



## Diversity, Equity, and Belonging Policy

Callan's [core values](#) drive the way we run our business. We keep client interests paramount, support the success of each associate, commit to quality and collaboration, work with integrity and inclusiveness, and honor every commitment. Our approach to diversity, equity, and belonging (DEB) reflects these core values and has been a cornerstone of our business since the firm's founding in 1973. We will continue to engage, innovate, and grow by building a diverse workforce, pursuing equitable outcomes, and creating a sense of belonging for all employees.

<b>Diversity</b>	Recognizing that all individuals and their experiences are unique enhances creativity and innovation.
<b>Equity</b>	Acknowledging that advantages and barriers do exist, it is important to allocate resources fairly to promote equitable opportunities and outcomes.
<b>Belonging</b>	Fostering a sense of belonging by valuing inherent differences and empowering employees encourages them to fully participate, be their authentic selves, and thrive.

## Actionable Roadmap for Meaningful Change Now and in the Future

Through our DEB strategy, we are committed to taking the necessary steps to bring change to our firm and our industry. Our efforts are centered on five key areas, and we will continually measure the effectiveness of each.

<b>Education</b>	<ul style="list-style-type: none"><li>▶ Continue inclusive leadership training and improve DEB proficiency of all employees</li><li>▶ Support industry organizations that advocate for DEB to further our knowledge and teach others</li></ul>
<b>Recruitment</b>	<ul style="list-style-type: none"><li>▶ Expand recruitment opportunities to make our pipeline of diverse candidates more robust</li><li>▶ Build on Callan's <a href="#">Student Educational Summit</a> to enhance our recruitment opportunities and encourage broader representation across our industry</li><li>▶ Utilize the improved, equitable interview process across all departments and offices</li></ul>
<b>Mentoring &amp; Training</b>	<ul style="list-style-type: none"><li>▶ Design a more equitable onboarding program for new employees</li><li>▶ Create a formal mentorship program</li></ul>
<b>Retention</b>	<ul style="list-style-type: none"><li>▶ Create employee resource groups to facilitate open dialogue, enhance engagement, and foster learning opportunities</li><li>▶ Measure the effect of established equitable policies for promotion and partnership</li><li>▶ Continue employee engagement surveys to monitor our progress on DEB</li></ul>
<b>Community Engagement</b>	<ul style="list-style-type: none"><li>▶ Develop guidelines for <a href="#">community engagement</a> programs for all employees</li><li>▶ Utilize Callan's DEB Awareness Calendar to provide opportunities to engage on important cultural events</li><li>▶ Expand outreach to diverse asset managers through our research, education, and client engagement, including our longstanding program <a href="#">Callan Connects</a></li></ul>



### **Oversight**

It is the responsibility of every Callan employee to contribute to and build upon Callan's DEB strategy. However, Callan's DEB Executive Sponsor, Champion, and Council are ultimately responsible for its implementation. The executive sponsor and champion are permanent positions, while council members can rotate to provide opportunities for broad employee involvement over time. Callan's Management Committee regularly reviews our progress on DEB strategy implementation and initiatives and formally reviews the policy annually.

***To learn more about our DEB efforts, visit our dedicated [webpage](#).***