



Environmental Responsibility Policy

November 2024



Russell Reynolds Associates (“RRA”) is committed to the highest standards of environmental responsibility, ethics, integrity, and socially responsible business conduct. RRA’s commitment to these standards is outlined in our own Code of Business Conduct & Ethics as well as the principles of the UN Global Compact, of which RRA is a Participant member.

RRA has committed to achieve net zero greenhouse gas emissions by the year 2050. [In 2023, we achieved validation of our net zero target, as well as our near-term and long-term targets, by the Science Based Targets initiative \(“SBTi”\).](#) Our pursuit and achievement of this validation is a signal of our commitment to environmental responsibility, and our net zero goals serve as the guiding principle of this policy.

Expectations of Employees, Suppliers, and Other Business Partners

RRA expects that all employees, suppliers, vendors, or other third-party resources that provide products and services to RRA (“Suppliers”) will join us in our environmental stewardship commitments. Our Supplier Code of Conduct (the “Supplier Code”), [available on our website](#), outlines RRA’s expectations of how Suppliers conduct their business with respect to environmental stewardship. This environmental policy reinforces those expectations and outlines additional commitments that our employees will undertake in support of our environmental responsibility policy.

Our Goals

RRA has publicly committed to the following greenhouse gas emissions reduction goals, which have been validated by SBTi: to reduce absolute GHG Scope 1 and 2 emissions 50% by 2030 and to reduce absolute Scope 1, 2, and 3 GHG emissions 90% by 2050—both compared to 2019 baseline figures.

SBTi validated the following near-term targets for RRA: to reduce Scope 3 GHG emissions from business travel by 55% per full-time employee equivalent by 2030 (against a 2019 baseline); and to engage 30% of suppliers (by emissions, in selected categories) to set their own science-based target commitments to reduce GHG emissions by 2027.

RRA has also adopted a goal to divert 100% of our office e-waste from landfill by 2025.

As we annually review this policy, we will update it to include any new goals that have been approved by management in the previous year. RRA is committed to continuously improving our environmental practices and stewardship in alignment with industry standards.

Material Environmental Issues and Action Plans

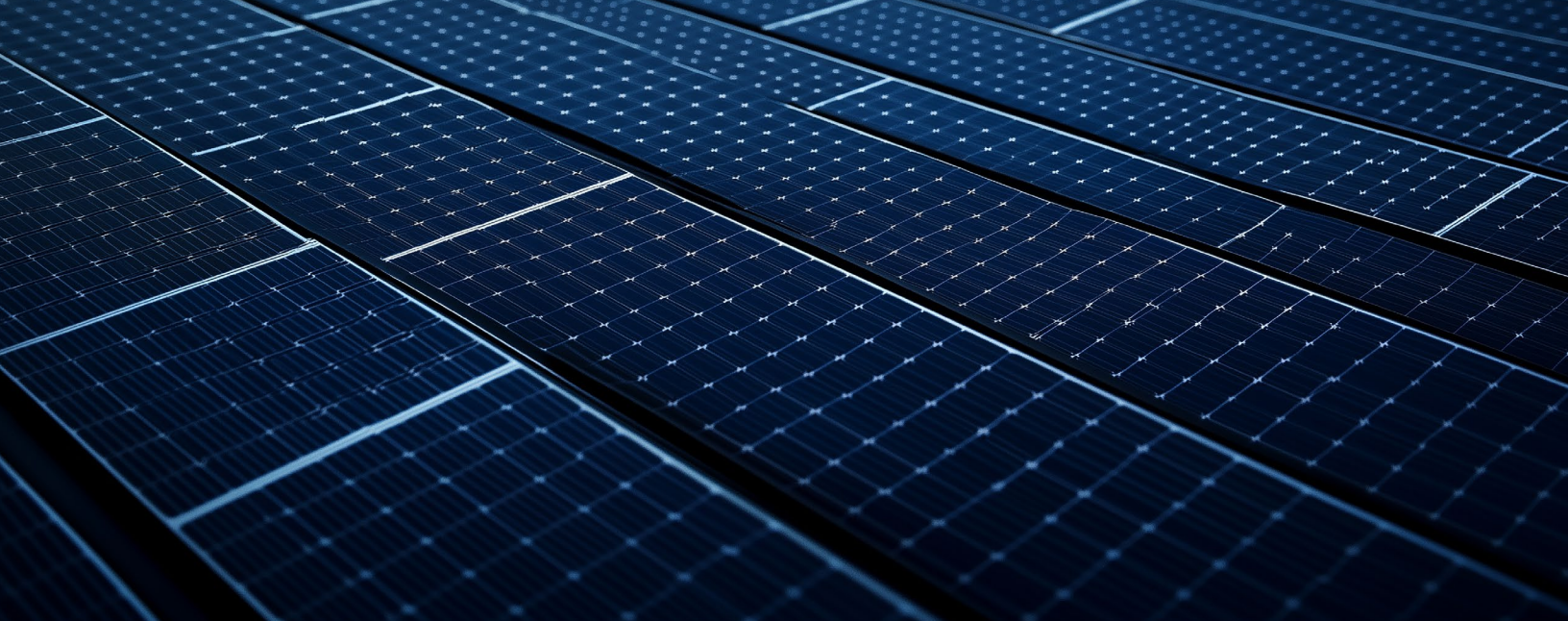
Keeping our focus on the environmental responsibility issues that are most relevant to our business and industry will help us make meaningful progress on our net zero and waste reduction goals. The following sections highlight these material issues and our current commitments to addressing them.

Data Management

Carbon Accounting. RRA's Sustainability and Finance Teams commit to producing a meaningful and accurate numerical representation of our organizational carbon footprint on an annual basis. We also commit to annual third-party assurance of this data. We will use feedback from the annual assurance process to update our calculation methodologies with the goal of producing a more precise rendering of our greenhouse gas (GHG) emissions in alignment with best practices.

Disclosure. RRA's Sustainability Team commits to annually disclose details about our environmental performance—including progress towards our near-term and long-term net zero targets—in our annual [sustainability report](#) and via a number of third-party platforms for supplier self-assessments. We are committed to sharing this data with RRA clients and relevant third parties through established disclosure platforms.

Sustainable Procurement. During the contracting process, RRA's Legal Team and Sustainability Team engage suppliers and vendors to support the firm's sustainability goals, including our net zero targets. RRA is committed to tracking the outcomes of these engagements and disclosing our progress in our annual sustainability report.



Office Management

Recycling. All RRA offices are required to participate in recycling programs in accordance with local law. Leaders in each RRA office are responsible for identifying the firm's responsibilities, partnering with facilities management to achieve compliance and sharing data as requested with the Sustainability Team.

E-Waste Management. Led by our Information Services Team, RRA commits to the responsible reuse or recycling of e-waste generated by our office operations. RRA has a goal to divert 100% of e-waste from landfill by 2025. Employees in all RRA offices are required to recycle e-waste in accordance with RRA policies and local law.

Office Renovations. RRA's Real Estate Team is required to use and maintain the firm's Responsible Fit-Out Guide to guide the responsible use of materials and installation of systems for the efficient management of energy, water, and other natural resources. KPIs for this team also include educating management on options for responsible buildouts and renovations to firm leadership on specific sites, tracking the number of recommendations adopted by management, and reasonable tracking of the impacts of adopted measures.

People Management

Incentivizing Sustainability. In alignment with RRA's people policies, RRA will annually review opportunities to incorporate accountability and incentives into the goals of management roles that have direct influence over our progress to our net zero goals. We will disclose this information through our annual [sustainability report](#).

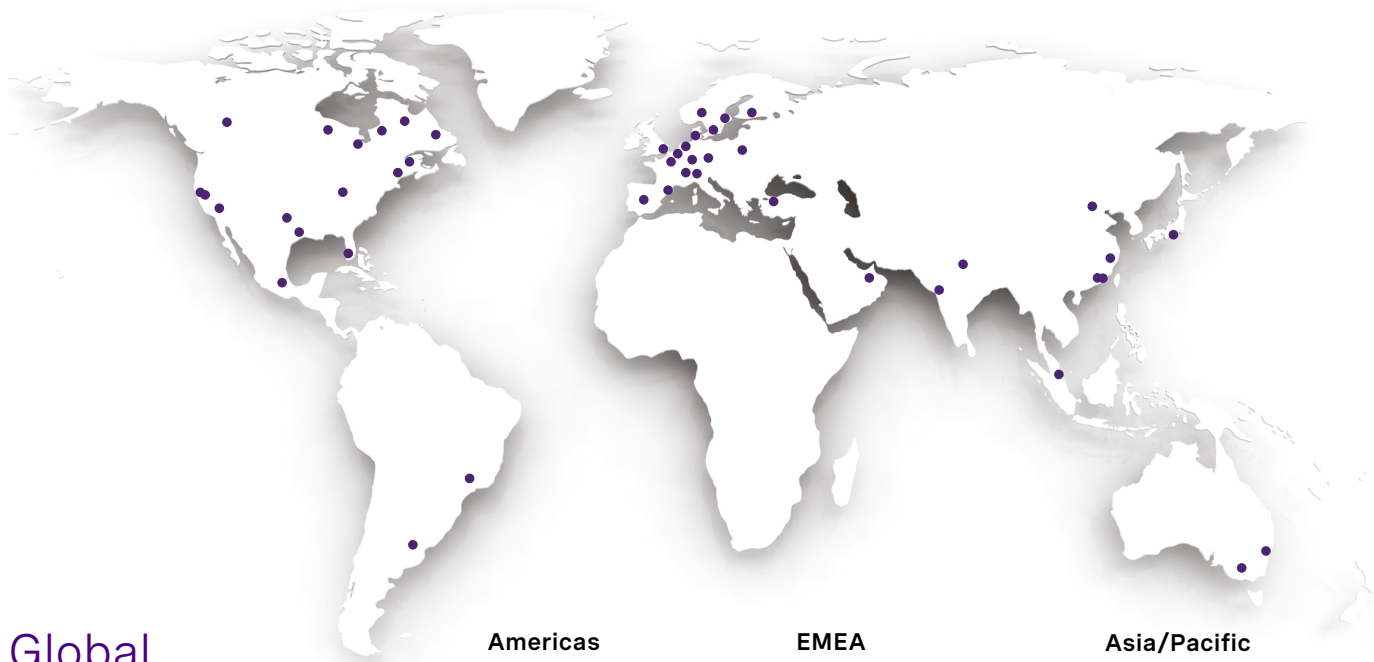
Governance and Review of this Policy

RRA's Sustainability & Legal Teams will review this policy annually and revise it as needed to reflect specific issues, changes in environmental initiatives and progress towards the firm's net zero goals, and other related policy concerns. Stakeholders should contact sustainability@russellreynolds.com with any questions or concerns about this policy.

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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