



Payden & Rygel

LOS ANGELES | BOSTON | LONDON | MILAN

## Diversity & Inclusion at Payden 2020 Recap and 2021 Outlook

April 2021

# DIVERSITY & INCLUSION



## Our Mission Statement

Payden & Rygel believes an inclusive organizational culture fosters diversity, enhances our client relationships, and improves our investment results. We are deeply committed to the further cultivation and preservation of an inclusive culture where minority voices are heard, respected, and where constructive debate is encouraged. Furthermore, we believe it is important to recognize our industry suffers from underrepresentation of various groups and we are committed to being part of solutions to close those gaps. To achieve this, we are focusing on advancing our progress and participation in the following four areas:

### » **Culture of Inclusion**

- » Engage the Payden Team to build on our existing collaborative culture and actively seek to address any “blind spots”

### » **Hiring, Retention, and Promotion Practices**

- » Drive a deliberate effort to seek diverse pools of qualified candidates for both entry level and senior positions (race and ethnic origin, gender, sexual orientation, educational background, non-traditional careers, etc.); develop, retain, and promote diverse talent from within the firm

### » **Philanthropy**

- » Continue to cultivate the generous culture of the firm with a targeted focus on organizations and initiatives that will support inclusion and address structural disadvantages and systemic racism in our community and society

### » **Industry Involvement**

- » Actively participate with industry groups to establish and adopt best practices to accelerate progress in creating greater inclusion and diversity



## Firm Highlights

- » Majority of AUM managed by teams led by women
- » Key business areas – corporate research, global equities, high yield, emerging markets, operations, insurance – led by minorities and/or women
- » Majority ownership held by women
- » Employment of a diversity of cultures, ethnicities, and educational backgrounds
- » Longstanding commitment to improving educational opportunities for minority youth
- » Engagement with and sponsorship of diversity and inclusion initiatives in the financial industry
- » Direct charitable donations and generous employee matching-gift program

**How We Define Diversity:** We define diversity not only in terms of gender and cultural background, but also in terms of education and global awareness. In addition to data on gender and race, we look to veteran status, higher education representation, undergraduate major, age, and languages spoken.

### **Philanthropic Examples:**

**Educational** – Academy of Business Leadership, Academy of Finance, Cristo Rey Network – High School Internship Program, St. Mary’s Academy, She Can Be, Trinity Washington University

**Social** – Big Brothers & Big Sisters of Los Angeles, Cardinal Shehan Center, Julie’s Family Learning Program, Los Angeles Mission, Meals on Wheels, Mencap, Midnight Mission, Natl Education for Assistance Dog Services (NEADS), Salvation Army, The Social Mobility Foundation, Union Rescue Mission, UNCF, United Way

**International/Emerging Markets** – EMPower, Human Rights Watch



# 2020 Recap – 2021 Outlook

Pillar	2020 Efforts	2021 Areas of Focus
<b>Culture of Inclusion</b>	<ul style="list-style-type: none"> <li>» Focused on bringing team together through shared values, activities included:               <ul style="list-style-type: none"> <li>» sponsorship and firmwide participation in UNCF Virtual Walk for Education</li> <li>» formal acknowledgement of society’s inequities and injustices with direct support for employees to engage and address these issues</li> </ul> </li> <li>» Formal Mentoring Program launched – “Pathway Development Program”</li> </ul>	<ul style="list-style-type: none"> <li>» Expand Mentoring Program participation</li> <li>» Launch a Professional Development Series open to all employees:               <ul style="list-style-type: none"> <li>» increase connectivity with and visibility to diverse senior management and firm operations</li> <li>» provide skill building opportunities</li> </ul> </li> <li>» Coordinate D&amp;I effort globally through strategic partnership with our offices in London/Milan</li> </ul>
<b>Hiring, Retention, and Promotion Practices</b>	<ul style="list-style-type: none"> <li>» Instituted equitable compensation review with senior management</li> <li>» Identified and expanded recruiting pool of qualified candidates through partnerships:               <ul style="list-style-type: none"> <li>» SEO</li> <li>» Girls Who Invest</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>» Formalize and launch competitive paid internship</li> <li>» Expand experienced hire recruiting pool</li> <li>» Review and expand list of undergraduate schools for recruiting to ensure they reflect a diverse pipeline of potential employees               <ul style="list-style-type: none"> <li>» UNCF connections to HBCUs</li> </ul> </li> </ul>



## 2020 Recap – 2021 Outlook Continued

Pillar	2020 Efforts	2021 Areas of Focus
<b>Philanthropy</b>	<ul style="list-style-type: none"><li>» Expanded matching gift (double match) for employee gifts to organizations focused on racial justice</li><li>» Continued support of numerous non-profits</li></ul>	<ul style="list-style-type: none"><li>» Specific efforts to foster a diverse pipeline for our industry – support for underrepresented populations/majors</li><li>» Continuation of 30+ year track record of supporting philanthropic efforts</li></ul>
<b>Industry Involvement</b>	<p>Continued Involvement/Leadership:</p> <ul style="list-style-type: none"><li>» Founding member of the NICSA Diversity Project North America</li><li>» Founding sponsor of “The Power of Diversity”, City of London</li><li>» Direct participation on the CFA Diversity &amp; Inclusion Code Working Group</li></ul>	<ul style="list-style-type: none"><li>» Continue to engage with global industry groups to identify and adopt Best Practices</li></ul>