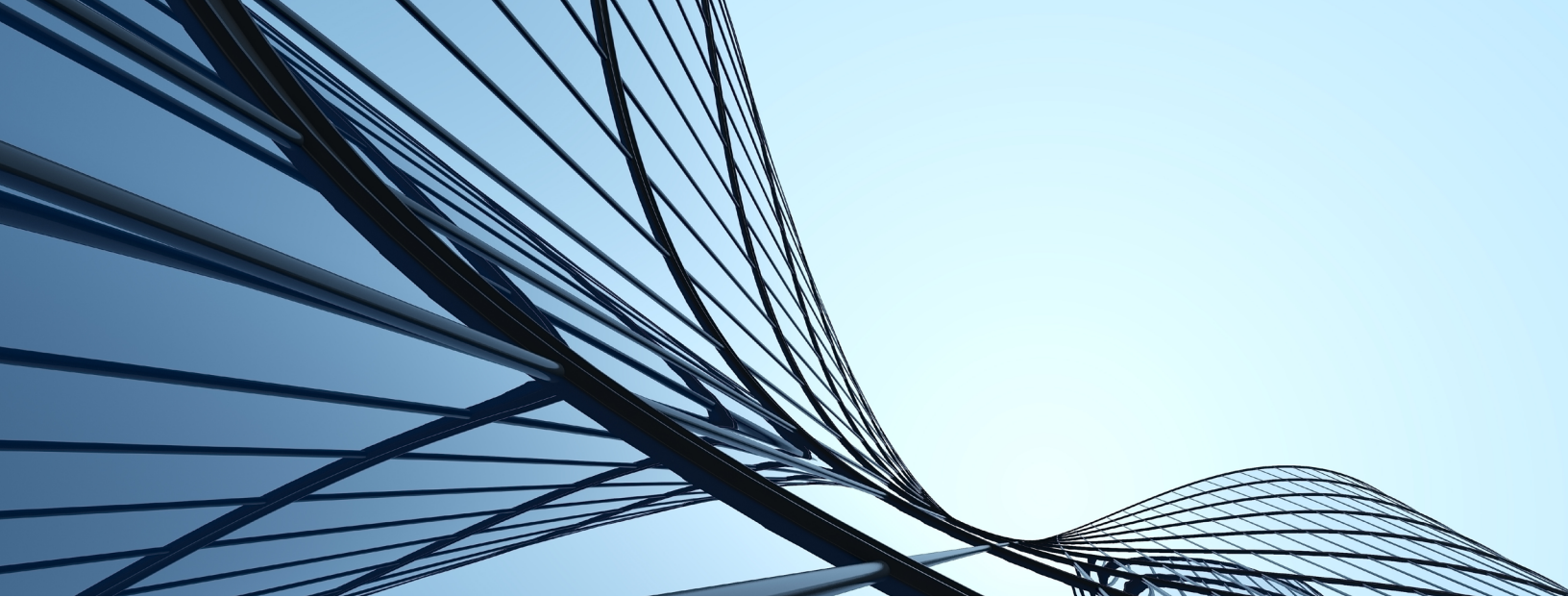


Anti-Corruption and Anti-Bribery Statement

April 2025



At Russell Reynolds Associates ("RRA"), we are committed to the highest standards of integrity and ethical conduct in our business activities and relationships. Corruption and bribery are entirely antithetical to our mission to improve the way the world is led. RRA, therefore, does not tolerate corruption or bribery in any form.

Compliance with Laws and Regulations

RRA requires our employees and business partners to comply with applicable anti-bribery and anti-corruption laws in every jurisdiction in which we operate, including the UK Bribery Act and the US Foreign Corrupt Practices Act, among others.

To that end, RRA prohibits giving, paying, promising, offering, or authorizing the payment, directly or indirectly, through a third party of anything of value to a third party with the intention that the third party will act improperly to give RRA an advantage. RRA also prohibits its employees from receiving anything of value from any third party that is designed to give such party an advantage. Also, more specifically RRA employees and business partners may not:

- Offer, give, solicit, or receive any form of bribe, kickback, payoff, or inducement.
- Provide gifts and entertainment that are excessive in value or could be misconstrued as improper business inducements.
- Give or receive cash or cash equivalents, such as gift cards.
- Make corrupt payments, promises, or offers of anything of value to third parties to gain an improper advantage.
- Offer or provide anything of value to influence the actions of a foreign public official.
- Request or solicit anything of value in exchange for acting improperly.
- Engage in or facilitate tax evasion.
- Make political contributions in the name of the firm or using rra funds without proper authorization.
- Offer personal favors, such as internships or donations, to the family or friends of foreign officials.



Donations

RRA may make charitable donations (other than to political parties) that are legal and ethical under local laws and practices. However, RRA will never make facilitation payments.

Awareness

To ensure our team is well-equipped to recognize and prevent corrupt practices, we require all employees to review the anti-corruption and anti-bribery provisions of our Code of Conduct annually, and to certify that they understand and agree to comply with these provisions. Similarly, all vendors are required to affirm their commitment to the Ethical Business provisions of our Supplier Code of Conduct prior to commencing work for RRA.

Reporting

RRA encourages our employees and business partners to report any concerns or violations of anti-corruption and anti-bribery laws, confident in the knowledge that they can do so without fear of retaliation. RRA provides a variety of reporting options, including to RRA's General Counsel or via our public ethics hotline at www.russellreynolds.com/ethics.

Zero Tolerance Policy

RRA enforces a strict zero-tolerance policy towards bribery and corruption. Any employee failing to comply with RRA's anti-corruption and anti-bribery policies will face disciplinary action, up to and including, termination of employment. Similarly, RRA may terminate its relationship with any business partner who breaches our policies or related laws.

Continuous Improvement

RRA regularly reviews and updates our policies and procedures to ensure they remain effective and aligned with best practices. RRA is committed to fostering a culture of ethical leadership and accountability across the firm.

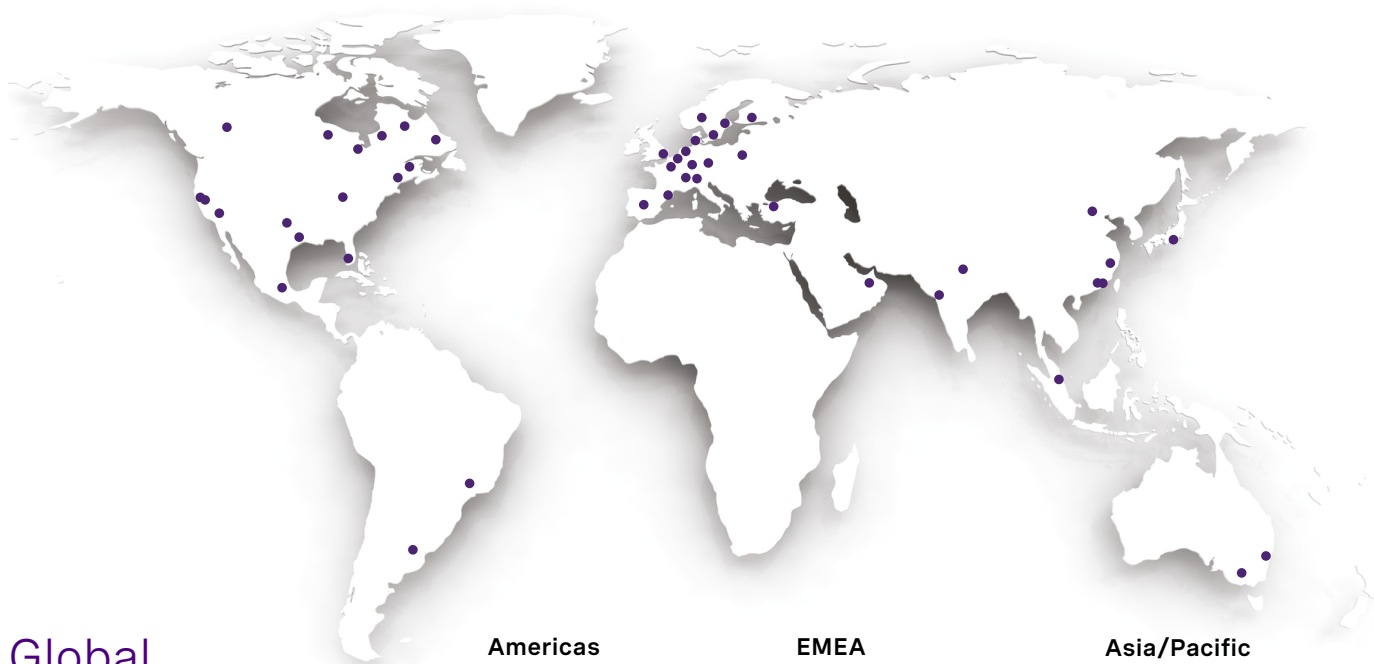
At RRA, we are dedicated to promoting a fair and transparent business environment, and we hold ourselves accountable to the highest ethical standards. Our anti-corruption and anti-bribery stance is an integral part of our commitment to leadership excellence and integrity.

For further information or to contact us about our anti-bribery and corruption policy, please contact RRA's General Counsel, Eric Allen at eric.allen@russellreynolds.com.

About Russell Reynolds Associates

Russell Reynolds Associates is a global leadership advisory firm. Our 500+ consultants in 47 offices work with public, private, and nonprofit organizations across all industries and regions. We help our clients build teams of transformational leaders who can meet today's challenges and anticipate the digital, economic, sustainability, and political trends that are reshaping the global business environment. From helping boards with their structure, culture, and effectiveness to identifying, assessing and defining the best leadership for organizations, our teams bring their decades of expertise to help clients address their most complex leadership issues. We exist to improve the way the world is led

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