

COLLABORATION AND DIVERSITY

We build collaborative relationships with our clients and among our associates in order to best serve people around the world.



ATTRACTING AND RETAINING DIVERSE TALENT

We continue to update our recruiting practices to attract professionals with different backgrounds and experiences and to offer programs and events that engage and expose candidates to our culture and the financial industry.

A sampling of programs that add to our talent pipeline includes:

■ **Pre-M.B.A. Internship Program:** The internship program engages diverse candidates who are interested in asset management before entering their first year of business school.

■ **Stock Pitch Workshop:** This event introduces a diverse group of first-year female M.B.A. students to a career in asset management, including how to present stock recommendations to investment professionals.

■ **Women in Leadership and Female Insight Day:** Launched in 2017, this London-based event focuses on increasing female applicants for undergraduate opportunities.

■ **Associate Analyst Program:** This multiyear program offers training and mentoring to develop associates for equity and fixed income analyst roles. In 2018, 60% of associate analyst hires across equity and fixed income were diverse.

Q&A WITH HENRY CASANOVA: SLATE DIVERSITY

Henry Casanova is a recruiting manager at T. Rowe Price.

Q: Why is it important to pursue diverse talent in the finance industry?

A: Money management is a very personal thing. Our clients want to feel understood, respected, and culturally represented. There's an extra layer of trust that comes from knowing that people with similar backgrounds and experiences are working to help you achieve your financial goals.

Q: What does slate diversity mean?

A: Slate diversity refers to the number of candidates from underrepresented groups that are interviewed by a hiring manager versus the total number of candidates interviewed



for the position. At T. Rowe Price, slate diversity is a shared goal between recruiters and hiring managers. Recruiters work with hiring managers to introduce diverse candidates who will best meet the needs of our clients.

Q: What has T. Rowe Price done to enhance slate diversity?

A: In an effort to strengthen our recruitment of African American recent graduates, the campus recruiting team has added a recruiter with strong relationships with historically black colleges and universities. In addition, in partnership with our diversity and inclusion group, we have attended the National Association of Black Accountants Convention and Exposition, the National Black MBA Association Conference and Exposition, and the Toigo Alumni Investment Conference.

BENEFITS FOR A DYNAMIC WORKFORCE

We recognize that associates can be their best when they feel their best. Our support for their wellness is reflected in our culture and operations. We offer competitive benefits globally, tailored to the unique needs of associates across regions.

For instance, at our corporate headquarters in Baltimore, associates can take advantage of the on-site gym, yoga classes, and massage therapy. Our corporate campuses in Colorado and Maryland have walking trails, basketball courts, ping-pong tables, fitness centers, and community gardens, in addition to enjoying the same amenities as our headquarters. We also reimburse our associates for their fitness club memberships up to specified limits; offer webinars on healthy living; and, in the U.S., provide comprehensive health and dental insurance. In Europe, we have offered mental health awareness training for managers to help them support the well-being of their team members.

To support the financial wellness of U.S.-based associates, our generous 401(k) plan provides a company contribution of up to 12.5% of an associate's salary, if they contribute 4%. We also offer an employee stock purchase plan. Additionally,



Associates participated in the Three Peaks Challenge, scaling the three highest peaks in the UK in 24 hours.

to help associates make informed personal finance decisions, we provide free financial guidance and decision-making support from a professional financial coach.

Our competitive benefits offerings reflect the diverse and unique needs of our associates throughout various stages of their careers and lives. For example, we enhanced U.S. maternity and parental leave benefits so that birth mothers receive 10 weeks of fully-paid leave for recovery from child birth, in addition to six weeks of fully paid leave that all new parents receive. Adoptive parents are eligible for six weeks of paid leave, in addition to adoption assistance. Since 2013, we have offered our associates backup childcare and eldercare in the U.S., the UK, and Canada. Health care benefits for domestic partners are available, and associates wishing to transition genders in the U.S. receive coverage for their treatment through our health insurance plan.

GETTING PHYSICAL TO SUPPORT MENTAL HEALTH

In summer 2018, 35 T. Rowe Price associates took on the Three Peaks Challenge to scale the three highest peaks in the UK—Ben Nevis in Scotland, Scafell Pike in England, and Snowdon in Wales—all within 24 hours. The challenge helped raise \$70,000 for MIND, a nonprofit organization that provides support and resources for people struggling with mental health.

A DIVERSE AND INCLUSIVE WORKING ENVIRONMENT

At T. Rowe Price, we strive to create an environment that supports our associates and their aspirations, where everyone can bring their full selves to work—their diverse perspectives, experiences, and passions—and come together to contribute to the success of our clients.

Our Diversity and Inclusion Operating Council (DIOC) creates specific diversity and inclusion plans for each of the firm's business units and ensures we are executing against those plans. The DIOC meets monthly to discuss progress, challenges, and concerns.

RESOURCE GROUPS STRENGTHEN AND BROADEN OUR CULTURE

Insights gleaned from our business resource groups have contributed to our existing recruitment and talent acquisition strategies. Associates who participate in these groups add to their networks, develop their careers, and provide important perspectives that help shape our company culture.

Our business resource groups at T. Rowe Price include:

- **PRIDE**—formed by associates to ensure that all lesbian, gay, bisexual, and transgender associates are comfortable bringing their full selves to work each day.
- **WAVE**—composed of associates from across the firm who provide insights that help identify and understand gender-related issues and opportunities.
- **MOSAIC**—brings valuable insights that represent the voices of our ethnically diverse associates. It aims to foster inclusion so that all associates can flourish, adding value for our clients.

AN INCLUSIVE CULTURE

The results of our 2018 associate survey found that:

- 87% of our associates believe that T. Rowe Price fosters an environment that is inclusive of all differences
- 86% of associates feel accepted for who they are
- 84% of associates want to work for T. Rowe Price because of the firm's culture and work environment

Q&A WITH LQ HUANG

LQ Huang is general manager of U.S. Equity at T. Rowe Price and serves as co-chair of T. Rowe Price's PRIDE Committee.

Q: Why is diversity and inclusion so highly valued at T. Rowe Price?

A: We know that our associates are our best asset and are the driving force of our company, and we highly value everything each individual has to bring to the table. When people feel their best, they are going to do their best work. A diverse and inclusive culture allows for a broad, open exchange of perspectives and ideas that may not otherwise be uncovered.

Q: How do business resource groups help support diversity and inclusion efforts at T. Rowe Price?

A: These groups provide opportunities for people to work toward common goals that help to promote a diverse and inclusive environment at T. Rowe Price.

Q: As a cochair of PRIDE, how do you help support a culture of inclusion?

A: We serve as allies for our members and advocate for our firm to be more open and accepting of all individuals. Our main priority is to listen without judgment and allow our members to speak up about issues that affect them. We can help identify key areas of importance and ensure that everyone is getting the support they need in the best ways possible.

Q: What were some of PRIDE's most successful initiatives or efforts in 2018?

A: One of the most successful efforts is the Equality Economy—a multiyear project researching changing LGBTQ+ investor behaviors. We surveyed thousands of LGBTQ+ individuals, asking questions about finances and financial support, to get a better understanding of how to serve this community. The insight we gained allowed us to create a toolset to help better inform financial advisors and enhance their conversations with clients.



DIVERSITY BY THE NUMBERS:

31%

OF OUR WORKFORCE WERE
MEMBERS OF AT LEAST
ONE BUSINESS
RESOURCE GROUP

44%

OF OUR ASSOCIATES IN
OUR GLOBAL WORKFORCE
WERE FEMALE

45%

OF OUR BOARD MEMBERS
WERE ETHNICALLY
DIVERSE AND/OR FEMALE

CHAMPIONING A DIVERSE, COLLABORATIVE CULTURE

Our leadership sets the tone for finding and developing associates who thrive in a collaborative culture and embrace our client-centered philosophy. They foster an environment where every associate's ideas are valued and respected.

THE GLOBAL DISTRIBUTION BUSINESS UNIT

T. Rowe Price's Global Distribution division works to create an inclusive culture that supports diverse talent. The division has two dedicated global programs:

- **Women in Sales**—This advisory group focuses on helping attract and retain women in sales roles. The group is currently working on initiatives to correct misconceptions about gender biases, help women reenter the workplace after time off, provide successful role models and mentors, and implement more programs and training opportunities for career development for women.
- **LEAD**—This program aims to attract and improve retention of associates of diverse backgrounds and prepare them for leadership roles. The program also helps new employees navigate their first few years of employment with thorough onboarding and individualized career goals to support successful growth in the workplace.

Q&A WITH ROBERT HIGGINBOTHAM

Robert Higginbotham is head of Global Distribution at T. Rowe Price.



AWARDS AND RANKINGS

- Perfect 100 score on the Human Rights Campaign, 2018 and 2019—Corporate Equality Indices¹
- World's Most Admired Companies, 2019—*Fortune*²
- World's Best Employers 2018—*Forbes*³

Q: How does the formation of a singular Global Distribution unit work to further T. Rowe Price's diversity and inclusion efforts?

A: By having one organization, we create a tighter alignment of teams. This type of environment fosters collaboration and innovation and helps us deliver increased value and enhanced service to our clients. We are able to communicate through one powerful, singular voice around the importance of diversity and inclusion across the globe.

Q: How do T. Rowe Price business leaders embrace diversity and inclusion efforts?

A: Diversity and inclusion goes beyond raising awareness to changing behavior—it's about leading by example, mitigating unconscious biases, being relentless in our encouragement of collaboration, and valuing the cultural differences among our prospective and current associates.

Speaking openly with other leaders and associates about real-life scenarios allows for a collaborative environment with new perspectives and points of view on how to empower diversity and inclusion across the firm.

— Jennifer Perricone | Head of Technology Operations, T. Rowe Price



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³ Forbes 'Global 2000: World's Best Employers' 2018". © Forbes Media, LLC. Used with permission.

OUR DIVERSE U.S. POPULATION¹

Male (3,509)	Hispanic or Latino	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	TOTAL
Executive/Senior-Level Officials and Managers	1	54	2	0	5	0	0	62
First-/Mid-level Officials and Managers	20	624	38	1	46	0	13	742
Professionals	43	1,310	108	4	312	1	39	1,817
Technicians	3	21	12	0	5	0	1	42
Sales Workers	17	163	20	0	9	2	5	216
Administrative Support Workers	41	458	94	3	20	1	13	630
TOTAL	125	2,630	274	8	397	4	71	3,509

Female (2,851)	Hispanic or Latino	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or More Races	TOTAL
Executive/Senior-Level Officials and Managers	1	34	2	0	1	0	2	40
First-/Mid-level Officials and Managers	17	488	56	1	31	1	13	607
Professionals	31	831	140	3	125	1	22	1,153
Technicians	0	5	10	0	2	0	0	17
Sales Workers	4	53	8	0	4	0	0	69
Administrative Support Workers	62	565	262	2	41	0	33	965
TOTAL	115	1,976	478	6	204	2	70	2,851

¹ Definitions are based on the U.S. Equal Employment Opportunity Commission's EEO-1 Survey. Our U.S. workforce represents 90% of our global workforce.

