STRATEGIC PLAN AND DIVERSITY LEADERSHIP

How does the firm’s leadership communicate the importance of diversity to everyone at the firm?

The Daily Communicator, BBH’s corporate e-newsletter, is an important vehicle used by our leadership to keep our employees informed about the importance of diversity and our efforts in that area. Our senior management recognizes that one of our firm’s greatest strengths is our diversity and wholly embraces our diversity program. In recognition of that, BBH has a monthly diversity theme that is featured in our daily e-newsletter. We recently published a series of articles publicizing the celebrations that were held at BBH to honor Black History Month. Similarly, we had another edition dedicated to International Women’s Day, as well as global celebrations observed by some of our non-U.S. offices.

In addition, BBH’s employee handbook outlines very clearly BBH’s commitment to diversity and equal employment opportunities. In addition, BBH’s commitment to diversity is constantly reinforced throughout the entire recruitment process—from stressing our diversity efforts to external vendors, to conveying the importance to hiring managers.

Who has primary responsibility for leading overall diversity initiatives at your firm?

In 2008, Rachel Walden was appointed director of talent development and diversity. In this role, Rachel is dedicated to the advancement of the firm’s diversity initiatives.
Who has primary responsibility for diversity recruiting initiatives at your firm?

BBH’s Director of Recruitment and Mobility Laura Scherban, has responsibility for diversity recruiting initiatives on behalf of the firm.

Does your firm currently have a diversity committee?

Yes.

Does the committee(s) and/or diversity leader establish and set goals or objectives consistent with management’s priorities?

Yes. BBH’s director of talent development and diversity works with the diversity committee in conjunction with firm leadership and employees to create an annual plan to promote diversity initiatives. These plans are shared with our full population through our corporate e-newsletter.

Has the firm undertaken a formal or informal diversity program or set of initiatives aimed at increasing the diversity of the firm?

Yes. BBH’s has a formal diversity program with dedicated leadership. There are monthly events that are promoted firmwide to promote understanding and tolerance. Some examples include our global Black History Month celebrations, International Women’s Day recognition, our Women’s History Month celebration, our Latin Cultural Advocacy and coverage of global holiday celebrations.

How often does the firm’s management review the firm’s diversity progress/results?

BBH is arguably a unique organization and gives us their full support in spirit and investment of resources. As a partnership, our leadership takes a close interest in all activities of the firm, including regularly reviewing the progress of our diversity efforts. Our entire employee community benefits from their watchful monitoring of our diversity initiatives.

How are the firm’s diversity committee(s) and/or firm management held accountable for achieving results?

There are annual reviews of promotions and compensation recommendations in which management reviews the progress of minorities and women within BBH. Senior managers challenge direct line managers to review when statistics do not show progress.
RECRUITING

Please list the school/types of school at which you recruit.

- **Public state schools**: Rutgers University, Baruch College
- **Private schools**: Connecticut College, Fordham University, Northeastern University, Bryant College, Holy Cross College, Boston College, Stonehill College, St. Peter’s College, Pace University, Dartmouth College, Providence College.

Do you have any special outreach efforts directed to encourage minority students to consider your firm?

Yes. We utilize a variety of activities to attract women and minorities. We partner with a number of affinity organizations to develop strong relationships and networks to attract a wide range of candidates.

What activities does the firm undertake to attract women and minorities?

As stated above, BBH utilizes a variety of activities to attract women and minorities. We partner with a number of affinity organizations to develop strong relationships and networks to attract a wide range of candidates.

Our efforts to attract women and minorities do not end with the recruiting process. Our goal is to keep women and minorities engaged, enabled employees by understanding their specific challenges and empowering them with tools for success. For example, we have an active Women’s Forum, which is designed to provide professional development opportunities for women at BBH. The Women’s Forum holds regular meetings focused on not only business topics, but also topics of personal interest, such as career development, mentoring, and work/life balance. As a result of feedback from the forum, we have started “Mentoring Circles” that are designed to provide women with the opportunity to network and develop relationships outside of their current departments.

In 2008, with the full support of the firm, BBH launched the Latin Cultural Advocacy (LCA), organized to advance the interests and provide networking opportunities to our Latino community. This includes a monthly guest speaker series and regular coverage in our e-newsletter, The Daily Communicator. The LCA currently has more than 100 members globally, and has an Intranet forum for blogging and discussion on relevant topics.
Do you use executive recruiting/search firms to seek to identify new diversity hires?

Yes. Diversity in our staff is critical to our success as a global organization, and we actively seek to recruit, develop and retain the most talented people from a diverse candidate pool. As part of our hiring process, we engage our agency partners in providing us with a diverse pool of talent by actively soliciting women and minority candidates. As one example, we have had success in our relationship with MomCorps, a firm focused on providing highly skilled mothers with flexible work assignments. Additionally, our college recruiting efforts include outreach designed to attract talented minority students. Advancement at BBH is based on talent and performance. We partner with a number of community outreach organizations to tap into this talent pool. For example, we have a relationship with “Year Up,” which is designed to provide inner-city youths an opportunity to gain important work experience. We also have partnered with INROADS, focusing on the placement of talented minority students in business and industry. We also sponsor ALPFA (Association for Latino Professionals in Finance and Accounting), and have an employee-led affinity group, The Latin Cultural Advocacy (LCA), focusing on this population.

INTERNSHIPS AND CO-OPS

Brown Brothers Harriman periodically offers summer internship programs in our New York, New Jersey and Boston locations. Students are selected through an interview process for a specific role and then participate in a number of networking events throughout the summer.

ENTRY-LEVEL/TRAINING PROGRAMS LEADING TO FULL-TIME OPPORTUNITIES AND ROTATIONAL PROGRAMS

Banking and Finance Training Program

Length of program: 18 weeks

Geographic location(s) of program: New York

The Brown Brothers Harriman Banking and Finance Training Program is an 18-week intensive program for new undergraduate hires in corporate banking and treasury. The program includes class instruction, case studies and presentations by BBH business leaders. Classes are conducted by instructors from top business schools. Subjects include financial accounting (introduction and advanced), money and
banking, and corporate finance. All participants are joined with a mentor to give additional guidance and professional insight.

Corporate banking analysts will attend our 18-week banking and finance training program, after which they will join one of the regional or product specialty groups within the corporate banking group, under the leadership of a senior relationship manager. Initial responsibilities will include:

- Financial analysis in support of new business initiatives
- Credit analysis, including preparation of financial spreadsheets and written credit reports
- Client relations support

As their experience develops over time, analysts are expected to take on relationship management and business development responsibilities.

Tuition reimbursement and additional internal training classes are available.

**On-boarding Program**

*Length of program:* Two and a half weeks  
*Geographic location(s) of program:* Boston

This program is designed for new hires new to the industry and will run for two-and-a-half weeks with each day including a full day of training. Incorporated into the program are different learning modules that include a variety of two- to three-hour training sessions. Modules include the basics of investment products, the global trade process and the fund accounting process at BBH.

Tuition reimbursement, on-the-job training and additional internal training classes are available.

**ADDITIONAL INFORMATION**

**Work-life balance**

Brown Brothers Harriman has thrived for almost 200 years on the strength of its people. Our employees’ innovative ideas, commitment to quality and excellence and focus on client service have all contributed to the success of the firm.

Attracting the best people and providing them with a supportive environment in which they can grow, develop and contribute to the firm’s success in a meaningful way has been and will continue to be a primary focus of the firm. This supportive environment is, in part, achieved by our offering a suite of benefits, programs and resources to our
employees. Whether our employees are working to balance their work and personal life, are looking for a way to give back to the community, are seeking information about elder care services, or are looking for ways to save money through payroll deductions or profit-sharing plans, BBH offers the resources to help.

Achieving our mission is accomplished through our people. We believe that our people deserve a premier environment in which to work with the appropriate benefits, programs and resources. We intend to support our employees and their changing needs for years to come.

**Flexible work arrangements guiding principles**

We value our employees, and our support of FWAs reflects our trust in them. We seek to be an employer of choice, attracting the best people and retaining employees who are committed to the firm. We recognize that there are differences among BBH employees and encourage creativity and initiative in addressing employee needs while simultaneously meeting or exceeding client expectations.

Excellent client service is critical to our continued success. At BBH, we are committed to achieving excellence and consider flexible work arrangements to be part of our business strategy that supports superior client service. FWAs need to fit with our business priorities and the nature of the job.

FWAs support the individuality of BBH employees without compromising teamwork, collaboration and mutual flexibility. Ongoing communication and collaboration of employees, managers and work groups is critical in all aspects of our business, including the effective implementation of FWAs. A mutual give and take occurs as needed, without taking advantage of an employee’s or a manager’s willingness to make periodic schedule adjustments in accessibility.

**BBHcares—BBH’s Community Outreach and Volunteerism Program**

BBH cares works to provide change in our communities—to transform peoples’ lives through the power of collective effort, and to inspire a spirit of citizenship and social responsibility. The key focus of our mission is to offer our employees opportunities to give back to their communities and in the process, build a more rewarding workplace. Through volunteer projects that include reading books to children, feeding the hungry and building homes for low-income families, employees are working together to bring new possibilities to underprivileged people. As our volunteer efforts multiply and touch the lives of more and more people worldwide, BBH’s employees are not only experiencing a more meaningful and unified workplace, they are helping to share generations to come—leaving a legacy of social leadership, generosity and compassion for the future.