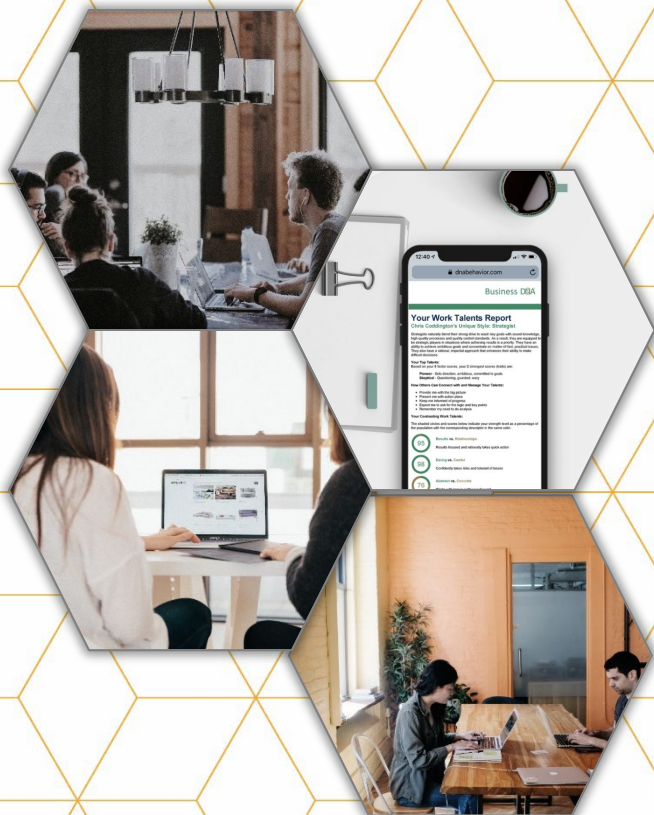


DNA Behavior

Getting to the Core of Human Behavior

Know, Engage and Grow Every Employee and Client



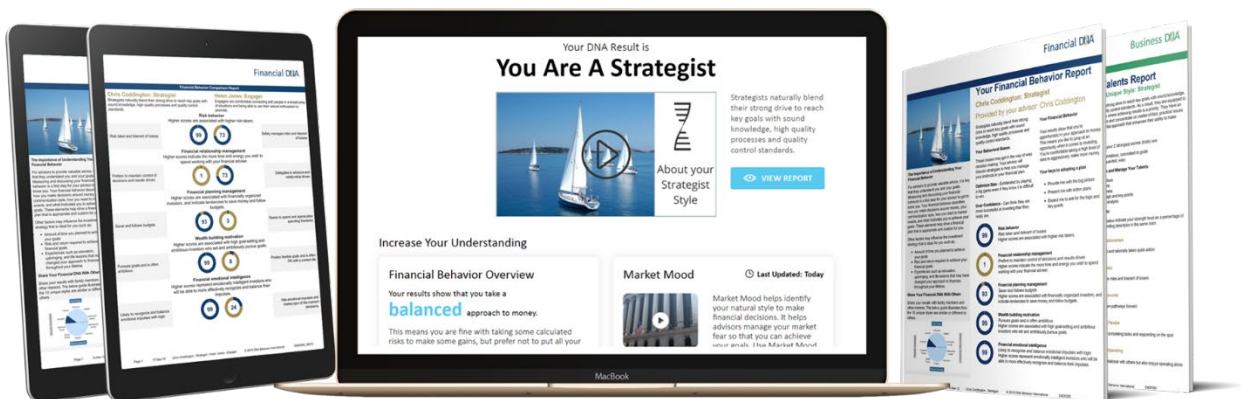
DNA Behavior®

Who Is DNA Behavior International?

DNA Behavior International, established in 2001, is an industry recognized global leader of the behavioral management revolution for enhancing relationships and unlocking human potential. We help grow behaviorally smart businesses and financial advisors worldwide to increase competitive advantage using the most reliable behavioral and performance development systems on cutting-edge technology platforms.

Our solutions are delivered in the areas of client experience management, financial personality management and human capital management. We are a pioneer in enabling business and advisors to:

- Build a corporate memory bank of data for matching the behavior of teams to clients or customers and solutions for navigating human differences.
- Holistically measure financial personality based on extensive behavioral finance research starting with the discovery of a client's natural instinctive behaviors versus singular and situational investment risk discovery.
- Use a complete suite of “hire to retire” client or customer centered human behavior solutions covering communication and engagement, behavioral marketing, financial personality, human capital, family succession, philanthropy, sports and personal life development available real time on one technology platform.



DNA Behavior's differential “understanding people before numbers” approach is to adopt a proven process of starting employee, advisor and client discovery by uncovering natural instinctive behaviors at a greater level of depth and accuracy using our independently validated online Forced Choice Assessment Model and providing customized reporting for behavioral management. In addition, we uniquely measure human performance using the proprietary “DNA Sustainable Performance Index”.

The outcome of using our solutions is more highly engaged employees and clients or customers leading to the building of a high performance client (or customer) centered business and helping people to Live with Meaning™ by unlocking their potential. Our belief is that “Behavior Drives Performance”.

DNA Behavior®

Since commencing business in 2001, DNA Behavior serves people in over 125 countries through 11 languages under two primary brands using the DNA Behavior® Discovery Process: Business DNA® and Financial DNA®. Our proprietary DNA Discovery Processes have been developed and independently validated since 2001 by a highly qualified team with 100+ years of combined academic and practical behavioral discovery instrument development experience. Furthermore, DNA Behavior has invested more than 125 man years in the development of these systems and its programs.

As of December 2022, DNA Behavior serves a client base of more than 2 million participants per year including leading international, Fortune 500, entrepreneur led and financial services businesses that use our online suite of behavioral management solutions and advisory services.

Typically, our solutions are delivered on an enterprise basis, starting in one area and ultimately being utilized by the employees and customers on a repeat basis across the whole business. With our focus on technology and intelligent processes our systems become an integral part of how a business manages its employees and serves its customers.

For more information about our internationally recognized hub of human behavior solutions, please contact us at inquiries@dnabehavior.com.

Table of Contents

1. DNA Behavior Business History	5
2. The “Platinum Standard” For Predicting Behavior	10
3. Pioneering DNA Behavior Research Findings	14
4. The DNA Behavior Discovery Systems	17
5. Financial DNA® - A New Behavioral Paradigm for Financial Planning	19
Appendix A: Summary of Features for a Platinum Standard Forced Choice Assessment Model	29
Appendix B: DNA Behavior Discovery Products	32
Appendix C: Differential Features of the DNA Behavior Discovery Systems.....	33
Appendix D: Research References.....	37
Appendix E: The DNA International Center for Behavioral Research	38
Appendix F: Additional Documents Available On Request	41

1. DNA Behavior Business History

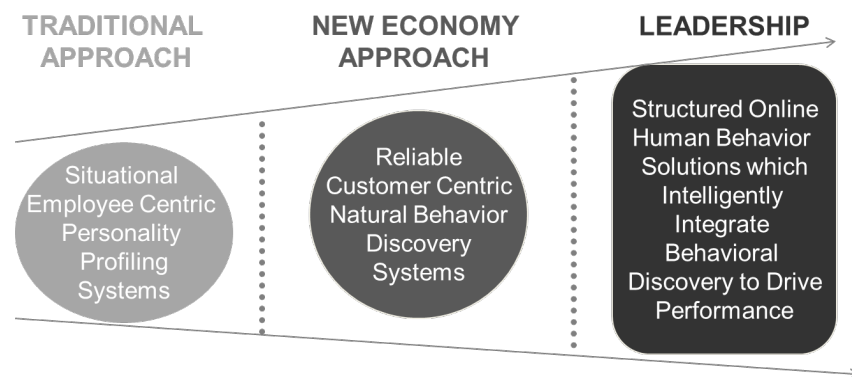
DNA Behavior International was established in 2001 with the purpose of understanding the inherent behavior of people for unlocking business, personal and financial planning potential.

Historically, it was clear that the typical way of thinking had been for people to look at the “numbers” and other key performance indicators for measuring results. However, independent research from Stanford University and our experience told us that it is the human behavior differences of the diverse “people” (employees and customers) which provide the primary explanation for 87% of business performance challenges. The same is true of personal and financial planning challenges. On this basis, we knew the key to unlocking potential in the future would be discovering and managing the human behavior issues. For us, this was the start of leading the “New Behavioral Economy Movement”.

Therefore, our desire was to improve business, personal and financial planning performance utilizing academically proven behavioral discovery methodologies along with state-of-the art and user-friendly reporting and technology interfaces.

With this in mind we set out to develop and distribute internationally a powerful technology platform for enabling highly validated behavioral intelligence to be operationalized at the fingertips of every person in a business so engagement could be deepened in each human interaction and improve personal, business and financial performance.

From a business strategy perspective we have pioneered the development of unique solutions to enable the discovery of customer (or client) behavior for matching it with employees and solutions offered.



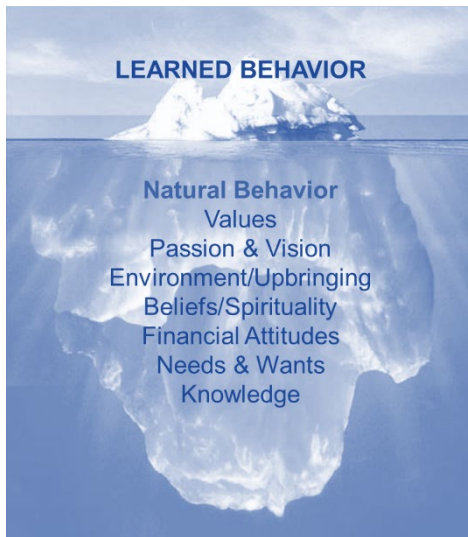
DNA Behavior®

Today, with this approach we have proven results in substantially improving customer experience management, human performance, wealth management processes and community connection. Our business philosophy has been built on the phrase “Behavior Drives Performance™”. In turn, this has necessitated an “Understanding People before Numbers™” approach which ensures that before any business interacts with a person at any level in any context the business needs to firstly know their natural DNA Behavior™ style. Our belief is that natural DNA Behavior™ is the core of a person’s life and ultimately the key to their business and financial decision-making performance.

Early DNA Behavior Observations

The first testing ground for this new customer centered approach came in 2000 and was focused on knowing the behavior of people seeking financial and business advice. The guiding principle was then, and still is, to truly know the client first by gaining insights into how they made decisions. This ensures that the right solutions are tailored for them through a customized client discovery process. The reactions of clients to this "understanding people before numbers" approach were very positive and gave us the confidence in April 2001 to start formalizing the development of a discovery process based on natural behavior. A primary theory on which the DNA Behavior International business has been based is that each person has a natural behavioral style which is both predictable and stable throughout their life.

The correct starting point for understanding a person is to discover their natural DNA behavior which is “hard wired” from early in life and is foundational to how they make decisions throughout their life.



Our regular observation was that when people are making major life, business and financial decisions which put them under pressure their true natural instinctive behavior emerged. We could see that this natural behavior was strongly influencing how they uniquely responded to life and financial events. Our belief is that this natural instinctive behavior is in place from very early in life and uniquely influenced a person's perspectives for making decisions.

This natural behavior could be referred to as "hard-wired" and was what we now term today as a person's DNA Behavior™. In many instances, the natural behavior would take over in place of learned behaviors which are developed from the environment, experiences and education. Notwithstanding, these learned behaviors are important to understand as well because they also contribute to a person's personality development and play a role in their decision-making preferences, and overall human performance.

Initial DNA Development

From the outset of our business, one of our key objectives was to have a structured, internationally accepted and highly scalable process through which we could reliably predict a person's natural instinctive behavior over long periods of time. In simple terms, we wanted to discover a person's natural "hard-wired" behavior which is relatively constant through their life time. This was important for the following reasons:

- 1. *To overcome the problem of "who someone says they are", or "want to be" versus "who they actually are";***
While many people can learn to mask their true behavior for temporary periods or navigate around unpleasant situations, they still have a central reference point in their personal approach to which they revert to in times of higher stress.
- 2. *To create a framework to communicate with and serve people on a consistent basis based on who they are;***
- 3. *To gain a more reliable prediction how a person will behave across different life, business and financial events to help them make better longer term decisions;***
- 4. *To start talent development from the center of a person's natural strength and struggles rather than who they have learned to become, or a misconception of who they are;***
- 5. *To hire people into the right role based on their natural talents rather than the situational exhibited behavior;***
- 6. *To enable the matching of people for long term personal and business relationships;***

Nevertheless, we also understood that it was important to discover the learned situational behaviors which a person exhibits in order to understand how some of their current actions, motivations and needs had been shaped by the influences of environment, experiences and education. Further, we recognize these learned behaviors should be discovered in order to measure current human performance and levels of personal alignment for development purposes. Therefore, these behaviors needed to be discovered separately with an appropriately structured instrument.

In April 2001, after having performed initial research on assessment methodologies and also consumer and industry opinions, we expanded our team of experienced behavioral specialists to commence the development of a scalable system which could be used with customers and employees. Having reviewed the personality and risk tolerance profiling systems already in the marketplace we concluded that most of the existing systems did not satisfactorily measure natural behavior. Further many of the systems, although widely used, were generally superficial and could not be relied upon for consistent life, business and financial decision-making. As they measured situational behaviors, which often change throughout a person's life, they were therefore not reliable long-term predictors of behavior.

Our review in 2001 of existing employee and risk profiling systems revealed that many did not satisfactorily provide reliable measures of natural behavior. These early conclusions have now been validated by substantial academic research.

What we learned was that the key to achieving higher levels of reliability in predicting behavior was the development of a questionnaire format based on the "Forced Choice" (Ipsative) Assessment Model rather

than the more traditionally used questionnaire models (e.g. "Likert-type Scaling" Model which involves self-rating of 1 to 5 or other True/False selection models). Since 2010 there has been extensive academic research published that has validated our decision to make a paradigm shift to the "Forced Choice" Assessment Model. Further information on this can be read in both Section 2 of this document and in our separate DNA Behavior Validation Report.

With this background, development commenced to build the DNA Behavior™ Discovery Processes to the level that they are today. The goal of DNA Behavior International is to provide a highly predictable process which operates as the "Swiss watch" of behavioral discovery. We know that many of the drivers of a person's decision-making sit below the surface and cannot be easily observed. Hence, in building the DNA Behavior Discovery Process™ we have researched and designed measures to objectively and comprehensively reveal the whole of a person's natural DNA Behavior™ and their broader personality with very robust and reliable outcomes.

DNA Behavior is a pioneer in the development and practical application of the Forced Choice Assessment Model to achieve higher levels of reliability and accuracy in measuring behavior.

Furthermore, in the development process, we also recognized the importance of the output being presented in an understandable and yet insightful format which can be applied to people in a wide range of settings all over the world in order to enhance its educational and practical value. This approach should, likewise, not be confined to any one race, nationality, culture or gender.

The reports from our assessments are simple to understand and easy to facilitate by ordinary business people without the help of psychologists.

The first product that we developed was Financial DNA™, a specialist application for the financial planning market. We recognized that all financial advisors needed to holistically know their clients better in order to build enhanced relationships, provide customized lifelong experiences, and manage all financial planning risks and not just investment risks.

Maturing the DNA Research Process

In 2009 after commercial success with launching the DNA Behavior theories in the financial services markets worldwide through Financial DNA™ it was decided to mature the research process to another level. The result of this thinking was the formation of a dedicated independent research team with a highly experienced group of psychologists, behavioral specialists experienced in psychometric design and businessmen experienced in behavioral assessment. The research team is now consistently monitoring the DNA Behavior Discovery outcomes to enhance the accuracy and quality of our DNA Behavior profiling products. Further, the research team is performing further research into the behaviors that reveal themselves in the context of communication, financial decision making, business dealings, family interaction and philanthropic bequeathing.

DNA has a team of leading experts in human behavioral assessment with over 100 years of experience.

The current DNA Behavior Discovery Systems have been independently validated with research performed by the Institute and a team of independent consultants who are psychologists from the Georgia Institute of Technology in Atlanta, Georgia, USA, as well as other psychologists and behavioral

specialists experienced in psychometric test development. For more information on the research team, refer to Section 6.

DNA Behavior Business Today















Today, DNA Behavior International is a human behavior solutions business which focuses on helping businesses with customer experience management, human performance development, wealth management and community connection.

The uniqueness of our business approach is deploying the DNA Behavior Discovery Process™ to firstly know the customer's life, business and financial motivations and then matching the people in the business to who the customers are and solutions offered so customized life-long experiences can be offered.

DNA Behavior offers assessment solutions required for most personal and business transformation solutions.

Through innovative technology development we have placed *"Behavior in the Cloud"™*, thereby humanizing technology applications inside businesses. We have built a deep and broad corporate memory bank of behavioral insights which can be seamlessly integrated to corporate platforms and business processes such as CRM systems, Financial Planning Software, Investment Allocation Tools as well as Human Performance Management systems and processes.

The overall differences in the DNA Behavior business are summarized in the table below:

Current Paradigm	DNA Behavior Holistic Approach	DNA Behavior Leading the New Behavioral Economy
Behavioral Insights		Performance Measurement and Plans
Employee Centered Behavioral Discovery		Client Centered Behavioral Discovery
Numbers and Products		Customized Life Long Experiences
Quantitative Marketing Analysis		Client Engagement based on Behavioral Data
Rational Left Brain		Emotional Right Brain
Results		Results Through Relationships
Employee Development		Employee Engagement
Employee Matching		Employee-Client-Solution Matching
Psychometric Analysis		Behavioral Strength and Struggle Traits
Blocking Profile Access		Mutual Sharing of Behavioral Style
Situational Behaviors		Predicting Natural Behaviors
Communication		Learning Style and Re-Framing
Risk Tolerance		Financial Personality Discovery
Transaction Fees		Retainer/Service Fees

2. The “Platinum Standard” For Predicting Behavior

When the DNA Behavior business was conceived back in 2001, we adopted the “clean sheet of paper” approach to building our behavioral analysis methodology.

Our overall objective was to build a system which was designed to assess 8 major personality factors as well as 24 related sub-factors. These measures of behavior were designed to be more specific than Costa and McCrae’s (1985) measure of the “Big Five” and other personality inventories, so as to capture important dimensions of behavior on how people make decisions, take direction and work with others, interact and build relationships, achieve results, handle information and complete tasks, develop trust, set and achieve goals, take and live with risks and learning styles.

In finalizing our approach, we conducted extensive research on what assessment model would be most dependable in terms of predicting deep rooted personal behavioral traits.

Our investigations identified that many, if not most, personality profiles for measuring employee behavior and investment risk profiles use a traditional questionnaire format, such as the Likert-type Scale Model or True/False Model. The observations, experiences and research of the DNA Behavior Research Team were that these traditionally used questionnaire formats were not sufficiently accurate or reliable predictors of behavior.

The traditionally used questionnaire formats have been academically proven to not produce sufficiently accurate or reliable predictions of behavior.

The Flaws of Traditional Questionnaire Formats

The Likert-type Scale assessment questionnaires are typically structured by asking the respondent to score themselves on a range of 1 to 5 as to how a particular situation might apply to their own circumstances. The True/False type models ask the respondent to score themselves by rating certain statements True or False. Because answers may be given in the context of either specific wording by the questions or by reference to recent experiences, the long-term measurement of behavior by traditional questionnaire formats has now been academically proven to be less predictable and likely to be inconsistent and changeable.

The significance of the traditional behavioral assessment models that allow self-promotion is that by their inherent design they reveal situational learned behaviors that could change in the future. In addition, if the results were consistent over time, they were nevertheless skewed to the high side because of the scientifically proven human tendency for the participant to see themselves as stronger in their weak areas than what they are in reality.

Traditionally used questionnaire formats allow for self-promotion and a higher chance of faking.

In summary, academic research indicates the traditional assessment models lead to the following practical problems:

1. Even when individuals are genuinely attempting to be honest in answering questions from such assessment, most confident people (in particular business people) tend to over inflate their self-perceptions;
2. A person's current emotions, feelings, experiences dominating the choice;
3. The choices may be influenced by different levels of education or knowledge about the situation in the assessment statements or the overall purpose of the assessment;
4. The statements in the assessment are much more open to interpretation or misunderstanding by the participant.

The basis of behavioral analysis is an especially important issue in the realm of conducting investment risk profiles where people tend to self-report a tendency to take a higher risk than that which they can actually tolerate. The traditional questionnaire formats will not only fail to identify the correct risk tolerance levels, they will also continue to produce differing results for risk propensity over any period of time, especially where market cycles alternate between bull and bear experiences or the individual has had differing experiences with gains or losses on individual assets.

Therefore, in our view many of the traditional instruments and methodologies are inherently flawed and were not considered sufficiently reliable for life, financial and business decision-making, human performance development and hiring or matching people for long term relationships.

Moving to the New Paradigm of a Forced Choice Scoring Model

In the context of the measurement of long term consistent behavior we sought to build an assessment model that did not facilitate self-promotion of scores or was unduly referenced to particular situational words. Based on academic research we have determined that the most reliable methodology for predicting behavior is the “*Forced Choice*” (*Ipsative*) *Assessment Model*²⁻⁵.

The most academically sound psychometric model for reliably predicting behavior is a properly constructed Forced Choice Assessment Model.

Further, there is a science to the structuring of the Forced Choice Assessment Model so that it produces the correct results. Based on academic research a correctly structured Forced Choice Assessment Model has the following features:

1. The ipsative assessment involves forcing the respondent to choose two or more options and pick the one that is most preferred. Usually, it is a good idea for the options to appear similarly desirable. For example, it's easy to choose between "I am violent," and "I am peaceful," so you won't get a lot of information from respondents because most sane people will choose the socially desirable response. On the other hand, choosing between "I am open to trying new things" and "I lead by example" is a little tougher, and designed to ask respondents which of the two desirable traits they value more;
2. The strength of the assessment is increased if the options are not situational so as to not draw out situational behaviors;
3. A more accurate result will be achieved if the participant has to choose “most like and “least like” from a triad of items. This deliberately makes it tougher for the respondent to correctly choose between the items than if there are 4 choices.

The benefit of a correctly structured Forced Choice Model is that it does not allow a person to rate themselves high on all desirable traits and low on all undesirable traits (for reasons of self-promotion or situational bias; intentional or unintentional). However, these questionnaire formats are somewhat more difficult for the participant to analyze due to their ipsative nature (scoring high on one trait means you can't score as high on other traits). Essentially, the trade-off is that scoring high on a few of the dimensions means that, mathematically, it is impossible for the participant to score above a certain level on the other dimensions. If a high score on one dimension means a low score on another dimension, then the two dimensions may appear to be negatively correlated.

However, academic research has shown that the use of Confirmatory Factor Analysis which is tested using the Structural Equation Modelling (SEM) software Mplus⁶ will enable a very reliable determination to be made of how well each rating item relates to the behavioral factors and sub-factors. This was the approach

DNA Behavior®

adopted for building and testing the 138 rating items in the DNA Natural Behavior Discovery System which verified that there was a 97.10% positive correlation of the items to the major factors and sub-factors.

A series of different academic research studies show that “faking” can take place under both the ipsative and traditional questionnaire models. However, the faking is far more likely to take place and to a greater degree under the traditional questionnaire models⁷⁻⁹. The research shows that respondents score one standard deviation higher under a traditional questionnaire model. Further, techniques to control faking have proven not to be valid, such as introducing lying scales, consistency scales and limiting completion time. However, overall, a tightly structured forced choice questionnaire will be less susceptible to faking coupled with structured behavioral interviews¹⁰.

Academic research shows that the inflation of scores under a traditional questionnaire format is one standard deviation.

In conclusion, forced choice measures don't allow for self-promotion and will provide a more accurate reflection of a person's strengths and struggles over longer time periods. Therefore, we believe that this approach must be the Platinum Standard for any process that is used for human behavioral discovery.

Further, academic research indicates that the Forced Choice Assessment Model can be equally applied to personality and motivation, interests, beliefs and attitudes. Therefore, we believe that there is a strong academic basis to use the Forced Choice Assessment Model in deploying assessments for employment, financial planning and other purposes.

For the reasons outlined above the Forced Choice Assessment Model is more difficult and time consuming to develop as a reliable instrument, and consequently requires more financial investment. However, we believe the investment is worthwhile to achieve a greater amount of benefits. It could take 3 or more years for an assessment based on a traditional questionnaire model to be converted and validated as a reliable Forced Choice Assessment.

We have summarized in Appendix A the necessary features of a correctly structured Forced Choice Assessment Model based on academic research and the basis upon which the DNA Natural Behavior Discovery Process was developed. DNA Behavior's approach to norming our assessment tools adheres to the professional and technical benchmarks established in the 1999 Standards for Educational and Psychological Testing.

To learn more about the specifics of the DNA Behavior assessment system methodology, reliability and validity, please email us at inquiries@dnabehavior.com for our DNA Behavior Validation Report.

3. Pioneering DNA Behavior Research Findings

Our cutting-edge DNA Behavior Research since 2001 has enabled the evolution of employee centered personality profiles to customer centered natural behavior discovery and human performance measurement.

Through our research we have expanded the depth of independently validated natural behaviors from 5 generally recognized primary factors to 8 primary factors and 24 sub-factors, which are measured on a horizontal continuum to recognize the strength of both sides of the behavior and remove the high/low description. The new insights include:

- Trust
- Pioneering (Goal setting)
- Risk Taking and Risk Tolerance
- Creativity and Learning Styles

This research has enabled us to provide the next generation of assessments and reports with new insights for enabling enhanced personal development and commercial business

For each primary behavioral factor and sub-factor, we have been able to pinpoint the behavioral traits in terms of unique strengths and struggles which are foundational to performance transformation.

These new behavioral and performance insights have been incorporated into our online DNA Behavior Discovery and Performance Development Systems.

1. Natural DNA Behavior is Predictable

Our research with test and re-test procedures has shown that a person's natural DNA (default) behavior continuously repeats itself throughout a person's life. This is the behavior that is programmed into a person from birth to around the age of 3 years. Very often it sits below the surface and is not seen because it is masked by learned behaviors.

2. Powerful Impact of Natural Behavior on Business and Financial Decision-Making

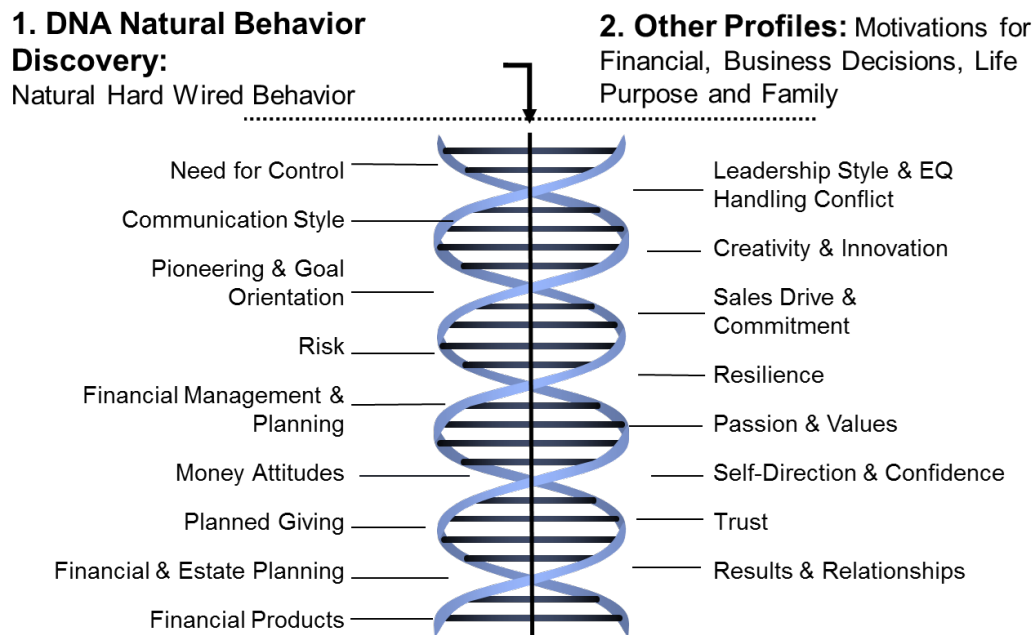
The natural behavior has a significant influence on a person's true life motivations and attitudes in a wide range of areas from which many business and financial decisions are regularly made. These behaviors are more likely to be revealed when a person is under pressure which is often triggered by markets, events, money and relationships.

3. Applicability of Natural Behavior Worldwide

The natural behavior which is revealed using our process is equally applicable to a very broad range of people from different cultures and backgrounds. Our natural behavior model equally applies in the United States, Australia, Canada, Europe, India, Asia and South America.

4. Measurement of Differences between Natural and Learned Behaviors

Our research has enabled us to measure the differences between a person's natural behavior and their learned behavioral preferences in given situations and then how they integrate to form your unique personality. Research shows that significant life and financial events during a person's childhood up to the age of 15 years will have important lasting impacts on their business and financial attitudes regardless of the natural behavior. An example is in the area of risk taking where a person says that they do not currently want to take risk (learned behavior) because they have seen a parent go bankrupt but naturally they are a risk taker. This is key information in knowing how to guide a person in making financial decisions.



5. Separate Measurement of Risk-Taking Propensity and Risk Tolerance

Our research shows that a person's risk-taking propensity and risk tolerance are different behaviors in the context of a person's risk profile. These are separately measured areas of behavior. For instance, over 20% of people have a greater propensity to take risks than their ability to live with the consequences of taking them (i.e. the tolerance).

6. Expectations of Financial Guarantees

More than 20% of people have a high expectation of their employer to provide guarantees or their financial advisor to guarantee results.

7. Influence of Learning Style on Business and Financial Decisions

Our research shows that a person's learning style has a significant impact on how people perceive a situation, solution or transaction that is presented to them. We call this "framing". We have learned to

measure whether a person is "left brained" or "right brained". Therefore, the method of communication with people and the re-framing of information based on their inherent behavioral style is critical.

8. Setting Business and Financial Goals - the Pioneering Factor

A landmark area of our research is the measurement of the Pioneering factor which is related to a person's drive to set and pursue goals. Research shows that there are 3 different behaviors which influence goal setting and how goals are pursued. These behaviors are:

- Initiating
- Competitive
- Determined

9. The Trust Factor

Research shows that people have a natural propensity to trust and others are naturally skeptical. There are 4 different behaviors which demonstrate trust:

- Delegation
- Open
- Approachable
- Relaxed

10. Delegation to Employees, Coaches, Consultants and Advisors

Research shows that people whose behavioral style is higher on control are less likely to delegate decision-making to an advisor.

11. Spenders

We have learned that the more naturally social and spontaneous orientated people are likely to be higher spenders and also likely to carry more debt.

12. Performance Measurement for Leadership, Employees, Sales, Advisors, Career Quality Life & Sports

Research shows that there are 4 key components to the measurement of human performance:

- Being on the Performance Pathway – based on purpose, talents, passions, values, vision and a clear mission.
- The ability to Emotionally Engage Others – based on the ability to communicate, build relationships and operate with emotional intelligence
- Operating with Confidence – based on the ability to personally trust yourself and others
- Making decisions with Wisdom – based on character and values

13. Fit to Role

Research shows that the following 4 behavioral elements are critical to know in hiring a person for a role.

- Desired Tasks
- Desired Team Roles
- Desired Work Environment
- Desired Work Rewards

14. Emotional Engagement

Statistical research shows that a person in a sales or services role will be able to naturally engage with 25% of the population, have partial (hit or miss) engagement with 30% of the population and no engagement with 45% of the population.

15. Couples

Statistical research shows that over 80% of married couples have an opposite behavioral style based on measured population weighted T-Scores.

However, over 90% of couples married for the second time have a similar behavioral style based on measured population weighted T-Scores.

16. Birth Order

Statistical research shows that birth order has no impact on natural DNA behavior style and risk taking.

However, we note that other environmental factors relating to birth order in a particular family may lead to a pattern of certain learned behaviors and psychological conditions.




4. The DNA Behavior Discovery Systems

The DNA Behavior Discovery System provides a multi-dimensional hub of human behavior solutions under 3 primary brands (Communication DNA, Business DNA, Financial DNA) from 12 different assessments in 8 languages which can be used for customizing lifelong experiences. Each of these solutions integrates behavioral insights, human performance measurement, product and solution suitability as well as behavioral facilitation through 35 customized reports. In addition, there are several secondary brands (Family DNA, Philanthropy DNA, Entrepreneurship DNA, Sports DNA and Personal Life DNA).

Primary Applications of the DNA Behavior Discovery Systems

DNA Behavior[®]

The application of the 3 primary human behavior solutions available from the DNA Behavior Discovery System can be summarized as follows:

	Purpose	Who Would Use This System
<p>Communication DNA</p> 	<ul style="list-style-type: none"> • <i>Communication and learning style discovery to enhance engagement and relationship performance through the real time customization of sales, marketing and customer service activities</i> 	<ul style="list-style-type: none"> • <i>Marketing</i> • <i>Sales and Service Teams</i> • <i>Advisory Teams</i> • <i>Call Centers</i> • <i>Operations Teams</i> • <i>Sales and Marketing Technology Platforms</i> • <i>All Financial DNA and Business DNA users</i>
<p>Financial DNA</p> 	<ul style="list-style-type: none"> • <i>Financial personality discovery for building financial planning performance through providing customized lifelong experiences, achieving Quality Life Goals and navigating financial personality risks.</i> 	<ul style="list-style-type: none"> • <i>Financial Planners</i> • <i>Financial Advisers</i> • <i>Wealth Managers</i> • <i>Investment Advisors</i> • <i>Insurance Agents</i> • <i>Family Offices</i> • <i>Accountants</i> • <i>Attorneys</i>
<p>Business DNA</p> 	<ul style="list-style-type: none"> • <i>Talent discovery to improve business performance by enhancing human capital management, performance coaching and sales transformation</i> 	<ul style="list-style-type: none"> • <i>Human Resource Management</i> • <i>Leaders and Boards</i> • <i>Sales and Service Teams</i> • <i>Practice Management</i> • <i>Business Coaches</i> • <i>Business Consultants</i> • <i>Trainers</i>

DNA Behavior Discovery Products

The specific DNA Behavior Discovery products available under each of the 3 primary brands are listed in Appendix B. All of these DNA Behavior Discovery Processes are capable of being completed through an on-line facility or, if required, in a paper format for subsequent input. If completed on line the input time will range from 3 minutes to, at most, 30 minutes depending on the specific discovery process used. Each discovery process generates a customized report for the respondent immediately on completion which is capable of self-printing while an information email regarding the completion of the profile is sent to the facilitator who has arranged the profile.

Differential Features of the DNA Behavior Discovery Systems

The DNA Discovery Systems have been developed with a range of unique features in the following areas:

1. Separate questionnaire formats to identify Natural DNA Behaviors and then Learned Behaviors;
2. Additional depth in measurement of behavioral factors and sub-factors;
3. Analysis in the reports to enhance the practical use of the technical behavioral information.
4. User-friendly reporting across a range of different personal and business areas;
5. Simplified 1 page and summary reports to increase immediate understandability by the participant and facilitator;
6. Enhanced technical reporting to enable wealth mentoring and coaching;
7. Use of empowering language to enhance the personal experience and memorability of the reports;
8. Incorporation of customized behavioral questions into the reports to enable behavioral interviewing;
9. Training programs customized for the broader use of each report (e.g. team building, leadership development, financial planning, advisor development, family succession etc);
10. Technology platform that enables the seamless integration of behavioral data to external business platforms and processes for immediate access in a relevant format (e.g. CRM, financial planning software, event management, dating).

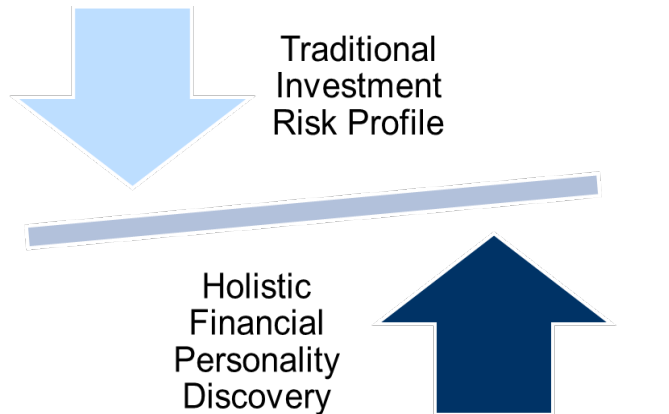
The primary differential features of all of the DNA Behavior Discovery Systems are summarized in Appendix C.

5. Financial DNA[®] - A New Behavioral Paradigm for Financial Planning

Why the Traditional Approach to Financial Planning Risk Discovery Is Out-dated

DNA Behavior®

The customary approach to addressing risk in the financial planning process is to measure investment risk propensity on a singular and situational basis. The strategic weakness with such investment risk profiling instruments is that their singular nature perpetuates financial planning as being solely about investment management and investment products. This has led to many financial planning practitioners misusing investment risk profiling tools. Further, there is serious doubt about the accuracy and reliability of many of these systems and which has been commented upon severely by regulatory authorities¹¹.



While there are investment risk profiling systems in the market that are better than others and have been professionally psychometrically tested, there are a number of general concerns about these tools, chief among which are:

1. Their questionnaire format inherently leads to the measurement of situational investment risk taking that is likely to change with different life and financial events. Therefore, they cannot be relied upon for building long term investment portfolios;
2. The scoring system of many of these systems inherently leads to the inflation of the risk score by the participant even if attempting to answer the questions honestly. As most such systems use a traditional questionnaire format (e.g. Likert-type scaling approach or a True/False Model) that is designed to assimilate situational preferences. Through our research since 2001 of a range of investment risk profiling tools, we have consistently seen business people's investment risk scores being higher than their Natural DNA™ behavior risk score. This research is also supported by academic research which demonstrates that traditional questionnaire formats can lead to the inflation of the risk score by potentially one standard deviation;

The structure of many investment risk profiling tools is fundamentally flawed leading to the inflation of the scores and not being reliable for long term portfolio development.



© Copyright 2022 DNA Behavior Solutions, LLC. All rights reserved. DNA Behavior is a registered trademark of DNA Behavior Solutions, LLC as are other names and marks. Other marks appearing herein may be trademarks of their respective owners.

	Group 1	Group 2	Group 3	Group 4	Group 5	Group 6	Group 7
Pop. % in this category	<2%	2-18%	19-30%	31-69%	70-81%	82-98%	>98%

3. Numerous investment risk profiling tools ask leading questions which will increase the likelihood of inflated answers being generated;
4. In many cases, the participant cannot realistically answer the questions because they have never experienced the event before, or do not have sufficient education or investment knowledge to answer the question;
5. The reporting provides little investment and financial education to the client and limited framework for counseling;
6. The instruments are singular in nature and do not address behavioral issues at a multi-dimensional level, including financial and relationship risk behaviors. Further, the reporting is too simplistic to be of ongoing significant value to the overall financial planning process;
7. The measurement of investment risk taking behavior fails to distinguish between risk propensity (boldness to make decisions) and risk tolerance (the ability to live with the consequences of the decision made). These are important behaviors to distinguish between when holistically understanding client behavior. Further, the measurements are used on a singular basis for all of a client's investments.;
8. These tools do not sufficiently address the broader behavioral finance concepts that reflect investor behavior;
9. Some investment risk profiling instruments automatically generate portfolios without the proper level of advisor involvement. This is a "sales set up" which can lead to unsuitable recommendations being made to the client.

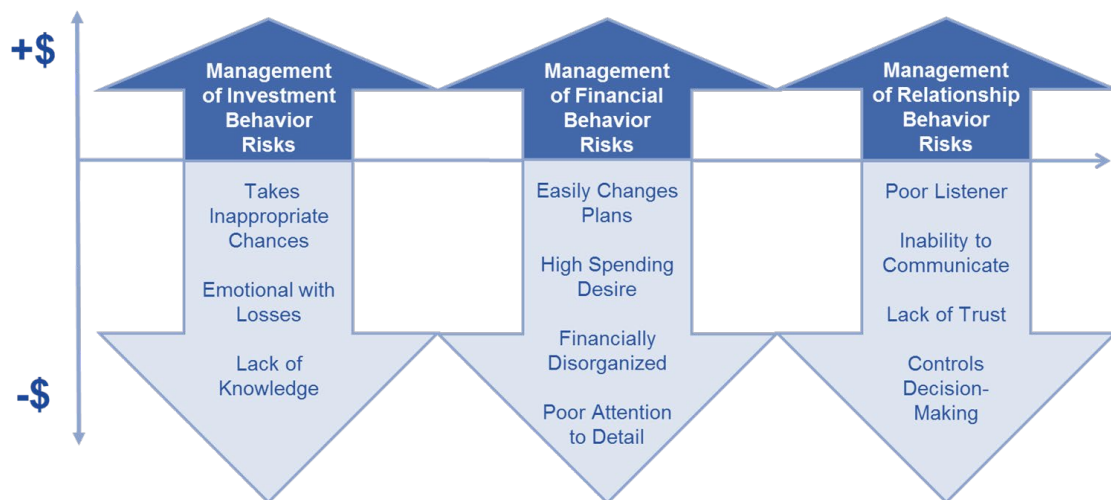
While identifying a client's investment risk profile is important it is only one of the financial planning risks that most people have to deal with in drawing up a personal financial plan. We advocate the development of holistic financial planning that can assist clients to achieve their life and financial goals. This is not just our perspective. The Financial Planning Standards Board defines Personal Financial Planning as:

"The process of meeting your life goals through the proper management of your finances"¹²

DNA Behavior®

We believe that this broader viewpoint embraces far more than just investment risk. It also necessitates the objective and reliable measurement of how personal financial clients will behave on a long-term basis and points very clearly towards educating them on how their behaviors will impact on their financial wellbeing. Apart from their propensity to take a specific level of investment risk or their intolerance to investment losses, the client behaviors in other financial matters as well as dealing with relationships are as important if not, in some circumstances, more important than managing investment risk.

Holistic financial planning requires the management of risk across the 3 core areas of investment behavior, financial behavior and relationship behavior.



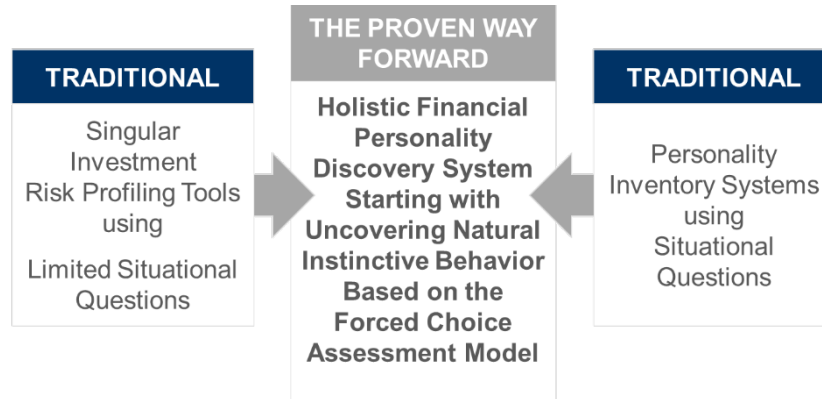
Therefore the Financial DNA Discovery Process has been specifically designed to uncover the client's complete financial personality to identify the key broader financial planning risks shown in the graphic above.

The failure to reliably measure and manage each of these financial planning risk elements can play a significant role in a client not making the right decisions to properly manage their personal finances. If these risks are mismanaged the financial consequences can be hugely detrimental to an individual's lifetime financial plan. If managed positively, the additional financial effects will help secure an individual's financial future as well as that of their family.

How Should Financial Planners Best Serve Their Clients In The Future?

Independent Research shows that 93.6% of financial planning is behavioral management of the client and 6.4% is tactical investment management¹³. The role of the financial advisor is to "know the client" by helping them define their "Quality Life" goals, and then ensuring their emotions do not get in the way of the planning strategy for achieving those goals. This is the foundation of our belief "*Behavior Drives Financial Planning Performance™*".

DNA Behavior®



The emerging growth of the “Life Planning” movement in financial planning is very important to the building of a client centric financial planning process focused on achieving goals. However, Life Planning must be connected to the financial planning process and not be a separate “nice to do” exercise. Importantly, a person’s behavioral talents are fundamental to their life and financial perspective, and therefore decision-making. This supports the need for advisors to adopt a truly holistic approach to Financial Planning that embraces behavioral awareness in order to achieve the following objectives:

1. Behavioral matching of the advisor and client to establish an optimal relationship based on effective communication;
2. Enables the advisor to deliver a customized financial planning experience based on knowing each client’s unique behavior, motivations and preferences;
3. Enables all of the financial planning risks to be managed – investment risk and the financial and relationship risks;
4. Creates a robust framework for the advisor to guide the client through discovery of all life and financial issues that may impact their financial planning;
5. Facilitates changing the focus and measurement of financial planning away from investment returns to achieving personal goals. This, in turn, enables the advisor to charge an advisory or retainer fee which are not held hostage to volatile investment management fees and transaction fees;
6. Enables a proper level of balance to be incorporated into the advisor-client relationship so that the advisor’s influence does not dominate;
7. Further, the process requires direct input from the advisor removing the possibility that an automated process does not overtake and eliminate the advisor role.

Advisors need to become the behavioral guide of the client adopting a truly holistic approach that embraces behavioral awareness.

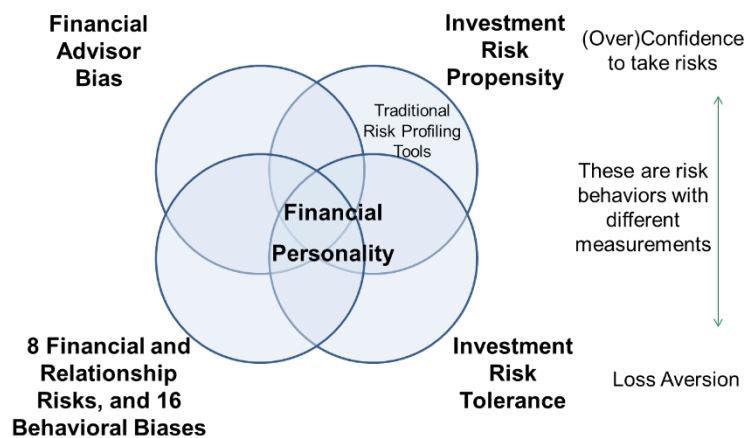
The Role of Financial DNA® In the Financial Planning Process

In order to produce a customized financial planning experience, the financial planner needs to be aware of each client’s unique behavior, motivations and preferences. This will ensure that the various financial planning risks are seamlessly managed.

DNA Behavior®

Historically, before the Financial DNA® Discovery Process was made available in the market place the only behavioral issues that drew the attention of the financial services industry was investment risk profiling. As has been mentioned earlier, such systems are not without significant drawbacks and do not provide very deep understanding of long-term financial personality.

To obtain the necessary deep insight which delivers a truly deep understanding of each person's financial make-up requires a more meaningful and robust discovery process that deals with the multi-faceted elements of our humanity, especially where financial loss may be a concern of each person. This is becoming an increasing concern to financial regulators.



The Financial DNA® Discovery Process deals with these concerns by providing a detailed insight to each client's personal behaviors. By virtue of its design the Financial DNA Discovery Process captures all of the life and financial behaviors which influence the decisions made and eventual outcomes. This cutting-edge technology platform allows not only financial advisors to discover the unique life and decision-making patterns that make up the financial personality of their clients; it also educates the same clients to help them achieve their Quality Life goals.

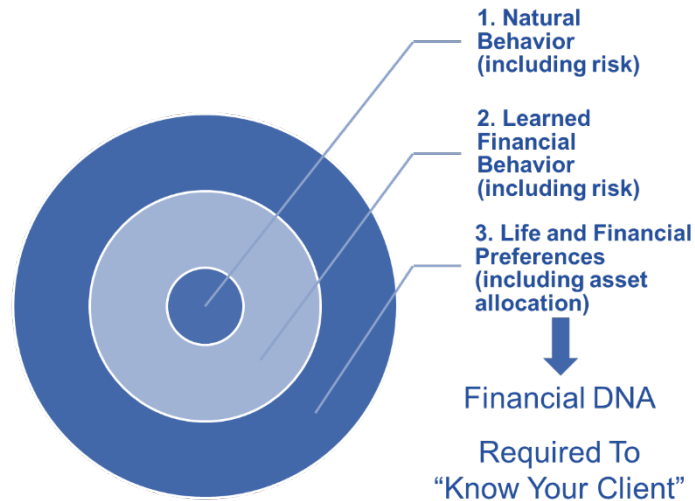
The Financial DNA Discovery Process is the next generation of behavioral discovery capturing all dimensions of financial personality by utilizing the most academically sound psychometric systems.

In order to appreciate the research and development of the Financial DNA Discovery Process it is important to recognize what "financial personality" is. From our long involvement in this area we have found that this can be expressed as:

"Every person inherently has a unique Financial DNA® code representing their financial personality. A person's natural born DNA behavioral style is shaped into their financial personality (including risk taking) by their current environment, life experiences, values and education. The natural DNA Behavioral style remains stable over time and will drive a how person consistently responds to different events, thereby always influencing life and financial decision making."

DNA Behavior®

The implication of this description of financial personality is that there are 3 dimensions of personality that must be discovered in order to guide the client in making financial decisions at any time as shown in the graph below:



The Financial DNA Discovery Process was professionally designed with the assistance of independent experts with behavioral assessment development experience to provide objective measurement of "financial personality".

The structure of the process has been uniquely designed to provide the following components:

1. As a first step, the Financial DNA Natural Behavior Discovery provides a reliable prediction of the client's long-term behavior, including risk behaviors, and also how they will instinctively make decisions when under pressure. The Financial DNA Natural Behavior reporting highlights risk across 10 dimensions covering the areas of investment, financial and relationship.

Further, in the area of investment risk the Financial DNA system separately measures Investment Risk Propensity and Investment Risk Tolerance. In addition, we provide a Natural Behavior Investment Portfolio Parameters table categorizing the participant into risk taking groups from 1 to 7 based on population weighting and consistent with international risk classification such as ESMA. However, we deliberately do not advise the client or advisor what the investment portfolio structure should be as this is considered to be the advisors responsibility, and should be based on the unique life and financial circumstances of the client.

To ensure a reliable prediction of behavior the Forced Choice Scoring Model is used in the Natural DNA Behavior Discovery. This discovery step is taken once only as the results are considered stable for life. We strongly advocate this approach because it provides a more accurate measurement of who the client is and therefore the best starting point for any discussions about key life and financial decisions, and longer-term education and development.

2. As a second step, the Financial Personality Discovery is designed to reveal detailed insights into the client's learned financial behavior and financial preferences that make up the dynamic (potentially changeable dimension) of their complete financial personality.

The Likert-type Scoring Model is used in the Financial Personality Discovery as this is the best model for uncovering situational changes and preferences which normally take place with every person through circumstances, experiences and education (business, financial and investment). This discovery step is taken annually or when there are significant life and financial events.

The results of the Financial Personality Discovery are provided in the DNA Financial Performance Report. This report provides the following:

- Analysis of 18 strands and 63 items of financial behaviors in the broad areas of risk taking, financial planning relationship, financial planning management, wealth creation and financial emotional intelligence. The depth of insight reaches to potentially different attitudes around capital losses and income stability. These items were developed after extensive review of 16 credible behavioral finance theories which describe tendencies of people making financial and investment decisions;
- A "Financial Behavior Analysis" which contrasts and compares the results of the client's natural and learned behaviors revealed in the Natural DNA Behavior and Financial Personality Discovery Steps. The objective is to highlight areas of alignment and identify differences which may developmentally indicate positive learned behaviors (personal change) or negative behaviors or attitudes requiring discussion. This process becomes a powerful framework for financial coaching and education, or what we call "wealth mentoring";
- Indicators of the client's behavioral portfolio preferences without reference to their financial capacity. This enables risk and emotional comfort to be assessed for different broad asset classes. The issues of financial capacity, calculations of investment rate of return and matching of the client with specific risk rated investments are elements that we feel must be best left to the financial advisor as part of their own professional role;
- The system also provides access to reporting on how the questions were answered and identifies inconsistent answers for discussion with the client.

In addition, we provide a template Behavioral Investment Policy Statement for the advisor to use under their firm name which integrates the Financial DNA report scores and data. The advisor is required to input the clients required rate of portfolio return, financial capacity and financial goals. This creates a framework for enabling greater consistency between the uniqueness of the client's behavior, investment objectives, investment horizons, agreed investment mandate and the portfolio that is implemented. The advisor is also required to input portfolio structure data for 7 levels of investment risk so that behavioral portfolio's can be produced. We have introduced this feature to recognize that the required portfolio is different across different regions and investment management styles. Also, we see it as the advisor's role to make portfolio recommendations and not DNA Behavior's role.





DNA Behavior[®]

3. As a third step, the Quality Life Discovery provides insights into a person's life and financial goals across 8 key areas using 80 rating items. The results of the discovery are provided in the Quality Life Performance Report which provides the following:
 - Measurement of the participant's current Quality Life using the Quality Life Sustainable Performance Index;
 - Customized analysis of the participant's strengths and struggles to help them achieve their Quality Life goals;
 - Customized behavioral questions for Wealth Mentoring.
4. Comparative reporting data to extend the discussion to include the comparison of the behaviors of advisors and spouses or partners, and families and helps to mitigate the dominant bias of one of the parties, in particular the advisor.
5. Customized behavioral questions directed at the clients inherent strengths and struggles are provided for the advisor in the reports to lead guided discovery, and to allow for client self-reflection. In addition, there are "Powerful Question" manuals for the advisor to access to enhance their client facilitation processes.

Summary of New Methodology for Financial Planning Discovery

The paradigm shift that Financial DNA delivers from unreliable investment risk profiling to reliable financial planning risk management is highlighted in the table below:

DNA Behavior®

Current Risk Profile Paradigm	DNA Behavior Holistic Approach	New Generation of Financial Personality Discovery and Performance Measurement
Single Dimension Investment Risk Measurement		Multi Dimensional Behavioral Measurement
Current Learned Behavior		Predictive Natural Behavior and Learned Behaviors
N/A		Quality Life Goals
N/A		Financial Planning Management
N/A		Asset Allocation Preferences
N/A		Advisor Client Matching + Communication
N/A		Learning Style
Situational Questions and Intelligence, Experience Bias		Forced Choice Questions
Overweighting of Questions		Validated Psychometric Analysis

To learn more about each step, please visit: <http://www.financialdna.com/financial-dna-discovery>

Appendix A: Summary of Features for a Platinum Standard Forced Choice Assessment Model

We have summarized in the table below the necessary features of a correctly structured Forced Choice Assessment Model based on academic research. DNA Behavior’s approach to norming our assessment tools adheres to the professional and technical benchmarks established in the Standards for Educational and Psychological Testing.

Validation Feature	Why It Is Regarded as a Strong Indicator	DNA Natural Behavior Discovery Process
Psychometric Scoring Model	Forced Choice Scoring (Choosing from a Triad Most Like and Least Like)	Forced Choice Scoring (Choosing from a Triad Most Like and Least Like)
Question Structure	Non-Situational Phrases which are close in description to force instinctive choice	Non-Situational Phrases which are close in description to force instinctive choice
Number of Questions	25+	46 triads (138 Rating Items)
Development of Phrases	Independent, Experienced Subject Matter Experts	Yes, 100+ years combined test usage and development experience
Independent Peer Review	Academic and Relevant Industry Experience	Professors at The Georgia Institute of Technology, Experienced Industrial Psychologist, Business consultants each with 10+ years relevant business and financial services industry expertise
Testing of Phrases	Plain English	Yes
	Grammar	Yes
	Consumer	Yes
	Professional User	Yes
Internal Consistency Analysis	Confirmatory Factor Analysis Performed	Yes, on both Major Factors and sub-factors
	Statistical Software used	M-Plus to compute Polyserial correlations and maximum likelihood estimation to determine

		the standardized estimates of path co-efficients for the items
Internal Consistency Measurement	Greater than 80%	97.10% (134 out of 138 items had a positive correlation to the Major Factors and Sub-Factors)
Factor Relationship Determination	Exploratory Factor Analysis	Yes, on both Major and Sub-Factors
	Statistical Software Used	M-Plus to compute Polyserial correlations to determine the items relating to the Major Factors and Sub-Factors. All EFA's were (obliquely) Varimax rotated to maximize the structure of the factors
Validation and Reliability Sample	Minimum of 200 and ideally 2 times the number of rating items	270 sample size meets sample requirements based on 138 rating items
Benchmarking of the Sample	Completion of a comparative validated assessment	Yes, Path 6 which had over 250,000 uses at December 31, 2007 and a more than 10 year development and usage history in both business, hiring, career, financial planning and personal development.
Make up of Sample	Equal number of male and female participants	Yes
	Over 16 years of age	Yes
	Language	English
	Test, re-Test Period to gather longitudinal data	3 to 8 years (to gain a deeper insight into consistency over long time periods and life and economic events)
Convergent Validity Measurement	Pearson Correlation Methodology with an absolute value over .70 indicates statistical significance, meaning that there is a 95% chance that correlation is accurate and not random	Pearson Correlation Methodology was used indicating .71 to .84 correlation with the corresponding Path factor.

DNA Behavior®

Internal Consistency to Measure Factor Reliability	Cronbach Alpha Co-efficient over .70 is considered favorable and alpha co-efficients above .80 are considered excellent	All alpha co-efficients for each Factor exceeded .80, except Pioneer which exceeded .70.
Testing Period	>3 years	>10 years
Time Current Model Commercially Used	>3 years	4 years (at February 2014)
Usages	100,000+	1,100,000 +
Individual Completion of Assessment	Instructions for participant to personally complete without assistance or coaching	Yes
Couples and teams	Separate Assessment and Measurement	Yes
Statistical Review for Consistency of Test Results	Every 3 years	Every year – with regular monitoring, and changes made to population weighted scores as necessary
Participant “Gaming” Review	Identification of Inconsistent Answers	Yes
Academic Usage	Uses in university training courses	Yes
	Academic training materials	Yes

To learn more about the specifics of the DNA Behavior assessment system methodology, reliability and validity, please email us at inquiries@dnabehavior.com for our DNA Behavior Validation Report.

Appendix B: DNA Behavior Discovery Products

The specific DNA Behavior Discovery products available under each of the 3 primary brands are listed in the table below.

	Communication DNA®	Business DNA®	Financial DNA®
Discovery Step 1: DNA Natural Behavior to Know Who You Are	<ul style="list-style-type: none"> • Communication DNA Discovery For uncovering your natural preferences for how you wish to be communicated with and related to by others. 	<ul style="list-style-type: none"> • Business DNA Discovery For revealing different dimensions of a person's natural talents for performance in a business environment. 	<ul style="list-style-type: none"> • Financial DNA Discovery to uncover a person's natural style for making life and financial decisions including their risk taking behavior.
Discovery Step 2: DNA Learned Behavior for Human Performance Measurement to Know How You Are Performing		<ul style="list-style-type: none"> • Personal Work Life Discovery • Leadership 360 Discovery • Employee 360 Discovery • Sales 360 Discovery • Advisor 360 Discovery • Career Life Discovery • Business Engagement 360 	<ul style="list-style-type: none"> • Financial Personality Discovery • Quality Life Discovery • Family 360 Discovery
Reporting: Practical Application to Use Behavioral Intelligence on a Real Time Basis in Providing Solutions, Advice, Coaching and Consulting	<ul style="list-style-type: none"> • CRM Integration • Consumer • Premium • Customized Experience™ • Customer Service™ • Customer Segmentation™ • Sales Style Adaptation™ • Customer Service Roles™ • DNA Powerful Questions™ • Relationship Insights 	<ul style="list-style-type: none"> • Business Talents • Summary • Coaching • Personal Work Life Performance • Leadership Performance • Employee Performance • Sales Performance • Advisor Performance • Career Performance • Hiring Performance • Team Performance • Org Talent Review • Business Engagement Performance • Volunteer Contribution 	<ul style="list-style-type: none"> • Financial Talents • Summary • Wealth Mentoring • Financial Performance • Behavioral Investment Policy Statement • Quality Life Performance • Family Group • Family Performance • Planned Giving

Appendix C: Differential Features of the DNA Behavior Discovery Systems

The primary differential features of all of the DNA Behavior Discovery Systems are summarized in the table below.

DNA Behavior System Features	
Communication DNA Discovery Process	
To measure predictable communication styles that reveal themselves over long time periods	
Validated Communication DNA Measurement	Single Assessment – 12 Questions
Assessment Model Structure	Forced Choice Model using Triads of Specific Communication Phrases with Graphics (as of June 2012)
Time to Complete	2-5 Minutes
Internal Consistency Measure	97% reliability and independently validated against the DNA Natural Behavior Assessment
DNA Natural Behavior Discovery Process	
To measure predictable behaviors and talents that consistently reveal themselves over long time periods	
Validated Natural Behavior Assessment Structure	Single Assessment – 46 Questions
Assessment Model Structure	Forced Choice Model using Triads of Non-Situational Phrases
Time to Complete	15-20 minutes
Primary Factors Measured	8
Sub-Factors Measured	24 Sub-factors measured on left and right side
Unique Profile Factors	Trust/Skeptical Pioneering/Content Risk Tolerance/Cautious Right Brain/ Left Brain Learning Styles
Facilitator Dependency	No
Blended Profile Graphic	No
Blended Profile Descriptions	10 based on 8 Primary Factors

DNA Behavior®

Horizontal Continuum Measurement	Yes
High/Low Terminology	No
T-Score Measurement	Yes
Population Score Measurement	Yes
Behavioral Trait Intensity Identification	Yes
Unique Report Features for Additional Behavioral Analysis	Performance Keys
	Work Life or Quality Life Behavioral Attitudes Table
	Workplace or Financial Planning Insights Table
	Risk Analysis
	Compatibility Analysis Matrix
Standard Report Features	14 Explanations relating to Blended Profile in Financial and Business Setting
	Customized Facilitation Questions
	Strengths and Struggles identified on both sides of each factor and sub-factor
Report Customization Based on Behavioral Style	Based on unique behavioral style and profile factors
DNA Learned Behavior Discovery Process	
Quality Life Performance, Work Life Performance, Career Performance, Performance 360 (Leadership, Employee Sales, Advisor), Family Performance 360, Business Engagement 360	
Learned Behavior Measurement	Measuring 80 items across 8 key areas using a Likert-type Scaling Model of 1 to 7
Time to Complete	15 to 20 Minutes
Performance Measurement Formula	Using a proprietary Sustainable Performance Index formula based on 4 dimensions: Performance Pathway, Emotional Engagement, Confidence and Wisdom
Reporting	Customized Reporting with Direct Integration of Natural Behavior insights to Learned Behavior Insights
Financial Personality Discovery Process	
Financial Personality Discovery measuring Learned Financial Behaviors and Preferences to determine current financial and investment decision-making style	

DNA Behavior®

Financial Personality Assessment Structure	29 Questions
Assessment Model Structure	Likert-type Scaling Model: Rating 1 to 5 to identify learned behaviors and preferences
Time to Complete	15 to 20 Minutes
Primary Factors Measured	18
Sub-Factors Measured	63
Reporting	<p>Financial behaviors across 5 key areas of: Risk</p> <p>Behavior,</p> <p>Financial Relationship Needs,</p> <p>Financial Management,</p> <p>Wealth Building Motivations,</p> <p>Financial Emotional Intelligence</p> <p>Financial Behavior Analysis comparing natural and learned behaviors</p> <p>Behavioral Portfolio Analysis, including Behavioral IPS template for Advisor Use</p>
Certification Training	
1 Day for Communication DNA and	
2 Days plus 3 webinars each for Business DNA and Financial DNA	
Training Manuals	Detailed system resource manuals for each branded product with extensive interpretation, system construct, facilitation tools and case studies
Use in University Curriculum	Yes
Technology System	
All DNA Behavioral Discovery and Performance Solutions run on a single platform with single password sign on for each user. Integration capability to other business systems and processes using API links.	
System Administration Manuals	Yes

DNA Behavior®

Data Base Management	Yes, groups and sub groups for managing participants and data on an organizational basis - business, division, region, branch, age etc
Data Base Retrieval	Yes, including export function and real time data transfer mechanisms.
Mobile and Tablet Availability	Yes
Pre-population of data from other systems	Yes
Report Format	Word, RTF, PDF, Export functionality
Pricing	Annual Subscription Pricing except for trainers
	A La Carte Pricing available
Countries Used:	47+
Languages	US English
	UK English
	Dutch
	French
	Italian
	Romanian
	Bulgarian
	Russian
	Portuguese
	Spanish

Appendix D: Research References

1. Costa, P.T. Jr, & McCrae, R.R. - *"The NEO Personality Inventor"* (1985). Odessa, FL: Psychological Assessment Resources
2. Morgeson et al- "Reconsidering the use of Personality Tests in Personnel Selection Contexts". by Morgeson et al, 2007 in the "Personnel Psychology" Journal,60, 683-729 (Blackwell Publishing)
3. Toth C., Stokes G, Ellis L., Noble B., (1998). "Using Personality to Differentiate Between Holland's Occupational Groups" in the American Psychological Association Magazine on August 14, 1998.
4. Zavala, Albert (1965). Development of the forced-choice rating scale technique. Psychological Bulletin, Vol 63(2), Feb 1965, 117-124.
5. Neil D. Christiansen, Gary N. Burns & George E. Montgomery (2005). Reconsidering Forced-Choice Item Formats for Applicant Personality Assessment. Human Performance Volume 18, Issue 3, 2005.
6. Brown A and Maydeu-Olivares (2011). How Item Response Theory Can Solve the Problems of Ipsative Data. University of Cambridge Psychometrics Centre.
7. Douglas N. Jackson, Victor R. Wroblewski & Michael C. Ashton (2000). The Impact of Faking on Employment Tests: Does Forced Choice Offer a Solution? Human Performance Volume 13, Issue 4, 2000.
8. Hogan J., Barrett P., Hogan R., Personality Measurement, Faking and Employment Selection. Journal of Applied Psychology, 2007, Vol. 92, No 5, 1270-1285.
9. Martin B.A., Bowen, C.C, & Hunt, S.T (2002). How Effective are People at Faking on Occupational Personality Questionnaires? Personality and Individual Differences, 32 (2002) 247-256.
10. Makransky G.M. (2007). Using the Master Person Profile to Provide an Enhanced Picture of Decision-Making Style. In press.
11. UK Financial Services Authority. Assessing suitability -Establishing the risk a customer is willing and able to take and making a suitable investment selection (January 2011).
12. Financial Planning Standards Board.
13. Statman M. The "93.6% Question of Financial Advisors" (2000).

Appendix E: The DNA International Center for Behavioral Research

DNA Behavior International formed the DNA International Center for Behavioral Research to provide a professional environment for the development and on-going performance monitoring of behavioral instruments according to recognized professional standards.

The DNA Behavior Discovery Processes are based on research that has been independently validated since 2001 by a highly qualified research team with 100+ years of combined academic and practical profile development experience. Over 50 Man Years has been invested in the development of its suite of DNA Behavior Discovery Systems and Application Resources.

The Leaders of the DNA International Center for Behavioral Research are:

Justin A. DeSimone PHD, Georgia Institute of Technology

Justin serves as a consultant to DNA Behavior International focused on behavioral research and content development. He is a non-executive member of the DNA Behavior International Advisory Board for Behavioral Research. Justin has a B.A. in Psychology from Duke University. Justin has more than 10 years of experience in psychometric research and has completed his PHD in Industrial and Organizational Psychology. He works closely and is supervised by Dr. Lawrence James, PHD at Georgia Institute of Technology's Industrial and Organizational Psychology Department on the creation and validation of new personality measures for multi-national and Fortune 500 corporations. Justin has taken twelve graduate-level courses in research methodology and statistics and has served as a teaching assistant at Georgia Tech for six graduate level statistics courses since 2006. He has previously worked with AON Talent Solutions and Ramsay Corporation in order to develop and validate selection tests for The Coca-Cola Company. He also has experience working with training and organizational development for The Coca-Cola Company and CJC International.

Bill Newbolt PHD, Newbolt & Associates

Bill currently serves as a consultant to DNA Behavior International focused on behavioral research and content development. He is a non-executive member of the DNA Behavior International Advisory Board for Behavioral Research. Bill has a PHD in industrial and organizational psychology from the University of Georgia. He has worked for The Coca-Cola Company and other Fortune Companies for over 20 years leading the development and validation of personality measures and conducting behavioral statistical analysis. For the past 8 years he has provided independent consulting services to companies on behavioral research and human performance issues.

Lee Ellis, Leadership Freedom, LLC

Lee serves as a consultant to DNA Behavior International focused on behavioral research and content development. He is a non-executive member of the DNA Behavior International Advisory Board for Behavioral Research. Lee has a B.A. in History and an M.S. in Counselling and Human Development. He is the president of Leadership Freedom, LLC. Lee has over thirty years of experience in psychometric research and use of behavioral systems. Lee led for 12 years the pioneering research and development of behavioral assessment systems for financial counselling, working collaboratively with a research team from the Industrial Psychology Department of Georgia State University. In particular, Lee was a pioneer in the use of the Forced Choice Scoring Model. He led the team that researched and developed the Career Direct Personality Inventory (Career Direct® assessment system) and the RightPATH® (Financial DNA) 4 and 6 Profile assessments that have as of December 2007 been used internationally by more than 251,000 individuals. Lee has twenty years of experience in leadership training and education as well as twelve years of experience in guidance counselling. Lee is the author of *Leading with Honor: Leadership Lessons from the Hanoi Hilton* and *Leading Talents, Leading Teams* and the co-author of three books on career planning.

Carol Pocklington, Consultant

Carol serves as a consultant to DNA Behavior International focused on behavioral research and content development. She is a non-executive member of the DNA Behavior International Advisory Board for Behavioral Research. Prior to consulting with DNA Behavior International Carol worked for Thomas International in the United Kingdom. She has over forty years of technical and practical experience in the development and use of personality systems for Government Departments, the Banking Sector, the Airline Industry and many multi-national corporations undergoing significant internal re-structuring. She is a world authority on how personality insights can be used in human development and specializes in their application within the workplace. Carol conducted an independent research study for DNA Behavior International in 2001 on all of the major personality profiling systems being utilized in business with a view to assessing their strengths and limitations. The findings formed the foundation for establishing the criterion required in the development of new personality assessment tools for use in personal development, career, financial and business consulting services. She led the development of the DNA Discovery Processes which are currently applied under 3 primary DNA brands with 12 different assessment processes..

Hugh Massie, DNA Behavior International

Hugh is a human behavior strategist and serves as the President of DNA Behavior International. He is the company's executive leading the packaging of the company's behavioral research into commercial programs that can be distributed worldwide. Hugh has a Bachelor's of Commerce, is a Chartered Accountant, and has a diploma in Financial Planning. He has 27 years of international business experience in human behavior, accountancy, wealth management and as an investor. Hugh has more than twelve years of technical and practical international experience in developing and using personality systems for a wide range of business applications. His talent is the packaging of technical behavioral concepts into

DNA Behavior®

everyday business and personal usage on a mass scale worldwide. With a team of behavioral experts in Australia, the United States, and Europe, since September 1999 he visioned and led the development of the DNA Discovery Processes which are currently applied under 3 primary DNA brands with 12 different assessment processes. He is a pioneer in the development and use of the Forced Choice Scoring Model in behavioral discovery processes. In particular, Hugh focused the development of the DNA Discovery Processes to be both customer and employee centered. Hugh is a world authority on the connection of natural DNA behaviors to life, financial, and business decisions providing consulting and training services to international corporations, Fortune 500 Companies and financial service firms. Hugh is the author of *Financial DNA – Discovering Your Financial Personality for a Quality Life*, published by John Wiley and Sons, and numerous whitepapers on behavioral topics.

Ryan Scott, DNA Behavior International

Ryan serves as the Product Development Manager at DNA Behavior International and is a company assisting with the management of the company's behavioral research, content and technology development. Ryan has a Bachelor's of Science in Management from the Georgia Institute of Technology. Ryan has worked closely with Hugh Massie and the non-executive consultants during the development and commercialization of the DNA Discovery Processes particularly utilizing his mathematical and statistical analysis skills, which are currently applied under 3 primary DNA brands with 12 different assessment processes.

Appendix F: Additional Documents Available On Request

Independent Validation Documents

1. Natural Behavior for Business DNA, Financial DNA, Personal Life DNA, Family DNA, Sports DNA, Entrepreneurship DNA, Philanthropy DNA
2. Communication DNA

Human Behavior Solutions Manuals

1. Communication DNA
2. Business DNA
3. Financial DNA

DNA Behavior Research Whitepapers

1. Behavior Drives Performance
2. Client Relationship Performance in the New Behavioral Economy
3. Business Performance in the New Behavioral Economy
4. Financial Planning Performance in the New Behavioral Economy
5. Quality Life Performance in the New Behavioral Economy
6. Dealing with Financial Planning Risk

Book

1. Financial DNA – Discovering Your Financial Personality for a Quality Life

Certification Training Manuals

1. Communication DNA
2. Business DNA
3. Financial DNA

For More Information

Contact DNA Behavior International in Atlanta, Georgia, USA on 1-866-791-8992, or email at inquiries@dnabehavior.com. Also, please review our website at www.dnabehavior.com