Corporate Responsibility Program Leadership Team
Jonathan Xue, Chair
Heather Axe, Co-Leader
Matthew Page, Co-Leader
Stacy Rozek, Co-Leader

Corporate Responsibility Report Marketing Editor
Erica Shannon

Corporate Responsibility Report Community Editor
Natalie Quiñones

Corporate Responsibility Report Contributors

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A message from Gary Burnison, our CEO

With long overdue calls for social change, the pandemic, and a workforce that has been upended, it’s clear that we will continue to experience more change over the next couple of years than we’ve seen in the past decade. Different work needs to get done—and work needs to get done differently. In this kind of environment in which ambiguity abounds, leaders need to lead differently, and companies need to respond accordingly.

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 7,000 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, and the communities where we work and live. In everything we do—and will continue to do—we are guided by our values.

Corporate responsibility provides us with an important opportunity to change people’s lives. We are motivated and committed to helping people exceed their potential, and to exceed their potential, people need an abundance of opportunity.

We approach everything through this lens as we support our people, community, and sustainability. We know that we are all accountable for who we are—and how we show up: as partners, parents, neighbors, and citizens.
As we release this report, our world continues to change rapidly, driven in no small measure by COVID-19 and its economic, social, and personal impacts. Alongside the pandemic, both the social unrest and related calls for change in 2020 served as an unprecedented catalyst to amplify our voice further on Diversity, Equity, and Inclusion (DE&I). 2020 saw our firm rise to meet these challenges and put our purpose of helping people and organizations exceed their potential into action. We are proud to share Korn Ferry’s 2020 Corporate Responsibility Report and more information about these important topics.

Some highlights include:

- Establishing an independent, not-for-profit: Korn Ferry Charitable Foundation (the Foundation). The Foundation’s first major initiative is Leadership U for Humanity, a leadership program developed by Korn Ferry for the Foundation with the goal of developing one million new leaders from underrepresented backgrounds. With Korn Ferry’s support, Leadership U for Humanity is being made available at no cost to the program participants.

- Earning a perfect score of 100 on the 2020 Human Rights Campaign’s Corporate Equality Index and being named a “Best Place to Work” for LGBTQ equality for the second consecutive year. In further recognition of our commitment to DE&I, earning spots on Working Mother’s 2020 100 Best Companies (for the second consecutive year), Working Mother’s 2020 Best Companies for Dads, and Working Mother’s 2020+ Top 75 Companies for Executive Women.

- Expanding our Corporate Responsibility disclosures in the areas of human capital management, carbon emissions, and business practices. These disclosures include publishing our inaugural SASB Report (available online through our website) and increased reporting to Ecovadis and CDP.


- Lowering our 2019 greenhouse gas (GHG) emissions (Scope 1 and 2) from our offices and company cars by 5%* compared to 2018.

- Being awarded the 2020 Silver Status Medal from EcoVadis for Corporate Social Responsibility practices for the second consecutive year.

- Receiving a Management level rating from CDP for having a strong awareness of our climate change impacts and opportunities, as well as managing them effectively.

We want to acknowledge and thank our Korn Ferry colleagues who are dedicated to living our core values and embedding them throughout the organization. Together, with their passion, commitment, empathy, and appreciation of differences, we will continue to build a brighter future in both good and challenging times.

Jonathan Kuai | Heather Axe
Matthew Page | Stacy Rozen

* This figure was updated in September 2021. See pages 36-37 for additional background.
Caution, safety, and agility

One of our top priorities is a continuing commitment to protecting the health and safety of our employees and their families, guided by the principles of caution, safety, and agility. In 2020, we executed detailed business continuity plans to enhance our strong balance sheet and liquidity position. These plans helped us continue to operate and serve our clients while prioritizing the safety of our employees.

To lessen the risk of exposure to COVID-19 and address the guidance and mandates from local and national governments and health authorities, Korn Ferry imposed a range of safety measures. These have included travel restrictions, office closures, social distancing measures, and remote working policies. We mobilized local, regional, and global teams to address the pandemic’s impact on Korn Ferry and proactively addressed and continue to address potential risks, including forming a COVID-19 Task Force of cross-functional and operational executives.

We have worked collaboratively and collectively to keep each other safe and adhere to health guidelines and protocols, whether in the office or outside of it. Our outstanding employee workplace safety results are a testament to the professionalism and compliance efforts of our colleagues.

In addition to protecting our employees, clients, and others with whom we interact, we have challenged ourselves during this time to remain industry leaders. As a global enterprise, we have strived to be agile in responding to local conditions, stressed our adaptability across the firm, and pushed ourselves to keep moving forward.

Korn Ferry colleagues have demonstrated time and again the resilience of the firm’s culture, especially as they aim for minimal operational disruption and service-level reduction. Our colleagues led numerous client conversations, including having meaningful discussions around navigating COVID-19 impacts and sharing insights into how some clients approached the path to recovery through their organizations, people, and leadership.

Despite the chaos, uncertainty, and hardships, the true character of our colleagues and our firm has shone through as we have kept our focus and continued forward. We will continue to face the challenges that arise while seeking to care for our colleagues.
Who we are

Our business values and 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 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.

Our core values

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

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

- **Knowledge**
  We are insatiably curious, always learning new things. And we actively help our colleagues grow and develop, 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.

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 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 7,000 colleagues in over 50 countries are focused on five core areas: Organization Strategy, Assessment and Succession, Talent Acquisition, Leadership and Professional Development, and Total Rewards.

$1.9B
Fiscal Year ’20
Annual Revenue

13,700+
Clients worldwide
As of end of Fiscal Year ’20

We enable people and organizations to exceed their potential.
At Korn Ferry, talent truly matters. We believe it is how organizations succeed. Opportunities arise. Greatness happens. The path to that greatness lies in our people. When people are in the right roles and engaged, ideas come to life, and businesses grow. The leaders who will shape tomorrow will emerge. We aim to continue making Korn Ferry a place that energizes, develops, rewards, and empowers people to pursue their passions and help our business succeed.

We aspire to build a world-class organization. One that is aligned with our strategy and staffed by a skilled, motivated, and agile workforce. To do so, Korn Ferry focuses on talent acquisition, development, and rewards. We offer hundreds of training courses to help employees with continuous personal and professional development. We provide opportunities for our colleagues to develop their potential and realize career ambitions. We strongly believe in DE&I, building programs to increase individual and team engagement and contributions. We try to foster an environment where everyone feels their input is valuable, allowing us all to do our best work.

Talent acquisition

Korn Ferry takes great pride in attracting and hiring exceptional talent. We offer a world-class candidate experience through our external market presence, internal relationships, market strategy, and brand presence. In 2020, 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.

Our early career Talent Academy and StartUp programs help us identify, train, and develop the Korn Ferry consultant of the future. Both initiatives offer early career training programs for recent university graduates. These programs combine classroom learning with on-the-job experience. Talent Academy is for graduates in Europe and focuses on developing talent in our Recruitment Process Outsourcing (RPO) and Professional Search solution areas. StartUp is for graduates in the United States and provides pathways to all Korn Ferry business areas. Through these programs, participants gain valuable exposure to Korn Ferry subject-matter experts and our leaders at the talent industry’s forefront. Successful graduates of these programs move on to permanent roles within one of our solution areas.

Korn Ferry also provides foundational onboarding for new joiners at entry and other levels. The onboarding is intended to introduce new joiners to the firm’s vision, values, purpose, and resources. For our RPO and Projects solution areas, we also have client-account-specific induction programs.

“We continue to evolve our Talent Management strategy by bringing together our most valuable resources—our colleagues from across the globe, our collective knowledge, and our deep experience with clients.”

Linda Hyman, North America
Talent development and management

It is not just about hiring great talent, but keeping those people in the business. We are committed to continuous improvement and career development because we know our colleagues can achieve great things with our support.

Korn Ferry’s annual talent cycle seeks to provide colleagues with clarity and alignment about how they contribute to the firm’s overall strategy and goals. Simultaneously, the process seeks to enhance our colleagues’ skills and knowledge and support their career development. Our annual talent cycle’s core components are goal setting, feedback from managers and colleagues, performance appraisal, and promotions. Annual succession and emerging talent for leadership are developed by our most senior leaders and reviewed with the Board of Directors.

Our mentorship program

We believe that a learning culture is created when knowledge is shared collaboratively. In fiscal year 2020, we launched a firm-wide mentorship program to empower colleagues to learn, connect, and develop. We match mentors and mentees based on their proximity, career goals, and focus. These partnerships—which numbered close to 3,000 in our inaugural year—help people define and direct their career aspirations. The mentorship program provides great opportunities for mentors to share insights and offer counsel to help mentees thrive on their career journeys. The program reinforces our culture of collaboration, information-sharing, and personal development, allowing colleagues to discuss personal and professional growth and become more effective professionals.

Leadership U for Korn Ferry

Now, more than ever, leaders are faced with decisions and situations outside the tried-and-true thinking around “good” leadership. A new, virtual way of working, social unrest, and uncertainty in the market forces leaders to reassess the critical skills necessary to succeed and lead authentically. Because Korn Ferry understands leaders and the challenges they face, we believe our Leadership U program, originally developed for clients, is the key to leadership evolution. We are using this same Korn Ferry expertise to grow and develop our own people. Leadership U for Korn Ferry extends the Korn Ferry Advance platform (currently enabling our mentorship program globally) into a development program. This includes self-assessment with access to broad leadership and professional development content from across Korn Ferry.

Mosaic

Our Mosaic Program is a new global talent development program for an inclusive group of hundreds of entry- and mid-level colleagues (with an initial group of approximately 200) from across Korn Ferry’s business. The program includes one-on-one professional coaching, supervision, and sponsorship from the firm’s Global Operating Committee members, individual development plans, visible and complex project opportunities, and facilitated leadership development sessions.

Career Architecture

Underneath our enterprise-wide career model, we have built an integrated career framework called Career Architecture. Career Architecture uses our intellectual property and covers all roles and solutions areas at Korn Ferry, separated by accountability, capability, and identity. At its heart is our Success Profile framework, which we use to define the key responsibilities and capabilities needed for various roles. These profiles enable us to compare roles to determine what skills employees should develop within their roles or build to move into different jobs across the organization. With this framework and our global promotion process, Korn Ferry endeavors to support and encourage talent mobility across all business areas and functions.

A learning organization

We strive to be a learning organization focused on the growth and development of our colleagues worldwide. To help achieve this, we use a learning management system accessible to all employees that we call “iAcademy.” iAcademy has rich and personalized content, including hundreds of learning resources covering foundational skill-building, technologies, management training, and our products and solutions.

Our goal is to provide the right development support for colleagues at the right points in their careers with the addition of Korn Ferry experience and on-the-job learnings. In 2020, colleagues completed over 750 different courses on iAcademy and more than 55,000 total coursework hours. Colleagues also participated in other instructor-led training on topics such as DE&I, Ethics and Compliance, and professional skills.
Culture of recognition

Feeling valued and respected is one of the highest motivators. We work to build a culture of recognition based on acknowledging others and appreciating their contributions and achievements. Our global talent promotion process recognizes colleagues for exceptional dedication and service to clients, embracing our firm’s purpose and values, outstanding collaboration, and stretching to meet expectations. We believe that promotions acknowledge superior performance in a current role and support the continuation of a career journey.

The Korn Ferry Founders Awards program also celebrates the greatest asset we have: our talent. Through nominations by Korn Ferry colleagues, the program recognizes both individuals and teams who have shown themselves to be extraordinary by going above and beyond for candidates, clients, or colleagues—people who understand and truly live our values. In 2020, the ninth cycle of the program, we had hundreds of nominations and celebrated more than 20 colleagues worldwide with the Founders Award.

Another important part of our culture is highlighting our colleagues’ work milestones and anniversaries. With Korn Ferry Accolades, we celebrate one another’s contributions on a global scale through a unique social network community. We use this to create a more impactful, consistent, and memorable experience for colleagues celebrating work milestones and anniversaries.

In 2020, we launched an internal campaign to put our colleagues and their successes in the spotlight. We recognize colleagues worldwide for reflecting Korn Ferry’s values of Inclusion, Honesty, Knowledge, and Performance. The initiative continues to evolve, keeping our people at the center of every success we celebrate.

Employee engagement

We continue to listen to each other, learn from our experiences, and lead the way forward. We have concentrated efforts to create an environment where our colleagues are engaged (particularly during the unprecedented year of 2020) and feel connected with Korn Ferry and with each other.

In 2018, Korn Ferry’s CEO formed a Colleague Advisory Council. The Council meets regularly to provide candid feedback directly to the CEO and other senior leaders on 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.

From time-to-time, we also gather feedback on our colleague experience through regional community-building efforts, pulse surveys, and periodic focus groups. These cover a range of topics from client solution enhancement to inclusion and mentoring.

Communication is also vital for us. We have regular regional townhalls, global and local newsletters, community dashboards, and use internal social media to keep our community engaged and informed. Many offices have initiatives to help deepen relationships and bond teams. For instance, in 2020, as we transitioned to our “work from home” environment, our Atlanta office formed small groups from different business lines, levels, and tenures. These groups met weekly to talk about their experiences, personal triumphs, and challenges. Offices have also hosted virtual workshops, lunch ’n’ learn programs, and social meetings.

“Korn Ferry has grown significantly over the six years I have been with the organisation, and so this forum is a fantastic way to provide unfiltered, real-time feedback to our leadership team regarding the employee experience ‘on the ground’.

With members represented from all over the globe, one thing is very clear to me—Korn Ferry colleagues care passionately about this organisation, its clients, and most pertinent to this Council, its employees. In what has been a trying year for all of us, my fellow Council members have been a source of resilience and energy for me, and I believe this Council will play an important role in helping the organisation become even more inclusive, engaging, and successful.”

Raj Chopra, EMEA
Employee wellness

Our employees’ wellness has never been more important to us. 2020 has been an unprecedented year of change, and we have endeavored to support our people in different ways through it.

Before the COVID-19 pandemic, our Human Resources team initiated a wellness campaign 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 health. This campaign took on additional meaning in 2020. We increased our focus on a number of initiatives to connect and support our workforce—insulating them from risk, but not isolating them from our community, including:

+ Extension of Employee Assistance Program to all global colleagues 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 to Care@work benefits by Care.com in the United States

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

+ Inclusive fertility benefits, including IVF, ova, sperm, and embryo freezing and storage
+ Adoption reimbursement
+ Healthy pregnancy programs
+ Generous maternity and parental paid leave
+ Flexible work arrangements when returning to work from maternity and parental leave
+ Dedicated nursing/wellbeing rooms in the offices
+ Care@work by care.com to help find caregivers for children, elders, and pets
Awards and recognition for workplace practices

It makes us incredibly proud to be recognized by several organizations for our commitment to DE&I. These awards endorse our efforts to be a leading career destination for our current and future colleagues from all backgrounds.

Human Rights Campaign: LGBTQ equality
The Human Rights Campaign (HRC) improves 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. The HRC named Korn Ferry as a 2020 ‘best place to work’ for LGBTQ equality for the second consecutive year.

Working Mother 2020 100 Best Companies and 2020 Best Companies for Dads
Working Mother honors companies that offer inclusive benefits for families, including generous maternity and parental leave and affordable emergency childcare. We are honored to be named one of the 2020 best companies for parents to work for by Working Mother magazine for the second year in a row. And as one of the best companies for dads in 2020 for the first time. These recognitions reflect Korn Ferry’s commitment to helping our colleagues live their best lives, both inside and outside the firm.

Working Mother 2020+ Top 75 Companies for Executive Women List
Korn Ferry earned a place on Working Mother’s 2020+ Top 75 Companies for Executive Women list for the first time. The Top Companies for Executive Women survey evaluates companies on every aspect of women’s advancement, including succession planning, profit-and-loss roles, gender pay parity, support programs, and work-life balance programs. Working Mother examines policies, programs, and workforce profiles of participating companies to yield a definitive list of top workplaces for women who want to advance through the corporate ranks.

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“‘I’ve been with the firm for over 24 years. In that time, I’ve had three kids, including a set of twins. If there were one word that would describe my experience as a working mom at Korn Ferry, it would be ‘balance’. I’ve never felt the need to make a forced choice between my family and work. The community, my teammates, and leadership have provided me with the flexibility, support, and trust I need to make it as a successful female leader and present mother.’

Yasuyo Okada, Asia Pacific
Our commitment to diversity, equity, and inclusion

Inclusion is intentionally the first of our four core values and a pillar of our firm. We believe in building strong teams of people with diverse experiences, backgrounds, and perspectives.

As colleagues at Korn Ferry, no matter what level, geography, or tenure, we are all in a unique position to drive change within our organization and make it as inclusive as possible. Our people are the firm’s lifeblood, challenging the status quo, and helping us evolve and grow.

Q&A with J.T. Saunders, our Chief Diversity Officer

What are your goals as Chief Diversity Officer?

It is my goal to ensure that we enhance the incorporation of DE&I into the processes for recruiting, hiring, developing, rewarding, and advancing all talent. We want a culture where every person, independent of their level, can exceed their potential. To that end, I am partnering with colleagues across the firm to make Korn Ferry an even stronger and more inclusive organization, where people are encouraged to be authentic, purpose-driven leaders, but also individuals who are emboldened to leverage their differences to drive innovations for our clients.

What is the role of the business community in the conversation around racial justice and equity?

The business community plays a critical role in advancing racial justice and equity issues. This past year, we witnessed several historic and transformative events that will forever change how we engage with each other and how we do business. We have entered a “new normal” period where there is greater intersectionality between people strategy, business strategy, and community engagement.

Companies who find it difficult to build stronger DE&I capabilities will struggle to capture the attention of purpose-driven consumers who care as much about the quality of products and services as they do about a company’s willingness to stand against injustice.

As a firm, we are committed to taking our clients on this journey with us. We are encouraging our leaders and their counterparts across industries to be more intentional about positioning people who are different from them for more visible, important, and complex assignments. By doing this, we know we will be able to accelerate the growth and development of more diverse and inclusive leaders who lead us into the future.

What are a few of your short-term priorities for your new role, as well as long-term goals?

In the short-term, I am spending time listening to our employees and meeting with our leaders globally to learn more about their interests, needs, hopes, and expectations for the firm. I think it is critical that our DE&I strategy reflects the diverse experiences and perspectives of our employees.

We will also create more opportunities for employees to engage in meaningful dialogue around DE&I and social justice issues.

An important long-term priority will be to grow our Mosaic leadership development program for our high-performing talent, as well as to review and continue to enhance the integration of DE&I into our talent management processes.
Working with clients on DE&I

Our world is fundamentally changing. Technological, societal, and environmental shifts are reshaping how companies engage with their people, customers, and communities. To survive in the face of increasing disruption, organizations need talent that matches the complexity of the world in which they operate. But to thrive, companies need to unlock the power and potential of all that talent.

We work with our clients to develop and implement DE&I strategies grounded in their own business and talent priorities, and based on data and analytics. Our services include a DE&I Compass diagnostic that allows us to measure the maturity of an organization’s DE&I efforts through the eyes of their employees and to compare the results with external benchmarks.

We developed an inclusive leader assessment to measure the inclusion competencies of leaders. Though the combination of assessment and development, we work to transform the behavior and mindset of both teams and individuals as well as support them with fair and equitable structures and processes. Because the hard truth is that behavioral inclusion without structural inclusion will not change the status quo.

We also help our clients onboard, develop, advance, and retain underrepresented talent. Our clients are increasingly seeking to make their organizations more representative of society by recruiting more underrepresented talent at all levels. Our search colleagues in both Executive and Professional Search work diligently to create diverse slates of candidates and coach clients on inclusive recruitment practices.

Race Matters

It is long past the time to tackle this difficult subject head-on. Race and other differences matter. We believe addressing the inequalities caused by difference is important to harness the real power of diversity.

Amid the long-overdue calls for racial equality, we brought together our colleagues’ expertise and offerings to answer that call. Not just for our clients, but also to improve ourselves. In June 2020, we launched our Race Matters webinar series. These were conversations that included members of our DE&I team and clients. The emphasis of DE&I over the past few years has been to tackle people’s behavior with unconscious bias training. But, while worthwhile, it is not enough.

In these webinars, we addressed what business leaders at all levels can say and do now to tackle racism in their organizations and society. How to be an inclusive leader and why organizations need them. The impact of recent events on the Black community. What White people can do to be authentic allies and drive change, and what leaders and Human Resources departments can do to address systemic racism and build inclusive organizations for all. More than 100,000 leaders from global organizations participated in the Race Matters webinar series.

Internal training sessions

Since our Race Matters series, we have continued our inclusion conversations as a firm. Building upon our regular workplace behavior training and the internal unconscious bias workshops held across our North America offices in 2018 and 2019, we continue to conduct DE&I training sessions throughout the firm. These sessions provide a forum for authentic conversations about biases, appreciation of differences, and each colleague’s responsibility to live our value of inclusion. This guided learning experience offers a framework for how to create and maintain an environment of inclusion.

Our training is designed to:

+ Build awareness of our individual reactions to differences and how those reactions impact our treatment of others
+ Provide a forum for authentic discussions about race, diversity, and how we can all lean into inclusion
+ Offer tips, skills, and tools to help us all be intentional about eliminating bias from our day-to-day interactions

In 2020, hundreds of our leaders worldwide participated in our “Conscious Inclusion” training program, a popular client offering. Conscious Inclusion equips people with ways to interrupt bias and create an environment where differences are appreciated and people are included. This training is a part of a series of other firm-wide inclusion culture efforts to increase individual and team engagement and contribution. We do this by working to create an environment where everyone feels their contribution is valuable, allowing us to consistently do our best work.

/ OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION
Worldwide workforce

GLOBAL WORKFORCE BY REGION

- 7% LATIN AMERICA
- 25% APAC
- 32% EMEA
- 36% NORTH AMERICA

GLOBAL WORKFORCE BY GENERATION

- 4% GEN Z, iGEN, OR CENTENNIALS
- 10% BOOMERS
- 29% GEN X
- 56% MILLENNIALS OR GEN Y

7,000+ EMPLOYEES

100+ OFFICES

50+ COUNTRIES

Women at Korn Ferry

- 62% GLOBAL WORKFORCE
- 62% GLOBAL PROMOTIONS
- 46% HIRES/PROMOTIONS INTO GLOBAL SENIOR ROLES** (last two years)
- 42% GLOBAL SENIOR ROLES** (last two years)

BOARD OF DIRECTORS

- 25% UNDERREPRESENTED GROUP* FEMALE
- 37.5% TOTAL DIVERSE
- 62.5% BOARD LEADERSHIP ROLES HELD BY FEMALE OR UNDERREPRESENTED GROUP*
- 75% TOTAL DIVERSE

CORPORATE EXECUTIVE LEADERSHIP

- 28.5% UNDERREPRESENTED GROUP* FEMALE
- 42.5% TOTAL DIVERSE

All figures are as of August 2020, unless indicated otherwise.

*Korn Ferry considers individuals within the United States who self-identify 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 an underrepresented group.

**Korn Ferry considers employees who are Senior Client Partners, Associate Client Partners, and Principals to have a senior role.
Our community

It’s not just about our people; it’s about all people. That is why Korn Ferry supports philanthropic organizations and is actively engaged and dedicated to making a difference. We are committed to working individually and together to support the communities where we live and work. We empower our people by investing in employee-driven programs and linking social change with employee passion.

Korn Ferry Charitable Foundation

In 2020, we created the Korn Ferry Charitable Foundation, a 501(c)(3) non-profit 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.

Project Taal – Volunteers in the Philippines collect and deliver supplies for those displaced by the Taal Volcano.

Korn Ferry Foundation


Our vision is to change that.
An initiative of Korn Ferry Charitable Foundation

Amid calls for social change, we are amplifying our voice. Not only on matters of diversity but also equity and inclusion, which are just as important. Korn Ferry Charitable Foundation’s first major initiative is Leadership U for Humanity, with the goal of developing one million new diverse leaders around the world. Leaders who bring a wide variety of backgrounds and experiences to the table. Leaders who champion conscious inclusion. Who celebrate and empower difference. Because diverse organizations can offer so much more. They can make better decisions, grow faster, and benefit underrepresented people across the world.

Leadership U for Humanity seeks to help professionals of color and underrepresented populations strengthen their leadership skills and enhance their careers. The program is available at no cost to participants selected by the Foundation. Leadership U for Humanity is delivered by Korn Ferry. Participants experience a specially curated educational journey that combines the best of Korn Ferry’s leadership training, intellectual property, and solutions with personal one-to-one career coaching via the Korn Ferry Advance platform.

In seeking to make a significant impact, the Foundation is partnering with like-minded community organizations to help bring Leadership U for Humanity to as many people as possible.

Community partners include:
- **Executive Leadership Council**, with the mission to develop and increase the amount of successful Black executives across the globe
- **Society of Hispanic Professional Engineers**, dedicated to empowering the Hispanic community through STEM awareness, access, support, and development
- **Women in America**, enabling promising female professionals.
- **ASCEND**, the largest Pan-Asian organization for professionals in North America
- **Air Force Sergeants Association**, advocating for active, retired, and veteran enlisted members of the U.S. Air Force and their families
- **National Naval Officers Association**, supporting recruiting, professional development, and retention to achieve a diverse officer Corps
- **Out & Equal**, working exclusively on LGBTQ workplace equality
Volunteering in our communities

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 as important. So, we provide a work environment that gives our employees opportunities to volunteer in local communities. Our offices and colleagues worldwide take part in community service through a variety of organizations and programs. Some highlights from 2020 include:

**Disaster relief, blood, food, and clothing drives**

+ In the Philippines, colleagues hosted a relief-operations drive to aid people affected by the January 2020 Taal volcano eruption, which displaced more than 39,000 families.

+ EMEA colleagues banded together to raise funds for the Lebanese Red Cross, helping to provide aid for those affected by the explosion that ravaged Beirut in August 2020. Korn Ferry Charitable Foundation matched these employee donations.

+ Colleagues in Brazil collected monetary, food, and clothing donations for displaced workers who were unable to work in Korn Ferry’s Sao Paolo office building due to COVID-19 restrictions.

+ Colleagues globally participated in blood drives through their local Red Cross chapters, food and clothing drives, and holiday toy drives.

+ In response to the refugee crisis in Europe, colleagues in Amsterdam championed various initiatives, including collecting donations for the Katsikas refugee camp and assisting refugees with their integration into the community.

**Career advancement**

+ Colleagues in Frankfurt volunteered as mentors for young people struggling to find apprenticeships and employment. They partnered with an initiative called Joblinge, which offers disadvantaged, unemployed youth in Germany the opportunity to earn a long-term placement in an apprenticeship or job. Joblinge’s mission is to enable individuals to lead a self-determined life.

+ In Hong Kong, Korn Ferry supported Kiva, which provides zero-interest loans for people in need across underserved communities globally. Through these loans, Kiva helps students pay for tuition, families to afford emergency care, and entrepreneurs to start a business.

**Charitable giving**

+ Los Angeles colleagues raised funds for the local United Way program to help end homelessness and poverty.

+ In Dallas, colleagues held a silent auction raising money for the Geary Girls Ranch, a program that helps build foster homes and offers training to prospective foster parents.

+ Philadelphia colleagues hosted a virtual fundraiser for Philabundance, a program that works with community members dealing with food insecurity.

+ Dublin colleagues raised funds to support CRITICALL, a multi-organizational project with domestic abuse charity Safe Ireland. This was launched in response to the rise of domestic abuse because of the pandemic.

“Service is in my DNA. I come from a family of military veterans—father, mother, sister, uncle, others, and myself. So, when I learned about Korn Ferry’s partnership with the USC Marshall Business School Master of Business for Veterans graduate program, I saw it as another opportunity to serve and knew I wanted to be a part of the team that supports this partnership. I am extremely honored and proud to be a part of this program and look forward to serving my fellow veterans in the years to come.”

Valerie Hayes, North America

“We are proud of our colleagues who are passionate about contributing to the communities in which they live and serve. From monetary donations to giving their time to local organizations, our colleagues are dedicated to making a positive impact.”

Mariane Lopes, Latin America
Our environment

We believe we can help organizations and people exceed their potential. As part of that belief, we are committed to environmental sustainability. It is a focus and topic of discussion in our boardrooms, lunchrooms, and virtual meeting rooms.

Our sustainability commitment focuses on three areas:

1. Reducing emissions and waste through operational efficiencies
2. Increasing the measurement, monitoring, and disclosure of emissions data
3. Engaging with our colleagues, clients, and other stakeholders

As a global professional services organization, our carbon footprint consists of the emissions our people generate through electricity use in our offices and when traveling on client matters. Our most significant areas of opportunity to reduce our environmental impact include using natural resources efficiently, minimizing waste, and fostering a culture of sustainability among our employees.

Recognized commitment

In 2020, Korn Ferry was awarded the Silver Status Medal from EcoVadis for its Corporate Social Responsibility (CSR) practices for the second consecutive year. This represents a score in the top 25% of the approximately 65,000 companies that EcoVadis assessed. EcoVadis is an independent industry standard for evaluating and rating how well a company has integrated the CSR principles into its business practices by using a stringent methodology covering numerous criteria across categories of the environment, labor and human rights, ethics, and sustainable procurement. Korn Ferry increased our performance scores in 2020 by 20% for the environment, 20% for labor and human rights, and 15% for business ethics.

For the past four years, Korn Ferry has also responded to the CDP Climate Change survey, reporting on our greenhouse gas (GHG) emissions and broader practices related to climate change. We have continued to improve our CDP score over time, receiving a Management level rating for our 2020 submission, which detailed our calendar year 2019 emissions and climate-related practices. The Management level rating is the second-highest level in the CDP framework. This rating recognizes Korn Ferry for having a strong awareness of our climate change impacts and opportunities, and managing them effectively.

While extremely proud of our progress and external recognition, we understand there is more to do. We also appreciate all of this is only possible because of the dedication and passion of our employees. As an example of our employees efforts towards waste minimization and recycling across our offices, "Korn Ferry Go Green" is an ongoing program where the Mexico City and Monterrey, Mexico offices collect and send all recyclables to a recycling center.

2020 CLIMATE CHANGE CDP SCORE

Leadership Level

Management Level

Awareness Level

Disclosure Level

Does not report/insufficient data to qualify

Korn Ferry

Korn Ferry peers
Increased monitoring and disclosures

To demonstrate our commitment to environmental sustainability, Korn Ferry has consistently increased its measurement, monitoring, and disclosure of emissions data. Korn Ferry completed its first annual GHG inventory in 2017 (reporting on our 2016 emissions). This process began with the benchmarking of our Scope 2 emissions, which are generated through purchased electricity and heat usage across our global office footprint. In 2018, when reporting on our 2017 emissions, we expanded our reporting to include Scope 1 company-car emissions. In 2020, when reporting on our 2019 emissions, we again expanded our reporting to include Scope 3 emissions generated by our employees’ business air and road travel. Each year, we have engaged an independent third-party auditor to verify our GHG inventory process.

Reducing emissions†

Since we began measuring our GHG emissions, we have been successful in reducing our impact. For instance, our 2019 total Scope 1 and 2 emissions were approximately 11,550 metric tons of carbon dioxide equivalent, with almost 65% of these emissions (approximately 7,300 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, refrigerants used for air conditioning of our office spaces, and gasoline or diesel to operate our company-leased vehicles. Our 2019 emissions represent a reduction of over 650 metric tons of carbon dioxide equivalent or a 5% year-over-year decrease from 2018 to 2019. In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from 73 thousand gallons of gasoline consumed or approximately 80 million smartphone charges.†† Comparing 2018 with 2017 emissions, we were also able to reduce our emissions by almost 550 metric tons of carbon dioxide equivalent, or a 4% year-over-year reduction.

Our 2016 to 2019 emissions are detailed in this table.

<table>
<thead>
<tr>
<th>Metric Tons of Carbon Dioxide Equivalent (MTCO2e)</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1 Total*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Leased Vehicles</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-</td>
<td>7930</td>
<td>8,074</td>
<td>7,277</td>
<td>7,504</td>
</tr>
<tr>
<td>Scope 2 (Market-Based Approach**) Total***</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Electricity in Leased Buildings</td>
<td>2,110</td>
<td>2,412</td>
<td>2,404</td>
<td>2,507</td>
</tr>
<tr>
<td>Purchased Heating and Cooling in Leased Buildings</td>
<td>6,957</td>
<td>7,371</td>
<td>6,422</td>
<td>6,549</td>
</tr>
<tr>
<td>Scope 2 (Location-Based Approach**) Total***</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Electricity in Leased Buildings</td>
<td>2,110</td>
<td>2,412</td>
<td>2,404</td>
<td>2,507</td>
</tr>
<tr>
<td>Purchased Heating and Cooling in Leased Buildings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scope 3 Business Travel Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air Travel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-</td>
<td></td>
<td></td>
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<tr>
<td>Road Travel</td>
<td></td>
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<tr>
<td>-</td>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>COVID-19:</strong> We anticipate our 2020 emissions may reflect a significant reduction (compared to our 2019 emissions) in large part due to the impacts of COVID-19 on office use and travel, which have been significantly reduced since March 2020. At the time of this report, we are in the process of gathering and then auditing our 2020 GHG emissions. At Korn Ferry, we are reviewing how and where we can memorialize these anticipated reductions not just for 2021 but also for future years. These discussions and reviews include potential reductions in our real estate footprint and company travel empowered, in part, by our continual digital transformation journey.**</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Scope 1 emissions for 2019 were updated in September 2021 to reflect a more comprehensive data set than previously reported.
† 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 for 2017, 2018, and 2019 were updated in September 2021 to retroactively apply our new 2020 methodology for calculating and verifying emissions, which now includes refrigerant emissions. This change has been made to enhance comparability across periods.
†† Our reported air travel does not exclude travel required by our clients for the performance of services on their behalf. Korn Ferry has elected to follow recommended best practice to include a radiative forcing uplift factor in our calculations of air travel.

† The figures shown on this page were updated in September 2021. See page 37 for additional background.

†† Estimation based on the Environmental Protection Agency’s Greenhouse Gas Equivalencies Calculator.

5% reduction in Scope 1 and 2 emissions from 2018 to 2019
(4% from 2017 to 2018)

73k gallons of gasoline

80m smartphone charges
Our business practices

Our Korn Ferry 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 conduct ourselves in a legal, ethical, and trustworthy manner, as well as comply with both the letter and spirit of our business policies and the law. The Korn Ferry approach to business ethics and integrity is embedded in a culture of comprehensive policies, training, communications, and support from management at all levels as well as our Board of Directors.

Highest standards of corporate governance

We believe that good governance starts with independent, effective, and diverse Board leadership. Our Board of Directors is one of Korn Ferry’s most crucial assets. As such, the composition of the Board evolves along with our strategic needs for the future. We believe we are more likely to achieve sustainable shareholder value when our Board has the right mix of skills, expertise, and tenure.

The Korn Ferry Board of Directors and its committees oversee Korn Ferry’s business and affairs, including strategy and long-term business plans. Our directors play an active role in overseeing our management of risks, including those related to business continuity, data privacy, and cybersecurity. The Nominating and Corporate Governance Committee is specifically responsible for overseeing and monitoring the Company’s environmental, social, and governance program. The Board consists of eight members. Seven of the directors are independent under the New York Stock Exchange rules, including all members of the Board’s Audit Committee, Compensation and Personnel Committee, and Nominating and Corporate Governance Committee. Christina Gold, our independent, non-executive Chair, leads the Board.

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 of Directors regularly reviews these policies and practices. Through our website, www.kornferry.com, our stockholders have access to key governing documents such as our Code of Business Conduct and Ethics (the Code), Corporate Governance Guidelines, and Board committee charters, which describe each committee’s respective roles and responsibilities.

Culture of integrity and oversight

Korn Ferry endeavors to maintain a strong and effective global Ethics and Compliance Program. Consistent with that commitment, the Korn Ferry Board of Directors aims to promote a culture of ethics and integrity. The Board has adopted the Code, which applies to all directors, employees, and officers (including Korn Ferry’s Chief Executive Officer, Chief Financial Officer, and Principal Accounting Officer).

Human rights and respectful workplace

We support the fundamental principles of human rights throughout our business and in each region of the world where we operate. Korn Ferry’s 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 this declaration and the principles it represents informs our practices, including our values, culture, policies, and actions toward our employees, contractors, vendors, clients, candidates, and the communities in which we operate.

In our workplaces and our dealings with clients, business partners, and suppliers, we support the abolition of child labor, eliminating all forms of forced, bonded, and compulsory labor and avoiding complicity in the adverse human rights impacts caused by others.

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

Building and sustaining a diverse, equitable, and inclusive culture for Korn Ferry employees is another important way we respect human rights. We are very proud of our achievements here.

Code of business conduct and ethics

Korn Ferry employees are trained to understand that professional responsibility and quality starts with them. The Code offers a set of shared ethical values and legal guidelines for our directors, officers, and employees on conducting business in a fair, ethical, and legal way in the workplace and our marketplace. These guidelines include:

+ Honesty and integrity
+ Operating with the highest levels of ethics
+ Accountability
+ Adherence to the law

The Code establishes that directors, employees, and officers are expected to maintain the confidentiality of all information entrusted to them in compliance with applicable law. It tasks everyone with the responsibility to deal fairly with our clients, service providers, suppliers, competitors, and employees; 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 (IT) Security Policy, Korn Ferry’s Agreement to Protect Confidential Information, and any specific engagement confidentiality obligations.

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 as well. Because of this, we also ask our contractors and vendors to commit to abiding by Korn Ferry’s Code of Business Conduct and Ethics for Contractors and Vendors and other policies, such as those related to security and protecting confidential information.

Our global training programs

Our employees participate in Ethics and Compliance training both when they join us and as they develop. This training includes the Code, anti-corruption laws, conflicts of interest, maintaining a respectful workplace, confidentiality, data privacy, and information security.

Speaking up

Korn Ferry encourages employees to raise comments, questions, or concerns about ethical business practices and conduct to senior management or the Human Resources, Legal, or Internal Audit departments. Korn Ferry’s Alertline is available 24 hours a day, seven days a week, to our people, clients, vendors, and others outside of the organization to report concerns. A third-party compliance service provider operates Alertline. Alertline reports can be made anonymously and confidentially (unless prohibited by law). All reports made to the Alertline are directed to the General Counsel and the Senior Vice President, Internal Audit and Risk Oversight.

Alertline reports are expected to be promptly and thoroughly investigated. 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. If a director, officer, or employee believes they have been discharged, disciplined, or otherwise penalized for reporting a violation in good faith, we urge the director, officer, or employee to report that belief immediately to Korn Ferry’s General Counsel or the Senior Vice President, Internal Audit and Risk Oversight.

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 continuously evolves its information security and data privacy programs and practices. We do this to promote the safety, security, and responsible use of all the information and data entrusted to us.

Approach to data security

Korn Ferry recognizes that data is only as secure as the tools and technologies that manage it. Korn Ferry endeavors to take appropriate technical and organizational measures and precautions to protect and secure personal data that we process. Information security policies and procedures are in place and designed to protect personal information from unauthorized access, alteration, disclosure, or destruction. These policies and programs are managed and enforced by Korn Ferry’s Vice President, Security and the global security organization. They report to the Chief Information Officer and work in tandem with the Privacy team.
Korn Ferry seeks to manage its security program in accordance with our IT Security Policy, designed and administered to follow the guidelines outlined in International Organization for Standardization (ISO) 27001 and ISO 27018. Korn Ferry’s executive management, security, and privacy teams are expected to review policies and conduct assessments of Korn Ferry’s security and privacy programs regularly.

ISO certifications

Korn Ferry has been certified by the British Standards Institute (BSI) for compliance with ISO/IEC 27001:2013 and ISO/IEC 27018:2019 for key technology platforms and processes. Certification to these internationally recognized standards demonstrates Korn Ferry’s efforts to possess the best practice information security methods, compliance with globally recognized standards, and mature global privacy and security programs. Korn Ferry works toward ongoing improvements of our practices through yearly BSI audits.

Identifying and responding to vulnerabilities and data security incidents

Korn Ferry seeks regularly to perform vulnerability scans of its information security infrastructure, including internal and externally facing systems. Vulnerabilities are tracked and managed according to our vulnerability management policy, which is designed to enable prioritized and rapid remediation according to a schedule based on the severity of the vulnerability. An active patch management program supports this effort, helping to safeguard our systems with periodic vendor-provided security patches. Korn Ferry’s infrastructure is also monitored by its Security Incident Event Monitoring solution, which correlates logs from perimeter devices (firewalls, intrusion prevention/detection systems, routers, and other equipment), as well as security devices and software (antivirus, endpoint detect and response, multi-factor authentication (MFA), and others). This extensive and integrated suite of security solutions is intended to prevent compromise and alert Korn Ferry automatically when unexpected activity occurs.

Korn Ferry maintains a formal Incident Response Plan designed to enable incidents to be promptly discovered, contained, remediated, and escalated as needed to clients or other parties. Korn Ferry also maintains a disaster preparedness plan to address a variety of technical and other threats.

Information practices and policies

With its Co-Chief Privacy Officers, 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 informs individuals whose personal data Korn Ferry processes about what data is collected. This includes informing individuals why the data is required, how it is used, about their rights, to whom the information is disclosed, and what safeguards are in place to protect their information. Korn Ferry’s internal policies and procedures help us respond appropriately to data subject requests and meet our clients’ data retention requirements. Korn Ferry’s practices and safeguarding measures are designed to secure and maintain data integrity during the transfer and/or storage of personal data.

Korn Ferry has an access control policy that includes least-privileged and role-based access restrictions applied to all resources and information with unique IDs for each individual to include strong passwords with complexity, length, and aging requirements. We use Transport Layer Security web session security. A bonded carrier service transports backups, archives, and other media to offsite storage locations. Remote access and access to server management functions require administrative privileges and MFA. Critical servers have special single-use password enablement. Korn Ferry has also established a clean desk policy, locked files, and other physical access controls, including electronic fob and access cards.
Thank you

We want to take this opportunity to thank and honor all of our colleagues, clients, and community members coming together to help one another—especially the first responders, frontline workers, medical personnel, essential workers, parents, scientists, researchers, and all of the people and organizations fighting for equality around the world.

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.