

The BAIRD logo is a dark blue parallelogram tilted to the right, containing the word "BAIRD" in white, uppercase, serif font. The background of the slide features abstract geometric shapes: a white area at the top left with thin blue lines, and a large blue area at the bottom right with thin white lines.

BAIRD

# The Baird Way

Discover the Baird Difference



Steve Booth  
Chairman & Chief Executive Officer

## A Different Kind of Financial Partner

What makes Baird different from many financial firms began with our founding in 1919 and Robert Baird's understanding that our business was fundamentally about trust, partnership and building better futures for our clients and the communities we share.

What we call The Baird Way represents the responsibility that comes with that understanding and our confidence that it brings out our best in everything we do. It is the foundation of core beliefs we share, the promise we make to each other and the inspiration for our Mission:

**To provide the best financial advice and service to our clients and be the best place to work for our associates.**

I invite you to Discover the Baird Difference in the pages that follow.

A handwritten signature in black ink that reads "Steve G. Booth". The signature is written in a cursive, slightly slanted style.

*"Honesty in our business dealings  
and integrity in everything we do."*

Robert Wilson Baird

The financial services industry began as a means for people to improve their lives by participating in the growth of the companies, communities and institutions that underpin society. That idea is still at the core of all we do. Even as the financial world grows more complex, we still make every decision based on what's best for our clients. Being employee-owned makes that easier. We can take a longer view when planning for and investing in our businesses and do that with our clients' needs squarely in mind. That's why we've continued to grow and expand into areas where clients want our expertise and we know we can serve them well. There are certain types of business we don't pursue – even though they might be good for our bottom line in the short term – because we don't see a value or benefit for clients. Those are decisions we stand by.



## INTEGRITY IS IRREPLACEABLE

Robert Baird knew the importance of our clients' trust when he called for "Honesty in our business dealings and integrity in everything we do." Trust is essential to the partnerships we forge – with clients and each other – and we can appreciate why it can be difficult to come by in our industry today. Trust is earned. That's why we strive to be good ambassadors of Baird's brand and culture through our commitment to excellence for clients, unwavering respect for our fellow associates' perspectives, experiences and beliefs, and by working to make a positive difference in the lives and communities we touch.



## QUALITY IS OUR MEASURE OF SUCCESS



In financial services, it's easy to focus on numbers. But we know what's really at stake – people's futures and quality of life. Some clients may be thinking about their families or their communities. Others may be thinking about their investors, customers or the people who work for them. But they're all focused on what's best for those who rely on them.

Those clients won't measure our success just by a number on a statement or a report, but also by the confidence and peace of mind they gain from working with us and the outcomes we create together.





## HOW WE SUCCEED IS AS IMPORTANT AS IF WE SUCCEED

Success results from a journey we take together, and it's important that we get there in a way that's right for all of us.

This is why our mission has two parts. The first is to provide the best advice for our clients. We don't apply one-size-fits-all solutions. We get to know the client, their situation, needs and preferences before we offer advice.

The second part of our mission is to be the best place to work for our associates. By design, we all have a say in the way we do our business and a shared stake in the successes we create together. Because talented people who feel good about what they do, where they do it and who they work with are far more likely to do their best.




**THE BEST FINANCIAL ADVICE IS THE  
RESULT OF EXPERTISE, DIVERSITY  
AND TEAMWORK**



An advantage of being employee-owned is our collaborative environment. All of us at Baird are stakeholders with a shared, personal interest in the quality of the outcomes we strive to create for clients and a valued voice in determining the best ways to do that.

A common focus unites us and helps us appreciate the diversity in our backgrounds, perspectives and areas of expertise. We understand our knowledge and skills complement each other, and more eyes and minds working on what matters to our clients yields the best ideas and outcomes.





**WE WILL NOT TOLERATE ANYONE  
WHO PUTS THEMSELVES AHEAD OF  
THE CLIENT OR AHEAD OF THE FIRM,  
OR WHO BREAKS OUR ASSOCIATE  
PROMISE**

This idea was introduced by past-Chairman Paul Purcell, who – in the interest of efficiency – referred to it as our “No A\_holes” rule. One of his passions was to establish Baird as a workplace of choice for top financial talent, but he was equally passionate about ensuring everyone we hired was the right fit for our uniquely collaborative, client-focused culture.

This means appreciating the diversity of thought, backgrounds and ideas that all of our associates bring to Baird, and the reality that our success depends on the successes we achieve for our clients as a team.





## *Our Associate Promise*

We believe every associate matters and contributes to our success.

We are committed to providing a diverse and inclusive environment of trust, respect and equity where you partner with the best in the industry and thrive.

We are passionate about how we achieve great outcomes for our clients, communities and each other.



## WE SEEK PERSONAL BALANCE AND WELL-BEING AT HOME, WORK AND IN COMMUNITY INVOLVEMENT

Part of being a great workplace is making sure our associates live full, balanced lives. We know that when our people and our communities thrive, our business thrives, and we know our associates are passionate about all three.

We have flexible work arrangements to make available more time for family or personal reasons. We support those who share our passion for giving back by matching charitable contributions and providing paid days off to volunteer. We have robust Associate Resource Groups around a wide range of interests that enable our associates to pursue common passions, develop leadership skills and grow their personal networks.

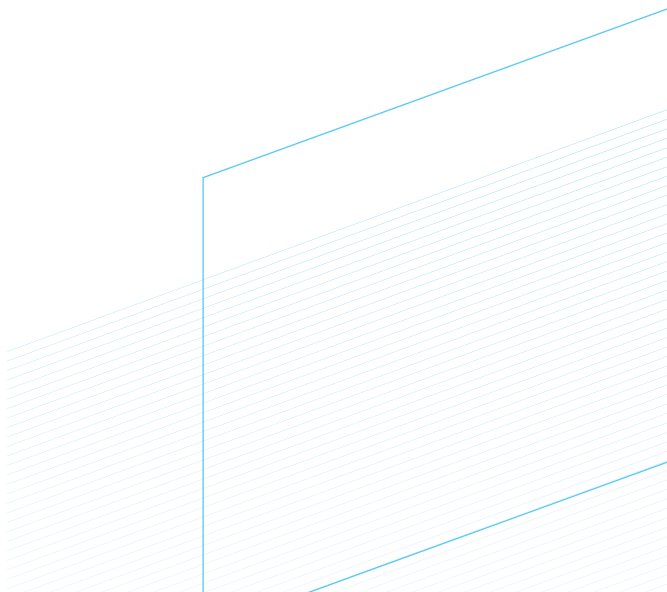




Robert W. Baird

Much has changed in the world since Robert Baird first wrote "Clients Come First" in 1919. But the focus that has fueled Baird's growth and success for more than a century has always been on doing what's best for the people who rely on us.

**That's the Baird Way.**





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