

# LEADERSHIP IN DEI



**Dan Fiala**  
Associate Director, Relationship Management



**Nadia Savva**  
Managing Director,  
Insurance Platforms and Subadvisory

*Why is diversity, equity and inclusion (DEI) a priority at MFS?*

**Nadia:** First, it's the right thing to do. The world is pushing for social change and businesses have as much responsibility as individuals for eliminating inequity and embracing diversity and inclusion. In addition, firms that embrace DEI have a competitive advantage because diverse views lead to stronger insights and eliminate groupthink.

**Dan:** As a firm, we talk a lot about collaboration and diversity of thought. I think the culture of inclusivity was always there, but now it's a more open conversation with a firm-wide commitment to continuous improvement. As an LGBTQ person, I never felt uncomfortable at work or like I needed to hide that part of myself. But one success is that we now actively embrace and celebrate DEI and share our enthusiasm for DEI with clients and the community at large.

*How is DEI promoted across the organization?*

**Dan:** DEI is a bottom-up and top-down commitment at MFS. Bottom-up, we have four employee resource groups (ERGs): YPN for young professionals, Pride for the LGBTQ community, WE for women and Mosaic for people of colour. These groups provide programming, events, networking opportunities and recruiting assistance

and partner with outside charities to support diverse or underserved communities. Almost 600 full-time employees are involved in one or more ERGs, and these groups held nearly 40 events in 2021. Also, each employee must dedicate at least five hours to DEI education or training.

**Nadia:** Top-down, our leaders prioritize DEI and model inclusive behaviours. Throughout the organization, we see DEI as an ongoing journey for MFS and our industry. We're always mindful of the work we must do to progress, and we're setting the foundation to do that work effectively. We've already taken steps toward operating with DEI as core to our purpose. Most critical was appointing Michelle Thompson-Dolberry as chief diversity, equity and inclusion officer. Michelle reports to our CEO and is a member of our management committee. This reporting structure allows us to prioritize the build-out of our global DEI strategy and create a more diverse, inclusive and sustainable organization.

*How do you measure the success of your DEI efforts?*

**Nadia:** Our *Annual Diversity Report* provides evidence of our strong culture to help those we serve understand how we invest responsibly and create value on their behalf. We believe that by sharing our DEI strategy — what we hope to accomplish and how we're

doing it — along with key metrics that illustrate our progress, we can transparently demonstrate how we sustain our inclusive culture.

*How has a focus on DEI benefited the firm?*

**Dan:** It has made us redouble our efforts to recruit, support and retain diverse talent. We're broadening the candidate pool by recruiting beyond the usual Ivy League schools and by visiting high schools to show teens that investment management can be diverse, equity-focused and inclusive. This strengthens collaboration and diversity of thought within the organization. By committing to continuously enhance our inclusive culture, we're making MFS a better place to work and a more sustainable organization.

**Nadia:** The progress we make on DEI relies heavily on our culture — a shared appreciation and respect for our differences and a willingness to help foster an environment where everyone belongs. While these efforts begin top-down with programs and policies mandated by our senior leaders, they're embraced bottom-up and driven and owned by employees who take responsibility for creating an inclusive workplace every day.

