This report contains statements reflecting our views 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 “anticipate,” “believe,” “estimate,” “expect,” “goal,” “may,” “plan,” “commit,” “target,” and “will,” or similar statements or variations of such terms and other similar expressions. The forward-looking statements in this report concern the company’s goals or expectations with respect to corporate responsibility, sustainability, employees, environmental matters, policy, procurement, 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 also aspirational and not guarantees or promises that goals or targets will be met. The company undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events, or otherwise.

In addition, these statements may be based on standards for measuring progress that are still developing and on assumptions that are subject to change in the future.

Thank you to our colleagues for living our values, to our executive committee for supporting our corporate responsibility efforts, and to our global steering committee for leading the charge.
Message from the CEO

At Korn Ferry, we believe we all share far more commonality than difference, that we have an inherent need to live with purpose and provide a better future for those that follow. As a global firm of more than 8,600 employees, we take seriously the role Korn Ferry plays, the example we can set, and the responsibility the firm has as a corporate citizen.

Korn Ferry is built upon a foundation of trust, respect, and service—with and to our clients, employees, and the communities where we work and live. At Korn Ferry, we see corporate responsibility as an important opportunity to change people’s lives and to accelerate the overarching goals of our clients. We approach everything through this lens as we support our people and community, live our values, and promote global sustainability.

Gary D. Burnison
Chief Executive Officer

Our business and who we are

Korn Ferry is a global organizational consulting firm, bringing together strategy and talent to drive superior performance. We help leaders, organizations, and societies become more than, by releasing the full power and potential of people.

We offer expertise in:

- Organizational strategy
- Assessment and succession
- Talent acquisition
- Leadership development
- Rewards and benefits

We work with 98% of the FORTUNE 100 and 93% of the FTSE 100.

69 Million
Over 69 million assessments taken

20 Million
Rewards data for 20 million professionals

4+ Billion
More than 4 billion data points collected

3 Minutes
Each business hour, we place a candidate every 3 minutes*

*Numerical values included in this report are estimates or approximations.
What we believe in

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 have programs to find, hire, nurture, and reward our talent. We sponsor initiatives that improve the way we work and live, and give back to the communities in which we operate. We respect the environment, and help to protect it for future generations.

This vision is brought to life through our people. They represent a wide variety of backgrounds, cultures, ethnicities, and religious beliefs. This diversity makes us stronger and smarter, more agile and innovative. It gives us multiple perspectives on the world and informs the way we connect with our people, our clients, and the communities we touch.
What we stand for: Our values

Inclusion

We embrace diverse perspectives. Our people are the lifeblood of the firm, challenging the status quo and helping us evolve and grow. We believe in building strong teams of people with diverse experiences and backgrounds. We never put the organization ahead of our people, our clients, or the work we do. We believe in this so strongly that we make it our mission to introduce our clients to everything that Korn Ferry has to offer.

Honesty

We always strive to operate with the highest level of integrity, ethics, and respect. We are true to our word, say what we mean and do what we say. We also encourage this behavior in all parts of the organization, leading by example with integrity and creating a safe environment for everyone to speak, act, and flourish.

Knowledge

We pride ourselves on being experts. We are constantly learning and evolving and applying that experience to our internal work and client projects. We are insatiably curious, never resting; learning is our lifetime goal. Our culture of talent development and mentoring our people makes sure that we are always striving to be better today than we were yesterday.

Performance

We hold ourselves accountable. We benchmark success, measure performance, learn from mistakes, and drive superior, quantifiable results for our people, our clients, and our shareholders. We are market-relevant in everything we do. We champion quality with patience and positivity. Never settling for the status quo, we innovate, anticipate future challenges and opportunities, and rise to meet them.

May Knight

President Asia Pacific, Korn Ferry Advisory, Hong Kong

I’ve had the great opportunity to work with Mother’s Choice, a local charity serving the many children without families and pregnant teenagers in Hong Kong. Mother’s Choice is an outstanding organization led by a team of professionals and governed by a board of directors who provide strategic oversight and steer the organization to reach their vision—to see every child in a home with a loving family.

Korn Ferry offered pro bono support and guidance to Mother’s Choice, helping the organization develop compensation and benefits packages, identify potential talent retention levers, and create internal alignment between their structure, their people, and their strategy. It was truly a rewarding experience to partner and collaborate with the Mother’s Choice leadership team, accelerating their mission to give hope to, and change the life stories of, vulnerable girls and babies.
Our people

Our business is people. We are a talent-led organization, and the extraordinary contributions of our people are the foundations for our success and that of our clients. We want to improve people’s lives, and this always starts with changing the way our people work and live. We aren’t satisfied with good enough or accepting current industry or workplace best practice. We want to create the best practices of the future. Our vision is to lead the charge in employee experience, satisfaction, development, and learning—to promote from within, nurture, and empower our talent to benefit them and the clients with whom they work.

Dominique Virchaux
President South America, Sao Paulo

In my leadership role as the President for South America, I am particularly proud of our efforts to establish a Volunteer Day. This annual event allows us to select an organization to support and brings together colleagues from across the spectrum to have an impact on the community. I am excited to see the volunteer day grow and continue to do tremendous things for worthwhile organizations.

I’ve always felt it is important to understand the people in the communities we serve. Giving back to the community should be an important role for any corporation, which is why I’ve been supportive of the community activities of Korn Ferry colleagues across the Latin American region. In the region, we have supported a “bubble up” approach to identify areas of interest for supporting various causes, such as cleaning parks, painting houses, and teaching entrepreneurship in classrooms.
More than 8,600 global colleagues

Diverse worldwide workforce

63% female
37% male

A global workforce

- North America 36%
- EMEA 32%
- APAC 25%
- Latin America 7%

Talent that spans generations

- Gen Z, iGen, or centennials 3%
- Millennials or Gen Y 56%
- Gen X 30%
- Boomers 11%
The leaders of tomorrow

Human capital investments
At Korn Ferry, talent truly matters. We believe when people are engaged, sitting in the right seats, developed, and rewarded, opportunities arise. Ideas come to life. Business grows. We know that the only pathway to such greatness is through our people, and this is when the leaders who will shape tomorrow emerge.

Our aim is to ensure that Korn Ferry continues to be a place where our people are energized, developed, empowered, and able to pursue their passions.

We invest in growth by recruiting our future and building a premier career destination. Korn Ferry offers hundreds of training courses designed to help our employees with continuous personal and professional development.

Building the talent of tomorrow
Our early-career Talent Academy and StartUP programs help us to identify, train, and develop the Korn Ferry consultants of the future across all our solutions and geographies—nearly 130 graduates over the last three years.

The Talent Academy is an enhanced learning, development, and campus recruitment effort leveraging our own intellectual property to develop newly hired early career-talent.

In 2018, we launched an entry-level early-career graduate program across all solution areas called StartUP, contributing to building our firm's future and maintaining a healthy talent pipeline. StartUP operates out of our world-class Dallas training facility. This foundational six-week training program incorporates classroom simulations, experiential learning, on-the-job experience, exposure to our senior leadership, and professional skills development. Successful graduates then move on to permanent roles within our many offices.

Pascale Roux Blondel

Senior Principal, Paris

As part of our Life Sciences team, I am proud to partner with NOC (Nous on crée/We create), a nonprofit organization supporting children in hospitals, many with terminal illnesses. NOC gives those children an opportunity to create a lasting piece of artwork in highly professional workshops run by qualified art teachers.

I work closely with the founder and help to coach her on recruitment efforts for NOC. To give and connect with people in our field in meaningful ways has been, and continues to be, a very special part of my job function.
Recognizing our employees’ contributions

Feeling valued and respected is one of the highest motivators for staff. We have fostered a culture of recognition, one based on acknowledging others and appreciating their contributions and achievements.

The Korn Ferry Founders Awards program celebrates the greatest asset we have: our talent. It 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.

Another important part of our culture is highlighting our colleagues’ work milestones and anniversaries. Our new celebratory service recognition program, Korn Ferry Accolades, enables us to celebrate one another’s contributions on a global scale. All colleagues can acknowledge milestone anniversaries through a unique social network community. This new approach to service anniversaries is intended to create a more impactful, consistent, and memorable experience for the award recipient.

Fostering Diversity and Inclusion

Inclusion is a core value and pillar of our firm. Not only do we offer diversity and inclusion (D&I) solutions to our clients, but we embrace our own solutions. In addition to workplace behavior training, we hosted internal unconscious-bias workshops across our North America offices in 2018 and 2019. These workshops focused on understanding why bias happens and its impact, especially how reactions to differences affect not only the people in our organization, but our business results, metrics, and perceptions. These workshops are a part of a series of other firm-wide inclusion-culture efforts which aim to increase individual and team engagement and contributions by creating an environment where everyone feels their contribution are valuable and they are consistently doing their best work.

Human Rights Campaign

The Human Rights Campaign (HRC) Foundation strives to improve the lives of lesbian, gay, bisexual, transgender and queer (LGBTQ) people by working to increase understanding and encourage the adoption of LGBTQ-inclusive policies and practices. In recognition of our commitment to D&I, the HRC Foundation named Korn Ferry a Best Place to Work for LGBTQ equality in 2019. Korn Ferry earned a perfect score of 100 on the HRC Foundation’s Corporate Equality Index, which is a road map and benchmarking tool for US businesses in the evolving field of LGBTQ equality in the workplace. This recognition is a testament to Korn Ferry colleagues who live by and practice our core values. We believe it is also why Korn Ferry is a career destination for our current and future colleagues.

Practice area in focus: Client work

Korn Ferry works with organizations to build workplaces that attract, retain, and release the full potential of diverse talent. We provide access to the widest possible talent pools by working to remove bias from role design, recruitment processes, and reward practices and creating compelling employee value propositions that appeal to diverse groups. We work with leaders to create cultures of inclusion where diversity is intrinsically valued; where every individual can contribute fully; and where talented people can advance through the organization regardless of their gender or background. And we work on specific D&I initiatives including differentiated programs for under-represented employee groups.
Korn Ferry Cares: Awards and Recognition

Working Mother names Korn Ferry as one of the 100 Best Companies

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 2019 best companies for parents to work for by Working Mother. This recognition reflects our commitment to our colleagues living their best lives, both inside and outside the firm.

“"It starts with purpose. Our purpose at Korn Ferry is to enable people to exceed their potential. The reality is that no one knows their full potential until given the opportunity. I’m proud that these awards reflect our unwavering values of inclusion, honesty, knowledge and performance.”"
- Gary D. Burnison, CEO, Korn Ferry

Korn Ferry receives Silver Medal in EcoVadis’ Corporate Social Responsibility (CSR) Ratings

This represents a score in the top 30% of the approximately 50,000 companies that EcoVadis assessed. EcoVadis is an independent industry standard for evaluating and rating how well a company has integrated the principles of CSR 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 annually participates in the EcoVadis CSR assessment, and previously received Bronze-level recognition.

Korn Ferry earns Human Rights Campaign Foundation designation as a Best Place to Work for LGBTQ Equality

We are proud to receive a perfect score of 100 on the 2019 Corporate Equality Index, the nation’s premier benchmarking survey and report on corporate policies and practices related to LGBTQ workplace equality, administered by the Human Rights Campaign Foundation. This recognition reflects our commitment to inclusion and further validates our efforts to be a premier career destination for our current and future colleagues from all backgrounds.
Our community

It is not just about our people; it is about all people. We work together, and individually, to support the communities where we live and work. Korn Ferry supports philanthropic organizations and is actively engaged and dedicated to making a difference.

We empower our people by investing in employee-driven programs, and linking social change with employee passion.

Volunteering in our communities

Our Korn Ferry Brazil team held an office-wide volunteer day by partnering with Associação Santo Agostinho (ASA), a local nonprofit that works with children, young adults, and the elderly in São Paulo. The office contributed a combined total of 550 hours to the community, building relationships while refurbishing local parks.

Employee collection drives

Our offices around the world host collection drives to support local needs, including for items such as winter coats, food, business apparel, and toys. In Toronto, our team recognized the need for more meals in the summer and volunteered at local food banks. In addition to money raised, our Toronto team collected 2,000 pounds of food to support local families in need.

Partnership with Habitat for Humanity

We have a long-standing partnership with Habitat for Humanity, celebrating 10 years of service with the organization. From Guatemala to New Orleans—and most recently Collier County, Florida—over 300 Korn Ferry volunteers from various offices have come together in the past 10 years to rebuild homes for families in need.

When it comes to the unique challenges that face military members transitioning into the modern workforce, we knew we wanted to do something special. We designed a program called Empower that supports veterans and harnesses our decades of research on leadership skills and talent development. Our Empower workshops show former military personnel how their leadership skills can transfer into the private sector while also highlighting their development opportunities. Veterans also receive a year of follow-on mentoring from Korn Ferry volunteers as they transition from active duty through graduate school into the workforce.

Wellness initiatives

We encourage wellness in all parts of the organization, and create a safe environment for everyone to speak, act, and flourish—mentally, physically, and emotionally. Our London, Thame, and Manchester offices selected one of the leading mental-health organizations in the UK, Mind, as their official charity of the year to support. Mind provides advice and support to empower anyone experiencing a mental-health issue. Mind impacts millions of lives every year through their services, which include informational materials and online services, counseling, and training on mental health in the workplace.

Korn Ferry and the PGA TOUR: A new partnership

We have embarked on a major partnership with the PGA TOUR, becoming the title sponsor of what is now the Korn Ferry Tour. This is the development tour. The pathway to the PGA. It is filled with stories of grit. Of hope. Of development. Of setbacks and resets. Of advancement. And that’s what we’re about: helping set people up for success.

We’re proud to associate with the PGA TOUR, a brand that shares a similar focus on giving back to communities and changing people’s lives. In 2018, the PGA TOUR and its tournaments, including the Korn Ferry Tour, generated a record $190 million for more than 3,000 charitable causes.
We all have an obligation to think about what we are leaving behind for future generations. At Korn Ferry, we have a strong desire to minimize our impact in an energy and carbon-constrained world.

Commitment to sustainability
As a global professional services company, our carbon footprint is primarily the emissions our people generate through electricity use in our offices and when traveling to clients. For this reason, our greatest areas of opportunity to reduce our environmental impact include using resources more efficiently, minimizing waste, and fostering a culture of sustainability.

Our sustainability commitment focuses on three areas:
1. Increasing operational efficiency to reduce emissions and waste
2. Supporting client sustainability as part of clients supply chains
3. Engaging our people, leaders, partners, and other stakeholders in our mission

GHG reporting progress audited by a third party
As part of our continuing commitment to environmental sustainability, in 2016 we began tracking greenhouse gas emissions associated with our global offices. For 2017 and 2018, we expanded our inventory to include Scope 1 emissions from company-leased vehicles. We continue to engage a third-party auditor to verify the results.

This effort has provided us with a 2018 greenhouse-gas emissions value for our offices of 11,705 metric tons of carbon dioxide equivalent, with almost 80% (9,185 metric tons) arising from electricity consumption in our offices and the remainder from use of fossil fuels such as natural gas to heat and/or cool our offices, and gasoline or diesel to operate our company-leased vehicles.

Scope 1 and 2 emissions
Our Scope 1 and 2 emissions footprint is relatively small, particularly when compared with companies in other industry sectors. We lease all of our offices and as a result we are limited in our ability to directly influence much of our footprint. However, we believe that we have a responsibility to manage this footprint where we can, and continue to consider the best ways to do so.

Our 2018 emissions were 5% lower than 2017’s emissions primarily due to a reduction in total energy use which occurred despite an increase in our total leased office space.

In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from 63,463 gallons of gasoline consumed, or 71,916,948 smartphone charges.*

*Estimate based on the Environmental Protection Agency’s Greenhouse Gas Equivalencies Calculator.

External CSR reporting with EcoVadis and the CDP
Korn Ferry was awarded a 2019 Silver Status Medal from EcoVadis for its CSR reporting practices. This represents a score in the top 30% of the approximately 50,000 companies that EcoVadis assessed. EcoVadis is an independent industry standard for evaluating and rating how well a company has integrated the principles of CSR 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 annually participates in the EcoVadis CSR assessment, and previously received Bronze-level recognition.

Korn Ferry also reports greenhouse-gas emissions data as part of its response to the CDP (formerly the Carbon Disclose Project) survey on climate change. As with EcoVadis, Korn Ferry has improved its CDP score over the last two years.

Moving from print to digital
For many years, Korn Ferry has produced a variety of print products, used by the HR community around the globe. These products consisted of significant printed inventory and were stored in warehouses. The firm now uses digital format or print on demand.

This transformation eliminated the need to maintain nine months of inventory—moving 70% of products to print-on-demand status. Now Korn Ferry products are largely delivered digitally. The move to a digital format has significantly reduced our consumption of paper and packaging, allowed us to eliminate the need for separate warehousing facilities, and produced a 40% cost savings as a result. Korn Ferry has also transitioned our assessment solutions to a digital format, where we have seen a 43% reduction in printing of assessment reports.
Our business practices

Our culture is defined by our actions and operating decisions. Integrity is one of our core values and a guiding principle for how we approach our work, business relationships, and decisions. We always strive to operate with honesty and accountability, measuring ourselves before we measure others.

Our Korn Ferry values are the fundamental beliefs of our global organization. These values and our culture inspire our people and guide them to do the right thing. We are committed to conducting ourselves in a legal, ethical, and trustworthy manner, and complying 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 thorough policies, training, communications, and support from management at all levels as well as our Board of Directors.

Code of Business Conduct and Ethics

Korn Ferry employees know that professional responsibility and quality starts with them. The Korn Ferry Global Code of Business Conduct and Ethics provides 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 values and guidelines include:

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

No matter where they are in the world, our personnel commit to abide by the Code as well as many other key policies and procedures.

Supplier responsibility

Our expectations for high standards of business conduct, integrity, and adherence to the law reach beyond our employees and extend to our contractors and vendors. Because of this, we also ask our contractors and vendors to commit to abide by Korn Ferry’s Code of Business Conduct and Ethics for Contractors and Vendors.

Our global training programs

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

Speaking up

We believe offering a safe working environment is nonnegotiable. Korn Ferry provides several ways to seek guidance and report suspected misconduct, including our Korn Ferry Alertline, which is there for our workforce, clients, and others outside of the organization to report concerns. Alertline is operated by a third-party. Alertline reports can be made anonymously and confidentially (unless prohibited by applicable law). All reports made to the Alertline are directed to the General Counsel and the Senior Vice President of Internal Audit and Risk Oversight. Reports are promptly investigated. Korn Ferry prohibits retaliation of any kind for good-faith reports of misconduct.

Employee spotlight

Julien Badiola
Senior Principal, Paris

Through my work at Korn Ferry, I led an initiative with one of the largest social-impact investment funds in France, called Apprentissage Dating. The aim was to facilitate a connection between recruiters from large companies and young future professionals from underprivileged neighborhoods in the outskirts of Paris. It was truly rewarding to help these students complete their first professional experience. Through this initiative, we managed to bring together more than 40 Korn Ferry colleagues to join the team and contribute. We collectively interviewed and trained more than 100 students, preparing them for interviews with recruiters. Nearly half of the students we mentored signed job contracts and started their career journey.
What we believe in

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 critical strategic assets, and thus, 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.

In carrying out its responsibilities, the Board abides by certain guiding principles with regard to its own composition and most essential duties. We also have 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 and updates these policies and practices.

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 that we will 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 to promote the safety, security, and responsible use of the information and data entrusted to us.

In preparation for the General Data Protection Regulation in the European Union, and in advance of certification for compliance with the British Standards Institute (BSI) for compliance with two (ISO) standards (ISO/IEC 27001:2013 and ISO/IEC 27018:2014), we continue to evaluate our current and new third-party service providers to ensure that data is adequately protected.

External privacy certifications

Korn Ferry has been certified by the British Standards Institute (BSI) for compliance with two (ISO) standards (ISO/IEC 27001:2013 and ISO/IEC 27018:2014) for information-security management and compliance with a code of practice for protection of personally identifiable information. Certification to these standards demonstrates Korn Ferry’s commitment to compliance with globally recognized standards, and the maturity of our global privacy and information-security programs. Going forward, Korn Ferry will work toward continuous improvements of our practices through yearly BSI audits.

Our Business Practices

Peri Hansen
Senior Client Partner, Los Angeles

Shannon Harper
Project Coordinator, Los Angeles

Monica Sewell
Project Coordinator, Los Angeles

These three colleagues and others within the firm have demonstrated their commitment to children and their families dealing with cancer through the Ronald McDonald House Charities of Southern California, including the Ronald McDonald Camp for Good Times. This non-profit organization creates, finds, and supports programs that positively impact the health and well-being of children. Our colleagues have participated as volunteer counselors, served as members of the board of trustees, and operated a teen leadership program.
Human rights and a respectful workplace

Commitment to UN declaration

We support the fundamental principles of human rights throughout our business and in each region of the world in which we operate. Korn Ferry’s respect for the protection and preservation of human rights is guided by the principles set forth in the United Nations Universal Declaration of Human Rights. Korn Ferry’s commitment to this declaration and the principles it represents informs everything we do—our values, our culture, our policies, and actions, toward our employees, contractors, vendors, clients, candidates, and the communities in which we operate.

Supplier expectations

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

A safe and supportive work environment

We focus our human-rights efforts on areas most relevant to our business and operations in terms of 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, discriminatory, or harassing conduct.

Building and sustaining a diverse and inclusive culture for employees at Korn Ferry is another important way in which human rights are respected at our company. We are very proud of our achievements here.
About Korn Ferry

Korn Ferry is a global organizational consulting firm. We help clients synchronize strategy and talent to drive superior performance. We work with organizations to design their structures, roles, and responsibilities. We help them hire the right people to bring their strategy to life. And we advise them on how to reward, develop, and motivate their people.