

# Powered by Our People

2023 SUSTAINABILITY REPORT



# About Russell Reynolds Associates

Russell Reynolds Associates is a global leadership advisory firm. Our 500+ consultants in 47 offices work with public, private, and nonprofit organizations across all industries and regions.

We help our clients build teams of transformational leaders who can meet today's challenges and anticipate the digital, economic, sustainability, and political trends that are reshaping the global business environment. From helping boards with their structure, culture, and effectiveness to identifying, assessing, and defining the best leadership for organizations, our teams bring their decades of expertise to help clients address their most complex leadership issues. We exist to improve the way the world is led.

[www.russellreynolds.com](http://www.russellreynolds.com)



# About This Report

The Russell Reynolds Associates 2023 Sustainability Report reflects on our performance and accomplishments over the past year and defines a roadmap for 2024 and beyond. The scope of this report spans from January 1, 2023, to December 31, 2023.

As a signatory of the United Nations Global Compact (UNGC) in the areas of human rights, labour, environment, and anti-corruption, we are committed to the 10 Principles of the Compact. Learn more in our latest [UNGC Communication on Progress Report](#).

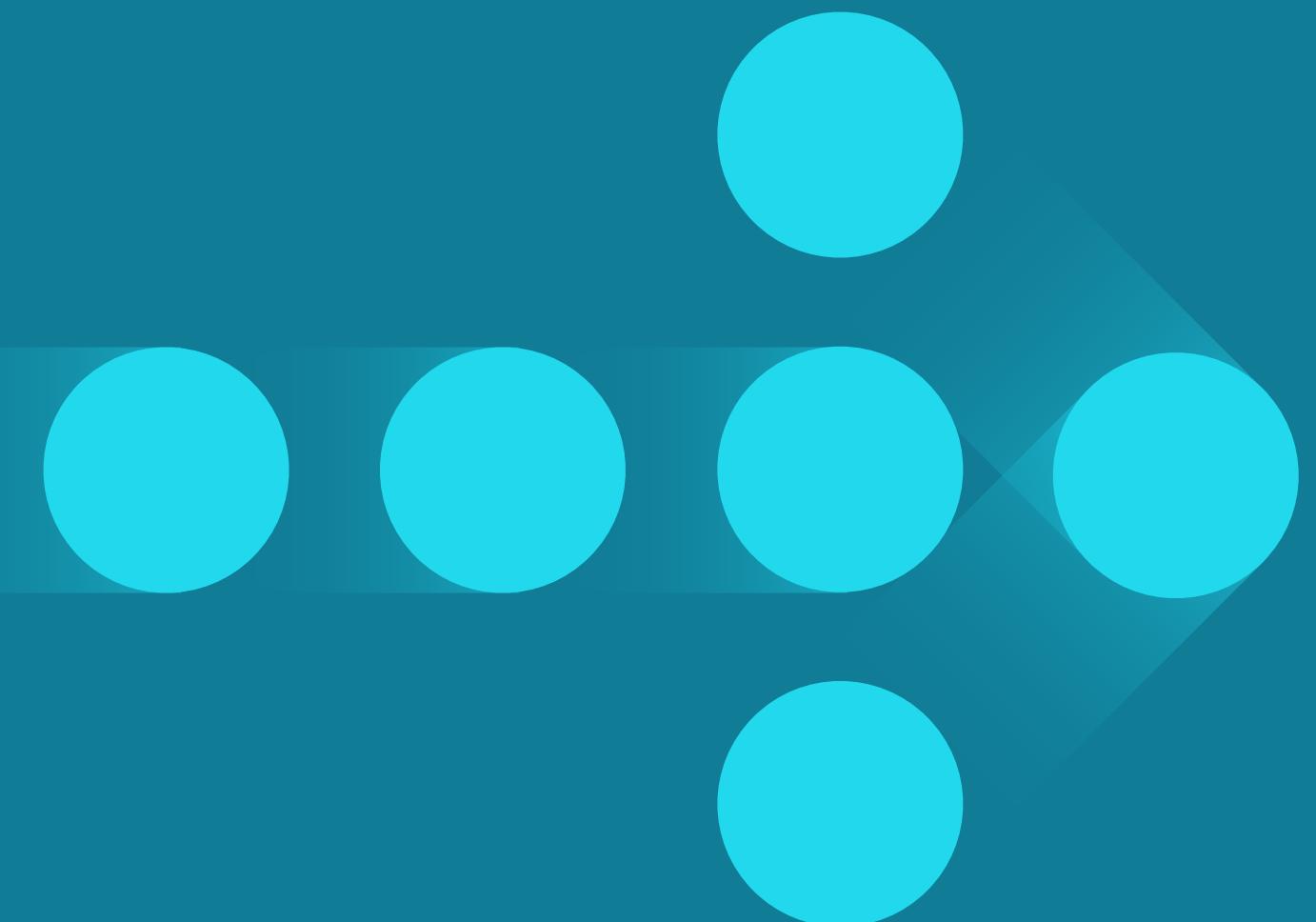
We prepared the disclosures in this report in accordance with the Global Reporting Initiative (GRI) Standards and the Sustainable Accounting Standards Board (SASB) Professional and Commercial Services Standard.



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# Our Vision



## A MESSAGE FROM OUR CEO

# At Russell Reynolds Associates, our purpose is to improve the way the world is led.

As trusted advisors to our clients, we are growing the ranks of leaders prepared to address the challenges and opportunities associated with sustainability—for the good of business, the economy, and the planet. We also seek to lead by example.

In this second annual sustainability report, we chronicle our most recent steps toward the commitments we have made as a firm.

In 2023, we formalized our intent to adapt our business operations to more climate conscious ways of working. The Science Based Targets initiative (SBTi) validated our near-term and long-term carbon-reduction targets, guiding us to a goal of net-zero emissions by 2050. As part of our commitment, we'll develop practical paths to reduce Scope 1 and 2 greenhouse gas emissions by 50% by 2030. We've also embraced near-term goals by engaging our suppliers in setting targets and reducing our emissions related to business travel. We're proud to join a growing number of businesses taking the SBTi's credible approach to climate action.

We shared our climate impact publicly through the CDP's widely respected disclosure program in 2023. We hope our work with the SBTi and CDP signals a commitment to rigor and transparency that resonates with our clients, colleagues, and communities, inspiring others to do the same.

As a leadership advisory firm, Russell Reynolds Associates' single greatest asset is our people. To be at our best, we must promote inclusion and belonging across our firm and provide our colleagues with opportunities to evolve their capabilities and careers. Over the past year, we added Jewish and Veterans Inclusion Networks for a total of eight global communities for connection. We gained additional insights into our colleagues' experiences by expanding our voluntary self-identification program to include military veteran status. We also launched our global CAPstone development program for experienced consultants to advance their advisory skills.

This program ensures that our clients stay ahead

in a fast-changing world and advances our firm's leadership advisory capability.

We understand our privileged position with and deep connections to our clients. Our greatest opportunity to drive positive change is to bring as many leaders with us on the sustainability journey as possible. In 2023, we released the Sustainable Leadership Index, a resource that gives leaders a way to self-assess and benchmark their sustainability skills and competencies.

I'm confident that our sustainable business journey will further strengthen our relationships with clients and community partners who share the belief that a better future is ours to create. Thank you for joining us on this journey. We look forward to sharing our progress as we continue this important work.

Sincerely yours,

**Constantine Alexandrakis**

CHIEF EXECUTIVE OFFICER



“Our greatest opportunity to drive positive change is to bring as many leaders with us on the sustainability journey as possible.”

## A MESSAGE FROM OUR GLOBAL HEAD OF SUSTAINABILITY

# We all appreciate the power of first impressions.

In my early days at Russell Reynolds Associates, my first impressions of the firm were shaped by colleagues who reached out to tell me about their excitement to move the firm forward on our sustainability journey. Their messages shone with optimism, drive, and pride in the firm's purpose. Then and still, my inbox is regularly brightened by colleagues sharing details about the sustainability and community impact projects underway in their offices around the world. As the firm's first Global Head of Sustainability, I've found myself in the *extremely* enviable position of asking not, "Where will I find the support to get us started?" but, "How can we bring our local leaders together to create an even more powerful impact?" In 2023, we set out to do just that.

"Powered by Our People", our 2023 sustainability report, is the story of our firm's many sustainability champions and the results of their collective best. We're proud to showcase the work of RRA colleagues leading our firm to a more sustainable future. Here are just a few of the success stories you'll read in this year's report.

- A new, voluntary team of "green leaders" activated a global network of champions through

our first Zero Waste Hub Challenge. (Spoiler alert: A remarkable **87%** of our offices opted in to this friendly competition to drive out waste from our everyday office experiences. Can you believe they completed more than 500 waste-reducing activities in five months?)

- Supporting our colleagues to be at their personal best is key to how we define sustainable business. To that end, we piloted two new programs for employee wellbeing and launched two new Inclusion Networks to further foster belonging and collaboration in our firm's global culture.
- Investing in our own leadership helps us do our best work for our clients. We launched two innovative learning cohorts for experienced and newly promoted consultants, as well as a new learning-on-demand platform that's quickly become a valuable resource for all RRA colleagues.

It's exciting to reflect on our recent successes, but the practice of sustainable business calls for us to optimistically and relentlessly drive forward. The validation of our net-zero targets by the Science Based Targets initiative, another critical milestone of 2023, challenges us to rethink "business as

usual" so we can achieve our extremely ambitious climate action goals. I'm inspired by so many RRA colleagues who are ready to think boldly and innovate in partnership with our clients, who are also on their own net-zero journeys.

At RRA, we firmly believe that businesses can only become sustainable when they set out to cultivate "sustainability leaders everywhere." No one can do the job alone. You need people in all roles of the company to make the shift to sustainability a reality because they are the stewards of the everyday decisions that add up to a meaningful impact. RRA is fortunate to have colleagues around the world who embrace sustainability's leadership challenges. I'm proud to work with people who believe that sustainability is a key element of our culture and understand that it's good for our business. I hope you, like me, will find inspiration in the stories of our colleagues' commitment to creating a better future together.

With gratitude,

**Pam Fitzpatrick**

GLOBAL HEAD OF SUSTAINABILITY



“ It's exciting to reflect on our recent successes, but the practice of sustainable business calls for us to optimistically and relentlessly drive forward.”

# Leading with Purpose

From our beginning more than 50 years ago, RRA has had a culture of mutual respect, strong ethics, and shared purpose. Those characteristics guide us as we advise the world's largest and most complex organizations on their most pressing leadership challenges, and we articulate them through our purpose statement and firm values.

## Purpose & Values

RRA's purpose is to improve the way the world is led. That takes courage and confidence. Even more importantly, it requires an unwavering commitment to our core values.

Our values guide us in every aspect of our work—with clients, when serving the community, and in our interactions with one another.



**Inclusive:** We value differences and accept each individual for who they are. This is not just about social good—it is smart business.



**Client Focused:** We are fiercely committed to our clients. We work with integrity and consistently deliver exceptional quality.



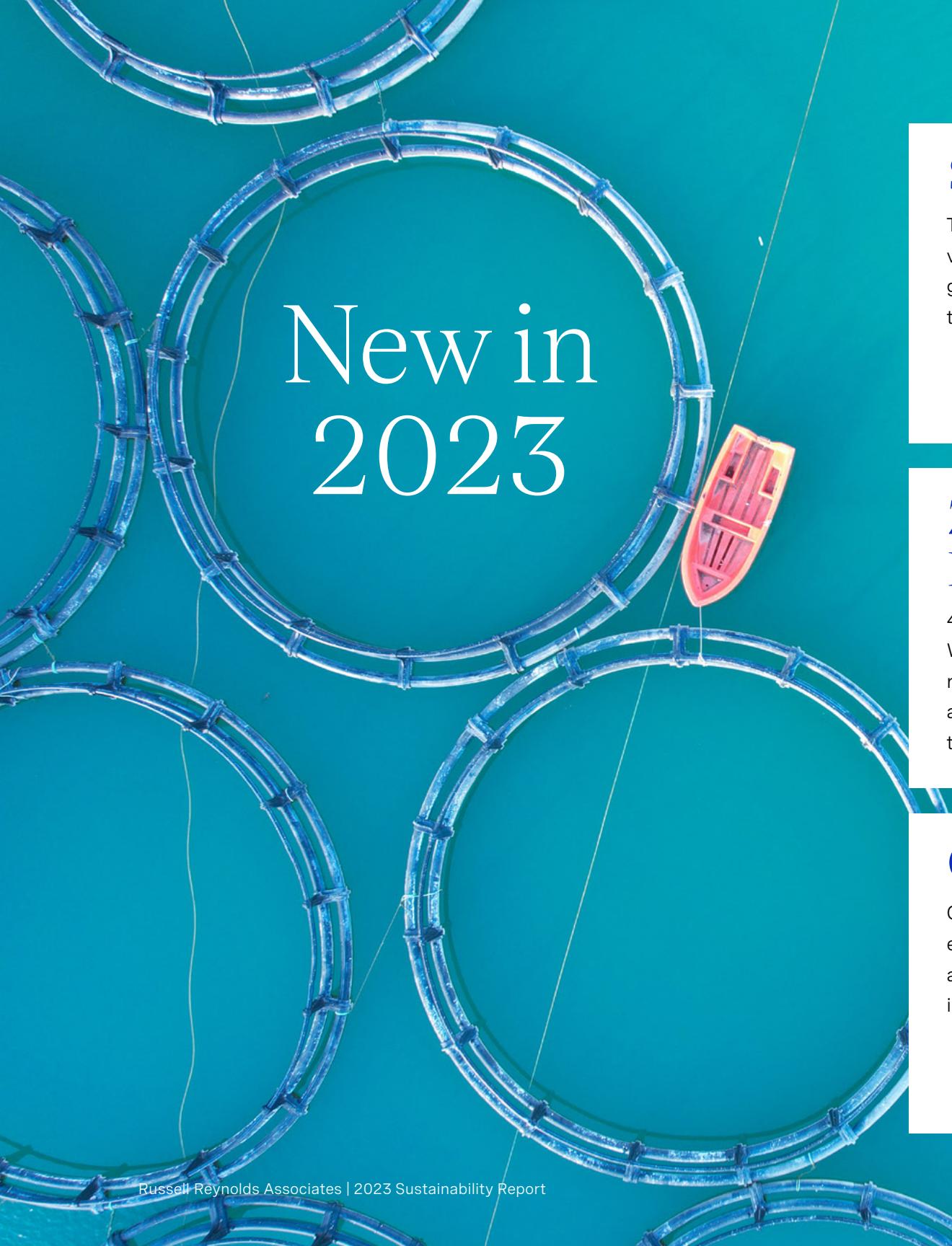
**Forward Thinking:** We look beyond the obvious to what's next—for our clients and for ourselves. We are resourceful, creative, and nimble.



**Passionate:** We put our hearts into our work. We actively support and rely on each other as one global team.



**Sustainable:** We prioritize wellbeing, trust, and community in everything we do—because a sustainable future begins with the choices we make today.



# New in 2023

## SBTi

The Science Based Targets initiative (SBTi) validated our near-term science-based greenhouse gas (GHG) emissions targets and long-term goals to achieve net-zero emissions by 2050.

## Zero Waste Hub Challenge

41 of 47 RRA offices joined our company-wide Zero Waste Hub Challenge, completing more than 500 waste-reducing actions in five months. The Challenge activated a global group of more than 100 Green Hub Champions to lead changes in our everyday operations.

## CAPstone

Our new CAPstone development program for experienced consultants helped advance their advisory skills to further their client impact in increasingly complex business environments.

## Veteran Status

We expanded our self-identification program to include military veteran status.

## New Inclusion Networks

We added two new Inclusion Networks for military veterans and their families and the Jewish community, for a total of eight global colleague communities.

## Sustainable Leadership Index

We made our proprietary Sustainable Leadership Index publicly available on our website, offering leaders a way to self-assess and benchmark their sustainability-related skills and competencies.

**OUR APPROACH:**

# Powered by Our People

RRA's greatest assets are the knowledge, innovation, energy, commitment, collaborative mindset, and entrepreneurial spirit that our colleagues bring to our firm. We're a global community of optimists and problem-solvers who believe we can create a better future together.



“ The business case for sustainability is indisputable. Operating more sustainably is not only good for the financial future of our firm; it’s also the right thing to do for our people, our clients, and the planet. I’m proud that we’re leading our industry in making sustainability core to how we do business.”

**Paul Ottolini**  
CHIEF FINANCIAL OFFICER

As advisors to our clients, we contribute to building a global community of leaders ready to meet the challenges of a fast-changing world. Today’s leaders understand the urgency of addressing climate change, contributing to social progress, and embedding ethical governance in all operational areas. Within our own firm, we aim to create an environment where our colleagues grow and reach their fullest potential, recognizing that collective success happens when individuals thrive.

**We must do more than advise: We must lead by example.** That means equipping our colleagues with the right mindset and skill set and offering opportunities for all of us to be leaders and innovators for sustainability.

# Our Sustainability Priorities

To define our sustainability strategy, we completed a materiality assessment, a best-practice process that asks our stakeholders to help us identify the most relevant and impactful sustainability topics and map them to opportunities for positive change. For additional details, please see our sustainability materiality matrix on page 10 of this report.

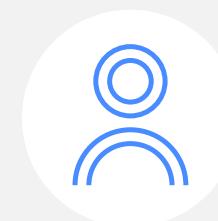


**We continue to prioritize these four impact areas:**



## **Our Firm: Leading with Integrity**

We manage our firm with ethics and integrity to enable trust and promote a shared sense of responsibility for the wellbeing of people and the planet. Our journey to net zero is rooted in that commitment. Our data privacy and data security programs are also critical to our trustworthiness.



## **Our Colleagues: Putting People First**

We value the diverse perspectives that our colleagues bring to our work, knowing that we can only sustain diversity when we promote fairness and equity in every dimension of our work lives. We encourage curiosity, continual learning, and innovative ways of working that deliver exceptional results for our clients.



## **Our Communities: Giving Back Together**

We expand RRA's positive impact by nurturing strong ties with the communities where we live and work. Through financial support, volunteering, and partnerships, we give back and connect with our local communities.



## **Our Clients: Improving the Way the World Is Led**

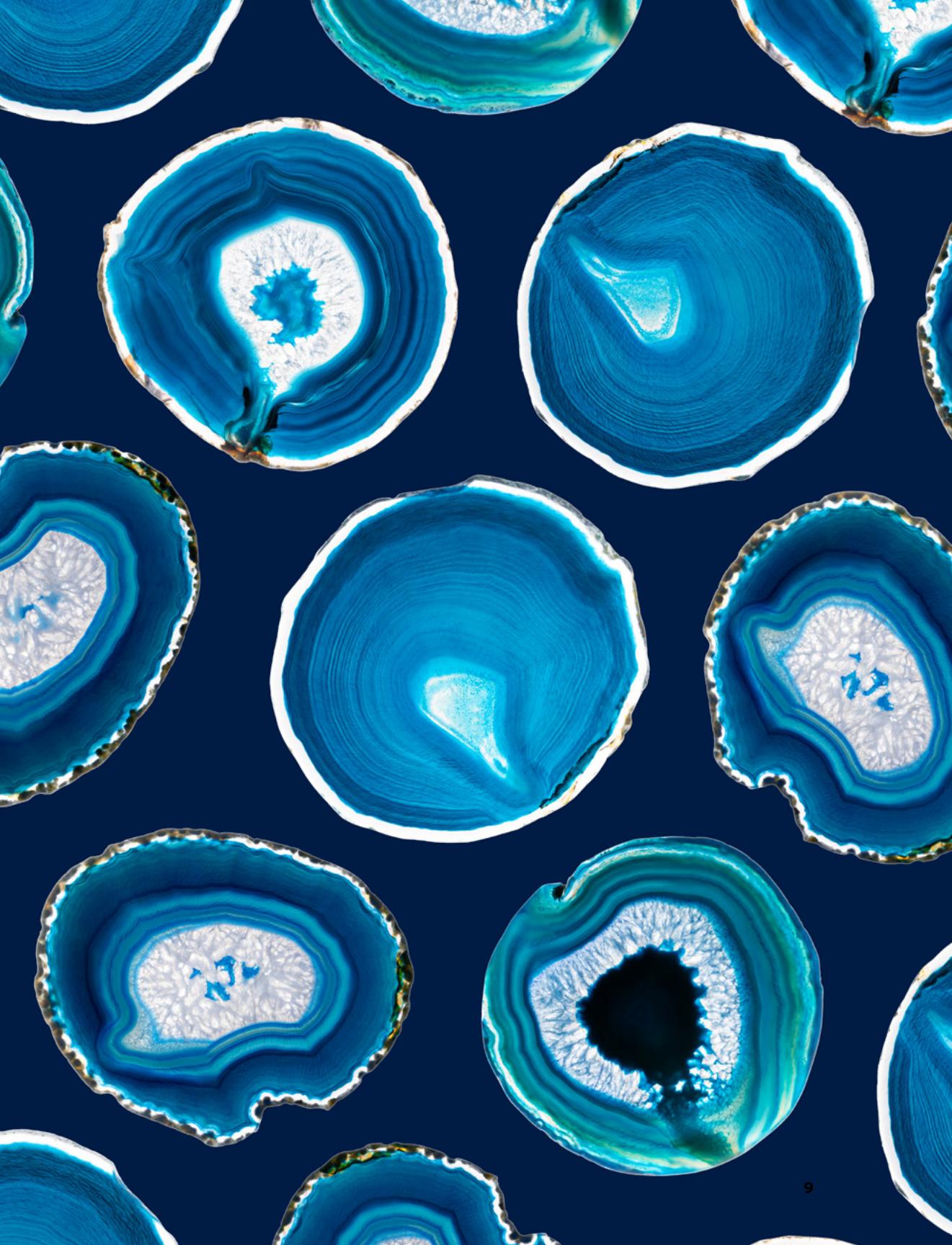
Our leadership advisory practices bring sustainability principles into all dimensions of our work. We're also proud to embed sustainable leadership into our client advisory services through distinct practice areas.

# Material Sustainability Topics

Our firm's research shows that the most effective leaders are committed to listening. Putting this thinking into practice, we formalized our multiyear sustainability roadmap by listening to the interests of our internal and external stakeholders. The result is a collaborative, research-based approach.

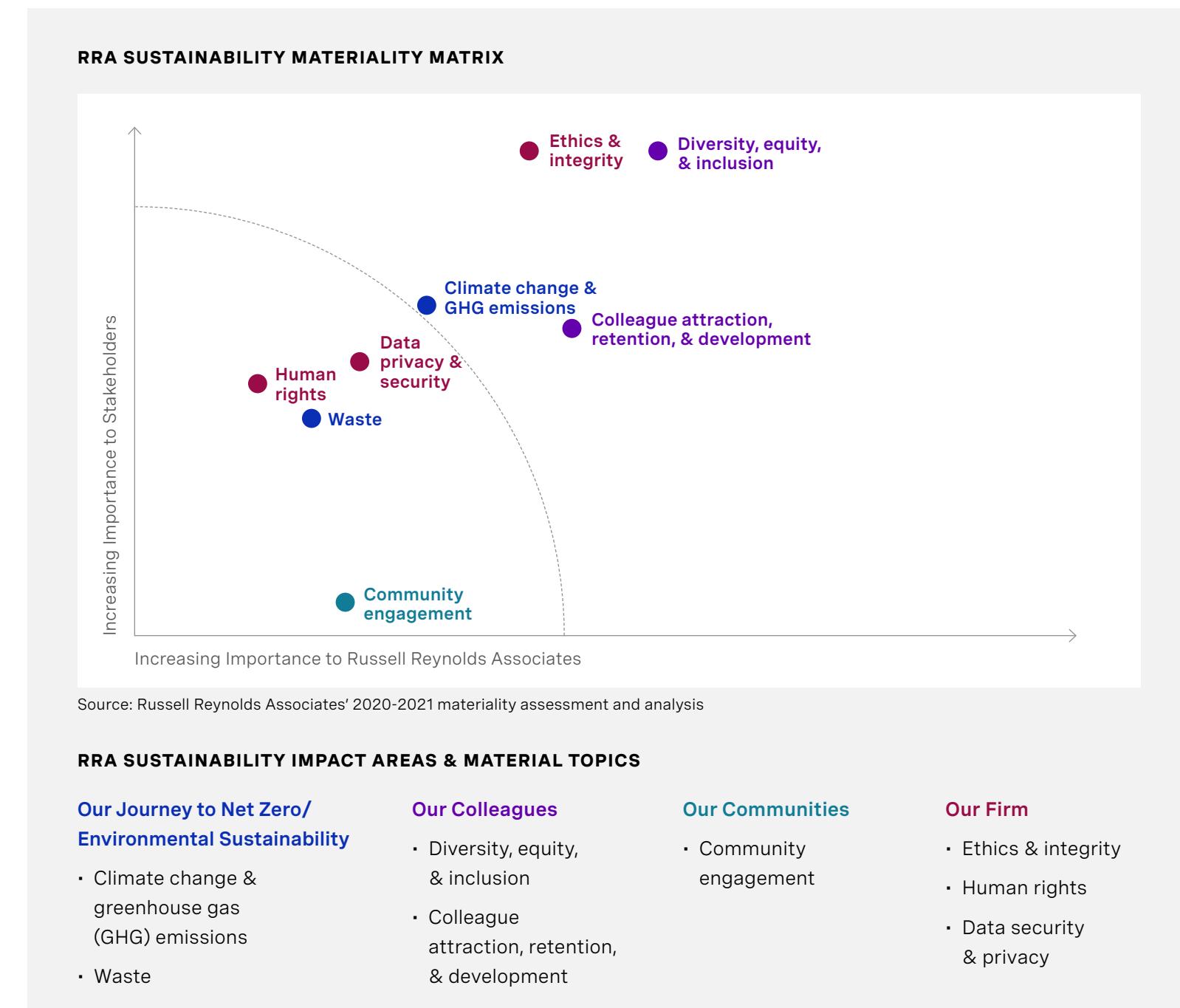
**We grounded our work in a thorough four-part materiality assessment spanning from Q4 2020 to Q1 2021. The process encompassed four phases:**

- 1 Research and benchmarking
- 2 Stakeholder engagement
- 3 Synthesis and analysis
- 4 Validation



We heard from a wide range of stakeholders about the environmental, social, and governance issues they viewed as material to our business, and drawing on that careful listening, we prioritized our opportunities for impact. This assessment gave us a deeper understanding of the internal operations and current priorities of our internal and external stakeholders and the areas that mattered most to them.

The following matrix summarizes our findings. It identifies and prioritizes RRA's most significant ESG impact topics.



# RRA Sustainability Commitments

Our sustainability commitments remind us that sustainability is a shared responsibility that we advance through individual and collective action. Those commitments also help us embed sustainability into our business strategy. We can amplify our impact by reporting our progress against these commitments, sharing what we learn along our journey.

- In 2023, the Science Based Targets initiative (SBTi) validated our near-term science-based greenhouse gas (GHG) emissions targets and long-term net-zero goals. See the following sections for details about this exciting milestone and our plans for achieving our targets.
- We continue to work toward our goals of procuring 100% of our energy from renewable resources (either by renewable tariffs or RE100-compliant energy attribute certificates) and achieving 100% diversion of e-waste by 2025.
- Between 2023 and 2030, we'll commit 100,000 working hours of volunteer service to community-based programs. Please see the "Our Communities" section to learn about the difference our colleague volunteers are making.



“

RRA believes sustainability is a shared responsibility across the globe, and as a firm, we are committed to leading by example. We are making bold commitments to climate action and are rigorously reporting on our progress with hope we will make a meaningful impact and inspire others to do the same.”

**Kimberly Archer**

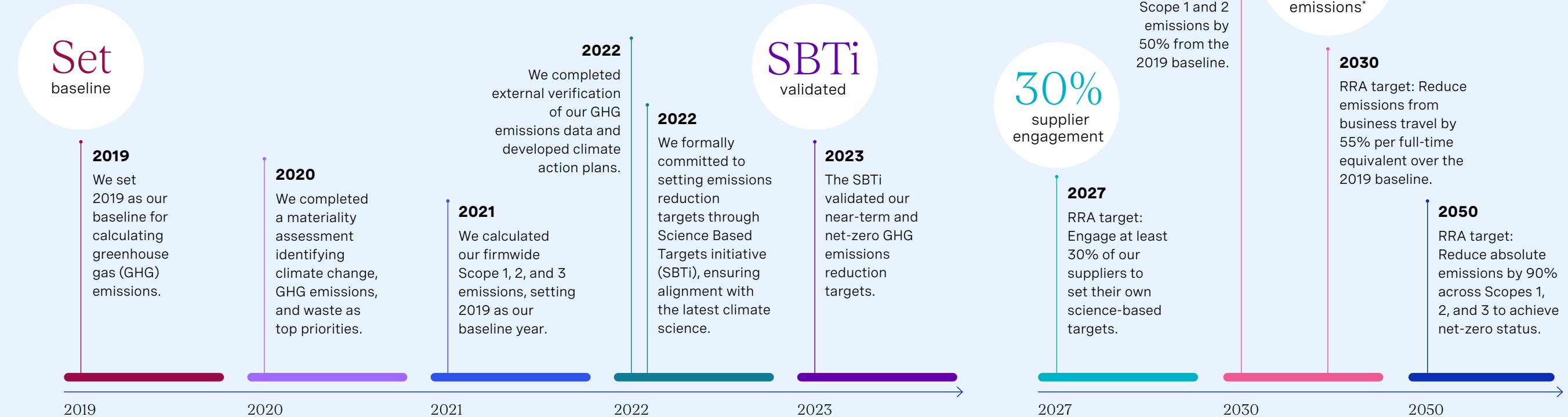
MANAGING DIRECTOR, HUB PORTFOLIO LEADER - AMERICAS, WASHINGTON, DC



# Our Journey to Net Zero: Navigating a New Future

RRA recognizes our responsibility to manage our contributions to climate change. For us, that means identifying opportunities to reduce our negative impacts while advancing our shared commitment to sustainability. Our net-zero goals are front and center in that work. They focus and energize our efforts, inspire our colleagues toward action, and commit us to transparently sharing our progress.

In 2023, we reached a critical milestone when the Science Based Targets initiative (SBTi) validated our near-term and long-term targets. That validation ensures that our targets support Paris Agreement commitments to protect the planet by reaching net-zero emissions by 2050. While the target validation is one step in a long journey, it is also the culmination of efforts that we started more than five years ago.



# Reducing Emissions

To meet our emission reduction targets, we focus on three areas of opportunity: buildings, supplier engagement, and business travel. RRA has set SBTi-validated targets for ourselves in each area.

## Buildings

Our working environments should be healthy for people and the planet.

**50%**

reduction in Scope 1 & 2 emissions by 2030

## Supplier Engagement

Our purchasing power should support businesses that make a positive environmental impact. We should support our clients in their environmental goals by acting as an environmentally sustainable supplier.

**30%**

of our suppliers (calculated by emissions) will set their own science-based targets by 2027

## Business Travel

We should lead by example in inspiring environmentally responsible travel practices

**55%**

reduction in emissions from business travel per full-time equivalent (FTE) by 2030

To meet our 2030 targets, we're focused on immediate action toward emissions reductions, and we're deepening data collection to ensure we choose actions that are meaningful and effective.

As we look toward our long-term 2050 targets, we hope to accelerate our progress through new technology solutions—and the innovation and ingenuity of our people.

As we continue our journey, we're committed to sharing our progress with our clients, colleagues, and our broader communities. In addition to reporting progress in this annual sustainability report, we expanded our reporting in 2023 to include our first climate change disclosure with CDP. We also supported our clients' emissions reporting programs through bespoke responses to CDP's Supply Chain program.

## Buildings

Like many other professional services firms, our most significant opportunity to reduce our Scope 1 and 2 impacts is through our leased office space. We are replacing our previous goal to have 100% energy usage from renewable sources by 2025 with our SBTi-validated goal of reducing absolute Scope 1 and 2 emissions by 50% by 2030. Converting our energy spend to renewables will be a driver of progress to this goal.

During 2023, we laid crucial groundwork to achieve these targets by investigating renewable energy options and developing strategies to procure renewable energy.

Buildings not only have a significant environmental impact but also shape colleague and community wellbeing. With that in mind, we developed a sustainable office fit-out guide to help the planning and construction teams consider the physical, social, and psychological aspects of building design and operation. Setting clear standards promotes a consistent approach to fit-outs that can be adapted to meet local needs. The guide focuses on measures across six themes: materials, operational carbon, waste, water, employee wellbeing, and social governance.

Looking ahead to 2024, we'll continue to focus on our renewable energy goal, partnering across our finance, real estate, and sustainability teams.

## Business Travel

We continue to evolve our practices to help us stay connected with our clients and colleagues while reducing our carbon footprint, supporting our commitment to reduce emissions from business travel by 55% per full-time equivalent (FTE) employee by 2030.

In 2023, we worked with a global group of RRA consultants to pilot Climate-Conscious Search, a set of principles to help us reduce the environmental

impact of our travel during client engagements. The principles emphasize waste reduction and environmentally responsible travel choices for every step of a client engagement.

Through responsible travel practices, we can continue to lead on new approaches to staying connected with clients, colleagues, and business partners—while advancing our shared net-zero goals.

## Supplier Engagement

We know that we can use our purchasing power to positively impact the planet. In 2023, we engaged with selected suppliers to align on our shared environmental impact goals and commitment to set science-based targets, including commitments embedded in our contracts. We look forward to expanding these efforts to additional suppliers, reflecting our commitment to engage at least 30% of our suppliers (calculated by emissions emitted) to set their own science-based targets by 2027.

“ Making responsible choices for business travel can advance both our firm and our clients toward our respective net-zero goals while staying connected. Our Climate-Conscious Search principles give our colleagues a way to share our philosophy with our clients so we can partner with them to make thoughtful business travel decisions together.”

**Sarah Galloway**

MANAGING DIRECTOR AND SUSTAINABILITY CAPABILITY CO-LEAD, LONDON OFFICE



## Emissions Data

The table and pie charts to the right provide a five-year view of our firm's greenhouse gas (GHG) emissions data.

To achieve net-zero emissions by 2050, we must innovate and adapt our ways of working, traveling, and purchasing to protect and regenerate the planet's natural resources. Collaborating with clients and business partners, including suppliers, is vital to our success.

### Scope 1

**Scope 1 emissions** result from fuel combustion and refrigerant usage in our offices and fleet vehicles. In 2023, Scope 1 emissions represented 1% of our carbon footprint.

### Scope 2

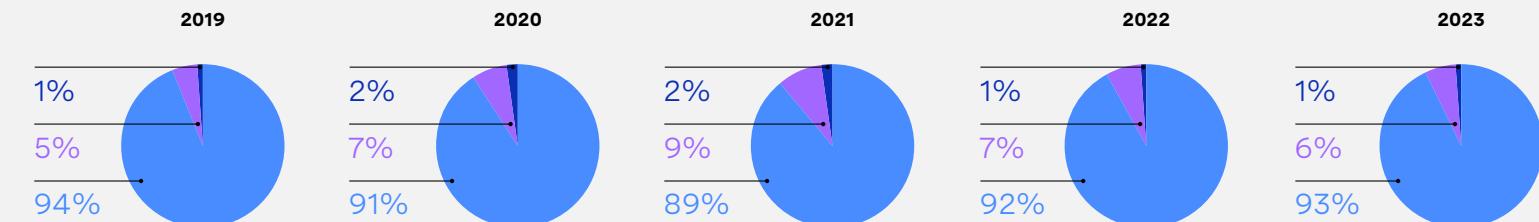
**Scope 2 emissions** are indirect emissions from the energy we purchase for electricity, heating, and cooling. In 2023, Scope 2 emissions represented 6% of our footprint.

### Scope 3

**Scope 3 emissions**—supply chain activities—comprise the largest portion of our footprint, similar to other professional services firms. Most arise from the production of goods and services we purchase from other companies and our business travel activities. In 2023, Scope 3 emissions represented 93% of our footprint.

**RRA GHG EMISSIONS BY SCOPE, 2019-2023**

■ Scope 1   ■ Scope 2 (Location-Based)   ■ Scope 3 (Location-Based)



**RRA GLOBAL EMISSIONS PORTFOLIO SUMMARY (IN TCO<sub>2</sub>E), 2019-2023**

	2019	2020	2021	2022	2023*
<b>Scope 1</b>	247	315	358	381	<b>357</b>
<b>Scope 2 (Location-Based)</b>	1,551	1,337	1,432	1,657	<b>1,615</b>
<b>Scope 2 (Market-Based)</b>	1,944	1,482	1,597	1,830	<b>1,823</b>
<b>Scope 3 (Location-Based)</b>	30,983	16,597	13,869	22,618	<b>24,725</b>
<b>Total (Location-Based)</b>	<b>32,781</b>	<b>18,249</b>	<b>15,659</b>	<b>24,656</b>	<b>26,697</b>
<b>Total (Market-Based)</b>	<b>32,856</b>	<b>18,025</b>	<b>15,497</b>	<b>24,668</b>	<b>26,732</b>

\*Notes: (1) Scope 3 category-level data for 2023 is available in the indices of this report on page 42. In 2023, to align with the most recent supply chain emissions factors available, RRA calculated relevant Scope 3 categories using the Supply Chain Greenhouse Gas Emissions Factors for US Industries and Commodities published by the US Environmental Protection Agency and updated in April 2023. (2) In August 2024, RRA updated these calculations to improve reporting accuracy. The changes are immaterial (less than .1%) and had no effect on the 2023 emissions by scope chart above.

Russell Reynolds Associates engaged Apex Companies for an independent, third-party limited assurance verification of our greenhouse gas emissions data. Their conclusions can be found within the [Verification Opinion Declarations for Scopes 1, 2, and 3](#).

# Reducing Waste

We seek to reduce waste in all we do. In our industry, e-waste—computers, phones, and related electronics that are nearing the end of their useful life in our work—can create a significant waste stream, so we've set a goal to divert 100% of e-waste from landfill by 2025.

Our equipment disposal process, managed by our Information Systems Department with the support of each RRA office, is critical to that goal. Our key partner, ERI, helps us ensure we securely dispose of and recycle equipment, which helps us meet our clients' landfill diversion goals.

By responsibly reusing and recycling 15,705 total pounds of electronics in 2023, we diverted the equivalent of 18 U.S. households' annual garbage generation from disposal to

beneficial reuse. Additionally, we prevented 103,034 pounds of carbon dioxide equivalent ( $\text{CO}_2\text{e}$ ) emissions by properly reusing and recycling e-waste.

To further reduce waste, we rely on the ingenuity and innovation of our colleagues. Across our firm, we are reducing waste in ways that make a meaningful difference in their office and communities.

103,034

ounds of carbon dioxide-equivalent emission prevented by properly reusing and recycling e-waste in 2023

100%

## Diversion of e-waste from landfill by 2025

# Colleagues Leading the Way: The Zero Waste Hub Challenge

Achieving zero waste is a global priority for our firm, but waste reduction opportunities vary across cities and regions. Drawing from our culture of entrepreneurial thinking and creative problem-solving, we sought to find localized solutions that could add up to powerful collective impact.

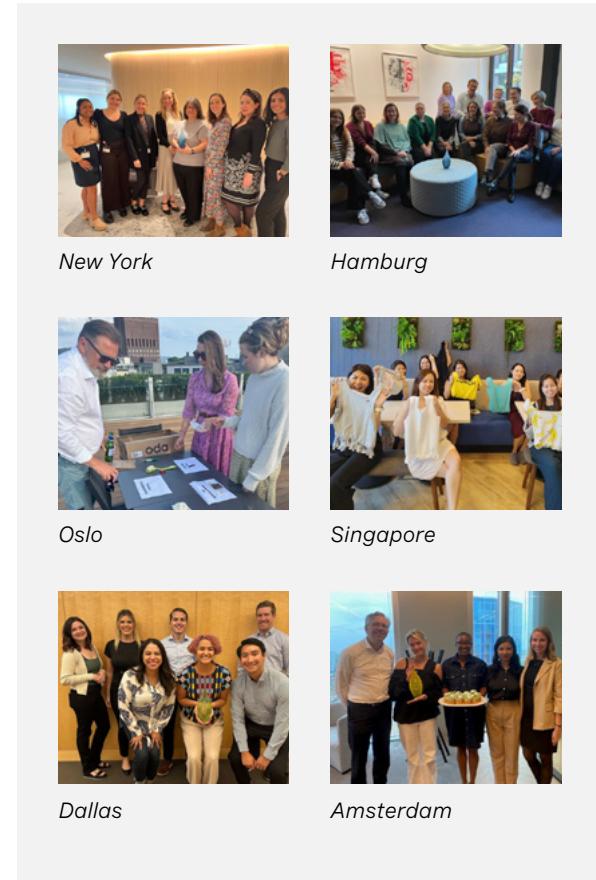
In 2023, we introduced RRA's first-ever Zero Waste Hub Challenge, a firmwide competition that inspired colleagues to find and implement local waste reduction opportunities. Each participating office competed as a team, earning points by completing waste-reduction activities—ranging from instituting double-sided printing to developing a multiyear site plan for waste reduction.

Our colleagues came out in force for the Challenge: Over 100 colleagues volunteered as local leaders, and 41 out of 47 (87%) of our offices took part. With remarkable creativity and drive, the teams completed more than 500 waste-reducing actions in five months.

We honored the top offices and solutions with awards, underscoring that we can only achieve our sustainability ambitions through the collective action of our colleagues—and that anyone in our firm can be a sustainability leader. The honorees included:

- Waste Crusher Awards:
  - New York, Hamburg, and Oslo
  - Bright Light Award: Amsterdam
- Inspiration Igniter Award: Singapore

In 2024, we'll build on our momentum by giving colleagues additional opportunities to engage in waste reduction—an important step in our journey to net-zero emissions.



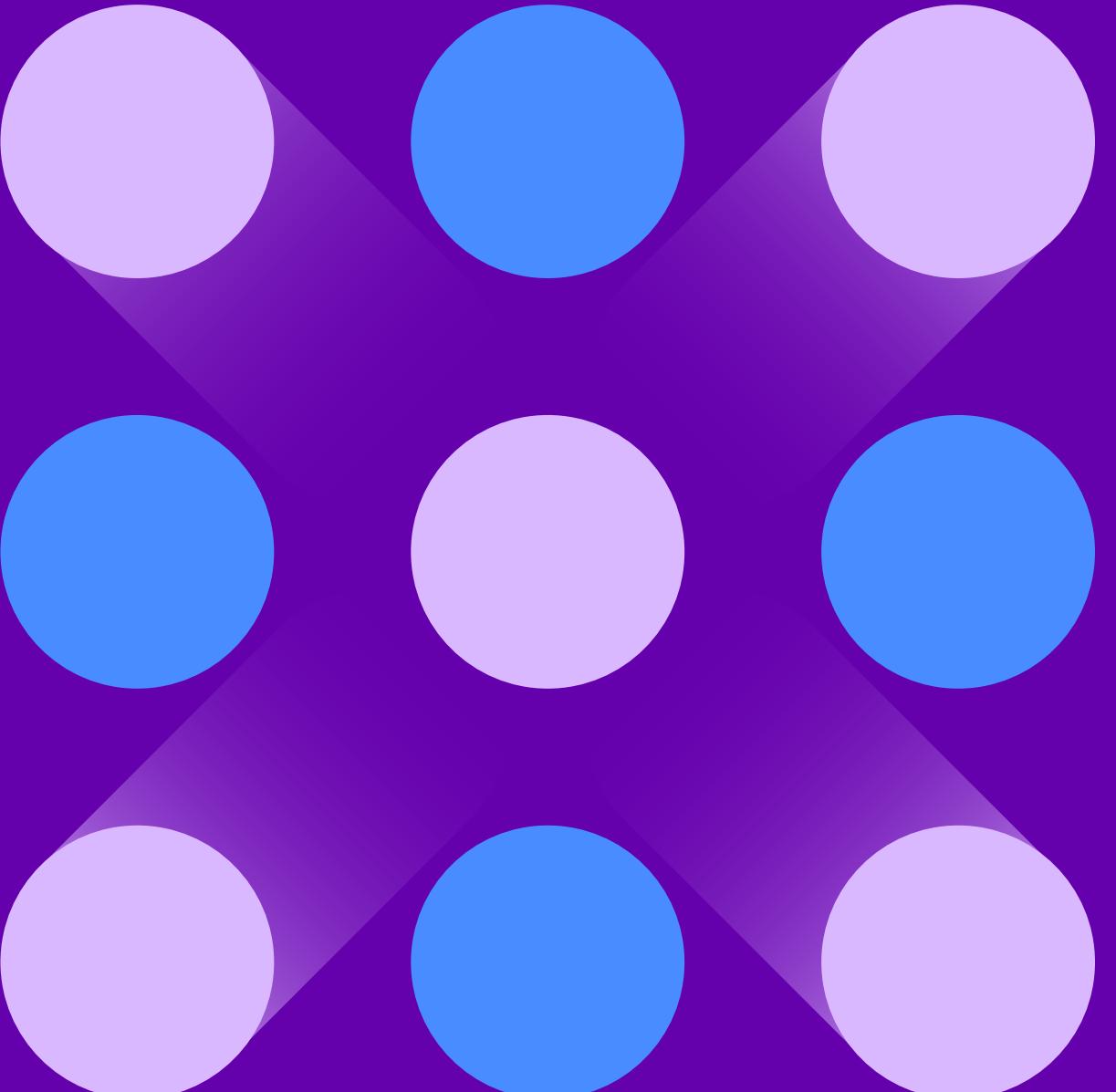
“Through the Zero Waste Hub Challenge, we not only reduced office waste but also expanded our recycling efforts to new areas. It's made a lasting impact on our office. One of the most meaningful parts of the Challenge was the opportunity to interact with colleagues not only in the Tokyo office but also across our firm.”

**Eri Maeda**  
ZERO WASTE HUB CHALLENGE,  
TOKYO OFFICE



# Putting People First

We celebrate our colleagues' passion, collaborative approach, and entrepreneurial spirit. While these qualities unite us, we also prize the unique skills, experiences, and perspectives of each individual. Embracing and valuing the diverse views of our colleagues strengthens our culture, enables people to be their best selves, and delivers exceptional service to clients. And by prioritizing career development, we can help our teams realize their potential and expand their capabilities.





“ I feel proud to work for a deeply ethical company that does strong work in sustainability—in all the meanings that word suggests. In our office, we have very different personalities, which we see as an asset. We collaborate to get the most out of our diverse skills and experiences and truly enjoy working as a team. In a recent conversation, we all agreed that being passionate about firm values is critical to success at RRA. Living by our core values is what makes RRA distinctive, and it’s also what powers our advisory mindset.”

**Claudia Gonzalez Marino**  
EXECUTIVE DIRECTOR, MEXICO CITY OFFICE

# Diversity, Equity, & Inclusion (DE&I)

RRA is committed to creating an inclusive environment where all our colleagues can be their authentic selves, recognizing that we strengthen our culture when we embrace our colleagues' identities, perspectives, and life experiences. We recognize that we need not only to be a diverse team but to operate well together—and when we embed DE&I in every aspect of our firm, we become more innovative and responsive to our clients and their needs.

At RRA, we work to build a more diverse, equitable, and inclusive place of work by investing in the hiring, development and promotion of our people and our vibrant, collaborative culture.

## RRA Diversity at a Glance

As we continue our concerted efforts to attract and retain a diverse workforce, we're expanding and deepening the baseline data we use to measure progress. In 2023, we began collecting data on our colleagues' military status and extended DE&I data collection to our colleagues in Canada.

While important, we know that numbers are only a part of the picture. We're continuing to establish a baseline to measure our impact over time, better understand and address gaps in our talent pipeline, and strengthen support structures for colleagues from historically underrepresented groups (HUGs).\*

Firmwide, we've maintained an overall gender diversity of

**68%**

women for three years.

Colleagues from historically underrepresented groups comprise

**30%**

of our workforce.

Of colleagues who chose to self-identify,

**11%**

identified as members of the LGBTQIA+ community.

Of colleagues who chose to self-identify,

**5%**

identified as military veterans.

\*HUGs representation data available is for Australia, Canada, the UK and the US.

## Attracting and Developing Diverse Talent

We're committed to strengthening and diversifying our talent pipeline. To succeed, we must continually cultivate diverse pipelines in each of our offices. In 2023, more than 200 new colleagues joined the firm; 73% were women, and 29% of US-based hires identify with historically underrepresented groups (HUGs).\*

While we continue our steady progress in attracting diverse talent, we're committed to further evolving our diversity recruitment strategy and hiring practices as we create workplaces that best reflect the communities where we do business.

Once employees join our firm, we work to ensure everyone can fully participate in the life of our firm. In 2023, we launched AcceleRRAtate, a program for new RRA consultants to promote inclusion and belonging among recent joiners. AcceleRRAtate provides participants with mentoring and exposure to our firm's senior leadership.

We continually invest in training and development that are aligned with our DE&I priorities. Mitigating

bias is a focus for all of us at RRA and is crucial to our talent development and management processes. In 2023, we provided firmwide unconscious bias training (both standalone and embedded in leadership and manager development efforts) and quarterly refreshers. When preparing for the yearend review cycle, our DE&I team provided managers with additional bias-mitigation training opportunities and resources.

The support of our senior leaders is vital to these efforts. During our 2023 shareholder meeting, our partners participated in a DE&I workshop, focusing on developing cultural intelligence, fostering inclusion, and leading with empathy.

Our LEADR program, which equips leaders with the tools to take their careers to the next level, is one of the ways we develop internal talent. In 2023, the LEADR cohort was comprised of 44% women and 27% from HUGs.\*

## Advancing a Culture of Inclusion

By applying DE&I principles through a local lens, we can deliver the most meaningful impact for the communities where we do business. We implement office-specific DE&I programs to ensure that we best respond to diversity and inclusion in a way that responds to local contexts.

RRA colleagues' strong bias for action comes to life in our office DE&I councils. Formed by and for colleagues, the councils support firmwide initiatives while creating locally relevant content. In the UK, our REACH Council has addressed topics from single parenting to women's health. The newly formed New York City and Midwest US councils have also been particularly active in sponsoring programming that celebrates the diverse experiences and interests of colleagues across those hubs.

### ENHANCING INCLUSION THROUGH GLOBAL EMPLOYEE BENEFITS

We believe that a comprehensive, inclusive global benefits program is critical to an inclusive work environment. Through a DE&I review of our offerings in 2022, we confirmed the equitable and inclusive nature of many of our benefits and identified opportunities to further strengthen equity and inclusion in targeted areas. In 2023, we:

- Lifted the one-year waiting period for an array of benefits in the UK, allowing colleagues quicker access to programs, including the RRA retirement plan match and health assessment.

- Simplified and broadened eligibility rules in Brazil to enhance healthcare coverage for employees who aren't consultants and removed the one-year waiting period to join the retirement plan.
- Extended healthcare coverage to colleagues' immediate family members in the United Arab Emirates.

In 2024, RRA expanded our parental leave program to provide a universal minimum of eight weeks of leave for nonbirth parents. By expanding access to this program, we can allow more colleagues the time they need to support their partner after welcoming a new child into their families.

## Inclusion Networks

Through our firmwide Inclusion Networks (INs), we embrace diverse views and experiences, strengthen our culture, and foster a deeper sense of belonging at RRA. Each IN creates unique opportunities for dialogue through discussions with internal and external leaders and professional development via skill-building workshops.

RRA's INs include the Asian Inclusion Network, Black Inclusion Network, *Vamos!* Inclusion Network (Hispanic/Latino), pRide Inclusion Network (LGBTQIA+), Parents and Carers Inclusion Network, and Women's Inclusion Network. In 2023, we welcomed new INs for military veterans and their families and the Jewish community, bringing the total to eight INs.

In 2023, we deepened our investment in the growth and success of these groups by designating managing directors to serve as executive sponsors. Their involvement will position the INs to continue their rapid growth and underscores our senior leadership's advocacy for our INs and broader DE&I efforts.



“

I was born to an American father and Australian mother on a US military base in Germany, grew up in Australia, and currently work in the UK. Having a foot in several camps provides me with more ways to connect with people—whether colleagues or clients—and an openness to learn and understand. It's fascinating to explore what drives people's thought processes and belief systems and why they think the way they do. Exploring those questions makes us better consultants and perhaps better people as well.”

**Ty Wiggins**  
CEO & EXECUTIVE  
TRANSITION PRACTICE  
LEAD, LONDON OFFICE





# Developing People & Teams

Our people propel our firm's success, and we're committed to empowering them to grow their skills and careers. That is critical to attracting, retaining, and developing the best talent and serving our clients well.

RRA's learning and development programs focus on driving an advisory mindset. That includes understanding the business issues our clients face, the implications for leadership, and how we can create value in solving those challenges. Operating with an advisory mindset is important for all RRA colleagues, both client-facing and those in internal roles: By listening deeply, asking good questions, and negotiating effectively, we can navigate a changing world and build an even stronger firm.

## Evolving Our Programs in 2023

We believe that most learning happens on the job and through exposure. True to our entrepreneurial culture, we encourage every colleague to step up to challenges and share potential solutions. During 2023, we relaunched our sponsorship program, which pairs colleagues to build connections and experiential learning.

To meet colleagues' need for on-demand learning, we launched Blue Ocean Brain, which offers microlearning resources on popular topics, including DE&I, wellbeing, collaboration, and personal and team effectiveness. The platform has quickly gained traction, with upward of 75% of colleagues accessing it over a typical two-week period. Blue Ocean Brain is available to colleagues in every department and function.

In addition to our offerings for all colleagues, we provide programs tailored to specific roles and experience levels. New in 2023, our CAPstone program for experienced consultants advances participants' advisory skills, furthering their client impact and meeting the needs of increasingly complex business environments. Building on its success, we'll introduce a relationship management training program in 2024. We also expanded access to our management development program for colleagues not in consulting roles, and we will broaden our overall offerings for managers in 2024.

Besides enabling colleagues to thrive in their current roles, learning and development can help employees ramp up into new roles. In 2023, we launched a

**75%**

of colleagues access Blue Ocean Brain over a typical two-week period

development program for newly promoted executive directors with coaching and regular cohort touchpoints to accelerate their success in their new role. Internal career mobility opportunities promote retention and are yet another way for us to lead by example. RRA's associate-in-training program is designed to catapult high-potential researchers to associate consultants. Over one year, they gain the experiences and competencies to help

make that leap. Graduates of the associate-in-training program have gone on to deliver exceptional results in their new roles, effectively integrating their research experience with the skills developed in the program. To complement these internal programs, we offer a tuition reimbursement program open to full-time colleagues who are enhancing their skills through continuing education and undergraduate and graduate degrees.

In 2024, we'll continue streamlining our onboarding process for colleagues and expanding programs for internal leaders. With the success of Blue Ocean Brain, we anticipate investing further in e-learning. As hybrid work continues to be the norm in many of our offices, we're also developing ways to advance sponsorship and mentorship within the hybrid environment.

I was drawn to RRA because I found it fascinating to focus on senior leaders within organizations, people who make deep impact within and outside their organizations, and to take on challenging and rewarding projects. Through the associate-in-training program, I had the opportunity to connect with peers across the EMEA region. Over the year, we built relationships that continue to advance our individual and collective successes.”

**Emmelin Teng**

ASSOCIATE-IN-TRAINING PROGRAM, LONDON OFFICE



## Colleague Engagement & Feedback

We conducted our annual culture survey in September 2023, measuring our colleagues' perspectives across 11 dimensions of the firm. We used our proprietary method—one we also used with our clients—to survey an array of topics, including wellbeing, diversity, equity, and inclusion, our culture and career development programs. The response rate was strong, with 84% of employees responding and nearly 1,300 unique comments from open-ended questions.

Similarly to 2022, the results indicated that our colleagues perceive our leadership positively and view our DE&I programs as a particular strength. We uncovered opportunities to improve the quality of upward feedback for our leaders, including targeted 360-degree reviews, and to continue investing in enhancements that improve our ways of working.

## Focusing on Wellbeing

We care deeply about the wellbeing and safety of our people. We're a global company, and our specific health and wellbeing programs vary across geographies, but our approach stays the same: We seek to support our colleagues' physical, emotional, financial, and social wellbeing.

In 2023, the people team piloted two programs focused on measuring our colleagues' individual wellbeing, finding better balance, and performing at one's best. Nearly 150 colleagues participated across the programs, which included an individual wellbeing assessment, webinars and small group workshops,

one-on-one performance coaching, and access to digital self-study resources. The high level of engagement and overwhelmingly positive feedback from these programs will inform our priorities and approach to wellbeing in 2024.

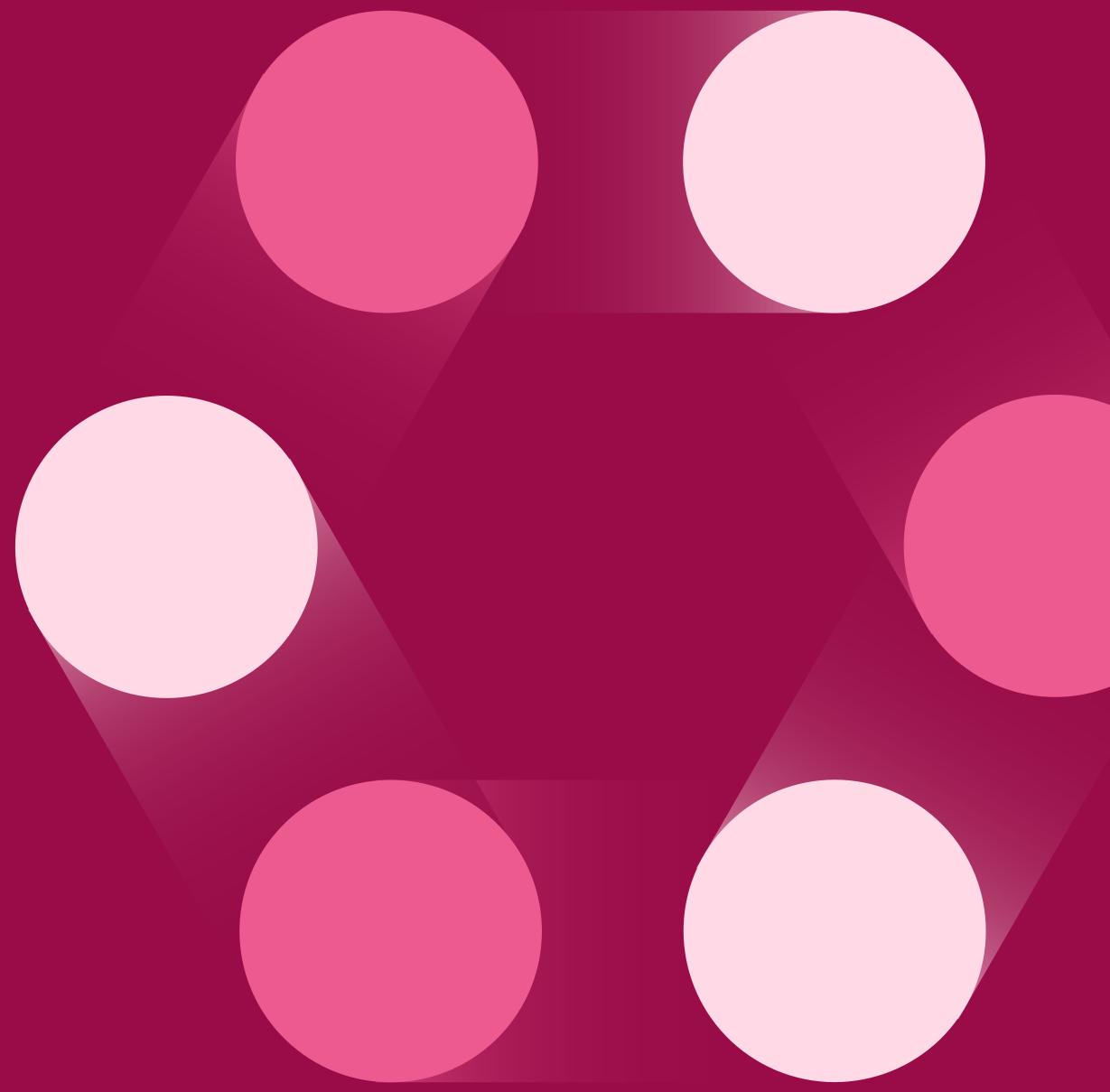
Additionally, our London office implemented a Mental Health First Aider program. Through this program, colleagues are trained to help peers who are experiencing mental health issues and link them with resources. They also learn how to promote and sustain emotional wellbeing and combat fears and stigmas around mental health.

### EMPLOYEE HARDSHIP PROGRAM



Our colleagues are committed to lifting one another up during challenging times. 2023 marked the first year of RRA's Employee Hardship Program, backed by the RRA 50 Forward Fund. The program provides colleagues with financial support when they face the unexpected—whether a disaster, extreme weather event, or a personal crisis. For more details on the RRA 50 Forward Fund, please see the "Our Communities" section of this report.

# Giving Back Together



As we've expanded our global reach and impact over more than 50 years, we take pride in giving back to the communities where we live and work through financial support, volunteering, and partnerships. Our colleagues care passionately about people, the planet, and making a positive difference in our communities, and we offer programs to further their individual and collective impact.

# Charitable Giving

The RRA 50 Forward Fund is our firm's charitable foundation. Established in 2019 in honor of our firm's 50th anniversary, the Fund supports our firmwide giving and the charitable contributions of our colleagues.

Through RRA Gives Back, our charitable donation platform, our colleagues can explore volunteer and donation opportunities for the causes that matter most to them. Since the platform launched in 2022, RRA colleagues have supported more than 700 charities around the world as volunteers and donors.

We also offer a matching grant program with support from the RRA 50 Forward Fund. Through matching grants, we multiply our colleagues' generosity and amplify their impact.

In our giving efforts, we partner closely with the firm's Inclusion Networks (INs) to spotlight giving opportunities during annual affinity events, including Pride Month, Hispanic Heritage Month, Asian American and Pacific Islander (AAPI) Heritage Month, International Women's Day, and Black History Month in the US and the UK.

Each fall, we organize "Giving Week" to offer colleagues access to additional matching funds from RRA. This week brings heightened awareness to our programs during the end-of-year donation season. In 2023, our colleagues supported 130 charities, sharing #WhyIGive stories about the causes that inspire their contributions.

Through the RRA 50 Forward Fund and RRA Gives Back, we act quickly to help people in crisis. In 2023, we supported the International Committee of the Red Cross' relief efforts in Israel and Gaza, and we responded to earthquakes in Syria and Türkiye with grants to Crown Agents and Bridge to Türkiye. We also supported wildfire relief in Hawaii ("Hawaii Community Foundation Maui Strong Fund"), Greece ("Hellenic Initiative for Wildfire Relief Fund"), and Atlantic and Western Canada (Canadian Red Cross/Croix-Rouge canadienne).

**214**  
charities were supported by our colleagues in 2023

**77%**  
of offices participated in charitable giving in 2023

# Community Engagement & Volunteering

We're united by a global spirit of giving and a commitment to volunteering. Many of our offices have longstanding commitments to community service, and we embrace their localized approach to philanthropy. Together, our colleagues volunteer their time, skills, resources, and energy for outstanding nonprofit organizations.

# 100,000

hours of volunteer service by 2030



Washington, DC, colleagues volunteered at the Capital Area Food Bank's demonstration garden, where community members learn how to grow fresh produce in an urban setting.



San Francisco Bay Area colleagues cleaned up a local beach, protecting native habitats and helping minimize marine debris.



Twenty colleagues from our Singapore office volunteered with Willing Hearts, the country's largest soup kitchen, to prepare meal boxes for people in need.



New York colleagues joined a stationary cycling ride through Cycle for Survival, raising funds for pioneering rare cancer research.



Our Center of Excellence team in Dallas, Texas, volunteered with Dallas Animal Services, one of the largest municipal animal shelters in the US.



New York finance team colleagues volunteered with Habitat for Humanity to support access to affordable housing.

# Leading with Integrity

In the journey to embed sustainable practices into our business, we strive to lead by example. We manage our firm with a focus on ethics that enables trust and a shared sense of responsibility for the wellbeing of people and the planet.

This shared responsibility begins at our highest levels of management, which hold ownership and accountability for our sustainability-related programs.

# Ethical Business



“ Organizations must have a strong ethical compass as they navigate our complex, fast-changing world. By placing ethics and human rights at the core of our business, RRA models that commitment to ethical leadership, earning the trust that allows us to bring our purpose to life—to improve the way the world is led.”

**Cynthia Dow**

MANAGING DIRECTOR AND BOSTON HUB LEADER, BOSTON OFFICE

At the heart of our firm are people who genuinely care about people. We respect the law and universal principles for human rights in everything we do—from how we treat our colleagues to how we interact with candidates and clients. We expect the companies we work with to share those standards.

RRA is committed to promoting ethical behavior within our operations, business partnerships, and risk management. We ensure the highest standards of ethics and integrity through our governance frameworks, education, and policies, such

as our best-in-class Employee Code of Conduct. We work to uphold compliance with applicable laws and regulations, and we support anonymous reporting of concerns through a phone- and web-based hotline.

We expect 2024 to be a crucial year in determining how legal and ethical principles apply to using artificial intelligence (AI). In creating any AI policies, we'll take a thoughtful approach that considers the use cases for AI in our company and applicable laws and regulations.

## POLICIES THAT SUPPORT INTEGRITY



The essential policies that guide our business practices and codify our culture of ethics include the following:

### **Employee Code of Conduct:**

Colleagues are introduced to our Employee Code of Conduct when they join the firm. We ask colleagues to certify their understanding of the Code's most critical policies annually.

### **Supplier Code of Conduct:**

This Code outlines our standards and expectations for all suppliers.

### **UK Modern Slavery Statement:**

We are committed to the prevention of modern slavery in accordance with applicable laws.

To learn more, see our [full list of policies](#).



# Leadership & Board

Members of our global senior leadership team are responsible for embedding sustainability principles into operational areas where our material issues intersect with their scope of responsibility. Through this approach, we enable executive sponsorship and cross-functional coordination to effectively manage sustainability-related risks and amplify the firm's positive impact on the environment and society.

While our firm is privately owned by its employee-shareholders, we challenge ourselves to meet the same rigorous governance standards as publicly listed companies. As such, we've appointed an independent board of directors who oversees our business, led by an independent board chair.

Our board provides valuable guidance and insights that keep the firm at the forefront of the leadership advisory industry. Board members draw from their diverse areas of functional expertise to represent relevant interests and constituents. RRA's board—specifically, its Nominating and Governance Committee—oversees

sustainability-related topics. The Committee conducts an annual cadence of reviews, supplemented by ad hoc discussions.

The firm's Global Head of Sustainability and Global Head of Diversity, Equity, & Inclusion are responsible for programs supporting their respective topic areas. Both report directly to members of RRA's global leadership team: the Global Head of Sustainability reports to the Chief Financial Officer and the Global Head of Diversity, Equity, & Inclusion reports to the Chief People Officer.

## RRA's Board Diversity<sup>1</sup>

**43%**  
are women

**43%**  
are from historically underrepresented groups\*

<sup>1</sup> Representation statistics include our CEO.

\*Historically underrepresented groups typically include Asian, Black, Hispanic/Latino and multi-racial people.

# Human Rights

We believe businesses must advocate for the protection of human rights. As a participant in the UN Global Compact, RRA is embedding the program's 10 Principles across our operations so we can introduce work practices that protect the human rights of our colleagues and people throughout our value chain.

Our Employee Code of Conduct promotes a culture of inclusion and respect by detailing policies to prevent discrimination and harassment in our workplace. Our Supplier Code of Conduct outlines our expectations for business partners to prevent discrimination and protect human rights and dignity in their working environments.

## Labor Practices

All RRA colleagues participate in equal employment opportunity training every two years and annually in locations where required by law. We help our colleagues foster a welcoming work environment through training on topics such as relevant labor laws, harassment and discrimination prevention, and bystander intervention.

# Oversight of Risk

The Audit and Risk Committee conducts an annual enterprise risk assessment to identify the most significant risks to the sustainability of the company, the controls in place, and the leaders responsible for managing each risk. The board's Nominating and Governance Committee oversees sustainability-related risks and issues.

In 2023, we made a number of improvements to further mitigate risk, including automated sanctions reviews and other risk assessment processes.





# Data Security & Privacy

Data security and privacy are fundamental to earning and keeping the trust of our clients, colleagues, and business partners. We align with industry best practices to ensure data is secure and safeguarded, and we have designed our systems and procedures to handle data lawfully, fairly, and transparently. In a world where the threat and regulatory landscape is fast-changing, we must stay agile and well informed.

Across our firm, we work continuously to monitor the security environment, develop systems in line with privacy-by-design principles, understand our clients' expectations, comply with applicable laws and regulations, and further evolve our processes.

Information security is overseen by our Risk Committee, which includes department heads and business leaders across the firm. The committee's risk assessment activities include identifying and appropriately mitigating risks material to the business, including information security and data privacy concerns.

We evaluate all suppliers through a formal third-party risk management program following industry standards. To secure business and client information, we require all RRA suppliers to comply with applicable privacy and data protection regulations, and we expect them to safeguard confidential and personal information using necessary security controls. Suppliers must prohibit unauthorized access or use of that information. Similarly, we respond to over 100 assessments each year from organizations that view RRA as a supplier.

## Data Security

We've embedded systems and processes in our practices to detect and prevent loss, corruption, or unauthorized access to client and company data. We implement strategies such as host-based detection and protection platforms, including scanning inbound and outbound emails and attachments, and have a 24/7 security team monitoring for malicious content.

Our ongoing training and communication programs provide every colleague with the knowledge and skills to enhance our data security.

# 24/7

security to monitor for  
malicious content

### ISO certification for data security

To maintain the highest levels of data security, we maintain [ISO 27001 certification](#), a globally recognized third-party assurance of the security of our systems. In 2024, we'll also pursue [ISO 27701 certification](#), a newer standard for privacy information management.

## Data Privacy

Privacy is essential to our business, which is why we're at the forefront of driving and adopting industry standards and best practices and complying with the General Data Protection Regulation (GDPR) and other applicable data privacy laws.

**RRA GLOBAL  
PRIVACY PRINCIPLES**



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- Follow the rules (**global privacy laws**).
- Be **transparent** and **inform** individuals about what personal information we collect, how and why we use it, and whom we share it with.
- Give individuals **choices** about how we use their data and seek and record their **consent** where legally required.
- **Collect only data we need** for a specific purpose; **use** and **retain** it only for that same purpose.
- Ensure that data gathered is **accurate** and can be accessed, fixed or deleted upon request.
- **Support the information security team** by securing and protecting the data we process against inappropriate use, disclosure, or destruction.

## Educating Colleagues

Every colleague plays a part in our data security program. From day one, we introduce our expectations for responsible and legally compliant data security, starting with comprehensive New Hire Data Security training. Monthly phishing campaigns provide real-time feedback to colleagues, inform the focus areas for future training, and reinforce the need to stay vigilant. These campaigns are ever more critical as phishing extends beyond email to messaging applications, collaboration platforms, and on-screen pop-ups. We also require annual awareness training, administered through a third party, which

educates our colleagues on emerging trends in data risks, storage, and security policies.

AI offers RRA ways to manage our exposure to threats but can also pose a threat when used for cybercriminal activity. We're implementing proactive processes to counter the negative impacts of AI. Looking forward to 2024 and beyond, our IT and internal communications are partnering to explore new channels and methods for increasing colleague awareness of data security and privacy.

“At RRA, we see security as a collective responsibility. Our employees are at the front lines of cybersecurity, and we value their vigilance and critical eye for suspicious communications. We continuously evolve our awareness programs so our colleagues can react confidently and appropriately to keep our data safe.”

**Hiren Vora**

DIRECTOR, INFORMATION SECURITY AND  
COMPLIANCE, NEW YORK OFFICE



# Improving the Way the World Is Led

We're proud to embed sustainable principles into our client services through distinct practice areas.





“ The collective efforts we’re seeing across industries make me very positive about the changes we need to drive in the world. The program underscored the urgency to get it right and move quickly toward a decarbonized economy.”

**Pedro Moura Lopes**

CHIEF SUSTAINABILITY & STRATEGY OFFICER,  
KRATON CHEMICAL B.V., A SUBSIDIARY OF KRATON CORPORATION, NETHERLANDS

# Sustainability & ESG Practice

Increasingly, organizations are expected to deliver and safeguard long-term value for all their stakeholders. To succeed, leaders must take concerted action to integrate sustainability across the business strategy.

RRA's sustainability practice partners with clients to navigate a complex landscape that includes private, public, and social sectors and build the skills to lead sustainably.

We support organizations at every phase of their sustainability journey, identifying gaps in leadership approaches and offering comprehensive guidance on embedding sustainable leadership across strategy, operations, and culture. Our sustainability practice also works to embed sustainable leadership principles into all of RRA's executive search engagements, including chief executive officer, chief financial officer and board director appointments.

Beyond executive search engagements, we offer additional advisory services to help our clients deepen their organizational capability and build sustainable leadership competencies across executive teams and boards. We continued our leadership development partnership with MIT in 2023, again offering our three-day sustainable leadership course for C-suite leaders. We also offer the course in-house, allowing teams to complete the training as an internal cohort and establish shared understanding and goals.

In 2023, we made our proprietary Sustainable Leadership Index publicly available on our website, offering leaders a way to self-assess and benchmark their skills and competencies. The Index is based on [research that RRA conducted](#) in partnership with the UN Global Compact, where we studied a group of pioneering CEOs and board directors who have made significant progress on sustainability.

We learned that they typically possess five specific attributes, which form the basis of our assessment model.

Looking ahead, we're also exploring the intersection of sustainability and AI—both how AI technology can advance sustainability initiatives and how sustainability can better inform the rollout of successful generative AI programs.

**We measured our influence by the inclusion of sustainability in all of RRA's position specifications in 2023—either as part of the company's priorities, the role mandate, or the requirements for the candidate.**

**66%**

of all positions included sustainability as one of the preferred criteria in 2023

## Developing Sustainable Leaders in Partnership with MIT

In 2023, we held the third cohort of our sustainable leadership course, Sustainable Leadership: Mindsets and Skill Sets to Drive Purpose and Impact. Again this year, we joined forces with the Massachusetts Institute of Technology (MIT) Sloan School of Management's Office of Executive Education, bringing together executives from 10 countries to learn the skills and best practices needed to integrate sustainability across business strategy and operations—and to engage employees, customers, and suppliers in accelerating change. We asked a few participants to share their thoughts and reactions. See one participant's response below.

“Everyone in the C-suite needs to go through this program for a simple reason: They are ultimately responsible for sustainability at their organizations, and they carry the obligation to make it happen.”

**Bernd Stahli**  
CHIEF EXECUTIVE OFFICER,  
NIEUWE STEEN INVESTMENT NV, NETHERLANDS

# Diversity, Equity, & Inclusion Practice

In today's world, great leadership is inclusive leadership. Leaders need the agility to adjust to unexpected changes, diverse networks to solve complex challenges, and the ability to foster inclusive and equitable work environments that cultivate the full potential of employees. Our DE&I practice works to strengthen and diversify the world's leadership bench and empower all employees to advance their careers.

Our practice team includes regional leaders with market, region, and DE&I subject-matter expertise. They partner closely with more than 100 DE&I advocates who span our industries and functions, bringing a truly holistic approach that is sensitive to the contextual nature of this work. We help our clients address pressing DE&I issues: how to embed equity across talent processes, develop diverse pipelines, and foster inclusive work environments that spark innovation. We support clients across the full spectrum of their DE&I efforts, providing broadly based services that include:

- **Governance advisory services** that strengthen top team DE&I commitment and alignment around client organizations' DE&I strategies.

- **Leadership advisory services** to assess and develop leaders to foster strong teams and organizational culture.

- **Recruitment and succession advisory services** that enable our client organizations to attract, develop, and retain the best talent and achieve a diverse composition of talent.

- **Functional advisory services** that help clients ensure they have the DE&I expertise to inform their organizational efforts.

To learn more about our services, please see the [DE&I Advisory section](#) of our website.



In 2023, RRA launched a bestselling book, "[To the Top: How Women in Corporate Leadership Are Rewriting the Rules for Success](#)," which reveals our world's once-in-a-generation opportunity to close the gender gap at the top of organizations today.

During 2023, RRA invested in research that sheds light on client DE&I challenges and the opportunities for DE&I to enhance equity, responsibility and sustainability to help solve those challenges. We commissioned [How to Fix the C-suite Diversity Problem](#), a study of C-suite teams across S&P 100 companies, which revealed that diversity is often concentrated in functional roles and less present in the "CEO feeder" roles that traditionally hold the most power and influence. We developed equitable succession solutions that enable clients to address this inequity.

Partnering with the Stanford Graduate School of Business, we held a [2023 DE&I Summit](#) that brought together more than 40 C-suite leaders, board members, affinity organization leaders, and academic experts to discuss the DE&I landscape and opportunities to move the needle on DE&I. Please see our [December 2023 paper](#) for insights from the summit. We also held a series of CHRO roundtables across APAC, EMEA and the Americas throughout the year to share knowledge, facilitate cross-industry networking, and empower CHROs to better understand and tackle emerging DE&I challenges.

#### RRA THOUGHT LEADERSHIP



In 2024, we plan to further invest in thought leadership that considers nuances across our three regions and expand our chief diversity officer research beyond the S&P 100 to include more global data and perspectives.

“

The leader of the future must be inclusive. We develop and advise leaders to understand the current state of DE&I in their organizations and create roadmaps to accelerate their progress. That includes examining structures and practices to assess how equitable they are and benchmark them against the outside market. It also requires leaders to engage in careful listening and seek diverse perspectives to guide their decision-making. As a practice area, we've been energized by expanding our work into EMEA and APAC, recognizing that this allows us to not only impact leadership but also improve the experience of employees across industries and geographies.”



**Yaya Jaiteh**  
SENIOR LEADERSHIP SPECIALIST,  
FRANKFURT OFFICE

“

In DE&I work, we address an age-old problem: the challenges that arise when people have different perspectives and interpretations of a situation where there is an assumption of a singular viewpoint. DE&I work requires leaders to hold multiple perspectives in hand, bridge communication gaps, and create a shared understanding to move forward. At the same time, we work to improve processes, systems, and infrastructure, ensuring all people are treated respectfully and given a fair opportunity in selection, advancement, and professional development.”



**Yen Ling Shek**  
CONSULTANT,  
LOS ANGELES OFFICE



# Social Impact & Education Sector

Our social impact and education practice works across organizations to address the world's most critical issues. In a time of widespread uncertainty, our clients' commitments to equity and justice are more crucial than ever—and we partner with them to recruit leaders who can bring these commitments to life and at scale.

Our team of social impact experts collaborates across sectors to share creative leadership solutions and cultivate the next generation of leaders. That includes navigating the unique challenges of nonprofit leadership with diverse stakeholders, including employees, the board of directors, donors, institutional funders, partners, and those served by the organization.

Complementing our search offerings, we've developed additional advisory services that help organizations assess their capabilities and priorities and identify the implications of that

assessment for leadership. When a chief executive search is coupled with this process, we find that it leads to a better fit and longer tenure.

Through this approach, we can improve how the social sector is led. Ultimately, those leaders are at the forefront of solving global social issues, from transitioning to a low-carbon economy to addressing the ongoing global refugee crisis.

# Appendix

## GRI Universal Standards

The 2023 Russell Reynolds Associates Sustainability Report for the period January 1, 2023, to December 31, 2023, has been prepared in accordance with the GRI Standards.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
<b>GRI 1: FOUNDATION 2021</b>		
Applicable GRI Sector Standards: None		
<b>GRI 2: GENERAL DISCLOSURES 2021</b>		
<b>1. The Organization and its Reporting Practices</b>		
Organizational details	2-1	<b>Russell Reynolds Associates:</b> 277 Park Avenue, Suite 3800, New York, NY 10172. <b>Russell Reynolds Associates Offices Worldwide:</b> See our <a href="#">website</a> for the full list of offices worldwide. Russell Reynolds Associates is a privately owned company.
Entities included in the organization's sustainability reporting	2-2	This report covers Russell Reynolds Associates.
Reporting period, frequency and contact point	2-3	<b>Reporting period:</b> January 1 to December 31, 2023. <b>Frequency:</b> Annual reporting. <b>Contact point:</b> Pam Fitzpatrick, Global Head of Sustainability, <a href="mailto:pam.fitzpatrick@russellreynolds.com">pam.fitzpatrick@russellreynolds.com</a> .
Restatements of information	2-4	There were no restatements of information during the reporting period.
External assurance	2-5	Russell Reynolds Associates engaged Apex Companies for an independent, third-party limited assurance verification of the greenhouse gas emissions data in this report. Their conclusions can be found within the <a href="#">Verification Opinion Declarations for Scopes 1, 2, and 3</a> .
<b>2. Activities and Workers</b>		
Activities, value chain, and other business relationships	2-6	See About Russell Reynolds Associates, page ii. Russell Reynolds Associates is a global leadership advisory firm. Working with public, private, and nonprofit organizations across industries and regions, we connect teams with leaders that demonstrate the vision and skills to shape what's next. We exist to improve the way the world is led.
Employees	2-7	See Our Colleagues: Putting People First, page 18.
Workers who are not employees	2-8	Russell Reynolds Associates employed 198 contract workers as of 12/31/2023.
<b>3. Governance</b>		
Governance structure and composition	2-9	See Our Firm: Leading with Integrity, Leadership & Board, page 29, and our <a href="#">website</a> for additional information.
Nomination and selection of the highest governance body	2-10	See Our Firm: Leading with Integrity, Leadership & Board, page 29, and our <a href="#">website</a> for additional information.
Chair of the highest governance body	2-11	See Our Firm: Leading with Integrity, Leadership & Board, page 29, and our <a href="#">website</a> for additional information.
Role of the highest governance body in overseeing the management of impacts	2-12	See Our Firm: Leading with Integrity, Leadership & Board, page 29, and our <a href="#">website</a> for additional information.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
Delegation of responsibility for managing impacts	2-13	See Our Approach: Powered by Our People, page 6.
Role of the highest governance body in sustainability reporting	2-14	Key members of the firm's senior leadership team, namely the Chief Financial Officer, General Counsel, and Chief People Officer, have oversight of sustainability report content, including the publication of data. The Nominating and Governance Committee of the board of directors has oversight of all matters of corporate governance, including those related to social and environmental responsibility.
Conflicts of interest	2-15	Our Employee Code of Conduct and our Supplier Code of Conduct define our policies related to conflicts of interest. New hires are trained in the Employee Code of Conduct as part of their onboarding process. In all instances where the appearance of a conflict of interest exists, the nature of the conflict must be disclosed to the employee's supervisor and the general counsel.
Communication of critical concerns	2-16	Russell Reynolds Associates encourages employees and other stakeholders to report any perceived violations of law or our code of business conduct. The Ethics Hotline is available to all employees via email or telephone. The hotline is monitored 24 hours a day, seven days a week, 365 days a year.
Collective knowledge of the highest governance body	2-17	See Our Firm: Leading with Integrity, Oversight of Risk, page 30, and our website for additional information.
Evaluation of the performance of the highest governance body	2-18	Confidentiality constraints prevent us from disclosing this information.
Remuneration policies	2-19	Confidentiality constraints prevent us from disclosing this information.
<b>4. Strategy, Policies, and Practices</b>		
Statement on sustainable development strategy	2-22	See Our Approach: Powered by Our People, page 6.
Policy commitments	2-23	See Our Firm: Leading with Integrity, Ethical Business, page 28.
Embedding policy commitments	2-24	See Our Firm: Leading with Integrity, Human Rights, page 30.
Processes to remediate negative impacts	2-25	Russell Reynolds Associates' Employee Code of Conduct sets forth general guidelines for conducting company business with the highest standards of business ethics and all applicable regulations. This code is followed at all levels of the organization by our directors, officers, and employees and upholds the company's core values to ensure that we conduct all business honestly, fairly, and with integrity.  In addition to the Employee Code of Conduct, Russell Reynolds Associates also has an Ethics Hotline to report any perceived violations of law or the Employee Code of Conduct and is available to all employees via email or telephone. The hotline is monitored 24 hours a day, seven days a week, 365 days a year.  See Our Firm: Leading with Integrity, Ethical Business, page 28.
Mechanisms for seeking advice and raising concerns	2-26	Russell Reynolds Associates encourages employees and other stakeholders to report any perceived violations of law or our code of business conduct. The Ethics Hotline is available to all employees via email or telephone. The hotline is monitored 24 hours a day/seven days a week, 365 days a year.  See Our Firm: Leading with Integrity, Ethical Business, page 28.
Compliance with laws and regulations	2-27	In 2023, Russell Reynolds Associates has not had any material noncompliance with any laws and regulations.
Membership associations	2-28	United Nations Global Compact (UNGC).
<b>5. Stakeholder engagement</b>		
Approach to stakeholder engagement	2-29	See Our Approach: Powered by Our People, page 6.
Collective bargaining agreements	2-30	We do not issue global reporting on collective bargaining agreements at this time. RRA respects its employees' rights to engage in collective bargaining where applicable and available.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
<b>GRI 3: MATERIAL TOPICS 2021</b>		
<b>2. Disclosures on material topics</b>		
Process to determine material topics	3-1	See Our Approach: Powered by Our People, Material Sustainability Topics, page 9.
List of material topics	3-2	See Our Approach: Powered by Our People, Material Sustainability Topics, page 9.

## Topic Standards

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
<b>RRA Material Topic: Diversity, Equity &amp; Inclusion</b>		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8. See Our Colleagues: Putting People First, Diversity, Equity, & Inclusion, page 19.
<b>GRI Material Topic: Diversity and Equal Opportunity 2016 • 405</b>		
Diversity of governance bodies and employees	405-1	See Our Colleagues: Putting People First, Diversity, Equity, & Inclusion, RRA Diversity at a Glance, page 20.
Ratio of basic salary and remuneration of women to men	405-2	We engage a third party to conduct an annual pay equity study. This data is used by management to guide compensation decisions. We publish a limited scope of this data in our annual <a href="#">UK Gender Pay Gap Report</a> ; please see the 2023 edition for additional details.
<b>RRA Material Topic: Ethics &amp; Integrity</b>		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8. See Our Firm: Leading with Integrity, Ethical Business, page 28.
<b>GRI Material Topic: Anti-corruption 2016 • 205</b>		
Operations assessed for risks related to corruption	205-1	See Our Firm: Leading with Integrity, Ethical Business, page 28.
Communication and training about anti-corruption policies and procedures	205-2	Our Employee Code of Conduct outlines our communications and describes our training regarding anti-corruption.
Confirmed incidents of corruption and actions taken	205-3	One of the key success metrics for our ethics and accountability program is the number of incidents of corruption or anti-competitive behavior. No material incidents of such activity were confirmed in 2023.
<b>GRI Material Topic: Anti-competitive Behavior 2016 • 206</b>		
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	206-1	Another key success metric for our management of ethics and accountability is the number of incidents of corruption or anti-competitive behavior. No material incidents of such activity were confirmed in 2023.
<b>RRA Material Topic: Employee Attraction, Retention &amp; Development</b>		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8. See Our Colleagues: Putting People First, Developing People & Teams, page 22.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
<b>GRI Material Topic: Employment 2016 • 401</b>		
New employee hires and employee turnover	401-1	See Our Colleagues: Putting People First, Developing People & Teams, Colleague Engagement & Feedback, page 23.
Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	See Our Colleagues: Putting People First, Diversity, Equity, & Inclusion, Attracting & Developing Diverse Talent, page 20.
<b>GRI Material Topic: Training and Education 2016 • 404</b>		
Programs for upgrading employee skills and transition assistance programs	404-2	See Our Colleagues: Putting People First, Developing People & Teams, page 22.
Percentage of employees receiving regular performance and career development reviews	404-3	100% of our employees receive regular feedback on both performance and career development through our formal performance evaluation processes. These processes include documented midyear check-ins and yearend appraisals.
<b>RRA Material Topic: Climate Change &amp; GHG Emissions</b>		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8. See Our Journey to Net Zero: Navigating a New Future, page 12.
<b>GRI Material Topic: Energy 2016 • 302</b>		
Energy consumption within the organization	302-1	See Our Journey to Net Zero: Navigating a New Future, page 12.
Energy consumption outside of the organization	302-2	See Our Journey to Net Zero: Navigating a New Future, page 12.
Reduction of energy consumption	302-4	See Our Journey to Net Zero: Navigating a New Future, page 12.
<b>GRI Material Topic: Emissions 2016 • 305</b>		
Direct (Scope 1) GHG emissions	305-1	See Our Journey to Net Zero: Navigating a New Future, page 12.
Energy indirect (Scope 2) GHG emissions	305-2	See Our Journey to Net Zero: Navigating a New Future, page 12.
Other indirect (Scope 3) GHG emissions	305-3	See Our Journey to Net Zero: Navigating a New Future, page 12. RRA 2023 Scope 3 global greenhouse gas emissions (tCO2e or tonnes of carbon dioxide equivalent): Purchased goods and services (12,054); capital goods (2,212); fuel & energy-related activities (466); transportation and distribution (74); waste (36); business travel (9,548); employee commuting (155); upstream leased assets (location-based) (181); upstream leased assets (market-based) (8).
Emissions of ozone-depleting substances (ODS)	305-6	As a professional services firm, we do not use significant amounts of ozone-depleting substances, and, for that reason, do not track their use. We adhere to the Montreal Protocol, administered by the United Nations Environment Programme (UNEP), which maintains the list of ozone-depleting substances that are targeted for reductions and total phaseouts.
Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ), and other significant air emissions	305-7	CO <sub>2</sub> , N <sub>2</sub> O and CH <sub>4</sub> are included in Russell Reynolds Associates' GHG inventories. These emissions are mainly attributed to the combustion of fuel, such as natural gas or gasoline, and energy generation (Scopes 1, 2, and 3). Hydrofluorocarbons (HFCs) result from unintentional emissions (e.g., leaks) that may occur during the use of refrigeration and air conditioning equipment (Scope 1).
<b>GRI Material Topic: Supplier Environmental Assessments 2016 • 308</b>		
New suppliers that were screened using environmental criteria	308-1	See Our Journey to Net Zero: Navigating a New Future, Reducing Emissions, Supplier Engagement, page 14.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
<b>RRA Material Topic: Data Privacy &amp; Security</b>		
Management of material topics	3-3	<p>See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8.</p> <p>See Our Firm: Leading with Integrity, Data Security and Privacy, page 31.</p> <p>The firm's Information Services and Legal departments are jointly responsible for data privacy and security, including our ISO 27001 certification.</p>
<b>GRI Material Topic: Customer Privacy 2016 • 418</b>		
Substantiated complaints concerning breaches of customer privacy and losses of customer data	418-1	<p>As a private company, we do not disclose this information. Russell Reynolds Associates values information security and data privacy and ensures that stakeholders' data and trust are never at risk. Our ISO 27001 certification represents our commitment to these principles. See Our Firm: Leading with Integrity, Data Security and Privacy, page 31.</p>
<b>RRA Material Topic: Waste</b>		
Management of material topics	3-3	<p>See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8.</p> <p>See Our Journey to Net Zero: Navigating a New Future, Reducing Waste, page 16.</p>
<b>GRI Material Topic: Waste 2020 • 306</b>		
Waste generation and significant waste-related impacts	306-1	See Our Journey to Net Zero: Navigating a New Future, Reducing Waste, page 16.
Management of significant waste-related impacts	306-2	<p>See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8.</p> <p>See Our Journey to Net Zero: Navigating a New Future, Reducing Waste, page 16.</p>
Waste generated	306-3	132.0 tons of waste were generated in 2023.
Waste diverted from disposal	306-4	<p>RRA tracks and manages responsible disposal of e-waste as it is among the most significant waste streams in our operations.</p> <p>See Our Journey to Net Zero: Navigating a New Future, Reducing Waste, page 16.</p>
Waste directed to disposal	306-5	69.0 tons of waste directed to disposal in 2023.
<b>RRA Material Topic: Community Engagement</b>		
Management of material topics	3-3	<p>See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8.</p> <p>See Our Communities: Giving Back Together, Community Engagement &amp; Volunteering, page 26.</p>
<b>GRI Material Topic: Indirect Economic Impacts 2016 • 203</b>		
Significant indirect economic impacts	203-2	See Our Communities: Giving Back Together, Community Engagement & Volunteering, page 26.
<b>GRI Material Topic: Local Communities • 413</b>		
Operations with local community engagement, impact assessments, and development programs	413-1	See Our Communities: Giving Back Together, Community Engagement & Volunteering, page 26.
Operations with significant actual and potential impacts on local communities	413-2	See Our Communities: Giving Back Together, Community Engagement & Volunteering, page 26.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
<b>RRA Material Topic: Human Rights</b> *Human Rights is no longer a standalone GRI Material Topic and is instead expected to be integrated throughout reporting and disclosures*		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Sustainability Priorities, page 8. See Our Firm: Leading with Integrity, Human Rights, page 30.
<b>GRI Material Topic: Non-discrimination 2016 • 406</b>		
Incidents of discrimination and corrective actions taken	406-1	A key success metric of our management of human rights is the number of incidents of discrimination and corrective actions taken. No material incidents of such activity were confirmed in 2023. See Our Firm: Leading with Integrity, Ethical Business, page 28. See Our Firm: Leading with Integrity, Human Rights, page 30.
<b>GRI Material Topic: Freedom of Association and Collective Bargaining 2016 • 407</b>		
Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	407-1	We do not issue global reporting on collective bargaining agreements at this time. RRA respects its employees' rights to engage in collective bargaining where applicable and available. See Our Firm: Leading with Integrity, Ethical Business, Policies that Support Integrity, page 28. See Our Firm: Leading with Integrity, Human Rights, page 30.
<b>GRI Material Topic: Child Labor 2016 • 408</b>		
Operations and suppliers at significant risk for incidents of child labor	408-1	Russell Reynolds Associates' operations are not at significant risk for incidents of child labor. See Our Firm: Leading with Integrity, Ethical Business, Policies that Support Integrity, page 28. See Our Firm: Leading with Integrity, Human Rights, page 30.
<b>GRI Material Topic: Forced or Compulsory Labor • 409</b>		
Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1	Russell Reynolds Associates' operations are not at significant risk for incidents of forced or compulsory labor. See Our Firm: Leading with Integrity, Ethical Business, Policies that Support Integrity, page 28. See Our Firm: Leading with Integrity, Human Rights, page 30.
<b>GRI Material Topic: Rights of Indigenous Peoples 2016 • 411</b>		
Incidents of violations involving rights of Indigenous peoples	411-1	We are not aware of any violations involving rights of Indigenous peoples at Russell Reynolds Associates in 2023. See Our Firm: Leading with Integrity, Ethical Business, Policies that Support Integrity, page 28. See Our Firm: Leading with Integrity, Human Rights, page 30.

## SASB - Professional & Commercial Services

**Table 1.** Sustainability Disclosure Topics & Accounting Metrics

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	2022 ANSWER
<b>Data Security</b>	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1	See Our Firm: Leading with Integrity, Data Security and Privacy, page 31.
	Description of policies and practices relating to the collection, usage, and retention of customer information	Discussion and Analysis	N/A	SV-PS-230a.2	See Our Firm: Leading with Integrity, Data Security and Privacy, page 31.
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, Percentage (%)	SV-PS-230a.3	As a private company, we do not disclose this information. Russell Reynolds Associates values information security and data privacy and ensures that stakeholders' data and trust are never at risk. We maintain ISO 27001 certification to show our commitment to these principles. See Our Firm: Leading with Integrity, Data Security and Privacy, page 31.
<b>Workforce Diversity &amp; Engagement</b>	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1	See Our Colleagues: Putting People First, Diversity, Equity, & Inclusion, page 19.
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	As a private company, we do not disclose this information.
	Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3	See Our Colleagues: Putting People First, Developing People & Teams, page 22.
<b>Professional Integrity</b>	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	See Our Firm: Leading with Integrity, Ethical Business, Policies that Support Integrity, page 28.
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	SV-PS-510a.2	As a private company, we do not disclose this information.

**Table 2.** Activity Metrics

<b>Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract</b>	Quantitative	Number	SV-PS-000.A	As of December 31, 2023, Russell Reynolds Associates has more than 1,900 employees.
<b>Employee hours worked, percentage billable</b>	Quantitative	Hours, Percentage (%)	SV-PS-000.B	Job roles at Russell Reynolds Associates include consulting, consultant support, client services, and firm services. Not all of these positions operate on a billable hours basis.

# UN Global Compact Index

## The 10 Principles of the UN Global Compact

For more information on each of the 10 Principles, please see our latest UNGC Communication on Progress [here](#).

		DISCLOSURE	RELEVANT DOCUMENTS
<b>HUMAN RIGHTS</b>			
<b>Principle 1</b>	Businesses should support and respect the protection of internationally proclaimed human rights	Our approach to human rights is consistent with the principles of the UN Universal Declaration of Human Rights and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. See Our Firm: Leading with Integrity, Human Rights, page 30.	<a href="#">Modern Slavery and Human Trafficking Statement</a> <a href="#">Supplier Code of Conduct</a>
<b>Principle 2</b>	Businesses should make sure that they are not complicit in human rights abuses	We require all members of our value chain to comply with all applicable rules and regulations. See Our Firm: Leading with Integrity, Human Rights, page 30.	<a href="#">Modern Slavery and Human Trafficking Statement</a> <a href="#">Supplier Code of Conduct</a>
<b>LABOR</b>			
<b>Principle 3</b>	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	We do not issue global reporting on collective bargaining agreements at this time. RRA respects its employees' rights to engage in collective bargaining where applicable and available.	<a href="#">Employee Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
<b>Principle 4</b>	The elimination of all forms of forced and compulsory labor	See Our Firm: Leading with Integrity, Human Rights, page 30.	<a href="#">Employee Code of Conduct</a> <a href="#">Modern Slavery and Human Trafficking Statement</a> <a href="#">Supplier Code of Conduct</a>
<b>Principle 5</b>	The effective abolition of child labor	See Our Firm: Leading with Integrity, Human Rights, page 30.	<a href="#">Employee Code of Conduct</a> <a href="#">Modern Slavery and Human Trafficking Statement</a> <a href="#">Supplier Code of Conduct</a>
<b>Principle 6</b>	The elimination of discrimination in respect of employment and occupation	See Our Firm: Leading with Integrity, Human Rights, page 30.	<a href="#">Employee Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
<b>ENVIRONMENT</b>			
<b>Principle 7</b>	Businesses should support a precautionary approach to environmental challenges	Our environmental management processes are based on regulations and the best available data and are proactive and precautionary in nature. See Our Journey to Net Zero: Navigating a New Future, page 12.	
<b>Principle 8</b>	Undertake initiatives to promote greater environmental responsibility	Protecting the environment and the health and safety of employees is the law. We comply with all applicable environmental, health and safety laws and regulations. We strive to conduct our business and operations in a manner that creates a safe working environment and minimizes environmental impact. See Our Journey to Net Zero: Navigating a New Future, page 12.	<a href="#">Employee Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
<b>Principle 9</b>	Encourage the development and diffusion of environmentally friendly technologies	See Our Journey to Net Zero: Navigating a New Future, page 12.	
<b>ANTI-CORRUPTION</b>			
<b>Principle 10</b>	Businesses should work against corruption in all its forms, including extortion and bribery	See About This Report, page ii.	<a href="#">Employee Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>



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