

ESGaction Council
GOODworkplace Innovations Kickoff Call
February 9, 2022

Summary

- **Welcome/Introductions**
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 - Andre, Brookly, Dmitri, Elizabeth, Erin, Erika, James, Jens, John, Natalie, Lindsey, Oliver, Robb, Steve, Dana, George, Nelle, Pj, Cheryl, Matthew

- **GOODworkplace Considerations review (attached)**
 - Questionnaire that attempts to address common questions that collectively or individually our member firms get from either clients or prospects or from employees as they relate to diversity, equity, inclusion (DEI), and other ESG related factors.
 - Additionally, the questionnaire includes questions about our workplace practices including health, accommodations for work-life balance, flexible work arrangements, and increasingly around environmental factors and sustainability.
 - Questionnaire generated around 200 questions that have been donated to the industry and we have worked with our partners at eVestment to get the questions out into the marketplace in a way that can provide us a common set of questions that we could answer more thoughtfully and efficiently.
 - eVestment will use the questions as they see fit and make changes and/or additions in a way that would be most helpful to the industry.
 - **ACTION:** Need to update date and circulate most updated version

- **GOODworkplace Innovations review of donated examples from Loomis Sayles (attached)**
 - “Good questions lead to good answers.”
 - One of the goals for GOODworkplace Innovations is to provide opportunities for our firms that compete to at times operate as a community trying to work in the best interest in the areas we share: industry, employees, and customers.
 - Encourage firms to share with each other the things that they’re doing that are: new, innovative, working, and are good ideas – share these ideas and broadly adopt them among members.
 - Reviewed examples document donated by Loomis Sayles

- **Discussion around GOODworkplace Innovations practices and development process:**
 - Overview/General
 - Identify culture characteristics and match them with employee handbooks and awards programs.
 - Recruit, train, develop talent
 - Community investment
 - DEI interview training
 - Manager training for hybrid workplace - communication, mental health, inclusiveness, office & remote team meetings
 - Outreach initiatives with local universities – preferred talent sources
 - Create/Update policies & procedures

- Hybrid Meetings:
 - How to run hybrid meetings? How to receive balance to avoid “room” employees from dominating over “screen” employees.
 - There was a lot of bad behavior in pre-pandemic in-person team meetings: talking over each other; looking at phones, not listening to one another.
 - The positives of full meeting video conferencing forced meetings to become more inclusive – people waited until someone finished speaking before talking; people listened/paid attention – everyone had the same size box on the screen.
 - Hybrid meetings: 2 meetings going on – table vs remote; wearing mask at the table adds to the confusion. A part solution: The Meeting Owl Pro. It’s a 360-degree camera, mic, and speaker combined into one easy-to-use device. It creates the experience of in-person participation for hybrid teams and integrates seamlessly with the conferencing platforms you already use.
 - Retrofit/upgrading all conference rooms. Some rooms zoom in; some don’t – must label rooms w/ different technologies.
 - Issues with employees who prefer remote video calls even when they are in the office rather than using the conference room because they like to have all their tools and information in front of them verses going into a room w/ only pad and paper.

- Personal situations flexibility issues:
 - Fairness w/ flexible work arrangements; it’s a logistics challenge
 - Afraid to use public transportation
 - Daycares/schools send children home
 - Temporary yet significant experiences
 - Some people just don’t want to come back to the office because of personal preference and convenience.
 - Trying to be flexible (childcare, etc.); 1-2 days per week in the office. Coming back into the office some of the time is important for the culture.
 - Employees who moved out of state issues: tax, business registration issues
 - Easier for Boston employee’s vs New York employees because of public transportation concerns.
 - Trading rooms have a lot of distractions in a hybrid model
 - Announce/reiterate PTO for employees
 - Culture and ideals – bring some unity and a greater sense of community. Communication, trust, and goodwill are critically important as we re-enter the office
 - Communicate from bottom up rather than top down. Hybrid meetings and ways to collaborate could be determined by teams, departments, business units, etc. to create more cohesion.
 - Employee resource groups/working groups focused on DEI, culture, etc. – create a framework to help bring to life what our culture is and what expectations are. What does a good colleague look like?
 - Inclusive and diverse; dedicated to teamwork; excellent; accountable; leaders; solutions oriented – for clients and colleagues.
 - Employee handbook and awards program (top level and smaller teams)

- Using social media to demonstrate this externally to build enthusiasm for current employees and potential talent.
 - Definition of bad behavior vs good behavior is a matter of perspective. Try to be clear and accountable so that we get the most out of our people as opposed to be an environment where whoever yells the loudest or uses their positional power the most ruthlessly wins. We want it to be a free market of ideas and industry than positional by nature. It's a hard balance to find.
 - One firm made it very clear from the beginning that we are not a "work from home" and/or hybrid company. Starting in the fall of 2021 people started returning in mass. The energy, productivity, and comradery are exponentially better right now. Having people back in the office has been great. They have some major retirements happening and transitions cannot occur electronically. It's hard to build culture remotely.
 - Competing for talent with firms that are moving to remote/hybrid models. Relocations for better quality of life; tapping into local universities/talent. The talent pool is limited but still adequate.
 - International firms: Already working 2-3 days from home was pre-pandemic. Coming to the office to isolate yourself is no different that working from home. Use the office to collaborate. Seminars, presentations, speakers, etc. How to organize the office space? You don't need as many desks – use the square footage differently. Create collaboration spaces.
 - Reach out to previous/current full time remote employees because they have always had to deal with the challenges we are discussing.
- Next steps
 - Organize technical session (Robb, George, Erika, etc) with technical staff to share best practices around how to configure smart cameras, Owls, etc. to have the best experience possible for hybrid meetings. Identify tricks around configuring the network, devices that would be good to share among us.
 - Loomis Sayles will share flexible work arrangements, accommodations, culture, etc. with the group. It would be great if anyone would like to share what their firms are doing in these areas. The idea is to learn from one another and hopefully provide a better workplace for our staff and businesses.
 - Send any ideas and reflections to Matthew Jones at mjones@association.institutionalinvestors.org. These thoughts will be organized and circulated among this group.
 - Update date and circulate most updated version of GOODworkplace Considerations.



RECRUITMENT

Undergraduate Women's Investment Network (UWIN)

The Undergraduate Women's Investment Network (UWIN) was launched in 2015, after a review of job applicants revealed that female candidates for junior level research positions at Loomis Sayles comprised only 18% of the applications received in 2014 and 2015.

The meager results inspired an innovative program and step towards progress. Shannon O'Mara, UWIN founder and Associate Director of Credit Research, designed a comprehensive mentorship and internship program at Loomis Sayles that has successfully partnered with about 160 students over the last six years. We welcome another 36 students for the 2021-2022 school year from 15 Boston area colleges and universities.

The UWIN program offers school year mentorship and internship opportunities to female undergraduates in their sophomore and junior years that are studying business, finance, accounting, mathematics or economics with an interest in financial markets.

Undergraduate Summer Internship Development Program (USID)

The Undergraduate Summer Internship Development (USID) Program was piloted in the summer of 2016 and became an official diversity initiative in 2018. The program seeks to offer broad access and exposure to a career path in financial services by creating a candidate pool of first-generation college students and/or those under-represented in the investment management industry.

Since its initiation, the program has served 70 students and has created a richly diverse pool of potential job candidates for the future. So far, ten have been hired as full-time Loomis Sayles or Natixis employees.

DEI Based Interview Training

This workshop focuses on a repeatable, competency-based interview process to help eliminate interviewer bias, which increases the diversity of candidate slates and, hopefully, results in more diversity with our hiring. While this interview training is not a unique way to source or interview diverse candidates, it is focused on best practices and how to incorporate them into your current interview process. Having an effective and consistent process throughout the firm will reduce or eliminate unconscious bias on the part of interviewers and help ensure we select the best person for the role every time. Loomis Sayles has engaged the services of Cambria Consulting to provide interview training for all employees who are part of the hiring process.

EMPLOYEE DEVELOPMENT, TRAINING & SUPPORT

Mursion (Immersive Inclusive Leadership Behaviors Training for Leaders)

Mursion is a unique DEI and culture-focused development training tool. Mursion is a cutting edge Virtual Reality training platform that provides an opportunity to practice and apply effective inclusive leadership and communications techniques in a safe, risk-free and virtual.

The program uses a mix of live human actors and virtual avatar-based characters to replicate your toughest on the job conversations. Loomis Sayles has worked closely with Mursion to create two custom scenarios to help managers conduct 1) Courageous Conversations on Race and 2) Career Conversations that are instructive and effective.



Preparing to Work in a Hybrid Environment (Employee Training Track)

As our work environments continue to change and evolve, we know that a hybrid environment will be the reality for all employees in some manner. You may be working remotely but interacting with team members who are physically working in the office. Or you may be in the office, with some team members working remotely. Whatever the makeup, all employees have personal accountability for how they show up at work, participate in meetings and discussions, collaborate with others, and advocate for their own personal development and growth in a hybrid environment.

Loomis Sayles is partnering with MCG Partners to provide multiple opportunities for all employees to gain the skills, confidence and perspective that they need to be successful in a hybrid environment. The Employees Hybrid Work Track will offer support and development in four key areas (see attached for more information):

1. Showing Up at Work - Impact of Social Styles
2. Building on Emotional Intelligence
3. Communicate Effectively
4. Career Development

Preparing to Manage in a Hybrid Environment (Manager Training Track)

As we've experienced this past year and a half, effective leadership in this new world requires different skills that go beyond traditional management and leadership skills and techniques. Regardless of what your "hybrid team" is going to look like when our offices reopen, as managers we will all need to be able to balance virtual coordination and communication, along with face-to-face collaboration. We are committed to supporting you in this transition and as you continue to manage others in a new and complex hybrid environment.

Loomis Sayles is partnering with MCG Partners to provide a series of six workshops that target critical skills and topics for hybrid people managers (see attached for descriptions):

1. Different Roles of Hybrid Manager
2. Using Emotional Intelligence
3. Aligning Your Team
4. Facilitating Meetings
5. Coaching and Providing Feedback
6. Impact of Your Unconscious Biases

LS Healthy Minds

LS Healthy Minds is the Loomis Sayles' mental health program dedicated to building a culture of mental health well-being and foster a workplace that promotes and supports the mental health of all of our Loomis Sayles employees, their families, and their loved ones. The program will strive to reduce mental health stigma and raise broader awareness by encouraging open and honest conversations throughout the firm while providing educational programs and resources that support various areas of mental health.

EMPLOYEE RESOURCE & STEWARDSHIP GROUPS

MOSAIC (Multicultural Organization Supporting An Inclusive Community)



MOSAIC is Loomis Sayles' first multicultural employee resource group, established in 2018 by employees Harika Diaz, Wennie Fang, Becky Mac, and Ken Zhen. MOSAIC aims to promote a culture of diversity and inclusion by striving to develop and retain a community of talented and diverse employees at all levels of leadership through professional development, networking, and engagement.

GOALS

- Provide a platform to encourage, develop, and support diverse and underrepresented Loomis Sayles employees to thrive internally and externally, in an inclusive and united effort across the firm
- Drive business results by offering educational resources to increase cultural awareness and insight
- Promote community development and brand enhancement through networking and volunteering

The LS Black Community

An organic and informal space created for and by the Black professionals at Loomis Sayles to come together to catch up, network, support each other and this community, and talk about topics that effect this community both in and outside of work. LS Black Community also meet regularly with Kevin Charleston for an open discussion on various DEI topics of concern.

Courageous Conversations

An ongoing program series launched by MOSAIC, Courageous Conversation encourage employees of every background to engage in candid discussions that address race, discrimination, racial trauma and mental health, and social justice. The effort is committed to acknowledging the impact racial trauma has on our colleagues of color and the residual impact on all employees.

Loomis Sayles Allies

Loomis Sayles Allies is a network of male employees across the organization who are dedicated to supporting the firm's commitment to Diversity, Equity and Inclusion (DEI). The group's vision is to increase diversity across an organization, establishing equitable employment practices and creating a culture of inclusion benefit all employees and a business's long-term success. To do this, every Ally pledges to be a champion of change through engagement, education and advocacy in support of underrepresented talent and marginalized groups.

Loomis Sayles Virtual Employee Resource Group

Our mission is to provide a resource and discussion platform for all employees to maintain and enhance connections, regardless of their location. The Virtual ERG will create events, communications and resources that will enable all Loomis Sayles employees to network with each other, and to collect feedback for management on how the work from home experience can be strengthened.

LS Green Council

The Green Council's mission is to reduce the firm's environmental footprint utilizing a systematic approach that educates our workforce, and brings about behavioral changes for a more sustainable and healthier future.



LS Volunteer Council

The Volunteer Council is committed to engaging and creating a culture of volunteerism for all Loomis employees. The objectives of the Volunteer Council are to facilitate volunteer time off by finding one-off and continued volunteer opportunities for employees to engage in, as well as working directly with Community Investments to create Loomis sponsored, group volunteer opportunities.

LS Wellness Program

Recognizing that employees perform their best when they are healthy, and that top employee performance is necessary for the firm to be successful, it is the mission of the Loomis Sayles' Wellness Committee to promote the health and wellness of employees.

Women@Work

Women@Work is an inclusive network to connect, develop and champion women within Loomis Sayles and the investment management industry. Women@Work is committed to the belief that the existence of a forum for women employees at the firm will increase and enhance connection and communication among all Loomis Sayles employees.

Areas of Focus:

- **Development & Education:** Provide opportunities for professional development and career advancement.
- **Networking:** Offer a venue for sharing knowledge and ideas to enhance connection and communication among employees.
- **Outreach:** Facilitate engagement and collaboration with the investment management community.

COMMUNITY INVESTMENT

MOSAIC Fenway Scholarship Fund

The MOSAIC Scholarship Fund, established in 2020, was scheduled to be awarded to a Fenway high school senior in spring of 2020. However, the scholarship was amended to gap scholarships (up to \$1,000 each) in response to the COVID-19 crisis and the racial inequities further exposed in our country that continues to impact students and families today.

2021: This year MOSAIC awarded \$25,000 total, ranging from \$3,000 to \$5,000 each, in scholarships to 6 graduating high school seniors from Fenway High School. MOSAIC and Loomis Sayles' Giving Committee are proud to be a supporter of students underrepresented in the investment industry and who are also first-generation college students.

2020: Launching its first college scholarship fund in March of 2020 and in a matter of months, between internal fundraising and a company donation of \$10,000, raised over \$20,000. The first scholarship was scheduled to be awarded to a Fenway high school senior in Spring of 2021 but was amended to gap scholarships (up to a \$1,000 each) in response to the COVID-19 crisis and the racial inequities our country has continued to see over the course of the last couple of months. MOSAIC and Loomis Sayles is proud to be a supporter of students underrepresented in the investment industry and more specifically, first-generation college students that have been disproportionately affected by recent events.



Fuss Family Mental Health Initiative

The Fuss Family Mental Health Initiative honors Dan Fuss, a globally renowned fixed income investor and our beloved colleague of 45 years. Dan and his family have worked tirelessly to support the mental health needs of young people, including suicide prevention efforts, in the wake of their son Tommy's suicide 15 years ago. Loomis Sayles celebrated Dan's philanthropic focus through a two-month campaign comprising four areas of support:

1. Substantial corporate giving (\$500,000)
2. Double-matching opportunities for employee gifts
3. Community engagement through volunteerism
4. Education and awareness for employees and their families