

# Empowering Colleagues to Deliver Client Success



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# I Our People Are the Core of Our Business

At William Blair our ability to provide clients with world-class financial services and industry-leading investment strategies for businesses, investors, nonprofits, foundations, families, and individuals requires that we build a team of colleagues whose talent, experience, and perspectives align with our increasingly diverse global client base.

The challenges our clients face and the financial environment in which we operate are evolving at an ever-increasing rate. Our commitment to delivering client success means that we must constantly think of new ways to empower our colleagues. Only by creating a workplace culture that is truly inclusive of all perspectives and backgrounds can we continually evolve to meet the new challenges and opportunities facing our clients worldwide.

## **Inclusion and Diversity: Aligned with Our Mission, Vision, and Values**

We view inclusion as creating a workplace culture in which differences contribute to better outcomes for our clients and greater opportunity and equity for our colleagues. We view diversity as the mix of experiences and characteristics that each colleague brings to William Blair.

Inclusion and diversity are business imperatives for William Blair and are completely aligned with and integrated into our mission, vision, and values.

### **Our Mission**

Empower colleagues.  
Deliver client success.  
Engage in our communities.

### **Our Vision**

Be the premier global boutique.

### **Values**

#### **Integrity**

Honor our commitments while always upholding the highest ethical standards.

#### **Client Focus**

Driven to provide exceptional service and outcomes.

#### **Engagement**

Find joy in what we do, seek balanced lives and celebrate the successes of our clients, teams, and each other.

#### **Inclusivity**

Actively embrace diversity of thought, opinion, and background.

#### **Excellence**

Set the highest bar for quality in all our pursuits.

#### **Agility**

Anticipate new opportunities, embrace change, and adapt.

#### **Entrepreneurship**

Promote organizational, team, and individual initiative.

#### **Partnership**

Be leaders, investing together in the enduring success of our colleagues, clients, and communities.

# I Our People Are the Core of Our Business

## Building Relationships with Diverse Professional Organizations

By partnering with organizations focused on enhancing opportunities for diverse talent across financial services, we are strengthening our recruiting pipeline.



# I Our People Are the Core of Our Business

## Building Relationships with Diverse Community Partners

Our Community Partners program enhances our diversity proposition by allowing us to meet people where they are. We work within the framework of these partnerships to elevate the visibility of historically underestimated people around the globe by providing support, resources, education, talent pathways, and access to financial capital.



## II Inclusion: A Business Imperative

Creating a workplace culture where our colleagues feel confident to be themselves and know that their voices and perspectives will be heard and valued is without question the right thing to do for our colleagues and our clients.

Those values are essential to supporting a workplace environment where innovation and teamwork deliver long-term sustainable value for clients, communities, and William Blair. That requires support by the firm's leaders who instill and nurture a sense of belonging and connectedness.

Our effort to thoughtfully evolve includes new approaches to how we both recruit talent and develop our colleagues. Whether through partnering with organizations that help us build relationships with populations that traditionally have been difficult for us to reach; asking our Pride, Veterans', Women's, and ONE Alliance business resource groups (BRGs) to help shape our policies and recruiting efforts; or creating forums for conversations that encourage our people to consider challenging topics from new angles, we are empowering our colleagues to bring their unique voices and perspectives to work every day.



### Casting a Wide Net to Strengthen Our Team

During recruitment we use a systematic, thoughtful process to cover every conceivable resource and organization, and to mitigate the unconscious bias that can occur. We take these steps to assemble the greatest team possible, to offer clients the most qualified professionals whose backgrounds and perspectives embody the diverse client populations we serve. Our recruitment involves partnerships with specialized diversity networks, our business resource groups, and private networking events and diversity-focused internships such as The Greenwood Project, LIFT (a national nonprofit dedicated to helping families break the cycle of poverty), MetroSquash, and Women in Technology.



## II Inclusion: A Business Imperative

### Our Business Resource Groups

Our Business Resource Groups (BRGs) empower colleagues and embrace cultural awareness at William Blair and support community initiatives to advance inclusion and diversity. William Blair received a perfect score of 100% on the 2022 Corporate Equality Index, a national benchmark survey and report that measures corporate policies and practices related to LGBTQ+ workplace equality administered by the Human Rights Campaign Foundation.

**ONE Alliance:** Established in 2020, this BRG celebrates and embraces all of William Blair’s ethnicities and cultures, raising awareness and appreciation for all backgrounds and lived experiences.



**Wilfrido Hernandez**  
Risk Management



**Xiaowei Hargrove**  
Investment  
Management



**Nazya Nawaz**  
Finance

**Pride Alliance:** This group of LGBTQ+ employees and supporters throughout William Blair formed in 2017; the group’s purpose is to cultivate a supportive workplace culture and elevate the firm’s profile among external stakeholders, clients, and prospective talent.



**Toya Garcia-Bradow**  
Brand Marketing &  
Communications



**Phillip Blee**  
Equity Research

**Veterans’ Alliance:** This BRG, established in 2014, bridges William Blair’s veterans with supporters; the group also raises awareness and facilitates solutions to veteran-related issues, and supports their recruitment and retention.



**Tye Clark**  
Risk Management



**Corwin Marbly**  
Investment  
Management



**Mike Justus**  
Investment  
Management

**Women’s Alliance:** Established in 2014, this alliance welcomes everyone at William Blair as members; aims include: women’s empowerment in the workplace, promotion of professional development, collaboration, and raising awareness of the importance of gender diversity across the firm and the community.



**Kristina Blaschek**  
Investment  
Management



**Beth Pekol Porto**  
Equity Research

# III Inclusion Is a Skill

Creating an inclusive workplace culture doesn't happen by accident. We are in the early stages of building a learning and development program that teaches leaders how to manage individuals from all backgrounds and perspectives. The goal is to provide colleagues the tools they need to unlock their potential and build their careers at William Blair. This inclusive environment is a powerful driver of retention for colleagues of all backgrounds.

### Fully Integrated

Spread across William Blair are principles and practices of inclusion and diversity, including performance reviews, feedback conversations, post-promotion training, and mentorship.

### Interview Training

Inclusive interview panels ensure that hiring managers ask all candidates the same questions; we train colleagues to identify and mitigate unconscious bias during the interview process.

### Optimized Job Descriptions

Our periodic reviews of job descriptions update for gender-neutral language to prevent unintentionally targeting narrow demographics.

### Leadership Training

We train colleagues at all levels of William Blair, on how to share ideas and receive feedback.

### Focused on Retention

Our commitment to colleagues extends throughout William Blair, from cross-functional skill training to mentoring programs, as we embrace full engagement across the firm and encourage pathways that lead to long-term careers with us.

## Courageous Conversations

These quarterly events connect colleagues and thought leaders for inspirational talks to develop and foster a more inclusive culture. This platform also provides an opportunity for colleagues to share their experiences and engage with each other in a way that builds trust and fosters an environment of diverse thinking.

## Recent Conversations

Courageous Conversations have featured talks led by world-renowned scientists, communications experts, and those whose lived experiences bring valued input discussing:

- Climate
- Health equity
- Generational gaps in communication
- Cognitive diversity
- Gender neutrality
- Resiliency
- Embracing individuality alongside collective success



## IV Our Values in Action



“By creating a collection of individual journeys representing the greatest possible diversity across all of these dimensions, it profoundly changes the way we deliver for our clients. Now, we hear, see, and serve our clients more comprehensively, achieving better results.”

**Brent Gledhill, President and CEO, William Blair**



“The lack of diversity in asset management becomes a self-perpetuating, vicious cycle. So, you need to take proactive steps to disrupt that cycle. That includes holding managers accountable to identifying diverse employees who have leadership potential and making sure that they have the support and resources they need to reach their potential. It also involves focusing on retention, rather than just recruitment.”

**Alaina Anderson, CFA, Partner, Portfolio Manager and Global Research Analyst**

## IV Our Values in Action



“By definition, we each view a problem through individual lenses—and we all have blind spots. That’s why multiple perspectives allow us to have more rigorous, holistic, and robust conversations, which lead to better results. This effect is well documented in forecasting and decision-making research.”

*Stephanie Braming, CFA, Partner, Global Head of Investment Management*



“By creating an inclusive, supportive environment at William Blair, Pride (Alliance, a Business Resource Group) is helping to drive employee productivity because now those people don’t need to use energy to suppress their true identities out of fear of not being accepted. They know that William Blair accepts them fully and they are now able to focus 100% on doing great work.”

*Paige LaCour, Community Engagement Senior Associate*

## IV Our Values in Action



Greenw%  
d  
Project  
TRANSFORMING FINANCE

“We engage Black and LatinX students from high school through graduation from college and into Finance and FinTech careers. We believe there is no lack of talent, just a lack of opportunity and exposure. We want our young people to see themselves in this industry. William Blair and its employees have been amazing...showing up as mentors and contributing to our curriculum. Some of our former student interns are now William Blair employees. It speaks to the power of exposure, education, and volunteers. We’ve been able to triple the size of our program. The support we receive from William Blair helped make that happen.”

**Bevon Joseph, Executive Director, Greenwood Project**



eliminating racism  
empowering women  
**ywca**  
metropolitan chicago

“William Blair is at the core of why we’re able to do this work today. Sometimes corporate social responsibility can feel hollow. People make commitments, they make statements, but William Blair is an organization that’s done more than that. They step up. There’s employee engagement where employees contribute their money, they contribute their talent, they contribute their time. And it goes from the lower levels of the organization all the way to the top. It’s a thread across the organization.”

**Nicole Robinson, Chief Executive Officer, YWCA Metropolitan Chicago**

# Empowering Our Colleagues

Our people will always be the core of our firm. We are strengthening that core and, in turn, our ability to serve clients by reaffirming our commitment to inclusion and diversity.

To learn more about our approach to inclusion and diversity and career opportunities at William Blair, we invite you to visit [williamblair.com/inclusion](https://williamblair.com/inclusion).



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