



Diversity
Project
NORTH AMERICA

UPDATED AS OF JULY 2021

Diversity Project North America Committees

Impactful participation, meaningful contribution.

Nicsa's Diversity Project North America committees are at the heart of our mission to connect all facets of the global asset management industry in order to develop, share, and advance leading practices. Our thought leadership programs are driven largely *by members for members*.

The Diversity Project North America seeks to drive measurable change for our member firms, and for the industry as a whole. We offer content aimed at developing and sharing tested practices and benchmarks so that, together, we can evolve toward a more inclusive asset management industry with positive business results.

DIVERSITY PROJECT NORTH AMERICA COMMITTEES

- CEO Advisory Council: sets the strategic direction for the Project
- Executive: ensures the committee work aligns with CEO Advisory Council objectives
- Benchmarking: identifies metrics and standards
- Education Engagement & Outreach: attracts diverse talent to the industry
- Events: offers training and education for inclusive leadership
- Fearless Leadership Symposium: drives content & speaker identification for annual event
- Industry Engagement: shares findings and solicits actionable industry feedback
- Member Engagement: identifies and develops the next generation of leaders at our member firms
- "Next" Practices: shares forward-looking ideas to help firms build bold programs that advance equitable opportunity and support business results

Committee membership is open to all employees of member firms, providing an excellent opportunity for all divisions, all departments and all levels of management to participate in the development of industry solutions. To join, contact **Justine Phoenix** at jphoenix@nicsa.org.

Updated Semi Annually.

Diversity Project North America Governance Committees

The following committees are open only to Founding members of the Diversity Project North America. Advisory Council and Executive committee members facilitate decision-making by completing necessary research of ideas and to make recommendations to the Diversity Project as a whole.

CEO Advisory Council

Committee Chair(s): Dan Houlihan, Northern Trust;
Deirdre O'Connor, BlackRock
Nicsa Liaison: Jim Fitzpatrick and Justine Phoenix
Meeting Frequency: Quarterly

Key focus areas include setting strategic direction for the Diversity Project North America. This group of industry leaders meets quarterly to review committee progress as well as consider new business initiatives.

Executive Committee | Open only to sponsors of committees

Benchmarking Committee

Committee Chair(s): Cheryl Reich, Broadridge;
Cassandra McCarthy, EY;
Justin Bullion, Payden & Rygel
Sponsor: TBD
Nicsa Liaison: Jordan DeBettencourt
Meeting Frequency: Monthly

With an understanding of the importance of metrics with respect to diversity and inclusion, this committee serves as a resource for the Diversity Project to identify and understand industry measurements and metrics of D, E & I standards such as gender, generation, race/ethnicity and education. The committee also identifies other organizations where there is a potential to align around key metrics. The committee developed the Pulse Survey, an attitudinal measurement that was released by the Diversity Project in October 2020 and will continue the Pulse Survey as well as other measurable identifiers in the diversity and inclusion space.

Education Engagement & Outreach Committee

Committee Chair(s): Gary Casagrande, Confluence;
Suzanne Cullinane, Janus Henderson
Sponsor: Dan Houlihan, Northern Trust
Nicsa Liaison: Lilly Bahmani
Meeting Frequency: Monthly

Diversity Project Committee Descriptions

This committee's efforts will be focused on attracting early career, diverse talent to the industry. The goal of the committee will be to establish partnerships, feeders and frameworks with colleges and universities to focus on building a pipeline of diverse talent. Initial focus will be to create relationships with high schools, colleges and universities to provide access for member firms to participate.

Events Committee

Committee Chair(s): Emily Lawrence, Northern Trust;
Donelle Chisholm, American Century
Sponsor: Niamh Fitzgerald, BMO
Nicsa Liaison: Kelly Sherrard
Meeting Frequency: Monthly

The committee focuses on planning and hosting Diversity Project events that center on diversity, equity and inclusion topics and create meaningful ways to address a path forward to inclusive leadership in the global asset management industry. These events take place in the form of roundtables, webinar or town halls and address topical issues in diversity and inclusion. The committee selects the topics and invites speakers to participate and works across the Diversity Project as well as collaborates with other organizations and speakers to address these topics and issues.

Fearless Leadership Symposium

Committee Chair(s): Cheryl Boyd, EY;
Anna Penn, Invesco
Sponsor: Jim Fitzpatrick, Nicsa
Nicsa Liaison: Kelly Sherrard
Meeting Frequency: Monthly

This Committee is responsible for driving content development and speaker identification for the annual Fearless Leadership Symposium which will be held in the spring of 2021. The Fearless Leadership Symposium will bring together senior business executives across a broad spectrum of asset management firms to examine the current state of diversity and inclusion and create an aggressive path forward.

Industry Engagement Committee

Committee Chair(s): Ann Cavanaugh, BlackRock;
Maggie Klimentova, Russell Investments
Sponsor: Deirdre O'Connor, BlackRock
Nicsa Liaison: Allie Walsh
Meeting Frequency: Monthly

The mission of the committee is to amplify the message of the Diversity Project by expanding and solidifying the brand, mission and message to both the members and the

Diversity Project Committee Descriptions

industry. Focus areas are to use content generated by the Diversity Project committees which is distributed through various digital media channels. The committee will form strategic partnerships with other organizations that are making an impact on the DEI space.

Member Engagement Committee

Committee Chair(s): Paul Dawe, HSBC;
Paul Olschwanger, Aon
Sponsor: Frieda Lewis, Broadridge
Nicsa Liaison: Justine Phoenix
Meeting Frequency: Monthly

The members of this committee are responsible for creating a Diversity Project Program to assist members to identify, cultivate and develop the next generation of leaders in their firm. The committee will support the Rising Star Program and offer a professional development program that empowers the rising star to become a stronger, more effective leader and strengthen the opportunity for the Diversity Project member firm to invest in this high potential diverse employee.

“Next” Practices Committee

Committee Chair(s): Sarah Maynard, CFA Institute;
Ofelia Potter, Northern Trust
Sponsor(s): Thomas Arnold, EY
Nicsa Liaison: Ali Lovett
Meeting Frequency: Monthly

“Next practices” are forward looking ideas meant to spark important dialogue about business results and sustainability. They are bold business programs that are moving the needle on DEI in the global asset management industry with measurable results.”

The mission of the committee is to foster the development of industry DEI practices and to establish the Diversity Project North America as a resource for industry “next practices” on a variety of DEI programs and initiatives. The Committee drives this mission by (1) fostering collaboration around best practices; (2) sharing member-firm information and content on best practices; and (3) creating DPNA content that provides guidance on the development of DEI initiatives and programs.