

ALLYSHIP TOOLKIT

A Time for Understanding

An ally is someone that actively supports and promotes a culture of inclusion through intentional, positive behaviors. It requires a life-long process of building trust, learning about ourselves and others, and sharing growth opportunities.

Allyship includes recommending individuals for high-visibility assignments and learning opportunities; championing their expertise; amplifying their good ideas; advocating for meeting and conference invitations on their behalf; or simply asking a colleague about their experiences. There are many opportunities within the workplace to take action as an effective ally.

Allyship starts with increased awareness and the bridging of cultural divides.



This Allyship Tool Kit is offered to help firms within the global asset management industry build more inclusive environments, offer opportunities for diverse talent to feel heard and valued, and create learning opportunities for all employees. It can be customized to meet your firm's internal needs and resources, and includes several modules for consideration.

PURPOSE

*A Time for Understanding** is a program developed by founding members of Diversity Project North America. The program is intended to facilitate frank conversations and help bridge cultural divides inside and outside of the workplace. It is designed to include and to benefit all associates, regardless of race, gender, cultural or religious affiliation. The program can be customized and personalized for any firm wishing to advance allyship among their employees.

DESIGN OPTIONS

Length

Can be customized to meet the parameters of your resources:

- Day of Understanding
- Week of Understanding
- Month of Understanding

Sponsorship

Can be hosted (exclusively, or collectively) by:

- HR
- Employee Resource Groups (ERGs)
- Business Resource Groups (BRGs)
- Senior leadership, or
- Outside consultants

Content

Can be one event, or a series of programs, and may include:

- An **Ask Me Program**, signaling open dialogue and encouraging cultural awareness. The program provides a framework to pause and take a moment to get to know someone at a different level, a more personal level as it pertains to their culture. It allows employees the time to be inquisitive, to listen, to better understand our differences while being respectful of what that person is comfortable sharing. It provides the opportunity to share your story and journey as well.

- The **Ask Me Digital Badge** (MODULE 1) would signal the opportunity to begin the conversation, while the **Conversation Starters** (MODULE 2) provide guidance on questions to ask.
- A **Solidarity Weekend** (MODULE 3), a period of intentional learning during an employee's own time, encouraging conversations with friends and family, and attending events related to social justice. The framework may also provide suggestions for how individuals can share their experiences and learnings (via conversations with colleagues, presentations to ERGs, intranet blog posts, etc.).

Communications

Can be delivered to your employees via Marketing or HR. These connection points can promote participation, highlight diverse individuals, and encourage discussion among employees. Suggestions include:

- Firmwide email with registration link for all events
- Intranet article/blog with registration link for all events

RESOURCES | READINGS

[7 Examples of What Being an Ally at Work Really Looks Like](#) | themuse
[Allyship: If Not Now, When? If Not You, Who?](#) | Fidelity Institutional Insights
[Radical Candor](#) | Kim Scott
[Subtle Acts of Exclusion](#) | Jana, Baran
[The Importance of Allyship](#) | Diversity Project North America

Diversity Project North America members can access more Allyship Resources [here](#).

**The "Time for Understanding" concept was brought to the Diversity Project North America by founding member, Broadridge. The modules were added by additional member firms to collectively create this tool kit that is intended for use by any organization within the asset management industry.*

MODULE 1: “Ask Me” Digital Badge

The digital “Ask Me” badge can be set up to appear on Microsoft Teams, Webex, and Zoom backgrounds, as well as in email signatures.

The badge can be offered via company intranets or email communications as a “copy/paste” item with instructions tailored to a firm’s platforms and technology. Each company should decide what might work best with the technology they use. The badge can also be re-designed to align with corporate branding specifications.

The intent is for users to signal to colleagues that they are open to questions about their diverse backgrounds. The “Ask Me” badge is intended to raise awareness and open dialogue between colleagues during the designated “Time for Understanding.”



Available for download [here](#).

MODULE 2: Conversation Starters

The Conversations Starters below can be used to shape a series of discussions intended to highlight the unique perspectives and stories of diverse employees. Questions can be tailored to speakers and/or audiences.

1. Where are you from and what brought you to where you currently live?
2. What is your primary language? What other spoken/written languages have you ever learned/used?
3. What is your background? How do you identify?
4. What do you like to do in your free time?
5. Do you have any hidden talents? What are they?
6. How would you describe your sense of humor?
7. What was it like growing up in your family? Tell me about some traditions or celebrations your family participates in. Tell me about your family structure and how it shaped your upbringing. (Influence of parents, grandparents, siblings, others, etc.)
8. If you could think of a defining moment in your life, what would it be? (personal or professional)
9. If you could do it all over again, what career/profession would you choose?
10. Do you (or your family members) care for someone with a disability that is visible or invisible? What is that experience like? Has this experience shaped your approach to working with colleagues?
11. Have you or a family member ever served in the military? What was that experience like? How did the experience shape your professional development?
12. What are some incorrect assumptions people have made about you?
13. Can you share an experience of when you may have been treated differently because of your age, gender, sexual orientation, religious/spiritual beliefs, ethnicity and/or race? How has that impacted you?
14. What are some causes you are very passionate about?

15. What are some of your favorite cultural dishes? Have you ever been put in an uncomfortable situation due to personal, cultural or religious dietary restrictions? What was it like? How did it make you feel?
16. Have you ever felt uncomfortable by your physical appearance, speech, mannerism or style? How did it make you feel?
17. Have you ever been the only person of your race/gender/sexual orientation in a workplace setting? How did it make you feel?
18. What world events have impacted you and/or your family?
19. Have you or someone you know ever been racially profiled? What was that experience like? How did it make you feel?
20. Have you or someone you know ever been mis-treated based on something that you/they can't change? How did that make you feel?

MODULE 3: Solidarity Weekend

LEARN. ACT. SHARE.

This is an opportunity to come together in support of Black associates, associates of Color, and other under-represented associates. It is an opportunity to show solidarity for ALL associates and demonstrate a commitment to a work environment where each of us feels valued, respected, and included.

Here's how you can participate:

Intentionally Learn

Learn about the unique challenges others face to better understand how we can work together to overcome them. You can find resources here or you can also research areas of interest to you on your own. *{Note this list of resources can be altered and/or customized to your employees}*

- [Visit EmbraceRace.org](https://embraceRace.org) for more learning and reading material
- [Watch this TED talk by Vernā Myers on overcoming biases](#)
- [Out and Equal Workplace Equality Factsheet](#)
- [Gender equality and 5 ways male allies can help](#)
- [Military veterans say racism in the ranks often isn't camouflaged](#)
- [How to Talk To Your Kids About Racism & Violence, at Any Age by Sabrina Rojas Weiss](#)

Take Action

Have a conversation with family or friends about it and share your experiences as well as listen to theirs; go for a walk or jog and reflect on what you learned; or attend an event in support of others. It's up to you what action you would like to take.

Share Your Experiences

Show your solidarity and share your experiences in three ways:

- Share via internal company platforms (intranet, social media)
- Reach out to a co-worker and share your experiences
- Share with company ERG member

ABOUT NICSA & DIVERSITY PROJECT NORTH AMERICA



SHARED PRACTICES

Nicsa is a not-for-profit trade association striving to connect all facets of the global asset management industry in order to develop, share, implement, and advance leading practices. Nicsa member firms include asset managers, broker dealers, custodian banks, transfer agents, and other professional service firms including audit, tax, law, technology, marketing, and compliance.

Nicsa aims to help firms operating in all segments of the global asset management industry meet the changing needs of their clients by aligning and educating industry participants through formal education programs, interactive forums, networking opportunities, and initiatives such as the Diversity Project North America (DPNA). The Diversity Project North America promotes a diverse and inclusive asset management industry with the right talent to deliver the best possible results for our clients, reflect the society we serve, and ensure long-term business sustainability. We aim to achieve diversity across all dimensions through

POOLED RESOURCES

collaborative leadership from executive business leaders pooling resources from industry participants around challenges we all face.

The Project spans the entire range of the profession: asset managers, fund complexes, asset servicers, broker dealers, asset owners and professional service firms that support the industry. We seek to share best practices, identify gaps in our industry and initiate action to help solve or improve those inadequacies.

We strive to deepen the understanding and perception of what the asset management industry entails and the varied roles within it, to encourage a broader range of new candidates.

Note: The observations contained in this work represent the thoughts of individuals comprising Nicsa leadership and its committees. They do not necessarily reflect the views of Nicsa or any of its member organizations. Nothing herein is intended to be or should be construed as legal advice.

MEASURED RESULTS



Diversity
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