YourCause

CSRWORKS

Industry Summit

Restructurizing

at

PIMCO

Level Set and Context

- PIMCO at an inflection point
- Within the PIMCO Foundation, nothing broken
- Arguably, an even bigger role to play by the Foundation
- Need to better reflect/engage the greater PIMCO organization
- Concern about diversity, gender equity
- Culture could use more opportunities for engagement, collaboration

Key Findings

- Broad agreement re: the Foundation's value
- Key role in keeping PIMCO "grounded," engaged, focused on core values, recruiting and retaining high-potential and high-performing talent, and supporting closer work environment
- At the same time, lack of clarity around Foundation's focus areas and strategy
- Strong belief that more closely aligning the Foundation with the brand, raising its visibility would benefit the business
- Looking to firm leadership to support and encourage more meaningful engagement among employees

Looking Ahead

Foundation Today	Framework Tomorrow
• U.S.-based with affiliates around the world	Think Globally. Act Locally.
• Distinct focus areas for each region	Common platform with top-down, bottom-up approaches that address regional perspectives Strategically aligned and focused efforts
• Give back to the community	Leverage PIMCO's values and strengths to drive meaningful impact in communities
• Quiet philanthropy	Bring the PIMCO story to life and demonstrate the firm's culture and values through the Foundation's work (externally and internally)

What's Needed for Next Level

- Higher bar
- More focus
- More resources
- Greater focus on communication — inside and out
- Visible senior management commitment and participation

So…

Focus

What we will support	What we won't

Resource and Measure

People, expertise and dollars	Impact and effectiveness

Communicate

Internal	External

We declared ourselves

Hunger

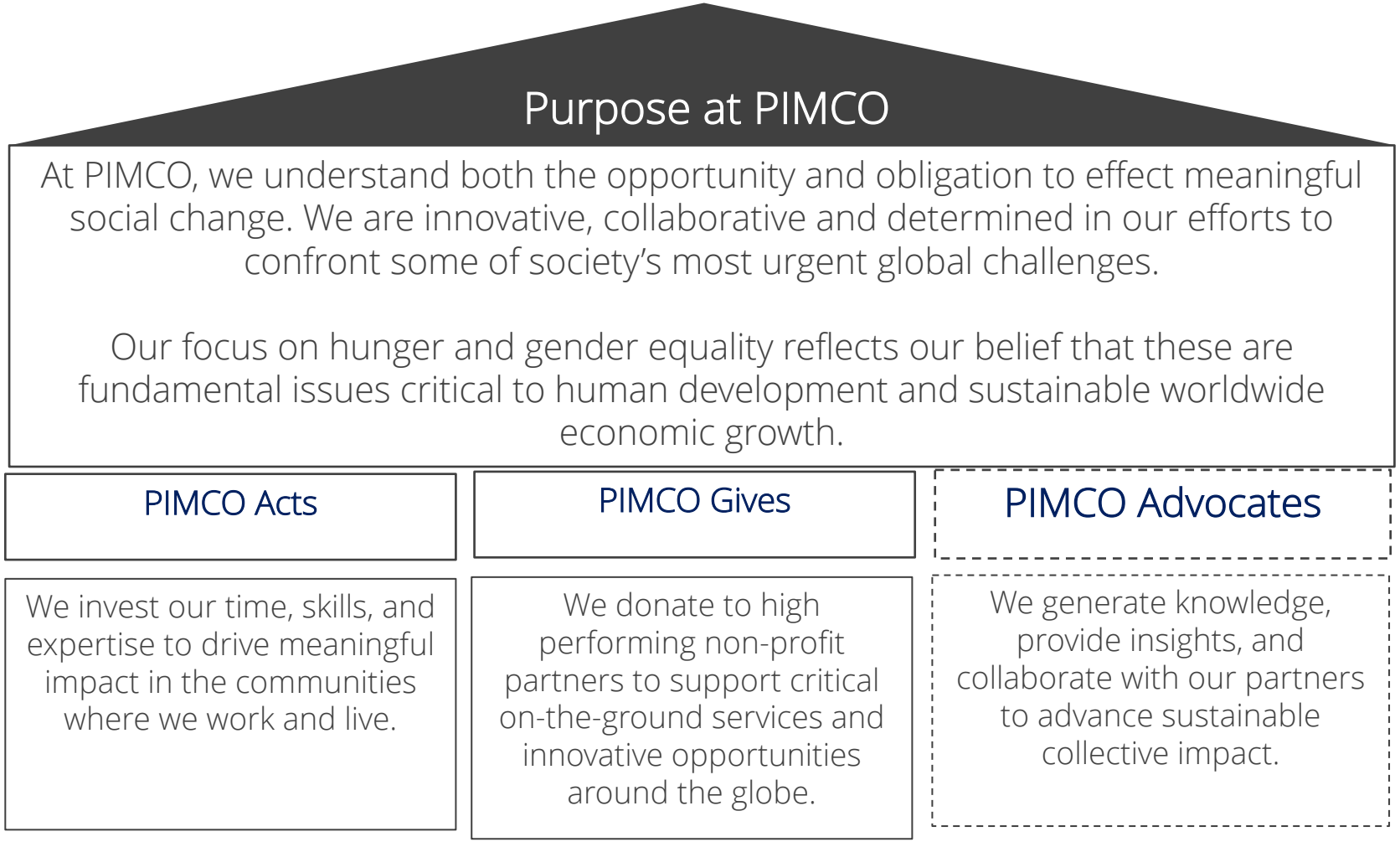
Gender empowerment

We agreed to focus on core, strategically-aligned issues and find the sweet spot opportunities to add value.

Keys to success

- Focus/picking the right issue and platform
- Long-term commitment to the issue
- Meaningful employee engagement
- Senior management support (and visibility)
- Finding good partners
- Having measurable outcomes
- Superior executions

So what does this look like now?



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TOGETHER WE ARE

Real.
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