

# NORTHSTAR ASSET MANAGEMENT

Progressive Wealth  
Management Since 1990



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## Fundamental analysis of companies:

- Customer and Workforce characteristics
  - Workforce policies
  - Senior management diversity
  - Board diversity
- Then: we look for ways to influence the company to improve behavior

## Workforce Characteristics:



## Problematic Workforce Policies:

- Unpaid maternity leave
- Inflexible schedules
- Lack of remote work opportunities
- Nondiscrimination policies that omit LGBT people
- Poor mentorship opportunities

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## Senior Management:



## The Board of Directors



## **Importance of Diverse Leadership**

- Diversity needs to come from the top
- Employees need to look above and see opportunity
- Diverse leadership will relate to workforce and customers better

## **Solutions:**

1. Commitment to women & POC in each board search
2. CEO pay metric linked to senior mgmt. diversity
3. Add sexual orientation/gender identity to nondiscrimination policy
4. LGBT-rights/speaking out on “bathroom bills”
5. Equal benefits for all employees
6. Follow-up engagement about lack of diversity and identify solutions



## **Solutions:**

1. Add sexual orientation/gender identity to nondiscrimination policy
2. Equal benefits for all employees
3. CEO pay metric linked to senior mgmt. diversity
4. Commitment to women & POC in each board search
5. Encourage companies to speak out and uphold their commitment to diversity Follow-up engagement about lack of diversity and identify solutions

## **Diversity Officer Engagement**

- Do diversity officers participate in or advise on board searches?
- Does management rely on diversity officer expertise for board and senior management searches?
- Have diversity officers participated in shareholder engagement calls?

## **Diversity Officer Opportunities**

- Policies that encourage minority employee retention
- Stacked mentorship
- Flexible opportunities for mothers
- Career advancement after maternity leave
- Nondiscrimination policies inclusive of LGBT employees
- Governance commitments to women & minorities in each board search