

2021

DIVER SITY & INCLU SION

Our annual review of progress
toward fostering a workplace
and culture where everyone
can thrive



Meaningful progress requires meaningful work.

Welcome to our second annual Diversity and Inclusion report which overviews how D&I has continued to evolve as a key organizational priority at Putnam over the past year. Members of our senior leadership team have committed to working diligently to ensure that Putnam's efforts are head of class, and we have made significant strides in strengthening a culture of inclusion and engagement for every associate.

As a part of our mission, we are working tirelessly to ignite opportunity for all associates and to foster belonging and empowerment in the office, at home, and in our communities. One way we do this is through our associate Business Impact Groups, which create opportunities for increased collaboration across the company and within surrounding communities. These connections help to create a culture where associates feel welcome and can all perform at their best.

I am proud of the meaningful work and accomplishments we have made during the very challenging pandemic period. I am truly looking forward to the next year and all that it brings, while knowing we still have a great deal to accomplish.



A blue handwritten signature that reads "Stephen R. Denny" with a long horizontal flourish extending to the right.

STEPHEN R. DENNY

Head of Human Resources, Diversity and Inclusion



Diversity & Inclusion objectives

Initiatives from the Office of Diversity and Inclusion

The Office of Diversity and Inclusion (D&I) continued its important work of promoting diversity and inclusion at Putnam in 2021 through existing and new programs. Together, its initiatives involved hundreds of associates in productive activity and dialogue designed to enhance engagement, enablement, and belonging within the workplace.

Key facets of its systemic approach included new companywide training on bias, a pilot sponsorship program for women and underrepresented groups in leadership, and ongoing growth of Business Impact Groups.

Unconscious and Implicit Bias Training

Putnam hosted several training sessions with associates from across the organization with a goal of harnessing the power of inclusivity. The sessions focused on recognizing the biases we all have and learning how to mitigate and prevent their impact.

The programs, held in conjunction with Bentley University's Center for Women and Business and Project Implicit, are grounded in data and evidence-based outcomes. They included discussions, exercises, and opportunities to create personal action plans.

The training sessions were designed help Putnam associates:

- Understand how inclusivity leadership impacts the success of our industry, clients, stakeholders, company, and individual employees
- Raise awareness of our own biases
- Develop specific strategies and tools to overcome the negative impacts of biases and create a more welcoming and respectful workplace



Project Implicit

Sponsorship program for women and underrepresented associates

Putnam launched a pilot program targeting the development and advancement of women and underrepresented associates through one-on-one relationships between sponsors and protégés. Through seven carefully matched pairs, protégés had the opportunity to learn from executive leadership, expand their networks, and broaden their knowledge beyond day-to-day business functions.

The program confronts a historical bias within businesses to overlook the contributions and underinvest in the development of women and underrepresented associates. Specific goals of this initiative are to help protégés identify and make strategic contributions to the organization, more readily gain recognition for their achievements, and grow as leaders.

Putnam Business Impact Groups

Guided by their mission statements, these groups promote networking opportunities and help associates across the company build stronger relationships and gain deeper awareness of others' experiences and cultures.

Putnam Black Professional Network

Advance the inclusion of Black associates by providing development opportunities and mentoring as well as creating a pipeline of diverse talent at all levels throughout the organization.

Putnam Multicultural Group

Foster celebration and respect for the different cultures, ethnicities, and religions of the world.

Putnam Pride Alliance

Advance a caring, affirming, and welcoming community that advocates for and celebrates Putnam's LGBTQIA+ associates and allies.

Women of Putnam

Support and increase the diverse representation of women at Putnam and enable a culture of inclusion.



Diversity & Inclusion objectives

Accountability

Embrace a commitment to diversity and inclusion at all levels in our organization; continue to evolve goals as a leadership priority.

2021 highlights

Continued to make diversity and inclusion a top-five business priority for Putnam CEO and leadership team

Introduced scorecards for senior leadership based on engagement with diversity and inclusion-related goals and activities

Tied diversity and inclusion goals to leadership compensation based on scorecard results

Launched a pilot sponsorship program, with participation of senior management, focused on developing future senior leaders among women and underrepresented associates

With the supplier diversity team, deepened relationships with diverse supplier groups and financial coalition strategies, including Dun & Bradstreet, Deloitte, Securities Industry and Financial Markets Association (SIFMA), and Greater New England Minority Supplier Development Council (GNEMSDC)

Conducted unconscious bias and implicit bias training sessions for all associates

Partnered with the Dimock Center to launch a financial wellness pilot program led by Putnam associates for Dimock residents in health and recovery programs



We are actively committed to nurturing a culture of inclusion. Our goal is to make Putnam a leader in accelerating opportunities for all. From the leadership team to every department in the company, we're committed to creating a community where everyone is valued, inspired to fulfill their potential, and rewarded for their efforts.



ROBERT L. REYNOLDS

President and CEO
Putnam Investments



Diversity & Inclusion objectives

Communication

Communicate the value of diversity and inclusion — for each associate, the firm, our clients, and the community.

2021 highlights

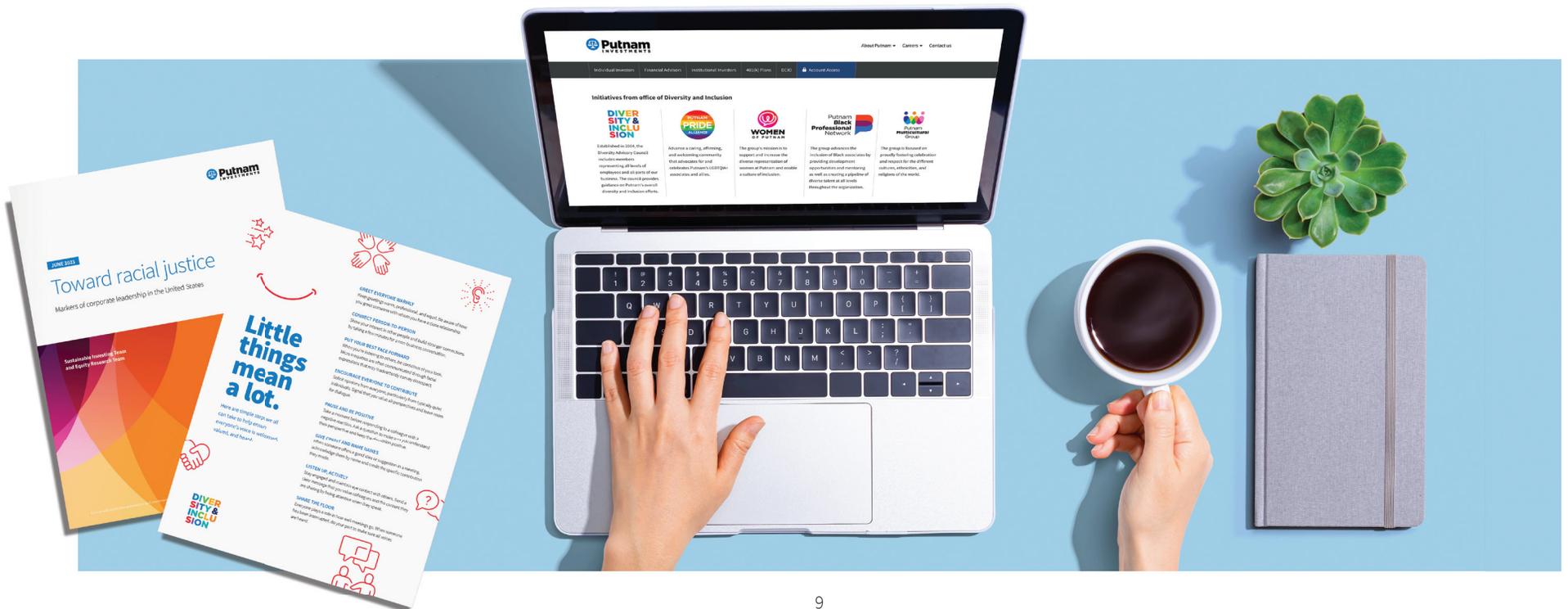
Updated internal and external sites to highlight the two newly launched Business Impact Groups: Putnam Black Professional Network and Putnam Multicultural Group

Provided additional tools for associates to share and engage with Putnam's diversity and inclusion programs, including updated email signatures and a "Tips for inclusivity" guide

Redesigned and relaunched the diversity and inclusion page on putnam.com to highlight Business Impact Groups and other D&I commitments

Published "Toward racial justice: Markers of corporate leadership in the United States," a report developed by Putnam's Sustainable Equity and Equity Research teams

Created and curated resources around topics of financial literacy, equity in the industry, and empowering the next generation of financial advisors and clients to meet the growing appetite for diversity and inclusion-related content witnessed by Putnam's Client Engagement team



Diversity & Inclusion objectives

Culture

Ensure an environment where all associates are respected, included, and encouraged to realize their greatest potential.

2021 highlights

Recognized associates for leadership contributions at the second annual Diversity and Inclusion Leadership Awards

Offered nonbinary associates gender-neutral identifiers in the 2021 Putnam Census

Initiated an annual engagement and inclusion survey to examine the associate experience

Partnered with the Dimock Center for volunteer projects focused on food security and community health and wellness



Partnered with Posse Boston for the Dynamic Assessment Process (DAP) program, where Putnam volunteers helped to facilitate students from Boston-area schools competing for full-tuition scholarships to attend college and university



Hosted over 20 well-attended associate forums, panels, fireside chats, learning sessions, and social events through the Business Impact Groups

Sessions included:

A fireside chat with Carla Harris, “Pearls of Wisdom”

Still Marching for Racial Justice

International Day of Women and Girls in Science

Multicultural Group celebrations for National Hispanic Heritage Month and Indian festival Navratri

Pride in the Investment Industry (LGBTQIA+) event

Diversity & Inclusion objectives

Talent Management

Cultivate a diverse talent pool through initiatives that attract, retain, develop, and advance all individuals.

2021 highlights

Partnered with women- and diversity-focused organizations at Boston-area colleges, including Wellesley College, Amherst College, University of Massachusetts Amherst, and others



Championed relationships with organizations specializing in diverse pipelines, including Posse, Bottom Line, and Sapere Aude Consortium, driven by Putnam's Client Engagement team

Piloted a formal sponsorship program focused on women and underrepresented associates

Sponsored women associates to participate in the Partnership, Inc.'s Next Generation Executive Program, which is designed for multicultural talent ready for the next step in their careers to C-suite leadership

Sponsored and participated in several events focused on advancing women in leadership.

Simmons Leadership Conference
Bentley College Gearing Up
Know Your Voice with The Forem
Sharp Heels

Diversity & Inclusion objectives

Measurement

Measure and track progress with transparency to drive continuous improvement.

2021 highlights

Tracked and measured the progress of our diversity and inclusion efforts at Putnam

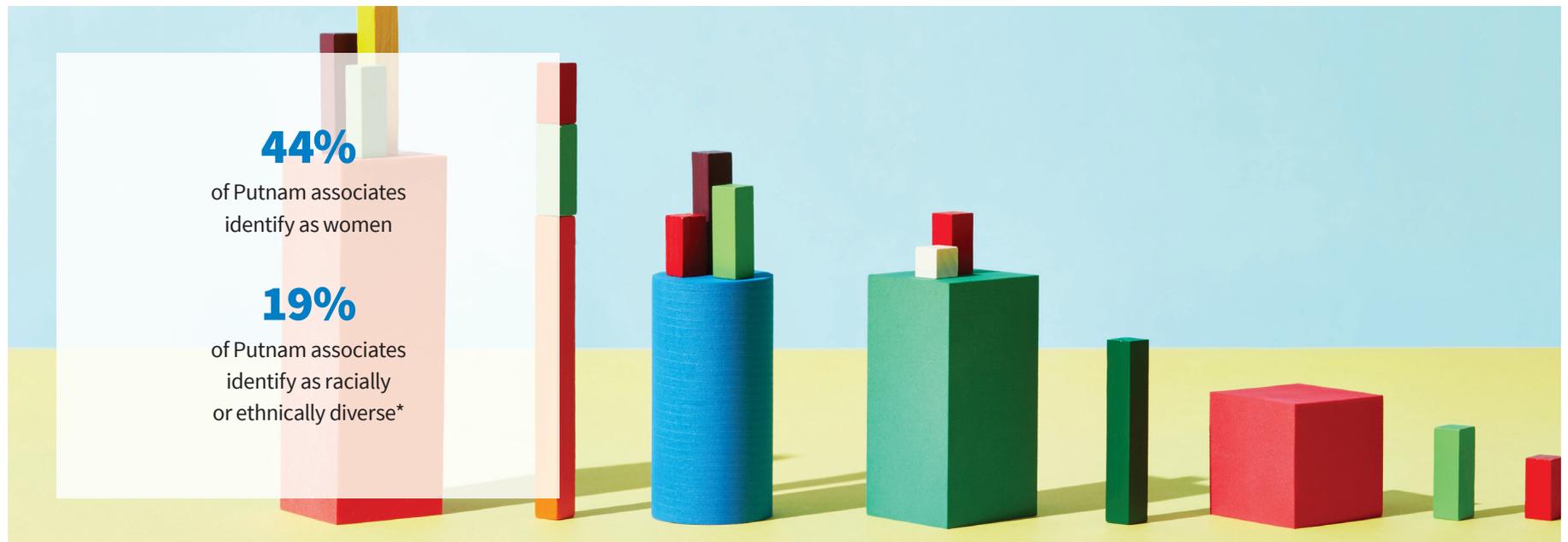
Published our diversity numbers to promote transparent dialogue on diversity and hold ourselves accountable to our commitment of increasing representation of women and minorities

43%

of promotions were of associates who identify as women, an increase of over 10% from 2020

22%

of promotions were of associates who identify as racially or ethnically diverse, an 8% increase from 2020



All data as of December 2021.

* Data refers to numbers reported by Equal Employment Opportunity categories, which include: Asian, two or more races, Black or African American, Hispanic or Latinx, Native Hawaiian or other Pacific Islander.

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