KORN FERRY

*BE **MORE** THAN*

2023 ESG REPORT

We are more than just us

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Forward-Looking Statements and Website References

This Environmental, Social, and Governance (ESG) Report (ESG Report or Report) and the materials or websites it cross-references contain statements that are aspirational or reflective of the views of Korn Ferry (the Company, the firm, we, its, and our) about our future performance that constitute "forward-looking statements" within the meaning of the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995. Forward-looking statements may be identified by the use of words such as "aim," "anticipate," "aspire," "believe," "commit," "endeavor," "estimate," "expect," "goal," "intend," "may," "plan," "seek," "strive," "target," "will," and "work" or similar statements or variations of such terms and other similar expressions that predict or indicate future events or trends or that are not statements of historical matters. The forward-looking statements in this Report and the materials or websites cross-referenced concern information and opinions regarding corporate responsibility matters, including the Company's ESG program (ESG Program) and its goals, targets (including our 2025 Target, as defined herein), aspirations, commitments, strategies, or expectations with respect to sustainability, employees, environmental matters, policy, procurement, philanthropy, data privacy, cybersecurity, and business risks and opportunities, as well as statements from third parties about our ESG performance and risk profile, and are not intended to create legal obligations or rights. Forward-looking statements are based on current expectations and inherently involve known and unknown risks, uncertainties, and assumptions that are difficult to predict and often beyond our control, which could cause actual results to differ materially from those predicted in such statements. Factors that may impact actual results include legislative and regulatory developments, stakeholder engagement, climate conditions or events, energy prices, and technological innovations and advances, among others, including the risk factors outlined in our periodic filings with the United States Securities and Exchange Commission (SEC). Forward-looking statements are not guarantees or promises that any such goals, targets, aspirations, commitments, strategies, or expectations will be met. The opinions and information contained in this Report speak only as of the date of this Report and are subject to change without notice. The Company undertakes no obligation to update or revise any forward-looking or other statements, whether as a result of new information, future events, or otherwise, and notwithstanding any historical practice of doing so. In addition, historical, current, and forward-looking sustainability-related statements have been and may in the future be based on current or historical goals, targets, aspirations, commitments, or estimates; standards for measuring and reporting progress that are still developing; diligence, internal controls, and processes that continue to evolve; data, certifications, or representations provided or reviewed by third parties, including information from acquired entities that is incomplete, subject to ongoing review, has not yet been integrated into the Company's reporting processes, or, once integrated, is not reconcilable with such processes; and assumptions that are subject to change in the future. The information included in, and any issues identified as material for purposes of, this Report may not be considered material to our business or operations or our impacts on other parties or corporate responsibility matters. In the context of this Report, the term "material" is distinct from, and should not be confused with, how such term is defined for SEC or Corporate Sustainability Reporting Directive reporting purposes. This Report may contain, or incorporate by reference, public or third-party information not separately reviewed, approved, or endorsed by the Company. We make no representation, warranty, or undertaking as to the accuracy, reasonableness, or completeness of such information. Website references and hyperlinks throughout this Report are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this Report, nor does it constitute a part of this Report.

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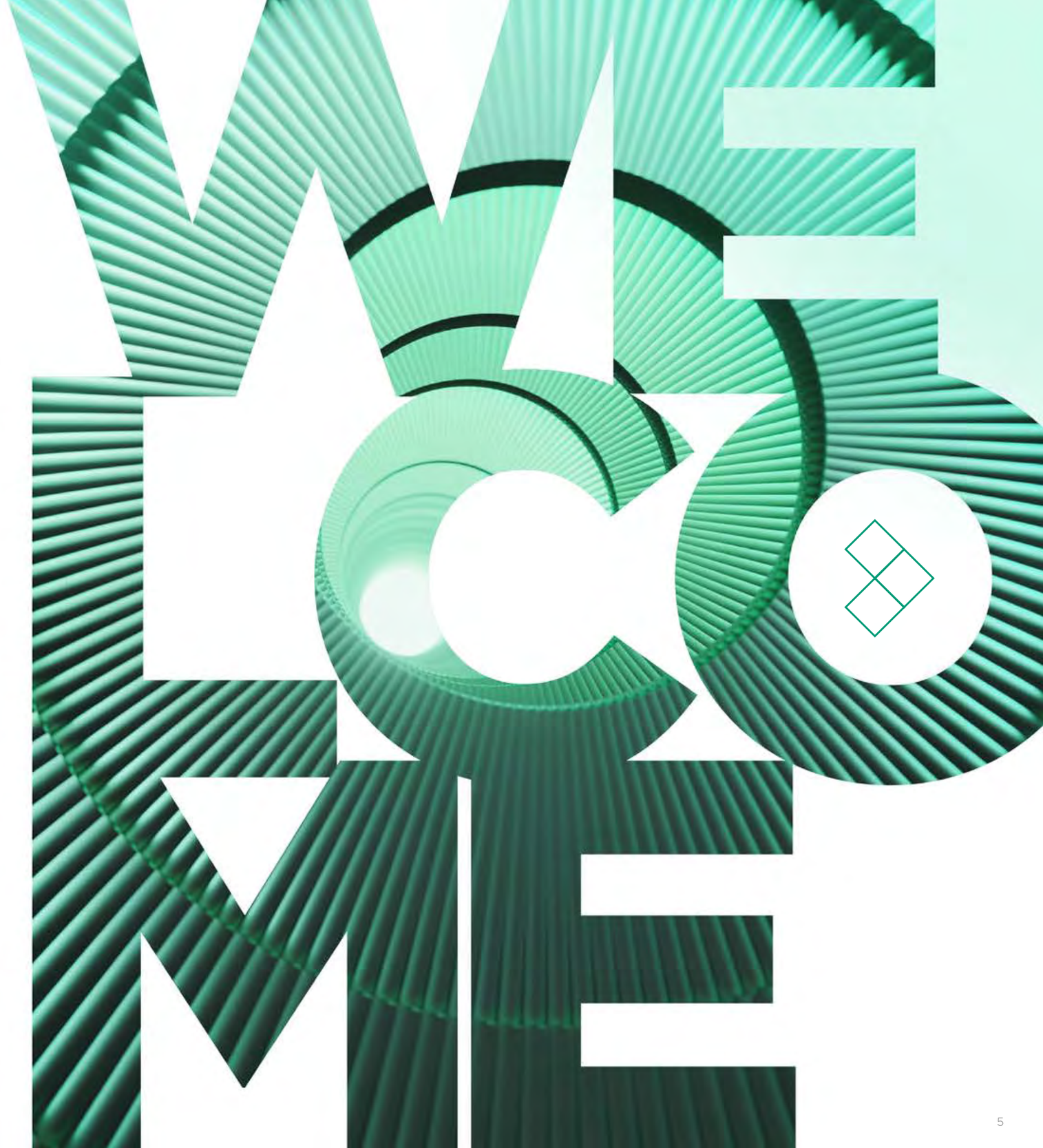
04

WELCOME TO OUR 2023 ESG REPORT



A MESSAGE FROM GARY BURNISON, OUR CEO

At Korn Ferry, we are purpose-driven to provide a better future for those who follow. As a global organizational consulting firm of more than 10,000 colleagues, we take seriously the role we play, the example we set, and our responsibility as a corporate citizen.

We are built upon a foundation of trust, respect, and service — with and to our clients, colleagues, investors, and the communities where we work and live. In everything we do — and will continue to do — we are guided by our values.

Tectonic shifts are happening everywhere. As a result, we are constantly toggling among changing circumstances, and people are turning to leaders for help, hope, direction, and decisions. Leaders need to lead differently, and companies need to respond accordingly. After all, leadership is inspiring others to believe and enabling that belief to become reality.

Every day and in all we do, we are about changing lives. That's why we at Korn Ferry put our focus on the intersection of talent and strategy, supporting our people and communities through this lens.

Leading is never just about the what and the how — it's always about the who. We are all in the people business — their inspiration is our aspiration.

A MESSAGE FROM OUR ESG PROGRAM LEADERSHIP TEAM

We are pleased to share Korn Ferry's sixth ESG Report highlighting Korn Ferry's many ESG initiatives, activities, and accomplishments in 2023. In our role as a leading global organizational consulting firm, we continue to pursue our purpose of helping people and organizations unleash their potential. We believe our purpose is more important than ever before. Like our clients, we are focused on sustaining an inclusive culture that flourishes — especially during periods of social change and transformation.

On the following pages, you will read about our ESG activities concentrated on four areas — client impact and thought leadership, environmental sustainability, people and community, and business practices — and how we embed Diversity, Equity, and Inclusion (DE&I) into these activities and our culture.

"Being More Than means keeping our focus not just on doing great in our business but doing great for our colleagues, clients, communities, and investors. This Report reflects those initiatives and how our team brings that dedication to our client work and beyond."

Jonathan Kuai, ESG Program Co-Chair

We focus our ESG activities on creating shared value for four key stakeholder groups.

Employees

We advise organizations around the world on finding and nurturing the best talent — and we take the same approach for ourselves. It is a priority for us to hire, develop, and advance talent across the firm. To attract and retain top talent, we seek to deliver a leading employee experience by fostering a supportive, respectful culture where everyone feels valued for their contribution, can do their best work, and can exceed their potential.

Clients

We care about helping people and organizations achieve more than they ever thought possible. We thrive when our impact not only benefits our business and colleagues but also extends to the success of the people and organizations we partner with and out into the communities they serve. We continue to align our offerings to the evolving issues for organizations, including DE&I and other ESG matters. We think we are uniquely positioned to help organizations exceed their potential in this environment. We do this by bringing together the science of what makes people tick, what changes behavior, and what motivates us to do better. We also engage with our clients to share and collaborate on initiatives and contribute to a culture of sustainability.

Communities

It's not just about our people: it's about all people. We are committed to making a difference in our communities and the world. We proudly contribute financially and through in-kind services to organizations and causes that we believe will impact the greater good. Our local offices and colleagues worldwide take part in community service through a variety of organizations and programs, including the Korn Ferry Charitable Foundation (the Foundation).

Investors

We are committed to building value for our shareholders. We view our focus on environmental sustainability, social responsibility, and good governance as an important consideration in our value-creation strategy, which is designed to deliver benefits to our shareholders. In 2023, we continued to engage with shareholders on ESG matters and enhance our ESG reporting and disclosure practices. We have prepared a report in line with the Sustainability Accounting Standards Board (SASB) Standard for our sector since 2020 and published our first Task Force on Climate-related Financial Disclosures (TCFD) Report in 2023.

"We are proud of the achievements described in this Report and welcome you to read more about how, across the globe, Korn Ferry and its colleagues have joined together to be a force for positive change."

Heather Axe, ESG Program Co-Chair

2023 ESG HIGHLIGHTS

89%
BOARD IS INDEPENDENT

56%
DIVERSE* BOARD DIRECTORS

50%
DIVERSE DIRECTORS IN BOARD LEADERSHIP ROLES*

33%
BOARD DIRECTORS ARE WOMEN

72%
DIVERSE* U.S. WORKFORCE

62%
GLOBAL WORKFORCE IS WOMEN

50%
REGIONAL PRESIDENTS ARE WOMEN

~15%
Spend with diverse suppliers in the U.S.**

$2.6M+
Donated by Korn Ferry financially or through in-kind services

$1M+
Awarded by the Foundation's Lester Korn Scholarship Program since its inception in 2021

ISO
Certifications for information security and data privacy practices (ISO 27001 and ISO 27018)

1,200+
Professionals from diverse backgrounds have participated in the Foundation's Leadership U for Humanity program since its launch in November 2020

* "Diverse" statistics reflect the percentage of employees (other than those who work as interim professionals for clients) and Board directors who are women and/or are from a traditionally underserved/underrepresented group. For more information, including on the use of defined terms "Diverse" and "Board Leadership Role," see the corresponding section of the Report at pages 70-71. Metrics about our employees and directors throughout the Report are as of December 31, 2023.

**This symbol (~) indicates figures that are approximate, where used. For more information about our diverse spend, see the corresponding section of the Report at page 74.

AWARDS AND RATINGS

100 BEST
COMPANIES FOR PARENTS

TOP COMPANIES
FOR EXECUTIVE WOMEN

EQUALITY 100 AWARD
LEADER IN LGBTQ+ WORKPLACE INCLUSION

GOLD HIRE VETS MEDALLION 2023
U.S. DEPARTMENT OF LABOR

LEADERSHIP LEVEL
CDP RATING (TOP LEVEL)

SILVER ECOVADIS
SUSTAINABILITY RATING (TOP 15%)

TOP 2% SUSTAINALYTICS
ESG RISK RATING

PLATINUM HERMES CREATIVE AWARDS
2022 ESG REPORT

PLATINUM MARCOM AWARDS
2022 ESG REPORT

AMERICA'S CLIMATE LEADERS 2023
USA TODAY

30% by 2025
Goal to reduce total Scope 1 and 2 emissions against 2019 baseline year***

52%
Decrease in Scope 1 and 2 emissions '22 vs. '19

14%
Decrease in Scope 1 and 2 emissions '22 vs. '21

3rd year
Funding climate action projects beyond our value chain to support sustainable development and contribute to a low-carbon future

*** For more information on our emissions, see the corresponding section of the Report at pages 34-37.

OUR PURPOSE AND OUR VALUES

Who we are

Korn Ferry is a global organizational consulting firm, bringing together strategy and talent to drive superior performance for our clients. We work with clients to design their organizational structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward, develop, and motivate their workforce. And we help professionals navigate and advance their careers.

What we do

Insatiably curious, we are uniquely positioned as an organizational consulting firm focused on synchronizing strategy, operations, and talent. We combine our capabilities in Organizational Strategy, Assessment and Succession, Talent Acquisition, Leadership Development, and Total Rewards to drive performance through your talent. Whether you're restructuring to reduce cost, bringing in new leaders, merging and acquiring, or transforming to stay ahead, we'll help you:

- Transform for Growth - Build the right structures, skillsets, and ways of working to fuel business growth.
- Lead through Change - Give leaders at every level the tools and mindsets they need to guide teams with confidence.
- Find and Keep Top Talent - Get the right people in the right parts of the business — then develop and motivate them to get bigger and better results.

What we stand for

At Korn Ferry, our responsibility as a global corporation is central to our vision. Our commitment to acting ethically begins with each of us and is embedded in our core values, which are designed to guide the way we work together and with others. We believe that genuinely connecting with others can only be done by removing the "professional" façade. Being true. Being you. Being honest. Always.

Vision

Our vision is to be the preeminent organizational consulting firm.

Promise

Our brand promise is to Be More Than.

Purpose

Our purpose is to enable people and organizations to unleash their potential.

BE MORE THAN

Fiscal Year 2023 Performance

Annual revenue

$2.86B

We partnered with almost

15,000

organizations worldwide

Our values

INCLUSION

We embrace people with different points of view, from all backgrounds. And we think and work as one team.

HONESTY

We say what we mean and do what we say. We hold ourselves to the highest standards. And we make it safe for people to speak out when they see something wrong.

KNOWLEDGE

We are insatiably curious, always learning new things. And we actively help our colleagues grow and develop with mentoring and support.

PERFORMANCE

We never settle for the status quo. We always strive to be better today than we were yesterday and do our best for our clients, colleagues, and shareholders.

We worked with

96% S&P 100

85% S&P 500

91% S&P Europe 350

60% S&P Asia 50

94% Euronext 100

85% FTSE 100

80% S&P Latin America 40

96% of the top 50 World's Most Admired Companies *(Fortune Magazine)*

79% of the world's top-performing companies (Drucker Institute)

3 in every 4 Best Companies to Work For *(Fortune Magazine)*

1 in every 2 of the fastest-growing companies in the world *(Fortune Magazine)*

OUR CLIENT IMPACT AND THOUGHT LEADERSHIP

While this Report primarily focuses on our internal ESG initiatives and actions, our efforts are not solely internal. In the following section, we highlight the impact we drive for external stakeholders through our offerings and thought leadership, including how we help organizations realize their ambitions by taking a people-focused approach to ESG, including sustainability and DE&I.

OUR CLIENT IMPACT

HELPING COMPANIES DELIVER ON THEIR SUSTAINABILITY STRATEGY

When working with companies to develop and execute their sustainability strategy, we consider sustainability in the broadest sense — that is, does the company have a strategy and plan to remain relevant and maintain its competitive advantage well into the future? In response to this question, we help our clients adapt their people and governance processes, culture, and operating models to reach short- and longer-term business, environmental, and societal objectives.

Korn Ferry has a unique set of integrated, fit-for-purpose capabilities to help organizations embed their sustainability commitments into how they do business.

Drawing on data, insights, and expertise across the full breadth of our people solutions, we work with leaders to help them address these issues:

- **Purpose:** How important is sustainability to us? Why are we prioritizing it, who are we trying to satisfy, what is our time horizon, and how do we measure success?
- **Governance:** How does our board need to evolve to oversee, enable, and support the delivery of our sustainability strategy?
- **Leadership and talent:** How do we attract, develop, and retain the leadership, talent, and skills needed to drive our sustainability strategy and outcomes?
- **Operating model:** How do we organize to deliver our sustainability strategy (including structure, work, and platforms)?
- **Culture and mindset:** How do we create the right culture and mindsets, engage our people, and reinforce the right behaviors?

CLIENT SUCCESS STORIES

A steelmaker goes green

A large European steel company announced its roadmap to become carbon neutral, with a focus on clean power steelmaking, circular carbon steelmaking, and carbon capture and storage. To enable delivery of the company's upcoming projects, Korn Ferry implemented a cohesive talent strategy, redefined existing roles, and recruited new technical talent in line with the new strategy and role definitions.

Leading the transition to net zero

We are working with a multinational oil and gas company to help achieve its net-zero ambitions. These ambitions require a dramatic transition of the business from producing resources to building an integrated portfolio of low-carbon technologies. We partnered with the company to enhance leadership capabilities and subsequently engage the broader workforce to deliver on its net-zero transformation strategy.

Aligning organizational strategy with sustainability commitments

A multinational financial services company wanted to align its leadership team and make its impact ambitions more tangible through a combination of external product development and internal actions. Korn Ferry partnered with the company to align business leaders, resulting in an articulated purpose, strategy, and associated near- and longer-term commitments.

OUR CLIENT IMPACT

HELPING COMPANIES BUILD DIVERSE, EQUITABLE, AND INCLUSIVE ORGANIZATIONS

To respond in the face of increasing complexity and disruption, organizations need talent that matches the complexity of the world in which they operate. And to thrive, they need to identify, unlock, and empower the potential of that talent. We believe that diverse, equitable, and inclusive organizations led by inclusive leaders perform better than their peers.

Many of our clients accelerating their DE&I efforts are asking questions such as these: How can we accelerate innovation? How do we develop our products and services to meet the needs of our diverse customers? How do we address social and racial inequities within our organizations and the communities we impact? How can we build cultures of inclusion and belonging?

Korn Ferry offers an experienced DE&I consulting practice. We have been providing advice and designing solutions related to DE&I matters for over 40 years.

We help our clients build sustainably diverse, equitable, and inclusive organizations by:

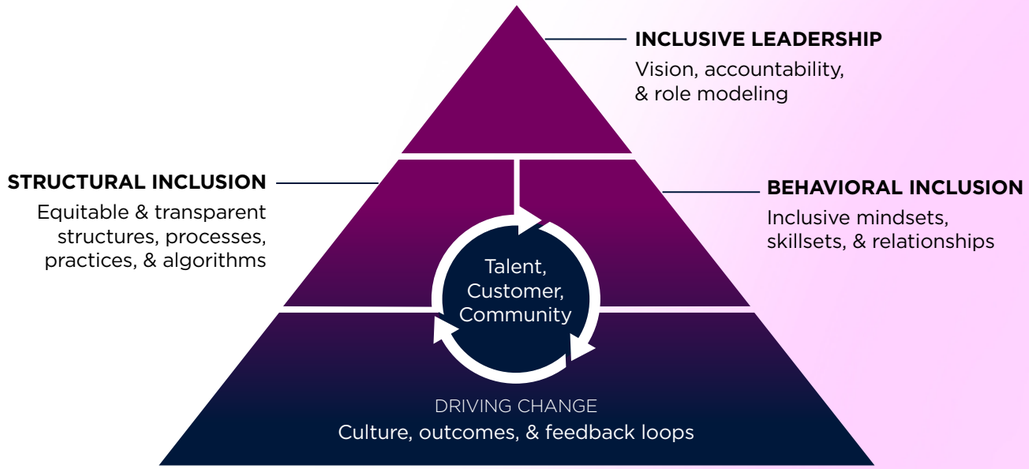
Identifying the root causes
We assist organizations in looking at an objective, data-driven approach to inform their DE&I strategies. We conduct an in-depth quantitative and qualitative analysis for our clients to uncover the root causes of why they may not be as diverse, equitable, and inclusive as they would like to be. We then help organizations focus on actions that will make a difference.

Building inclusive leadership
We believe inclusion should be an essential competency of leaders. We help our clients assess, recruit, and develop inclusive leaders at scale, starting from the top and throughout the rest of the organization.

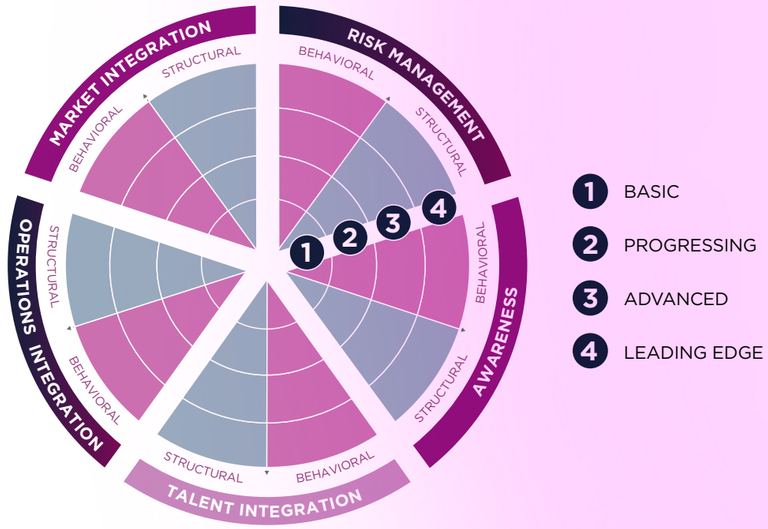
Shaping behavioral inclusion
Korn Ferry designs and implements leadership development and coaching solutions to help clients recruit, advance, and retain talent with a diverse set of backgrounds, perspectives, and experiences. Our behavioral inclusion programs are also designed to enable individuals to have agency over their aspirations and reach their full potential.

Architecting structural inclusion
We work with our clients to examine their talent and business practices for potential inequities and shape their structures, processes, services, and products based on those insights.

Driving change through inclusive innovation
Building sustainably inclusive and diverse organizations is an ongoing effort. We support clients by leveraging our data, insights, and experiences to co-create innovation practices that empower organizations to drive transformational change and address broader market challenges.



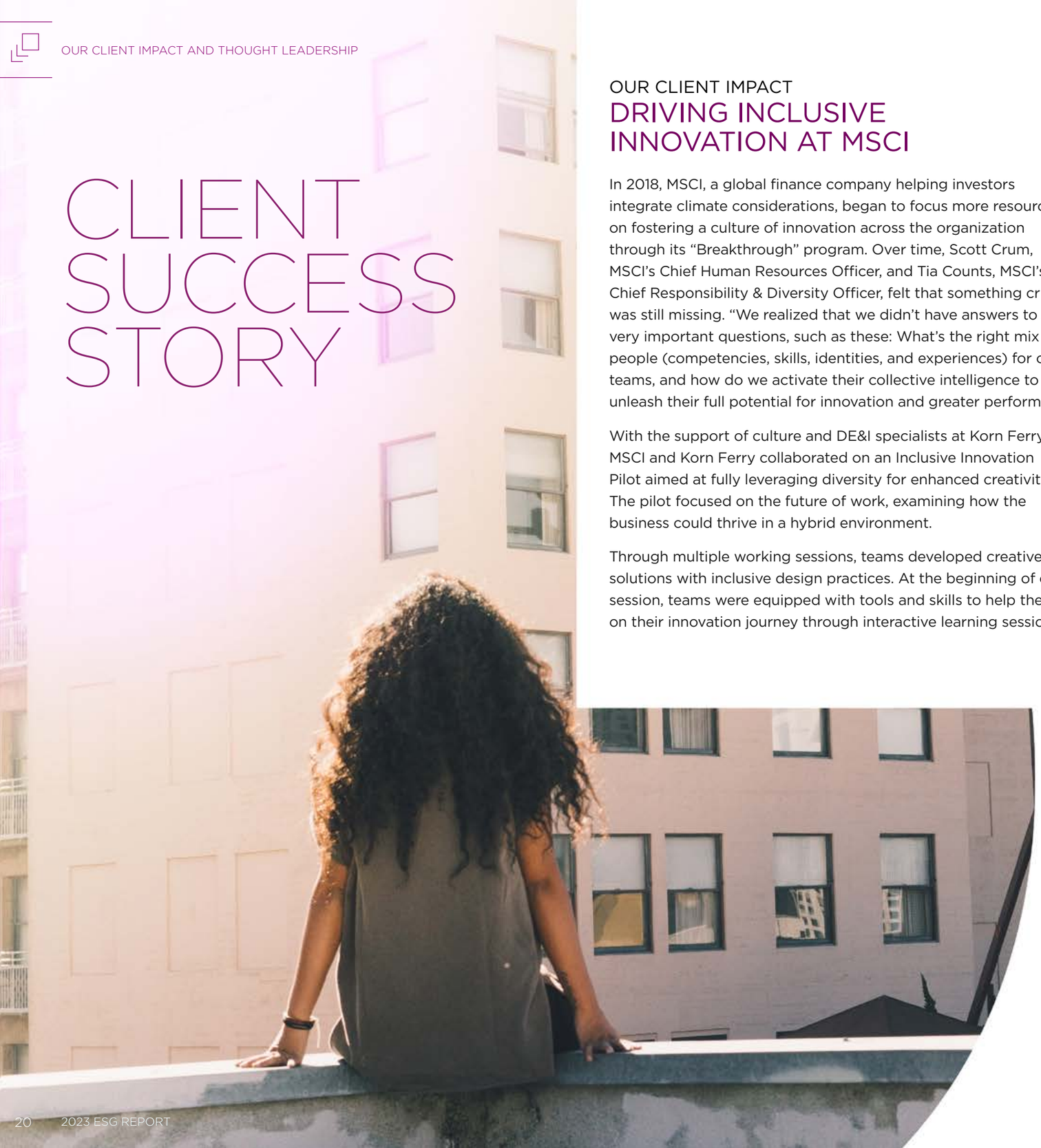
We take a systematic approach to building an inclusive organization



Example of Korn Ferry's DE&I Maturity Model

Korn Ferry's DE&I Maturity Model is designed to be a comprehensive snapshot of how mature an organization is with regard to DE&I. Unlike most maturity models, which are presented linearly, the Korn Ferry DE&I Maturity Model consists of five different dimensions presented in wedges of a circumplex that reflect the reality that organizations may mature in more than one dimension at the same time. Each dimension is broken up into behavioral and structural inclusion.

CLIENT SUCCESS STORY



OUR CLIENT IMPACT

DRIVING INCLUSIVE INNOVATION AT MSCI

In 2018, MSCI, a global finance company helping investors integrate climate considerations, began to focus more resources on fostering a culture of innovation across the organization through its "Breakthrough" program. Over time, Scott Crum, MSCI's Chief Human Resources Officer, and Tia Counts, MSCI's Chief Responsibility & Diversity Officer, felt that something critical was still missing. "We realized that we didn't have answers to some very important questions, such as these: What's the right mix of people (competencies, skills, identities, and experiences) for our teams, and how do we activate their collective intelligence to unleash their full potential for innovation and greater performance?"

With the support of culture and DE&I specialists at Korn Ferry, MSCI and Korn Ferry collaborated on an Inclusive Innovation Pilot aimed at fully leveraging diversity for enhanced creativity. The pilot focused on the future of work, examining how the business could thrive in a hybrid environment.

Through multiple working sessions, teams developed creative solutions with inclusive design practices. At the beginning of each session, teams were equipped with tools and skills to help them on their innovation journey through interactive learning sessions. This included developing collaboration skills, creating a team charter and purpose, and building an overall ability to work effectively as a team.

The idea was to help participants practice divergent and convergent thinking, explore the experiences of people whose needs tend to be overlooked, and identify root causes of issues by thinking through symptoms, behavioral patterns, underlying structures, and mental models. This led to the co-creation of solutions with various stakeholders, the running of experiments, and the development of prototypes, with teams presenting their ideas to an expert panel once a session was completed.

The pilot was also an experiment. Korn Ferry partnered with its academic advisor, Dr. Anita Williams Woolley, a world-renowned expert in the collective intelligence of teams and a Professor of Organizational Behavior and Theory at Tepper School of Business, Carnegie Mellon University. Together, we designed an experiment to give MSCI the answers they were seeking. Korn Ferry and Professor Wooley believed that diverse teams with more inclusive leaders would develop greater collective intelligence, leading to more innovation and better performance.

All participants completed Korn Ferry's Inclusive Leader Assessment, which informed the composition of the teams. Participants also completed a multi-rater survey to evaluate their team's effectiveness and group dynamic. The pilot generated more innovative solutions than existed before, suggesting that teams with above-average inclusive leader scores demonstrated greater collective intelligence and improved performance.

> "As the Chief Responsibility & Diversity Officer of MSCI, I believe my most significant role is to help leaders grasp the innovation potential of diverse teams. And this project effectively turns every leader into a champion for Diversity, Equity, and Inclusion."
>
> **Tia Counts, MSCI Chief Responsibility & Diversity Officer**

OUR THOUGHT LEADERSHIP

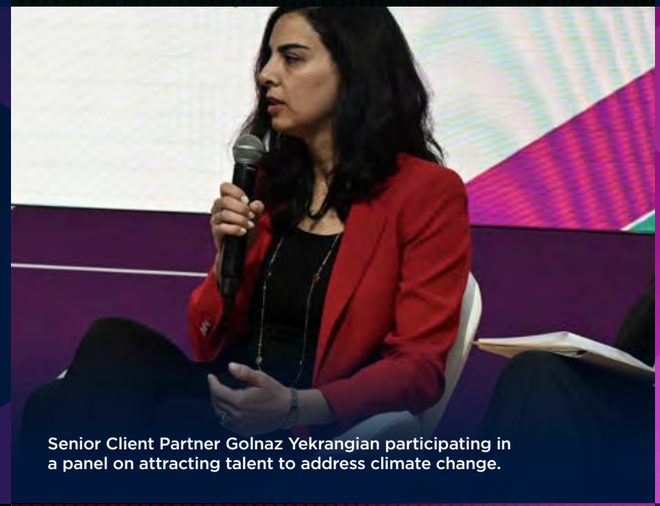
KORN FERRY AND BEYOND: 2023 ESG EVENT HIGHLIGHTS

We seek to drive change for a sustainable future by bringing together and engaging with business leaders who are shaping the future of our world through positive change and making their ESG ambitions a reality across the public and private sectors.

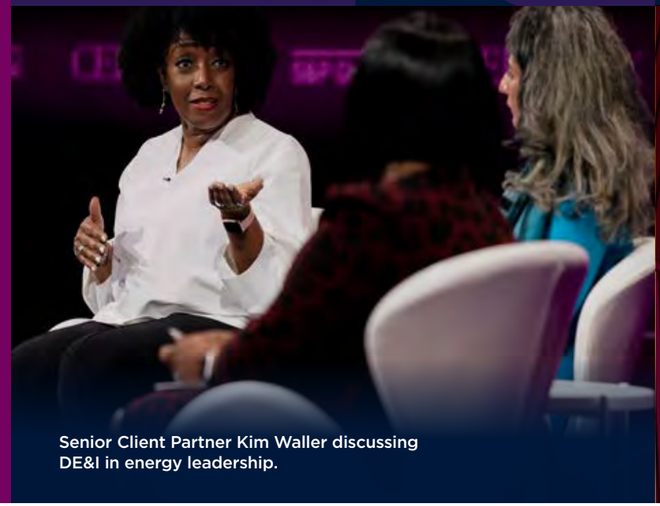
Korn Ferry colleagues participated at CERAWeek by S&P Global to share and discuss perspectives on how to effectively lead through the energy transition.

Senior Client Partner Cheryl D'Cruz-Young (far left) leading a panel on where the workforce will come from for net zero.

Senior Client Partner John Collett discussing skills transfer from traditional oil and gas to fit the needs of carbon capture usage and storage.



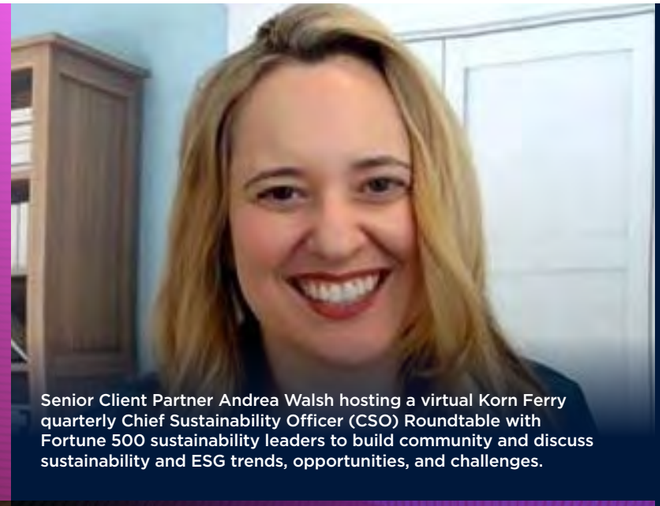
Senior Client Partner Golnaz Yekrangian participating in a panel on attracting talent to address climate change.



Senior Client Partner Kim Waller discussing DE&I in energy leadership.

Jane Stevenson, Vice Chair - Board & CEO Services, speaking about how to create value through diversity in the workforce.

Senior Client Partner Mark Lancelott, Senior Director Client Solutions Fatemah Din, Korn Ferry Institute President Jean-Marc Laouchez, and Global Account Leader Blake Patterson attending COP-28.



Senior Client Partner Andrea Walsh hosting a virtual Korn Ferry quarterly Chief Sustainability Officer (CSO) Roundtable with Fortune 500 sustainability leaders to build community and discuss sustainability and ESG trends, opportunities, and challenges.

At the 2023 Conference of the Parties (COP-28) to the United Nations Framework Convention on Climate Change, Korn Ferry colleagues participated in panel discussions on the critical role of people in accelerating the climate transition and how organizations can reinvent leadership to deliver both profit and sustainability.

Senior Director Client Solutions Fatemah Din (pictured far left) and other participants at the Arab Women Leaders' Summit on empowering women in climate technology and innovation at COP-28.

Dubai Managing Director Jonathan Holmes discussing "Powering the Future: Unleashing Human Capital for the Energy Transition" at COP-28.

Korn Ferry Principal Alex Blakeslee Hartwell (left) at the Women in Agribusiness (WIA) Summit participating in a discussion on talent trends, including company values, ESG goals, impacts of artificial intelligence, and competitive salaries.

We hosted a two-part series on **"DE&I's Future: Making Sense of All the Headlines"** in which Korn Ferry global DE&I strategy consultants, along with our clients, took on the challenges this era presents and point the way toward paradigm-shifting opportunities.

PART 1

DE&I at the Crossroads
Sorting out Fact, Fiction, and Hype

PART 2

DE&I as an Enabler of Business Success
How Leading Companies Utilize DE&I for Greater Innovation

FOR MORE INFORMATION

Recordings of this series are available at our website,

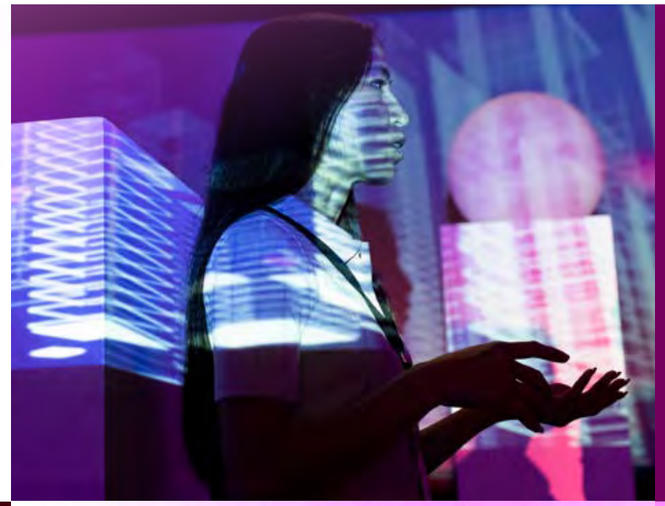
kornferry.com

OUR THOUGHT LEADERSHIP

2023 ESG RESEARCH AND PUBLICATION HIGHLIGHTS

As part of our commitment to empowering talent, teams, and organizations to unlock their potential, we also contribute to thought leadership, research, data, and expertise to support organizations on their ESG journeys through the Korn Ferry Institute (the Institute). The Institute is an innovation center focused on illuminating the key trends and drivers of human and organizational performance.

"Understanding the Role of Menopause in Work and Career," a survey report by the Institute in partnership with Viral Health, provides insights into the impact of perimenopause and menopause in the workplace.



"When Change Is the Cause and the Solution for Sustainability: Why Developing Your Organizational Change Muscle Is the Key to an Impactful Sustainability Strategy" gives companies two enablers for developing change readiness to embed an impactful ESG strategy.

The Institute partnered with Out & Equal on the study **"Breaking Experiences of the Lavender Ceiling: Progress and Continued Challenges Facing Out LGBTQ+ Leaders at Work,"** which examines the progress and continued challenges faced by out LGBTQ+ leaders in the workplace.

FOR MORE INFORMATION

This content and other thought leadership are available at our website,

kornferry.com

"The 5 Disciplines of Inclusive Organizations: How Diverse and Equitable Enterprises Will Transform the World" explores the five disciplines of inclusive organizations and why they are not only ethical but economically successful.

"Embracing Neurodiverse Talent Is a Business Imperative" discusses how organizations with an inclusive approach to hiring and retaining neurodiverse talent promote innovation and create a workplace where everyone can thrive.

"Supercharging Innovation Through Inclusion: What Happens When You Merge Social Impact with Innovation?" examines how leaders can use inclusive innovation to drive sustainable growth and organizational competitive advantage.

"Leading for Impact: Solving the 'Profit vs. Planet' Dilemma" explores how reinventing leadership can help organizations reconcile business performance and sustainability to make an impact.

As part of the World Economic Forum's Climate Governance Initiative to mobilize boards to address climate change, Korn Ferry collaborated on two webinars:

- **"The People Side of Climate Action and the Role of the Board"** (with Chapter Zero)
- **"The Board & Talent, Culture, and Sustainability"** (with Boards Impact Forum)

Based on Korn Ferry's 2023 research interviewing almost two dozen Chief Sustainability Officers (CSOs), **"The Future of the Chief Sustainability Officer: What's Next for the CSO?"** discusses the evolving role of the CSO and what obstacles CSOs are facing.

"Reaching Net Zero Initiative by Initiative" considers ways for organizations to turn climate intention into action, including through purpose, leadership and talent, governance, and organizational structure.

Korn Ferry and Schneider Electric partnered to present a blog series of conversations on Schneider Electric's website about the future of responsible renewables in promoting environmental and social sustainability. The series highlights key considerations for responsible renewable initiatives, including prioritizing land conservation, promoting DE&I in the workforce, and having an ethical supply chain.

OUR ENVIRONMENTAL SUSTAINABILITY FOCUS

Korn Ferry is committed to environmental sustainability. We seek to maximize value for clients and investors while contributing to a more sustainable future.

OUR ENVIRONMENTAL SUSTAINABILITY COMMITMENT

As a global professional services organization, our operational carbon footprint primarily consists of the greenhouse gas (GHG) emissions our people generate through workplace electricity use and when traveling on client matters. GHG emissions also arise in the production and transportation of goods and services we purchase to run our business. Our areas of opportunity to reduce these environmental impacts and otherwise benefit the planet include using natural resources efficiently, minimizing waste and energy consumption, and investing in renewable energy and climate action projects beyond our value chain. We also seek to foster a culture of environmental stewardship among our colleagues, clients, and suppliers.

Our environmental sustainability commitment focuses on three areas:

- Enhancing the measurement and disclosure of GHG emissions.
- Reducing GHG emissions.
- Engaging with our colleagues, clients, suppliers, investors, and other stakeholders to share and collaborate on initiatives and contribute to a culture of environmental sustainability, both internally and externally.

To support our environmental sustainability commitment, we established a target in 2021 to reduce total Scope 1 and 2 (market-based) GHG emissions for our global offices by 30% by 2025 compared to our 2019 base-year emissions (our 2025 Target). Our 2025 Target is designed to align with the Paris Agreement's goal of limiting global temperature increase to within 1.5 degrees Celsius.

Enhancing emissions measurement and disclosure over the years

We completed our first annual GHG inventory in 2017. Since that time, we have engaged an independent third-party auditor to verify our GHG inventory process annually. We also continue to enhance our monitoring and disclosure of GHG emissions as an important foundation for our environmental sustainability program.

2017

Completed first annual GHG inventory reporting on our 2016 Scope 2 emissions, which are generated through purchased electricity and heat usage across our global office footprint.

2018

Began reporting Scope 1 emissions from Company-leased vehicles with our 2017 emissions.

2020

Began reporting Scope 3 emissions generated by our business air and road travel with our 2019 emissions.

2021

Updated Scope 2 emissions methodology to include fugitive emissions from refrigerants with our 2020 emissions and retroactively updated 2017 to 2019 emissions data to reflect this methodology.

2022

Updated Scope 2 emissions back to 2019, the baseline year for our emissions target, to incorporate improved data availability and recent business acquisitions. Began reporting Scope 3 emissions generated from Company downstream leased assets as well as calculating emissions from purchased goods and services with our 2021 emissions.

2023

Expanded the number of sites for which we collect actual consumption data and expanded the number of Scope 3 categories that are reported to include purchased goods and services, capital goods, fuel- and energy-related activities (FERA), and employee commuting with our 2022 emissions.

14% REDUCTION IN SCOPE 1 AND 2 EMISSIONS FROM 2021 TO 2022

≈[1] **106K** GALLONS OF GASOLINE CONSUMED

or **115M** SMARTPHONE CHARGES

REDUCING EMISSIONS

Our 2022 total Scope 1 and 2 GHG (market-based) emissions were just over 5,700 metric tons of carbon dioxide equivalent ($MTCO_2e$), with about 48% of these emissions (approximately 2,700 metric tons) from electricity consumption in our offices. The remainder was from the use of fossil fuels, such as natural gas, to heat our offices and gasoline or diesel to operate our Company-leased vehicles as well as refrigerants used in office air conditioning systems.

The total Scope 1 and 2 emissions for 2022 represent a reduction of more than 950 $MTCO_2e$, or a 14% year-over-year decrease, from 2021 to 2022. In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from approximately 106,000 gallons of gasoline consumed or approximately 115 million smartphone charges.[2] Our purchases of Energy Attribute Certificates (EACs) combined with ongoing site consolidation efforts primarily drove the reduction in Scope 1 and 2 GHG emissions from 2021 to 2022.

Since the onset of the COVID-19 pandemic in 2020, there have been significant reductions in Company business travel as compared to the base year of 2019 (82% decrease '22 vs. '19) as a result of increased virtual meeting use and travel policy changes limiting travel. In 2022, we began to see an increase in business travel-related Scope 3 emissions (8,100 $MTCO_2e$ in 2022 vs. 1,595 $MTCO_2e$ in 2021) as pandemic-related travel restrictions eased in the global jurisdictions in which we operate, consistent with our previously reported expectations.

While we anticipate our business travel will continue to increase over time, we are reviewing how and where we can preserve business travel reductions through a continued cultural shift toward more virtual approaches to work.

[1] This symbol (≈) indicates figures that are approximately equal, where used.
[2] Estimate based on the United States Environmental Protection Agency (EPA) GHG Equivalencies Calculator.

Our 2018 to 2022 emissions are detailed in the following table

	Metric Tons of Carbon Dioxide Equivalent ($MTCO_2e$)*				
	2018	2019	2020	2021	2022
Scope 1 Total	**2,520**	**1,733**	**1,348**	**1,251**	**1,334**
Company-Leased Vehicles	2,520	1,733	1,348	1,251	1,334
Scope 2 (Market-Based Approach) Total**	**9,681**	**10,406**	**7,523**	**5,475**	**4,437**
Purchased Electricity in Leased Buildings	7,277	7,679	4,912	3,096	2,742
Purchased Heating and Cooling in Leased Buildings	2,404	2,727	2,611	2,379	1,695
Scope 2 (Location-Based Approach) Total**	**8,826**	**9,723**	**7,758**	**6,091**	**5,360**
Purchased Electricity in Leased Buildings	6,422	6,996	5,147	3,712	3,665
Purchased Heating and Cooling in Leased Buildings	2,404	2,727	2,611	2,379	1,695
Scope 3 Total	**44,059**	**4,183**	**28,009**	**43,980**	
Purchased Goods and Services Total			21,043	23,208	
Capital Goods Total			5,115	7,179	
Fuel- and Energy-Related Activities Total***				1,702	
Business Travel Total	44,059	4,183	1,595	8,100	
Air Travel****	— 43,667	4,051	1,514	7,936	
Road Travel*****	— 392	132	81	163	
Employee Commuting Total******				3,026	
Downstream Leased Assets Total***			256	764	

* The emissions reported in this table are calculated in accordance with the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol (the GHG Protocol) and use emission factors from relevant sources, including the EPA; the United Kingdom Department for Environment, Food & Rural Affairs (DEFRA); the International Environmental Agency (IEA); and the Intergovernmental Panel on Climate Change (IPCC).

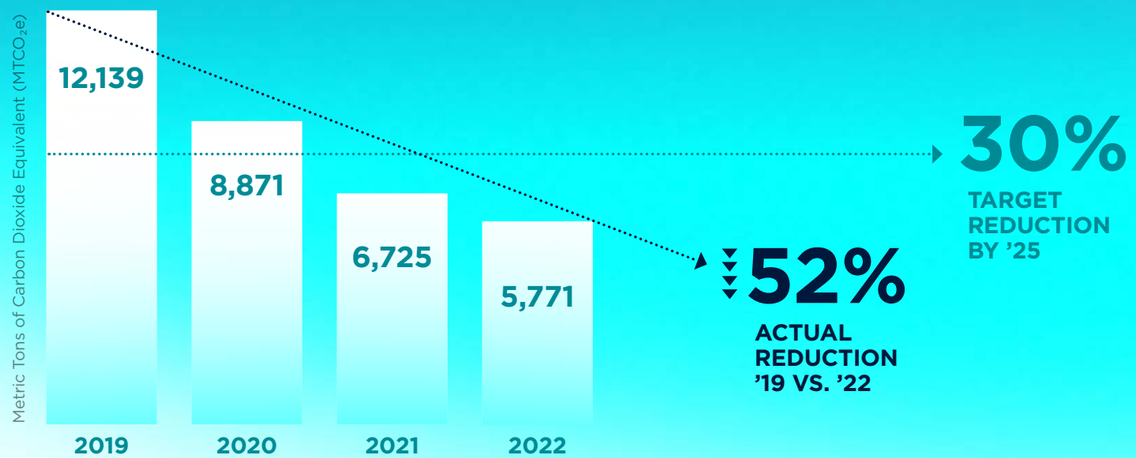
** For transparency purposes, we present two alternative methodologies for calculating Scope 2 emissions. In September 2022, Scope 2 emissions were updated for 2019 (the baseline year for our 2025 Target) and 2020 to account for the acquisition of the Lucas Group back to our 2019 baseline year and to replace estimated data with actual data, where available; no other emissions were incorporated from the acquisition because they were de minimis. For this reason, Scope 2 emissions for the 2018 period can no longer be directly compared to 2019 and subsequent years.

*** Reported value is a market-based figure.

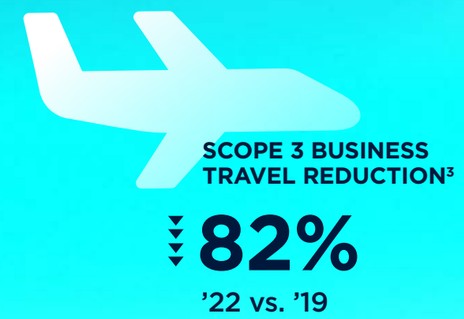
**** Our reported air travel is inclusive of travel required by our clients for the performance of services on their behalf but excludes travel (i) requested by clients for search engagement-related candidate visits and (ii) by our employees placed as interim professionals for clients while working for and at the direction of such clients. Korn Ferry has elected to follow recommended best practices under the GHG Protocol, so we include a radiative forcing uplift factor in our calculations of air travel. In countries where we have an arrangement with a corporate travel agent, our business travel emissions reporting includes data sourced from such travel agencies but may not be comprehensive to the extent contractors or employees book travel directly rather than via travel agent. In countries where we do not have an arrangement with a corporate travel agent, business travel data is sourced from employee expense reports for inclusion in our business travel emissions.

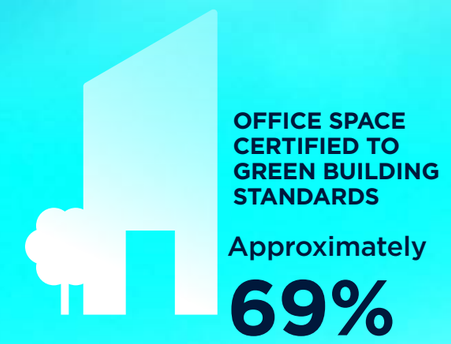
***** Only reflects mileage collected from contractor and employee-submitted reimbursement requests through our expense-reporting system.

****** Total estimated based on office attendance records, which may include non-employees.



The chart above shows our total Scope 1 and 2 GHG emissions each year since 2019.





USGBC MEMBER

Progress toward our 2025 reduction target

Our 2025 Target has informed decisions related to our global office footprint, and we expect it will continue to do so over the coming years, including targeted reductions in the amount of space that we occupy. Because we lease our offices globally, we do not have direct control over the electricity-purchasing decisions for those buildings. When possible, we consider energy efficiency in our selection criteria for future office space and/or renewals of existing office space.

As of December 31, 2023, approximately 69% of our total square feet was in leased properties that are certified to green building standards, such as LEED and/or BREEAM. We are also a member of the U.S. Green Building Council (USGBC), which seeks to promote sustainability in building design, construction, and operations.

Our emissions reduction strategy includes supporting renewable energy through purchasing EACs, which verify that one megawatt-hour (MWh) of electricity was generated and fed into the grid from an eligible renewable source. To help mitigate our 2022 electricity-related (Scope 2) emissions and further progress toward our 2025 Target, we applied 4,140 MWhs of EACs from renewable energy projects located around the world to our 2022 emissions inventory.

The cumulative total of EACs applied to our emissions inventories for 2020, 2021, and 2022 comprises more than 8,000 MWh. Our EACs were purchased from projects located in regions in which we have operations, including the European Union, India, China, South Africa, Brazil, Turkey, the United Kingdom, and the midwestern United States. In addition, our portfolio of EAC investments covers a broad spectrum of renewable sources that include wind, solar, and hydro projects.

Our EAC purchases contributed to the reduction in Scope 1 and 2 emissions between 2019 and 2022. That reduction is also due to consolidation of office space in certain locations as well as our employees working from home for most of 2020 and in 2021 as we gradually emerged from the primary lockdown period related to the COVID-19 pandemic. In 2022, we continued our flexible working policy, allowing for working from home.

We will continue to monitor our emissions relative to our 2025 Target as our global offices continue moving toward resuming more regular operations.

Exploring the implications of climate change for our business

Beginning in 2022, we took steps to further examine risks and opportunities to our business from climate change through a climate risk screening process. Working with a consulting partner, we engaged a cross-functional group of executives and senior managers as well as members of our Board of Directors (the Board) in a structured process to review the potential relevancy of a range of physical and transitional climate risks and opportunities to Korn Ferry's business operations and strategy. We also reviewed the effectiveness of our current management responses in mitigating climate-related risks and realizing ESG-related opportunities. We published our first TCFD Report in 2023 (available on our website), describing our climate risk screening in further detail.

IT systems powered by renewable energy

By transitioning our information technology (IT) systems to cloud-based platforms, our IT workload is being delivered more efficiently and by systems that are increasingly powered by renewable energy. Under our Cloud First program, more than 95% of our IT systems reside in the cloud, with approximately two-thirds of these systems supported by Microsoft Azure's cloud-based infrastructure. Microsoft has announced its commitment to sustainable business practices, including shifting Azure's power supply to 100% renewable energy by 2025.[4]

[3] Scope 3 GHG emissions are not included in our 2025 Target and are provided for informational purposes only.
[4] "The carbon benefits of cloud computing: A study on the Microsoft Cloud in partnership with WSP," at 3 (updated 2020), available at https://info.microsoft.com/ww-landing-Carbon-Benefits-of-Cloud-Computing.html.

SUSTAINABILITY BENEFITS OF E-SIGNATURES IN 2022-2023

>1,300
TREES SAVED

~1.3M
GALLONS OF WATER CONSERVED

~480 $MTCO_2e$
GHG EMISSIONS REDUCED

CULTURE OF SUSTAINABILITY

Waste management and recycling

We are committed to building a more environmentally sustainable organization by fostering a culture of sustainability both internally and externally. In 2020, Korn Ferry began the broader adoption of DocuSign for executing contracts and other official documents. The decision to embrace a digital signature solution resulted in over 150,000 recipients not printing over 2,800,000 pages for calendar year 2023. During calendar year 2023, Korn Ferry successfully expanded the adoption of DocuSign across our organization with an approximately 23% increase in documents processed compared to calendar year 2022. The cumulative environmental impact of these actions in calendar years 2022 and 2023 is estimated to have translated to saving over 1,300 trees, conserving approximately 1.3 million gallons of water, and reducing GHG emissions by about 480 $MTCO_2e$.[5]

Korn Ferry has established recycling programs for toner cartridges and other forms of e-waste. Through our partnerships with Xerox and Staples in the United States, we recycle used toner cartridges from our printers and copier machines. For bulkier used computer equipment, such as monitors, keyboards, and docking stations, we use e-waste recycling programs within certain of our office locations in an effort to dispose of equipment in a responsible manner. In 2023, Korn Ferry had office location moves or closures that resulted in opportunities to recycle e-waste and other office space materials, such as metal filing cabinets. Illustrative of this, over 400 office items, including furniture and kitchen appliances, from the closing of one of our Atlanta office locations were resold, donated, or recycled and kept out of landfills.

Colleagues in London partnered with the Final Straw Foundation to host a local beach clean-up in Portsmouth.

Our global colleagues have continued contributing to our sustainability efforts while working from home, in a hybrid environment, or back in the office. As an example of local waste minimization and recycling initiatives, our Mexico offices host ongoing "Korn Ferry Go Green" initiatives. Korn Ferry Go Green hosts an annual bottle cap collection drive to support cancer treatment for children. In 2023, the team also donated working laptops and personal computers to children from low-income families.

Other examples of sustainability and recycling in our local offices include the following:

- Regular electronic waste collection and recycling in Brazil, Costa Rica, Mexico, and the United States provides employees with a way to dispose of their unwanted items responsibly.
- Colleagues in Europe and the United States made efforts to decrease the use of single-use plastics by switching to environmentally friendly materials, such as compostable coffee cups.
- Our French offices are equipped with dishes, utensils, coffee beans, and water fountains to reduce waste from single-use coffee pods, water bottles, and disposable dishes and cutlery.
- Korn Ferry's London office is certified in International Organization for Standardization (ISO) 14001, which requires employee engagement in environmental efforts and helps to improve resource efficiency and reduce waste.

Our environmental sustainability commitment includes donating time in our local communities to increase our collective impact. For example, colleagues from our Peru and London offices hosted beach clean-up events, which included recycling trash collected. In connection with the beach clean-up event hosted by London colleagues in Portsmouth, the team held a virtual fundraiser to sponsor the event with all proceeds supporting The Prince's Trust. The Prince's Trust is a registered charity in England, Wales, and Scotland focused on working to transform the lives of young people and build sustainable communities worldwide.

Korn Ferry is also donating a portion of sales of custom-branded reusable and recyclable water bottles for sale at our merchandise store to The Prince's Trust. With sustainability in mind, Korn Ferry worked with Ocean Bottle (a B Corp certified reusable bottle brand) to create these bottles, which are partly made from recycled ocean plastic. Ocean Bottle uses a portion of its sales to support the collection and removal of ocean-bound plastic globally through plastic collection partners.

Colleagues in Peru partnered with local community organizations to host a beach clean-up event.

[5] Figures provided by DocuSign. To estimate the environmental savings from reduced paper usage, DocuSign uses the Environmental Paper Network's Paper Calculator Version 4.0. The Environmental Paper Network's Paper Calculator uses data from North America. More information about the methodology is available at https://c.environmentalpaper.org/.

Global energy speaker series

We engage in other ways to drive a culture of sustainability. In 2023, we continued to host an internal global energy speaker series focused on ways in which our clients have adopted strategies to support the energy transition. The series seeks to educate and mobilize our colleagues on sustainability topics, including increasing our understanding of the evolving needs of clients. Topics and speakers have included the following:

- United sustainability: Chief Sustainability Officer, United Airlines.
- Digitization in aerospace: President of Connected Aviation Solutions, Collins Aerospace.
- Reducing plastic waste: Senior Vice President of Transportation and Delivery, Walmart.
- Sustainable sourcing, responsible operations, and advanced mobility: Global Operations and Chief Technology Officer, Goodyear Tire & Rubber Company.
- Leadership and driving transformation & scale for success: Chief Executive Officer, Sunrun.
- Electrification in commercial vehicles, the likely future, trends, and timelines: General Manager of ePowertrain Systems, Cummins.

Commuter benefits

Korn Ferry offers a variety of local benefits to support our employees who commute to work and promote more environmentally conscious travel. These benefits can include the opportunity to use tax-free funds on commuting costs. In addition to the benefits that are covered by pre-tax funds, some locations also offer a biking benefit to promote active travel. As an example, our "Cycle to Work" program in the United Kingdom allows employees the opportunity to purchase a high-quality bike and offers a payment option that spreads the cost of the bike across an agreed-upon period.

Environmental Sustainability Advisory Committee

In 2021, we formed the Environmental Sustainability Advisory Committee (the Advisory Committee) to focus on strengthening and extending our organizational impact in this area. The Advisory Committee consists of global Korn Ferry colleagues across levels and functions who are passionate about environmental sustainability. These colleagues reflect Korn Ferry's diverse geography, solutions, tenures, seniority, and other demographics and experiences. Colleagues represent Korn Ferry's four geographic markets: Asia Pacific (APAC); Europe, the Middle East, and Africa (EMEA); Latin America; and North America.

Funding climate action beyond our value chain

To support the global transition to a low-carbon future and delivery of Sustainable Development Goals (SDGs), we provide carbon finance to climate action projects beyond our value chain. For the third year, in 2023, the Advisory Committee engaged in a collaborative process with a third-party expert on climate finance to identify and select projects designed to help address global climate change and support biodiversity.

The Advisory Committee reviewed a range of projects that were independently verified to international standards and benchmarked against the SDGs. This vetting enabled the Advisory Committee to select climate action projects meant to engage with communities and offer opportunities consistent with Korn Ferry's focus on enabling people to exceed their potential.

The Advisory Committee prioritized nature-based and resource conservation projects in each of Korn Ferry's four geographic markets. The projects intend to accomplish these goals:

- Reduce emissions resulting from deforestation and forest degradation.
- Reduce emissions from household and community energy use.
- Remove carbon from the atmosphere through sustainable forest management.
- Provide wider benefits such as biodiversity, education, jobs, health, and food security to maximize the environmental and social impact of our beyond value chain mitigation investment.

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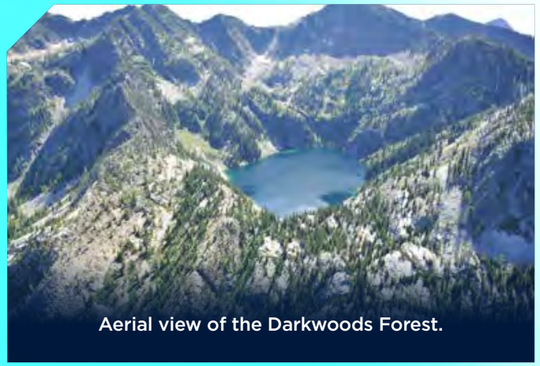
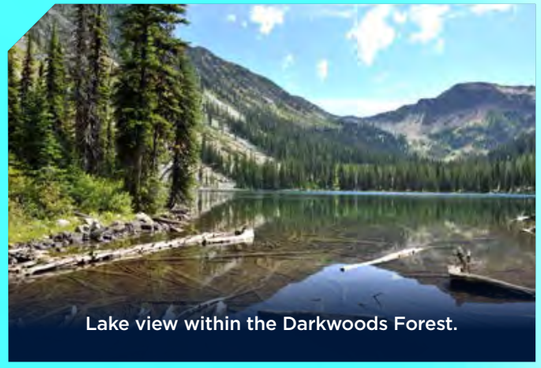
AT THE ADVISORY COMMITTEE'S RECOMMENDATION, KORN FERRY SUPPORTED THE PROJECTS ON THE FOLLOWING PAGES IN 2023.



Aerial view of the Darkwoods Forest.



Lake view within the Darkwoods Forest.

Darkwoods Forest Conservation, Canada[6]

According to Global Forest Watch, Canada's tree cover has decreased by over 10% since 2000. Located in southeastern British Columbia, the Darkwoods Forest Conservation project began in 2008 when the project developer purchased approximately 156,000 acres of private inland temperate rainforest (the largest private land conservation project in Canada) to protect it from subdivision, high-impact logging, and other environmental threats. The project zones and monitors different areas of the property and targets specific areas for strict biodiversity protection by limiting/deactivating roads, infrastructure, and activity; limiting public access; controlling invasive species; conducting conservation research; and maintaining a low level of sustainable harvesting. The project leverages carbon finance to conserve critical ecosystems and carbon sequestration areas at an unprecedented scale. As an Improved Forest Management project, it delivers a mix of emission reduction and removal outcomes.

Sustainable development benefits include the following:

Clean Water and Sanitation: The forests of Darkwoods act as natural water filters and purifiers, providing fresh water for many species of plants, animals, and people in nearby areas. Restoring degraded ecosystems and conserving the project area have led to continued net ecosystem service benefits, such as improved water quality throughout the mountainous region and over 50 lakes.

Climate Action: The project is intended to reduce GHG emissions by preventing the release of carbon associated with logging, road building, and other forestry operations.

Life on Land: The project area is one of the most ecologically diverse forest areas in Canada and is home to approximately 40 confirmed tree or animal species at risk of extinction. The conservation of Darkwoods protects the integrity of nearby protected lands and helps establish a corridor for a number of wide-ranging animals, including grizzly bears and mountain caribou.

The Kulera project replaces traditional indoor wood-fired cookstoves with fuel-efficient cookstoves.

The Kulera project supports the expansion of forest conservation in surrounding wildlife reserves.

Kulera Forest Protection and Cookstove Distribution, Malawi

Through the combination of forest protection and the distribution of clean cookstoves, the Kulera Forest Protection and Cookstove Distribution project in Malawi is using carbon finance to deliver emission reductions, protect an important area of biodiversity value, and address the health risks of indoor air pollution. The project targets the conservation of approximately 170,000 hectares of forest and works with about 45,000 households to reduce fuelwood use, develop sustainable livelihoods, increase community resilience to climate change, and promote biodiversity. Sustainable enterprises are based on nontimber forest products such as honey, coffee, and macadamia nuts. Strengthened forest protection is achieved through patrolling, maintaining forest boundaries, preventing fires, and creating alternative sources of fuelwood through agroforestry and farm woodlots management. This is the third year that Korn Ferry has supported this project.

Sustainable development benefits include the following:

Good Health and Well-Being: The project supports the use of sustainable agriculture practices and integrated pest management that reduces the need for herbicides and pesticides. Solar lights and fuel-efficient cookstoves promoted through the program reduce indoor fire use, a leading cause of respiratory problems in Malawi.

Quality Education: The program supports the creation of income-generating activities, such as honey production, mushroom production, macadamia nut production, and solar light sales. With additional cash generated for families through the program, more children are able to go to school. Increased access to solar lights in the region better enables households to provide light in the evening, allowing children to complete homework and read much later than previously.

Reduced Inequalities: The project is designed to support low-income and vulnerable community members. The wealth ranking of community members is tracked over time to confirm that the project actions are improving livelihoods.

Climate Action: The project supports conservation agriculture, which helps conserve soil and water and reduce fertilizer inputs. Practices such as mulching, crop residue management, manure management, hedgerows, and agroforestry help crops become more resilient to a changing climate. Protection of existing forests also helps reduce mudslides and floods. The project is an integrated strategy/plan that increases the ability of local communities to adapt to the adverse impacts of climate change, foster climate resilience, and create healthy communities.

[6] The discussion on pages 42-45 regarding the climate action projects and their achievements is based on information provided to the Company by our climate project sourcing partner.

Increased forest coverage around a stream within the Vichada Afforestation project.

Seedlings to be planted in an effort to increase tree coverage throughout the Vichada Afforestation project.

Vichada Afforestation, Colombia

The Vichada Afforestation project's goal is to restore grasslands degraded by cattle raising through afforestation activities. The new timber plantations remove carbon as trees grow and increase tree cover through replanting after each seven-year harvest cycle. Afforestation creates a forest where there was no previous tree cover, and this project targets formerly degraded lands to promote connectivity between ecosystems. The project aims to provide more than 200 full-time employment opportunities in a zone historically affected by poverty.

Sustainable development benefits include the following:

Gender Equality: There is an emphasis on equal employment of individuals to drive gender equality within the project.

Decent Work and Economic Growth: The project has created a number of full-time positions, promoting economic growth in the region. Training has also been provided to local community members on technical aspects of the project, harvesting, and job security.

Climate Action: The project contributes to the reduction of GHG emissions by acting as sinks and sequestering carbon dioxide.

Life on Land: The project protects over 2,000 hectares of native ecosystems.

View of the tropical peat swamp within the Rimba Raya Reserve from a canoe.

Borneo orangutans in the Rimba Raya Reserve.

Rimba Raya Biodiversity Reserve, Indonesia

On the island of Borneo in Indonesia, this Reducing Emissions from Deforestation and Forest Degradation (REDD+) project aims to preserve carbon-dense tropical peat swamp by helping to halt deforestation of roughly 65,000 hectares of forest that was originally slated for conversion to palm oil plantations. The Rimba Raya Reforestation project focuses on both community development — encompassing approximately 2,500 households living within the project area — and biodiversity conservation, particularly the protection of the over 100,000 endangered Borneo orangutans. To deliver on its goals, the project engages local communities to improve food security, income opportunities, health care, and education with the support of carbon finance. This project contributes to all 17 SDGs.

Sustainable development benefits include the following:

Zero Hunger: The project provides local communities with improved fishing technologies and agricultural training. The project also supports the construction and stocking of two community poultry egg farms with plans to offer local residents training on how to maintain the farms. Manure from the egg farms is used as a fertilizer for the community vegetable gardens, another of the project's community-based programs.

Quality Education: The project focuses on increasing environmental awareness among local youth and adults by providing education on reducing hunting activities, preventing forest fires, and protecting important bird areas. Additionally, park personnel have access to training and capacity-building programs to increase knowledge sharing around sustainable practices to avoid deforestation. The project has also established a scholarship fund that will be used to enhance educational access by funding the education of community students and providing writing books.

Clean Water and Sanitation: The project seeks to prevent downstream flooding by minimizing land use change. Through local partnerships, the project trains communities on manufacturing and selling inexpensive water filtration devices to provide clean drinking water to the local population.

Industry, Innovation, and Infrastructure: Two local villages have built community centers for park and project staff as well as community organizations. The centers can supply news and radio communication facilities, libraries, and social and agricultural training programs.

Life on Land: Indonesia has a large number of threatened mammal species inhabiting the Rimba Raya biodiversity reserve. Adjacent to Tanjung Putting National Park, Rimba Raya provides a natural buffer that helps strengthen the park's management capacity. With the latest GPS technology, mobile phones are used to collect data during field surveys for biodiversity monitoring.

SUSTAINABILITY RECOGNITIONS

MSCI ESG RATING

A

Korn Ferry received an MSCI ESG Rating of "A" in 2021, 2022, and 2023. MSCI ESG Research provides MSCI ESG Ratings on thousands of companies worldwide according to exposure to industry-specific ESG risks and the ability to manage those risks relative to peers.

ECOVADIS SUSTAINABILITY RATING

SILVER

In January 2024, Korn Ferry was awarded the Silver Medal Sustainability Rating from EcoVadis for its sustainability practices. This represents a score in the top 15% of the companies assessed by EcoVadis globally. The Company's score has improved each of the last five years, earning both Silver Medals (x4) and a Gold Medal (x1).

EcoVadis is an independent industry standard for evaluating and rating how well a company has integrated environmental, social, and ethical principles into its business practices. EcoVadis uses a stringent methodology covering numerous criteria across categories, including the environment, labor and human rights, ethics, and sustainable procurement. The ranking factors in 21 issues based upon international sustainability standards such as the Global Reporting Initiative (GRI) standards, the United Nations Global Compact Principles, the International Labour Organization (ILO) conventions, and the CERES principles. In assessing organizations, EcoVadis evaluates company policies, actions, and results.

SUSTAINALYTICS' ESG RISK RATING

TOP 2%

In 2023, Korn Ferry received an ESG Risk Rating of 8.3 from Sustainalytics and was assessed by Sustainalytics to be at a negligible risk of experiencing material financial impacts from ESG factors. This ESG Risk Rating places Korn Ferry in the top 2% of the global universe of companies assessed by Sustainalytics, a placement held since 2021.

Sustainalytics, a Morningstar company, is an independent ESG research, ratings, and data firm that supports investors around the world with the development and implementation of responsible investment strategies. Sustainalytics' ESG Risk Ratings measure a company's exposure to industry-specific material ESG risks and how well a company is managing those risks. The ESG Risk Ratings provide a quantitative measure of unmanaged ESG risk and distinguish between five levels of risk: negligible, low, medium, high, and severe.

AMERICA'S CLIMATE LEADERS

Korn Ferry was recognized as one of America's Climate Leaders in 2023 by *USA Today* and Statista, a recognition of companies that cut their carbon footprint in recent years. Statista considered more than 2,000 companies based in the United States with revenue of more than $50 million. The evaluation process considered emission intensity, annualized reductions in emission intensity, carbon disclosure rating by CDP, sustainable business practices, and other criteria.

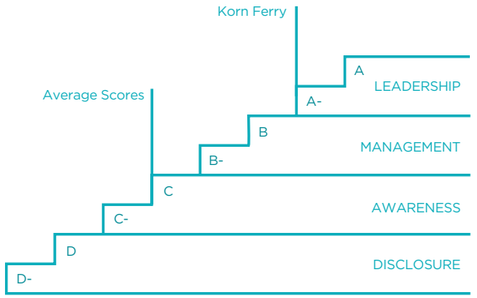
LEADERSHIP LEVEL CDP RATING

A-

For the past seven years, Korn Ferry has responded to the CDP Climate Change Questionnaire, reporting on our GHG emissions and broader practices related to climate change. CDP is an international nonprofit organization that runs a global disclosure system to help investors, companies, cities, states, and regions manage their environmental impacts.

We received a Leadership level rating with a score of A- for our 2023 submission, which detailed our calendar year 2022 emissions and climate-related practices. The Leadership level rating is the highest level in the CDP framework. According to CDP, this rating recognizes Korn Ferry as a leader in advancing environmental stewardship, including by showing a thorough understanding of risks and opportunities related to climate change, formulating and implementing strategies to mitigate or capitalize on these risks and opportunities, having verified GHG emissions statements, and effecting emissions reduction strategies to reach company-wide goals.

We have improved our CDP score over time. In 2023, Korn Ferry's Leadership level rating with a score of A- places us two full rating levels and three score levels higher than the global CDP average, the North American regional CDP average, and the global specialized professional services sector CDP average, as shown below.



OUR PEOPLE

We focus on making Korn Ferry a firm that energizes, develops, rewards, and empowers people to thrive and help our business succeed. It is a priority for us to hire, develop, and advance the best talent from diverse backgrounds, cultures, and experiences with equal opportunity across the firm. We strive to foster a supportive, respectful culture of inclusion where everyone feels their input is valuable, can do their best work, and can exceed their potential. Our approach to talent acquisition, development, recognition, engagement, and benefits is designed to support this culture.

TALENT ACQUISITION

We aspire to build a world-class organization — one that aligns with our strategy and purpose and that is staffed by a skilled, motivated, diverse, and agile workforce. Korn Ferry takes great pride in finding, attracting, and hiring exceptional talent. We strive to offer an outstanding candidate experience by connecting individual purpose, aspirations, and skills with our opportunities. In 2023, we continued to invest in and expand our internal talent acquisition capabilities as part of our overall talent strategy to grow talent from within the business and help our employees become more than they thought possible.

Early-career and campus programs

We believe in an integrated, three-pronged approach to the college and university market: direct recruiting from campuses, internships, and research collaborations. This approach creates a deepened, synergistic, and mutually beneficial relationship with the school that can grow into what we call a "University Corporate Partnership."

"Our vision is to create an extraordinary experience for our colleagues by enhancing our talent programs and modernizing our HR infrastructure and operations, so we all thrive in our careers here and exceed our potential."

Linda Hyman,
Executive Vice President,
Chief Human Resources Officer

Through University Corporate Partnerships, we seek to provide meaningful opportunities for students and recent graduates; identify, train, and develop Korn Ferry consultants and leaders of the future; and increase our brand recognition on campuses. Our consultants address classes on talent issues and trends, work with students on special research projects, and collaborate with faculty and administration on how to engage and develop student capabilities to best leverage their motivation and success.

Our early-career recruitment programs include career training for interns and recent graduates from colleges and universities around the world. These immersive programs combine classroom activities with smart simulations and on-the-job learning. Participants can gain valuable exposure to Korn Ferry subject-matter experts, our leaders at the talent industry's forefront, and our solutions.

Early-career recruitment program participants generally learn about the end-to-end talent acquisition process and organizational consulting methodologies. The program also seeks to develop participant communication and consulting skills. We use our intellectual property to provide career assessment and guidance for participants, including through our purpose survey, which guides individuals through a research-based personal purpose journey. We believe a clear personal purpose enables employees to better manage complexity, tolerate ambiguity, and, given today's crises, cope with stress and rise above challenging times. Successful graduates of these programs can move on to permanent roles within one of our solution areas, helping us continue to innovate around our clients' toughest challenges.

To build a strong foundation for sustainable change, we focused in 2023 on enhancing the way we recruit talent for internships and jobs in parallel with developing and advancing our early-career and experienced talent. This has included expanding our relationships with Historically Black Colleges and Universities (HBCUs). Additionally, to help us identify talent of diverse experience, background, and perspectives, we have continued to partner with several nonprofit organizations, such as The Academy Group, the African American Leadership Academy, The Institute for Responsible Citizenship, and 10,000 Black Interns. We also engage our employees in recruiting through programs at their alma maters, career fairs, and referrals.

Students from our 2023 internship program with CEO Gary Burnison.

We offer internship opportunities at Korn Ferry for students globally. Internships are designed to achieve these goals:

- Support career skills, including the development of foundational consulting skills, executive presence and brand, effective networking, and business acumen.
- Teach about career progression through career conversations and fireside chats with senior leaders.
- Gain insight into motivations and purpose preferences of students to help them set goals and make impactful career choices.
- Expose students to Korn Ferry, our clients, and our proprietary solutions.
- Demonstrate the impact that skillful consulting can have on people's lives.
- Provide the opportunity to meet other Korn Ferry interns and senior leaders from around the world.

All 2023 internship program interns who responded to our follow-up survey agreed that the internship provided them with the knowledge and transferable skills required to help them move forward in their careers.

In our collaborations with universities and business schools, we strategically engage with and support human capital and business programs to drive innovation in these areas through research and hands-on learning curriculums that enable students to get involved in Korn Ferry research in tangible ways. These collaborations have included work with Hult International Business School, New York University, the Wharton School at the University of Pennsylvania, the University of California, Riverside, and the University of Utah.

Onboarding

We understand that creating an impactful, supportive experience and developing the skills of our employees starts from day one. Korn Ferry provides foundational onboarding for new joiners through a program called "Lift Off." The program is designed to build a globally consistent foundation of Korn Ferry knowledge and help new employees learn more about our Company, clients, solutions, and people. New employees learn about the expectations for their roles and the units in which they work as well as how to locate internal resources available to help them succeed.

A senior Company leader participates in the onboarding process by hosting a facilitated Lift Off presentation about our culture, the work we do for our clients, and the impact our employees can have. The presentation is intended to introduce new joiners to the firm's vision, values, purpose, strategy, structure, people, and resources.

For new joiners who are responsible for developing clients and partnering with others to deliver client services, we also offer several regionally customized programs around the globe as part of our Korn Ferry Immersion Experience. Immersion content focuses on deep solution understanding and alignment combined with strong collaboration to deliver client impact.

We also have client-account-specific induction programs for new hires into our Recruitment Process Outsourcing (RPO) and Projects business.

TALENT DEVELOPMENT AND MANAGEMENT

It's not just about hiring great talent — it's also about developing and rewarding our people. We champion professional development and learning through our enterprise-wide career model, annual talent management cycle, talent development and leadership programs, and training.

Career Lattices

At the heart of our enterprise-wide career model is an integrated framework called "Career Lattices." Career Lattices is a multiphased initiative to improve colleague understanding of their career development, enablement, and mobility options at Korn Ferry. Using our intellectual property, "Career Architecture," we combine the roles, solution areas, and functions at Korn Ferry in one matrix, categorized by accountability, complexity, and focus of the work performed. This framework is supported by our "Success Profiles," which define the key responsibilities, capabilities, and motivations identified for various roles. These profiles also allow us to compare roles to determine what capabilities employees should develop or build on for moving into different jobs across the organization.

Internal career mobility

With our career framework and global promotion processes, Korn Ferry supports and encourages talent mobility within and across our organization, including our core solution areas, industries, functions, and geographies. We believe internal career mobility is important for our business growth not only because it affects our ability to attract and retain the best talent but also because it contributes to building an agile and stable organization capable of responding successfully and rapidly to changes in markets and economies. To this end, we have encouraged and experienced an increasing number of cross-organizational moves over the past few years.

Talent cycle and promotions

Korn Ferry's annual talent cycle seeks to provide employees with clarity and alignment about how they contribute to the firm's overall strategy and goals and do so in a way that aligns with our values of Inclusion, Honesty, Knowledge, and Performance. Simultaneously, the process is intended to support the career development of our employees and enhance their skills and knowledge. The core components of our annual talent cycle are setting goals; receiving feedback from managers, colleagues, and direct reports; appraising performance; and earning promotions. Led by our Chief Human Resources Officer, senior leadership also engages in succession and emerging leader development planning. The Board then periodically reviews the plan.

Our global biannual talent promotion process seeks to recognize employees for demonstrating exceptional dedication and service to clients, embracing our firm's purpose and values, engaging in outstanding collaboration, and stretching themselves to meet and exceed goals and expectations. We believe that promotions acknowledge superior performance in a current role and support the continuation of development within one's career journey. In 2022 and 2023, we promoted approximately 2,700 colleagues across all of our lines of business and corporate functions.

"I am just about to celebrate the 12th anniversary of my career with Korn Ferry — and what a journey it has been! I joined the Company as a Talent Sourcer in our Warsaw Talent Delivery Centre. Korn Ferry's Career Architecture framework has helped me navigate my career growth through five different roles. I continue to have the opportunity to engage with and learn from amazing colleagues, including coaches and mentors from all parts of the business. One of the most exciting aspects of my career has been the opportunity to work in and relocate to four different countries."

Aleksandra Wlodarczyk,
Director – Quality Assurance,
EMEA (United Kingdom)

"Korn Ferry is a global platform for individuals who aspire to broaden their horizons and make their mark on an international scale. My journey with the firm is a testament to this. Initially I held a regional position based in Brazil. My role was later expanded to encompass North America, which paved the way for my current role as a global vice president. In this capacity, I have had the privilege of leading teams and projects across the globe and was provided the opportunity to relocate to Portugal."

Marcelo Cuellar,
Vice President, Client Services,
EMEA (Portugal)

~2,700

COLLEAGUE PROMOTIONS IN 2022–2023

Our Mentoring Program

We believe that a learning culture is created when knowledge is shared collaboratively. As we continue to expand our global offerings, the imperative to connect and support one another has become increasingly pronounced. To help address this need, we introduced the firm-wide Mentoring Program in 2019, a customized initiative available to all employees.

We match mentors and mentees based on their proximity, personal career goals, and business focus with the aim of complementing the mentor's expertise with the mentee's professional aspirations. These partnerships are intended to help our employees define and direct their career aspirations. Mentees can gain a knowledgeable Korn Ferry colleague to help navigate their careers. Mentors can not only guide and nurture colleagues as they professionally develop but learn from them as well.

Since inception, we have seen strong participation from our talent requesting mentors and diverse representation from the groups participating in the Mentoring Program. The program reinforces our culture of collaboration, information-sharing, and personal development.

RISE

Korn Ferry understands leaders and the challenges they face. We believe that evolving our own leadership development program is critical to building an agile, collaborative organization that can mitigate economic and social volatility. For this reason, we developed RISE, a leadership development, engagement, and alignment initiative for Korn Ferry's leaders and senior partners.

Launched in 2023, RISE uses Korn Ferry intellectual property, technology platforms, and expertise. RISE aims to deepen a participant's self-awareness, accountability for individual success and the success of others, and ability to lead in a larger, more complex organization in a hybrid, post-pandemic context. RISE is also designed to increase team trust and effectiveness, empowerment, peer-to-peer collaboration, and Korn Ferry's collective impact.

During a multi-month journey, participants take part in the following activities:

- Individual self-reflection on leadership effectiveness and feedback conversations with teams.
- One-on-one executive coaching.
- Cross-organization peer innovation labs.
- Executive exchanges with leadership on strategy, culture, practices, and processes.

"By openly embracing the value of diversity, Mosaic contributes to the development of different communities and groups, and, by extension, our society as a whole."

Dominique Virchaux,
President of South America and
Mosaic Executive Sponsor

Mosaic Emerging Talent Program

The Mosaic Emerging Talent Program (Mosaic) is Korn Ferry's global talent development program for high-performing early- to mid-career professionals with a diverse set of backgrounds, perspectives, and experiences. Participants are selected from across our lines of business and corporate functions.

Over a six-month journey, participants take part in the following activities:

- Facilitated virtual Korn Ferry Power of Choice leadership development sessions.
- One-on-one executive coaching.
- Sponsorship from senior leaders within Korn Ferry.
- Networking opportunities with peer colleagues and other leaders within the firm.

While in the program, participants are generally supported in the following:

- Identifying approaches to drive their career path and overcome headwinds that may be getting in the way.
- Establishing a clearer perspective on how to represent their personal brand and build a network that supports their career aspirations.
- Creating a plan to get the types of stretch assignments that will drive their development and the support to succeed at those assignments.
- Developing stronger business acumen and an enhanced understanding of Korn Ferry's business model, solutions, and go-to-market strategies.

Korn Ferry has established an alumni program for Mosaic graduates (the Mosaic Alumni Program) to keep participants engaged and provide ongoing support so they can apply what they learned in Mosaic while mentoring each other and current participants. For example, alumni learn more about "One Korn Ferry," our go-to-market strategy bringing together our core solutions to drive more integrated, scalable client impact, so they can better appreciate how to advance large, cross-solution projects.

POWER OF CHOICE

Power of Choice is a Korn Ferry differentiated development offering that supports the growth of thousands of our clients' employees globally. As used in Mosaic, Power of Choice is designed to help participants learn the following skills:

1 / IDENTIFY
ways to increase their impact on the firm by maximizing their contribution.

2 / EXPLORE
technical, relational, and influential confidence.

3 / IDENTIFY
key network-building approaches.

4 / CREATE A PLAN
to get the types of visible, important, and complex assignments that will drive development and the support to succeed at those assignments.

5 / COMMIT
to practical, actionable steps they can take to achieve their goals.

In 2023, Mosaic alumni globally again volunteered their time to manage regional steering committees in support of the Mosaic Alumni Program. Within each region, alumni steering committee leaders work on one of three committees:

- **Developing at Korn Ferry:** Provide Mosaic alumni with opportunities to continue their personal and professional development.
- **Connectivity and Community Building:** Create events, activities, and communications to build community and facilitate peer-to-peer learning and interaction among Mosaic's active and alumni participants.
- **Living Out One Korn Ferry:** Produce avenues for Mosaic alumni to connect across our different lines of business to enhance alumni experience in driving One Korn Ferry.

Each committee is sponsored by an executive leader within the firm responsible for providing ongoing coaching, guidance, and support to alumni as they create, plan, and execute initiatives. Sponsors and alumni steering committee members meet formally several times a year. During these meetings, alumni share updates on their initiatives as well as ideas to sustain engagement.

Alumni also have the opportunity to network with subject-matter experts, industry leaders, and other important stakeholders with whom Korn Ferry partners to drive impact within and outside of the firm. Korn Ferry offers regular personal and professional programs for alumni, including a personal energy and well-being course and fireside chats with solutions leaders on what we do with clients.

"This was a hands-on, thought-provoking program that left me inspired and feeling much more influential with many actionable takeaways I can apply immediately. I am now confidently equipped with tools in place to work towards the advancement of my career at Korn Ferry."

Emelia Fowora, Senior Consultant and Team Lead, Project Management Office, North America (Canada)

"Mosaic provided a unique opportunity to explore and reflect deeply on my strengths and weaknesses and taught me how to incorporate both when creating a strategic growth path. All coaching sessions, the 1:1 time with my executive sponsor, and the daily exchanges with my peer group greatly contributed to increased self-knowledge and ultimately to a career plan that I am very excited about."

Carla Pereira,
Human Resources Manager,
Latin America (Brazil)

A LEARNING ORGANIZATION

Because we're all about taking talent further, we strive to be a learning organization focused on the growth and development of our colleagues worldwide. Our goal is to provide the right development support for Korn Ferry employees at the right points in their careers with the addition of experiential and on-the-job learning opportunities.

In addition to our specific, customized leadership development training programs, we offer other training and development opportunities that build on the skills and mindsets our colleagues bring to our firm and clients. We work to shape training and development around where our colleagues are. That could be starting a first job, making a career change, or joining us as a seasoned professional.

We use a learning management system accessible to employees that we call "iAcademy." iAcademy has rich and personalized content to help employees continue their personal and professional development. This content encompasses hundreds of digital learning resources covering foundational skill building, technologies, management training, our products, and our solutions. Specific courses include professional skills, DE&I, and mandatory annual ethics and compliance training on the Code of Business Conduct and Ethics (the Code), anti-corruption laws, conflicts of interest, insider trading, maintaining a respectful workplace, confidentiality, data privacy, and information security. In 2023, employees completed, on average, over 11 hours of iAcademy coursework, including ethics and compliance training.

Employees also participate in instructor-led training on topics such as professional integrity, the Code, DE&I, and maintaining a respectful workplace.

Other learning opportunities include our internal "Let's Talk Live" event series that features a diverse lineup of guests and topics from across Korn Ferry. These are candid, engaging, inspiring, and often off-the-cuff conversations about areas that are impacting our world. Topics range from coaching to managing difficult conversations, influencing others, and wellness.

In certain countries, we have education assistance programs through which we provide financial assistance to employees for continued educational development.

2023 iACADEMY HIGHLIGHTS

~200
Courses added

~1,000
Different courses completed

~1,800
Courses offered

CULTURE OF INCLUSION

We work to build a culture of inclusion based on acknowledging others and appreciating their contributions and achievements.

Conscious Inclusion

We think it is important to create an environment where colleagues can be their best selves and share in the responsibility of building and maintaining an inclusive culture. Building upon our Race Matters series and our unconscious bias workshops, we offered Conscious Inclusion sessions for employees within offices around the world in 2020. Hundreds of our leaders worldwide participated.

Our Conscious Inclusion program provides a forum for authentic conversations that can help employees in the following ways:

- Understand what unconscious bias is and what causes it.
- Enhance their self-awareness of blind spots.
- Have meaningful day-to-day interactions with colleagues to better model intentional acts of inclusion.

Since 2021, we have annually facilitated unconscious bias training for members of our Global Promotions Committee, a global group of partners who review and decide on promotions to Senior Client Partner.

Our RPO business also has a mandatory DE&I training program requirement for their employees covering DE&I foundations, Conscious Inclusion, unconscious bias, interview skills training, and inclusive recruiting and hiring. The program is assigned to new RPO hires as part of their onboarding.

Inclusive recruiting

We continue to invest in our inclusive search capabilities within our Executive Search and Professional Search businesses. As an example, we established a DE&I Desk staffed with Korn Ferry-certified recruitment researchers who conduct ongoing research and candidate sourcing to identify talent with a diverse set of backgrounds, perspectives, and experiences.

In 2023, Korn Ferry launched its Inclusive Search Training Program for Executive Search and Professional Search colleagues. The program seeks to educate participants in understanding how Korn Ferry approaches the following:

- DE&I.
- The science behind bias, our reactions to differences, and how our reactions impact our thoughts, behaviors, and decision-making.
- The notion of culture fit and how it can perpetuate noninclusive organizational traditions, conveniences, and personal preferences.
- Inclusive feedback conversations.

Additionally, Korn Ferry has been hosting an annual speaker series on inclusive recruitment for our Executive Search and Professional Search colleagues since 2021, focused on the following:

- Understanding multiple dimensions of diversity, common barriers to moving successfully through a recruiting process, and ways to de-bias recruiting processes.
- Best practices in finding and attracting talent with a diverse set of backgrounds, perspectives, and experiences, taking an inclusive recruitment approach, using inclusive language, and deploying inclusive sourcing strategies.
- Best practices in managing an inclusive recruitment process for clients that helps them equitably identify and engage with the best talent, including how to embed DE&I topics into the recruitment process, from the intake meeting to evaluating competencies, experiences, traits, and drivers of candidates, all the way through the client interview process.

Korn Ferry also has guidelines and policies designed to support inclusion in our own hiring efforts as well as with clients for whom we are conducting candidate search engagements.

Employee engagement

We have concentrated our efforts on creating an environment where our colleagues can be engaged and feel connected with Korn Ferry and with each other. We have regular regional town halls, global and local newsletters, and community dashboards, as well as local wellness, connectivity, and community-building events. We also use internal social media to help keep our community engaged and informed. Many offices have initiatives intended to create smaller virtual and in-person "villages" where people can come together in more informal environments to network, build community, stay connected, deepen relationships, and bond teams, including hosting workshops, lunch 'n' learn programs, and social meetings.

In 2018, Korn Ferry's CEO formed a Colleague Advisory Council. The Council meets regularly to provide candid feedback directly to the CEO and other senior leaders regarding the colleague experience within Korn Ferry. Colleagues globally participate in the Council, which reflects Korn Ferry's diverse geography, solutions, tenures, seniority, and other demographics and experiences.

We also gather feedback on the experience of our colleagues through regional community-building efforts, surveys, and periodic focus groups. These cover a range of topics, from client solution enhancement to culture.

As we continue our journey to broaden our understanding of each other's diversity, we strive to be intentional about celebrating our differences and creating platforms for employees to share more of themselves. This includes exploring different dimensions of diversity and engaging in conversations on inclusion through the following:

- Local and regional DE&I Steering Committees formed by colleagues in APAC, EMEA, Latin America, and North America to build additional communities within offices or regions.
- Webinars focused on how we can create a stronger and more inclusive culture where colleagues can share their backgrounds, experiences, and authentic selves as well as learn how to be better allies to one another.
- Video interviews of Korn Ferry colleagues sharing their experiences navigating the workplace as members of different communities.
- Communications honoring the diverse cultures, backgrounds, histories, and contributions of individuals and communities around the globe.
- Educational materials and recommendations to increase the understanding and awareness of the experiences of our different communities.
- Diverse and inclusive affinity-based think tanks managed by employees who produce thought leadership and perspective papers on their cultural experiences, shared history, and traditions.

"Bringing our colleagues back together with intention and purpose drives our culture forward to help make Korn Ferry a premier career destination."

Brian Bloom,
Vice President, Global Benefits & Mobility Operations

Senior Consultant, Julia Freire, recipient of 2023 Acts of More Than recognition.

Associate Client Partner, Apoorva Mathur, recipient of 2023 Acts of More Than recognition.

Recognition programs

We work hard to build an environment of recognition by acknowledging others and appreciating their contributions and achievements.

The Korn Ferry Founders Award, our internal employee engagement award, recognizes and celebrates exceptional individuals and teams who pursue the extraordinary. Whether for candidates, clients, or colleagues, these recipients live our firm's values and embrace its principles. Every cycle of awards, we assemble a committee of influential leaders who represent the businesses and regions of the firm to deliberate and determine winners based on nominations by Korn Ferry colleagues.

For 2023, the twelfth cycle of the program, we celebrated a diverse group of colleagues worldwide. This year, we again included an Early Impact Award for those colleagues who have been at the Company for only one to two years, yet have had an immediate influence on our firm. The Founders Award is a Korn Ferry tradition that gives each one of us an opportunity to appreciate and commend colleagues who have made a significant impact.

In 2023, we launched a quarterly internal recognition program called "Acts of More Than." This program offers the opportunity to nominate a colleague who has gone the extra mile and pushed beyond daily tasks, demonstrating our values and promise to be "More Than." Colleagues across the firm are then selected and recognized for their achievements.

Another way in which we recognize employees is by highlighting work milestones and anniversaries. Through our program Korn Ferry Accolades, we celebrate one another's contributions on a global scale through a social network. We use this program to create a more impactful, consistent, and memorable experience for colleagues celebrating work milestones and anniversaries.

EMPLOYEE SAFETY AND WELL-BEING

The safety and well-being of our employees are very important to us. The last few years have been an unprecedented time of change, and we have endeavored to support our people in different ways through it. We offer competitive benefits around the globe customized to each country we operate in based on market prevalence and cultural relevance. We seek to provide benefits that give employees the ability to make the best choices for themselves and their families.

Before the COVID-19 pandemic, our Human Resources team initiated a wellness campaign called "Korn Ferry Cares," which focused on the physical, emotional, financial, and social well-being of our workforce to motivate a holistic approach to employee wellness and instill an organizational culture of caring and health. This campaign took on additional meaning in recent years.

Seeking to insulate our workforce from risk but not isolate them from our community, we have increased our focus on a number of initiatives to connect and support employees, such as the following:

- An internal mental health awareness campaign.
- An Employee Assistance Program for employees and their household family members, which includes support in finding specialized healthcare and mental health resources for members of the LGBTQ+ community.
- Expansion of our Mindfulness Program, which includes live and on-demand webinars on meditation, yoga, resiliency, anxiety, and stress, to all employees and household family members.
- Local wellness, connectivity, and community-building events.
- Telemedicine benefits in countries where they are available.
- Supporting work-life integration through flexible work schedules as well as remote and hybrid work arrangements.
- Access in the United States to Care@work benefits by Care.com to help find caregivers for children, elders, and pets.

KORN FERRY OFFERS EMPLOYEES IN THE UNITED STATES A SUITE OF PROGRESSIVE BENEFITS, INCLUDING THESE:

- **Inclusive family formation benefits**
- **Surrogacy, adoption, and foster care support**
- **Healthy pregnancy programs**
- **Inclusive parental leave**
- **Gender-affirming healthcare**
- **Hormonal health support**
- **Dedicated nursing or wellness rooms**
- **Policies for transgender and nonbinary employees to transition in the workforce**
- **Ability to save money on healthcare contributions by engaging in healthy activities**
- **Reimbursement of travel expenses (up to a cap) incurred to receive covered medical services**

AWARDS AND RECOGNITIONS FOR WORKPLACE PRACTICES

We seek to make the needs of our employees a priority by creating an inclusive workplace culture where our colleagues can thrive. It makes us incredibly proud to be recognized by several organizations for our commitment to DE&I. These awards endorse our efforts to be a leading career destination for our current and future colleagues from all backgrounds.

EQUALITY 100 AWARD: LGBTQ+ WORKPLACE INCLUSION

2019
2020
2021
2022
2023

The Human Rights Campaign Foundation (HRC) recognized Korn Ferry as an Equality 100 business leader in LGBTQ+ Workplace Inclusion in 2023, marking our fifth consecutive year of HRC recognition. Achieving this designation means that Korn Ferry earned a 100% rating (the highest score an inclusive company can receive) on the HRC's 2023–2024 Corporate Equality Index, which is the national benchmarking tool on corporate policies, practices, and benefits pertinent to lesbian, gay, bisexual, transgender, and queer (LGBTQ+) employees. The HRC seeks to improve the lives of LGBTQ+ people by working to increase understanding and encouraging the adoption of LGBTQ+ inclusive policies and practices.

BEST COMPANIES FOR PARENTS

2019
2020
2021
2022
2023

For the fifth year in a row, we are honored to be among the 100 companies that earned a spot on the 2023 100 Best Companies list for working parents by Seramount. The 100 Best Companies list honors companies that offer inclusive benefits for families, including generous maternity and parental leave and affordable emergency childcare. The 2023 100 Best Companies application includes more than 300 questions related to leave policies, workforce representation, benefits, childcare, advancement programs, flexibility, and more. The application surveys the availability and usage of these programs as well as the accountability of the many managers who oversee them.

TOP COMPANIES FOR EXECUTIVE WOMEN

2020
2021
2022
2023

In 2023, Korn Ferry earned a place on the Top Companies for Executive Women list by Seramount for the fourth year in a row. The Top Companies for Executive Women survey is an extensive evaluation of policies, programs, and workforce profiles of participating companies designed to yield a definitive list of top workplaces for women to advance through the corporate ranks.

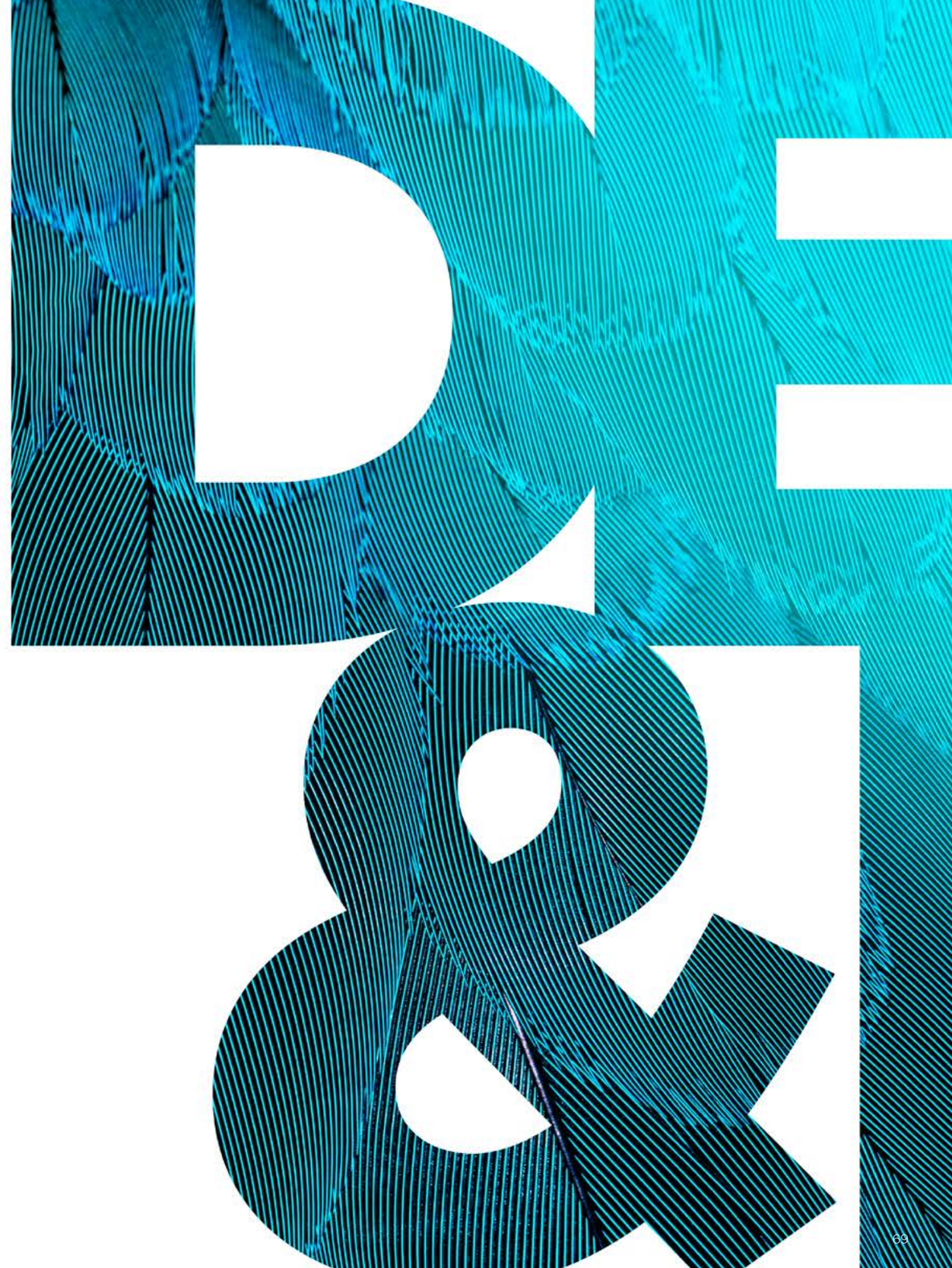
GOLD HIRE VETS MEDALLION

2022
2023

In 2023, Korn Ferry received the United States Department of Labor's Gold HIRE Vets Medallion Award for the second consecutive year. The HIRE Vets Medallion Award is earned by businesses that demonstrate unparalleled commitment to attracting, hiring, and retaining veterans. This is the only federal-level veteran's employment award that recognizes an organization's commitment to veteran hiring, retention, and professional development.

OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Inclusion is intentionally the first of our core values. Our colleagues bring together diverse backgrounds, cultures, experiences, ethnicities, generations, genders, orientations, and religious beliefs. We value this diversity and believe that it makes us stronger, smarter, more agile, and more innovative. It gives us multiple perspectives on the world and informs the ways we connect with our people, our clients, and the communities we touch.



OUR WORLDWIDE WORKFORCE AND BOARD[7]

10,000+
Employees

100+
Offices

50+
Countries

GLOBAL WORKFORCE BY REGION

48%
North America

27%
EMEA

21%
APAC

3%
Latin America

GLOBAL WORKFORCE BY GENERATION

50%
Millennials or Gen Y

31%
Gen X

11%
Gen Z, iGen, or Centennials

8%
Boomers

WOMEN AT KORN FERRY

62%
of employees

50%
of regional presidents

44%
of Senior Roles[8]

33%
of Board directors

2023 PROMOTIONS AND HIRES

51%
of hires

65%
of promotions

53%
of promotions into Senior Roles

47%
of hires into Senior Roles

DIVERSE[9] WORKFORCE AND LEADERSHIP

66%
of 2023 U.S. hires

75%
of 2023 U.S. promotions

72%
of U.S. employees

36%
of U.S. office managing partners

50%
of Board Leadership Roles[10]

56%
of Board directors

58%
of executive officers and corporate executive leadership

[7] Includes all employees (other than as specified in footnote 9) and Board directors as of December 31, 2023.
[8] Korn Ferry considers employees who are Senior Client Partners, Associate Client Partners, Senior Principals, and Principals to have a "Senior Role."
[9] "Diverse" statistics reflect the percentage of individuals who are women and/or are from a traditionally underserved/underrepresented group. Using the EEO-1 race and ethnicity categories defined by the United States Equal Employment Opportunity Commission, Korn Ferry considers a United States employee or member of the Board of Directors who self-identifies as American Indian/Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, or two or more races, to be a member of a traditionally underserved/underrepresented group. "Diverse" statistics do not include employees who work as interim professionals for clients.
[10] Korn Ferry considers the Chair of the Board and the chairs of its three Board committees to have a "Board Leadership Role."

A LETTER FROM JT SAUNDERS, OUR CHIEF DIVERSITY OFFICER

Business and society are more intertwined today than ever before.

As one of the largest global organizational consulting firms, we see great opportunity in helping clients navigate current social and economic volatility by empowering our talented, globally diverse workforce to design, collaborate, and deliver transformative solutions to meet the strategic business needs of our clients, their employees, and the communities they serve.

Creating shared value is central to our mission. Through our efforts, we continue to expand our offerings, leverage technology to help clients reimagine how they engage and serve their key stakeholders, and help provide equitable access to dynamic leadership development opportunities through the Korn Ferry Charitable Foundation.

Our strategic priorities around talent, culture, and impact are important to our broader DE&I progress and, ultimately, to Korn Ferry's success. In 2023, our DE&I team continued to engage in meaningful DE&I discussions and initiatives throughout the firm, including these:

- Partnering with Human Resources to support the firm's strategic human resources initiatives such as our global promotions process, onboarding process, internship program, Mentoring Program, and early-career program. These initiatives allow us to engage more meaningfully with diverse, collaborative, and ambitious young talent who bring to the firm fresh perspectives, great energy, a strong work ethic, and a passion for what we do. Our collective efforts are helping to position the firm to equitably hire, promote, and extend opportunities across our workforce.
- With our IT team, creating an IT accessibility portal on Korn Ferry's intranet to provide access to the technologies available to employees who are managing mobility, hearing, vision, neurodiversity, and mental health disabilities.
- Working with our DE&I services practice and Power of All community to embed DE&I into our core solutions. The Power of All community consists of Korn Ferry consultants from all lines of business who represent multiple solutions working together to deliver on our One Korn Ferry promise by leveraging our DE&I experience and expertise to drive better outcomes for clients.
- Collaborating with our internal ESG, Operations, Finance, and Legal teams to manage our Inclusive Supplier Program, which includes quarterly analysis of our diverse spend, improved engagement with diverse business enterprises, and increased partnerships with clients.

The firm has made some great progress with our Mosaic Emerging Talent Program. Since Mosaic's launch, Korn Ferry has hosted five six-month leadership development cohorts for early- to mid-career employees. We have seen an increase in engagement and expanded contributions from Mosaic participants and alumni. Many alumni who have taken on people manager roles have shared their increased confidence in leading more inclusively. Alumni have also reported applying the concepts, frameworks, and language learned when interacting with their direct reports.

Mosaic alumni are also expanding their impact on the firm and the Mosaic community. In 2023, alumni globally launched their first virtual conference, "Mosaic Con." This year's conference focused on mindfulness and well-being. Over 100 alumni participated in the group's activities, which included virtual mindfulness coaching sessions, work-life integration panel discussions with the firm's leaders, and networking initiatives to build deeper community.

We feel strongly that our investments are good indicators of how we continue to live our core value of inclusion. Inclusion has always been a part of who we are as a firm and always will be. We intend to continue accelerating our DE&I efforts to achieve a greater impact for our employees, clients, suppliers, and communities in the years to come.

Thank you for being a part of our journey.

JT Saunders

OUR STRATEGIC DE&I PRIORITIES

Talent

Hire, develop, and advance talent with a diverse set of backgrounds, perspectives, and experiences across the firm.

Culture

Build a more sustainable approach to driving an inclusive culture for all talent.

Impact

Drive greater societal impact around DE&I issues with clients, colleagues, and communities.

INCLUSIVE SUPPLIER PROGRAM

At Korn Ferry, we believe in a world of work that works for everyone. Our Inclusive Supplier Program aims to promote and increase the inclusion of diverse vendors and contractors within our supply chain and the marketplace as a whole. Diverse suppliers include certified or self-certified small businesses as well as businesses that are certified or self-certified as diverse. We believe that engaging with these suppliers in a purposeful way will allow us to drive more innovation and value for Korn Ferry, our clients, and our communities.

We are working to grow our business in partnership with diverse suppliers in a number of ways. In 2023, we collaborated with leadership from our key business lines to identify diverse suppliers within our existing supplier base and explored opportunities to increase their use.

We have been supporting our suppliers in their efforts to identify and report that their business is owned and managed by a qualifying diverse group. This expands the reach of our suppliers to qualify as diverse providers within our supply chain and with other potential clients.

We also have a Tier 2 diversity supplier data collection program to identify diverse spend by our larger suppliers. We participate in reporting our diverse spend to our customers as part of their Tier 2 diversity programs.

We engage in other ways to support the business growth of diverse suppliers. As a member of the National Minority Supplier Development Council (NMSDC), we have partnered with the NMSDC to expand opportunities for diverse businesses to compete equitably in the marketplace.

Our commitment is not only about supporting diverse businesses by increasing engagement with them but also supporting their transformation by training and developing leaders within the organizations. The Korn Ferry Charitable Foundation has partnered with the NMSDC to offer its six-month leadership development program, Leadership U for Humanity, at no cost to the NMSDC's community of diverse professionals. The program is made possible by Korn Ferry's financial and nonfinancial support, which includes the delivery of live virtual leadership development sessions, personal coaching, and a proprietary library of Korn Ferry content. Through Leadership U for Humanity, the Foundation and Korn Ferry seek to continue developing and enhancing the capabilities of diverse talent within the NMSDC community.

~15%

TOTAL 2023 CALENDAR YEAR SPEND WITH DIVERSE SUPPLIERS IN THE U.S.[11]

FOR MORE INFORMATION

Access more information about our **Inclusive Supplier Program here.**

[11] The figure presented is based on our review and identification of certified and self-certified diverse and small suppliers in our supply chain with assistance from our third-party diversity supplier consulting firm. Our diverse suppliers include those providing professional, consulting, and IT support services; office-related goods and services; catering and food services; travel and hospitality services; and professional facilitators, coaches, and consultants to support our client needs.

ENABLING ACCESSIBILITY

DE&I is a primary driver of our culture and strategy because we believe that it is the right way to foster environments for success. DE&I unlocks the power across an organization's talent, enabling people to work together to solve complex issues. A key pillar of DE&I is equitable access to tools and resources that allow individuals, teams, and organizations to grow and develop. By working to remove barriers that prevent accessibility, Korn Ferry is committed to providing content that is inclusive and accessible.

We created an IT accessibility portal on Korn Ferry's intranet that provides access to the technologies available to employees who are managing mobility, hearing, vision, neurodiversity, and mental health disabilities. Colleagues can request dictation, document-reading software, and screen-reading software. Korn Ferry also provides guidance on accessibility features available on the Company's standard software.

We think of accessibility as also making our external platforms, products, and content accessible to a wider range of people with disabilities. In this regard, we have embarked on a project to make our website more accessible. As an example, we added closed captioning in English to videos hosted on the website to make our video content accessible to those with hearing disabilities. We have also worked with our creative teams to educate them on accessible design principles and implemented processes to review content created on third-party platforms for compliance with our website accessibility standards.

OUR COMMUNITY

It's not just about our people — it's about all people. We are committed to making a difference in our communities and the world.

VOLUNTEERING IN OUR COMMUNITIES

We proudly contribute financially to organizations and causes that we believe will significantly impact the greater good. We believe that donating our time, talent, and resources is also as important. Our offices and colleagues worldwide take part in community service through a variety of organizations and programs.

$2.6M+

DONATED BY KORN FERRY FINANCIALLY OR THROUGH IN-KIND SERVICES IN 2023

Korn Ferry Year Up Career Coaching Program

Korn Ferry colleagues in the United States partnered with Year Up to create the Korn Ferry Year Up Career Coaching Program. Year Up is a nonprofit organization dedicated to preparing young adults from underserved communities for successful corporate careers and higher education During the 12-week program, Korn Ferry team coaches are paired with Year Up alumni to share guidance on topics such as interview preparation, job training, career advancement, goal setting, and work-life balance.

Since the program's pilot in 2020 through December 2023, more than 70 Korn Ferry team coaches have volunteered their expertise to the program, working with Year Up alumni. Along with Korn Ferry colleagues located primarily in the United States, team coaches include Korn Ferry clients and external coaching network contacts globally who have also volunteered their time with the Korn Ferry Year Up Career Coaching Program.

ICS Summit Academy mentoring program

Since 2019, colleagues with Infinity Consulting Solutions (ICS), a Korn Ferry company, have partnered with Summit Academy OIC to support students in preparing for a career in IT. Summit Academy is a vocational training center that provides classes to low-income adults in Minnesota for careers in IT, construction, and medical administration through accredited programs at no cost to students.

As an extension to Summit Academy's career services, ICS colleagues provide guidance, information, direction, and coaching to IT students enrolled in the Summit Academy. This includes participating in orientation and classes, hosting mock interviews, helping students with their résumés, and job placement. Mentorship relationships continue post-graduation for students seeking additional guidance in designing and finding the right job for them.

Australian Business and Community Network mentoring program

Korn Ferry colleagues in Australia volunteer with the Australian Business and Community Network (ABCN), a nonprofit organization working to address educational disadvantages among middle and high school students (Australian school years 7 to 13) from low socioeconomic backgrounds. For over seven years, Korn Ferry colleagues have mentored students identified by the ABCN, leading fun, workplace-based sessions to help develop the confidence, skills, and aspirations of the students. These mentoring sessions address topics such as interview practice, goal setting, leadership development, and post-school career pathways.

Colleagues also volunteer as dedicated corporate mentors for scholarship recipients as part of another ABCN program focused on high school graduates called the "Accelerate Scholarship Program."

Million Makers Challenge for The Prince's Trust

Colleagues in London participated in the six-month entrepreneurial fundraising Million Makers challenge to support The Prince's Trust, a charity focused on working to transform the lives of young people and build sustainable communities worldwide. Teams of employees from organizations across the UK competed in the Million Makers challenge to raise as much money as possible from an initial seed funding investment. Korn Ferry colleagues teamed up to create and pitch initiatives to a panel of business leaders and were selected as recipients of seed funding to launch their initiatives, obtaining the maximum seed funding in the first round of the competition.

Korn Ferry hosted a number of in-person and virtual fundraising initiatives. As one of the initiatives, Korn Ferry hosted a mixed touch rugby tournament, drawing the attendance of over 300 clients and colleagues. Participating teams made donations, and colleagues raised money by selling raffle tickets.

Colleagues in London participating in the Million Makers challenge.

Colleagues in London at the Mixed Touch Rugby tournament in support of The Prince's Trust.

Colleagues in Brazil participating in GRAACC'S walk to support cancer treatment for children and adolescents.

Colleagues in San Francisco participating in the J.P. Morgan Corporate Challenge 5k.

Colleagues in France participating in Le Cross du Figaro 10k to support people impacted by rare genetic diseases.

SNAPSHOT OF LOCAL PHILANTHROPIC ACTIVITIES

Moving for a cause

- **In Brazil,** colleagues participated in their annual 10k walk for GRAACC, a medical organization providing cancer treatment for children and adolescents.
- **In France,** colleagues participated in the 15k Course Royale to support the restoration of the gardens of the Château de Versailles. Colleagues also participated in Le Cross du Figaro 10k, the inaugural event of the 2023 Association Française contre les Myopathies Téléthon, to raise funds in support of individuals affected by rare genetic diseases.
- **In the United States,** Washington, D.C., Maryland, and Virginia colleagues participated in the BellRinger Bike Ride, raising money to benefit the Georgetown University Lombardi Comprehensive Cancer Center.
- **In the United States,** San Francisco colleagues participated in the J.P. Morgan Corporate Challenge 5k walk/run, benefiting the Eat Learn Play Foundation.

Donations and volunteering

- **In Australia,** colleagues hosted a blood drive in support of the Australian Red Cross Lifeblood, an organization aimed at providing life-giving support to Australians.
- **In Brazil,** colleagues hosted a winter donation drive, collecting blankets and warm clothing for Centro da Escalada Urbana, which provides clothing and other necessities to individuals in need.
- **In Chile,** colleagues volunteered with Fundación Nuestros Hijos, an organization supporting children battling cancer and their families. Colleagues hosted a booth for the charity's holiday celebration with games and toys for the children. Colleagues also raised funds for Teletón, a rehabilitation foundation that seeks to help children and young people with motor disabilities.
- **In Hong Kong,** colleagues collected nonperishable food items for Feeding Hong Kong, a local charity that provides food to individuals in need. Colleagues also annually support Kiva in providing zero-interest loans for low-income individuals in Asia. These loans are intended to assist students in paying for tuition, families in affording emergency care, and entrepreneurs in starting a business.
- **In India,** colleagues adopted 10 schools in predominantly low-income communities in Haryana and Pune. This annual initiative provides funding for updating classrooms, restrooms, and technology.
- **In Peru,** colleagues collected food and other necessities for Centro Ann Sullivan del Perú, a local organization offering education, consulting, and training programs to children with developmental disabilities and their families.

Colleagues in Chile volunteering with Fundación Nuestros Hijos.

Colleagues in Hong Kong collecting donations for Feeding Hong Kong.

Colleagues in Peru volunteering with Centro Ann Sullivan del Perú.

Colleagues in the Philippines with residents of the Virlanie Foundation.

Los Angeles colleagues preparing meals at the Los Angeles Ronald McDonald House.

Chicago colleague poses with Cradles to Crayons donations.

- **In Costa Rica and Mexico,** colleagues donated essentials such as diapers, bottled water, baby formula, and canned food for the Mexican Red Cross to support families affected by the hurricane in Acapulco. Colleagues in Mexico also donated school supplies to a local orphanage for girls.
- **In the Philippines,** colleagues facilitated the first Quiz Bee, preparing gifts and games for children living at the Virlanie Foundation, a local organization that aims to provide housing and other resources for disadvantaged children and their families. Colleagues also hosted a donation drive in support of families affected by typhoons in the Philippines.
- **In Singapore,** colleagues volunteered their time with Willing Hearts, a local soup kitchen, to prepare, pack, and deliver meals to the local community.
- **In the United States,** Los Angeles colleagues gathered at the Los Angeles Ronald McDonald House, an organization offering food and shelter to families of children receiving treatment for serious medical conditions. Colleagues volunteered to provide, prepare, and cook fresh food for families.
- **In the United States,** Chicago colleagues collected clothing, essential items, and monetary donations for Cradles to Crayons, an organization dedicated to providing essentials to children in need across the United States.
- **In the United States,** Denver colleagues collected food and monetary donations for the Food Bank of the Rockies, an organization dedicated to providing food and necessities to people in need by teaming up with Hunger Relief Partners to serve communities across Colorado and Wyoming.
- **In the United States,** New York colleagues raised funds and attended a concert in support of the Young Concert Artists, Inc., an organization providing support, tools, and opportunities to young musicians in the community. Colleagues also volunteered as dog walkers with the Sean Casey Animal Rescue, a local animal rescue focused on helping animals with medical ailments.
- **In the United States,** Princeton colleagues have partnered for over 20 years with HomeFront, an organization dedicated to ending homelessness in central New Jersey and breaking the cycle of poverty. In 2023, colleagues painted a children's art studio and sorted donations for residents.
- **In the United States,** San Francisco and Colorado colleagues collected donations of warm clothing and raised funds for One Warm Coat, an organization that aims to provide free coats to children and adults in need. Colleagues also hosted a virtual fundraiser for Feeding America, an organization dedicated to providing food and support to people across America.
- **In the United States,** Dallas colleagues volunteered with the Bridge Homeless Recovery Center to serve meals and clean tables for residents.
- **In the United States,** Washington, D.C., Maryland, and Virginia colleagues collected donations and prepared "fresh start" packs with essential items for the Central Union Mission, a local organization that provides housing, food, and other resources to individuals in need throughout the Metro D.C. area community.

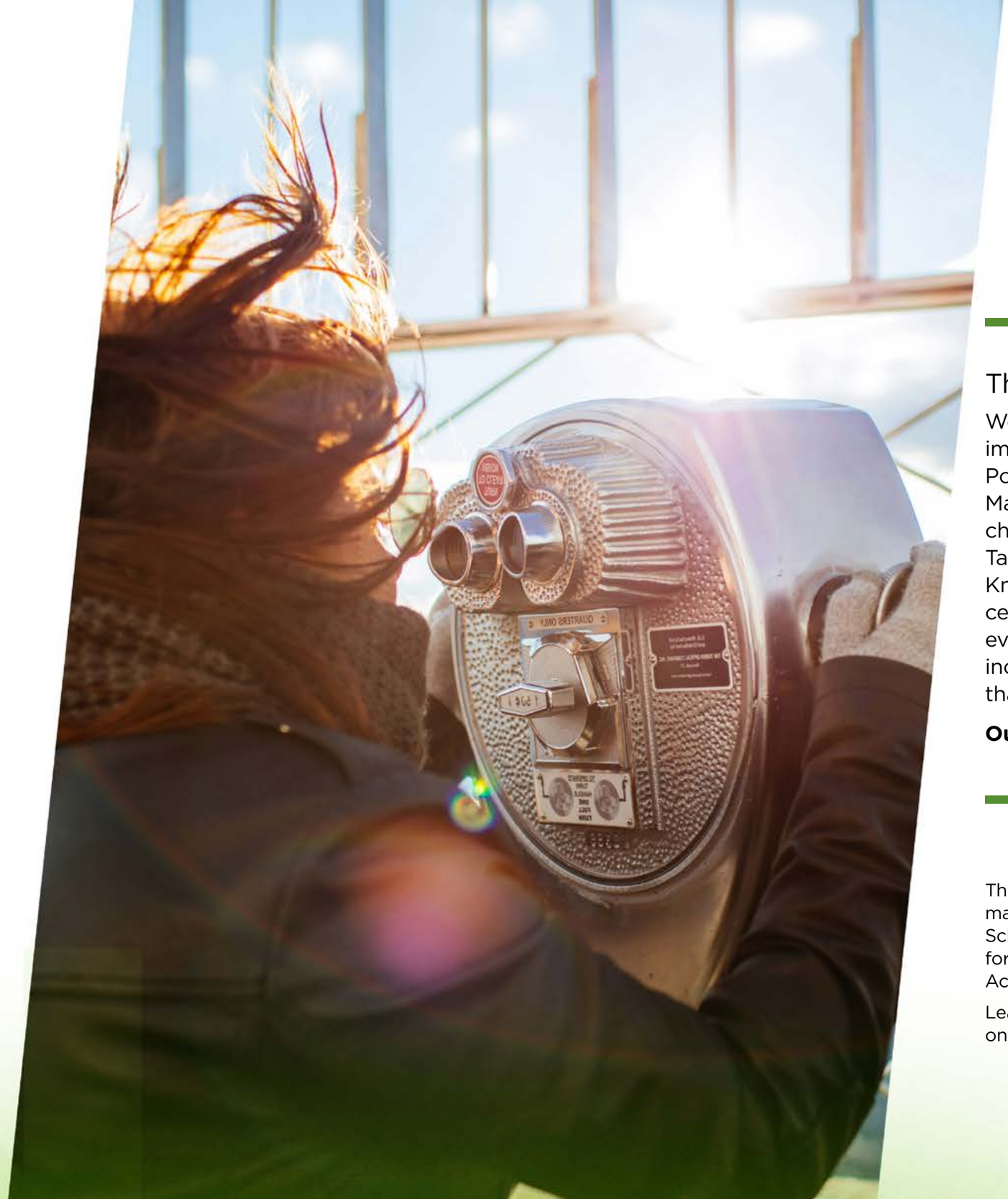
Colleagues in Princeton volunteering at HomeFront.

Colleagues in Dallas volunteering at the Bridge Homeless Recovery Center.

Washington, D.C., Maryland, and Virginia community colleagues preparing "fresh start" packs.

KORN FERRY FOUNDATION

In 2020, we created the Korn Ferry Charitable Foundation, a 501(c)(3) nonprofit organization. The Foundation's mission is to make real, lasting changes by helping people exceed their potential, whether that is in the boardroom, the classroom, or their living room. That means providing support and inspiration to those who need it most through direct relief to individuals affected by a disaster, funding scholarships and programs, and offering grants to charitable organizations working to enhance our communities.



The Foundation's Vision

We genuinely believe in the impact of human potential. Potential is what drives us forward. Makes us smarter. Better. Kinder. It changes minds. It changes lives. Takes us to impossible places. Knocks down walls. Shatters glass ceilings. But many people never even get the chance to reach their incredible potential. To be more than. They lack opportunity.

Our vision is to change that.

The Foundation operates three main initiatives: the Lester Korn Scholarship Program, Leadership U for Humanity, and the HBCU Leadership Accelerator Conference.

Learn more about these initiatives on the following pages.

LESTER KORN SCHOLARSHIP PROGRAM

An initiative of the Korn Ferry Charitable Foundation

In 2021, the Foundation created the Lester Korn Scholarship Program in honor of Korn Ferry's late co-founder. Lester Korn was a bold entrepreneur who transformed the search industry when he started the Company with his partner, Richard Ferry. He believed in hard work and big dreams. He also believed in rewarding people for their achievements.

It's in this spirit that the Foundation honors Lester Korn's memory with the Lester Korn Scholarship Program. These $10,000 scholarships support the children of Korn Ferry employees worldwide. The Foundation is proud to help students achieve their dreams.

To qualify, students must be pursuing a bachelor's degree, graduate degree, or the equivalent from an accredited college or university. An independent third party manages the scholarship application and selection process.

2023 SCHOLARSHIP RECIPIENT SNAPSHOT

- Over $400,000 in scholarships awarded.
- 43 exemplary student recipients.
- Recipients from Argentina, Australia, Canada, Colombia, Germany, Mexico, Singapore, South Africa, Spain, the United Kingdom, and the United States.
- Majors ranged from aerospace engineering to animal science, artificial intelligence, biology, business, communications, economics, law, marketing, mathematics, medicine, philosophy, psychology, and social policy.

FOR MORE INFORMATION

Learn about the Foundation and its Lester Korn Scholarship Program at **kornferryfoundation.org**

Korn Ferry's founders Lester Korn (left) and Richard Ferry (right).

"This award has been pivotal in supporting my ongoing studies, alleviating financial burdens, and empowering me to pursue my academic aspirations with greater focus and dedication."

Sahib, 2023 Lester Korn Scholarship Recipient, United States

"Being selected to receive this award was a huge honor. Thanks to the Lester Korn Scholarship Program, my final year at college has been less stressful. It allowed me to focus on playing basketball and graduating with a major in economics."

Benjamin, 2023 Lester Korn Scholarship Recipient, Australia

"The Lester Korn Scholarship award has helped me focus on my engineering studies and feel confident in my achievements as a second-year student. Receiving this academic recognition has reinforced my passion for studying and my eagerness to learn."

Pauline, 2023 Lester Korn Scholarship Recipient, Argentina

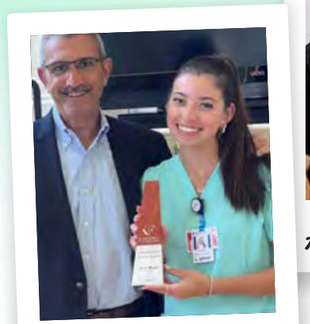
"It has been such a pleasure to receive this opportunity! It still does not feel real. The scholarship has assisted me in starting my next chapter with confidence."

Andile, 2023 Lester Korn Scholarship Recipient, South Africa

"If I had to describe my feelings in one word, it would be GRATEFUL! This scholarship has helped me fulfill my dream of attending a good university and studying a career I enjoy and am passionate about."

Mario, 2023 Lester Korn Scholarship Recipient, Mexico

SOME OF THE 2023 LESTER KORN SCHOLARS



Alexia

Ayaan

Ayesha

Hailey

Jaiden

Michal

Shayan

LEADERSHIP U FOR HUMANITY

An initiative of the Korn Ferry Charitable Foundation

The Leadership U for Humanity (LUfH) vision is to be a catalyst for the leaders of tomorrow. Launched in November 2020, LUfH is an interactive six-month leadership development program developed by Korn Ferry for the Foundation. The program's purpose is to help professionals with a diverse set of backgrounds, perspectives, and experiences who have been in the workforce for 4 to 15 years strengthen their leadership skills and empower them to accomplish their career goals.

LUfH seeks applicants with a wide range of life experiences, including experiences of overcoming adversity and/or a demonstrated commitment to inclusion or community. The Foundation intends LUfH to expand the current leadership pipeline by helping to cultivate diverse, talented professionals with the leadership acumen, passion, and commitment to drive impact in their communities. Eligibility is not restricted on the basis of race or any other protected category.

The Foundation has partnered with over 30 community organizations (Community Partners) to help bring LUfH to as many people as possible.

"Since 2021, the transformative impact of Leadership U for Humanity on our community has been nothing short of remarkable," said Jania Rivera Wester, Principal - Organizational Health & Performance at LUfH Community Partner Communities In Schools. "This innovative leadership program equipped them with the necessary tools for professional growth and also instilled a sense of purpose and responsibility toward creating positive change in their respective fields. Partnering with the Korn Ferry Charitable Foundation has provided this opportunity to many who could otherwise not be afforded one."

In 2022 and 2023, the Foundation expanded LUfH to France as a pilot program working with Community Partners in France, including the L'Oréal Fund for Women. Participants in the pilot recognized the program's impact on enhancing their self-awareness and bolstering their self-confidence to emerge as influential leaders in their organizations and society.

LUfH is available at no cost to participants selected by the Foundation. The program is made possible by the financial and resource support of Korn Ferry, which includes the delivery of live virtual classes and personal coaching. Participants are also provided with self-guided learning, opportunities for peer interactions, and fireside chats with subject-matter experts on topics such as self-determination, relationship building, and networking.

At the end of December 2023, over 1,200 professionals from a number of industries were enrolled in or had completed the program.

COMMUNITY PARTNERS

IN THEIR OWN WORDS

Graduates of LUfH have reported that the program helped them to advocate better for themselves, resulting in more clarity and satisfaction within their roles, promotions, pay raises, and career opportunities.

"I deeply appreciate the invaluable learning opportunities, networking exposure, and the chance to collaborate with an executive coach. The personalized guidance, constructive feedback, and skill enhancement received have equipped me to navigate challenges confidently, articulate ideas more effectively, and approach leadership roles with newfound self-assurance. This transformative journey has significantly bolstered my confidence through heightened self-awareness."

Lauren C., nominated by Community Partner National Association of African Americans in Human Resources

"I am truly grateful for being given the opportunity to participate in the Leadership U for Humanity program, as it has helped me with my personal and professional growth. Both the live virtual courses and the 1:1 coaching sessions were invaluable. Leaders of these sessions provided me with helpful insights and tools that empowered me to be an advocate in my career. Prior to the completion of the program, I was promoted. I thank the program for giving me the confidence to speak up and for constantly reminding me to be intentional with my career and live life by design and not by default."

Lina A., nominated by Community Partner National Association of Latino Healthcare Executives

"Participating in the Leadership U for Humanity program came at the perfect time during my professional journey as I stepped into a senior role. The program equipped me with invaluable skills in strategic decision-making, effective communication, and team collaboration, enhancing my ability to navigate the complexities of advocating for women in academia. As a result, I am better positioned to champion diversity and inclusion, fostering a more equitable environment for women in medicine."

Rakhee B., nominated by Community Partner American Medical Women's Association

FOR MORE INFORMATION

Learn about the Foundation and its Leadership U for Humanity initiative at **kornferryfoundation.org**

PARTICIPANT FACTS AND FIGURES[12]

1,000+
GRADUATES

1,200+
PARTICIPANTS

3,700+
1:1 PROFESSIONAL COACHING HOURS

78,000+
AVERAGE PROGRAM HOURS

[12] All figures are based on participants between November 12, 2020, and December 31, 2023.

LEADERSHIP U FOR HUMANITY

SOME OF THE 2023 GRADUATES

Abena
National African American Insurance Association

Adrienne
National Association of Health Services Executives

Alisha
National African American Insurance Association

Ashon
National Association of African Americans in Human Resources

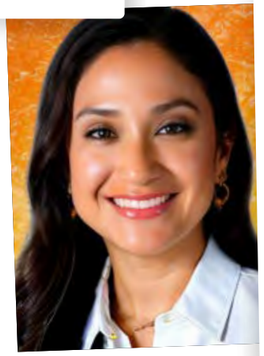
Erika
The Leadership Academy

Luis
National Association of Latino Healthcare Executives

Kasey
Out & Equal

Latoya
National Association of Health Services Executives

Ike
National Association of Black Accountants



Melissa
National Association of Latino Healthcare Executives

Patricia
Greater Jamaica Development Corporation

Sarah
Out & Equal

Sean
Colorado Inclusive Economy

Stefan
National Minority Supplier Development Council

Korn Ferry Charitable Foundation hosts the HBCU Leadership Accelerator Conference at Claflin University.

HBCU LEADERSHIP ACCELERATOR CONFERENCE

An initiative of the Korn Ferry Charitable Foundation

The HBCU Leadership Accelerator Conference is designed to support college students heading into their first internship or job. The program leverages Korn Ferry's leadership development intellectual property to aid HBCU students in career preparation by exploring their purpose, goals, and the skills required to navigate their careers. The conference aims to foster a space for students to learn about networking, relationships, and personal brand in preparation for the workforce ahead.

In 2023, the inaugural conference was hosted in partnership with Claflin University, the first and oldest historically Black university in South Carolina. Through this program, the Foundation aims to deepen its relationships with HBCUs and enable the Foundation to have a broader impact on the diverse talent pipeline. Eligibility is not restricted on the basis of race or any other protected category.

FOR MORE INFORMATION

Learn about the Foundation and its HBCU Leadership Accelerator Conference initiative at **kornferryfoundation.org**

Korn Ferry's Chief Diversity Officer, JT Saunders, leading a session at the HBCU Leadership Accelerator Conference at Claflin University.

WHY?

Accelerate the development of talent with a diverse set of backgrounds, perspectives, and experiences.

HOW?

Unleash potential by equipping participants with the tools, skills, and capabilities required to drive their personal and professional success.

WHAT?

Launch a cohort-based experience that expands the understanding, knowledge, and exposure of HBCU students to leadership and careers.

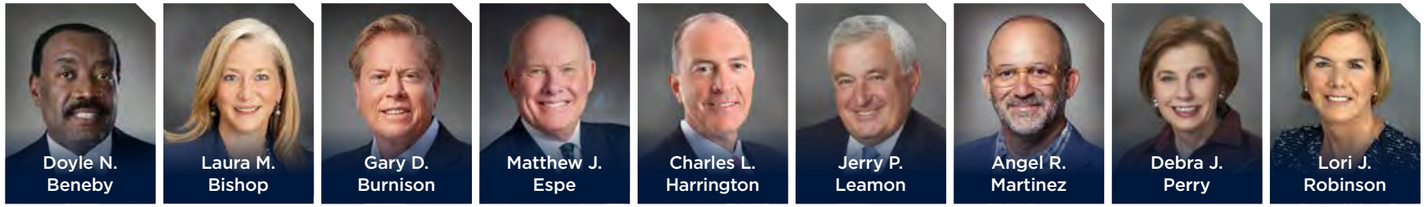
OUR BUSINESS PRACTICES

As a global corporation, our commitment to act ethically begins with each of us. This approach is embedded in our core values of Inclusion, Honesty, Knowledge, and Performance and guides how we work together and with others. We strive to be a leader in corporate governance; report results with accuracy and transparency; conduct ourselves in a legal, ethical, and trustworthy manner; comply with both the letter and spirit of our business policies and the law; and protect the information provided to us.

The Board and Company are focused on creating a Board that reflects a wide range of backgrounds, experiences, and cultures. The following skills are possessed by one or more of our directors:

- Extensive senior leadership/executive officer experience (including as a public company CEO)
- Significant public company board, committee, and corporate governance experience
- Risk management/oversight experience
- Innovative thinking
- Broad international experience
- High ethical standards
- Accounting expertise (including two accountants)
- Appreciation of diverse cultures and backgrounds
- Significant strategic oversight and execution experience
- Experience overseeing large and diverse workforces
- Broad product and marketing experience
- Breadth of experience across industries
- Climate and energy experience
- Information security expertise

HIGH CORPORATE GOVERNANCE STANDARDS



Our Board of Directors

Good governance starts with independent, effective, and diverse Board leadership. Our Board is one of Korn Ferry's most crucial assets. As such, the composition of the Board evolves alongside our strategic needs for the future. We believe we are more likely to achieve long-term, sustained shareholder value when our Board has the right mix of skills, expertise, and tenure.

89%
Independent Board directors

50%
Diverse directors in Board Leadership Roles

33%
3 Female directors

22%
1 Hispanic/Latino director
1 Black/African American director

In carrying out its responsibilities, the Board is governed by certain guiding principles about its composition and essential duties. Korn Ferry also has strong corporate governance policies and practices to promote the management of our firm with integrity while delivering value to clients and stakeholders. The Board reviews these policies and practices at least annually.

The Board is assisted in carrying out its responsibilities by three standing committees consisting only of independent directors: an Audit Committee, a Compensation and Personnel Committee, and a Nominating and Corporate Governance Committee.

Oversight role of the Board

The Korn Ferry Board and its committees are responsible for overseeing Korn Ferry's business and affairs, including strategy and long-term business plans, management development, executive compensation, succession, human capital and other ESG matters, business continuity, and cybersecurity.

The Board reviews the long-term strategic plan at least annually and monitors its implementation throughout the year. The Board also holds an annual offsite meeting that focuses on the Company's strategy and the major areas of the Company's business.

Throughout the year, the Board receives regular training and updates on governance topics, ranging from the increasing focus on ESG, diversity, and human capital matters by investors and regulators, legal developments related to corporate governing documents, evolving SEC disclosure and shareholder proposal requirements, and cybersecurity and data privacy practices and programs, among others.

The Board and its committees are responsible for overseeing the Company's process for assessing and managing risk. Various members of senior management periodically report to the Board and the Audit Committee on risk mitigation measures related to business continuity, disaster recovery, data privacy, and cybersecurity.

The Board receives a security status briefing from senior leadership at least annually, with special topic updates as requested or needed. The Board benefits from the additional experience on data privacy and cybersecurity matters of Board members Lori Robinson, based on her experience with international security issues, and Charles Harrington, based on his nearly 40-year career with a technology-focused defense, intelligence, security, and infrastructure engineering firm.

The Board oversees the Company's shareholder engagement program and, where appropriate, Board members engage directly with our shareholders on a range of governance topics. During 2023, topics included the Company's ESG program and executive compensation practices.

FOR MORE INFORMATION

Access to key governing documents such as our Code, Corporate Governance Guidelines, and Board committee charters, which describe each committee's respective roles and responsibilities, can be found on our website, **kornferry.com**

OUR BOARD COMMITTEES

The Audit Committee

The Audit Committee oversees the Company's financial reporting, internal control and internal audit processes, and Ethics and Compliance Program. Additionally, the Audit Committee reviews Korn Ferry's enterprise risk assessment process, which identifies, aggregates, and evaluates key risks across the enterprise and the steps management has taken to assess and mitigate such risks. The Audit Committee receives updates on the Company's risk profile throughout the year. The Audit Committee is also responsible for the appointment, compensation, retention, and oversight of the work performed by our independent auditor.

"Public companies face an evolving and ever more challenging risk and regulatory landscape. The Audit Committee continues to work with management, external advisors, and Korn Ferry's outside auditor to be educated about these matters and provide effective oversight."

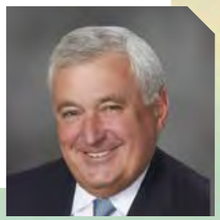
Debra Perry, Chair of the Audit Committee

The Compensation and Personnel Committee

The Compensation and Personnel Committee is responsible for overseeing the Company's executive and director compensation programs, administering our equity compensation program, and reviewing risks related to our compensation programs for senior management and employees. The Compensation and Personnel Committee also oversees human capital management activities.

"The way we work has seen significant change in the last few years, and Korn Ferry has adapted its strategy and offerings in an effort to support those changes. As Chair of the Board, I am fortunate to lead a knowledgeable group of directors with the agility and experience to oversee the organization during this period. And in my role as Compensation and Personnel Committee Chair, the insight of these members helps us maintain alignment between executive compensation and driving this strategy."

Jerry Leamon, Chair of the Board of Directors and the Compensation and Personnel Committee

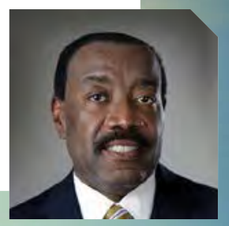


The Nominating and Corporate Governance Committee

The Nominating and Corporate Governance Committee is responsible for recommending nominees to the Board, establishing criteria for Board membership, and recommending changes to Board and Committee structure and composition. Korn Ferry is committed to active Board refreshment and to aligning Board composition and experience with the Company's evolving needs. As part of the search process for each new director, the Nominating and Corporate Governance Committee seeks to include people from diverse backgrounds in the pool from which Board nominees are chosen. The Nominating and Corporate Governance Committee also oversees and monitors the Company's ESG Program, disclosures and practices, and related risks. Management provides the Nominating and Corporate Governance Committee with regular updates on ESG topics.

"Our Committee has prioritized developing directors prepared to meet and guide the Company through the challenges of an ever-changing operating environment in the near- and long-term, including a range of tenures, areas of expertise, industry experience, and backgrounds."

Doyle Beneby, Chair of the Nominating and Corporate Governance Committee



CULTURE OF OVERSIGHT, COMPLIANCE, AND INTEGRITY

The Korn Ferry approach to business ethics and integrity is embedded in a culture of training, communication, policies, and support from management as well as our Board. Korn Ferry endeavors to maintain a strong and effective global Ethics and Compliance Program under the oversight of the Audit Committee and the Company's Management Ethics and Compliance Committee, which is composed of senior management. Together, these committees aim to foster a culture of compliance and integrity by setting that tone at the top, reinforcing that ethics are important and taken seriously, and embedding ethical values into everyday actions.

Code of Business Conduct and Ethics

The Board has adopted the Code, which applies to all Korn Ferry directors, employees, and officers (including our CEO, Chief Financial Officer, and Principal Accounting Officer). The Code provides a set of shared values to guide our actions and business conduct, including loyalty, honesty, accountability, observance of ethical standards, and adherence to the law.

Directors, employees, and officers are expected to maintain the confidentiality of information entrusted to them in compliance with applicable law and contractual agreements. The Code tasks everyone with the responsibility to deal fairly with our clients, service providers, suppliers, and competitors; to protect Korn Ferry assets; and, for those who have a role in the preparation and/or review of information included in the Company's public filings, to report such information accurately and honestly. The Code also prohibits bribery and corruption, including any use or attempted use by directors, employees, and officers of their position at Korn Ferry to obtain an improper personal benefit.

No matter where they are in the world, our people are expected to commit to abiding by the Code as well as many other critical policies and procedures as a condition of employment, including Korn Ferry's Information Technology Security Policy (IT Security Policy), Agreement to Protect Confidential Information, and any engagement-specific confidentiality obligations.

Code of Business Conduct and Ethics for Contractors and Vendors

Our expectations for high standards of business conduct, integrity, and adherence to the law reach beyond our employees. They extend to our contractors and vendors that we use to help us meet the needs of our business. We seek to develop and strengthen partnerships based on transparency, collaboration, and mutual respect.

Korn Ferry's Code of Business Conduct and Ethics for Contractors and Vendors describes our expectations for our contractors and vendors, including a commitment to high professional standards, ethical conduct, and a work environment that respects fundamental human rights in their business dealings with Korn Ferry and otherwise.

We make the Code of Business Conduct and Ethics for Contractors and Vendors available to suppliers, including through publication on the Korn Ferry website. We also endeavor to incorporate the principles of the Code of Business Conduct and Ethics for Contractors and Vendors and our key policies into agreements with contractors and vendors (such as those related to security and protecting confidential information) to address how we will work fairly with these parties and what we expect in return, including high levels of ethics, quality, and confidentiality.

Our global training programs

Korn Ferry seeks to increase the level of awareness and understanding of our policies and of applicable law through ethics and compliance training and other communications. We train our employees, including management, annually on the Code to reinforce the standard of ethical conduct our employees are expected to meet, how everyday behavior should align with our core values, and how professional responsibility and quality start with them.

Our annual ethics and compliance training for employees includes subjects such as anti-corruption laws, conflicts of interest, insider trading, maintaining a respectful workplace, confidentiality, data privacy, and information security. We have an approximately 100% completion rate for active employees required to take this ethics and compliance training in fiscal year 2023. Additional ethics and compliance training is provided to employees in a risk-based manner.

ETHICS AND COMPLIANCE PROGRAM OVERSIGHT

Board Audit Committee

- Oversees Code implementation and administration.
- Recommends Code changes to the Board.
- Reviews and assesses Ethics and Compliance Program effectiveness.

Management Ethics and Compliance Committee

- Supports Ethics and Compliance Program administration.
- Promotes stakeholder collaboration on compliance issues.

Reporting

Korn Ferry encourages employees, contractors, and vendors to report suspected misconduct to the Company. Korn Ferry provides several avenues through which to report concerns. The Company regularly publicizes the means to report potential violations and seek guidance on compliance issues to employees and contractors.

Korn Ferry prohibits retaliation of any kind against anyone who, in good faith, reports violations or possible violations or assists in the investigation of a reported issue. We encourage the reporting of any potential retaliation. Our nonretaliation policy is publicized through the Code, training, and other communications.

Korn Ferry's Alertline, operated by a third-party compliance service provider, is publicly available to our employees, contractors, clients, vendors, and others outside of the organization to report concerns. Alertline reports:

- Can be made anonymously and confidentially (unless prohibited by law).
- Are handled in a confidential manner to the extent possible, considering the potential need to investigate the alleged violation or otherwise follow up on the report.
- Are directed to the General Counsel and the Senior Vice President, Internal Audit and Risk Management Oversight.
- Are expected to be evaluated and investigated, as appropriate, to the extent related to concerns of a possible violation of law or policy.

Human rights and a respectful workplace

As reflected in our Human Rights Statement, we support the fundamental principles of human rights throughout our business and in each region of the world where we operate. Our respect for protecting and preserving human rights is guided by the principles outlined in the United Nations Universal Declaration of Human Rights. Korn Ferry's commitment to human rights informs our practices, including our values, culture, policies, and actions toward our employees, contractors, vendors, clients, candidates, and the communities in which we operate.

We focus our human rights efforts on areas most relevant to our business and operations regarding potential human rights impacts. Maintaining an inclusive workplace is a critical dimension of our culture and of creating the environment we all want to be a part of at Korn Ferry. We are dedicated to providing our personnel with a respectful, safe, and ethical workplace free from hostile, discriminatory, or harassing conduct.

In our workplaces and our dealings with clients, business partners, and suppliers, we support:

- Abolishing child labor.
- Eradicating all forms of forced, bonded, and compulsory labor.
- Avoiding complicity in the adverse human rights impacts caused by others.
- Eliminating unlawful discriminatory practices with respect to all aspects of employment.

FOR MORE INFORMATION

Access our Code, Human Rights Statement, Code of Business Conduct and Ethics for Contractors and Vendors, Modern Slavery Act Policy Statement (UK), and Modern Slavery Statement (Australia) at **kornferry.com**

DATA SECURITY AND PRIVACY

Trust is the cornerstone of our relationships with clients, individuals, and the public. When these stakeholders provide information to us, they expect us to keep that information secure and comply with applicable data protection laws and regulations. We strive to provide a compliant and consistent approach to data protection. Taking a holistic approach to privacy and security, Korn Ferry aims to regularly evolve its information security and data privacy programs and practices. We do this to promote the safety, security, and responsible use of the information and data entrusted to us.

Our approach

Korn Ferry endeavors to take appropriate technical and organizational measures and precautions to protect and secure data entrusted to the firm. Information security policies and procedures are in place and specifically designed to protect personal information from unauthorized access, alteration, disclosure, or destruction. We regularly examine our data collection, use, transfer, disclosure, and disposal policies and procedures to promote ongoing compliance with data protection laws and ISO standards.

We have a robust set of data security risk mitigation measures that include internal, external, and third-party risk assessments as well as required employee training. Cybersecurity and data privacy are risk categories surveyed as part of Korn Ferry's annual enterprise risk assessment. We also engage third-party cybersecurity companies to conduct testing and assessments of our systems and processes and independently evaluate our policies and programs. This is complemented by a third-party risk management program designed to identify and mitigate third-party cyber risks. In addition, employees are required to complete annual training related to information security and privacy matters, augmented by dynamic training through a security training platform that provides real-time feedback through tailored phishing simulations.

In connection with the Board's risk management oversight responsibility, Board members receive a full cybersecurity and data privacy program briefing annually as well as periodic briefings based on specific requests or current events.

Management and oversight

Our Vice President of Security and the global security organization are responsible for managing and enforcing Korn Ferry's information security policies and programs and report to the Senior Vice President, Chief Information Officer. Korn Ferry's global Security team is responsible for managing Korn Ferry's Information Security Management System, which includes policies like our IT Security Policy. The IT Security Policy is aligned with the guidelines outlined in ISO standards 27001 and 27018.

Korn Ferry has a dedicated global Privacy team that reports to Co-Chief Privacy Officers (our Senior Vice President, Chief Information Officer and our Associate General Counsel – Privacy), who are responsible for overseeing the compliant processing of personal data. The global Privacy team is charged with the maintenance and enhancement of the Company's data privacy program, which includes the following:

- Promoting awareness of privacy across the organization by working with business teams.
- Conducting assessments intended to identify and address areas for enhancement.

- Monitoring changing regulatory and industry standards.
- Implementing new policies, procedures, and measures as needed.

Korn Ferry's privacy and security functions are governed by the Privacy Executive Committee/ Security Executive Committee, which meets on a regular basis to discuss matters pertaining to data privacy and cybersecurity. The committee includes senior representatives from Korn Ferry's IT, Security, Privacy, Legal, Finance, Digital, and Human Resources teams. Our executive management, Security, and Privacy teams are responsible for reviewing our security and privacy programs and policies.

Korn Ferry's Cloud Infrastructure Board sets governance guidelines for cloud infrastructure across the enterprise, including priorities for cloud security and operational excellence, targeted security and privacy training for developers, and direction of cloud investments, such as disaster recovery for digital applications. The Cloud Infrastructure Board meets regularly and includes representatives from Korn Ferry's IT, Security, Privacy, Cloud Operations, and Digital teams.

With Korn Ferry's commitment to pursue the responsible use of AI, we have created policies, procedures, and working groups to govern its use internally and in our products. This includes the formation of the AI & Emerging Technology Working Group and the AI Executive Steering Team, which are tasked with overseeing our use of AI in these contexts.

ISO certifications

Korn Ferry has been certified by the British Standards Institute (BSI) to ISO/IEC 27001 and ISO/IEC 27018 under certificate numbers IS 700177 and PII 707431, respectively, for our key technology platforms and processes across global operations.

ISO/IEC 27001 is the international standard that describes the specifications for establishing, implementing, maintaining, and continually improving an Information Security Management System. ISO/IEC 27018 is a code of practice for the protection of personally identifiable information in public clouds. It establishes commonly accepted controls and guidelines for implementing measures to protect personally identifiable information in accordance with privacy principles. It builds upon the ISO/IEC 27001 framework. Certification to these internationally recognized standards demonstrates Korn Ferry's commitment and adherence to best practice information security methods, compliance with globally recognized standards, and maintenance of mature global privacy and security programs. Korn Ferry pursues regular improvement of our practices through yearly BSI audits.

Embedding information practices and policies into operations

Korn Ferry takes its responsibility to protect personal data seriously. We periodically examine data collection, use, transfer, disclosure, and disposal policies and procedures to promote ongoing compliance with data protection laws and ISO standards.

Korn Ferry's Global Privacy Policy is designed to address applicable data privacy laws and the full data life cycle, which includes the collection, use, retention, processing, disclosure, and destruction of information. We regularly review the Global Privacy Policy and update it to incorporate new data protection legislation requirements applicable to our services.

Under our Global Privacy Policy, individuals whose personal data Korn Ferry processes are to be informed of what data we collect, for what purpose, how it is used, what their rights are, to whom the information is disclosed, and what safeguards are in place to protect their information. For relevant services, we operate a consent and notice process that also articulates how individuals can exercise their rights to access and control their personal data.

Korn Ferry's internal policies, procedures, and processes help us respond appropriately to data subject requests and meet client data retention requirements. Our practices and safeguarding measures are designed to secure, encrypt, and maintain data integrity during the transfer and/or storage of personal data. We have a Data Retention and Classification Policy that reflects principles of "data minimization" and "storage limitation," which govern how personal data is stored, archived, and destroyed, as well as procedures for the retention and destruction of internal and customer records and documents, electronic and otherwise.

Our access control policy includes least-privileged and role-based access restrictions with unique IDs and strong passwords with complexity, length, and aging requirements. We also use Transport Layer Security web session security. For additional protection, we copy cloud-hosted critical system backups to immutable storage. Remote access and access to server management functions require administrative privileges and multifactor authentication (MFA). Privileged user accounts are managed using a privileged access management tool. For its offices, Korn Ferry has also established a clean desk policy, locked files, and other physical access controls, such as electronic fobs and access cards.

"Cybersecurity and data privacy go beyond data protection; they're about transparency, trust, and evolving to meet the needs of our clients, our employees, and our shareholders. We strive to continuously improve our security and privacy programs to address risks across our business."

Brandon Johnson,
Senior Vice President,
Chief Information Officer
and Co-Chief Privacy Officer

Identifying and responding to vulnerabilities and data security incidents

Korn Ferry seeks to regularly perform vulnerability scans of its infrastructure, including internal and externally facing servers. Vulnerabilities are tracked and managed according to our Vulnerability Management Policy. An active patch management program supports this effort. Korn Ferry's infrastructure is also monitored by its Security Information and Event Management solution, which correlates logs from perimeter devices (firewalls, intrusion prevention/detection systems,

routers, and other equipment) as well as security devices and software (antivirus, domain controllers, MFA servers, and others). These monitoring solutions are designed to alert us automatically when unexpected activity occurs.

Korn Ferry maintains a formal Security Incident Response Plan designed to enable incidents to be promptly discovered, contained, remediated, and escalated as needed to clients or other parties in a timely and compliant manner. Our data breach response procedures include required notice provisions to individuals, clients, and relevant supervisory authorities, as appropriate. Korn Ferry has also maintained cyber insurance for more than a decade.

Business continuity

Our ability to respond quickly to disruptions is part of our commitment to the safety of our colleagues and the success of our clients. Korn Ferry maintains a business continuity plan (which includes disaster recovery) designed to address a variety of technical and other threats. The plan covers both how we prepare for and recover from potential business disruptions, such as the interruption or loss of our information-processing capabilities and the impacts of physical climate-related risks in certain locations. We work on an ongoing basis to test and improve our planning for disruptive events, our procedures for safely responding to and managing unfolding disruptions, our ability to recover quickly and assume normal operations, and our related controls to prevent or limit business interruptions.

As part of our business continuity planning, Korn Ferry implemented a deliberate Cloud First approach in 2019 to transition all corporate information systems onto cloud-based platforms. By converting more than 95% of our IT server systems to the cloud as of 2023, we have increased our resilience against physical climate-related risks. The way in which our cloud-based services are built and delivered by our cloud-based vendors is designed to mitigate their exposure and, in turn, our exposure to climate-related risks, such as increased flooding, fires, or extreme weather.

Third-party risk management

Under our Third-Party Risk Management Program, we assess current and new third-party service providers and subprocessors regularly to determine whether they meet Korn Ferry's privacy and cybersecurity requirements. To help these third parties understand and meet their obligations, Korn Ferry uses various due diligence procedures and standardized contracts that incorporate data protection obligations. These procedures may include initial and ongoing reviews of the service provided, the necessity of the processing activity, technical and organizational measures, contractual terms, and compliance with applicable laws and regulations.

FOR MORE INFORMATION

Access our ISO Certifications, GDPR and Data Protection Measures Statement, Privacy and Security Programs, Security FAQ, and Global Privacy Policy at **kornferry.com**

WITH GRATITUDE

People are our purpose. Developing them, supporting them, and helping them to unleash their potential. And that starts with everyone who is part of Korn Ferry. We want to acknowledge and thank our Korn Ferry colleagues who are dedicated to living our core values and embedding them throughout our organization. We continue to be inspired by their commitment to our clients, communities, and each other. Together, we are More Than.

Business advisors. Career makers.

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organizational structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Visit kornferry.com for more information.

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