

Statement of Continued Support by the Chief Executive Officer*June 30, 2022*

To our stakeholders:

I am pleased to confirm that Russell Reynolds Associates, Inc. reaffirms its support of and commitment to the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption.

In this annual Communication on Progress, we describe our actions to continually advance the integration of the Global Compact and its principles into our business strategy, culture, and daily operations. Russell Reynolds Associates is committed to the highest quality leadership advisory services (including executive search, succession, board advisory, assessment, and development services) to our clients, while maintaining an exceptional standard of conduct among employees, candidates, and others with whom we do business. We believe that the standards for ethics and environmental responsibility outlined in the Ten Principles are highly relevant to our corporate purpose of improving the way the world is led.

This year, we continued our multi-year sustainability strategy by prioritizing our efforts to reflect the interests of our stakeholders, as determined through our comprehensive materiality assessment. These priorities are the basis of our roadmap for change. Since our last Communication on Progress, we also took critical steps to embed the principles in our operations. We published our first diversity, equity, and inclusion (DEI) report, using self-reported data about our own workforce. Leadership in DEI is important to our stakeholders and to the ongoing success of our business. We are pleased to demonstrate our commitment to inclusive workplaces by sharing this data with our stakeholders. We also published our first supplier code of conduct. By doing so, we are positioned to extend our commitment to the ten principles to our supply chain. Finally, we hired our first global head of sustainability to lead our efforts forward.

I am proud of our company's partnership with the UN Global Compact and ongoing support of its principles for ethical business. We demonstrate our commitment to transparency and accountability by sharing this information with our clients, candidates, employees, business partners, the communities in which we operate, and other stakeholders through this report and other primary channels of communication.

Sincerely yours,



Constantine Alexandrakis
Chief Executive Officer

Communication on Progress Section 2: Description of Actions

Human Rights (Source: Code of Conduct, Supplier Code of Conduct)

RRA is committed to maintaining a professional work environment where each person's unique talents, background and perspective are valued, and where each person is treated with dignity and respect. As a consequence, as documented in our Harassment-Free Workplace Policy, RRA does not tolerate any form of discrimination, harassment, retaliation, joking remarks or other abusive conduct directed at another individual based on that individual's race, gender, religion, age, ethnicity, national origin, sexual orientation, gender identity, marital status, disability, military status or any other status protected by applicable law.

RRA is committed to maintaining a safe and secure workplace. Threats, physical violence, intimidation, harassment, coercion, stalking, sabotage, and similar activities are strictly prohibited and are not tolerated.

RRA acknowledges and respects the principles set forth in the United Nations Universal Declaration of Human Rights. We are committed to operating our business in accordance with these principles, and to protecting human rights within our sphere of influence. To that end, we endeavor to use suppliers whose values are consistent with ours and require that they use clear standards with respect to freely chosen employment, safe and healthy working conditions, avoiding child labor, wages, benefits and working hours. These principles are represented in our Supplier Code of Conduct.

RRA is also committed to laws and principles of data privacy and digital security. Our stakeholder engagement shows that data privacy and digital security are material topics for our business. In the past year, we sustained our ISO 27001:2013 certification as part of our longstanding commitment to effective information security management.

Labour (Source: Code of Conduct, US Employee Handbook, Supplier Code of Conduct, RRA Sustainable leadership webpage, Sustainability strategy, DEI report and general commentary)

With 47 offices in 26 countries, diversity, inclusion, and respect for individuality are at the core of our firm's culture and are essential to the success of our leadership advisory business. Both for ourselves and for our clients, we strive to attract the best people from the broadest pool of candidates. We embrace differences in race, ethnicity, religion, culture, gender, nationality, age, sexual orientation, thinking style, background, and perspectives, with the goal of providing a positive work environment for our employees and exemplary service to our clients.

We are committed to creating a diverse, equitable, and inclusive environment inside our organization, as well as across the organizations that we serve. We commit to continuously enhancing and embedding DE&I into our business processes, measuring and reporting our progress through initiatives focused on areas such as slate diversity, diversity progress reporting, pay equity assessment and global inclusion networks.

In 2022, we published our first publicly available diversity and inclusion report, which shares self-reported employee data in areas such as gender diversity and ethnic diversity in our employee base, leadership, new hires, and promotions. Sharing this data inside our firm and publicly will help us promote diversity and inclusion in support of the Sustainable Development Goals and our corporate purpose of improving the way the world is led.

From a client engagement perspective, our dedicated DE&I Advisory team works with clients to build inclusive cultures, leadership teams, and equitable search practices. We are proactively driving inclusive candidate selection methods in our search execution. Our proprietary Leadership Span model analyzes core competencies and reduces the risk of bias in selection decisions.

As documented in our Fair Employment policy, RRA is committed to recruiting and retaining the best qualified personnel who demonstrate the ability to perform competently and work well with others. It is the policy of RRA to provide equal employment opportunity regardless of race, gender, religion, age, ethnicity, national origin, sexual orientation, gender identity, marital status, disability, military status, or any other status protected by applicable law. All employment decisions, including recruitment, selection, placement, transfer, promotion, termination, training, working conditions, benefits, and compensation, are based on valid business reasons and not on any discriminatory or unlawful basis.

RRA is committed to providing a consistent and credible employee experience. We employ a range of tactics and tools to support employees to perform against expectations, navigate their careers, develop themselves and understand how performance connects to compensation outcomes. RRA provides a comprehensive and well-designed benefits program for employees and their families.

Environmental (Source: Code of Conduct, US Employee Handbook, Supplier Code of Conduct, Sustainability strategy and general commentary)

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 environmental impact. This commitment is represented in our Employee Code of Conduct and our Supplier Code of Conduct.

As one of the three pillars to our sustainability strategy, climate change and waste are priority topics that are critical to address in the short and long term. Through our ongoing efforts, RRA actively supports recycling, e-recycling and energy conservation in our office space. RRA currently has recycling programs in place in over 80% of our office locations and e-recycling in all global offices. Additionally, the Firm is proactively managing energy consumption through global efforts focused on lighting, equipment, and appliance usage.

We are also nearing the completion of our first comprehensive carbon footprint calculation. Given that most of our emissions are Scope 3, this task has been complex but will help us set bold but credible goals for achieving net zero.

As the Firm continues to drive implementation of our strategy, we are committed to reducing our real estate footprint, transitioning to renewable energy, reducing travel by sustaining a degree of virtual operations, and rolling out consistent and comprehensive waste reduction policies and practices globally. Since 2019 we have been able to reduce our real estate footprint by over 37% on a rentable square foot per person basis as we have implemented newer, more-efficient office designs, hoteling strategies, hybrid work schedules, and space consolidations. These changes will have a material effect on our carbon footprint.

Anti-Corruption (Source: Code of Conduct, US Employee Handbook, Supplier Code of Conduct, and general commentary)

The RRA Code of Business Conduct and Ethics applies to officers, shareholders, and employees of RRA working on a full-time, part-time, or temporary basis. The Code is designed to promote honest and ethical business conduct, including ethical handling of conflicts of interest, the avoidance and appearance of conflicts of interest, compliance with applicable governmental rules and regulation; prompt reporting of any violation of the Code; and drive accountability for adherence to the Code. In 2021, 99% of active employees affirmed the Code of Conduct. We extend these policies as applicable to our suppliers and trading partners through our Supplier Code of Conduct, which we will issue in 2022.

RRA is subject to antitrust and competition laws in Europe, the United States, and other regions throughout the world, and it is RRA's policy to strictly comply with all such laws. RRA

and its employees comply with the anti-bribery provisions of the UK Bribery Act, the U.S. Foreign Corrupt Practices Act and other anti-corruption laws worldwide.

We encourage employees and other stakeholders to report any perceived violations of law or our code of business conduct. Our Ethics Hotline available to all employees via email or telephone. The hotline is monitored 24 hours a day/seven days a week, 365 days a year.

Communication on Progress Section 3: Measurement of Outcomes

Human Rights

- Harassment-Free workplace policy communicated to all employees
- Fair Employment policy communicated to all employees
- ISO/IEC 27001:2013 certified since 2014

Labor

- 33% of Executive Committee members are women
- 70% of RRA employees are women
- 26% of workforce* is from historically underrepresented groups**
- Six inclusion networks launched in 2020

Anti-Corruption

- Code of Conduct affirmed by 99% of employees in 2021
- Antitrust Compliance manual communicated to all employees

Environment

- 70% of global offices are in LEED/equivalent buildings
- 37% reduction of rentable square foot per person since 2020
- Commitment to complete and achieve third-party verification of global GHG emissions (Scope 1, 2 and 3) by September 2022

*Data available for US, UK, and Australia

**Historically underrepresented groups typically comprise Asian, Black, Hispanic/Latino, and multi-racial colleagues