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Forward-looking statements and website references
This Environmental, Social, and Governance (“ESG”) Report (the “Report”) and the materials or websites cross-referenced contain statements that are aspirational or reflective of the views of Korn Ferry (the “Company,” “we,” “its,” and “our”) about our future performance that constitute “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are generally identified through the inclusion 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. The forward-looking statements in this Report and the materials or websites cross-referenced concern the Company’s goals or expectations with respect to corporate responsibility, sustainability, employees, environmental matters, policy, procurement, philanthropy, data privacy and cybersecurity, and business risks and opportunities. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted in such statements. Forward-looking statements are not guarantees or promises that goals or targets will be met. The Company undertakes no obligation to update 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 may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. The information included in, and any issues identified as material for purposes of, this document may not be considered material for Securities and Exchange Commission (“SEC”) reporting purposes. In the context of this Report, the term “material” is distinct from, and should not be confused with, such term as defined for SEC reporting purposes. 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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A message from Gary Burnison, our CEO

Grace is what makes us inherently human—the better self that shines a light for others. It is the goodwill of human nature that is predisposed to helping others. 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. These days, we’re seeing more change than we have in the past 10 years 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—and that takes grace.

Corporate responsibility provides us with important opportunities to change lives. We are motivated and committed to helping people exceed their potential, and to exceed their potential, people need an abundance of opportunity. We support our people, community, and planet through this lens.

When we see how far we’ve come together, we’re incredibly inspired by just how much more we can become.

We know that we are all accountable for who we are—and how we show up: as partners, parents, neighbors, and citizens.
Welcome to our 2021 ESG Report

In our role as the leading organizational consultancy, we continue to pursue our purpose of helping people and organizations exceed their potential. This Report highlights Korn Ferry’s many ESG initiatives, activities, and accomplishments in 2021. In the following pages, you will read about our ESG activities focused on three areas—environmental sustainability, people and community, and business practices—and how we embed Diversity, Equity, and Inclusion (“DEI”) into these activities and our culture. In these ways, we believe Korn Ferry can have the most impact for our internal and external stakeholders.

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 the top talent, we seek to deliver a leading employee experience by fostering a culture of inclusion and an environment where everyone feels their input is valuable, 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 strive to create value for our clients and integrate ESG considerations into the way we do business. We do this by bringing together the science of what makes people tick, what changes behavior, and what motivates us to do one better. We also engage with our clients to share and collaborate on initiatives and contribute to a culture of sustainability. This includes working to advance the ESG profession through placement of ESG professionals into client organizations.

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 to organizations and causes that we believe will significantly impact the greater good. We believe that donating our time, talent, and resources is equally important. 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” or “Korn Ferry Charitable 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 to our value-creation strategy, which delivers benefits to our shareholders. In 2021, we reached out to shareholders representing approximately 70% of our outstanding shares to engage on ESG matters. We continue to enhance our ESG reporting and disclosure practices, including our reporting in line with the Sustainability Accounting Standards Board (SASB) Standard for our sector. We have also initiated a review of climate risks and opportunities as a first step toward aligning disclosure with the Task Force on Climate-related Financial Disclosures (TCFD).

We invite you to read this Report and learn about our journey to help create a more sustainable world of work that works for everyone.

With gratitude,

Jonathan Kuai  |  Heather Axe
Matthew Page  |  Stacy Rozen
ESG Program Leadership Team
2021 Highlights

- **67%** Diverse Board directors
- **75%** Diverse directors in Board Leadership Roles
- **89%** Board is independent
- **72%** Diverse U.S. workforce
- **64%** Global workforce is women
- **50%** Regional presidents are women

**Awards**

- **100 Best** Companies for working mothers
- **Best** Companies for Dads
- **Top** Companies for Executive Women
- **Best** Places to Work for LGBTQ Equality
- **Top** Employers for Latino Leaders
- **Silver** EcoVadis Sustainability Rating
- **Platinum & Gold** MarCom Awards 2020 CR Report

**CDP Management Level Rating**

- **Top** 2% Sustainalytics’ ESG Risk Rating
- **30% by 2025** Goal to reduce total Scope 1 and 2 emissions
- **90%** decrease in Scope 3 business travel emissions '19 vs. '20
- **13%** decrease in Scope 1 and 2 emissions '19 vs. '20

**Established Inclusive Supplier Program**

- **$1m+** Donated by Korn Ferry financially or through in-kind services
- **400+** Professionals from underrepresented backgrounds participated in Leadership U for Humanity since its launch

**ISO**

- **$390,000** Awarded by Korn Ferry Charitable Foundation’s Lester Korn Scholarship Program
- **Certifications for Information Security and Data Privacy practices (ISO 27001 and ISO 27018)**

- **For more information, see pages 40-41**

For more information, see pages 44-45
Who we are and our values

Who we are

At Korn Ferry, our responsibility as a global corporation is central to our vision. Our commitment to act 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.

We call it Radically Human. Our goal is to live and breathe this philosophy. To bring the human dimension of consulting to life in all our interactions.

What we do

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them to 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.

Our more than 10,000 employees in over 50 countries deliver on five core areas: Organization Strategy, Assessment & Succession, Talent Acquisition, Leadership & Professional Development, and Total Rewards.

Vision

Our vision is to be the preeminent organizational consultancy.

Mission

Our mission is to create an environment where work works for everyone.

Purpose

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

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, too, 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.

Fiscal Year '21 Performance

<table>
<thead>
<tr>
<th>Annual Revenue</th>
<th>Clients worldwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.8B</td>
<td>13,000+</td>
</tr>
</tbody>
</table>

We serve approximately 94% of the Fortune 100 and 86% of the Financial Times Stock Exchange 100.
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 emissions our people generate through workplace electricity use and when traveling on client matters. Our areas of opportunity to reduce and compensate for our environmental impact include using natural resources efficiently, minimizing waste and energy consumption, purchasing renewable energy, and investing in carbon-offsetting projects beyond our value chain. We also seek to foster a culture of environmental stewardship among our colleagues and clients.

Our environmental sustainability commitment focuses on three areas:

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

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 2019 emissions data to reflect this methodology.
Reducing emissions

Our 2020 total Scope 1 and 2 GHG emissions were approximately 10,000 metric tons of carbon dioxide equivalent (“MTCO2e”), with almost 60% of these emissions (approximately 5,700 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 2020 represent a reduction of over 1,500 MTCO2e, or a 13% year-over-year decrease, from 2019 to 2020. In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from 4.5 million gallons of gasoline consumed or approximately 4.8 billion smartphone charges.1

Driven primarily by the global restrictions on travel resulting from the COVID-19 pandemic, our business air and road travel dropped dramatically from more than 44,000 MTCO2e in 2019 to just over 4,000 MTCO2e in 2020, or a 90% year-over-year decrease. In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from 4.5 million gallons of gasoline consumed or approximately 4.8 billion smartphone charges.

While we anticipate our business travel will increase again over time, we are reviewing how and where we can preserve business travel reductions for future years. These reviews include potential reductions in Company travel through greater use of virtual meetings and updates to our travel policy to reflect a cultural shift toward a more flexible/virtual work environment.

Our 2016 to 2020 emissions are detailed in this table

<table>
<thead>
<tr>
<th>Scope 1 Total</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2,256</td>
<td>2,520</td>
<td>1,733</td>
<td>1,348</td>
<td>1,348</td>
</tr>
</tbody>
</table>

**For transparency purposes, we are presenting two alternative methodologies for calculating Scope 2 emissions. These are not additive, and any narrative discussion of the Company’s Scope 2 emissions is based on the market-based approach. Scope 2 emissions in this table reflect our new 2020 methodology for calculating and verifying emissions, which now includes refrigerant emissions. Previously reported figures for 2017, 2018, and 2019 have been updated accordingly.**

* Estimation based on the Environmental Protection Agency’s GHG Equivalencies Calculator.

** Our reported air travel is inclusive of travel required by our clients for the performance of services on their behalf. Korn Ferry has elected to follow recommended best practice and include a radiative forcing uplift factor in our calculations of air travel.

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

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. Where we can, we intend to use our influence to collaborate with real-estate providers to incorporate energy efficiency and renewable energy into our selection criteria for future office space and/or renewals of existing office space.

As of December 31, 2021, approximately 70% of our total square feet were in leased properties that are certified to green building standards such as LEED and/or BREEAM. This represents a 19% increase from 2020. We are also a member of the U.S. Green Building Council, which seeks to promote sustainability in building design, construction, and operations.

Our emissions reduction strategy includes supporting renewable energy through purchasing Energy Attribute Certificates (“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 2020 electricity-related (Scope 2) emissions and further progress toward our 2025 Target, we purchased Green-e certified Renewable Energy Certificates (“RECs”) equal to 1,300 MWhs of renewable electricity. Green-e is a leading certification program that establishes minimum standards for RECs and related claims in the United States. The purchased RECs were generated by the Persimmon Creek Wind Farm in Oklahoma.

In 2021, we expanded our EAC purchases to include renewable energy projects from around the globe. Our investment of almost 6,000 MWhs of EACs includes projects located in the European Union, India, China, South Africa, Brazil, Turkey, the United Kingdom, and the United States. In addition, our portfolio of EAC investments now covers a broad spectrum of renewable sources that include wind, solar, and hydro projects. These EACs will be applied to our 2021 GHG emissions inventory.

**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, nearly 90% 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 2025.2

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 within our organization who are passionate about environmental sustainability. These colleagues reflect Korn Ferry’s diverse geography, solutions, tenures, seniority, and other demographics and experiences. Colleagues represent each of Korn Ferry’s four regions: Asia Pacific (“APAC”); Europe, the Middle East, and Africa (“EMEA”); Latin America; and North America.

Funding low-carbon sustainable development projects

To support the global transition to a low-carbon future and sustainable development goals, we have invested in carbon-offsetting projects beyond our value chain. For its inaugural initiative, the Advisory Committee engaged in a collaborative process with a third-party expert on carbon neutrality and climate finance to identify and select carbon-offsetting projects that are designed to help address global climate change.

At the Advisory Committee’s recommendation, Korn Ferry has supported the projects on the following pages.

Sustainability benefits of e-signatures

Waste management and recycling

In 2020, Korn Ferry began broader adoption of DocuSign for executing contracts and other official documents. The decision to embrace a digital signature solution resulted in almost 63,000 recipients not printing nearly 863,500 pages for calendar year 2021. The environmental impact of these actions translated to saving almost 300 trees, conserving approximately 290,000 gallons of water, and reducing carbon emissions by about 104 metric tons. 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 make use of e-waste recycling programs within certain of our office locations to dispose of equipment in a responsible manner. As an example, over 350 pounds of e-waste from the recent closing of our Kansas City office location was removed and recycled by a Recycling Industry Operating Standard (RIOS) certified partner in accordance with the Responsible Recycling (R2) Standards.

In July 2021, our colleagues in Argentina, Colombia, and Peru participated in the global “Plastic Free July” movement, which aims to reduce single-use plastic to combat plastic pollution worldwide. Colleagues focused on building awareness within their office communities about the damaging effects of single-use plastic on the environment and challenged one another to take simple steps to reduce waste in their lives. One challenge, “botellas de amor,” involved colleagues putting plastic wrappers and other small plastic waste into single-use water bottles. Once the bottles were filled, they were sent to a factory for repurposing. The factory recycles single-use plastic into plastic lumber used to create park benches, fences, and other items.

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Our global colleagues have continued to contribute to our sustainability efforts, even while working from home. As an example of waste minimization and recycling, our Mexico offices transitioned the previously in-office “Korn Ferry Go Green” recycling program to a remote teaching initiative in 2021. Colleagues partnered with a third party to develop a customized one-year environmental sustainability learning program for Korn Ferry colleagues in Mexico. Monthly sessions covered topics such as waste reduction, recycling, and water conservation.

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At the Advisory Committee’s recommendation, Korn Ferry has supported the projects on the following pages.

Sustainability benefits of e-signatures

Conserving forests provides numerous benefits to the environment and local communities. Reforestation helps protect against deforestation caused by the creation of plantations and education programs. Its goal is to prevent deforestation through a combination of forest protection and the distribution of clean cookstoves, this project in Malawi is using carbon finance to deliver significant emission reductions, protect an important area of biodiversity value, and address the health risks of indoor air pollution. The project is targeting the conservation of approximately 170,000 hectares of forest and working with 45,000 households to reduce fuelwood use, develop sustainable livelihoods, increase community resilience to climate change, and promote biodiversity.

Sustainable development benefits include:

**Life on Land:** The area has a High Conservation Value (HCV) because it surrounds three wildlife reserves; and the project seeks to address unsustainable land use.

**Zero Hunger:** A critical part of the project’s work is increasing agricultural output and resilience to climate change while reducing hunting pressures; the project has distributed livestock as a source of protein for farmers and also offered them training on feeding and veterinary care.

**Decent Work and Economic Growth:** Local enterprises are being developed based on sustainably harvested non-timber forest products, such as honey, coffee, and macadamia.

**Climate Action:** The project delivers emission reductions to take climate action.

**Quality Education:** The project has implemented an educational strategy through workshops and training to improve skills, build capacity, and increase knowledge about the environment and sustainable production.

**Gender Equality:** Women are involved in the project’s decision-making, are included in training programs, and hold positions in the project’s management.

**Climate Action:** The project delivers emission reductions to take climate action.

### Peatland and Forest Conservation, Indonesia

As part of the Peatland and Forest Conservation project, basket weaving provides a source of income to local community members. This project seeks to protect and restore peatland ecosystems by working closely with local people to build sustainable sources of income and deliver health and education programs. Its goal is to prevent deforestation caused by the creation of plantations for trees such as palm oil and acacia, a tree that is commonly used for flooring. Conversion of these trees through forest clearance, or draining and burning of the underlying peat, would release the large carbon and methane stored by the area as well as destroy its rich biodiversity. Situated close to the Tanjung Putting National Park, the project also strives to maintain important habitats for the endangered Bornean orangutan.

**Sustainable development benefits include:**

**Work and Economic Growth:** Community development programs include establishing small businesses, tree nurseries, and microfinance loans.

**Clean Water and Sanitation:** There are conservation activities to improve the supply, consistency, and quality of drinking water available.

**Gender Equality:** The project provides financial empowerment to increase social mobility for women and their inclusion in decision-making processes.

**Climate Action:** The project delivers emission reductions to take climate action.

Carbon revenues from the Kulera Forest Protection and Cookstove Distribution project were reinvested to purchase bicycles for the local community. Local community members are shown testing out a new bicycle.

Through the combination of forest protection and the distribution of clean cookstoves, this project in Malawi is using carbon finance to deliver significant emission reductions, protect an important area of biodiversity value, and address the health risks of indoor air pollution. The project is targeting the conservation of approximately 170,000 hectares of forest and working with 45,000 households to reduce fuelwood use, develop sustainable livelihoods, increase community resilience to climate change, and promote biodiversity. The project delivers emission reductions to take climate action.

**Quality Education:** The project has implemented an educational strategy through workshops and training to improve skills, build capacity, and increase knowledge about the environment and sustainable production.

**Climate Action:** The project delivers emission reductions to take climate action.

### Kulera Forest Protection and Cookstove Distribution, Malawi

### Darién Forest Conservation, Colombia

Local community members take notes while participating in one of the Darién Forest Conservation project’s training workshops.

The Darién-Antioquia region, extending from Eastern Panama to the Colombian Pacific coast, is one of the most biologically diverse areas in the world. In coordination with indigenous and Afro-Colombian community groups who own the land, the project aims to prevent deforestation through a combination of forest protection and sustainable development activities. Working with local communities, the project seeks to reduce community dependence on unsustainable timber extraction and agricultural practices by providing individual property titling, training, and workshops to develop new skills and capacity. The project is also developing sustainable farming techniques for improved livelihoods.

**Sustainable development benefits include:**

**Life on Land:** The project’s management. In training programs, and hold positions in the project’s decision-making, are included in training programs, and hold positions in the project’s management.

**Climate Action:** The project delivers emission reductions to take climate action.

### Mississippi Valley Reforestation, United States

Tree saplings harvested on site at the Mississippi Valley Reforestation.

The project aims to reforest 1 million acres of the Lower Mississippi Alluvial Valley, an area that was once covered by 22 million acres of dense forest. As a result of sustained deforestation and agricultural land-use conversion over the last 50 years, less than 20% of this forest remains. Landowners who voluntarily enroll in the project commit to planting and protecting trees, reducing an estimated 200 MTCO2e per acre.

**Sustainable development benefits include:**

**Life on Land:** Reforestation helps protect against hurricane and flood damage, controlling soil and nutrient runoff. The forestland is also a vital habitat for numerous plant and animal species. The project has restored over 115,000 acres and enrolled over 500 landowners.

**Decent Work and Economic Growth:** The project helps initiate sustainable tree harvesting, which creates jobs for harvesters and wood processors. Cottonwood harvesting will also help provide the region with a renewable biomass supply.

**Climate Action:** The project delivers emission reductions to take climate action.

**Quality Education:** The project has implemented an educational strategy through workshops and training to improve skills, build capacity, and increase knowledge about the environment and sustainable production.

**Gender Equality:** Women are involved in the project’s decision-making, are included in training programs, and hold positions in the project’s management.

**Climate Action:** The project delivers emission reductions to take climate action.
Sustainability recognitions

**Top 2% Sustainalytics’ ESG Risk Rating**
In September 2021, Korn Ferry received an ESG Risk Rating of 9.6 from Sustainalytics and was assessed 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.

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.

**CDP Management Level Rating**
For the past five years, Korn Ferry has responded to the CDP Climate Change survey, reporting on our GHG emissions and broader practices related to climate change. We received a Management level rating for our 2021 submission, which detailed our calendar year 2020 emissions and climate-related practices. The Management level rating is the second-highest level in the CDP framework. This rating recognizes Korn Ferry for taking coordinated actions on and having a strong awareness of our climate change impacts and opportunities as well as managing them effectively.

Korn Ferry’s rating places us a full rating grade higher than both the overall North American regional average rating and the global specialized professional services sector average rating. We have also continued to improve our CDP score over time, receiving a Management level rating for the second consecutive year and improving our CDP letter grade for our 2021 submission.

**MSCI ESG Rating of “A”**
As of 2021, Korn Ferry received an MSCI ESG Rating of “A.” 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 Silver Sustainability Rating**
In 2021, Korn Ferry was awarded the Silver Medal from EcoVadis for sustainability practices. This represents a score in the top 16% of the approximately 65,000 companies that EcoVadis assessed. Korn Ferry has received the Silver Medal for three consecutive years, with our score continuing to improve each year.

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.

**A people-powered solution to climate change**
We are working to bring together business leaders across the private and public sectors who are shaping the future of our world through positive change. As an example, Korn Ferry hosted a 10-week speaker series countdown to the 2021 United Nations Climate Change Conference (“COP-26”), highlighting leaders who are making an impact across a range of sustainability topics including racial equality, decarbonization, and renewable energy.

Following Korn Ferry’s countdown to the COP-26 speaker series, Korn Ferry facilitated a panel discussion at the conference on sustainability and the future of work hosted by the University of Glasgow.
Helping companies deliver on their ESG and sustainability strategy

While this Report focuses on our internal ESG initiatives and actions, our impact is not solely internal. We also want to highlight the impact we drive through our offerings, including how we help our clients realize their ambitions by taking a people-focused approach to ESG and sustainability.

We work with organizations to adapt people and governance processes, culture, and operating models so our clients can fully realize their short- and longer-term goals. Korn Ferry has a unique set of integrated, fit-for-purpose capabilities to help organizations embed their commitment to ESG and sustainability into all aspects of how they do business.

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

**Purpose**
How important is ESG to us—why are we doing this, 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 delivery of our ESG strategy?

**Leadership & Talent**
How do we attract, develop, and retain the leadership, talent, and skills needed to drive our ESG strategy and outcomes?

**Operation Model**
How do we organize to deliver our ESG and sustainability strategy (including structure, work, and platforms)?

**Culture & Mindset**
How do we create the right culture and mindsets, engage our people, and reinforce the right behaviors?
It is a priority for us to hire, develop, and advance diverse and underrepresented talent across the firm. Through our approach to talent acquisition, development, recognition, engagement, and benefits, we aim to foster a culture of inclusion and an environment where everyone feels their input is valuable, can do their best work, and can exceed their potential.
Talent acquisition

We aspire to build a world-class organization—one that is aligned with our strategy and purpose and staffed by a skilled, motivated, and agile workforce. Korn Ferry takes great pride in attracting, finding, and hiring exceptional talent. We strive to offer an outstanding candidate experience by connecting individual purpose, aspirations, and skills with our opportunities. In 2021, 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.

College and university programs

We believe in an integrated, three-pronged approach to the college and university market: direct recruiting from campuses, internships, and research collaborations. Through this approach, we seek to provide meaningful opportunities for students and recent graduates; help identify, train, and develop the Korn Ferry consultants and leaders of the future; and increase our brand recognition on campuses.

Our early-career recruitment programs include career training for 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 talent management 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. Successful graduates of these programs can move on to permanent roles within one of our solution areas.

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

- Support students’ career skills.
- Expose students to Korn Ferry, our clients, and our proprietary solutions.
- Demonstrate the impact that skillful consulting can have on people’s lives.

In our research collaborations with universities, we strategically engage with and support human capital and business programs to drive innovation in these areas. Research collaborations have included work with HEC Paris (École des Hautes Études Commerciales de Paris), New York University, the Wharton School at the University of Pennsylvania, and the University of Minnesota.

Onboarding

We understand that developing our employees’ skills starts from day one. Korn Ferry provides foundational onboarding for new hires at entry and other levels through a program called “Lift Off.” New employees participate in an orientation program designed to help them learn more about the Company, understand processes and goals for their positions, and locate internal resources available to help them succeed.

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

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 them. We encourage and support professional development and learning through our enterprise-wide career model, annual talent management cycle, talent development programs, and training.

Career Architecture

Underneath our enterprise-wide career model, we built an integrated career framework called Career Architecture. Career Architecture uses our intellectual property and covers the roles and solution areas at Korn Ferry, separated by accountability and the complexity of work performed. At its heart is our Success Profile framework, which we use to define the key responsibilities, capabilities, and motivations needed for various roles. These profiles allow us to compare roles to determine what skills employees need to develop or build on for moving into different jobs across the organization. With this framework and our global promotion process, Korn Ferry endeavors to support and encourage talent mobility across business areas and functions. Success Profiles have also enabled us to assess potential fit with roles for internal hiring, including discussion of assessment results with hiring leaders and consistent use in the selection process for senior leadership roles.

Internal career mobility

Korn Ferry encourages the movement of talent within and across our organization, including our core solution areas, industries, and geographies. We believe internal career mobility is important for our business growth because it impacts our ability to attract and retain the best talent. To this end, we have experienced an increasing number of cross-organizational moves over the past few years.

“Through our college and university programs, we seek to assist students and recent graduates in finding an impactful job experience and helping to set them on a lifelong path to exceed their potential.”

Linda Hyman,
Executive Vice President,
Chief Human Resources Officer

“I relocated to London recently from Pittsburgh to lead our Client Success function. From relocation assistance to helping my daughter with local education options, I have felt well supported. I appreciate the career and life opportunity offered by Korn Ferry and look forward to growing the business and my skillset.”

Scott Erker,
Senior Vice President, Client Success & Advocacy, EMEA (United Kingdom)
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. 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 and employees, appraising performance, and earning promotions. Led by our Chief Human Resources Officer, senior leadership engages in succession and emerging leader development planning. The Board of Directors (“the Board” or “Board of Directors”) then reviews the plan.

Our global talent promotion process is meant to recognize employees for demonstrating exceptional dedication and service to clients, embracing our firm’s purpose and values, engaging in outstanding collaboration, career goals, and focus. These partnerships help our employees define and direct their career aspirations. The Mentoring Program provides great opportunities for mentees and mentors. Mentees can gain a knowledgeable Korn Ferry colleague to help navigate their career. Mentors can not only guide and nurture colleagues as they professionally develop but learn from them as well. The program reinforces our culture of collaboration, information-sharing, and personal development. 

In 2021, we increased the frequency of promotions (other than partner level) from annually to twice a year so that we could recognize the meaningful contributions of colleagues more frequently.

Our Mentoring Program

We believe that a learning culture is created when knowledge is shared collaboratively. As our firm continues to grow in size and offerings—all while working virtually and across geographies—the need to connect and help each other has been especially pronounced. In 2019, we launched a firm-wide Mentoring Program to empower colleagues to learn, connect, and develop. Through the program, we match mentors and mentees based on their proximity, career goals, and focus. These partnerships help our employees define and direct their career aspirations.

The Mentoring Program provides great opportunities for mentees and mentors. Mentees can gain a knowledgeable Korn Ferry colleague to help navigate their career. Mentors can not only guide and nurture colleagues as they professionally develop but learn from them as well. The program reinforces our culture of collaboration, information-sharing, and personal development. Through the Mentoring Program, Korn Ferry seeks to deliver the counsel, structure, and skills that set employees up to thrive on their individual career journeys. In 2021, about 1,600 employees participated in the Mentoring Program.

Leadership U for Korn Ferry and Leadership U Plus

Our Leadership U for Korn Ferry and Leadership U Plus programs use Korn Ferry intellectual property, technology platforms, and expertise to grow and develop our talent.

In 2021, we made Leadership U for Korn Ferry available to all employees. We extended the use of our Korn Ferry Advance platform (“KF Advance”), used externally by clients for career coaching and career development, into an internal development program platform. The platform includes a self-assessment tool with access to broad leadership and professional development content from across Korn Ferry.

Through this self-guided learning experience, colleagues can identify development areas and build key skills to advance their professional goals. We have designed the learning journey to:

- Support every Korn Ferry colleague on their path to success.
- Reinforce our value of Knowledge.
- Enhance our culture of self-starting, collaboration, and personal development.

Because Korn Ferry understands leaders and the challenges they face, we believe our Leadership U Plus program, originally developed for clients, is also a key to leadership evolution for ourselves. Korn Ferry offers Leadership U Plus to support Korn Ferry employees in people manager roles or roles that provide direction to individuals and teams who deliver work on their behalf. The program is designed to help participants gain insight into aspects of leadership critical for today’s business environment, such as leading with empathy, compassion, and understanding.

“I am so thankful for the generosity of my mentor who not only guided me professionally but also supported me personally during a tough year. The Mentoring Program helped me crystallize my career goals and made me feel even more engaged with the Company’s culture and my individual purpose.”

Valerie Miller, Onboarding & Projects Manager, EMEA (Spain)

“My father always told me that life has the most meaning when you are growing or helping someone else grow. The Mentoring Program provides the opportunity to do both and helps us to become not only better executives but also better human beings.”

Gustavo Solares, Senior Client Partner, North America (Mexico)
Mosaic Emerging Talent Program

The Mosaic Emerging Talent Program (“Mosaic”) is Korn Ferry’s global talent development program for diverse early- to mid-career professionals from across our lines of business and corporate functions. Mosaic was established to accelerate the careers of participants so they are better enabled to expand their contribution and create more impact for Korn Ferry clients and the firm. Over a six-month journey, participants take part in:

+ Facilitated, virtual leadership development sessions.
+ One-on-one leadership 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:

+ Identifying ways 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.

Mosaic graduates have the opportunity to take part in an alumni experience in which they can receive an additional year of coaching as well as participate in professional development and networking activities.

“Mosaic Program has been the catalyst for me to activate my learning journey and take the initiative for my personal career development. It has sparked my curiosity to seek new opportunities and helped me to build a more resilient mindset focused on continuous learning and improvement.”

John Mensah
Principal, EMEA
(United Kingdom)

RACHEL OUYANG
Senior Associate, APAC (Singapore)

“IT was a unique experience to be a part of this multi-dimensional program. The sessions were interactive and pushed me to stretch mentally and intellectually. It also provided an immersive platform to connect with colleagues around the world as well as to lean on my coach during this unprecedented time.”

LILLY TRAN
Managing Consultant, North America (United States)

“IN the midst of the global pandemic, Korn Ferry doubled down on their greatest asset—their people. As a participant in the inaugural Mosaic class, I can say it was 100% worth it, and I’m reminded why I love what I do.”

RAQUEL OUYANG
Senior Associate, APAC (Singapore)

“Through professional coaching, mentoring, facilitators, networking, and virtual learning, Mosaic helped me hone my skills and provided access to leaders and peers alike. It was an incredible journey filled with self-reflection and growth.”

TALY ZINGER
Senior Consultant, North America (Canada)

“With Mosaic, Korn Ferry provided the space and support for personal growth and professional development. I am proud to work for a company that is committed to the advancement and success of its employees.”

RODRIGO ACCARINI
Senior Director of Client Success & Advocacy, Latin America (Brazil)

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RODRIGO ACCARINI
Senior Director of Client Success & Advocacy, Latin America (Brazil)
A learning organization

We strive to be a learning organization focused on the growth and development of our colleagues worldwide. Because we’re all about taking talent further, we aim to provide exceptional 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.

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 learnings. Employees participate in instructor-led training on topics such as professional integrity, our Code of Business Conduct and Ethics (the “Code”), DEI, and maintaining a respectful workplace.

We also 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, DEI, and mandatory annual Ethics and Compliance training on the Code, anti-corruption laws, conflicts of interest, insider trading, maintaining a respectful workplace, confidentiality, data privacy, and information security. In 2021, employees completed over 71,800 hours of coursework, including Ethics and Compliance training.

In addition to the many learning opportunities that Korn Ferry offers, we have an education assistance program in certain countries through which we provide financial assistance to employees for continued educational development.

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 to learn about DEI foundations, conscious inclusion, unconscious bias, interview skills training, and inclusive recruiting and hiring. The program is also assigned to new hires as part of their onboarding.

In 2021, we 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. Following this training, Korn Ferry began hosting Leading Inclusion sessions for teams reporting up to our Global Operating Committee.

We also launched specialized DEI training in 2021 for KF Advance coaches. In addition to aligning on a foundational understanding of DEI, our coaches explored some of the headwinds that underrepresented talent experience as they navigate their careers. Coaches learned new approaches to leading and supporting their coachees through inclusive coaching conversations.

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. We also use internal social media to help keep our community engaged and informed. Many offices have initiatives intended to deepen relationships and bond teams, including hosting workshops, lunch “n” learn programs, and social meetings.

In 2018, Korn Ferry’s Chief Executive Officer (“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.

As we continue our journey to broaden 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:
- Local and regional DEI Steering Committees, which colleagues in APAC, EMEA, Latin America, and North America have formed 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.
- Honoring the diverse cultures, backgrounds, histories, and contributions of individuals and communities around the globe.
- Providing educational materials and recommended actions to increase understanding and awareness of the experiences of our different communities.
Recognition programs
The Korn Ferry Founders Awards, 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. In 2021, the tenth cycle of the program, we celebrated a diverse group of colleagues worldwide. It is a Korn Ferry tradition that gives each one of us an opportunity to appreciate and commend colleagues who have made a significant impact.

Another way in which we recognize colleagues 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 community. We use this to create a more impactful, consistent, and memorable experience for colleagues celebrating work milestones and anniversaries.

Employee wellness
The wellness of our employees is 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 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” focused on the physical, emotional, financial, and social wellbeing 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 2020 and 2021. We increased our focus on a number of initiatives to connect and support our workforce—seeking to insulate them from risk, but not isolate them from our community, including:

+ Expansion of our Employee Assistance Program to all employees and family members.
+ Expansion of telemedicine benefits in countries where it is available.
+ Internal mental health awareness campaign.
+ Various webinars on mindfulness, yoga, resiliency, anxiety, and stress.
+ Flexible work schedules and parental support for distance learning.
+ Access in the United States to Care@work benefits by Care.com to help find caregivers for children, elders, and pets.

“I believe a healthy workforce—physically, emotionally, financially, and socially—drives productivity to help make Korn Ferry a premier career destination.”

Brian Bloom, Vice President, Global Benefits & Mobility Operations

Korn Ferry offers employees in the United States a suite of progressive benefits, including:

- Inclusive fertility benefits
- Adoption reimbursement
- Healthy pregnancy programs
- Maternity and parental paid leave
- Flexible work arrangements
- Dedicated nursing or wellness rooms
- Care@work benefits
- Ability to save money on healthcare contributions
It makes us incredibly proud to be recognized by several organizations for our commitment to DEI. These awards endorse our efforts to be a leading career destination for our current and future colleagues from all backgrounds.

**Best Places to Work for LGBTQ Equality**

In 2021, the Human Rights Campaign ("HRC") named Korn Ferry as one of the Best Places to Work for LGBTQ Equality for the third consecutive year. The HRC seeks to improve the lives of lesbian, gay, bisexual, transgender, and queer ("LGBTQ") people by working to increase understanding and encouraging the adoption of LGBTQ-inclusive policies and practices.

**Best companies for parents**

For the third year in a row, we are honored to be among the 100 companies that earned a spot on the 2021 100 Best Companies list by Seramount (formerly Working Mother Media). The 100 Best Companies list honors companies that offer inclusive benefits for families, including generous maternity and parental leave and affordable emergency childcare. The 2021 100 Best Companies application includes more than 400 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. We were also named one of the 2021 Best Companies for Dads for the second consecutive year.

These recognitions reflect our commitment to colleagues who have faced so many unique challenges in 2021, including the continuation of homeschooling, virtual learning, lockdowns, and the constant juggling of work and family life. We seek to make the needs of our employees a priority by creating an inclusive workplace culture where working parents can thrive.

**Top Companies for Executive Women**

In 2021, Korn Ferry earned a place on the Top Companies for Executive Women list by Seramount for the second year in a row. The Top Companies for Executive Women survey is a comprehensive evaluation of policies, programs, and workforce profiles of participating companies to yield a definitive list of top workplaces for women to advance through the corporate ranks.

**Top Employers for Latino Leaders**

In 2021, Korn Ferry was named one of the Top Employers for Latino Leaders by the Council for Latino Workplace Equity, an initiative under the National Diversity Council. The National Diversity Council evaluates companies on their commitment to supporting Latinos in the workplace, showing demonstrated leadership, maintaining high visibility in the Latino community, promoting Latino DEI initiatives, and having an organizational culture that fosters a more equitable work environment.
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, genders, orientations, and religious beliefs. We value this diversity and believe that it makes us stronger, smarter, and more agile and 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

### 10,000+ Employees

<table>
<thead>
<tr>
<th>Region</th>
<th>Global Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>40%</td>
</tr>
<tr>
<td>EMEA</td>
<td>30%</td>
</tr>
<tr>
<td>APAC</td>
<td>26%</td>
</tr>
<tr>
<td>Latin America</td>
<td>4%</td>
</tr>
</tbody>
</table>

### 100+ Offices

### 50+ Countries

### Global Workforce by generation

<table>
<thead>
<tr>
<th>Generation</th>
<th>Global Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials or Gen Y</td>
<td>51%</td>
</tr>
<tr>
<td>Gen X</td>
<td>31%</td>
</tr>
<tr>
<td>Gen Z, Gen X, or Centennials</td>
<td>9%</td>
</tr>
</tbody>
</table>

### Women at Korn Ferry

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of Employees</td>
<td>64%</td>
</tr>
<tr>
<td>Of Regional Presidents</td>
<td>50%</td>
</tr>
<tr>
<td>Of Board Members</td>
<td>44%</td>
</tr>
<tr>
<td>Of Senior Roles</td>
<td>41%</td>
</tr>
</tbody>
</table>

### 2021 Promotions and Hires

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of Hires</td>
<td>68%</td>
</tr>
<tr>
<td>Of Promotions</td>
<td>66%</td>
</tr>
<tr>
<td>Of Promotions into Senior Roles</td>
<td>56%</td>
</tr>
<tr>
<td>Of Hires into Senior Roles</td>
<td>42%</td>
</tr>
</tbody>
</table>

### Diverse Workforce and Leadership

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of 2021 U.S. Hires</td>
<td>78%</td>
</tr>
<tr>
<td>Of 2021 U.S. Promotions</td>
<td>73%</td>
</tr>
<tr>
<td>Of U.S. Employees</td>
<td>72%</td>
</tr>
<tr>
<td>Of U.S. Office Leaders</td>
<td>46%</td>
</tr>
</tbody>
</table>

### Board Leadership Roles

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Of Board Leadership Roles</td>
<td>75%</td>
</tr>
<tr>
<td>Of Board Members</td>
<td>67%</td>
</tr>
<tr>
<td>Of Corporate Executive Leadership</td>
<td>60%</td>
</tr>
</tbody>
</table>

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4. As of December 31, 2021. Unless indicated otherwise, includes all employees. Metrics describing 2021 promotions, hires, and Senior Roles do not include the employees of a company acquired by Korn Ferry on November 1, 2021. Korn Ferry considers employees who are Senior Client Partners, Associate Client Partners, and Principals to have a Senior Role.

5. “Diverse” statistics reflect the percentage of individuals who are women and/or from a traditionally underserved/underrepresented group. Using the EEO-1 race and ethnicity categories defined by the U.S. Equal Employment Opportunity Commission, Korn Ferry considers a U.S. 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.

6. Korn Ferry considers the Chair of the Board and the chairs of its three Board committees to have a Board Leadership Role.
Q&A
with JT Saunders,
our Chief Diversity Officer

What are Korn Ferry’s strategic DEI priorities?
A We are focusing on three main strategic DEI priorities: Talent, Culture, and Impact.
In addition to enhancing our awareness of DEI, we are being more intentional in how we recruit, hire, develop, and advance diverse and underrepresented talent across the firm. By focusing on these structural elements, we are working to build a strong foundation for sustainable change.

We aren’t stopping there. In terms of culture, we are looking at sustainable approaches to increasing connectedness and engagement among our talent globally. We are engaging our DEI Steering Committees around the globe to help us understand how we can make a greater difference for our talent worldwide.

And lastly, we believe that what we do outside of the firm helps to drive societal impact. We are creating several initiatives to enable our firm to contribute to a world of work that works for everyone. This includes creating important strategic partnerships and deepening our engagement with a more diverse supplier community.

What are examples of the recruitment and advancement initiatives currently underway?
A In terms of recruitment and as part of our early-career college recruiting program, we are looking to attract undergraduates and graduates from diverse backgrounds who we believe can add tremendous value to the firm.

We’re also looking at our leadership to see where there are opportunities to increase representation among underrepresented groups.

In terms of advancement, we’re investing even more in our Mosaic Emerging Talent Program, which is Korn Ferry’s global talent development program for early-to mid-career talent. The program leverages our Power of Choice content to envision a career that aligns the personal and professional ambitions of participants.

Power of Choice is a differentiated development offering that empowers individuals to take responsibility for their personal and professional development, to strengthen their workplace relationships, and, ultimately, to accelerate their career progression. Mosaic participants are given executive coaches and opportunities to engage with members of our Global Operating Committee, other enterprise leaders, and peer colleagues from around the globe.

Do our strategic DEI priorities go beyond our workforce?
A Yes. Our goal is to champion equity where we can. We are excited for the next phase of our Inclusive Supplier Program in 2022. The program is designed to build thoughtfulness about diversity into how we use the firm’s resources and how we engage with our suppliers. We are evaluating our diversity spend within our supplier base and striving to increase it. In addition, we are working to create a more strategic approach to how we engage with diverse and small businesses.

How is Korn Ferry trying to make a difference in local communities?
A We want to bring about change—not just for our talent but for all talent. That’s why the Korn Ferry Charitable Foundation launched Leadership U for Humanity. It’s a development program to help professionals from underrepresented backgrounds strengthen their leadership skills and enhance their careers.

The Foundation is partnering with community organizations to identify participants from underrepresented communities. The Foundation makes Leadership U for Humanity available at no cost to participants. Community partners include Out & Equal, the Executive Leadership Council, Women in America, the Air Force Sergeants Association, Communities in Schools, ASCEND, and the Society of Hispanic Professional Engineers.

The Foundation plans to continue to grow and scale the program over the coming years as it seeks to provide more people with access to this wonderful opportunity to accelerate their growth and development.
Inclusive Supplier Program

In 2021, we initiated our Inclusive Supplier Program to promote and increase the inclusion of underrepresented vendors and contractors within our supply chain and the marketplace as a whole. We believe that engaging with diverse and small suppliers will allow us to drive more innovation and value for Korn Ferry and our clients.

We also want to support the business growth of our diverse and small suppliers. Korn Ferry is a member of the National Minority Supplier Development Council ("NMSDC"), and we are partnering with the NMSDC to expand opportunities for diverse and small businesses to compete equitably in the marketplace.

Our goals for the program are threefold:

**Engage**
Increase engagement with diverse and small suppliers to address our strategic business needs and to promote our mutual success as long-term partners.

**Enrich**
Support the business growth of diverse and small suppliers.

**Expand**
Expand the reach and impact of our diverse and small suppliers within Korn Ferry and their communities.

For more information, access more information about the Inclusive Supplier Program at www.kornferry.com/about-us/inclusive-supplier-program.
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 unlock the power and potential of all that talent. Research shows that diverse, equitable, and inclusive organizations led by inclusive leaders perform better than their peers.

Many of our clients accelerating their DEI 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 has one of the world’s largest DEI consulting practices. We have been providing advice and designing solutions related to DEI 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 DEI strategies. We conduct an in-depth quantitative and qualitative analysis for our clients to uncover root causes and help organizations focus on actions that will make a difference.

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

+ **Shaping behavioral inclusion**
  Korn Ferry designs and implements behavioral solutions to help clients recruit, advance, and retain underrepresented talent. Our behavioral inclusion programs are also designed to enable underrepresented talent 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**
  Building sustainably inclusive and diverse organizations is an ongoing effort. We support our clients in implementing both behavioral and structural changes and coach clients as they communicate and manage transformational change.

We take a systemic approach to building an inclusive organization.

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Our client impact
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 equally as important. Our offices and colleagues worldwide take part in community service through a variety of organizations and programs.

$1M+ donated by Korn Ferry financially or through in-kind services in 2021

Sustainability Mentoring Program

In conjunction with the University of Glasgow, Korn Ferry launched a new sustainability-focused mentorship program at COP26. The inaugural mentorship program supports 18 graduate students who are completing a program of study at the University of Glasgow focused on either Sustainable Energy or Earth Futures: Environments, Communities, Relationships.

The purpose of the mentorship program is to provide coaching and career development for the participants and prepare them to enter the workforce ready to embed sustainability into their future organizations. Korn Ferry mentors work with participants to complement their technical skills in sustainability with important leadership skills. Graduation from the program is scheduled for August 2022.

Korn Ferry plans to launch another cycle of the mentorship program at COP27 with students enrolled at Cairo University.

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. The Korn Ferry — Year Up Career Coaching Program is a 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, and goal setting.

Since the program’s pilot in 2020 through December 2021, nearly 50 Korn Ferry team coaches have volunteered their expertise to the program, helping almost 80 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. The program is ongoing.

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 six to 13) from low socioeconomic backgrounds. For over five years, Korn Ferry colleagues have mentored students identified by the ABCN, leading fun, workplace-based sessions to develop the confidence, skills, and aspirations of students.

These mentoring sessions address topics such as interview practice, goal setting, and work or other options after graduation. In 2021, over 80 Korn Ferry colleagues volunteered as mentors with the ABCN through this ongoing initiative.

Korn Ferry has also done several pro bono projects for and with the ABCN to support the recruitment of new mentors and development of existing mentors. Projects include the creation of a competency framework using Korn Ferry’s proprietary intellectual property.

Snapshot of local philanthropic activities

+ In China, colleagues hosted an annual donation drive for Beautiful World, an organization helping children in need in the Yunnan Province of Southwest China. Employees collected clothing, shoes, school bags, and stationery.

Children in the Yunnan Province of China show their thanks for donations collected by colleagues in China.

+ In the United States, Washington, DC, colleagues hosted a virtual spring food drive for So Others May Eat, donating food, toiletries, and other necessities.

+ In Costa Rica and Mexico, colleagues collected donations for local charities that provide food, shelter, and tuition to children experiencing homelessness.

+ In India, colleagues adopted two schools in predominantly low-income communities in the Tauru Nuh region of Haryana. This annual initiative provides funding for updating classrooms, restrooms, and technology.

+ In the Philippines, colleagues hosted a back-to-school donation drive for a local elementary school that primarily serves low-income communities in Tondo, Manila. Colleagues donated school supplies, teaching materials, and visual aids for students and teachers.

+ In South America, colleagues donated nonperishable food to a local charity as part of an end-of-year regional charitable initiative.

Colleagues in the Philippines collect and deliver donations to a local Manila elementary school for a back-to-school charitable drive.
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.

Grant recipients include the following:

- American Red Cross
- Black Girls Code
- Communities in Schools
- Fundación Forge
- International Committee of the Red Cross
- LEADership Education and Development
- Management Leadership for Tomorrow
- Out & Equal
- USA for UNHCR

The Foundation operates two main initiatives: the Lester Korn Scholarship Program and Leadership U for Humanity. Learn more about these initiatives on the following pages.

The Foundation’s Vision


Our vision is to change that.
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 that 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.

2021 scholarship recipient snapshot

+ Nearly $400,000 in scholarships awarded.
+ 39 exemplary student recipients.
+ Recipients came from Canada, Chile, Colombia, India, Japan, Mexico, Spain, the United Arab Emirates, the United Kingdom, and the United States.
+ Majors ranged from early childhood education to computer science, public relations, philosophy, engineering, business, and nursing.

FOR MORE INFORMATION

“I was beyond excited and grateful to receive the scholarship. It helped me to focus more on school rather than financial struggles.”
Isabella, 2021 Lester Korn Scholarship Recipient, United States

“I was so excited when I learned that I received this scholarship award! My father had worked for Korn Ferry India for 8 years, and he passed away in 2021 due to COVID-19. Honestly, his death had a significant impact on my family’s financial situation, but receiving this scholarship has ensured that I can continue my education.”
Ashna, 2021 Lester Korn Scholarship Recipient, India

“My daughter receiving the scholarship is a source of pride for our family—and especially for me—in two ways: Maria’s achievements and the opportunities offered by my company’s foundation.”
Gema Casquerio Trenado, Associate Consultant and Maria’s mom, Spain

“The scholarship helped take a load off my shoulders. I have been able to focus on my studies and engage in extracurriculars.”
Raimundo, 2021 Lester Korn Scholarship Recipient, Chile
LEADERSHIP U FOR HUMANITY

An initiative of the Korn Ferry Charitable Foundation

The Leadership U for Humanity vision is to be a catalyst for the underrepresented leaders of tomorrow. Launched in November 2020, the Foundation’s Leadership U for Humanity is an interactive six-month leadership development program that was developed by Korn Ferry for the Foundation. The program’s purpose is to help mid-level professionals of color and other professionals from underrepresented backgrounds strengthen their leadership skills and empower them to accomplish their career goals.

In seeking to make a significant impact, the Foundation is partnering with like-minded community organizations (“Community Partners”) to help bring Leadership U for Humanity to as many people as possible. At the end of March 2022, over 400 individuals from a variety of industries were enrolled in or completed the program.

Community Partners

The program is already making an impact. “Leadership U for Humanity has been very impactful because it has allowed me to identify things that I can do myself, in real time, to influence the trajectory of my career,” said Jonathan B., a 2021 program graduate nominated by Community Partner Executive Leadership Council.

Another 2021 program graduate, Gwendolyne M., nominated by Community Partner Women in America, commented, “Being around other participants who look like me and come from similar backgrounds doing amazing things in their careers has given me the confidence to go after what I want for my life.”

Leadership U for Humanity 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 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.

“Leadership U for Humanity intends to be a catalyst that will empower underrepresented talent to become tomorrow’s leaders.”

Heather Axe, President of the Foundation

FOR MORE INFORMATION
Participant Facts and Figures

400+ Participants

52% African American / Black

54% Women

23% Hispanic / Latino

37% LGBTQ+

10% Asian / Asian-American / Pacific Islander

3% Non-Binary

9,500+ program hours

1,000+ 1:1 professional coaching hours

230+ graduates

"Unless indicated otherwise, all figures are based on participants between November 12, 2020, and March 31, 2022.

Figures are based on participants between April 15, 2021, and March 31, 2022."
Our values of Inclusion, Honesty, Knowledge, and Performance are the fundamental beliefs of our global organization. These values inspire our people and are intended to guide them to do the right thing. 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.
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.

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)
- Risk Management/Oversight Experience
- Broad International Business Experience
- Significant Finance, Tax, and Mergers and Acquisitions Experience
- Accounting Expertise (including two Certified Public Accountants)
- Significant Strategic Oversight and Execution Experience
- Broad Product and Marketing Experience
- Significant Public Company Board, Committee, and Corporate Governance Experience
- Innovative Thinking
- High Ethical Standards
- Appreciation of Diverse Cultures and Backgrounds
- Experience Overseeing Large and Diverse Workforces
- Breadth of Experience Across Industries
- Information Security Expertise

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, business continuity, and cybersecurity.

The Board reviews the strategic plan at least annually and monitors its implementation throughout the year. In addition, the Board holds an annual offsite meeting (virtually during the pandemic) that focuses on the Company's long-term strategy and competitive environment.

Throughout the year, the Board receives regular training and updates on governance topics ranging from increasing stakeholder focus on ESG, diversity, and human capital matters; legal and regulatory developments impacting corporate governance practices; and evolving SEC disclosure requirements, among others.

The Board oversees and, where appropriate, Board members engage directly with our shareholders on a range of governance topics, which, during 2021, included the Company’s ESG program and executive compensation practices. 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 and present to the Board on risk mitigation measures related to business continuity, disaster recovery, and the key risks facing the Company.

The Board receives a comprehensive security status briefing from senior leadership at least annually, with special topic updates as requested or needed. The Board benefits from the additional expertise on data privacy and cybersecurity matters of Board members Lori Robinson, based on her experience with international security issues, and George Shaheen, who serves on the board of a hybrid cloud data services and data management company.
Our diverse and experienced Board engages with management and stakeholders on a variety of ESG matters in an effort to be educated, responsive, and proactive as well as drive Korn Ferry, its people, and its clients to be more and do better.”

Christina Gold, Chair of the Board of Directors

The Audit Committee
Is responsible for the appointment, compensation, retention, and oversight of the work performed by our independent auditor. The Audit Committee also oversees the Company’s financial reporting, internal control and internal audit processes, and Ethics and Compliance Program. The Audit Committee is also responsible for reviewing the results of management’s annual Enterprise Risk Assessment that identifies, aggregates, and evaluates key risks across the enterprise and the steps management has taken to assess and mitigate such risks.

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. In addition, the Compensation and Personnel Committee oversees human capital management activities.

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.

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, 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 offers a set of shared ethical values and legal guidelines for conducting business in a fair, ethical, and legal way in the workplace and our marketplace.

These guidelines include the following principles:
- Loyalty, honesty, and integrity
- Observance of ethical standards
- Accountability
- 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 and directors, employees, and officers from using or attempting to use 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 Policy”), Agreement to Protect Confidential Information, and any engagement-specific confidentiality obligations.

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

Management Ethics and Compliance Committee
- Supports consistent administration of the Ethics and Compliance Program.
- Promotes collaboration among relevant stakeholders and functions regarding compliance issues.
Korn Ferry’s Code of Business Conduct and Ethics

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 a 100% completion rate for active employees required to take this training in fiscal year 2021. Additional Ethics and Compliance training is provided to employees in a risk-based manner.

Speaking up

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 who assists in the investigation of a reported issue. We encourage reporting of any potential retaliation. Our non-retaliation 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.

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.

Human rights and 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.

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.

FOR MORE INFORMATION

Our commitment to privacy and security

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. Taking a holistic approach to privacy and security, Korn Ferry regularly evolves 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.

Approach to data security

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 data collection, use, transfer, disclosure, and disposal policies and procedures to promote ongoing compliance with data protection laws and International Organization for Standardization ("ISO") standards.

Korn Ferry carries out an annual Enterprise Risk Assessment that includes a review of cybersecurity matters. We also engage industry-leading third-party cybersecurity companies to conduct testing and assessments of our systems and processes, thereby providing external validation of our policies and programs. Employees are also required to complete annual training related to information security and privacy matters, augmented by dynamic training through an industry-leading security training platform that also provides real-time feedback through tailored phishing simulations.

Data security 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 Policy. The IT Policy is designed and administered to follow the guidelines outlined in ISO standards 27001 and 27018.

In addition, Korn Ferry has a dedicated global Privacy team that reports to Co-Chief Privacy Officers 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, including:
- Promoting awareness of privacy across the organization by working with business teams.
- Conducting assessments intended to identify and address areas for enhancement.
- 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, Privacy, Security, Legal, Finance, 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.

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 PI 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 protection of personally identifiable information in public clouds. 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 continuous 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 update the Global Privacy Policy 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 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. A bonded carrier service transports backups, archives, and other media to offsite storage locations. 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 multi-factor authentication (“MFA”). Critical servers have special single-use password enablement. 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.

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, which requires remediation according to a schedule based on the severity of the vulnerability. An active patch management program supports this effort. Korn Ferry’s infrastructure is also monitored by its Security Information and Event Management (SIEM) 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. 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 almost 10 years.

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 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 instead of relying on physical data centers. By converting nearly 90% of our IT server systems to the cloud as of 2021, we have increased our resilience against physical climate-related risks.

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.

Continuity plan in action: COVID-19

The operational and human impacts of the COVID-19 pandemic presented an immense challenge for the Company and a serious test of its business continuity planning. With the benefit of our prior preparation and business continuity planning, however, Korn Ferry was able to respond swiftly and carry through on its commitment to protecting the health and safety of our employees and their families under the guiding principles of Safety, Caution, and Agility. This planning enabled us to maintain consistent global operations as we shifted almost entirely to remote work in the first quarter of fiscal 2021. Korn Ferry’s existing mobile and collaborative technology capabilities facilitated this rapid transition and the pivot to virtual delivery of services to clients. The Company also imposed a range of safety measures; mobilized local, regional, and global teams to address the pandemic’s impact; and formed a COVID-19 Task Force of cross-functional and operational executives. The Board has actively participated in overseeing the Company’s COVID-19 response. Korn Ferry continues to evolve its operations and business continuity planning, remaining focused on Safety, Caution, and Agility.
With gratitude

Our purpose starts with our people. Their expertise, creativity, compassion, resilience, and professionalism enable Korn Ferry to build its reputation as the preeminent organizational consultancy. 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.

About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization 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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