

Activating Leaders for a Better Future

2024 SUSTAINABILITY REPORT



About Russell Reynolds Associates

Russell Reynolds Associates is a global leadership advisory firm. Our 600+ 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 advising boards with their structure, culture, and effectiveness to identifying, assessing and defining the best leadership for organizations, our teams bring 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



About This Report

The Russell Reynolds Associates 2024 Sustainability Report reflects on our performance and accomplishments over the past year and defines our road map for 2025 and beyond. The scope of this report spans from January 1, 2024, to December 31, 2024.

As a signatory of the United Nations Global Compact (UNGC) in the areas of human rights, labor, environment, and anti-corruption, we are committed to the Ten 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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A MESSAGE FROM OUR CEO

With the purpose of improving the way the world is led, Russell Reynolds Associates acts as trusted advisors to countless organizations around the world.

Among other important contributions, we help clients select and develop leaders who can address sustainability issues and other critical topics facing the C-suite today and beyond.

This important work served as inspiration for our latest sustainability report, and its title, “Activating Leaders for a Better Future.” For our firm, we believe that sustainability topics apply equally to us and to our clients as we seek to lead by example.

In our third annual report, we share the steps we’ve taken over the past year toward our firmwide sustainability commitments. We believe that achieving our ambitions occurs through transformational teamwork and that we all can serve as sustainability leaders.

In 2024, we continued to work toward our goal of net-zero emissions by 2050, with a focus on our near-term carbon-reduction targets. That included a collaborative effort across offices and functions to define our

Scope 1 and 2 transition plan, which further articulates our path to reduce greenhouse gas emissions 50% by 2030. We continue to direct our purchasing power to support businesses making a positive environmental impact and support our clients’ goals by acting as an environmentally sustainable supplier.

Our people drive our success, and we empower them to evolve their skills and grow their careers. By doing so, we are able to attract and retain outstanding talent to serve our clients with excellence. To complement on-the-job learning, we offer an array of role-based development programs. This includes curated content, meaningful opportunities for colleagues to connect across offices to build internal networks that advance individual and collective success at RRA, and more. Our eight Inclusion Networks serve as communities for connection, and over the past year, they gained additional traction in all of our regions.

The mainstreaming of AI was a central topic of 2024. We recognize that while AI presents remarkable opportunities, it can also present significant risks. We brought together colleagues from across the firm to create our Responsible AI Principles. These principles are rooted in a people-first approach to ensure that AI enhances human potential and protects our clients, candidates, and colleagues. We also introduced a firmwide AI policy to guide our use of this technology.

Data security and privacy are fundamental to the work we do as a leadership advisory firm. In 2024, we earned ISO 27701 certification, a globally recognized standard for managing personal information, and continued to maintain ISO 27701 certification for system security. These achievements are a testament to our collective efforts to protect our clients’ and colleagues’ data.

At a time when the pace of change is faster than ever, our values and commitment to sustainability remain touchstones for our firm. We are grateful to continue this journey with clients and community partners as we create a better future together.

Sincerely yours,

Constantine Alexandrakis
CHIEF EXECUTIVE OFFICER



“We believe that achieving our ambitions occurs through transformational teamwork and that we all can serve as sustainability leaders.”



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A MESSAGE FROM OUR CSO

“Activating Leaders for a Better Future” is such a resonant theme for our 2024 sustainability report because it speaks to both our role in serving clients as their leadership advisor, as well as to our approach to fulfilling our firm’s own sustainability commitments. What a powerful combination!

We’re guided by the belief that in today’s complex, resource-constrained, and volatile business world, the world needs sustainability leaders working everywhere. Business will be the better for it, and so will our global society.

Now, this doesn’t mean that “sustainability” is officially in every person’s job title. Better yet: Sustainability becomes everyone’s business, no matter what your role.

RRA’s industry-leading research has shown us the way to spark this thinking within our firm. We’re encouraging our colleagues around the world to be unafraid in challenging the status quo. We’re empowering them to help us adopt new ways of working that are better for the planet and our communities. In fact, the collective action of RRA colleagues was crucial to all the accomplishments we highlight in this report.

Consider these inspiring examples:

- More than 500 colleagues opted in to become Net Zero Heroes, completing an e-learning course to learn about our net-zero goals and

what the Science Based Targets initiative’s validation means for us and our clients. These Heroes are now positioned to help us raise visibility for our climate transition plans across our firm.

- As we started our climate action transition plan to reduce Scope 1 and 2 emissions, we convened internal experts in financial management, accounting, travel, and real estate so we could learn together and develop practical approaches to bring these plans to life. We now have shared ownership of initiatives that deliver on our 2030 and 2050 commitments.
- AI is transforming how we all live and work. We engaged more than 15 colleagues in a variety of business roles to envision how we would promote ethical AI adoption that represents our firm values as well as our legal compliance requirements. Their insights created our Responsible AI by Design approach, based on a set of principles, a firmwide AI policy, and an AI governance model.

- RRA is a growing firm in a changing world, and strengthening our internal networks will help us deliver our best for our clients as they navigate new complexities. We created new cohort-based development programs organized by role and geography to help us build our collective expertise. In addition, our Inclusion Networks continued to make big strides in creating new communities for colleague connection.

In his 2025 CEO letter to RRA clients, Constantine Alexandrakis describes the transformative power of teams in leading change. As he writes, “The ability to methodically surround oneself with a bright, experienced, and diverse leadership team can make all of the difference.”

Since joining RRA three years ago, I’ve personally felt “all of the difference” that comes from working with an inspiring, committed global community of colleagues who stand with me in believing that sustainability is good for our firm and our world. I hope this year’s report passes that inspiration on to you. In spite of the obstacles we may feel in the here and now, I know that together we can create a better future.

With gratitude,

Pam Fitzpatrick

GLOBAL HEAD OF SUSTAINABILITY



“We’re encouraging our colleagues around the world to be unafraid in challenging the status quo. We’re empowering them to help us adopt new ways of working that are better for the planet and our communities.”



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Leading with Purpose

From our beginning more than 50 years ago, mutual respect, strong ethics, and shared purpose have been the hallmarks of RRA's culture, serving as our compass as we advise the world's largest and most complex organizations on their most pressing leadership challenges. We articulate these attributes through our purpose statement and firm values.





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Purpose & Values

RRA's purpose is to improve the way the world is led. That requires 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 and collaborations 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.



Passionate

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



Sustainable

We prioritize well-being, trust, and community in everything we do because a sustainable future begins with the choices we make today.



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 see what's next—for our clients and ourselves. We're resourceful, creative, and nimble.



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2024 Highlights

Responsible AI Principles

Partnering across functions, we developed RRA's Responsible AI (RAI) Principles, which guide us in using AI ethically, in alignment with our values, and in compliance with laws and regulations. To further guide our use of AI, we published a firmwide AI Policy and developed an AI risk management process.

ISO 27701 Certification

By achieving ISO certification for privacy information management, we are voluntarily holding ourselves to a rigorous, globally accepted standard for the protection of personal information.

Renewable Energy

In 2024, we purchased renewable energy in every region and/or country where we operate, representing 100% of our global portfolio of electricity consumption.

Net Zero Heroes

More than 500 RRA colleagues completed our opt-in Net Zero Heroes training, deepening their understanding of our net-zero and near-term emissions reduction goals and creating a network of sustainability champions across the firm.

Procurement for Community Impact Policy

This new policy guides our purchasing decisions to promote inclusive and sustainable economic development in all of the communities where we operate.

Environmental Responsibility Policy

In 2024, we published RRA's Environmental Responsibility Policy, which states our expectations of employees, suppliers, and other business partners as well as our environmental goals, material environmental issues, and related action plans.

Global Expansion of Inclusion Networks (INs)

Our eight INs, which are open to all employees, continued to grow across our geographies with programming that supports professional development and strengthens our culture.



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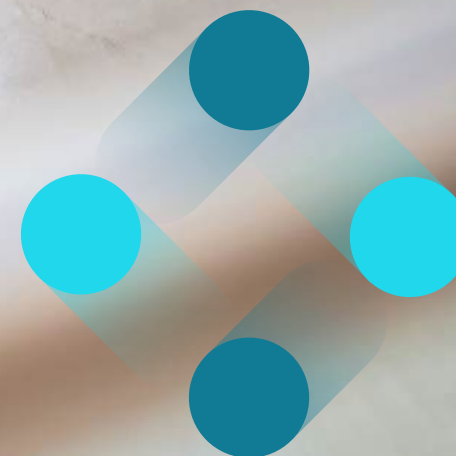
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Our Approach: Powered by Our People

RRA's greatest assets are the knowledge, innovation, energy, commitment, collaborative mindset, and entrepreneurial spirit that our colleagues bring to our firm—and their collegial approach to improving the way the world is led. We're a global community of optimists, strategists, and problem-solvers who believe we can create a more sustainable future together.





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Our Firmwide Commitment: Global Collaboration

As advisors to our clients, we contribute to building a community of leaders ready to meet the challenges of a world that is changing at an unprecedented pace. Within our firm, we foster an environment where our colleagues grow and reach their fullest potential, understanding that collective success happens when individuals thrive.

Today's leaders recognize the urgency of responding to climate change, contributing to social progress, and embedding ethical governance in all operational areas. Given this context, we must do more than advise: We must lead

by example, and we must do so across every region and function in our firm.

To bring that commitment to life, we provide opportunities for RRA colleagues to become leaders and innovators for sustainability. When our colleagues from different regions, functions, and roles bring together their experience and expertise to solve problems through a sustainability lens, we can advance and accelerate our shared sustainability goals—while activating sustainability leaders throughout our firm.

500+

colleagues completed our new
Net Zero Heroes course



Our purpose is to improve the way the world is led. And that purpose requires us to walk the talk of sustainable leadership. I'm proud to work for a firm that brings a view of long-term value not only to how we advise clients but also how we make strategic choices, develop our talent, and contribute to our communities."

Todd Safferstone
GLOBAL HEAD OF STRATEGY & EXCELLENCE,
RRA NEW YORK



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Material Topics

Our firm’s research shows that the most effective leaders are committed to listening. Translating those findings into practice, we formalized our multiyear sustainability road map by closely listening to the concerns and priorities of our internal and external stakeholders. The resulting approach is collaborative and grounded in research—a way of working that is deeply embedded in our firm’s culture.

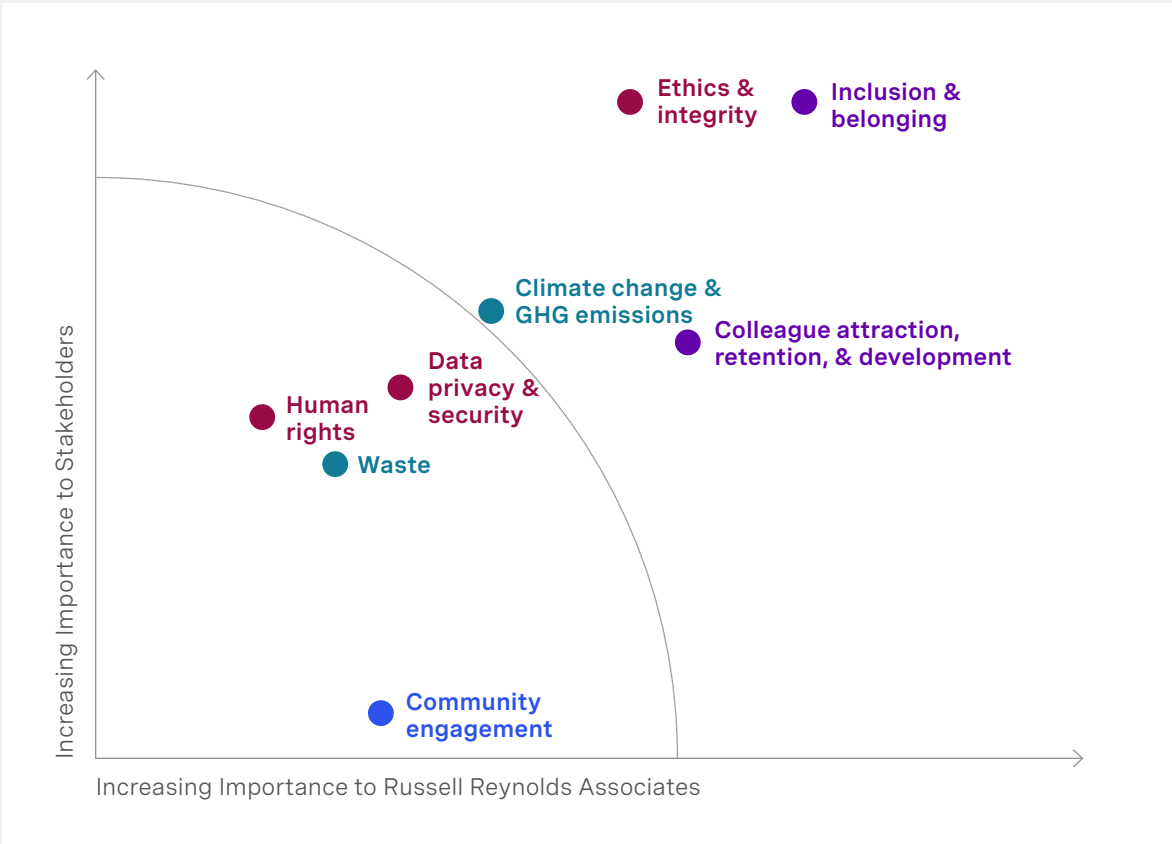
We grounded our work in a comprehensive four-part materiality assessment spanning from Q4 2020 to Q1 2021, which included four phases:

- 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 industry. Drawing on that thoughtful listening, we prioritized our opportunities for impact. This assessment deepened our understanding of the internal operations and current priorities of our internal and external stakeholders and the areas that mattered most to them.

The RRA sustainability materiality matrix directly resulted from that work. It summarizes our findings and identifies and prioritizes our most significant impact topics.

RRA SUSTAINABILITY MATERIALITY MATRIX



Source: Russell Reynolds Associates 2020–2021 materiality assessment and analysis

RRA SUSTAINABILITY IMPACT AREAS & MATERIAL TOPICS

Our Journey to Net Zero/ Environmental Sustainability	Our Colleagues	Our Communities	Our Firm
<ul style="list-style-type: none">• Climate change & greenhouse gas (GHG) emissions• Waste	<ul style="list-style-type: none">• Inclusion & belonging• Colleague attraction, retention, & development	<ul style="list-style-type: none">• Community engagement	<ul style="list-style-type: none">• Ethics & integrity• Human rights• Data security & privacy



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Advancing Our Sustainability Commitments

We view sustainability as a shared responsibility that we advance through individual and collective action. Our commitments help us embed sustainability into our business strategy and actions. To amplify our positive impact, we report our progress against these commitments, sharing what we've learned along this journey.

We continue to advance our supplier engagement, fleet, business travel, and real estate initiatives, which all contribute to our net-zero journey.

We're on track to achieve 100% diversion of e-waste by 2025.

We're on track to achieve our goal of procuring 100% of our energy from renewable resources, notably through RE100-compliant energy attribute certificates.

We've committed to 100,000 hours of volunteer service to community-based programs from 2023 to 2030. Please see the "Our Communities" section to learn about the positive impact of our colleague volunteers.





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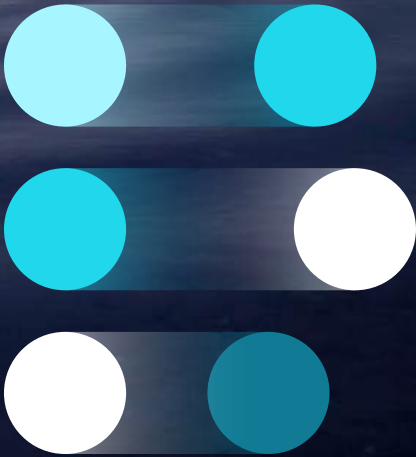
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Continuing Our Journey to Net Zero

RRA recognizes our responsibility to actively manage our contributions to climate change. We focus on opportunities to reduce our negative impacts and advance our shared commitment to sustainability. Our net-zero goals are at the core of that work. They lend energy and velocity to our efforts, inspire our colleagues toward informed action, and commit us to transparently sharing our progress.





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Our Journey to Net Zero: Collaborating to Achieve Our Targets

RRA recognizes our responsibility to manage our climate impact. For us, that means identifying ways to reduce our environmental footprint while advancing our collective efforts to advance sustainability.

Our commitment to achieving net-zero emissions unites us as a firm, inspiring concrete actions and holding us accountable to transparently share our progress.





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Reducing Emissions

We've set SBTi-validated targets in key areas of opportunity: buildings, fleet, supplier engagement, and business travel.

Buildings & Energy Consumption

Our working environments and the energy we consume should support the health of people and the planet.

50%

**reduction in Scope 1 & 2
emissions by 2030**

Fleet

The fleet we operate should reflect our commitment to protecting the climate.

50%

**reduction in Scope 1 & 2
emissions by 2030**

Supplier Engagement

Our purchasing power should support businesses that make a positive environmental impact. In turn, we should support our clients' 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 engaging in environmentally responsible travel practices.

55%

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





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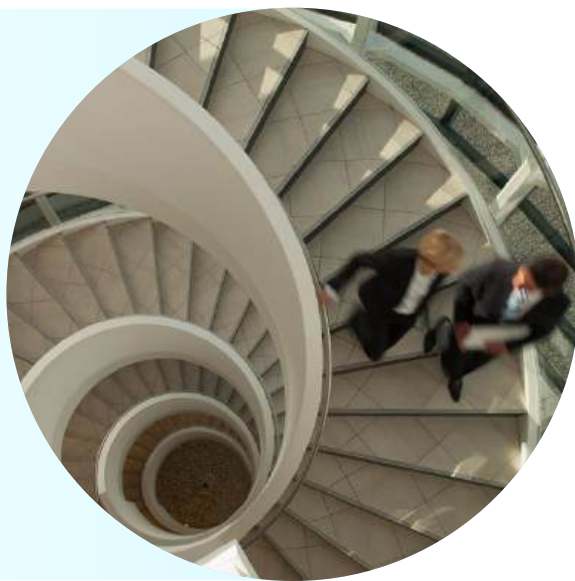
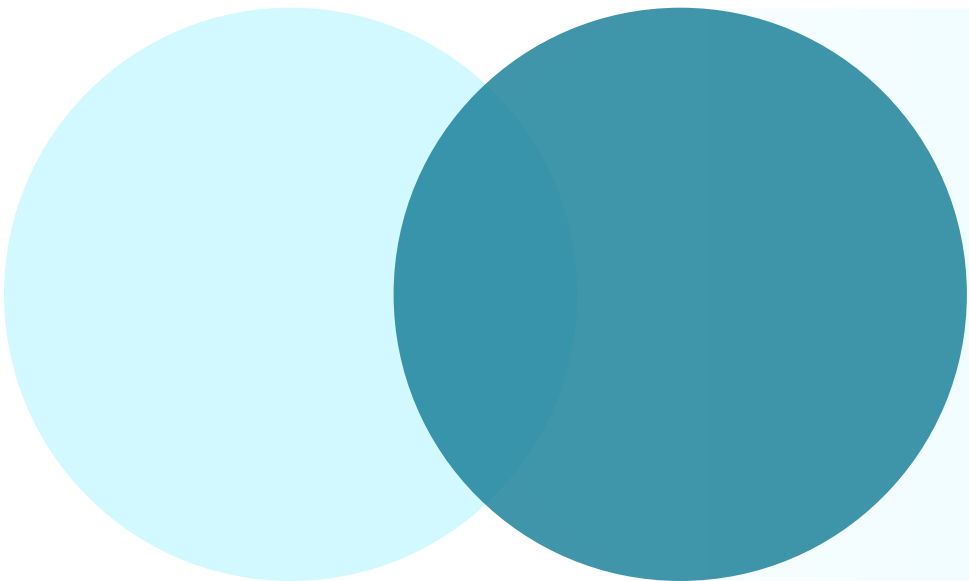
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Buildings

Similar to many other professional services firms, our most significant opportunity to reduce our Scope 1 and 2 impacts is through our leased office space. As we work toward our goal of reducing absolute Scope 1 and 2 emissions by 50% by 2030, we're shifting our energy spend to renewables as a critical driver of progress. In 2024, we purchased renewable energy credits (RECs) and renewable energy guarantees of origin (REGOs), working in partnership across our finance, real estate, and sustainability teams. In 2024, we purchased renewable energy in every region and/or country where we operate, covering 100% of our global portfolio of electricity consumption.

Buildings have a significant environmental impact and shape colleague and community well-being. RRA's sustainable office renovation guide helps our planning and construction teams consider the physical, social, and psychological aspects of building design and operation. By setting clear standards, we advance a consistent approach to renovations that can be adapted to meet local needs.

Building Our Transition Plan

At RRA, our approach to sustainability is cross-functional by design, allowing us to harness the broad and deep expertise of our colleagues as we pursue our ambitions. In 2024, our sustainability and finance teams joined forces to create a thoughtful, executable plan aimed at reducing our emissions across Scopes 1, 2 and 3.

We made the deliberate choice to engage our colleagues as leaders in the analysis and planning process, planting seeds of shared ownership that embed sustainability within our firm over the long term. Members of our global finance team, representing areas such as financial management, accounting, travel, real estate, and more, played key roles as contributors and data owners. Their insights deepened our understanding of how to weave sustainability into every

decision we make—and ensured that our emissions-reduction initiatives are both meaningful and effective.

The process encapsulated our underlying philosophy: By taking advantage of the knowledge and expertise within our ranks, we create sustainability leaders throughout the firm. As we look ahead to 2025 and beyond, we'll continue to partner with our colleagues to bring the plan to life—fueled by the ingenuity, passion, and dedication of our people.

An essential part of our journey is sharing our progress with clients and our broader communities. In addition to this annual sustainability report, we submitted our second climate change disclosure with CDP in 2024, and we support clients' emissions reporting programs through CDP's Supply Chain program.

DRIVING PROGRESS AND NEXT STEPS

- Brought together colleagues from across the firm to collaborate
- Identified opportunity areas to reduce emissions in connection with our buildings, energy, fleet, suppliers and business travel
- Implemented plans for key opportunity areas, notably procuring renewable energy in every location where we operate in 2024
- **Coming next: We're preparing to publish a stand-alone transition plan in the coming years.**



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Fleet

In limited locations, RRA operates a fleet of vehicles in alignment with customary market practices. In 2024, we analyzed the emissions impact of our fleet and identified engagement opportunities to transition to lower-emissions vehicles. This engagement initiative is a multi-year ambition and is a reflection of RRA's commitment to protecting the climate through emissions reduction efforts.

Business Travel

Our travel practices are designed to help us stay connected with our clients and colleagues while reducing our carbon footprint. These practices support our goal of reducing emissions from business travel by 55% per FTE employee by 2030.

Our Climate-Conscious Search Principles help us reduce the environmental impact of our business travel, guiding colleagues on waste reduction and environmentally responsible travel choices for every stage of a client engagement. These principles also give us a way to share our philosophy with our clients, so we can partner with

them to make thoughtful travel decisions. Through these practices, we can stay closely connected with clients, colleagues, and business partners—while advancing our shared net-zero goals.

In 2024, we focused on collaborating with our travel and expense data owners to analyze RRA's travel patterns and identify areas of opportunity. These data insights will be valuable in 2025 as we prioritize our travel plans in alignment with our science-based target to reduce emissions from business travel.

Supplier Engagement

We can wisely use our purchasing power to positively impact the planet. In 2024, we continued to work with selected suppliers to align on our shared environmental impact goals and commitment to set science-based targets, including commitments embedded in our contracts. As of the end of 2024, 28% of our top 100 suppliers have set these targets.

We look forward to expanding these efforts to additional suppliers, reflecting our commitment to engage at least 30% of our suppliers (calculated by emissions) in setting their own science-based targets by 2027.

In 2024, we introduced our [Procurement for Community Impact Policy](#), which outlines how we can use our purchasing power to promote inclusive and sustainable economic development in the communities where we operate. We encourage RRA purchasers to consider certified suppliers provided they also support other purchasing goals, such as quality, reliability, and value. Those certifications can include registration as a public benefit corporation, ownership categorizations, or achievement of professional standards for social and environmental stewardship, such as ISO 14001.

It has been deeply rewarding to share best practices in sustainability during our discussions around business travel. It's incredibly fulfilling to contribute to a positive impact for our organization and the climate, knowing that our collaboration can transform our business travel practices and drive meaningful change. Every step we take towards sustainable travel not only benefits the environment but also enhances our organization's reputation as a leader in corporate responsibility."

Lorraine Grant
TRAVEL COORDINATOR, RRA LONDON





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Measuring Emissions

The table and charts in this section provide a six-year view of our firm's GHG emissions data. To achieve net-zero emissions by 2050, we must adapt and innovate our working, traveling, and purchasing practices to protect and regenerate the planet's natural resources. Collaborating with clients, suppliers, and other business partners is vital to our success. In 2024, we achieved a >50% reduction in Scope 1 and 2 (market-based) emissions from our baseline year of 2019.

Scope 1

Scope 1 emissions result from fuel combustion and refrigerant usage in our offices and fleet vehicles. In 2024, 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 2024, Scope 2 emissions represented 6% of our footprint.

Scope 3

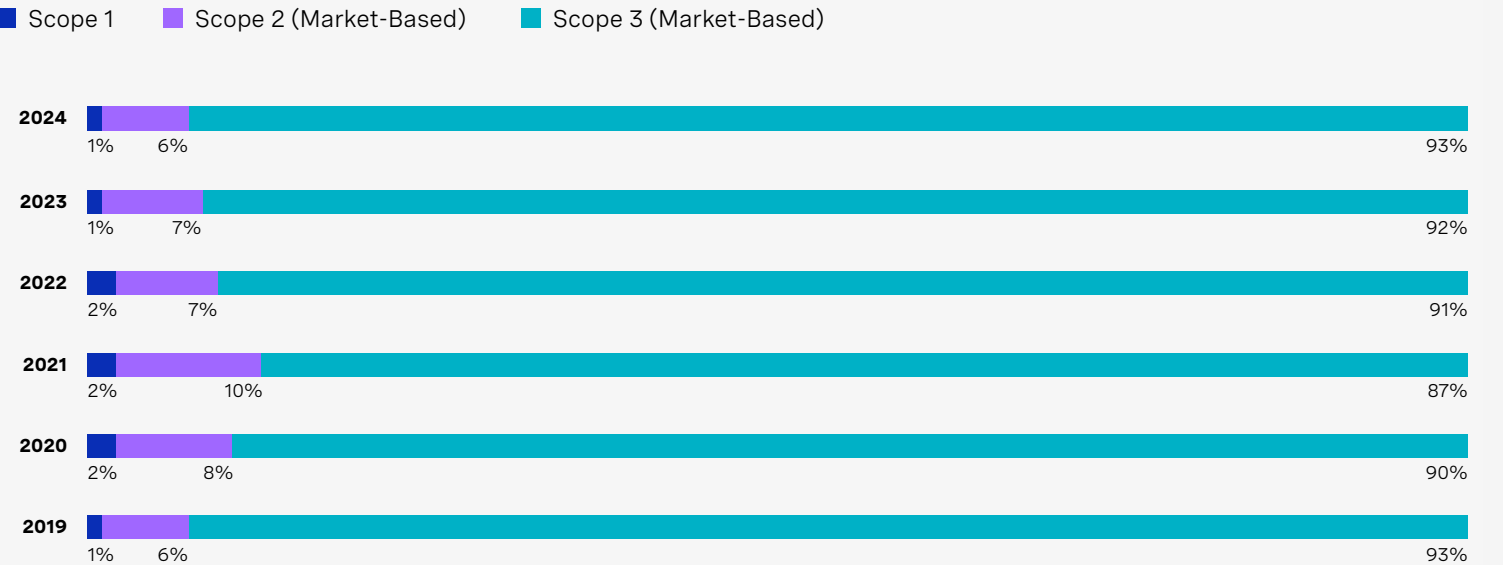
Scope 3 emissions—supply chain activities—comprise the most significant portion of our footprint, similar to other professional services firms. Most of these emissions result from the production of goods and services we purchase from other companies and our business travel activities. In 2024, Scope 3 emissions represented 93% of our footprint.

RRA GLOBAL EMISSIONS PORTFOLIO SUMMARY (MTCO₂E), 2019-2024

	2019	2020	2021	2022	2023	2024
Scope 1	247	315	358	381	357	298
Scope 2 (Location-Based)	1,551	1,337	1,432	1,657	1,615	1,433
Scope 2 (Market-Based)	1,944	1,482	1,597	1,830	1,823	372
Scope 3 (Market-Based)	30,666	16,228	13,542	22,458	24,553	28,035
Total (Location-Based)	32,781	18,249	15,659	24,656	26,697	29,931
Total (Market-Based)	32,856	18,025	15,497	24,668	26,732	28,705

Note: Scope 3 Category level data for 2024 is available in the indices of this report on page 46. Starting in 2024, we are displaying all years of data using market-based emissions in the GHG Emissions by Scope chart. In previous reports, we presented location-based emissions. RRA measures both market-based and location-based emissions on an annual basis, so this update is for display purposes only.

RRA GHG EMISSIONS BY SCOPE, 2019-2024



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](#).



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Reducing Waste

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

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

In 2024, we responsibly reused and recycled 3,398 total pounds of electronics. This is the equivalent of 34,062 kilowatt-hours of electricity avoided that would have been used in producing new electronics. Additionally, we avoided 21,325 pounds of carbon dioxide equivalent (CO₂e) emissions by properly reusing and recycling e-waste.

100%

diversion of e-waste from landfill by 2025

21,325

pounds of carbon dioxide-equivalent emissions avoided by properly using and recycling e-waste in 2024





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Activating Our Colleagues: Net Zero Heroes & Green Hub Champions

To advance our long-term goal of net-zero emissions, we empower colleagues to adopt a sustainability mindset in their day-to-day work. In 2024, we introduced a new Net Zero Heroes e-learning course, providing a fast and fun way for colleagues to become familiar with our net zero goals and the significance of SBTi's validation of those goals. After completing the course, colleagues earned a digital badge that they could share on our internal social network—helping build support for our climate impact goals while raising the visibility of sustainability at the firm.

Their enthusiasm and energy exceeded our expectations, with more than 500 colleagues completing this opt-in training and sharing their badges. In the spirit of friendly rivalry, our offices competed to reach the highest percentage of certified Net Zero Heroes, with winners in three categories based on office size.

Our network of Green Hub Champions, representing offices across RRA, played a key role in driving awareness of the Net Zero Heroes initiative. For the second consecutive year, we facilitated peer-to-peer

networking sessions with the Champions, which provided a forum to share updates, discuss goals and commitments, and brainstorm solutions to local challenges. These sessions also provided meaningful feedback for our sustainability team while creating relationships across cities and regions.

Emissions and waste reduction opportunities can vary across cities and regions, and localized solutions can add up to powerful collective impact. Through our new Go Green Pledge, we invite offices to codify their commitment to adopting and sustaining green operations practices. As of the end of 2024, 25% of hubs have already signed onto the pledge.



Sustainability leadership isn't about just personal action—it's about empowering others to drive change. At RRA, I've seen firsthand how collective effort turns ambition into impact, regardless of its scale. Leading on sustainability locally and globally has given me the opportunity to see challenges and solutions through different lenses, including working with the many talented colleagues who feel as passionate as I do about it. By fostering a culture where sustainability is embedded in how we work, we're not only shaping a better future but also strengthening our firm's leadership at every level."

Jon Elaisa

OFFICE SERVICES MANAGER, RRA LONDON





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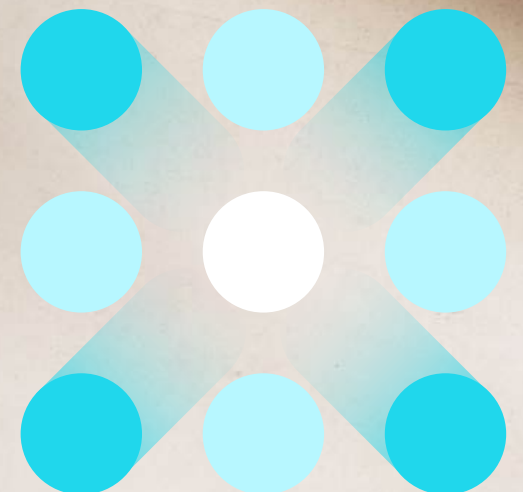
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Our Colleagues: Putting People First

We prize our colleagues' passion, entrepreneurial spirit, and commitment to collaboration. As we celebrate the characteristics that unite us, we also deeply value the unique skills, experiences, and views each brings to our firm. As we embrace a wide range of colleague perspectives, we strengthen our culture, enable people to be their best selves, and enhance the outstanding service we provide clients. By prioritizing professional development and creating meaningful opportunities for colleagues to connect, we empower our teams to reach their full potential.

Listening is a hallmark of our approach. Our annual People Survey focuses on key topics such as retention and compensation, and every employee is invited to participate in a meeting with the people team to review the survey results for their office or department.





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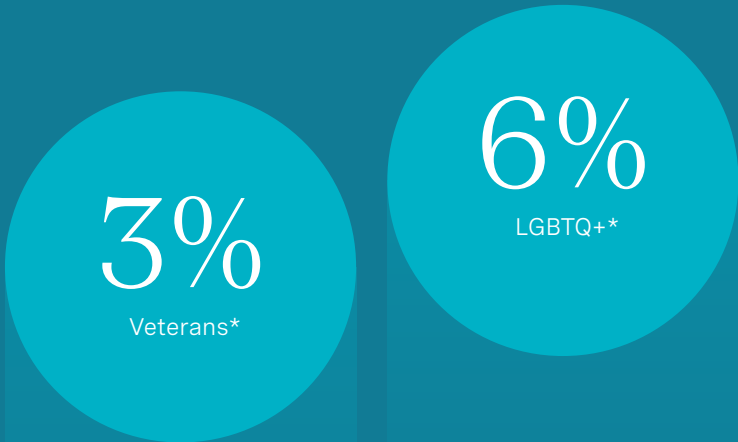
Fostering Inclusion & Belonging

As our firm continues to grow and welcome new colleagues, it's more important than ever for colleagues to have opportunities to connect, engage, and learn. RRA is committed to creating an inclusive environment where all colleagues can bring their authentic selves to our firm. When we embrace our colleagues' diverse perspectives and life experiences, we strengthen our culture and energize our colleagues, ultimately benefiting our clients and all who interact with us.

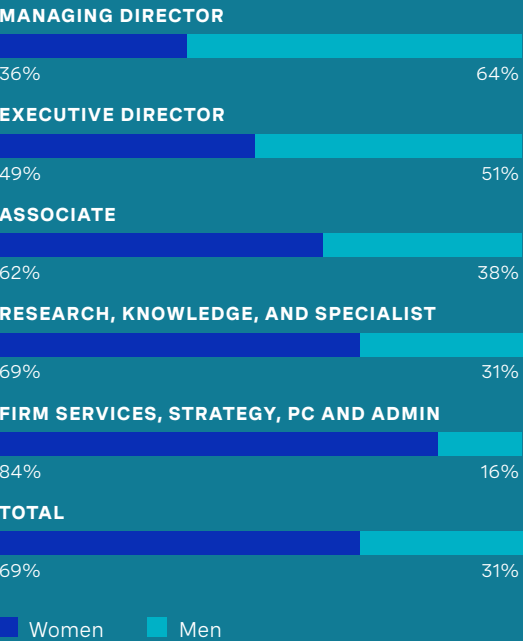
We recognize that we need to be a team that represents a wide range of experiences, expertise, backgrounds and perspectives. When we adopt an inclusive approach in every aspect of our firm, we become more innovative and responsive to our clients and their needs.

Count Me In Campaign

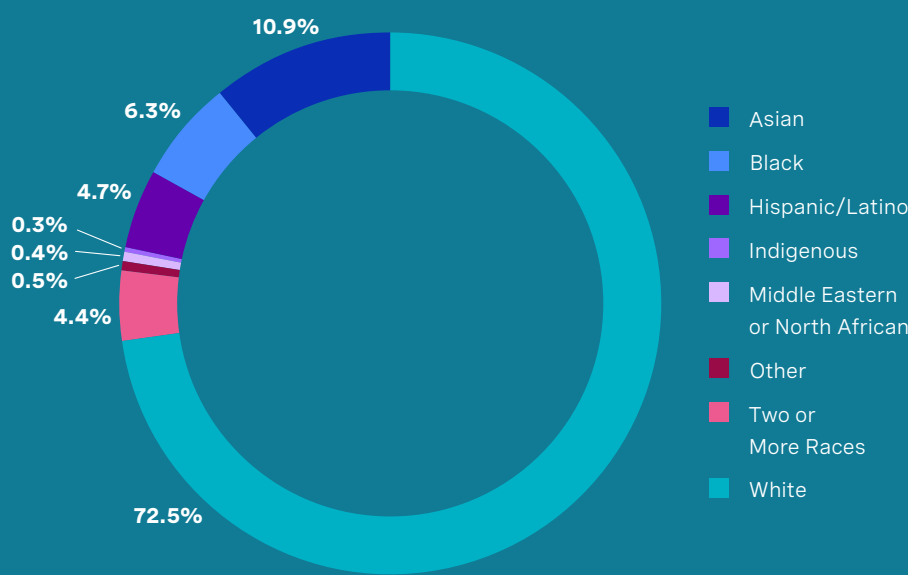
Count Me In is our voluntary self-identification program. By learning more about our global colleagues (where permitted by local law), we can better understand our organization and uncover ways to create an inclusive culture for all employees.



RRA'S GLOBAL WORKFORCE GENDER BY ROLE AS OF DECEMBER 2024



RRA'S GLOBAL WORKFORCE RACE/ETHNICITY* AS OF DECEMBER 2024



*Data includes employees who have self-identified in Australia, Canada, the UK, and the US, where it is legally permissible to request this information.



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Developing Colleagues

We all succeed when everyone can fully participate in the life of our firm. In 2024, we continued to offer workshops on unconscious bias, which focus on understanding and mitigating biases that we’re likely to encounter in our day-to-day lives. In addition, we piloted a new program, Unlocking Performance through Inclusion, a multiday workshop designed to foster a shared understanding of inclusion and equip all colleagues with the tools to enhance individual performance and team success.

Growing our Inclusion Networks

Our firmwide INs strengthen our culture and cultivate a deeper sense of belonging at RRA. Each IN offers opportunities for open, frank dialogue with internal and external leaders and professional development opportunities. As we grow as a firm, it’s vital for colleagues to form the internal networks that enable them to grow and thrive at work. INs provide a forum for candid conversations and shared experiences that connect colleagues. The groups are open to all RRA employees.

In 2024, one in three RRA colleagues belonged to one of our eight INs: the Asian, Black, Jewish, Parents and Carers, pRide (LGBTQ+), Vamos! (Hispanic/Latino), Veterans, and Women’s INs. More than 30 colleagues served as IN leads and sponsors.

In 2024, we saw the INs gain traction outside North America, with many appointing leaders in the Asia-Pacific region, Europe, the Middle East, Africa, as well as the Americas. As the groups mature, we’ve sharpened our focus on supporting IN leaders, ensuring succession planning within IN leadership, and assuring the long-term sustainability of INs. We also saw collaborations across groups, such as the pRide and Parents and Carers INs’ joint effort to organize conversations for LGBTQ+ parents and parents of LGBTQ+ children.

Throughout the year, our INs host gatherings open to all colleagues. These opportunities strengthen our culture of inclusion, offering a safe environment for colleagues to connect and feel a sense of belonging. In 2024, they included:

- **Asian IN:** Fireside Chat with Harpreet Khurana, RRA Chief Digital & Data Analytics Officer
- **Black IN:** Leveraging Your Passion to Build Your Brand with Adam Rundh
- **Vamos! Hispanic IN:** Hispanic Heritage Month Well-being Session | Prioritizing Mental Health in the Latin Community & Beyond
- **Jewish IN:** Cultural & Community Events | Hamantaschen Baking Class
- **Parents and Carers IN:** Community Conversation Series | Parents of Children with Disabilities
- **pRide IN:** Pride Month | A Conversation with T.R. Straub, RRA Managing Director
- **Women’s IN:** International Women’s Day | A Conversation with Dalia Feldheim, former CMO, TEDx Speaker, and author of “Dare to Lead Like a Girl”



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Developing People & Teams

Our people drive our firm's success. We empower them to evolve their skills and grow their careers—enabling us to attract, retain, and develop the best talent and serve our clients well.

Our learning and development (L&D) programs are based on the core premise that an advisory mindset is foundational to the way we work—together and in service of our clients. Operating with an advisory mindset is critical for both externally facing colleagues and those in internal roles: Through listening deeply, asking astute questions, and negotiating effectively, we help our clients and one another navigate a changing world.

Our offerings reflect the philosophy that most learning happens on the job and through exposure. The L&D team has built strong networks across RRA to ensure our programs are integrated into the firm and provide relevant, actionable insights. We understand and work hard to ensure that development programs facilitate learning and career advancement while elevating our firm's culture.

Direct feedback from managers is also an important component of career development for

RRA colleagues. In 2024, 100% of our colleagues received a performance review with their direct manager allowing time for reflection, feedback and future growth planning.

Activating Role-based Development Programs

In addition to our offerings for all colleagues, we provide programs tailored to specific roles and experience levels. We further tailor our programs to those who are new in their roles, more experienced in their current role, and preparing for new opportunities. Recognizing the geographic breadth of our firm and the unique needs of many regions, we also organize regional cohorts for many development programs. Each program features carefully curated content that reflects the needs of each audience and customized opportunities to learn as a cohort. Through this approach, we help colleagues to connect across hubs, building the internal networks that advance individual and collective success at our firm.

Just as we advise our clients on critical leadership issues, I have been fortunate to learn from incredible colleagues who have informed the way I approach client conversations. I see it as both a responsibility and a privilege to pay that forward by sharing my experiences and insights with the next generation of the firm. It is incredibly rewarding to help extend RRA's leadership impact on our clients for years to come.”



Stephanie Tomasso
MANAGING DIRECTOR AND HUB LEADER,
RRA WASHINGTON, DC



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In 2024, we continued to increase the number of in-person programs, some of which were organized into regional cohorts to serve our geographically diverse population. Notably, our associate-in-training program was held in person for the first time since the global pandemic.

- **Researchers:** We hosted three regional, in-person programs to focus on the specific development needs of our research team. To further advance their success, we created a refreshed competency matrix specific to their roles.
- **Associates:** During the past year, we expanded our associate-in-training program, which catapults high-potential researchers to associate consultants, to include additional transition support. We also prepared to host regional programs for early to mid-career associates with regional programs in 2025.
- **Executive Directors:** We again held our program for newly promoted executive directors (EDs), with deep coaching and cohort touchpoints to accelerate their success, as well as a regionally based activation program for EDs in their roles from 18 to 36 months.
- **Consultants:** We led three cohorts of our CAPstone program for experienced consultants, furthering participants' advisory skills and deepening their

client impact in increasingly complex business environments. During 2024, we also redesigned the New Consultant Program to support our rapidly growing consulting ranks.

Complementing these role-based programs, our function-specific mentorship and sponsorship programs support continuous learning and bolster colleagues' skills in navigating our firm. Beyond these programs, we offered a variety of learning formats to support our colleagues' success: We piloted an expert roundtable series, launched a hub-based commercial excellence program, and continued the development and implementation of our RRA Academy.

Looking ahead to 2025, we're introducing a Managing at RRA portal that provides resources for people managers, along with a learning catalog that aids all colleagues in navigating our learning and development programs. We will also debut a new cohort-based program for experienced managing directors, responding to their eagerness for continued development and the crucial role they play in our firm's culture. We've redesigned our LEADR program for high-potential future leaders, with an advisory board committed to ongoing support for participants as well as program design.

Engaging in On-demand Learning

To meet colleagues' desire for on-demand learning, we offer microlearning through Blue Ocean Brain, which is available to all RRA colleagues. Well-being, collaboration, and personal and team effectiveness are among the most popular topics. In a typical two-week period, more than 75% of colleagues access the Blue Ocean Brain platform.

“Participating in the associate-in-training program significantly advanced my capabilities as both an advisor and leader. Through AIT, I’ve honed my strategic thinking, expanded my professional network, and gained the confidence to drive impactful change. The program refined my career trajectory while also strengthening my alignment with our firm’s overarching vision and values.”

Neha Agarwal
RESEARCH CONSULTANT, RRA SINGAPORE





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Focusing on Well-being

We're deeply committed to the well-being and safety of our people. Similar to other global companies, our health and well-being programs vary across geographies, but they share a common goal: supporting our colleagues' physical, emotional, financial, and social well-being.

That includes ensuring inclusivity in our benefits programs. As an example, we progressively tier employees' share of benefits costs in the US, helping ensure they represent a similar percentage relative to overall compensation. More broadly, we strive to provide the flexibility to help our people address their personal and family needs while fulfilling their work responsibilities.



Hintsa

Our well-being initiatives are designed to help people thrive at work and in all aspects of their lives. In 2024, we partnered with Hintsa, a coaching and consulting company that works with senior executives, Formula One drivers, and other professionals who seek to achieve sustainable high performance while maintaining their overall well-being. As part of our partnership, colleagues had the opportunity to complete a thorough assessment, resulting in an individualized report with actionable recommendations. We also offered one-on-one sessions with Hintsa coaches focused on optimal performance in high-stakes situations, and during World Mental Health Day in October, Hintsa experts led open learning sessions on ways to improve cognitive performance.

To allow people to access these resources on demand, we built a Well-being @ RRA Library that is open to all colleagues.

Maven Clinic

At RRA, many of our colleagues are in the first decades of their careers—a time in life when people are often simultaneously building their families and exploring avenues to parenthood.

In 2024, we expanded eligibility for family-building benefits such as in vitro fertilization, adoption, surrogacy, and egg freezing. Additionally, as of January 1, 2025, we introduced Maven Clinic to all colleagues across the firm. Maven is a comprehensive, tech-enabled platform that provides access to on-demand resources and experts who specialize in maternal and reproductive health services. Those can include fertility and family planning, adoption and surrogacy support, pregnancy and postpartum care, and the return to work after parental leave.

By providing Maven as a free benefit to all colleagues, we can further support them as they pursue diverse paths to parenthood and incorporate work and family into their lives.



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Our Communities: Giving Back Together

The

RRA 50 Forward Fund

is our firm's charitable foundation, established in 2019 to commemorate our 50th anniversary. It serves as a cornerstone of our firmwide philanthropy, supporting both our collective giving initiatives and the charitable contributions of our colleagues.

Our colleagues care deeply about creating positive change in their communities. Through our volunteering and giving programs, we're supporting outstanding nonprofits around the world.





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Charitable Giving

Through the RRA Gives Back platform, our colleagues explore volunteer and donation opportunities for the causes that matter most to them. Since the platform launched in 2022, RRA colleagues have supported nearly 800 charities around the world as volunteers and donors.

With support from the RRA 50 Forward Fund, we also offer a matching grant program that multiplies our colleagues' generosity and amplifies their impact. We partner with our local offices and the firm's Inclusion Networks to spotlight giving opportunities and for guidance on how to further our global impact.

In 2024, we held our third Giving Week, an annual event where we offer colleagues access to additional RRA matching funds. It's timed to heighten awareness of our charitable giving programs during the end-of-year donation season. Throughout the week, colleagues shared #WhyIGive stories on our internal collaboration platform to celebrate the causes that inspire their contributions.

Following RRA's 2024 shareholders meeting in Southern California, we donated technology supplies to Girls Who Code and the Boys & Girls Clubs of America. Access to education has become synonymous with access to technology, and we're proud to support young adults through these organizations.

Nearly

800

charities supported since
starting our charitable giving
program in 2022





Brussels



Chicago



London



Madrid



Minneapolis



Oslo



Tokyo



Sydney

Volunteering & Community Engagement

Across RRA, we share a spirit of giving and a commitment to volunteering. Many of our offices have longstanding commitments to their communities, and we embrace their localized approach to giving back. Their volunteer efforts include both team projects—true to RRA’s focus on collaboration—and individual initiatives.

Highlighting Volunteer Projects Firmwide

- **Brussels:** The team volunteered with Verts de Terre, a refuge for disabled animals, assisting with daily animal care tasks, improving the refuge’s facilities, and engaging in activities such as composting and gardening.
- **Chicago:** RRA colleagues dedicated their time to PAWS Chicago, a local animal shelter, where they combined their teamwork skills with compassion to support the shelter’s mission of caring for animals in need.
- **London:** A team of 49 RRA volunteers donated 196 volunteer hours to the London Zoo, helping maintain the spaces these animals inhabit and supporting the zoo’s vital work for conservation and biodiversity.
- **Madrid:** RRA colleagues organized a charity dinner to support the Contigo Foundation, which focuses on women’s cancer research. Together with colleagues from Argentina, they raised 198,980 euros for the foundation.
- **Minneapolis:** Colleagues packed 214 bags of potatoes, which were distributed through a local food bank to support 7,290 meals for people in the Twin Cities community.
- **Oslo:** For their annual summer party, the Oslo team held a rafting and cleanup event at Akerselva River, which flows from Oslo’s largest lake through the entire city to the Oslo Fjord.
- **Tokyo:** For Earth Day, RRA colleagues divided into teams to collect litter near the office, followed by a brainstorming session to increase sustainability at their office.
- **Sydney:** RRA leadership advisor Tom Roets summited Mount Kilimanjaro to support Caring4Girls. With the help of RRA colleagues, he raised over \$2,500 to support the nonprofit’s work for menstrual hygiene education and sanitary protection.



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Our Firm: Leading with Integrity

Our commitment to ethics is rooted in our sense of shared responsibility for the well-being of people and the planet. As we continue to embed sustainable practices into our firm, we strive to lead





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Leadership & Board

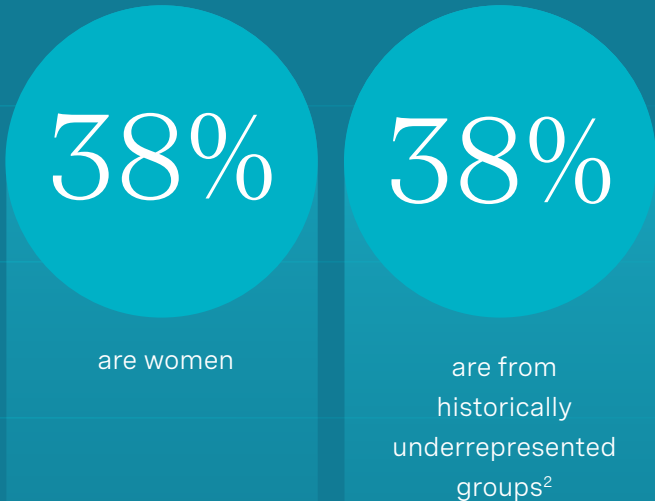
At RRA, the members of our global senior leadership team are responsible for embedding sustainability principles into those operational areas where our material issues intersect with their scope of responsibility. Through this cross-functional approach, we enable executive sponsorship and firmwide collaboration—enabling us to effectively manage sustainability-related risks and amplify our positive impact on the environment and society.

While RRA is privately owned by its employee shareholders, we hold ourselves to the same rigorous governance standards as publicly listed companies. To that end, we’ve appointed an independent board of directors that oversees our business, led by an independent board chair. Our board provides invaluable guidance and insights that ensure

we remain at the forefront of the leadership advisory sector. Board members draw from their diverse areas of expertise to represent relevant interests and constituents.

RRA’s board—specifically, its Nominating and Governance Committee—oversees sustainability-related topics. The committee maintains 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 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 COMPOSITION¹



¹ Representation statistics include our CEO.

² Historically underrepresented groups typically include Asian, Black, Hispanic/Latino, and multiracial people. HUGs data as of 12/31/2024.





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Ethical Business

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

We are a signatory of the United Nations Global Compact in the areas of human rights, labor, environment, and anti-corruption. We work continuously to integrate the Compact's Ten Principles into our business strategy, culture, and day-to-day work. As a signatory, we confirm our commitment to employees' freedom of association, nondiscrimination, and a safe and healthy working environment.

RRA's commitment extends 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.

As we strategically embed AI functionality throughout the firm, we're following a governance-driven, Responsible AI by Design approach that prioritizes principles over compliance checklists. In 2024, we created a set of Responsible AI Principles that extend

beyond generative AI alone, and we introduced a firmwide AI policy. To ensure compliance with the EU AI Act and other emerging regulatory frameworks, we developed a detailed supplier questionnaire that evaluates AI practices, and we continue to evolve those supplier processes.

POLICIES THAT SUPPORT INTEGRITY

The critical 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, and in 2024, 100% of RRA colleagues completed this.³
- **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.

For additional details, please see our [Policies and Reporting](#) page.

³This figure includes active RRA employees who are not on leave.





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Implementing Responsible AI Principles

AI presents remarkable opportunities—but without proper guardrails, it can also present significant risks. As we adopt AI, we have a responsibility to ensure we act responsibly and in accordance with developing legal principles.

Our Responsible AI Principles (RAI) are designed to guide us to use AI ethically, in alignment with our values, and in compliance with laws and regulations. In developing the principles, we brought together colleagues from across the firm, who provided broad perspectives on the potential and risks of AI and its use at RRA. The RAI Principles are the result of this collaborative approach—one we replicated in building out the firm’s AI governance.

The RAI Principles are grounded in a people-first approach: retaining human oversight in AI development and looking out for the impacts of AI adoption on people—so that AI enhances human potential while protecting our clients, candidates, and colleagues. We aim to

use AI to help people and organizations build great relationships, advance exceptional leadership, and achieve their highest potential.

Over time, we will revisit our principles, ensuring they remain fit for purpose, and we will publish examples of our policies and practices so that our stakeholders can better understand our efforts and work with us on our shared journey.



Shaping our RAI Principles was a multidisciplinary effort with stakeholders from all parts of our firm. The aim was to go broader than just complying with legal requirements, and to give meaning as to what responsible AI is to us. This joy in cooperation exemplifies how we do business and ensures ownership among all involved.”

Xander Menger
GLOBAL PRIVACY COUNSEL, RRA MILAN



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Human Rights

We believe businesses must respect human rights. As part of our participation in the UN Global Compact, RRA is embedding the program’s Ten Principles across our operations, including work practices that protect the human rights of our colleagues and people throughout our value chain. Our Employee Code of Conduct advances our culture of inclusion and respect by detailing policies to prevent discrimination and harassment in our workplaces. Our Supplier Code of Conduct details our expectations for business partners to prevent discrimination and protect human rights and dignity in their respective working environments.

Educating Colleagues on Ethics and Human Rights

All RRA colleagues participate in equal employment opportunity training every two years and annually in locations where required by law. We foster a welcoming work environment through training on topics such as harassment and discrimination prevention, bystander intervention, and relevant labor laws. We have also expanded our training offerings on conflicts of interest, antitrust practices, and similar topics.



Oversight of Risk

Each year, the board’s Audit and Risk Committee conducts an enterprise risk assessment that identifies the most significant risks to the sustainability of the controls that are in place and the leaders responsible for managing each risk. The board’s Nominating and Governance Committee oversees risks and issues related to sustainability.



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Data Security & Privacy

Data security and privacy are fundamental to earning the trust and confidence of our clients, colleagues, and business partners. At RRA, we view this as a collective responsibility that encompasses our information technology and legal teams, business users, and every colleague at the firm.

In a world where threats and regulations are rapidly evolving, we must stay agile and well informed. We hold ourselves to rigorous standards and best practices to ensure data is secure and safeguarded. We've designed our systems and procedures to handle data lawfully, fairly, and transparently, and we're continuously elevating our detection and incident response capabilities.



Managing Information Security and Data Privacy Risks

RRA's Risk Committee oversees information security at the firm. Composed of department heads and business leaders across the firm, the committee is responsible for identifying and mitigating risks material to the business, including information security and data privacy concerns.

Our collaborative approach extends to our suppliers' and clients' information technology, legal, privacy, and procurement teams. Through this teamwork, we can promptly respond to potential security incidents and reinforce each other's efforts.

We evaluate all suppliers through a formal third-party risk management program that follows 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 more than 250 queries each year from organizations that view RRA as a supplier.

As AI tools continue to become an essential part of business, we're expanding our supplier risk assessment to incorporate best practices in AI usage and ensure RRA data remains secure. We've also implemented infrastructure and access controls for the use of AI within the firm to mitigate risk.

Activating 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've implemented host-based detection and protection platforms, including scanning inbound and outbound emails and attachments, and have a 24/7 security team that monitors for malicious content.

24/7

security to monitor for
malicious content



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Protecting Data Privacy

We view privacy as a fundamental human right, and that guides how we integrate technology into our work. Privacy is essential to our business, as is carefully securing the data we use every day. To support these commitments, we remain at the forefront of driving and adopting industry standards and best practices, as well as complying with the General Data Protection Regulation (GDPR) and other applicable data privacy laws.

RRA GLOBAL PRIVACY PRINCIPLES

- 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 the 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.

ISO CERTIFICATION FOR DATA SECURITY AND PRIVACY PROTECTION

We continue to maintain ISO 27001 certification, a globally recognized third-party assurance of the security of our systems.

In 2024, we also achieved ISO 27701 certification, a newer standard that focuses on managing personal data. We updated our ISO 27001 security certification from 2013 to 2022 standards. Both certifications require annual internal and external audits that are validated by third-party auditors and regulators.

By voluntarily holding ourselves to rigorous, globally accepted ISO standards, we reaffirm our commitment to protecting client and employee data.

Educating Colleagues

We regard our colleagues as our last line of defense against data security and privacy threats. From day one, we introduce our expectations for responsible and legally compliant data security, starting with comprehensive new-hire data security training that empowers employees to make the right choices and stay vigilant.

Through regular phishing campaigns, we provide real-time feedback and “teaching moments” for colleagues while informing our focus areas for future training. We also require annual awareness training that alerts colleagues to emerging data risks and reinforces our storage and security policies.





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Our Clients: Improving the Way the World Is Led



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





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Sustainability Practice

Sustainability is one of the defining issues of our time. To advance it, leaders must take concerted action to integrate sustainability across commercial strategy and operations while creating business value. Over the past five years, we've worked to embed sustainability into our work—from position descriptions to our advisory services. We believe that all corporate leadership roles will be impacted by sustainability, and success requires collaboration across leaders and functions.

RRA partners with clients at every stage of their sustainability journey, helping them navigate a complex landscape that spans the private, public, and social sectors. We identify gaps in leadership approaches and provide guidance on embedding

sustainable leadership into strategy, operations, and culture.

Our sustainability practice also works to incorporate sustainable leadership principles into all of RRA's search engagements, including chief executive officer, chief financial officer, and board appointments.

In addition to search engagements, we offer advisory services that help clients build sustainable leadership competencies across executives and boards, deepening their organizational capability. Those services are designed to help leaders think innovatively, understand how to create business value from sustainability initiatives, and more deeply embed sustainability within their operations and business model.

66%

of our job specifications for chief executive officer, chief financial officer and board director appointments mention sustainability—up from 9% in 2015.

There are lots of problems in the world to solve, but what this program helped me to do is to use multilevel systems thinking to break down those problems into specific areas where my company and I as a leader can have impact. It gave me frameworks and tools that I can implement in my organization to focus our strategy towards new value creation.”



Subho Mukherjee
VICE PRESIDENT, GLOBAL HEAD OF SUSTAINABILITY, NOKIA

Executive Development Offerings for Sustainable Leadership

In partnership with the Massachusetts Institute of Technology (MIT), we held the third cohort of our three-day sustainable leadership course for C-suite leaders. We saw significant growth in participants who held general counsel and chief financial officer roles—signaling that in many organizations, responsibility for sustainability is no longer the sole purview of the chief sustainability officer. Participants learned the skills and best practices needed to integrate sustainability across their business, and to

engage their employees, customers, and suppliers in accelerating change.

We also held several in-house versions of the course for our clients, with plans to further expand in 2025. As they complete the course as an internal cohort, participants establish a shared understanding, gain experience in leading sustainability as a team, and identify the culture and change management implications of their sustainability initiatives.



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Inclusion & Culture Advisory Practice

Great leadership is inclusive leadership. Leaders need the agility to navigate unexpected changes, deep networks to solve complex challenges, and the ability to foster inclusive work environments that cultivate the full potential of all employees. These competencies and qualities figure prominently in RRA's Leadership Portrait model, reflecting their crucial importance in a world where the employee experience and organizational culture are vital.

Our Inclusion and Cultural Advisory practice works to support leaders in building inclusive cultures that ignite innovation and empower all employees to advance their careers. By enabling access to the broadest possible talent pool, we help create the conditions for companies to thrive.

Our team includes leaders with market, region, and inclusion and culture advisory subject-matter expertise. They partner closely with colleagues who span our industry practices and functions, bringing a truly holistic approach that is sensitive to the contextual nature of this work.

We support clients who want to attract, develop, and retain the best talent across the full spectrum of their inclusion and culture efforts. Our offerings include:

- **Governance and strategy alignment advisory services** that strengthen commitment and alignment around client organizations' inclusion strategies.
- **Inclusive leadership advisory services** to assess and develop inclusive leaders who foster strong teams, vibrant organizational culture, and robust internal processes that provide opportunities for all.
- **Recruitment and succession advisory services** that enable our client organizations to attract, develop, and retain the best talent and achieve a broad composition of the most experienced and qualified talent.
- **Functional advisory services** that help clients ensure they have the expertise to inform their organizational efforts.





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Social Impact & Education Sector

Our Social Impact and Education sector works with organizations to address the world's most critical issues and fully realize human potential. As our world continues to face widespread uncertainty, our clients' commitments to opportunity and inclusion are more critical than ever. We're privileged to partner with them to recruit leaders who can bring those commitments to life at scale.

Our social impact experts collaborate across sectors to share creative leadership solutions and cultivate the next generation of leaders. Those leaders must successfully navigate the unique challenges of the nonprofit sector and its diverse stakeholders—from employees to boards of directors, donors, institutional funders, partners, and those served by the organization.

Complementing our search offerings, we provide advisory services that help organizations assess their capabilities and priorities and articulate the implications of that assessment for leadership. When an 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 Impact and Education sector is led. Ultimately, those leaders are at the forefront of solving global social issues.



At RRA, we have the opportunity to partner with clients during pivotal moments of change and transformation. In the Social Impact and Education sector, we have the privilege of working with organizations that are creating a lasting impact. As we partner to assess, develop, and coach their leadership, we're helping contribute to their immediate impact while helping them build a legacy that leads to meaningful change for our world.”

Annie Pope
CONSULTANT, RRA WASHINGTON, DC



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GRI Universal Standards

The 2024 Russell Reynolds Associates Sustainability Report for the period January 1, 2024, to December 31, 2024, has been prepared in accordance with the GRI Standards.

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
GRI 1: FOUNDATION 2021		
Applicable GRI Sector Standards: None		
GRI 2: GENERAL DISCLOSURES 2021		
1. The Organization and its Reporting Practices		
Organizational details	2-1	Russell Reynolds Associates: 277 Park Avenue, Suite 3800, New York, NY 10172. Russell Reynolds Associates Offices Worldwide: See our website 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	Reporting period: January 1, 2024, to December 31, 2024. Frequency: Annual reporting. Contact point: Pam Fitzpatrick, Global Head of Sustainability, pam.fitzpatrick@russellreynolds.com .
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 Verification Opinion Declarations for Scopes 1, 2, and 3 .
2. Activities and Workers		
Activities, value chain, and other business relationships	2-6	See About Russell Reynolds Associates, page 2. 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, pages 22–27. We have more than 1,880 employees.
Workers who are not employees	2-8	Russell Reynolds Associates employed 299 contract workers as of 12/31/2024.
3. Governance		
Governance structure and composition	2-9	See Our Firm: Leading with Integrity, Leadership & Board, page 32, and our website for additional information.
Nomination and selection of the highest governance body	2-10	See Our Firm: Leading with Integrity, Leadership & Board, page 32, and our website for additional information.
Chair of the highest governance body	2-11	See Our Firm: Leading with Integrity, Leadership & Board, page 32, and our website for additional information.
Role of the highest governance body in overseeing the management of impacts	2-12	See Our Firm: Leading with Integrity, Oversight of Risk, page 35, and our website for additional information.



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INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
Delegation of responsibility for managing impacts	2-13	See Our Firm: Leading with Integrity, Leadership & Board, page 32.
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 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 35, 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.
4. Strategy, Policies, and Practices		
Statement on sustainable development strategy	2-22	See Our Firmwide Commitment: Global Collaboration, page 11.
Policy commitments	2-23	See Our Firm: Leading with Integrity, Ethical Business, page 33.
Embedding policy commitments	2-24	See Our Firm: Leading with Integrity, Ethical Business, page 33. See Our Firm: Leading with Integrity, Human Rights, page 35.
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 of the Employee Code of Conduct, which 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 33.
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 33.
Compliance with laws and regulations	2-27	In 2024, Russell Reynolds Associates has not had any material noncompliance with any laws and regulations.
Membership associations	2-28	United Nations Global Compact (UNGC) .
5. Stakeholder Engagement		
Approach to stakeholder engagement	2-29	See Our Approach: Powered by Our People, pages 10-13.
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.



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GRI 3: MATERIAL TOPICS 2021		
2. Disclosures on Material Topics		
Process to determine material topics	3-1	See Our Approach: Powered by Our People, Material Topics, page 12.
List of material topics	3-2	See Our Approach: Powered by Our People, Material Topics, page 12.

Topic Standards

INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
RRA Material Topic: Diversity, Equity & Inclusion		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Firmwide Commitment: Global Collaboration, page 11. See Our Colleagues: Putting People First, Fostering Inclusion & Belonging, pages 23-24.
GRI Material Topic: Diversity and Equal Opportunity 2016 ▪ 405		
Diversity of governance bodies and employees	405-1	See Our Colleagues: Putting People First, Fostering Inclusion & Belonging, pages 23-24.
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 UK Gender Pay Gap Report; please see the 2024 edition for additional details.
RRA Material Topic: Ethics & Integrity		
Management of material topics	3-3	See Our Approach: Powered by Our People. pages 10-13. See Our Firm: Leading with Integrity, Ethical Business, pages 33-34.
GRI Material Topic: Anti-corruption 2016 ▪ 205		
Operations assessed for risks related to corruption	205-1	See Our Firm: Leading with Integrity, Ethical Business, pages 33-34.
Communication and training about anti-corruption policies and procedures	205-2	Our Employee Code of Conduct outlines our communications and training regarding anti-corruption.
Confirmed incidents of corruption and actions taken	205-3	A key success metric 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 2024.
GRI Material Topic: Anti-competitive Behavior 2016 ▪ 206		
Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	206-1	A 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 2024.
RRA Material Topic: Employee Attraction, Retention & Development		
Management of material topics	3-3	See Our Approach: Powered by Our People, pages 10-13. See Our Colleagues: Putting People First, Developing People & Teams, pages 25-26.



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INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
GRI Material Topic: Employment 2016 • 401		
New employee hires and employee turnover	401-1	See Our Colleagues: Putting People First, page 22. In 2024, we had more than 280 new hires.
Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	See Our Colleagues: Putting People First, Focusing on Well-being, page 27.
GRI Material Topic: Training and Education 2016 • 404		
Programs for upgrading employee skills and transition assistance programs	404-2	See Our Colleagues: Putting People First, Developing People & Teams, pages 25–26.
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 mid-year check-ins and yearend appraisals.
RRA Material Topic: Climate Change & GHG Emissions		
Management of material topics	3-3	See Our Approach: Powered by Our People, Material Topics, page 12. See Continuing Our Journey to Net Zero, pages 14–21.
GRI Material Topic: Energy 2016 • 302		
Energy consumption within the organization	302-1	See Continuing Our Journey to Net Zero, Measuring Emissions, page 19.
Energy consumption outside of the organization	302-2	See Continuing Our Journey to Net Zero, Measuring Emissions, page 19.
Reduction of energy consumption	302-4	See Continuing Our Journey to Net Zero, Measuring Emissions, page 19.
GRI Material Topic: Emissions 2016 • 305		
Direct (Scope 1) GHG emissions	305-1	See Continuing Our Journey to Net Zero, Measuring Emissions, page 19.
Energy indirect (Scope 2) GHG emissions	305-2	See Continuing Our Journey to Net Zero, Measuring Emissions, page 19. Starting with this 2024 report, we have displayed market-based Scope 2 emissions in the GHG Emissions by Scope chart. In previous years, we displayed location-based Scope 2 emissions in the corresponding chart.
Other indirect (Scope 3) GHG emissions	305-3	See Continuing Our Journey to Net Zero, Measuring Emissions, page 19. Starting in 2024, we are displaying all years of data using market-based emissions in the GHG Emissions by Scope chart. In previous reports, we presented location-based emissions. RRA measures both market-based and location-based emissions on an annual basis, so this update is for display purposes only. RRA 2024 Scope 3 global greenhouse gas emissions (MtCO ₂ e or tonnes of carbon dioxide equivalent): purchased goods and services (10,845); capital goods (4,619); fuel and energy-related activities (438); transportation and distribution (63); waste (42); business travel (11,808); employee commuting (209); upstream leased assets (location-based) (168); upstream leased assets (market-based) (3); downstream leased assets (8). Please note that RRA's reported business travel emissions are inclusive of travel required by our clients for the performance of services on their behalf, including requested candidate travel for the purposes of search engagements.
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 _x), sulfur oxides (SO _x), and other significant air emissions	305-7	CO ₂ , N ₂ O and CH ₄ 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 result from unintentional emissions (e.g., leaks) that may occur during the use of refrigeration and air conditioning equipment (Scope 1).



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GRI Material Topic: Supplier Environmental Assessments 2016 ▪ 308		
New suppliers that were screened using environmental criteria	308-1	See Continuing Our Journey to Net Zero, Supplier Engagement, page 18. Procurement for Community Impact Policy .
RRA Material Topic: Data Privacy & Security		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Firmwide Commitment: Global Collaboration, page 11. See Our Firm: Leading with Integrity, Data Security & Privacy, pages 36-37. The firm's Information Services and Legal departments are jointly responsible for data privacy and security, including our ISO 27001 and 27701 certifications.
GRI Material Topic: Customer Privacy 2016 ▪ 418		
Substantiated complaints concerning breaches of customer privacy and losses of customer data	418-1	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 and 27701 certifications attest to our commitment to these principles. See Our Firm: Leading with Integrity, Data Security & Privacy, ISO Certification for Data Security & Privacy Protection, page 37.
RRA Material Topic: Waste		
Management of material topics	3-3	See Our Approach: Powered by Our People, Our Firmwide Commitment: Global Collaboration, page 11. See Continuing Our Journey to Net Zero, Reducing Waste, page 20.
GRI Material Topic: Waste 2020 ▪ 306		
Waste generation and significant waste-related impacts	306-1	See Continuing Our Journey to Net Zero, Reducing Waste, page 20. Please note that RRA does not generate hazardous waste in the course of our operations.
Management of significant waste-related impacts	306-2	See Our Approach: Powered by Our People, Our Firmwide Commitment: Global Collaboration, page 11. See Continuing Our Journey to Net Zero, Reducing Waste, page 20.
Waste generated	306-3	146.7 tons of waste were generated in 2024.
Waste diverted from disposal	306-4	RRA tracks and manages responsible disposal of e-waste as it is among the most significant waste streams in our operations. In 2024, 63.3 tons of total waste and 1.6 tons of e-waste were diverted from disposal. See Continuing Our Journey to Net Zero, Reducing Waste, page 20.
Waste directed to disposal	306-5	81.8 tons of waste were directed to disposal in 2024.



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INDICATOR NAME	INDICATOR NUMBER	INFORMATION/LOCATION IN REPORT
RRA Material Topic: Community Engagement		
Management of material topics	3-3	See Our Approach: Powered by Our People, Material Topics, page 12. See Our Communities: Giving Back Together, Volunteering & Community Engagement, page 30.
GRI Material Topic: Indirect Economic Impacts 2016 • 203		
Significant indirect economic impacts	203-2	See Our Communities: Giving Back Together, Volunteering & Community Engagement, page 30.
GRI Material Topic: Local Communities • 413		
Operations with local community engagement, impact assessments, and development programs	413-1	See Our Communities: Giving Back Together, Volunteering & Community Engagement, page 30.
Operations with significant actual and potential impacts on local communities	413-2	See Our Communities: Giving Back Together, Volunteering & Community Engagement, page 30.
RRA Material Topic: Human Rights (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, Material Topics, page 12. See Our Firm: Leading with Integrity, Human Rights, page 35.
GRI Material Topic: Nondiscrimination 2016 • 406		
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 2024. See Our Firm: Leading with Integrity, Ethical Business, page 33. See Our Firm: Leading with Integrity, Human Rights, page 35.
GRI Material Topic: Freedom of Association and Collective Bargaining 2016 • 407		
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 33. See Our Firm: Leading with Integrity, Human Rights, page 35.
GRI Material Topic: Child Labor 2016 • 408		
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 33. See Our Firm: Leading with Integrity, Human Rights, page 35.
GRI Material Topic: Forced or Compulsory Labor • 409		
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 33. See Our Firm: Leading with Integrity, Human Rights, page 35.
GRI Material Topic: Rights of Indigenous Peoples 2016 • 411		
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 2024. See Our Firm: Leading with Integrity, Ethical Business, Policies that Support Integrity, page 33. See Our Firm: Leading with Integrity, Human Rights, page 35.



SASB: Professional & Commercial Services

Table 1. Sustainability Disclosure Topics & Accounting Metrics

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	2024 ANSWER
Data Security	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 & Privacy, pages 36-37.
	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 & Privacy, pages 36-37.
	(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 is never at risk. We have earned ISO 27001 and 27701 certifications to show our commitment to these principles. See Our Firm: Leading with Integrity, Data Security & Privacy, pages 36-37.
Workforce Diversity & Engagement	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, Fostering Inclusion & Belonging, page 23.
	(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, pages 25-26.
Professional Integrity	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 33.
	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

Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	Number	SV-PS-000.A	As of December 31, 2024, Russell Reynolds Associates has more than 1,880 employees.
Employee hours worked, percentage billable	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 Ten Principles of the UN Global Compact

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

DISCLOSURE			RELEVANT DOCUMENTS
HUMAN RIGHTS			
Principle 1	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 35.	Modern Slavery and Human Trafficking Statement Supplier Code of Conduct
Principle 2	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 35.	Modern Slavery and Human Trafficking Statement Supplier Code of Conduct
LABOR			
Principle 3	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.	Employee Code of Conduct Supplier Code of Conduct
Principle 4	The elimination of all forms of forced and compulsory labor	See Our Firm: Leading with Integrity, Human Rights, page 35.	Employee Code of Conduct Modern Slavery and Human Trafficking Statement Supplier Code of Conduct
Principle 5	The effective abolition of child labor	See Our Firm: Leading with Integrity, Human Rights, page 35.	Employee Code of Conduct Modern Slavery and Human Trafficking Statement Supplier Code of Conduct
Principle 6	The elimination of discrimination in respect of employment and occupation	See Our Firm: Leading with Integrity, Human Rights, page 35.	Employee Code of Conduct Supplier Code of Conduct
ENVIRONMENT			
Principle 7	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 Continuing Our Journey to Net Zero, pages 14-21.	Environmental Responsibility Policy
Principle 8	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 negative environmental impact. See Continuing Our Journey to Net Zero, pages 14-21.	Employee Code of Conduct Supplier Code of Conduct Environmental Responsibility Policy
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	See Continuing Our Journey to Net Zero, pages 14-21.	Environmental Responsibility Policy
ANTI-CORRUPTION			
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	See About This Report, page 2.	Employee Code of Conduct Supplier Code of Conduct



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