

Pensions & Investments  
**BEST  
PLACES  
TO WORK**  
IN MONEY MANAGEMENT

★★ **2018** ★★

## 69 Firms get awards for their work

P&I recognizes a record number for their diligence in attracting the right stuff and keeping office happy

BY JULIE TATGE

Attracting strong candidates is the first challenge in building a great place to work. Keeping those employees engaged, aligned with the firm's mission and developing is an ongoing process.

So say the winners in *Pensions & Investments'* 2018 Best Places to Work in Money Management program, which is recognizing 69 firms — a record number — for their efforts in building and maintaining a winning culture.

Even with the myriad pressures facing today's money managers — fees, growing industry consolidation and market volatility to name just a few — asset managers know that employees are a first-line defense when it comes to staying ahead of the pack.

To compile its seventh annual list, *P&I* again turned to Best Companies Group, Harrisburg, Pa., to comb through survey entries and identify top-performing firms. "Building a winning culture isn't simple," said *P&I* Editor Amy B. Resnick. "The companies identified in this report take great care when it comes to listening to their employees and tailoring workplace policies to support employee growth, retention and readiness for future job promotions."

In this year's special report on the Best Places to Work program, a variety of firms detailed new or enhanced policies to promote flexibility for their employees, giving them the ability to better meet family and personal obligations while fulfilling their job responsibilities.

One firm, Polen Capital Management LLC, Boca Raton, Fla., spoke with *P&I* reporter Brian Croce about how implementing a results-only work environment has empowered employees while building its talent pipeline.

"We're attracting top talent in the industry, we're developing that talent and we're retaining that talent," noted Polen CEO Stan C. Moss. "If you talk to any CEO in any industry those are three things that they would like to be able to say, and we're doing it."

Other firms detailed efforts they've undertaken to ensure that employees are ready to move up when opportunities present themselves. Those efforts also include how firms are working to ensure seamless succession plans for top-level jobs.

To be named to the list, all firms met Best Companies' high threshold for inclusion, and are evaluated against others of similar size. Individual firm profiles reflect U.S. employment numbers and were confirmed by Best Companies in late July. Assets under management or advisement are as of June 30, unless otherwise noted.

### Repeat winners

Many of the firms in the 2018 list are repeat winners. But only five companies have made the BPTW list every year since the program launched in 2012:

- Baird Asset Management, Milwaukee.
- Clearbridge Investments LLC, New York.
- Dana Investment Advisors Inc., Waukesha, Wis.
- Hamilton Lane Inc., Bala Cynwyd, Pa.
- Principal Global Investors, Des Moines, Iowa.

In 2018, 15 firms are newcomers to the BPTW program: Adams Street Partners LLC, Chicago; Artemis Real Estate Partners LLC, Chevy Chase, Md.; Bailard Inc. Foster City, Calif.; Belle Haven Investments LP, Rye Brook, N.Y.; Busey Wealth Management, Urbana, Ill.; Cadre, New York; The Capital Group Cos. Inc., Los Angeles; Crossmark Global Investments Inc., Houston; Legal & General Investment Management America Inc., Chicago; LM Capital Group LLC, San Diego; Opus Investment Management Inc., Worcester, Mass.; PanAgora Asset Management Inc., Boston; PPM America Inc., Chicago; Pugh Capital Management Inc., Seattle; and Schroder Investment Management North America Inc., New York.

To participate, firms had to have at least 20 employees in the U.S., have at least \$100 million of discretionary assets under management and be in business for at least one year.

An anonymous employee survey, which aimed to evaluate employee engagement and satisfaction, accounted for 75% of a firm's score; an employer survey, which evaluated workplace policies, practices, benefits and demographics, made up 25%.

To learn more about the program and register for notification when the 2019 program opens, visit [www.pionline.com/bptw-pi](http://www.pionline.com/bptw-pi).

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★★★ **2018** ★★★

**MULTIYEAR  
WINNER**

**2016**



**2017**

**MANAGERS WITH 50 TO 99 EMPLOYEES**

**Fifth Place**

# Polen Capital Management

Polen gives employees tools to be their ‘best selves’ and programs to stay healthy and wise

AUM: \$20.4 billion

Employees: 53

**T**he leadership team at Polen Capital Management LLC aims to create the conditions that allow employees to be their “best selves.”

And with that premise in mind, the growth equity manager continually adds enhancements to accomplish that goal, said CEO Stan Moss.

This year, the Boca Raton, Fla., firm boosted its annual training budget to \$5,000 per employee from \$3,000. Those dollars enable staff members to pursue professional or personal development, which could lead to one-on-one coaching or courses in areas such as public speaking or financial modeling, Mr. Moss said. That’s in addition to quarterly companywide workshops on topics such as diversity training and productivity.

**3**

**TIME  
WINNER**

Recognizing that employees can sometimes arrive at work out of sorts, Polen added benefits aimed at improving health and reducing stress. The company already supplied a daily cold breakfast and a catered lunch, but added snacks such as fresh fruit and nuts. Also new this year, employees can sign up for a massage, yoga or meditation on Fridays.

“We have excellent benefits, including ones directly for our own well-being and renewal,” one employee wrote.

The company’s leadership seeks out books on workplace culture and has been influenced by “Start with Why” by Simon Sinek, “Radical Candor” by Kim Scott and “Black Box Thinking” by Matthew Syed, Mr. Moss said. Polen embraced Mr. Syed’s thesis on the value of making marginal improvements and asked employees early this year for ideas.

“I will show up on time to all meetings,” one employee wrote. Another said, “I will listen more without feeling the need to answer right away.”

For the past few years, the company has operated what it calls a results-only work environment, meaning workers are free to work from anywhere at any time, as long as goals and objectives are met. The idea, Mr. Moss said, is to manage the work, not the person.

Employees say they appreciate having control of their schedules. “This company treats its employees like adult human beings who have lives and circumstances outside the job,” one employee wrote. Another added, “Employees are empowered to do their work in the ways that work best for them.”



**BOOKWORMS:** Every Thursday, Polen Capital Management employees meet for the firm’s Culture Club to discuss topical books; recent discussions centered around the books ‘Start with Why,’ ‘Black Box Thinking’ and ‘Radical Candor.’

— Judith Crown