



KORN FERRY

BE **MORE** THAN

2023 ESG REPORT

We are more than just us



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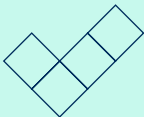
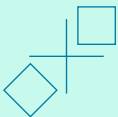
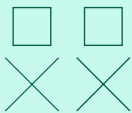
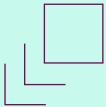
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Forward-Looking Statements and Website References

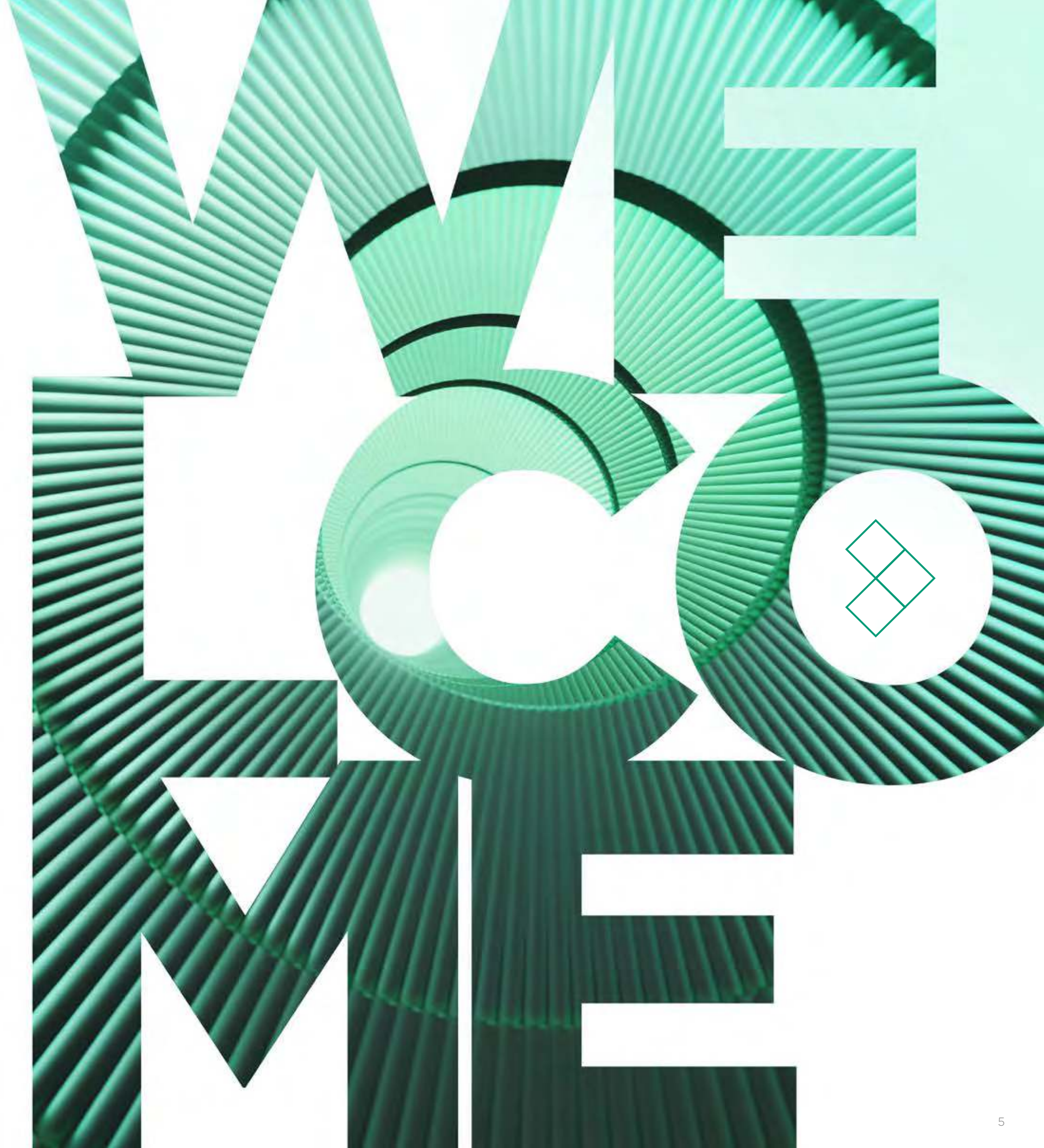
This Environmental, Social, and Governance (ESG) Report (ESG Report or Report) and the materials or websites it cross-references contain statements that are aspirational or reflective of the views of Korn Ferry (the Company, the firm, we, its, and our) about our future performance that constitute “forward-looking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

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WELCOME TO OUR 2023 ESG REPORT





A MESSAGE FROM GARY BURNISON, OUR CEO





A MESSAGE FROM OUR ESG PROGRAM LEADERSHIP TEAM

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

especially during periods of social change and transformation.

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



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

Jonathan Kuai, ESG Program Co-Chair

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

Employees

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

Clients

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

Communities

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

Investors

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



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

Heather Axe, ESG Program Co-Chair



2023 ESG HIGHLIGHTS

89%

BOARD IS INDEPENDENT

56%

DIVERSE* BOARD DIRECTORS

50%

DIVERSE DIRECTORS IN BOARD LEADERSHIP ROLES*

33%

BOARD DIRECTORS ARE WOMEN

72%

DIVERSE* U.S. WORKFORCE

62%

GLOBAL WORKFORCE IS WOMEN

50%

REGIONAL PRESIDENTS ARE WOMEN

~15%

Spend with diverse suppliers in the U.S.**

\$2.6M+

Donated by Korn Ferry financially or through in-kind services

\$1M+

Awarded by the Foundation's Lester Korn Scholarship Program since its inception in 2021

ISO

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

1,200+

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

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

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

100 BEST COMPANIES FOR PARENTS

TOP COMPANIES FOR EXECUTIVE WOMEN

EQUALITY 100 AWARD LEADER IN LGBTQ+ WORKPLACE INCLUSION

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

LEADERSHIP LEVEL CDP RATING (TOP LEVEL)

SILVER ECOVADIS SUSTAINABILITY RATING (TOP 15%)

TOP 2% SUSTAINALYTICS ESG RISK RATING

PLATINUM HERMES CREATIVE AWARDS 2022 ESG REPORT

PLATINUM MARCOM AWARDS 2022 ESG REPORT

AMERICA'S CLIMATE LEADERS 2023 USA TODAY

30%^{by} 2025

Goal to reduce total Scope 1 and 2 emissions against 2019 baseline year***

52%

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

14%

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

3rd year

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

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



OUR PURPOSE AND OUR VALUES

Who we are

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

What we do

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

- Transform for Growth - Build the right structures, skillsets, and ways of working to fuel business growth.

- Lead through Change - Give leaders at every level the tools and mindsets they need to guide teams with confidence.
- Find and Keep Top Talent - Get the right people in the right parts of the business — then develop and motivate them to get bigger and better results.

What we stand for

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

Vision

Our vision is to be the preeminent organizational consulting firm.

Promise

Our brand promise is to Be More Than.

Purpose

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

BE MORE THAN

Our values

INCLUSION

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

HONESTY

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

KNOWLEDGE

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

PERFORMANCE

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

Fiscal Year 2023 Performance

Annual revenue

\$2.86B

We partnered with almost

15,000

organizations worldwide

We worked with

96%

S&P 100

85%

S&P 500

91%

S&P Europe 350

60%

S&P Asia 50

94%

Euronext 100

85%

FTSE 100

80%

S&P Latin America 40

96%

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

79%

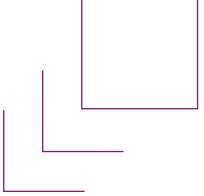
of the world's top-performing companies (Drucker Institute)

3 in every 4

Best Companies to Work For (*Fortune Magazine*)

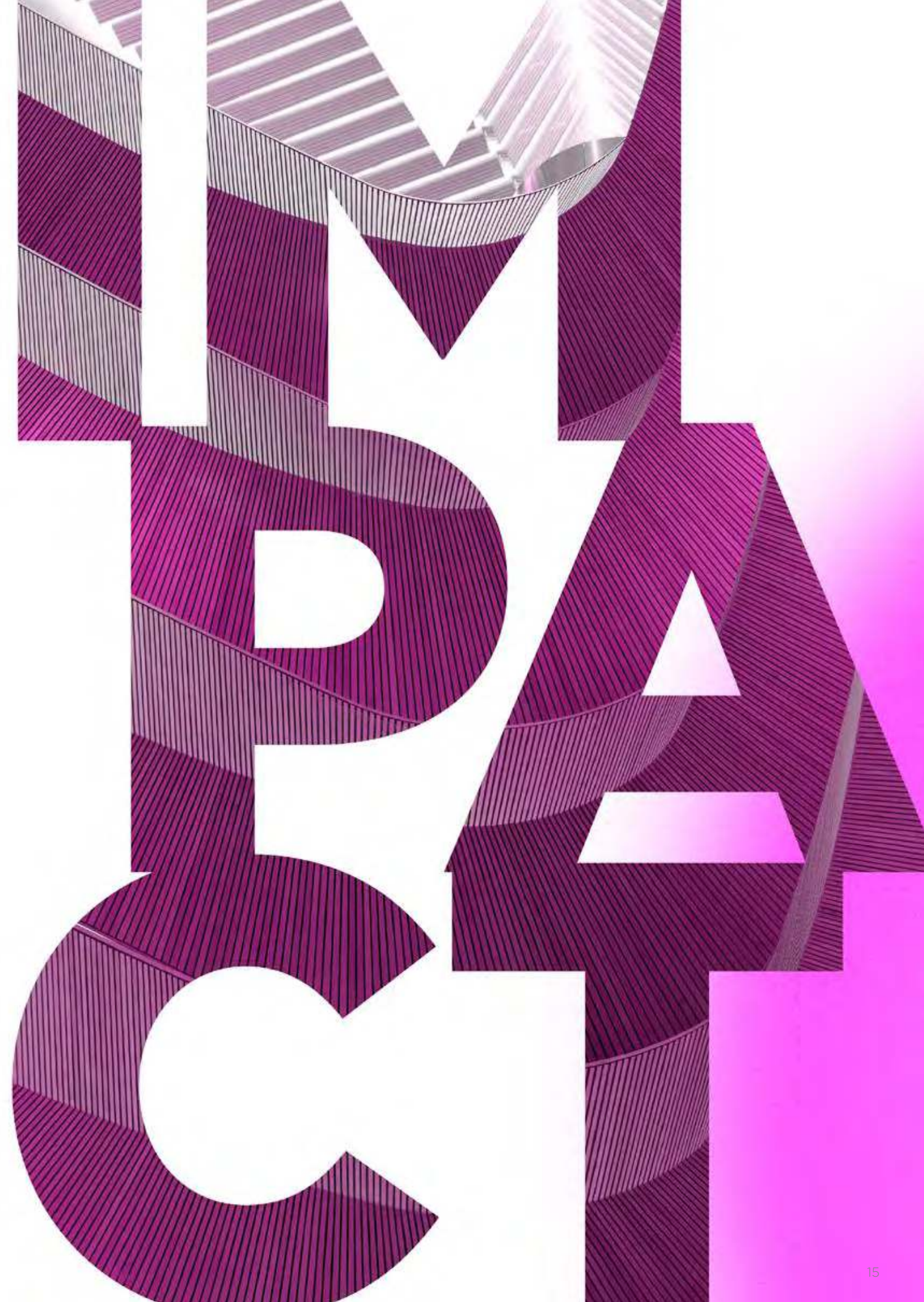
1 in every 2

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



OUR CLIENT IMPACT AND THOUGHT LEADERSHIP

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





OUR CLIENT IMPACT

HELPING COMPANIES DELIVER ON THEIR SUSTAINABILITY STRATEGY

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

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

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

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

CLIENT SUCCESS STORIES

A steelmaker goes green

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

Leading the transition to net zero

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

Aligning organizational strategy with sustainability commitments

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

OUR CLIENT IMPACT

HELPING COMPANIES
BUILD DIVERSE,
EQUITABLE, AND
INCLUSIVE
ORGANIZATIONS

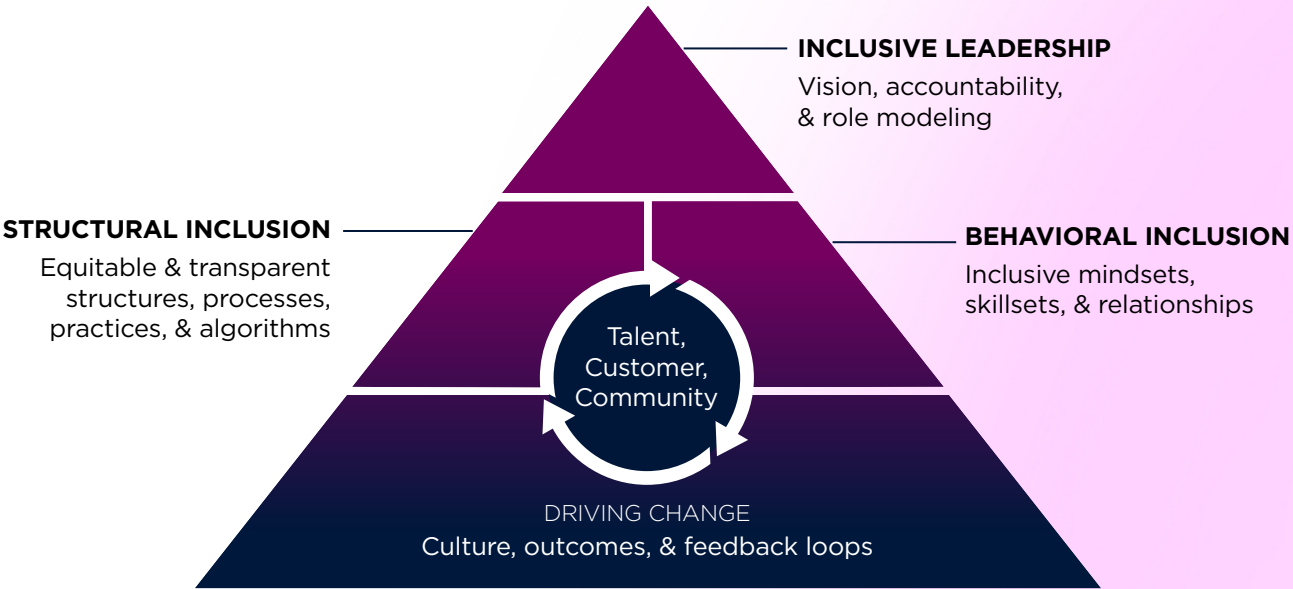
To respond in the face of increasing complexity and disruption, organizations need talent that matches the complexity of the world in which they operate. And to thrive, they need to identify, unlock, and empower the potential of that talent. We believe that diverse, equitable, and inclusive organizations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

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

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

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

- Identifying the root causes**
We assist organizations in looking at an objective, data-driven approach to inform their DE&I strategies. We conduct an in-depth quantitative and qualitative analysis for our clients to uncover the root causes of why they may not be as diverse, equitable, and inclusive as they would like to be. We then help organizations focus on actions that will make a difference.
- Building inclusive leadership**
We believe inclusion should be an essential competency of leaders. We help our clients assess, recruit, and develop inclusive leaders at scale, starting from the top and throughout the rest of the organization.
- Shaping behavioral inclusion**
Korn Ferry designs and implements leadership development and coaching solutions to help clients recruit, advance, and retain talent with a diverse set of backgrounds, perspectives, and experiences. Our behavioral inclusion programs are also designed to enable individuals to have agency over their aspirations and reach their full potential.
- Architecting structural inclusion**
We work with our clients to examine their talent and business practices for potential inequities and shape their structures, processes, services, and products based on those insights.
- Driving change through inclusive innovation**
Building sustainably inclusive and diverse organizations is an ongoing effort. We support clients by leveraging our data, insights, and experiences to co-create innovation practices that empower organizations to drive transformational change and address broader market challenges.



BASIC

PROGRESSING

ADVANCED

LEADING EDGE

CLIENT SUCCESS STORY

OUR CLIENT IMPACT DRIVING INCLUSIVE INNOVATION AT MSCI

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

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

Through multiple working sessions, teams developed creative solutions with inclusive design practices. At the beginning of each session, teams were equipped with tools and skills to help them on their innovation journey through interactive learning sessions.

This included developing collaboration skills, creating a team charter and purpose, and building an overall ability to work effectively as a team.

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

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

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

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

Tia Counts, MSCI Chief Responsibility & Diversity Officer

OUR THOUGHT LEADERSHIP

KORN FERRY AND BEYOND: 2023 ESG EVENT HIGHLIGHTS

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

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

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

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

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

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

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

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

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

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

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

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



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

PART 1

DE&I at the Crossroads

Sorting out Fact, Fiction, and Hype

PART 2

DE&I as an Enabler of Business Success

How Leading Companies Utilize DE&I for Greater Innovation

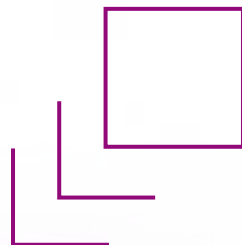
FOR MORE INFORMATION

Recordings of this series are available at our website,

kornferry.com



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



OUR THOUGHT LEADERSHIP

2023 ESG RESEARCH AND PUBLICATION HIGHLIGHTS

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

“Understanding the Role of Menopause in Work and Career,”

a survey report by the Institute in partnership with Viral Health, provides insights into the impact of perimenopause and menopause in the workplace.



“When Change Is the Cause and the Solution for Sustainability: Why Developing Your Organizational Change Muscle Is the Key to an Impactful Sustainability Strategy”

gives companies two enablers for developing change readiness to embed an impactful ESG strategy.

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

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

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

FOR MORE INFORMATION

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

[kornferry.com](https://www.kornferry.com)



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

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



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

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



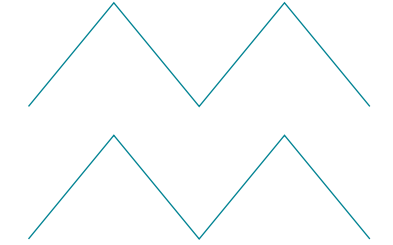
Based on Korn Ferry’s 2023 research interviewing almost two dozen Chief Sustainability Officers (CSOs), **“The Future of the Chief Sustainability Officer: What’s Next for the CSO?”** discusses the evolving role of the CSO and what obstacles CSOs are facing.

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



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





OUR ENVIRONMENTAL SUSTAINABILITY FOCUS

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



OUR ENVIRONMENTAL SUSTAINABILITY COMMITMENT

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

Our environmental sustainability commitment focuses on three areas:

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

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

Enhancing emissions measurement and disclosure over the years

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



2017

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

2021

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

2018

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

2022

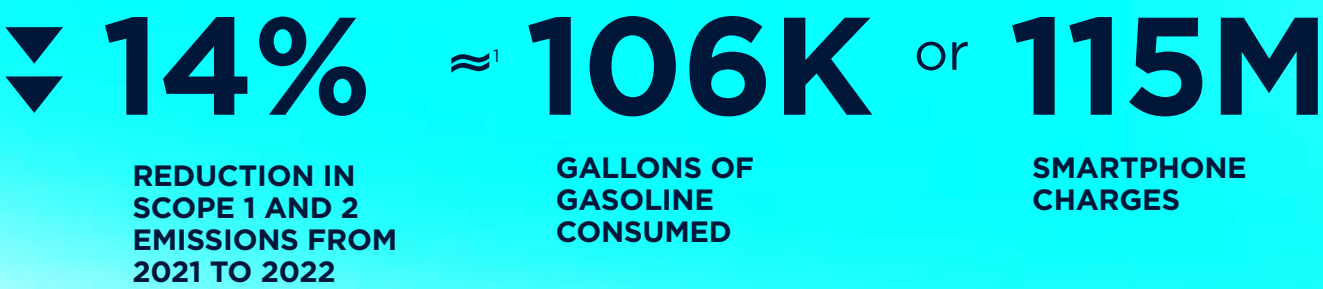
Updated Scope 2 emissions back to 2019, the baseline year for our emissions target, to incorporate improved data availability and recent business acquisitions. Began reporting Scope 3 emissions generated from Company downstream leased assets as well as calculating emissions from purchased goods and services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

2020

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

2023

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



REDUCING EMISSIONS

Our 2022 total Scope 1 and 2 GHG (market-based) emissions were just over 5,700 metric tons of carbon dioxide equivalent (MTCO₂e), with about 48% of these emissions (approximately 2,700 metric tons) from electricity consumption in our offices. The remainder was from the use of fossil fuels, such as natural gas, to heat our offices and gasoline or diesel to operate our Company-leased vehicles as well as refrigerants used in office air conditioning systems.

The total Scope 1 and 2 emissions for 2022 represent a reduction of more than 950 MTCO₂e, or a 14% year-over-year decrease, from 2021 to 2022. In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from approximately 106,000 gallons of gasoline consumed or approximately 115 million smartphone charges.² Our purchases of Energy Attribute Certificates (EACs) combined with ongoing site consolidation efforts primarily drove the reduction in Scope 1 and 2 GHG emissions from 2021 to 2022.

Since the onset of the COVID-19 pandemic in 2020, there have been significant reductions in Company business travel as compared to the base year of 2019 (82% decrease '22 vs. '19) as a result of increased virtual meeting use and travel policy changes limiting travel. In 2022, we began to see an increase in business travel-related Scope 3 emissions (8,100 MTCO₂e in 2022 vs. 1,595 MTCO₂e in 2021) as pandemic-related travel restrictions eased in the global jurisdictions in which we operate, consistent with our previously reported expectations.

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

Our 2018 to 2022 emissions are detailed in the following table

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

*

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

**

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

Reported value is a market-based figure.

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

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

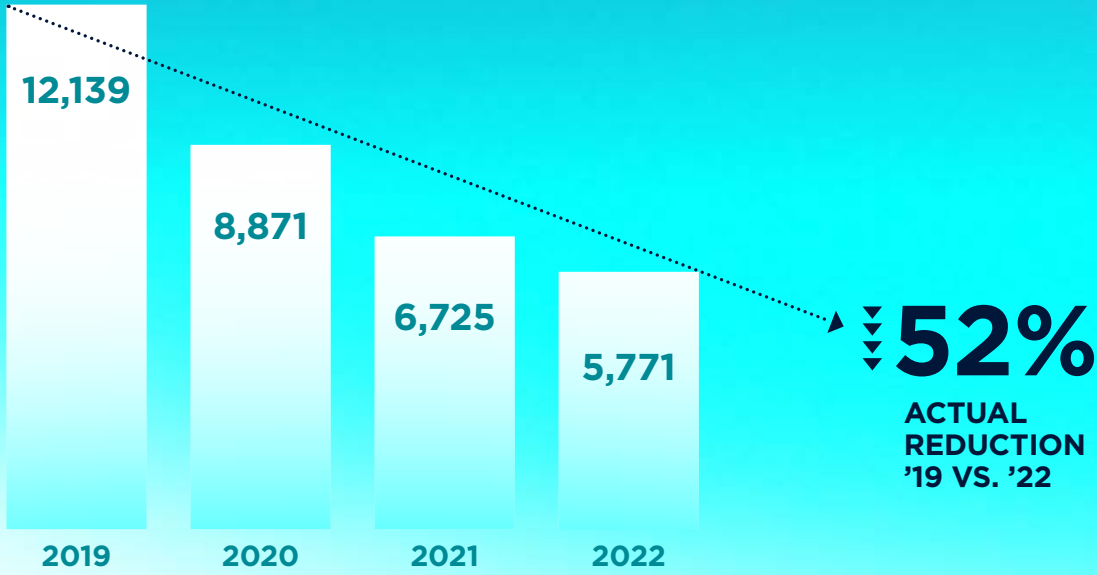
Total estimated based on office attendance records, which may include non-employees.

¹

This symbol (≈) indicates figures that are approximately equal, where used.

²

Estimate based on the United States Environmental Protection Agency (EPA) GHG Equivalencies Calculator.



SCOPE 3 BUSINESS
TRAVEL REDUCTION³

82%
'22 vs. '19

OFFICE SPACE
CERTIFIED TO
GREEN BUILDING
STANDARDS

Approximately
69%

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



SUSTAINABILITY BENEFITS OF E-SIGNATURES IN 2022-2023

>1,300
TREES SAVED

~1.3M
GALLONS OF
WATER CONSERVED

~480
MTCO₂e
GHG EMISSIONS
REDUCED

CULTURE OF SUSTAINABILITY

Waste management and recycling

We are committed to building a more environmentally sustainable organization by fostering a culture of sustainability both internally and externally. In 2020, Korn Ferry began the broader adoption of DocuSign for executing contracts and other official documents. The decision to embrace a digital signature solution resulted in over 150,000 recipients not printing over 2,800,000 pages for calendar year 2023. During calendar year 2023, Korn Ferry successfully expanded the adoption of DocuSign across our organization with an approximately 23% increase in documents processed compared to calendar year 2022. The cumulative environmental impact of these actions in calendar years 2022 and 2023 is estimated to have translated to saving over 1,300 trees, conserving approximately 1.3 million gallons of water, and reducing GHG emissions by about 480 MTCO₂e.⁵

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



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

the closing of one of our Atlanta office locations were resold, donated, or recycled and kept out of landfills.

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

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

- | Regular electronic waste collection and recycling in Brazil, Costa Rica, Mexico, and the United States provides employees with a way to dispose of their unwanted items responsibly.
- | Colleagues in Europe and the United States made efforts to decrease the use of single-use plastics by switching to environmentally friendly materials, such as compostable coffee cups.
- | Our French offices are equipped with dishes, utensils, coffee beans, and water fountains to reduce waste from single-use coffee pods, water bottles, and disposable dishes and cutlery.

- | Korn Ferry’s London office is certified in International Organization for Standardization (ISO) 14001, which requires employee engagement in environmental efforts and helps to improve resource efficiency and reduce waste.

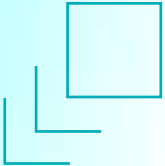
Our environmental sustainability commitment includes donating time in our local communities to increase our collective impact. For example, colleagues from our Peru and London offices hosted beach clean-up events, which included recycling trash collected. In connection with the beach clean-up event hosted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

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



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

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



Global energy speaker series

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

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

Commuter benefits

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

the opportunity to purchase a high-quality bike and offers a payment option that spreads the cost of the bike across an agreed-upon period.

Environmental Sustainability Advisory Committee

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

Funding climate action beyond our value chain

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

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

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

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



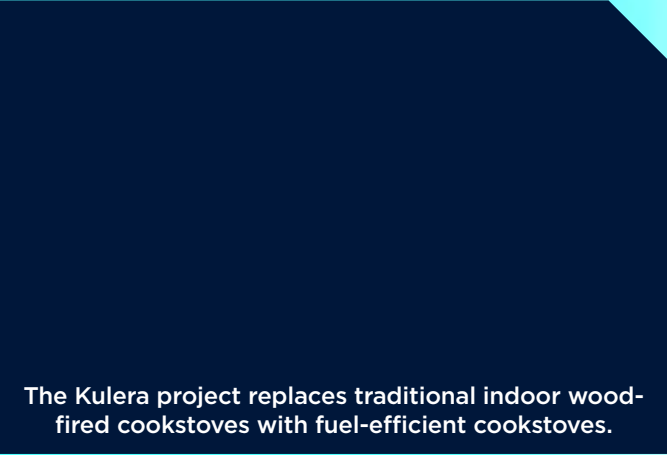
AT THE ADVISORY COMMITTEE’S RECOMMENDATION, KORN FERRY SUPPORTED THE PROJECTS ON THE FOLLOWING PAGES IN 2023.



Aerial view of the Darkwoods Forest.



Lake view within the Darkwoods Forest.



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



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

Darkwoods Forest Conservation, Canada⁶

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

Kulera Forest Protection and Cookstove Distribution, Malawi

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

Sustainable development benefits include the following:



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



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

Sustainable development benefits include the following:



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



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



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



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

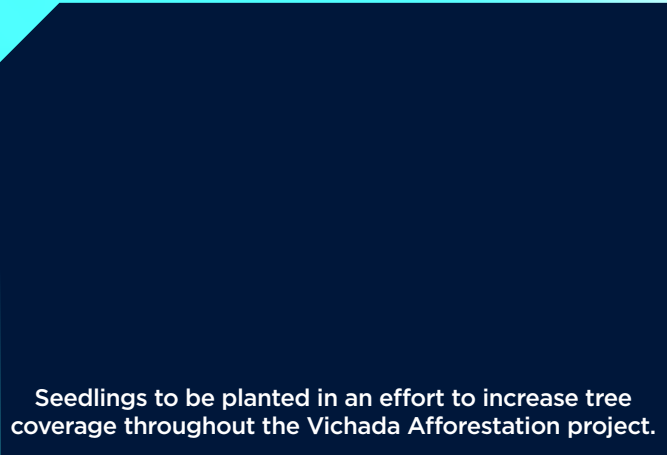


Climate Action: The project supports conservation agriculture, which helps conserve soil and water and reduce fertilizer inputs. Practices such as mulching, crop residue management, manure management, hedgerows, and agroforestry help crops become more resilient to a changing climate. Protection of existing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

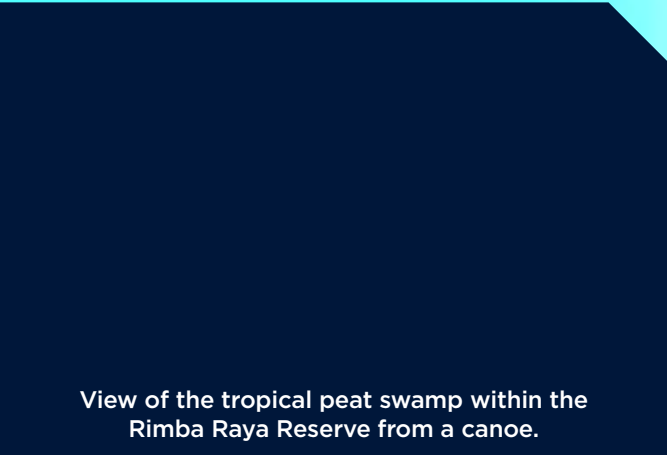
⁶ The discussion on pages 42-45 regarding the climate action projects and their achievements is based on information provided to the Company by our climate project sourcing partner.



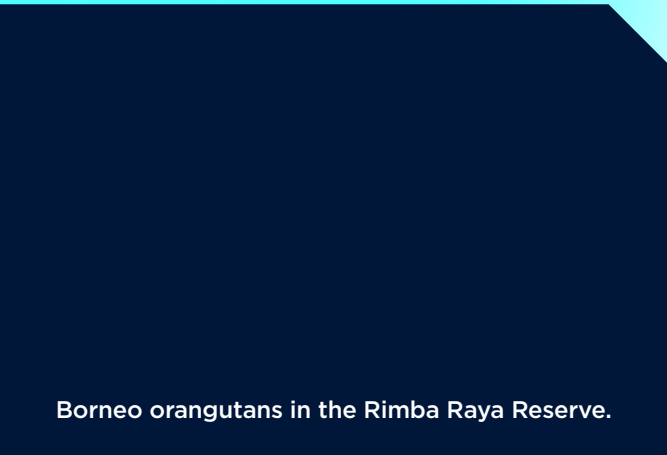
Increased forest coverage around a stream within the Vichada Afforestation project.



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



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



Borneo orangutans in the Rimba Raya Reserve.

Vichada Afforestation, Colombia

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

Rimba Raya Biodiversity Reserve, Indonesia

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

Sustainable development benefits include the following:

- **Gender Equality:** There is an emphasis on equal employment of individuals to drive gender equality within the project.
- **Decent Work and Economic Growth:** The project has created a number of full-time positions, promoting economic growth in the region. Training has also been provided to local community members on technical aspects of the project, harvesting, and job security.

Sustainable development benefits include the following:

- **Zero Hunger:** The project provides local communities with improved fishing technologies and agricultural training. The project also supports the construction and stocking of two community poultry egg farms with plans to offer local residents training on how to maintain the farms. Manure from the egg farms is used as a fertilizer for the community vegetable gardens, another of the project’s community-based programs.
- **Quality Education:** The project focuses on increasing environmental awareness among local youth and adults by providing education on reducing hunting activities, preventing forest fires, and protecting important bird areas. Additionally, park personnel have access to training and capacity-building programs to increase knowledge sharing around sustainable practices to avoid deforestation. The project has also established a scholarship fund that will be used to enhance educational access by funding the education of community students and providing writing books.

- **Climate Action:** The project contributes to the reduction of GHG emissions by acting as sinks and sequestering carbon dioxide.
- **Life on Land:** The project protects over 2,000 hectares of native ecosystems.

- **Clean Water and Sanitation:** The project seeks to prevent downstream flooding by minimizing land use change. Through local partnerships, the project trains communities on manufacturing and selling inexpensive water filtration devices to provide clean drinking water to the local population.
- **Industry, Innovation, and Infrastructure:** Two local villages have built community centers for park and project staff as well as community organizations. The centers can supply news and radio communication facilities, libraries, and social and agricultural training programs.
- **Life on Land:** Indonesia has a large number of threatened mammal species inhabiting the Rimba Raya biodiversity reserve. Adjacent to Tanjung Putting National Park, Rimba Raya provides a natural buffer that helps strengthen the park’s management capacity. With the latest GPS technology, mobile phones are used to collect data during field surveys for biodiversity monitoring.

SUSTAINABILITY RECOGNITIONS



MSCI ESG RATING

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



ECOVADIS SUSTAINABILITY RATING

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

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



SUSTAINALYTICS' ESG RISK RATING

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

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



AMERICA'S CLIMATE LEADERS

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

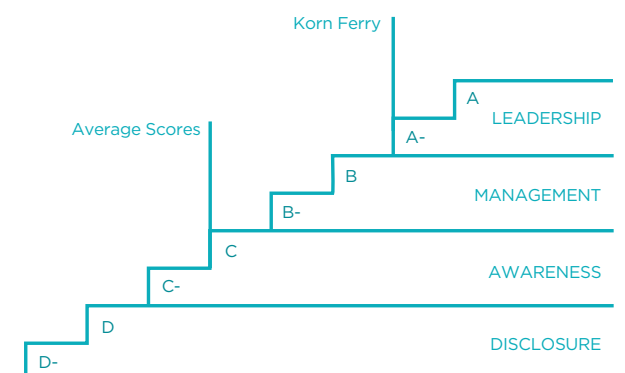
LEADERSHIP LEVEL CDP RATING

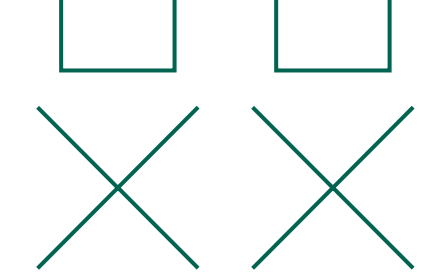


For the past seven years, Korn Ferry has responded to the CDP Climate Change Questionnaire, reporting on our GHG emissions and broader practices related to climate change. CDP is an international nonprofit organization that runs a global disclosure system to help investors, companies, cities, states,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

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

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





OUR PEOPLE

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

Our approach to talent acquisition, development, recognition, engagement, and benefits is designed to support this culture.

TALENT ACQUISITION

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

Early-career and campus programs

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



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

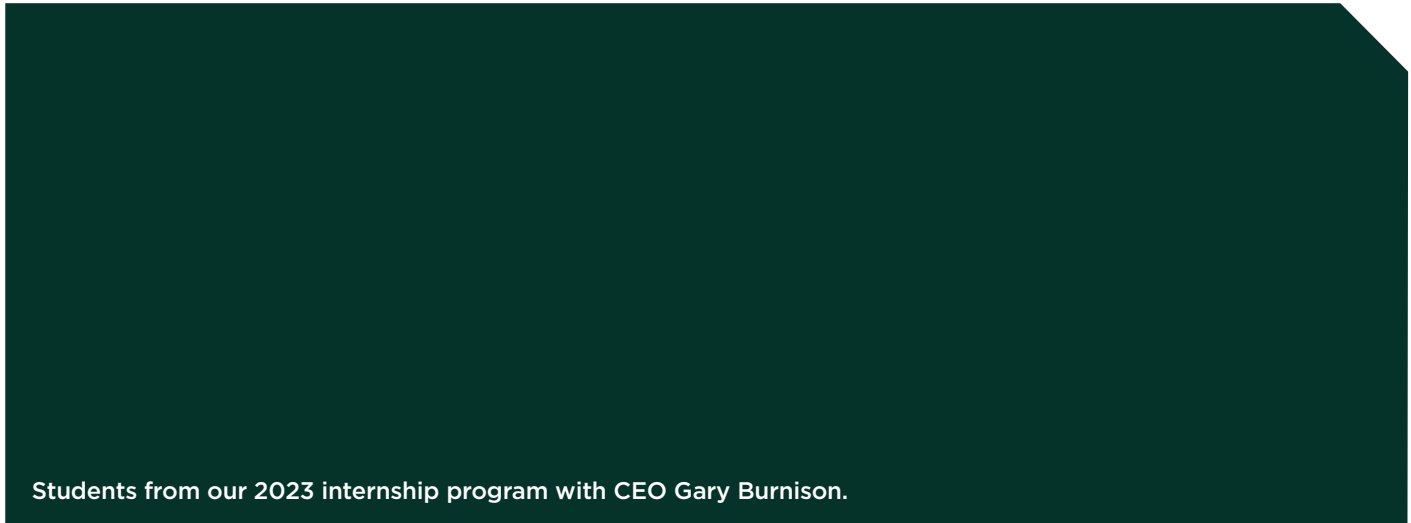
Linda Hyman,
Executive Vice President,
Chief Human Resources Officer

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

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

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

To build a strong foundation for sustainable change, we focused in 2023 on enhancing the



Students from our 2023 internship program with CEO Gary Burnison.

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

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

- | Support career skills, including the development of foundational consulting skills, executive presence and brand, effective networking, and business acumen.
- | Teach about career progression through career conversations and fireside chats with senior leaders.
- | Gain insight into motivations and purpose preferences of students to help them set goals and make impactful career choices.

- | Expose students to Korn Ferry, our clients, and our proprietary solutions.
- | Demonstrate the impact that skillful consulting can have on people’s lives.
- | Provide the opportunity to meet other Korn Ferry interns and senior leaders from around the world.

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

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



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

**Aleksandra Włodarczyk,
Director – Quality Assurance,
EMEA (United Kingdom)**

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

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



~2,700

COLLEAGUE
PROMOTIONS IN
2022-2023





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

Dominique Virchaux,
President of South America and
Mosaic Executive Sponsor



POWER OF CHOICE

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

1 / IDENTIFY

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

2 / EXPLORE

technical, relational, and influential confidence.

3 / IDENTIFY

key network-building approaches.

4 / CREATE A PLAN

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

5 / COMMIT

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



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

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

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

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



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

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



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

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



2023 iACADEMY
HIGHLIGHTS

~200

Courses added

~1,000

Different courses
completed

~1,800

Courses offered





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

Brian Bloom,
Vice President, Global Benefits
& Mobility Operations





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



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

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

Inclusive family formation benefits Surrogacy, adoption, and foster care support

Healthy pregnancy programs Inclusive parental leave

Gender-affirming healthcare Hormonal health support

Dedicated nursing or wellness rooms Policies for transgender and nonbinary employees to transition in the workforce

Ability to save money on healthcare contributions by engaging in healthy activities Reimbursement of travel expenses (up to a cap) incurred to receive covered medical services

AWARDS AND RECOGNITIONS FOR WORKPLACE PRACTICES

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

EQUALITY 100 AWARD: LGBTQ+ WORKPLACE INCLUSION



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

BEST COMPANIES FOR PARENTS



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

TOP COMPANIES FOR EXECUTIVE WOMEN

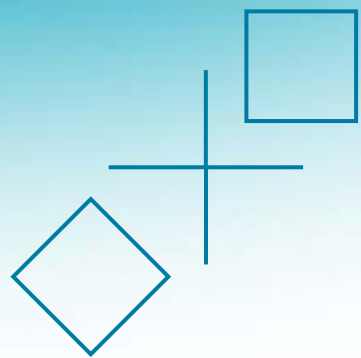


In 2023, Korn Ferry earned a place on the Top Companies for Executive Women list by Seramount for the fourth year in a row. The Top Companies for Executive Women survey is an extensive evaluation of policies, programs, and workforce profiles of participating companies designed to yield a definitive list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

GOLD HIRE VETS MEDALLION

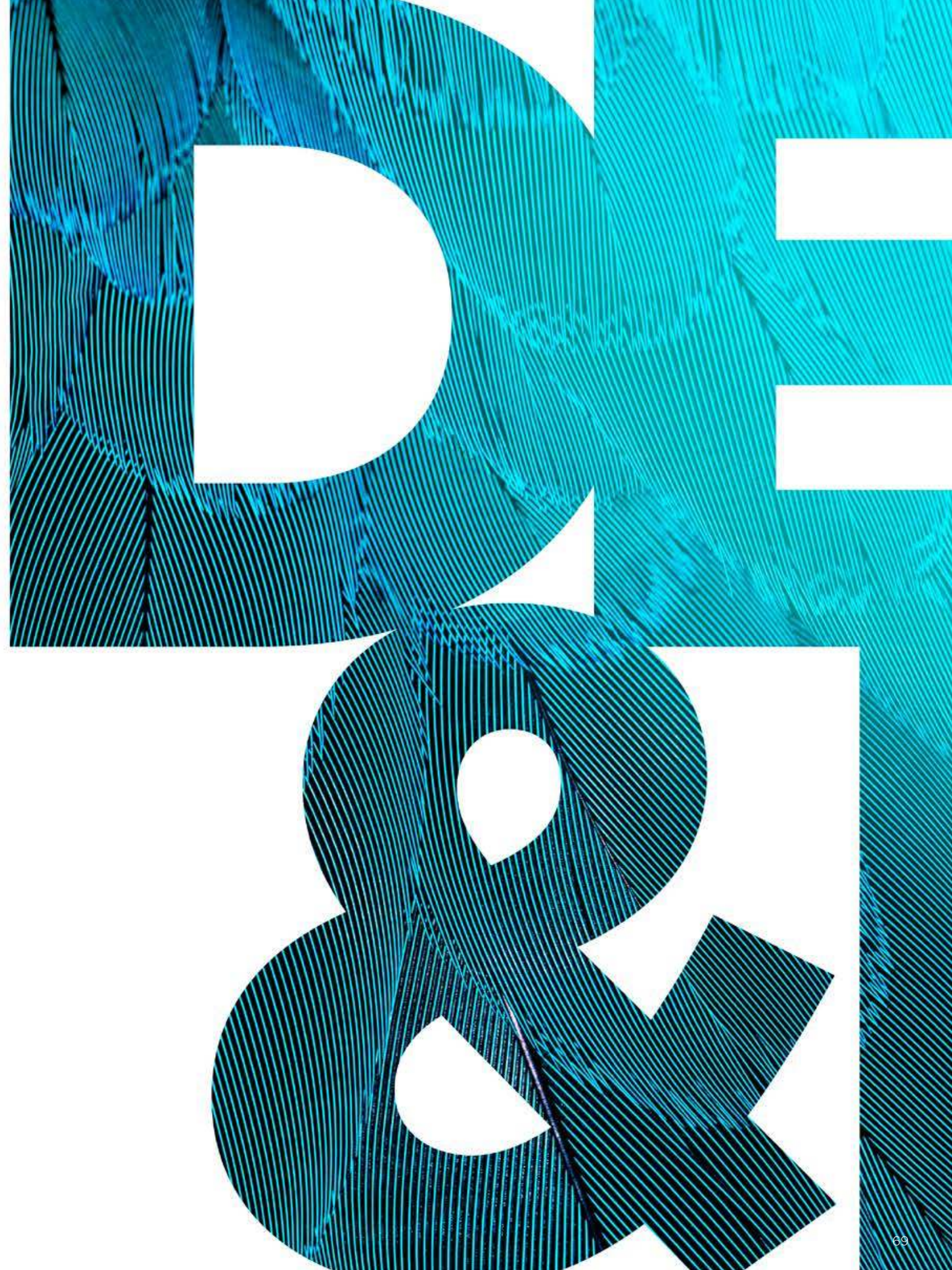


In 2023, Korn Ferry received the United States Department of Labor’s Gold HIRE Vets Medallion Award for the second consecutive year. The HIRE Vets Medallion Award is earned by businesses that demonstrate unparalleled commitment to attracting, hiring, and retaining veterans. This is the only federal-level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



OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

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





OUR WORLDWIDE WORKFORCE AND BOARD⁷

10,000+
Employees

100+
Offices

50+
Countries

GLOBAL WORKFORCE BY REGION

48%
North America

27%
EMEA

21%
APAC

3%
Latin America

GLOBAL WORKFORCE BY GENERATION

50%
Millennials or Gen Y

31%
Gen X

11%
Gen Z, iGen,
or Centennials

8%
Boomers

WOMEN AT KORN FERRY

62%
of employees

50%
of regional
presidents

44%
of Senior
Roles⁸

33%
of Board
directors

2023 PROMOTIONS AND HIRES

51%
of hires

65%
of promotions

53%
of promotions into
Senior Roles

47%
of hires into
Senior Roles

DIVERSE⁹ WORKFORCE AND LEADERSHIP

66%
of 2023
U.S. hires

75%
of 2023 U.S.
promotions

72%
of U.S.
employees

36%
of U.S. office
managing partners

50%
of Board
Leadership
Roles¹⁰

56%
of Board
directors

58%
of executive officers and
corporate executive leadership

⁷ Includes all employees (other than as specified in footnote 9) and Board directors as of December 31, 2023.

⁸ Korn Ferry considers employees who are Senior Client Partners, Associate Client Partners, Senior Principals, and Principals to have a "Senior Role."

⁹ "Diverse" statistics reflect the percentage of individuals who are women and/or are from a traditionally underserved/underrepresented group. Using the EEO-1 race and ethnicity categories defined by the United States Equal Employment Opportunity Commission, Korn Ferry considers a United States employee or member of the Board of Directors who self-identifies as American Indian/Alaska Native, Asian, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, or two or more races, to be a member of a traditionally underserved/underrepresented group. "Diverse" statistics do not include employees who work as interim professionals for clients.

¹⁰ Korn Ferry considers the Chair of the Board and the chairs of its three Board committees to have a "Board Leadership Role."



A LETTER FROM JT SAUNDERS, OUR CHIEF DIVERSITY OFFICER

JT Saunders



~15%

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

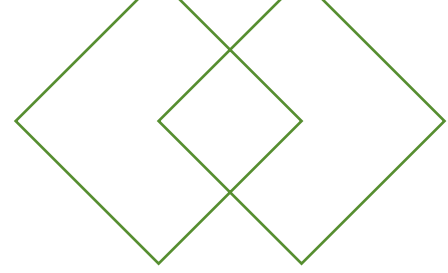
FOR MORE INFORMATION



Access more information about our
Inclusive Supplier Program [here](#).

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





OUR COMMUNITY

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

\$2.6M+

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



Colleagues in London participating in the Million Makers challenge.



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



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



Colleagues in Chile volunteering with Fundación



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



Colleagues in Hong Kong collecting donations for Feeding Hong Kong.



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



Colleagues in Peru volunteering with Centro Ann Sullivan del Perú.



Colleagues in the Philippines with residents of the Virlande Foundation.



Colleagues in Princeton volunteering at HomeFront.



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



Colleagues in Dallas volunteering at the Bridge Homeless Recovery Center.



Chicago colleague poses with Cradles to Crayons donations.



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



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



The Foundation's Vision

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

Our vision is to change that.

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

Learn more about these initiatives on the following pages.



FOR MORE INFORMATION



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



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



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

Sahib, 2023 Lester Korn Scholarship Recipient, United States



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

Benjamin, 2023 Lester Korn Scholarship Recipient, Australia



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

Pauline, 2023 Lester Korn Scholarship Recipient, Argentina



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

Andile, 2023 Lester Korn Scholarship Recipient, South Africa



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

Mario, 2023 Lester Korn Scholarship Recipient, Mexico





LEADERSHIP U FOR HUMANITY

An initiative of the Korn Ferry Charitable Foundation

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

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

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

"Since 2021, the transformative impact of Leadership U for Humanity on our community has been nothing short of remarkable," said Jania Rivera Wester, Principal - Organizational

Health & Performance at LUfH Community Partner Communities In Schools. "This innovative leadership program equipped them with the necessary tools for professional growth and also instilled a sense of purpose and responsibility toward creating positive change in their respective fields. Partnering with the Korn Ferry Charitable Foundation has provided this opportunity to many who could otherwise not be afforded one."

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

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

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

COMMUNITY PARTNERS



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



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

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



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

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



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

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

FOR MORE INFORMATION



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

PARTICIPANT FACTS
AND FIGURES¹²

1,000+

GRADUATES

1,200+

PARTICIPANTS

3,700+

1:1 PROFESSIONAL COACHING HOURS

78,000+

AVERAGE PROGRAM HOURS



LEADERSHIP U FOR
HUMANITY
SOME OF THE 2023
GRADUATES



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



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

HBCU LEADERSHIP ACCELERATOR CONFERENCE

An initiative of the Korn Ferry Charitable Foundation

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

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

FOR MORE INFORMATION



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



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

WHY?

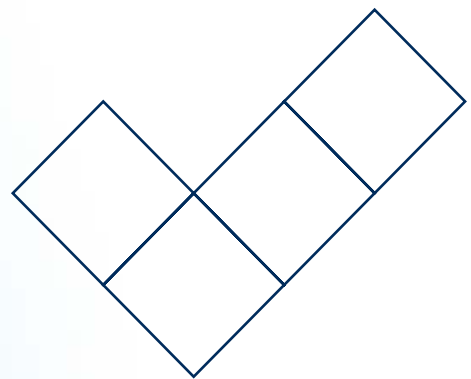
Accelerate the development of talent with a diverse set of backgrounds, perspectives, and experiences.

HOW?

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

WHAT?

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



OUR BUSINESS PRACTICES

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

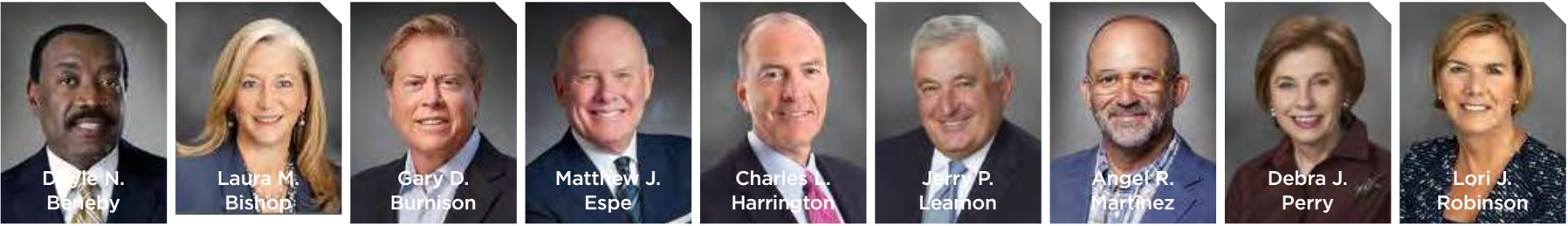




The Board and Company are focused on creating a Board that reflects a wide range of backgrounds, experiences, and cultures. The following skills are possessed by one or more of our directors:

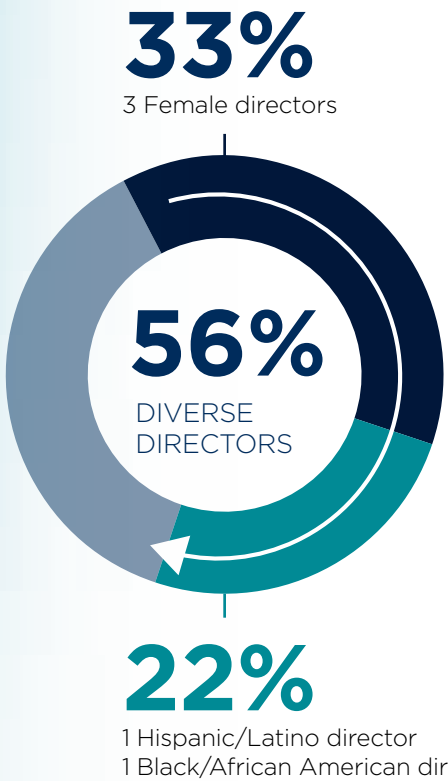
- Extensive senior leadership/executive officer experience (including as a public company CEO)
- Significant public company board, committee, and corporate governance experience
- Risk management/oversight experience
- Innovative thinking
- Broad international experience
- High ethical standards
- Accounting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

HIGH CORPORATE GOVERNANCE STANDARDS



Our Board of Directors

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



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

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

Oversight role of the Board

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

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

Throughout the year, the Board receives regular training and updates on governance topics, ranging from the increasing focus on ESG, diversity, and human capital matters by investors and regulators, legal developments related to corporate governing documents, evolving SEC disclosure and

shareholder proposal requirements, and cybersecurity and data privacy practices and programs, among others.

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

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

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

FOR MORE INFORMATION

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

OUR BOARD COMMITTEES

The Audit Committee

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

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

Debra Perry, Chair of the Audit Committee



The Compensation and Personnel Committee

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

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

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



The Nominating and Corporate Governance Committee

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

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

Doyle Beneby, Chair of the Nominating and Corporate Governance Committee



CULTURE OF OVERSIGHT, COMPLIANCE, AND INTEGRITY

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

Code of Business Conduct and Ethics

The Board has adopted the Code, which applies to all Korn Ferry directors, employees, and officers (including our CEO, Chief Financial Officer, and

Principal Accounting Officer). The Code provides a set of shared values to guide our actions and business conduct, including loyalty, honesty, accountability, observance of ethical standards, and adherence to the law.

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

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

Code of Business Conduct and Ethics for Contractors and Vendors

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

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

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

Our global training programs

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

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

ETHICS AND COMPLIANCE PROGRAM OVERSIGHT



Reporting

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

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

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

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

Human rights and a respectful workplace

As reflected in our Human Rights Statement, we support the fundamental principles of human rights throughout our business and in each

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

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

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

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

FOR MORE INFORMATION



Access our Code, Human Rights Statement, Code of Business Conduct and Ethics for Contractors and Vendors, Modern Slavery Act Policy Statement (UK), and Modern Slavery Statement (Australia) at [kornferry.com](https://www.kornferry.com)

DATA SECURITY AND PRIVACY

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

Our approach

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

We have a robust set of data security risk mitigation measures that include internal, external, and third-party risk assessments as well as required employee training. Cybersecurity and data privacy are risk categories surveyed as part of Korn Ferry’s annual enterprise risk assessment. We also engage third-party cybersecurity companies to conduct testing and assessments of our systems and processes and independently evaluate our policies and programs. This is complemented by a third-party risk management program designed to

identify and mitigate third-party cyber risks. In addition, employees are required to complete annual training related to information security and privacy matters, augmented by dynamic training through a security training platform that provides real-time feedback through tailored phishing simulations.

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

Management and oversight

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

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

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



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

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

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

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

ISO certifications

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

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

Embedding information practices and policies into operations

Korn Ferry takes its responsibility to protect personal data seriously. We periodically examine data collection, use, transfer, disclosure, and disposal policies and procedures to promote

ongoing compliance with data protection laws and ISO standards.

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

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

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

Our access control policy includes least-privileged and role-based access restrictions with unique IDs and strong passwords with complexity, length, and aging requirements. We also use Transport Layer Security web session security. For additional protection, we copy cloud-hosted critical system

backups to immutable storage. Remote access and access to server management functions require administrative privileges and multifactor authentication (MFA). Privileged user accounts are managed using a privileged access management tool. For its offices, Korn Ferry has also established a clean desk policy, locked files, and other physical access controls, such as electronic fobs and access cards.

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

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



Identifying and responding to vulnerabilities and data security incidents

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



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

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

Business continuity

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

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

Third-party risk management

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

FOR MORE INFORMATION



Access our ISO Certifications, GDPR and Data Protection Measures Statement, Privacy and Security Programs, Security FAQ, and Global Privacy Policy at [kornferry.com](https://www.kornferry.com)

BE MORE THAN



WITH GRATITUDE

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

Business advisors. Career makers.

About Korn Ferry

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

Visit kornferry.com for more information.