



# Equal Employment Practices Statement

April 2025

At Russell Reynolds Associates ("RRA"), as part of our mission to improve the way the world is led, we value each other, we value our differences, and we strive to create a supportive, respectful, and productive work environment. We have designed our equal employment practices to support these ideals and to comply with applicable employment laws in the places we operate. These practices apply to all those in our workplace, including employees, independent contractors, vendors, clients, candidates, and all others who do business with RRA.

## Equal Employment Opportunity

RRA is an equal opportunity employer and maintains the policy of recruiting (both for ourselves and for our clients) and retaining the best-qualified talent who demonstrate the ability to meet the needs of RRA (or our clients) and work well with others. It is RRA's policy to provide equal employment opportunity without regard to actual or perceived race, ethnicity, creed, color, religion, gender, national origin, immigration status, ancestry, age, marital status, crime victim status, protected veteran status, physical or mental disability, medical condition, genetic information, sexual orientation, gender identity or expression, military or veteran status, or any basis under applicable federal, state, or local law ("Protected Characteristics").

This policy of non-discrimination prevails throughout all aspects of the employment relationship at RRA, including recruitment, selection, placement, transfer, promotion, layoff/recall, termination, training, working conditions, benefits, and compensation. In addition, we prohibit discriminatory or other offensive conduct based on legally protected status by third parties dealing with RRA, such as vendors, contractors, clients, agents, and suppliers.

## Harassment Free Workplace

RRA is committed to maintaining a professional work environment in which all individuals are treated with dignity and respect. Accordingly, RRA does not tolerate any form of discrimination, harassment, retaliation or other abusive conduct by or against employees, contractors, clients, candidates, vendors, or any other individuals who conduct business with RRA because of their Protected Characteristics, or for any other reason whatsoever, including, but not limited to, because an individual complained of harassment or discrimination.

RRA's anti-harassment policies protect not only employees, but also contractors, clients, candidates, vendors, third parties or any other individuals who conduct business with RRA. Treating employees and people with whom we do business with respect and dignity is required whether in the workplace or any other work-related setting, such as during business trips, business meetings and business-related social events.

## Awareness

To ensure our team is well-equipped to recognize and prevent human rights-related risks, we require all employees to annually review the equal employment opportunity, anti-discrimination, and anti-harassment provisions of our Code of Conduct, and to certify that they understand and agree to comply with these provisions. We also provide training on these topics to all employees on a regular cadence. Similarly, all business partners are required to affirm their commitment to equal employment opportunity, anti-discrimination, and anti-harassment by signing our Supplier Code of Conduct prior to commencing work for RRA.

## Reporting

RRA encourages our employees and business partners to report any equal employment opportunity, anti-discrimination, and anti-harassment concerns or risks, 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](http://www.russellreynolds.com/ethics).

## 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.

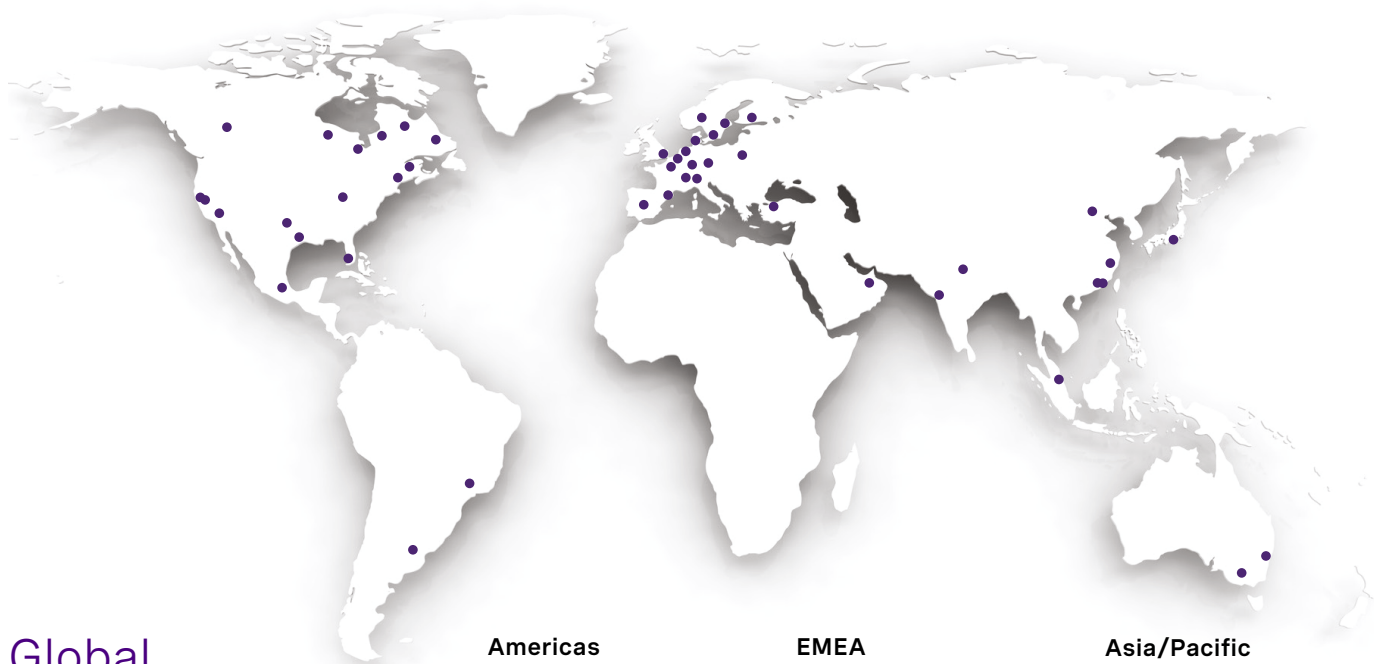
This policy reflects RRA's unwavering commitment to equal employment opportunities and preventing discrimination or harassment in our workforce and business operations.

For further information or to contact us about our equal employment opportunity, anti-discrimination, and anti-harassment policies and practices, please contact RRA's General Counsel, Eric Allen at [eric.allen@russellreynolds.com](mailto: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

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



## Global offices

### Americas

- Atlanta
- Boston
- Buenos Aires
- Calgary
- Chicago
- Dallas
- Houston
- Los Angeles
- Mexico City
- Miami
- Minneapolis/St. Paul
- Montreal
- New York
- Palo Alto
- San Francisco
- São Paulo
- Stamford
- Toronto
- Washington, D.C.

### EMEA

- Amsterdam
- Barcelona
- Berlin
- Brussels
- Copenhagen
- Dubai
- Frankfurt
- Hamburg
- Helsinki
- London
- Madrid
- Milan
- Munich
- Oslo
- Paris
- Stockholm
- Warsaw
- Zürich

### Asia/Pacific

- Beijing
- Hong Kong
- Melbourne
- Mumbai
- New Delhi
- Shanghai
- Shenzhen
- Singapore
- Sydney
- Tokyo