

30 YEAR ANNIVERSARY

Celebrating 30 Years of Perspective

A Conversation with Peter Woolley



At Meketa, longevity reflects more than tenure. It speaks to a commitment to thoughtful growth, enduring values, and a clear sense of purpose. Over the past three decades, both the firm and the broader investment landscape has evolved in meaningful ways. Markets have grown more complex, client expectations have increased, and the range of investment solutions has expanded significantly.

PETER WOOLLEY, CO-CEO
MANAGING PRINCIPAL

At the same time, what remains constant is just as important. A culture grounded in integrity, collaboration, and long-term thinking continues to define the firm. The challenge, and the opportunity, have been maintaining that foundation while continuing to evolve.

As Co-CEO, Peter Woolley has played a central role in navigating that path. As he marks 30 years at Meketa, we sat down with Peter to reflect on his journey, the firm's evolution, and what continues to drive him forward.

Looking back, did you always imagine spending 30 years at Meketa?



Peter Woolley ("PW"): I did. It was actually a very thoughtful process. Early in my career, I was successful, but I was not passionate about the work. That pushed me to think seriously about what I wanted to spend the next 40 years doing.

Through that process, which included completing an MBA in Finance and studying for the CFA, I realized I wanted to be an investment consultant. I targeted a few firms, including Meketa, and when I met the people and experienced the culture, I knew it was a place where I could build a successful and fulfilling career. So it does not surprise me that I am still here today.

You have seen significant industry change. How has the role of an investment consultant evolved?



PW: The role has become more complex, but also more valuable. Expected returns are lower than they were 30 years ago, and investment options are far more sophisticated.

At Meketa, we have evolved alongside that complexity. We have invested in talented professionals and built a team that combines generalists with subject matter specialists. That allows us to better support clients across an increasingly broad set of challenges.

What has kept you at Meketa over the years?



PW: I still love the work. I believe in our mission, and I value the partnerships we have with our clients.

Being an employee-owner adds another dimension. The work is already rewarding, but having a stake in the firm creates a deeper level of alignment. You are contributing not only to client outcomes and the firm's success, but also to something you are personally invested in. And you are surrounded by colleagues who think the same way.

You have been part of tremendous growth at the firm. What stands out most from that journey?



PW: The scale of growth has been significant. When I joined, we had about 10 employees and 10 clients. Today, we have more than 260 employees and over 260 clients.

What stands out even more is how we got there. I remember when we were trying to win our first public fund client. The requirements alone made it difficult to even compete. It took a lot of collaboration, persistence, and time to break through.

Today, those constraints are long behind us, and the opportunity set is much broader. It has been incredibly rewarding to be part of that progression.

What are you most proud of that does not show up in a report or client list?



PW: It is the culture.

I would not frame that as something any one person built. Culture is built over time, through the people you bring in and the standards you reinforce every day. It is a collective effort that evolves with each addition to the firm.

What makes it work is that people here genuinely care. They care about the work, they care about doing it at a high level, and they care about working alongside others who hold themselves to that same standard. That shared commitment to excellence is what sustains the culture.

Getting that right matters. It is not something you can take for granted. When we surveyed shareholders during our last long-term planning process, culture stood out more than anything else as something people wanted to protect. That reinforces how important it is to be thoughtful about who we are, how we work, and how we continue to build the firm.

How are client conversations evolving today?



PW: Clients have always had questions and concerns about the economy and the markets. That part has not changed. What has changed is the level of expectation.

The bar continues to rise, both from clients and internally. That is healthy. It pushes us to improve and ensures we remain relevant. If we do not embrace that, we risk falling behind.

What excites you most about the future?



PW: I am very excited about the next five to ten years, but I do not expect them to be easy. There will be challenges.

But that is exactly when our work matters most. When the environment becomes more difficult, clients need strong partners. That is when we have the opportunity to do our best work – work that is critical to the missions of hundreds of clients and all their beneficiaries.

What is the hardest part of leading through change?



PW: It is finding the right balance between evolving and preserving what makes us successful.

We need to adapt to changing client needs, shifts in the investment landscape, and advances in technology. At the same time, we have to maintain the culture and principles that define who we are.

That balance is not always easy, but it is essential.

What concerns are top of mind for institutional investors today?



PW: Uncertainty and volatility are always key concerns.

Long-term assumptions can sometimes mask short-term risks. We spend a lot of time modeling different scenarios, but behavior plays a major role in outcomes.

It is not just about building diversified portfolios. It is about helping clients stay committed to their strategies during challenging periods. When clients truly understand their decisions, they are better positioned to navigate difficult environments.

Looking Ahead

Peter's 30-year journey reflects both the evolution of Meketa and the consistency of its core values. Growth has come through thoughtful decision-making, strong client partnerships, and a shared commitment to excellence.

As the firm looks ahead, that same approach will continue to guide Meketa's path forward.

For more information about Meketa, please visit [Meketa.com/about-us/](https://meketa.com/about-us/)

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