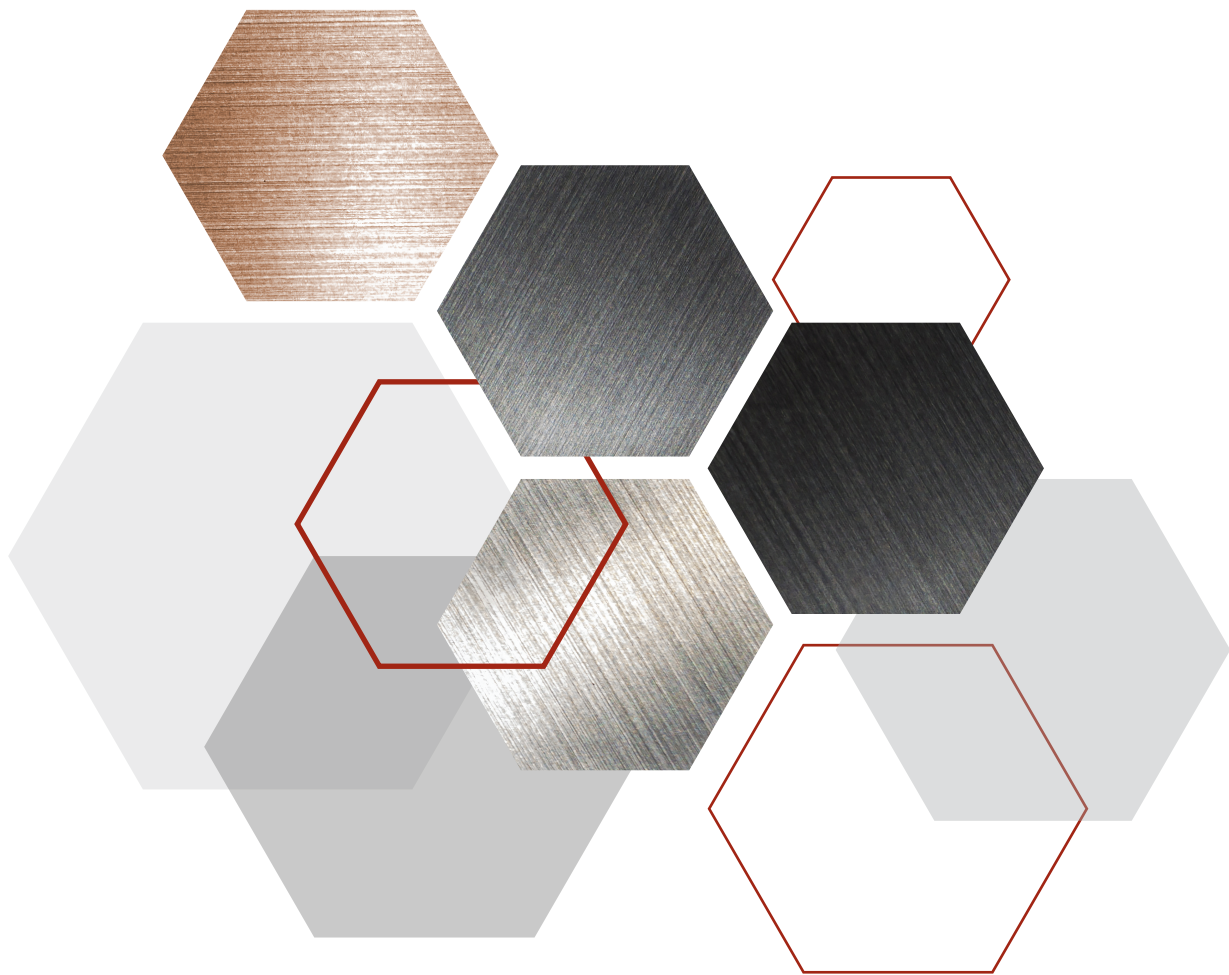


**A COMMITMENT TO
DIVERSITY AND INCLUSION**



Embracing Diversity and Inclusion

At Virtus, we believe our value as a company derives from the talents and diversity of our employees, and we are committed to creating and maintaining an environment where every employee is treated with dignity and respect.

Our Principles

Our ongoing success depends on an ability to fully engage all employees in a workplace where everyone is, and feels, valued and appreciated.

- The collective sum of our individual differences, backgrounds, unique skills, and life experiences creates an environment where employees and the company can achieve the highest levels of performance.
 - Our equal opportunity and diversity policies cover every phase of the employment experience from recruitment and hiring through work-life experience, competitive compensation and benefits, and ongoing training and development opportunities.
 - We collaborate with organizations, institutions, and referral sources to identify diverse talent pools and increase the diversity of potential candidates.
 - We prohibit any form of discrimination and have no tolerance for harassment in any form or any behavior that may contribute to a hostile, intimidating, unwelcoming, and/or inaccessible work environment.
- We engage with employees across the organization to raise the awareness of, and advance, our diversity and inclusion efforts.
 - We provide educational opportunities and learning resources to employees to further our commitment to diversity and inclusion.
 - We encourage discussions and activities among employees to promote inclusion and foster a welcoming and equitable culture.
 - We encourage mentoring to help employees improve their career experience.
- We and our employees have a rich history of community engagement and philanthropic activities that support the diverse needs of the communities in which we have a business presence.
 - We make a positive impact in the communities in which we do business through a multi-faceted program that supports company and employee investments in the community.
 - Our philosophy of investing in our communities, which is integrated within our culture, includes corporate philanthropy, a matching gift program, and support for employee volunteerism.

Our Program and Practices

Our multi-faceted approach incorporates a variety of programs and practices designed to help us deliver on our commitment to maintaining an organization that is diverse and inclusive for all employees.

I. Workforce Diversity

Efforts to increase and sustain the diversity of our workforce and contribute to improving overall workforce diversity

II. Inclusive Work Culture

Programs that foster a more inclusive work environment where every employee is valued and appreciated

III. Community Participation

Involvement with programs and activities that contribute to making a difference in our communities

IV. Employee Involvement

Opportunities for employee engagement to have a positive impact within our communities

V. Philanthropy

Financial support for organizations that are dedicated to improving the quality of life in our communities



I. WORKFORCE DIVERSITY

Increasing Our Diversity

We focus on increasing our diversity by sourcing and hiring candidates who reflect the diversity of the communities we serve.

Sourcing Diverse Candidates

Collaboration with organizations, institutions, and referral sources that provide access to diverse candidates and create long-term relationships that allow us to maintain access

- Recruiting partners for early-career candidates include Historically Black Colleges and Universities (HBCUs), Hispanic Association of Colleges and Universities (HACU), and other colleges and universities that support underrepresented candidates; specialist recruiters for later-career candidates
- Targeted internships provide valuable job experience for diverse candidates through organizations that focus on increasing job opportunities for members of underrepresented groups

A workforce that includes individuals with a myriad of characteristics and backgrounds benefits from the diversity of skills, experiences, and perspectives.

Focusing on Diverse Candidates

Inclusive hiring practices that place an emphasis on hiring diverse and talented individuals

- Human Resources assists hiring managers in sourcing, identifying, and evaluating candidates from underrepresented groups to provide for a diverse candidate pool
- Unconscious Bias in Hiring training is provided to all hiring managers

Supporting Workforce Diversity

We promote and encourage diversity in the overall workforce by supporting organizations that provide opportunities for individuals from underrepresented groups.

Commitment to Diversity

Partnerships with organizations that contribute to enhancing the diversity of the general workforce



II. INCLUSIVE WORK CULTURE

Providing an Inclusive Work Culture

We maintain employment practices, workplace policies, and employee benefits to provide for a work culture that is inclusive.

Maintaining Inclusive Policies and Practices

Policies and practices in which all individuals are treated with respect, dignity, and fairness that are foundational to an inclusive work environment

- We prohibit any form of discrimination or harassment in all aspects of employment, including recruitment, hiring, training, compensation, and promotions
- All employees are required to complete anti-harassment training
- Our service provider policies provide for consideration of vendors' diversity and inclusion practices

A culture that treats all individuals respectfully and values individual differences creates an environment for more fully engaged, satisfied, and successful employees.

Inclusive Benefits

Employee benefits programs are inclusive with equal treatment for all employees

- Benefits are applied in an equitable manner to encompass a diversity of lifestyles

Building an Inclusive Work Environment

We maintain a culture that embraces diversity, nurtures inclusivity, and enhances employee engagement to create a positive work environment.

Fostering Employee Engagement

Opportunities for employees to influence the work environment and contribute to a welcoming and inclusive culture

- All-employee surveys to maintain the company's responsiveness to feedback
- Mentoring programs to help employees improve their career experience

Diversity Council

A cross-functional group of individuals from all levels throughout the organization that will develop diversity and inclusion strategies, participate in the implementation of those strategies, and track the progress of our efforts

- Members of the Diversity Council champion and advocate for the company's commitment to a workplace that embraces our principles of diversity and inclusion and promote and advance the diversity and inclusion of employees throughout the organization
- The Diversity Council engages with employees on the topics of diversity and inclusion to ensure a consistent focus throughout the organization



Employee Resource Groups (ERGs)

Distinct networks of employees with shared identities or interests that foster a culture of diversity and inclusivity through discussions, shared experiences, and personal and professional development

- Provide a forum for employees to interact with others who share common backgrounds, personal characteristics, or interests
- Recommend and deliver educational programs on relevant topics that help to attract, develop, and retain diverse talent
- Encourage employees to discuss shared experiences and share learnings on their personal diversity journeys
- Expand professional development networking, mentorship, and sponsorship opportunities for members of underrepresented groups

Delivering Learnings and Development

We provide employees with the tools and resources they need to become more knowledgeable about, and more effective participants in, a diverse and inclusive culture.

Delivering Focused Learnings

Educational sessions, training programs, workshops, and other content that allow employees to become more informed about diversity and inclusion topics related to the workplace and the society at large

- Training and educational material related to diversity and inclusion topics

Providing Access to Resources

Diversity-focused materials that provide self-learning opportunities for employees who want to further explore their personal interests in, and better support, an inclusive culture

- Links to books, essays, research papers, training, and discussion material available for employees

Employee-Sponsored Activities

Dialogues and shared learning experiences among employees to focus on discussions of relevant topics and meaningful personal experiences

- Lunch and Learn programs to facilitate communication among employees on the issues of diversity and inclusion



III. COMMUNITY PARTICIPATION

Making a Difference in Our Communities

We make a positive impact in our communities through a multi-faceted program that includes philanthropy, a matching gift program, and support for employee volunteerism, with a focus on education and support services for members of underserved groups.

Sponsored Programs

Activities organized by the company to encourage employee support of nonprofit organizations serving members of our communities

- Donations of backpacks and school supplies to provide children from underserved communities the foundation they need to successfully pursue academic success

Event Sponsorships

Financial support for organizations to support their focused priorities that address the needs of underserved residents

Collaboration with organization-sponsored activities in our communities helps to address the diverse needs of our neighbors.

Fostering Employee Impact

We encourage and enable employees to be active and engaged members of our communities by participating in sponsored programs and activities.

Employee-Involved Community Activities

Opportunities for employees to directly support or participate in activities that help members of our communities in need

Mentoring and Education Programs

Mentoring and education programs provided by employees to help underserved members of our communities build skills for achieving their goals and becoming fully successful



IV. EMPLOYEE INVOLVEMENT

Facilitating Volunteerism

We provide opportunities for employees to have a positive impact in their communities by volunteering with organizations that enrich the lives of their neighbors.

Encouraging Volunteerism

Sponsored programs through organized team activities, sourced volunteer opportunities, and paid time off for volunteer service to engage employees in activities that support our communities

- Employees can donate up to eight hours of volunteer time each year toward a qualified 501(c)(3) charitable organization
- Company-sponsored team volunteer opportunities provide an engaging experience for employees in addition to supporting our communities

Active participation in the organizations that are meaningful to them allows employees to have a positive impact in their communities and keeps them engaged in a work culture that is supportive of their interests.

Recognizing Volunteerism

Recognition and acknowledgment of employees' volunteer activities to encourage employees to have a positive impact on their communities

- Virtus Volunteerism Awards

Supporting Employees' Priorities

We amplify the passions and interests of employees by supporting the community organizations they value.

Matching Gift Program

Matching Gifts supporting employees' charitable priorities, including in areas that directly benefit organizations focused on diversity and inclusion

- A Matching Gift Program that provides a \$2 company contribution for each \$1 donated by employees, and matches employee contributions up to \$1,500 per year for a total employer contribution of up to \$3,000 per employee.

Side-by-Side Corporate Giving

Shared charitable initiatives supported by employees and the company benefit organizations that help underserved members of our community

Employee-Determined Grant Program

Special awards that are identified, recommended, and determined by employees for organizations with missions focused on diversity and inclusion

- Employees identify, recommend, and determine special awards for diversity-targeted charitable organizations



V. PHILANTHROPY

Targeting Impactful Contributions

We support organizations that are focused on improving the quality of life for members of underserved groups in our communities.

Education and Job Skills

Investments in initiatives that support education, provide job training and placement, and help underserved members of our community become self-sufficient

Health Care and Human Services

Support for the specific needs of underserved residents of our communities to provide quality health care and basic human services

Civic Responsibility

Funding for organizations that are committed to the overall development and prosperity of our communities to benefit our underserved neighbors

Giving that is focused on programs and services for underserved communities provides lasting benefits for residents of the places where we work and live.

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