary			
Decline to state			
Total			

20. What percentage of the firm are military veterans?

21. What percentage of the firm is disabled?

22. Does your firm have a mentorship program available for women/minorities?

23. Does your firm have specific internship programs and recruitment initiatives to increase representation of diverse talent?

24. Does your firm have a formal mentorship, sponsorship, or employer affinity program for women and/or minorities?

25. Does your firm have policies in place to ensure that women and minority candidates are equally considered at all levels during the recruitment process?

26. Has your firm undertaken a gender or ethnic diversity pay-gap study?

27. Does your firm have a pay-parity policy in place?

28. Does your firm have policies that are intended to increase the level of gender and ethnic diversity of employees?

29. If yes, does your firm track key performance indicators related to employee diversity initiatives?

30. Does your firm have policies that are intended to increase the level of gender and ethnic diversity of senior leadership and investment teams?
31. If yes, does your firm track key performance indicators related to senior leadership and investment team diversity initiatives?
32. Does your firm measure or evaluate the business impact of aspects of your diversity?
33. If yes, what aspects of diversity are measured?
 - a. Improvements to investment performance
 - b. Improvements to risk management
34. If yes, what measurement is used?
 - a. Tracking essential metrics
 - b. D&I scorecard
 - c. Blended D&I metrics
35. Does your firm measure management accountability for the progress of diversity and inclusion initiatives and policies?
36. Does your firm use quantitative measurements to assess workforce diversity and inclusion efforts?
37. Does your firm use qualitative measurements to assess workforce diversity and inclusion efforts?
38. Do you use the joint standards for assessing diversity policies and practices pursuant to the Dodd-Frank Wall Street Reform Act of 2010?
39. What strategy is in place in relation to the future direction of diversity & inclusion within your firm?
 - a. Recruitment
 - b. Training
 - c. Development
 - d. Work-life integration
 - e. Metrics
 - f. Employee Resource Groups
 - g. Community Investments
 - h. Supplier Diversity

E. Equity

1. Please provide the percentage of the firm's equity by gender, race/ethnicity and/or minority group?
2. What percentage of the firm's equity is owned by women?
3. What percentage of the firm's equity is owned by racial/ethnic minorities?
4. What percentage of the firm's board of directors is comprised of women?
5. What percentage of the firm's board of directors is comprised of racial/ethnic minorities?

F. Work/Life Balance

1. Does your firm have policies that support flexible workday arrangements that promote employee work/life balance?
2. Does your firm have policies that support flexible work time arrangements that promote employee work/life balance?
3. Does your firm have policies that provide employees flexibility as to where they work that promotes employee work/life balance?
4. Does your firm have policies that ensure that employees have equal access, engagement, and opportunity regardless of flexible work arrangements?
5. Does your firm have policies that support and provide flexibility to professionals seeking to return to work after an extended period of leave?
6. Does your firm have programs in place to recruit and support military veterans?
7. Does your firm have programs in place to recruit and support disabled people?
8. Which of the following are in place at your firm to support the engagement, retention, and wellness of employees?
 - a. Talent development and training
 - b. Employee engagement surveys
 - c. Child care benefits
 - d. Elder care benefits
 - e. Work/life balance seminars
 - f. Wellness programs

G. Community Outreach

1. Does your firm have a philosophy on community outreach? If so, please describe.
2. What percentage of your employees participate in community outreach activities?
3. Does your firm offer any volunteer opportunities?
4. Does your firm have a charitable giving program? If so, please describe.

II. NATURAL RESOURCE STEWARDSHIP

- A. Is the firm a sustainable company?
- B. Do you have a formal sustainability program?
- C. Does your company have resources that deal with the topic of sustainability?
- D. Are sustainability practices integrated at a corporate level?
- E. What level of sustainability does your firm practice?
 - 1. Several initiatives; no formal program
 - 2. Embedded in business practices; no formal program to address issues
 - 3. Embedded in business practices; formal program to address issues
 - 4. Formal program to address issues
 - 5. No initiatives
- F. Are you using sustainable products and processes?
- G. What are your key sustainability areas of focus for your firm?
 - 1. Waste
 - 2. Energy
 - 3. Transportation
 - 4. Building
 - 5. Purchasing
 - 6. Climate
- H. Please rank sustainability areas of your firm in order of priority:
 - 1. Waste
 - 2. Energy
 - 3. Transportation
 - 4. Building
 - 5. Purchasing
 - 6. Climate

- I. Please select the business processes in which sustainability initiatives have been integrated:
 1. Mission and values
 2. Operations
 3. Strategic planning
 4. Employee engagement
 5. Budgeting
 6. Marketing

- J. Please select your firm's short-term sustainability initiatives:
 1. Employee engagement
 2. Improve sustainability performance of vendors
 3. Market firm's sustainability efforts
 4. Set new sustainability goals.
 5. Sustainability ranking
 6. Create a GRI-compliant sustainability report
 7. Track sustainable data
 8. Obtain certification
 9. Integrated financial & sustainability reporting

- K. Please select your firm's long-term sustainability initiatives:
 1. Employee engagement
 2. Improve sustainability performance of vendors
 3. Market firm's sustainability efforts
 4. Set new sustainability goals
 5. Sustainability ranking
 6. Create a GRI-compliant sustainability report
 7. Track sustainable data
 8. Obtain certification
 9. Integrated financial & sustainability reporting

- L. Have any independent benchmarking exercises been undertaken regarding sustainability?
- M. Can you measure the firm's ROI on sustainable measures?
- N. What are your key performance indicators to measure sustainability?
 - 1. Growth
 - 2. Return on capital
 - 3. Risk management
- O. In what areas do you see current value as a result of sustainability initiatives?
 - 1. Reducing energy use in operations
 - 2. Reducing waste from operations
 - 3. Managing corporate reputation for sustainability
 - 4. Responding to regulatory constraints and opportunities
 - 5. Developing products to capture trends in sustainability
 - 6. Leveraging sustainability of current products to increase market share and revenue
- P. In what areas do you see future value as a result of sustainability initiatives?
 - 1. Reducing energy use in operations
 - 2. Reducing waste from operations
 - 3. Managing corporate reputation for sustainability
 - 4. Responding to regulatory constraints and opportunities
 - 5. Developing products to capture trends in sustainability
 - 6. Leveraging sustainability of current products to increase market share and revenue
- Q. Are employees educated and engaged in green initiatives?
- R. Are senior management educated and engaged in green initiatives?
- S. Do you partner with any environmental organizations?
- T. What is your carbon footprint?

- U. Do you set goals for improvement and to make yourselves more efficient?
- V. What is your impact on the local and global community?
- W. How can you improve resource use and efficiency?

III. FINANCIAL RESOURCE STEWARDSHIP

- A. Do you maintain a formal internal pay parity policy?
- B. Does your firm plan to reimburse employees for any additional transportation expenses during public health emergencies?
- C. Has the firm provided employees with additional benefits as a result of the Covid-19 pandemic?
- D. Does your firm have a supplier diversity policy?
- E. Is your firm a member of a supplier diversity association?
- F. Does your firm track vendors as part of a supplier diversity policy?
- G. If yes, select tracked criteria as part of your supplier diversity policy.
 - 1. Minority Business Enterprises (MBEs)
 - 2. Women's Business Enterprise National Council (WBEs)

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