

RRA Human Rights Commitment

April 2025

At Russell Reynolds Associates ("RRA" or the "Firm"), our purpose is to improve the way the world is led. Every organization – from start-ups to global corporations, from charities to multi-lateral agencies – strives for great leadership. We support them in building that leadership, recruiting the right talent, assessing their leaders, and developing the skills for the future.

We believe that improving the way the world is led takes courage and confidence. Even more importantly, it requires commitment to our [core values](#): inclusive, client-focused, forward-thinking, passionate, and sustainable. We also believe that businesses should seek to protect human rights. As a signatory of the [United Nations Global Compact](#) in the areas of human rights, labour, environment, and anti-corruption, we are committed to the 10 Principles of the Compact and seek to embed them in our operations.

RRA is committed to respecting the human rights of all people impacted by our business, including our colleagues, clients, candidates, suppliers, and wider communities. Indeed, we believe that we cannot improve the way the world is led if we do not treat everyone across our value chain with dignity and respect.

This commitment extends to all RRA personnel as well as our business partners.

Commitments

RRA is committed to respecting and upholding the human rights of our colleagues, clients, and candidates, as well as the people living in communities impacted by our business operations. We are also committed to taking or providing appropriate preventative or remedial action when we are found to have caused or contributed to adverse human rights impacts. We take special care to consider the needs and risks faced by vulnerable groups across our business operations and supply chain.

Our human rights commitment is guided by the [UN Guiding Principles on Business and Human Rights](#) (UNGPs). The commitment encompasses the human rights defined by the International Bill of Rights – which is comprised of the [Universal Declaration of Human Rights](#) (UDHR), the [International Covenant on Civil and Political Rights](#) (ICCPR), and the [International Covenant on Economic, Social, and Cultural Rights](#) (ICESCR) -- and the [International Labor Organization Declaration on Fundamental Principles at Work](#).

We commit to complying with applicable laws and regulations where RRA does business. When faced with conflicts between laws and our human rights commitments, we will seek to honor the spirit of human rights commitments while complying with local legal requirements.

The Sustainability team will lead a review of this policy annually and revise it as needed.

Governance

This Statement has been approved by the CEO and General Counsel of RRA. The General Counsel facilitates the Board of Directors' oversight of human rights matters. This oversight occurs through two Board Committees: the Nominating & Governance Committee receives annual updates from the Global Head of Sustainability; and the Audit & Risk Committee receives an annual risk review from the General Counsel with support from the Chief Financial Officer, Global Head of Sustainability, the Chief Information Security Officer, and other relevant business leaders.

Several leaders and departments in the Firm are responsible for managing human rights in our daily operations, including programs for promoting fairness and preventing discrimination, protecting data privacy and security, deploying artificial intelligence ("AI") responsibly, and other relevant issues. These leaders include RRA's Global Head of Sustainability; Chief People Officer; Chief Information Security & Technology Officer; Global Privacy Counsel; and others. These leaders report directly to members of RRA's Global Senior Leadership Team. Two committees of the Senior Leadership Team – the Client Subcommittee and the Risk Subcommittee – advise on managing human rights issues in our business with approaches that uphold our commitments to protect human rights and to mitigate operational and reputational risk to the Firm and its business partners.

As part of our commitment to respecting human rights, RRA conducts due diligence to identify and assess actual and potential adverse human rights impacts. As part of this, we conduct ongoing due diligence on high-risk industries and markets to identify potential adverse human rights impacts and inform our approach to preventing or mitigating those impacts. We commit to conducting a corporate-wide human rights impact assessment by September 2026 and external engagement with rightsholders and stakeholders. This assessment will assess and prioritize actual and potential adverse impacts on human rights that RRA's business, operations, and services may be connected to and will solicit stakeholder input.

At RRA, we believe that engaging with stakeholders – both internally and externally – is key to ensuring we identify and understand potential impacts to our rightsholders. We conduct an annual employee survey to understand the needs and feedback of our employees and integrate that feedback into our approach to shaping a work environment where employees feel respected and valued, including programs for promoting ethical culture, employee well-being, and equitable benefits.

Clients and Candidates

RRA is committed to respecting the human rights of our clients and candidates, through a multi-pronged approach that ensures fairness, transparency, and accountability.

Our [Responsible AI Principles](#) guide us to use AI in alignment with our values and human rights commitments, and in compliance with laws and regulations. This framework guides us to ensure that technology enhances, rather than undermines, respect for human rights. Our [Global Privacy Principles](#) uphold the highest standards of data protection, ensuring that clients' and candidates' personal information is handled with care, security, and respect for their privacy rights. Additionally, we guarantee equal opportunities for all candidates and clients by embedding inclusive, non-discriminatory practices into our search and advisory processes, fostering sustainable leadership.

Our senior leadership also conducts risk assessments related to the Firm's client engagements, using our commitment to the 10 Principles of the UN Global Compact and the UNGPs as the basis of our reviews.



Colleagues

RRA is committed to maintaining a professional work environment in which all individuals are treated with dignity and respect. RRA's greatest assets are the knowledge, innovation, energy, commitment, collaborative mindset, and entrepreneurial spirit that our colleagues bring to our Firm. We value the variety of perspectives that our colleagues bring to our work to create an inclusive work environment. We commit to respecting the rights outlined in the ILO Declaration on Fundamental Principles and Rights at Work, including the freedom of association and right to collective bargaining.

We are committed to fostering a harassment-free workplace through our policies and practices. Our Employee Code of Conduct promotes a culture of inclusion and respect by detailing policies to prevent discrimination and harassment in our workplace.

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

Our Communities

At RRA, we work to expand our positive impact by nurturing strong ties with the communities where we live and work. Through financial support, volunteering, and partnerships, we give back and connect with our local communities. [Our Procurement for Community Impact Policy](#) guides our approach to advancing inclusive and sustainable economic development in all of the communities where we operate.

We also acknowledge that businesses' environmental impacts can have adverse human rights impacts. We are committed to operating sustainably in support of everyone's right to a clean, healthy, and sustainable environment. Operating more sustainably is not only good for the financial future of our Firm; it's also the right thing to do for our people, our clients, and the planet. Our sustainability commitments, outlined in our [Environmental Responsibility Policy](#), help us embed sustainability into our business strategy. We share our progress against these commitments in our annual [Sustainability Report](#).

Our Suppliers

We are committed to respecting the labor rights of workers in our supply chain. We endeavor to use suppliers whose values are consistent with ours and require that they respect the right to freely chosen employment, safe and healthy working conditions, and to fair wages, benefits and working hours and require that they avoid the use of child labor. Our [Supplier Code of Conduct](#) outlines our expectations for business partners to prevent discrimination and respect human rights and dignity in their working environments. Suppliers are expected to apply the Supplier Code of Conduct with their employees and enforce it with any sub-contractors.

Our [Slavery and Human Trafficking Statement](#) communicates our commitment to safeguarding workplace rights and preventing all forms of modern slavery and forced labor within our supply chain. We continuously refine our expectations for vendors, ensuring they uphold the rights of their workers in alignment with our broader human rights commitments.

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

We are committed to the responsible development and use of AI, which includes the protection of human rights. We require all RRA suppliers that deploy AI tools to respond to RRA's AI questionnaire and to comply with applicable laws (e.g., the EU AI Act) and human rights protections. We evaluate all suppliers and AI use cases to support our compliance requirements and human rights commitments.

Grievance Mechanisms & Access to Remedy

We provide independent grievance mechanisms so any stakeholder can quickly, easily, and anonymously report concerns or potential adverse human rights impacts to us. We encourage colleagues to report concerns to RRA through internal channels. Colleagues who report harassment or discrimination, or who participate in an investigation of alleged harassment or discrimination, are protected by RRA's policy and the law against retaliation.

Colleagues and other external stakeholders can also report concerns without fear of retaliation through the [RRA Ethics Hotline](#). This toll-free hotline is staffed 24 hours a day, seven days a week, 365 days a year. Stakeholders can report issues anonymously and confidentially if they choose. RRA commits to taking all good faith questions, concerns, and complaints seriously and treating them with the highest standards of professionalism. In addition, to the greatest extent possible, RRA will maintain the confidentiality of any questions, concerns and complaints.

We are also committed to taking or providing appropriate preventative or remedial action when we are found to have caused or contributed to adverse human rights impacts.

For further information or to contact us about our human rights policy and practices, please contact RRA's General Counsel, Eric Allen at eric.allen@russellreynolds.com

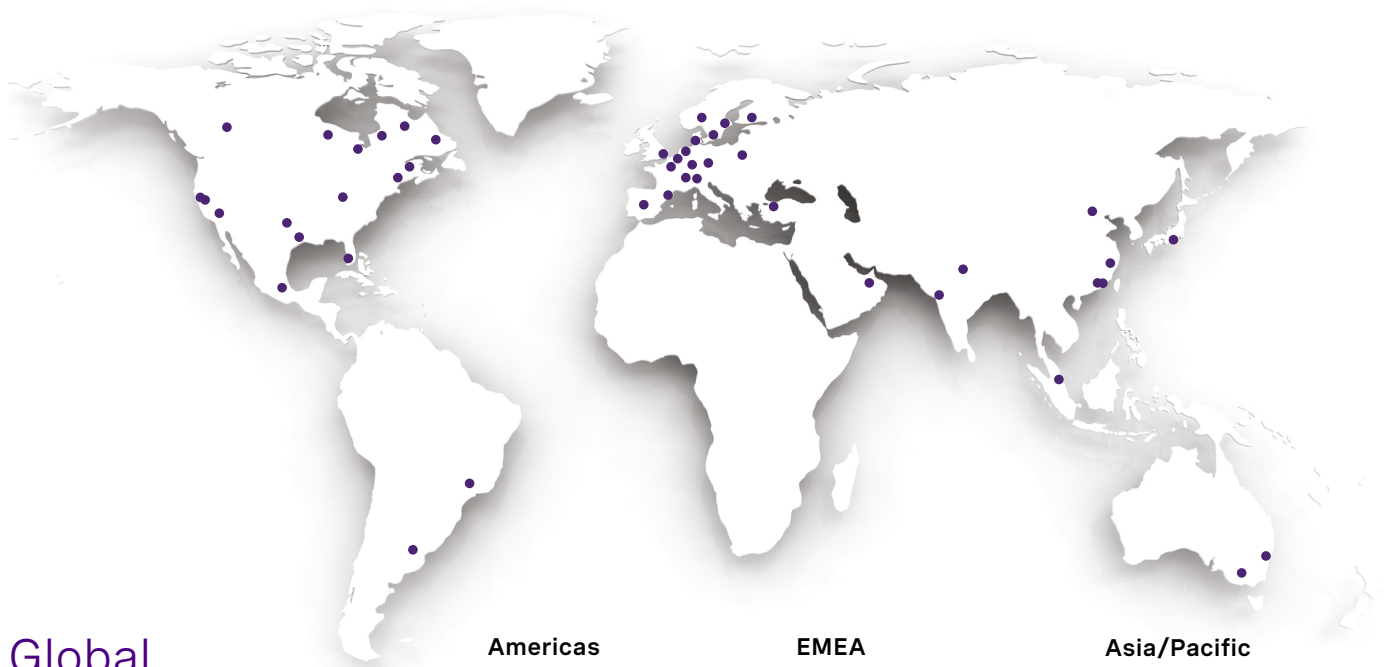
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Chief Executive Officer of Russell Reynolds Associates

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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