

Callan Diversity and Inclusion Policy

For over 40 years, since our founding in 1973, Callan has valued its culture. It is a culture of mutual respect; a collegial culture where people want to work together. We have an inclusive business environment and we are committed to ensuring that our firm ultimately reflects the diversity of our communities. We are mindful that this goal can be a long and evolving process that requires thoughtful and constant attention. These are key facets to effectively serving clients and strengthening our business and industry in general. Because we hire people from every walk of life, our clients benefit from the rich diversity of ideas, experiences, skills and perspectives each associate brings to our firm.

Callan's Core Values drive the way we run our business. We are dedicated to the success of every client and associate and we impart quality and integrity in everything we do. We believe in demonstrating our commitment to diversity and aligning our actions to meet this commitment both internally and externally. Over the years, we have continually explored areas where we can enhance our proactivity in the areas of diversity and inclusion at Callan and in our industry; some of these areas include:

- Continuing to align Callan with diversity advocate organizations such as NASP (The National Association of Securities Professionals) who serve as a resource for the diverse community at large and for the diverse professionals within the securities and investments industry; and The Robert Toigo Foundation—whose mission is grounded in the belief that every person—regardless of race or economic background—should have the opportunity to lead.
- Launching initiatives, such as Callan Connects—a special program developed to expand our universe of emerging manager and diverse, women and disabled-owned firms (DWDO). We reserve time each quarter so that our professionals can visit with managers that meet the defined assets under management threshold or are majority-owned by females, diverse groups and persons with a disability.
- Engaging in multiple ways with College and University student groups to make them aware of opportunities at Callan and in our industry.
- Seeking ways to advance Callan's and our associates' social responsibility through charitable giving and active participation in non-profits and in our communities.

In our pursuit to fully embrace diversity at Callan, we will continue:

- Treating all with whom we interact with the dignity and fairness reflected in Callan's Core Values.
- Encouraging and enabling talented individuals with different personalities, points of view, skills and approaches to collaborate in an environment of mutual support.
- Promoting equal opportunity in all areas of employment and procurement.
- To better understand the needs of our diverse client base and the communities where we work and live.

Governance and Oversight:

- The Callan Inclusion Committee engages and reports on the progress of diversity and inclusion initiatives throughout Callan and the investment management industry, including our dedicated Callan Connects program and other outreach efforts with diverse and emerging managers.
- Continually review our diversity policy and take proactive measures to advance it.
- Continue tracking all positions at Callan by gender and ethnicity. This includes on the senior management team, Management Committee and at each Callan office.
- Track Callan's supplier base by gender and ethnicity.
- The Senior Vice President of Human Resources will be responsible for monitoring the above metrics.
- Track DWDO manager visits, database inclusion and firms hired by clients. The head of our Global Manager Research group will be responsible for tracking and compiling manager data.
- Periodically review that our website describes our inclusiveness and diversity accomplishments and is welcoming to all visitors—especially to those we do business with.

The Management Committee has formally approved this Policy and will review it with respect to our progress annually at their October meeting. The Management Committee will also be responsible to see that we fully embrace diversity at Callan.