

2025 CORPORATE RESPONSIBILITY REPORT

KORN FERRY

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Forward-Looking Statements and Website References

This Corporate Responsibility Report (Corporate Responsibility 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 Corporate Responsibility Program (Corporate Responsibility Program) and its goals, targets, aspirations, commitments, strategies, or expectations with respect to sustainability, employees, environmental matters, policy, procurement, philanthropy, data privacy, cybersecurity, artificial intelligence (AI), and business risks and opportunities as well as statements from third parties about our corporate responsibility 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 changes in demand for our services, political or economic developments in countries where we operate, legislative and regulatory developments, evolving investor and customer expectations, stakeholder engagement, the expansion of social media platforms, climate conditions or events, the ability to effect acquisitions and integrate acquired businesses, 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 or maintained. The opinions and expectations contained in this Report speak only as of May 2026 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 inclusion of information in this Report is not an indication that it is considered material to the Company, our business, operations, or stakeholders, or our impacts on other parties or corporate responsibility matters, in each case under United States securities or any other laws or requirements that may be applicable to the Company or its subsidiaries. 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. This Report is intended to highlight some of the Company's corporate responsibility efforts during 2025; it is not a comprehensive description or representation of all of the Company's corporate responsibility activities during that time.

APPROVED 2025

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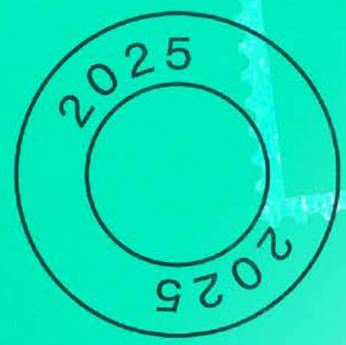
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WELCOME TO OUR 2025 CORPORATE RESPONSIBILITY REPORT







A MESSAGE FROM GARY BURNISON OUR CEO

I am energized by our talented colleagues around the world who are committed to enabling people and organizations to Be More Than.

Every day we have a choice and the answers are not always apparent, particularly in today's world. We need to adapt, align, and act.

For any organization, the journey begins with The Why. For Korn Ferry, The Why — our Purpose — is to enable people and organizations to exceed their potential.

I'm incredibly proud of our organization and our more than 9,000 global colleagues who are truly making an impact on the world. We take seriously the role we play, the example we set, and our responsibility as a corporate citizen in the communities where we work and live.

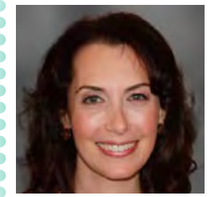
A MESSAGE FROM OUR CORPORATE RESPONSIBILITY PROGRAM LEADERSHIP TEAM

We are pleased to share Korn Ferry's eighth Corporate Responsibility Report highlighting our corporate responsibility initiatives, activities, and accomplishments in 2025. As a leading global organizational consulting firm, we believe that investing in our people, communities, and responsible business practices creates value for our stakeholders and builds resilience in our organization and beyond.

On the following pages, you will read about our corporate responsibility activities focused in three areas — environmental sustainability, people and community, and business practices — and how inclusion is embedded throughout these efforts and our culture to foster a workplace where all can thrive.

With gratitude,

The Korn Ferry Corporate Responsibility Program Leadership Team



"We invite you to review and enjoy this Report, which highlights some of our Corporate Responsibility Program's key achievements in 2025. By embracing sustainable practices, supporting leadership development, and championing ethical business standards, we seek to position ourselves to create a lasting positive impact."

Heather Axe,
Corporate Responsibility Program Co-Chair

"Each year, we strive to build on our progress by encouraging innovation, accountability, and purpose-driven action throughout our organization. We believe that our actions today shape a more inclusive, sustainable, and responsible future."

Jonathan Kuai,
Corporate Responsibility Program Co-Chair



2025 CORPORATE RESPONSIBILITY HIGHLIGHTS

$4.5M+
Donated by Korn Ferry through financial contributions and in-kind services

$2M+
Awarded by the Korn Ferry Charitable Foundation's Lester Korn Scholarship Program since its inception in 2021

2,400+
Professionals have participated in the Korn Ferry Charitable Foundation's Leadership U for Humanity program since its launch in November 2020

ISO
Certifications for our key technology platforms and processes across global operations (ISO 27001, ISO 27018, and ISO 27701)

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

55%
Decrease in Scope 1 and 2 emissions achieved across target period

12%
Decrease in Scope 1 and 2 emissions FY'25 vs. FY'24

15%
Decrease in Scope 3 emissions FY'25 vs. FY'24

5th 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 20-23.

AWARDS AND RATINGS

100 BEST
COMPANIES FOR CAREGIVERS

TOP COMPANIES
FOR EXECUTIVE WOMEN

GOLD HIRE VETS MEDALLION 2025
U.S. DEPARTMENT OF LABOR

MANAGEMENT LEVEL
CDP RATING

GOLD ECOVADIS
SUSTAINABILITY RATING (TOP 5%)

TOP 4%
SUSTAINALYTICS ESG RISK RATING

PLATINUM MARCOM AWARDS
2024 CORPORATE RESPONSIBILITY REPORT

GOLD HERMES CREATIVE AWARDS
2024 CORPORATE RESPONSIBILITY REPORT

ESG TRANSPARENCY AWARD
2025/26

AMERICA'S CLIMATE LEADERS 2025
USA TODAY

AMERICA'S GREENEST COMPANIES 2025
NEWSWEEK

AMERICA'S MOST RESPONSIBLE COMPANIES 2026
NEWSWEEK

BEST PROXY STATEMENT (MID-CAP)
CORPORATE GOVERNANCE AWARDS 2025



OUR PURPOSE AND OUR VALUES





Who We Are

Korn Ferry is a global consulting firm that powers performance. We unlock the potential in your people and unleash transformation across your business — synchronizing strategy, operations, and talent to accelerate performance, fuel growth, and inspire a legacy of change. That's why the world's most forward-thinking companies across every major industry turn to us — for a shared commitment to lasting impact and the bold ambition to ***Be More Than***.

What We Do

At Korn Ferry, we build the foundations that power performance — grounded in data and deep expertise in people and organizations and delivered at scale across the enterprise.

We focus on the parts of the business that shape how work truly gets done: skills, roles, pay, and organizational design. When pressure is high and change is required, we bring clarity, alignment, and accountability to enable faster, better decisions.

But structure alone doesn't deliver results. Performance depends on people. We work with leaders to shape culture, build trust, and strengthen leadership capability — helping organizations mobilize their workforce and deliver lasting change.

By working across the enterprise, we turn strategy into measurable, sustained results — driving growth, resilience, and long-term performance.

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.



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.

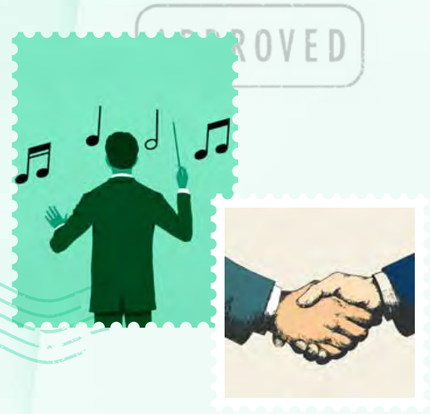
KNOWLEDGE

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.

OUR FISCAL YEAR 2025 WINNING STRATEGY*



ANNUAL REVENUE

$2.76B

Why Korn Ferry matters now

In a world defined by disruption, talent shortages, digital acceleration, and economic pressure, organizations require more than static strategies — they need the ability to adapt, align, and act. Korn Ferry sits at the intersection of these challenges, helping companies rewire their workforce, reimagine leadership, and reorganize for speed and scale.

With one of the world's most extensive talent databases, a global delivery footprint, and deep integration of consulting, technology, and execution, we believe we are uniquely positioned to help businesses not just respond to change but lead through it. We don't just find talent. We build systems to unlock it.

RICH INTELLECTUAL CAPITAL

10B

Unique talent and organizational datapoints

108M

Assessments, fueling one of the most comprehensive behavioral science assets

INTELLECTUAL PROPERTY

Proprietary leadership models, talent frameworks, and behavioral science assets

GLOBAL TALENT INFRASTRUCTURE

9,000+

Full-time employees offer deep functional talent across client needs

103

Offices provide on-the-ground expertise and proximity that powers relationships

51

Countries enabling seamless cross-border delivery with consistency, quality, and speed

ENDURING CLIENT RELATIONSHIPS

83%

Of FY'25 assignments were with repeat clients from the past three years

350

Marquee and Diamond accounts generated approximately 39% of fee revenue

25%

Of total fee revenue came from cross-Solution collaboration (compared to 14% in 2018)

* Fiscal year 2025 refers to our fiscal year from May 1, 2024, to April 30, 2025.

OUR ENVIRONMENTAL SUSTAINABILITY FOCUS

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



OUR SUSTAINABILITY INITIATIVES

As a global professional services organization, our operational carbon footprint primarily consists of 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 that we purchase to run our business.

We aim to contribute to environmental sustainability in the following ways:

- 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.



As part of these efforts, 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 was designed with input from a third-party consultant to align with the Paris Agreement's goal of limiting global temperature increase to within 1.5 degrees Celsius. We achieved our 30% target reduction four years early in calendar year 2021. We continued to monitor and report our emissions relative to the 2025 Target during the remainder of the target period to share our continued progress. In 2026, we submitted proposed near-term GHG emission targets to the Science-Based Target initiative.

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 efforts.

2017

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

2018

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

2020

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

2021

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

2022

Updated Scope 2 emissions back to 2019, the baseline year for our 2025 Target, to incorporate improved data availability and recent business acquisitions. Began reporting Scope 3 emissions generated from Company downstream leased assets as well as calculating emissions from purchased goods and services with our 2021 emissions.

2023

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

2024

Expanded our Scope 3 inventory by estimating emissions from Scope 3 waste generation with our 2023 emissions.

2025

In preparation for anticipated regulatory reporting, changed our inventory reporting period from calendar year to fiscal year (e.g., May 1-April 30) beginning with our fiscal year 2024 and 2025 emissions. Improved our Purchased Goods and Services and Capital Goods methodology by expanding the number of suppliers that utilize supplier-specific emission factors as opposed to United States Environmental Protection Agency (EPA) Environmentally-Extended Input-Output (USEEIO) emission factors. Expanded our Scope 3 calculations by including category 15 (investments).



▼ 12%

REDUCTION IN SCOPE 1 AND 2 EMISSIONS FROM FY 2024 TO FY 2025

≈ 70K

GALLONS OF GASOLINE CONSUMED

or

50M

SMARTPHONE CHARGES[1]



REDUCING EMISSIONS

Our fiscal year 2025 total Scope 1 and 2 GHG (market-based) emissions were 4,627 metric tons of carbon dioxide equivalent ($MTCO_2e$), with about 77% of these emissions (3,547 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 fiscal year 2025 represent a reduction of more than 658 $MTCO_2e$, or a 12% year-over-year decrease, from fiscal year 2024 to fiscal year 2025. In everyday terms, this reduction is estimated to be equivalent to carbon dioxide emissions from approximately 70,000 gallons of gasoline consumed or approximately 50 million smartphone charges.[2] Our purchases of Energy Attribute Certificates (EACs) to match some of our energy consumption combined with ongoing site consolidation efforts primarily drove the reduction in Scope 1 and 2 GHG emissions from fiscal year 2024 to fiscal year 2025.

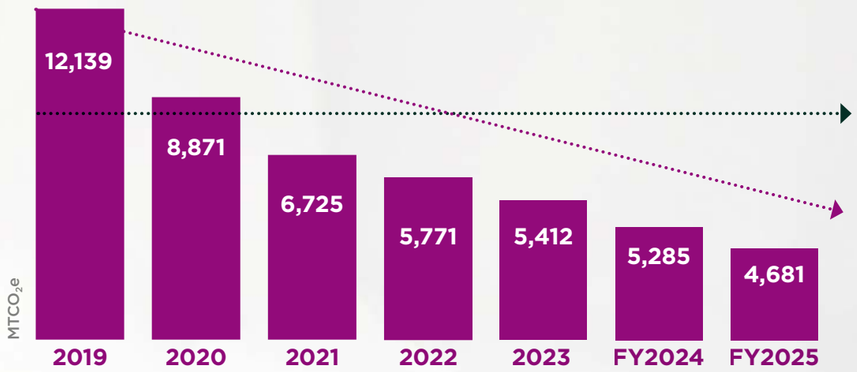
Following the onset of the COVID-19 pandemic in 2020, there were significant reductions in Company business travel as compared to the base year of 2019 due to increased virtual meeting use and policy changes limiting travel. Beginning in 2022, our business travel-related Scope 3 emissions increased as pandemic-related travel restrictions eased in the global jurisdictions in which we operate. Emissions related to business travel were 10,533 $MTCO_2e$ in fiscal year 2025, compared with 9,952 $MTCO_2e$ in fiscal year 2024.

Our emissions for the calendar years 2019 through 2023, and fiscal years 2024 and 2025, are detailed in the following tables:

Metric Tons of Carbon Dioxide Equivalent ($MTCO_2e$)[3]

				CALENDAR YEAR EMISSIONS		FISCAL YEAR EMISSIONS	
	CY2019	**CY2020**	**CY2021**	**CY2022**	**CY2023**	**FY2024**	**FY2025**
Scope 1 Total	**1,733**	**1,348**	**1,251**	**1,334**	**1,015**	**1,058**	**1,080**
Company-Leased Vehicles	1,733	1,348	1,251	1,334	1,015	1,058	1,080
Scope 2 (Market-Based Approach[4]) Total	**10,406**	**7,523**	**5,475**	**4,437**	**4,396**	**4,227**	**3,547**
Purchased Electricity in Leased Buildings	7,679	4,912	3,096	2,742	3,097	3,135	2,567
Purchased Heating and Cooling in Leased Buildings	2,727	2,611	2,379	1,695	1,299	1,092	981
Scope 2 (Location-Based Approach[4]) Total	**9,723**	**7,758**	**6,091**	**5,360**	**4,301**	**3,933**	**3,363**
Purchased Electricity in Leased Buildings	6,996	5,147	3,712	3,665	3,001	2,842	2,382
Purchased Heating and Cooling in Leased Buildings	2,727	2,611	2,379	1,695	1,299	1,092	981
Scope 3 Total	**44,059**	**4,183**	**28,009**	**43,980**	**42,998**	**44,366**	**37,682**
Purchased Goods and Services Total	—	—	21,043	23,208	22,452	23,873	18,400
Capital Goods Total	—	—	5,115	7,179	5,797	5,368	3,180
Fuel- and Energy-Related Activities Total[5]	—	—	—	1,702	1,220	1,185	986
Waste Generated in Operations[6]	—	—	—	—	224	268	794
Business Travel Total	44,059	4,183	1,595	8,100	9,255	9,952	10,533
Air Travel[7]	43,667	4,051	1,514	7,936	8,911	9,652	10,284
Road Travel[8]	392	132	81	163	343	300	249
Employee Commuting Total[9]	—	—	—	3,026	3,109	2,815	2,392
Downstream Leased Assets Total[5]	—	—	256	764	873	906	767
Investments	—	—	—	—	—	—	631

[1] This symbol (≈) indicates figures that are approximately equal, where used.
[2] Estimate based on the EPA GHG Equivalencies Calculator.
[3] 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 Energy Agency (IEA), and the Intergovernmental Panel on Climate Change (IPCC). As a result, emission factors used year to year may vary.
[4] 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.
[5] Reported value is a market-based figure.
[6] The waste estimation methodology changed in fiscal year 2025 from square footage-based intensity data to employee attendance-based intensity data to better represent the amount of waste produced for each facility.
[7] Our reported air travel is inclusive of travel required by our clients for the performance of services on their behalf but typically 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, air travel data is sourced from contractor and employee expense reports for inclusion in our business travel emissions.
[8] Only reflects mileage collected from contractor- and employee-submitted reimbursement requests through our expense-reporting system.
[9] Total estimated based on office attendance records, which may include nonemployees.



30%

TARGET REDUCTION BY '25

55%

ACTUAL REDUCTION OVER THE TARGET PERIOD

DECREASE IN SCOPE 3 EMISSIONS[10]

15%

FY '25 VS. '24



OFFICE SPACE CERTIFIED TO GREEN BUILDING STANDARDS

Approximately

72%

USGBC MEMBER

Achieving Our 2025 Target

Our emissions-reduction efforts inform our decisions related to our global office footprint, including targeted reductions in the amount of space we occupy. Because we lease our offices globally, we do not have direct control over the electricity-purchasing decisions for those buildings. When feasible, we consider energy efficiency in our selection criteria for future office space and/or renewals of existing office space.

As of December 31, 2025, approximately 72% of our total square footage was in leased properties that are certified to Green Building Standards, such as LEED and/or BREEAM. We are also a member of the U.S. Green Building Council (USGBC), which seeks to promote sustainability in building design, construction, and operations.

Our emissions reduction strategy includes supporting renewable energy through purchasing EACs, which verify that one megawatt-hour (MWh) of electricity was generated and fed into the grid from an eligible renewable source. To help mitigate our fiscal year 2025 electricity-related (Scope 2) emissions and further progress beyond our 2025 Target, we applied 401 MWhs of EACs from renewable energy projects located around the world to our fiscal year 2025 emissions inventory.

Since calendar year 2020 through fiscal year 2025, the cumulative total of EACs applied to our emissions inventories comprises more than 8,900 MWh. Our EACs were purchased from projects located in regions in which we have operations, including the European Union, India, China, South Africa, Brazil, Turkey, the United Kingdom, and the Midwestern United States. In addition, our portfolio of EAC investments covers a broad spectrum of renewable sources that include wind, solar, and hydro projects.

Our EAC purchases contributed to the decrease in Scope 1 and 2 emissions from calendar year 2019 through fiscal year 2025. That decrease is also due to the reduction of office space in certain locations as well as our employees working from home for most of 2020 and in 2021 as we gradually emerged from the primary lockdown period related to the COVID-19 pandemic. Since 2022, we have continued our flexible working policy, allowing employees to work from home while maintaining high levels of productivity.

IT Systems Powered by Renewable Energy

Transitioning our information technology (IT) systems to cloud-based platforms is expected to deliver our IT workload more efficiently and by systems that are increasingly powered by renewable energy. Under our Cloud First program, approximately 98% of our IT systems reside in the cloud (as of 2025).

"Korn Ferry's efforts supporting environmental sustainability center on enhancing the measurement and disclosure of our emissions along with reducing our operational carbon footprint. Through ongoing monitoring, cross-functional collaboration, and improvement, we seek to make measurable progress."

Matthew Page, Corporate Responsibility Program Leadership Team & Vice President, Business Affairs, North America (United States)



[10] Scope 3 GHG emissions are not included in our 2025 Target and are provided for informational purposes only.

SUSTAINABILITY BENEFITS OF E-SIGNATURES FROM 2020–2025

>320
TONS OF WOOD SAVED

~760 $MTCO_2e$
GHG EMISSIONS REDUCED[12]

~2.1 M
GALLONS OF WATER CONSERVED

CULTURE OF SUSTAINABILITY

Waste Management and Recycling

We seek to build a more environmentally sustainable organization by fostering a culture of sustainability both internally and externally. Since 2020, Korn Ferry has used DocuSign for executing contracts and other official documents. The use of this digital signature solution resulted in more than 180,000 recipients not printing approximately 3,275,000 pages during calendar year 2025. The cumulative environmental impact of these actions in calendar years 2020 through 2025 is estimated to have translated to saving over 320 tons of wood, reducing GHG emissions by about 760 $MTCO_2e$, and conserving approximately 2.1 million gallons of water.[11]

Korn Ferry has established recycling programs for toner cartridges and other forms of e-waste. Through our partnerships with Xerox and Staples, we try to recycle used toner cartridges from our printers and copier machines in the United States. Through our partnership with Zero Waste Recycling, we recovered approximately 44% of paper waste for reuse and recycled about 56% of our paper waste in the United Kingdom during 2025. 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.

Our global colleagues are contributing to our sustainability efforts while working from home, in a hybrid environment, or in the office. As an example of local waste minimization and recycling, our Mexico offices host “Korn Ferry Go Green” initiatives like an annual bottle-cap collection drive to support cancer treatment for children.

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

- Regular electronic waste collection and recycling in Brazil, Costa Rica, Hong Kong, India, Mexico, and the United States provides employees with a way to dispose of their unwanted items responsibly.
- Colleagues in Asia, Europe, and the United States are decreasing the use of single-use plastics by not purchasing single-use water bottles and switching to alternative materials or items, such as compostable coffee cups.
- Colleagues in Australia, France, India, Korea, the Netherlands, and South Africa emphasize the importance of sorting waste for recycling by having separate trash bins for paper, plastic, and other waste.
- 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 improve resource efficiency and reduce waste.

Our environmental sustainability initiatives include donating time to our local communities to increase our collective impact. As an example, colleagues in Mexico along with Korn Ferry clients partnered with Fundación PROMESA i.a.p, an organization dedicated to the recovery and restoration of natural spaces, to support reforestation in Cumbres del Ajusco National Park by planting oyameles (sacred firs), a tree used for conservation and erosion control.

Similarly, colleagues in New Zealand planted trees to support environmental restoration by partnering with Conservation Volunteers New Zealand, a non profit organization dedicated to inspiring community change by connecting people to nature through volunteering, training, education, and employment. New Zealand colleagues also volunteered with Sea Cleaners, a nonprofit organization focused on cleaning seas, harbors, and oceans, to help preserve coastlines for the benefit of marine life and community enjoyment.



Colleagues in Mexico plant trees in Cumbres del Ajusco National Park.

[11] 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/.

[12] This symbol (~) indicates figures that are approximate, where used.

Commuter Benefits

Korn Ferry offers a variety of local benefits to support our employees who commute to work and to promote more environmentally conscious travel. These benefits may include the opportunity to use tax-free funds on commuting costs (e.g., via mass transit). In addition to the benefits covered by pre-tax funds, some locations also offer a biking benefit to promote active travel. As an example, our "Cycle to Work" programs in the United Kingdom and Ireland allow employees the opportunity to purchase a high-quality bike and offer 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 geographies, Solutions, tenures, seniority, and other experiences.

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.[13]

For the fifth year, in 2025, 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 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: Asia Pacific (APAC); Europe, the Middle East, and Africa (EMEA); Latin America; and North America. The projects intend to accomplish these goals:

- Reduce emissions resulting from deforestation and forest degradation.
- Reduce emissions from household and community energy use.
- Provide wider benefits such as biodiversity, education, jobs, health, and food security to help increase 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 2025.

[13] The discussion on pages 28-31 regarding the climate action projects and their achievements is based on information provided to the Company by our climate project sourcing partner.



Aerial view of the forest in tribal lands.



The project uses forest conservation funding to expand access to education for tribal students.

MISSISSIPPI BAND OF CHOCTAW INDIANS, USA

The Mississippi Band of Choctaw Indians Improved Forest Management (IFM) project aims to use carbon finance to conserve nearly 25,000 acres of forest in tribal lands while funding the construction of a new high school for tribal students. Rather than harvesting timber for revenue, the project maintains forest carbon stocks above regional baseline levels under the American Carbon Registry to deliver verified carbon sequestration and long-term environmental benefits. This initiative combines forest conservation with education, creating a sustainable source of funding for community development in the area.

Sustainable development benefits include the following:

Clean Water and Sanitation: Protects water-related ecosystems through long-term forest conservation and maintains watershed integrity by preventing clear-cutting and forest degradation.

Climate Action: Maintains forest carbon stocks above regional baseline levels, delivering verified carbon sequestration. Carbon finance replaces economically viable intensive harvesting scenarios.

Life on Land: Conserves approximately 75% of tribal land as forest, advances sustainable forest management, and reduces land degradation through long-term conservation commitments.



Water filters provide safer drinking water for local residents and schoolchildren.



The project's cookstoves aim to increase fuel efficiency and reduce harmful indoor air pollution.

CLEAN WATER AND COOKING, GUATEMALA

Waterborne disease has been identified as a national priority in Guatemala, given the high incidence of diarrheal disease and chronic malnutrition. The Clean Water and Cooking project, which was the first Gold Standard water treatment or cookstove project in the country, distributes locally made ceramic water filters and fuel-efficient stoves. The project aims to enable access to clean water and improve cooking conditions by increasing fuel efficiency and reducing harmful indoor air pollution. Pressure on national forests is alleviated through better stove design that requires less fuel for cooking and filters that eliminate the need to boil water for drinking.

Sustainable development benefits include the following:

No Poverty: Improves access to basic services by providing affordable clean water and efficient cooking technologies, reducing household expenditure on fuelwood and medical costs.

Good Health and Well-Being: Decreases exposure to unsafe water and indoor air pollution, lowering waterborne disease incidence and respiratory illness.

Gender Equality: The project helps households save time ordinarily spent on cooking and collecting wood so that time can be allocated to other activities.

Affordable and Clean Energy: The program provides access to interest-free loans through carbon finance for local community members to purchase the equipment, reducing dependence on nonrenewable energy.

Decent Work and Economic Growth: Creates jobs in local manufacturing, sales, and service roles, providing equal opportunities for local residents.

Responsible Consumption and Production: This project maintains a clean water program that involves selling or donating filters to schools in rural and peri-urban areas where the boiling of water is a common practice. Participating schools are required to involve students in a clean water education program before the filters are delivered and invite parents to learn about the importance of clean water when the filters are delivered.



Community members care for plants used in reforestation efforts.



Community members transport saplings to plant as part of reforestation efforts.

COMMUNITY WOODLAND RESTORATION, ETHIOPIA

Ethiopia has experienced severe deforestation driven by agriculture and fuelwood collection. This community-led restoration project targets degraded lands where cattle grazing is restricted, enhancing above-ground vegetation and soil carbon storage. By promoting enrichment planting, improved management practices, and sustainable enterprises such as frankincense oil production and honey harvesting, the project supports climate resilience and local livelihoods.

Sustainable development benefits include the following:

No Poverty: Raises rural household income for landless farmers through Payments for Ecosystem Services (PES) linked to woodland restoration and supports income diversification via non-timber forest products and nursery-based employment.

Zero Hunger: Promotes productive and sustainable agriculture through agroforestry systems, soil conservation, and restoration of degraded slopes, strengthening household food resilience in drought-prone areas.

Clean Water and Sanitation: Improves ambient water quality by restoring degraded watersheds and enhancing groundwater recharge. Construction of water retention structures promotes water availability in drought-prone areas.

Decent Work and Economic Growth: Creates paid restoration and nursery work for landless farmers with formal PES agreements and reinforces community governance through project commitments extending to 2066.

Climate Action: Generates verified emission removals via large-scale afforestation and assisted natural regeneration.

Life on Land: Restores highly degraded land by excluding grazing and enabling natural regeneration, increasing species richness and improving soil organic carbon, biomass, and ecosystem resilience.



Monitoring tree growth in the Sabah Rainforest.



Aerial view of Sabah Rainforest.

SABAH RAINFOREST REHABILITATION, MALAYSIA

In Sabah, decades of logging have degraded vast areas of the rainforest, contributing to a loss of tree cover. This project aims to rehabilitate approximately 25,000 hectares of forest through enrichment planting with indigenous dipterocarps, pioneer, and fruit trees while preventing further logging. Restoration efforts are intended to sequester carbon and help conserve biodiversity, including orangutans, pygmy elephants, and rhinoceros hornbills.

Sustainable development benefits include the following:

Quality Education: Supports participation in formal and nonformal education and training through local employment and capacity building.

Clean Water and Sanitation: Protects water-related ecosystems by conserving and rehabilitating tropical rainforest catchments and helps enhance watershed stability and downstream water quality.

Decent Work and Economic Growth: Provides employment and training in forest rehabilitation, monitoring, and nursery operations. Also supports sustainable forest-based enterprises, such as non-timber forest products.

Life on Land: Helps conserve one of Southeast Asia's most biodiverse landscapes, which is home to approximately 120 mammal species, 300 bird species, and 15,000 plant species. The work also strengthens forest health and improve connectivity between protected areas by acting as a buffer for the Danum Valley.

Partnership for the Goals: Mobilizes international carbon finance to support long-term conservation and operates through multi-stakeholder partnerships involving governments, nongovernmental organizations, and research institutions.

SUSTAINABILITY RECOGNITIONS

SUSTAINALYTICS' ESG RISK RATING

TOP 4%

In 2025, Korn Ferry received an ESG Risk Rating of 10.7 from Sustainalytics and was assessed by Sustainalytics to be at a low risk of experiencing material financial impacts from environmental, social, and governance (ESG) factors. This ESG Risk Rating places Korn Ferry in the top 4% of the global universe of companies assessed by Sustainalytics. Since 2021, Korn Ferry has placed in the top 2% to 4%.

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.

MSCI ESG RATING

A

Korn Ferry received an MSCI ESG Rating of 'A' in 2021, 2022, 2023, 2024, and 2025. 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

GOLD

In January 2026, Korn Ferry was awarded the Gold Medal Sustainability Rating (top 5%) from EcoVadis for its sustainability practices, earning a score in the 96th percentile of the companies assessed by EcoVadis globally. The Company's score has improved each of the last seven years, earning both Silver Medals (x4) and Gold Medals (x3).

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 Coalition for Environmentally Responsible Economies (CERES) principles. In assessing organizations, EcoVadis evaluates company policies, actions, and results.

AMERICA'S GREENEST COMPANIES

Korn Ferry was recognized as one of America's Greenest Companies in 2025 by *Newsweek*, honoring organizations that are leading the way in environmental sustainability. *Newsweek* partnered with Plant-A Insights and GIST Impact to highlight companies in the United States that are committed to reducing their environmental impact in areas like greenhouse gas emissions.

CDP RATING

MANAGEMENT LEVEL

For the past nine years, Korn Ferry has responded to the CDP Climate Change Questionnaire (now known as the Corporate 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 Management level rating for our 2025 submission, which detailed our fiscal year 2024 emissions and climate-related practices. The Management level rating is the second-highest level in the CDP framework. This rating recognizes Korn Ferry for taking coordinated actions on and having a strong awareness of our potential climate change impacts and opportunities as well as managing them effectively. Over the years, Korn Ferry has earned both Leadership (top) level and Management level ratings.

AMERICA'S CLIMATE LEADERS

In 2023, 2024, and 2025, Korn Ferry was named one of America's Climate Leaders, a recognition of companies that reduced their carbon footprint in recent years, by *USA Today* and Statista. The evaluation process considered emission intensity, annualized reductions in emission intensity, rating by CDP, and other criteria of more than 2,000 companies based in the United States with revenue of more than $50 million.



OUR PEOPLE

We focus on making Korn Ferry a firm that energizes, develops, rewards, and empowers people to thrive and to help our clients and our business succeed. We prioritize creating a culture of inclusion, respect, and collaboration. We want every individual to feel valued, do their best work, and realize their full potential. Our approach to talent acquisition, development, recognition, engagement, and benefits is designed to reinforce this culture and enable success for all.

TALENT ACQUISITION

We aspire to maintain a world-class organization — one that aligns with our strategy and purpose and that is staffed by a skilled, motivated, and agile workforce. Korn Ferry takes great pride in finding, attracting, and hiring exceptional talent. In 2025, we continued to invest in our internal talent acquisition capabilities as part of our overall talent strategy to grow and deploy talent from within the firm and provide opportunities and experiences for our employees to become more than they thought possible.

Early-Career and Campus Programs

We are committed to nurturing the next generation of talent through our early-career and campus programs. These initiatives are structured to align with and instill Korn Ferry's core values as we provide valuable experiences and development opportunities for interns, recent graduates, and students engaged in our Corporate University Partnerships.

> "Our vision is to create an extraordinary experience for our clients through our colleagues. We do this by enhancing our talent programs and modernizing our HR processes, infrastructure, technology, and operations, so we all thrive in our careers here and exceed our potential."
>
> **Jonathan Kuai,**
> **Chief People and Legal Officer**



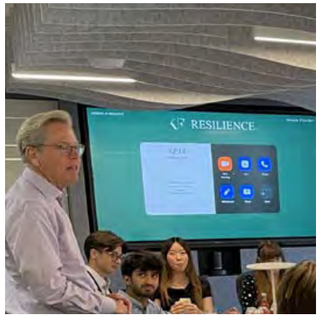
Internship Program

Our global internship program is the cornerstone of our early-career initiatives. Designed to develop Korn Ferry's future professionals, the program offers participants practical, on-the-job learning, combined with virtual instructor-led training. Interns gain exposure to Korn Ferry's Solutions, markets, and capabilities, experiencing firsthand what a career with us might look like. The program focuses on developing foundational skills, executive presence, effective networking, and business acumen. Interns also benefit from career conversations with senior leaders, helping them understand their motivations and set meaningful career goals.

Interns from our 2025 program participated in global networking events and virtual fireside chats with senior leaders, including our CEO. "Everyone at Korn Ferry was so open to connecting, and I truly enjoyed learning about the different Solutions, the impactful work being done, and hearing individual stories of Korn Ferry colleagues," said a 2025 Minneapolis intern.

We also use our intellectual property to provide career assessment and guidance for interns, including through our Traits Assessment. Traits are personality characteristics that have a strong influence on behavior, and the assessment helps participants understand their traits and identify key areas for development as they begin to navigate their careers.

Our holistic approach is intended to help prepare our interns for their future careers, with many continuing their journey with Korn Ferry as full-time permanent hires. "What stood out most was the culture. Korn Ferry is full of deeply experienced professionals who genuinely invest in helping interns learn and grow," said a 2025 London intern. "The networks I built, the advice I received, and the opportunities I had to contribute made me a better consultant and further ignited my passion for the field."



Students from our 2025 internship program in London with CEO Gary Burnison.



Korn Ferry colleagues with students from our 2025 internship program in Atlanta.



Students from our 2025 internship program in Singapore.



Students from our 2025 internship program in Amsterdam.



Korn Ferry colleagues with students from our 2025 internship program in London.



Korn Ferry colleagues with students from our 2025 internship program in Minneapolis.



Students from our 2025 internship program in Chicago.



Students from our 2025 internship program in Australia.



New Graduate Hires

KF Launch is our flagship early-career development initiative. Created for colleagues who are within the first year of their careers at Korn Ferry, this annual program is designed to empower them to launch their professional careers.

KF Launch emphasizes relationship-building and shared accountability by engaging peers, managers, and support networks throughout the journey to provide feedback and assistance as our early-career colleagues navigate the organization and their first professional roles. Participants learn how to leverage their networks, articulate their professional brand, and partner with managers through development planning meetings to advance their growth. By empowering colleagues to design intentional, values-aligned careers, KF Launch supports Korn Ferry's commitment to development, talent mobility, and sustainable leadership for the future.

"KF Launch was very rewarding, offering skill development and the chance to reconnect with colleagues. I especially valued the emphasis on purpose and emotional intelligence."

Melinda Lauffer, Senior Associate, Intellectual Property Development, North America (United States)



Corporate University Partnerships

Our Corporate University Partnerships (CUPs) initiative fosters deep, synergistic relationships with educational institutions. Through CUPs, we provide meaningful opportunities for students to work on real-world business challenges faced by the Korn Ferry Institute (an innovation center focused on illuminating the key trends and drivers of human and organizational performance) and its stakeholders. We strategically engage with and support human-capital and business programs to drive innovation in these areas.

These partnerships enable us to identify and develop future Korn Ferry consultants and leaders as well as enhance our brand recognition on campuses. Korn Ferry consultants engage with classes on talent issues and trends, collaborate on special research projects, and work directly with faculty leaders to cultivate student capabilities. CUPs have included work with Howard University, Hult International Business School, New York University, Quinnipiac University, the University of Bristol, and the University of Utah.

In 2025, we focused on expanding our relationships with leading universities in the United States and United Kingdom. We also broadened our network of international and nonprofit organizations. We continue to engage our employees in recruiting through programs at their alma maters, career fairs, and referrals.

Our commitment to inclusion is reflected in our recruitment strategies and partnerships with educational institutions and nonprofit organizations. We believe that an inclusive workforce drives innovation and better serves the needs of our clients. By embedding these values into our early-career and campus programs, we aspire to prepare participants to become future leaders who are not only skilled but also aligned with Korn Ferry's values.

Onboarding

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

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

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

To further solidify the new joiner experience and transition into their role at Korn Ferry, each line of business uses a specially curated onboarding journey that is designed to provide resources aligned with processes, products, reference documents, or job aids for their given role, industry, or market.

"Being an intern at Korn Ferry gave me a strong foundation in the executive search process and set me up for success when I returned full-time. I gained hands-on experience, found mentors and peers, and felt supported by a team that encouraged curiosity and growth. The skills, exposure, and relationships I built during my internship helped me onboard smoothly and return to Korn Ferry feeling confident, prepared, and connected."

Katie Why, Research Analyst, North America (United States)





TALENT DEVELOPMENT AND MANAGEMENT

It's not just about hiring great talent — it's also about developing and rewarding our people so they can excel in their roles and grow for the future. We champion professional development and learning through our enterprise-wide career model, annual talent management cycle, talent development and leadership programs, and training.

Internal Career Mobility

With our career framework and global promotion processes, Korn Ferry supports and encourages talent mobility within and across the organization, including our Solutions, industries, functions, and geographies. Career mobility at Korn Ferry goes beyond promotion to include client engagement projects, cross-Solution assignments, and opportunities to build new capabilities and skills. We believe internal career mobility is essential to building an agile, more collaborative organization — one that can respond quickly and effectively to changing markets and client needs. To this end, we have encouraged and experienced a number of cross-organizational moves over the past few years.

Talent Cycle and Promotions

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

Our global talent promotion process seeks to recognize employees for demonstrating exceptional dedication and service to clients, embracing our firm's purpose and values, engaging in outstanding collaboration, and stretching themselves to meet and exceed goals and expectations. We believe that promotions acknowledge superior performance in a current role and support the continuation of development within one's career journey.



"Moving from RPO into the AI Strategy & Transformation team, I've had the privilege to see firsthand the magic that happens across Solutions. This move has expanded my perspective, connected me with extraordinary colleagues, and reinforced how our intellectual property and expertise make Korn Ferry uniquely equipped to help our clients reach their goals."

Shanda Mints, Vice President, AI Strategy & Transformation, North America (United States)



"By offering clear pathways for advancement and skill development, our internal career mobility initiatives not only help us attract and retain top talent but also empower employees to achieve their professional goals within our company."

Dennis Deans, Vice President, Global Human Resources – Consulting, Digital & North America (United States)



"I'm grateful to Korn Ferry for eight years of continuous learning, stretch assignments, and matrixed collaboration with fantastic colleagues. I even had the opportunity to do a global transfer from Australia to the United States that demanded the best of my learning agility to rebuild in a new market — what a development experience!"

Matt Stringer, Senior Principal, Leadership Development, North America (United States)

Our Global Mentoring Program

To support employees in gaining insight into their roles, the organization, and clients, we offer our employees the opportunity to participate in an enterprise-wide Mentoring Program that we introduced in 2019. The Global Mentoring Program reinforces our commitment to Korn Ferry's core values and helps the firm enhance collaboration, strengthen learning, drive knowledge-sharing, and support sustainable business growth. As we continue to drive more impact with our clients, we believe it is important that we create opportunities for colleagues to connect with and learn from one another.

Through this customized initiative, we match mentees with mentors based on their personal career aspirations, goals, backgrounds, and professional experiences. These partnerships are intended to help our employees refine and strengthen their purpose, development, and desired career progression. Mentors can not only guide and nurture their colleagues but also report that they learn *from* their mentees as well. Since its inception, we have seen strong participation from mentees and mentors alike. We have mentoring pairs across our regions and Solutions.

Accelerate Leadership Development Program

The Accelerate Leadership Development Program ("Accelerate") is a six-month leadership and professional development experience created for mid-career consultants. The program supports participants in learning how to better synchronize business priorities with talent, organization, and culture challenges. Through a structured series of leadership modules, consultative skills sessions, and optional on-demand learning, the program is designed to help participants deepen self-awareness, strengthen client-centric consulting skills, and learn to navigate the organization more effectively.

A core feature of Accelerate is a cross-Solution business challenge. Supported by senior Korn Ferry leaders, participants work on cross-Solution teams to learn how to engage, design, price, pitch, and position Integrated Solutions to clients. The experience is intended to culminate in stronger enterprise thinking, collaboration across Solutions, and practical readiness to deliver integrated value to clients.



"Accelerate gives me an opportunity to walk in the shoes of my participants (and clients) as a leadership consultant, facilitator, and coach. I am grateful to Korn Ferry for providing me with an opportunity to take a strategic pause for my development. Collaborating with my regional colleagues from different lines of business has broadened my understanding of our business and our unique value proposition to our clients."

May Wong,
Principal, Execution
(Singapore)

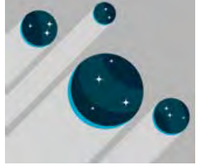






"Accelerate has been an outstanding program for strengthening and expanding my professional selling and consulting capabilities. The sessions have provided valuable insights that are helping me develop as a trusted advisor and approach client engagement with a more strategic and informed perspective. The program has developed my understanding of different working styles, enhanced my ability to consider varying viewpoints, and improved the way I partner with others."

Adam Harris,
Senior Client Director
(Australia)



Mosaic Emerging Talent Program

The Mosaic Emerging Talent Program (Mosaic) is Korn Ferry's global talent development program for high-performing early- to mid-career professionals with a vast set of backgrounds, perspectives, and experiences. Mosaic was established in late 2020 to accelerate participants' careers so they are better able to expand their contributions and create more impact for Korn Ferry clients and the firm. Participants are selected from across our Solutions and corporate functions.

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

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

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

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

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

"Mosaic is one of the most important development experiences we provide our high-performing employees. Through this investment, we are broadening their understanding of the breadth and depth of our service offerings, creating relationships across the firm, accelerating collaboration, and building a leadership pipeline who will be prepared to take us on the next leg of our We Are Korn Ferry journey."

Robert Rozek, Executive Vice President, Chief Financial Officer & Chief Corporate Officer (Mosaic Executive Sponsor)



POWER OF CHOICE

Power of Choice is a Korn Ferry 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 2025, global Mosaic alumni again volunteered their time to manage planning and steering committees in support of the Mosaic Alumni Program. Alumni committee leaders work in one of three focus areas:

- **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.
- **Sharing a Connected Experience:** Produce avenues for Mosaic alumni to connect across our different Solutions to enhance the alumni experience.

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 can also 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.



"The Mosaic Program has been my springboard! Thoughtfully designed with lots of reflection, ample avenues for deep conversations, and relevant learning anchors, the program is instrumental in helping early career talent build foundational skillsets. For me, the dedicated 1:1 coaching journey and the sponsor connects played a critical role in identifying 'what' I wanted to achieve as a professional, and therefore 'how' I should approach my career. Mosaic has helped me meaningfully increase my contribution at work and live life by design, not default."

Paritosh Srivastava, Associate Principal, Execution, APAC (India)



"Mosaic is a powerful talent initiative that builds foundational skills, empowers career ownership, and supports growth in a competitive environment. Collaborating with colleagues around the globe broadened my perspective, and havinga mentor with a strategic mindset and global perspective inspired me to strive for more. Participating in this program helped me to think differently, bring the best of myself to the firm, and navigate professional challenges with confidence — all of which I believe played a meaningful role in my recent promotion."

Viridiana Bautista, Associate Principal, Latin America (Mexico)



"Mosaic came at a critical moment for me. I was transitioning to a new role and team, taking on new responsibilities and leading new direct reports. The programme helped me shift from living by default to leading by design — from proving myself to improving myself, from surface-level networking to meaningful collaboration, and from vague ambition to personally valuable, strategic goals. It gave me the clarity and confidence to reshape how I show up as a leader, at a time I needed it most."

Cathy Conway, Senior Manager, Growth Marketing & Global Campaigns, EMEA (United Kingdom)



"Mosaic gave me the space and tools to think more intentionally about what I want — both professionally and personally — and to start living by design rather than default. The coaching experience was incredibly impactful, helping me work through challenges in a practical, grounded way. Mosaic also opened doors across the firm and connected me with an amazing group of colleagues I might not have worked with otherwise. Perhaps what has been most valuable is the community I've gained in the form of Mosaic alumni, which continues to provide support, connection, and opportunities to grow. The benefits from the Mosaic program carry on long after the final session."

Ali Green, Lead Counsel – Korn Ferry Digital, North America (United States)



A LEARNING ORGANIZATION

At Korn Ferry, we believe that learning is pivotal in supporting the evolving demands of our workforce. Our learning philosophy is designed to identify learning needs, engage colleagues with readily available content and opportunities, and activate programs aligned with the firm's strategic objectives. This approach seeks to expand the contributions of colleagues by helping them realize their full potential.

Our goal is to provide the right development support for Korn Ferry employees at the right points in their careers with the addition of experiential and on-the-job learning opportunities. In addition to our specific, customized leadership development training programs, we offer other training and development opportunities that build on the skills and mindsets our colleagues bring to our firm and clients. We work to shape training and development around where our colleagues are. That could be starting a first job, making a career change, or joining us as a seasoned professional.

Technology plays a crucial role in our learning and development functions, providing scalability and consistency. We use a learning management system accessible to employees that we call "iAcademy." Our iAcademy platform offers an extensive library of learning resources tailored to individual needs, providing structured, business-driven content in various formats to accommodate the many learning styles within our organization. This content encompasses hundreds of digital learning resources covering foundational skill building, technologies, leadership training, our products, and our Solutions.

We are empowering our colleagues to use emerging technology by offering them role relevant AI learning so they can use AI safely, responsibly, and effectively in their day-to-day work. These learnings include policy-focused "AI Acceptable Use" office hours, hands-on enablement sessions, and an on-demand AI Learning Library.

As employees advance, they are able to participate in learning programs designed to strengthen our collective capability and reinforce how we show up as We Are Korn Ferry. For example, our Business Development Clinics are learning sessions designed to highlight effective client impact and cross-firm collaboration, offering practical opportunities to observe and apply consultative behaviors. We also provide targeted pathways such as Managing Others Effectively to support leadership readiness at different levels by providing new and emerging leaders with practical tools for coaching, feedback, and collaborative team management in order to foster inclusive, high-trust environments. Talent Suite Enablement provides structured learning on Korn Ferry's Talent Suite, so employees understand how our tools support clients across the talent lifecycle.

In addition to professional skills, iAcademy courses include mandatory annual ethics and compliance training on the Code of Business Conduct and Ethics (the Code), anti-corruption laws, conflicts of interest, insider trading, maintaining a respectful workplace, confidentiality, data privacy, and information security. In 2025, employees completed on average 12 hours of iAcademy coursework, including ethics and compliance training. Employees also participate in instructor-led training on a variety of topics, such as maintaining professional integrity, developing professional skills, following the Code, and maintaining a respectful workplace.

Other learning opportunities include our internal "Let's Talk Live" event series that features a broad lineup of guests and topics from across Korn Ferry. These are candid, engaging, inspiring, and often off-the-cuff conversations about areas that are impacting our world. Topics range from coaching to managing difficult conversations, influencing others, and wellness. In certain countries, we have an education assistance program through which we provide financial assistance to employees for continued educational development.



2025 iACADEMY HIGHLIGHTS

~200
Courses added

~1,900
Courses offered



"Inclusion is intentionally the first of our core values because it is the foundation of everything we do. We believe that when we welcome differing perspectives, we expand our collective intelligence, drive better collaboration, and unlock innovation that none of us could achieve alone."

JT Saunders, Chief Talent Development Officer



CULTURE OF INCLUSION

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

Employee Engagement

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

In 2018, Korn Ferry's CEO formed a Colleague Advisory Council. The Council meets regularly to provide candid feedback directly to the CEO and other senior leaders regarding the colleague experience within Korn Ferry. The Council is composed of colleagues globally, reflecting Korn Ferry's geographies, Solutions, tenures, seniority, and other experiences.

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

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

- Local and regional Steering Committees formed by colleagues in APAC, EMEA, Latin America, and North America to build additional communities within offices or regions.
- Webinars focused on how we can create a stronger and more inclusive culture where colleagues can share their backgrounds, experiences, and authentic selves as well as learn how to be better allies with one another.
- Video interviews of Korn Ferry colleagues sharing their experiences navigating the workplace as members of different communities.
- Communications honoring the various cultures, backgrounds, and contributions of individuals and communities around the globe.
- Educational materials and recommendations to increase the understanding and awareness of the experiences of our communities.

Recognition Programs

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

The Korn Ferry Founders Award, our internal employee engagement award, recognizes and celebrates exceptional individuals and teams who pursue the extraordinary. Whether for candidates, clients, or colleagues, these recipients live our firm's values and embrace its principles. For every cycle of awards, we assemble a committee of influential leaders who represent the businesses and regions of the firm to deliberate and determine winners based on nominations by Korn Ferry colleagues. The Founders Award is a Korn Ferry tradition that gives each one of us an opportunity to appreciate and commend colleagues who have made a significant impact.

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

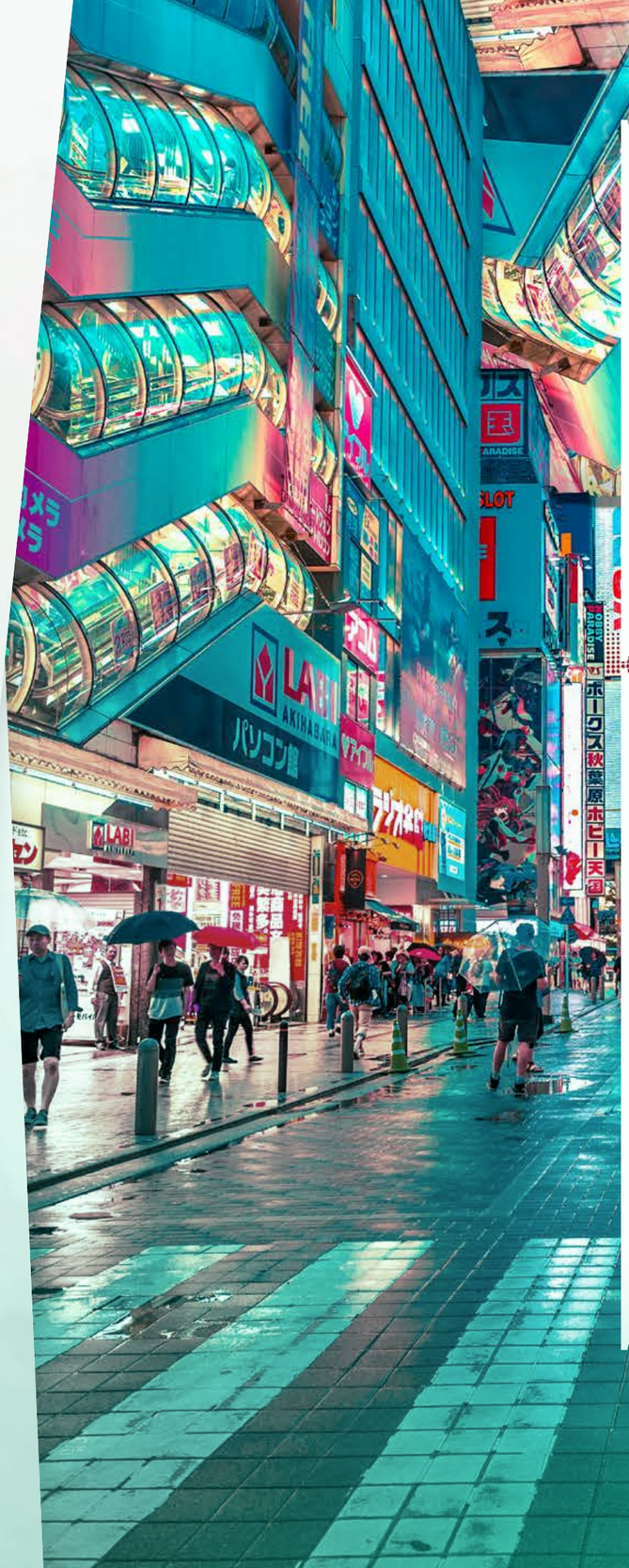
Another way in which we recognize employees is by highlighting work milestones and anniversaries. Through our program Korn Ferry Accolades, we celebrate one another's contributions on a global scale through a social network. We use this program to create a more impactful, consistent, and memorable experience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

ENABLING ACCESSIBILITY

Inclusion is a primary driver of our culture and strategy because we believe that it is the right way to foster environments for success. A key pillar of inclusion is providing access to tools and resources that allow individuals, teams, and organizations to grow and develop.

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

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



9,000+
EMPLOYEES

100+
OFFICES

50+
COUNTRIES

GLOBAL WORKFORCE BY REGION

42%
NORTH AMERICA

28%
EMEA

24%
APAC

6%
LATIN AMERICA

GLOBAL WORKFORCE BY GENERATION

51%
MILLENNIALS OR GEN Y

30%
GEN X

12%
GEN Z, IGEN, OR CENTENNIALS

7%
BOOMERS

OUR WORLDWIDE WORKFORCE[14]

[14] Includes all employees as of December 31, 2025.



EMPLOYEE SAFETY AND WELL-BEING

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

Our Human Resources team has a wellness campaign called "Korn Ferry Cares," which focuses on the physical, emotional, financial, and social well-being of our workforce to motivate a holistic approach to employee wellness and instill an organizational culture of caring and health. We offer a number of initiatives to connect and support employees, such as the following:

> "Together, we cultivate well-being and meaningful connections across our communities, creating a culture where people and purpose can truly thrive."
>
> **Brian Bloom, Senior Vice President, Global Benefits, Well-being & Mobility Operations**



- An internal mental health awareness campaign.
- An Employee Assistance Program for employees and their household family members, which includes support in finding specialized healthcare and mental health resources.
- Expansion of our Mindfulness Program to employees and household members. The Mindfulness Program includes live and on-demand webinars on meditation, yoga, resiliency, anxiety, and stress.
- Local wellness, connectivity, and community-building events.
- Virtual telehealth benefits in countries where they are available.
- Flexible work schedules as well as remote and hybrid work arrangements support work-life integration.
- Access in the United States to Care@work benefits by Care.com to help find caregivers for children, elders, and pets.
- A partnership with International SOS (ISOS) to enhance disaster resources for our employees.

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 inclusion. These awards and recognitions endorse our efforts to be a leading career destination for our current and future colleagues from all backgrounds.

2020
2021
2022
2023
2024
2025

TOP COMPANIES FOR EXECUTIVE WOMEN

In 2025, Korn Ferry earned a place on the Top Companies for Executive Women list by Seramount for the sixth 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.

2022
2023
2024
2025

GOLD HIRE VETS MEDALLION

In 2025, Korn Ferry received the United States Department of Labor's Gold HIRE Vets Medallion Award for the fourth consecutive year. The HIRE Vets Medallion Award is earned by businesses that demonstrate an unparalleled commitment to attracting, hiring, and retaining veterans. This is the only federal-level veterans' employment award that recognizes an organization's commitment to veteran hiring, retention, and professional development.

2019 / 2020
2021 / 2022
2023 / 2024
2025

EQUALITY 100 AWARD

The Human Rights Campaign Foundation (HRC) recognized Korn Ferry as an Equality 100 business leader in lesbian, gay, bisexual, transgender, and queer (LGBTQ+) workplace inclusion in 2025, marking our seventh 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 2025 Corporate Equality Index, which is the national benchmarking tool on corporate policies, practices, and benefits pertinent to 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.

2019 / 2020
2021 / 2022
2023 / 2024
2025

BEST COMPANIES FOR CAREGIVERS

For the seventh year in a row, we are honored to be among the companies that earned a spot on the 2025 100 Best Companies list for working caregivers by Seramount. The 100 Best Companies list honors companies that offer inclusive benefits for families, including generous maternity and parental leave as well as affordable emergency child and elder care. The 2025 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.

AMERICA'S MOST RESPONSIBLE COMPANIES 2026

In 2025, *Newsweek* and Statista named Korn Ferry to their America's Most Responsible Companies 2026 list. This recognition celebrates companies based in the United States that demonstrate an exemplary commitment to corporate social responsibility through strong performance in corporate responsibility practices. The list is intended to honor companies leading the way in responsible business and promote transparency and accountability across the corporate sector by encouraging others to embed sustainability and ethics into their core strategies. The evaluation process included consideration of more than 30 key performance indicators across corporate responsibility practices.



OUR COMMUNITY

It’s not just about our people — it’s about all people. We are working to make a difference in our communities and in the world.



VOLUNTEERING IN OUR COMMUNITIES

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

Korn Ferry Year Up Career Coaching Program

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

Since the program's pilot in 2020 through December 2025, more than 80 Korn Ferry team coaches have volunteered their expertise to the program, working with Year Up alumni. Team coaches include Korn Ferry colleagues located primarily in the United States plus Korn Ferry clients and external coaching network contacts globally.

$4.5M+

DONATED BY KORN FERRY FINANCIALLY AND THROUGH IN-KIND SERVICES IN 2025

Korn Ferry Graduate Career Clinic

In 2025, Korn Ferry piloted its first Graduate Career Clinic designed to boost general career readiness for new graduates. We welcomed recent graduates to our London office for this immersive experience featuring four high-impact workshops focused on developing confidence, practical tools, and a competitive edge to thrive. The workshops covered various topics from discovering professional purpose with our Consulting experts to AI-driven recruitment strategies. Participants were taught how to craft standout résumés and sharpen interview skills through real-world practice and received tips on how to navigate today's challenging job market.



Korn Ferry colleagues in London hosting workshops for the Graduate Career Clinic.



Individuals participating in a Graduate Career Clinic workshop in London.

Australian Business and Community Network Mentoring Program

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



Colleagues in Belgium participating in the RUN TO KICK 2-10k to support pediatric cancer research.



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



Colleagues in France participating in Le Cross du Figaro to support individuals affected by rare genetic diseases.



Colleagues in France participating in the Ecorun to support the renewal, maintenance, and expansion of local forests.

SNAPSHOT OF LOCAL PHILANTHROPIC ACTIVITIES

Moving for a Cause

- ***In Belgium,*** colleagues participated in the RUN TO KICK 2-10k benefiting the KickCancer Foundation, an organization that funds pediatric cancer research.
- ***In Brazil,*** colleagues participated in their annual 10k walk for GRAACC, a medical organization providing cancer treatment for children and adolescents.
- ***In France,*** colleagues participated in a number of races to raise money for charitable causes. These races included the 15k Course Royale to support restoration of the gardens of the Château de Versailles and Le Cross du Figaro 10k, the inaugural event of the 2025 Association Française contre les Myopathies Téléthon to support individuals affected by rare genetic diseases. Colleagues participated in La Domaniale, a 12k and 20k race at Domaine national de Saint-Cloud (a historic site on the outskirts of Paris) to support Le Fondation Arthritis Recherche & Rhumatismes, a nonprofit organization working to combat rheumatism and musculoskeletal diseases. Colleagues also participated in the 20k Ecorun to support the National Office of Forests to renew, maintain, and expand local forests.
- ***In the Netherlands,*** colleagues participated in the Amsterdam City Swim, a swimming event through the Amsterdam canals. The event raises funds benefiting the ALS Netherlands Foundation, an organization that funds scientific research into the causes and treatment of ALS and related diseases and invests in projects aimed at improving the quality of care for patients.
- ***In South Africa,*** colleagues participated in the J.P. Morgan Corporate Challenge 5k walk/run benefiting Laureus Sport for Good Foundation, a charitable organization working to use the power of sport to bring about social change.
- ***In the United States,*** Boston colleagues participated in the J.P. Morgan Corporate Challenge 5k walk/run benefiting the Ron Burton Training Village, a nonprofit organization focused on training youth to achieve their purpose despite life's challenges through education, leadership, physical wellness, social advancement, and spiritual growth.
- ***In the United States,*** Chicago colleagues participated in the J.P. Morgan Corporate Challenge 5k walk/run benefiting BUILD Chicago, a nonprofit organization working on gang intervention, violence prevention, and youth development in Chicago's West Side.
- ***In the United States,*** Los Angeles colleagues participated in the Walk for Kids, a 5k in support of the Westside Los Angeles Ronald McDonald House, an organization offering food and shelter to families of children receiving treatment for serious medical conditions.



Colleagues in South Africa participating in the J.P. Morgan Corporate Challenge 5k benefiting Laureus Sport for Good Foundation.



Boston colleagues participating in the J.P. Morgan Corporate Challenge 5k benefiting the Ron Burton Training Village.



Colleagues in Chicago participating in the J.P. Morgan Corporate Challenge 5k benefiting BUILD Chicago.



Los Angeles colleagues participating in the Walk for Kids benefiting the Westside Los Angeles Ronald McDonald House.



Holiday gifts for children donated by Brazil colleagues.



Colleagues in Calgary volunteer with the Calgary Drop-In Center.



Colleagues in Hong Kong participating in a charity auction benefiting the Yan Chai Hospital's Emergency Assistance Relief Fund.



Colleagues in Peru delivering donations to Casa Hogar Talita Kum.

Donations and Volunteering

- ***In Brazil,*** colleagues participated in a holiday donation drive with SOS Brasil Melhor, a nonprofit organization focused on community development and social assistance, including by collecting children's holiday wish lists. Colleagues adopted wish lists and purchased toys and other gifts from the lists for SOS Brasil Melhor to deliver.
- ***In Canada,*** Calgary colleagues volunteered with the Calgary Drop-In Center, an organization dedicated to providing access to permanent, supported, and affordable housing to people experiencing or at risk of experiencing homelessness.
- ***In Hong Kong,*** colleagues collected donations and hosted a charity auction to raise funds in support of the Yan Chai Hospital's Emergency Assistance Relief Fund, a fund focused on providing essential needs, medical aid, and financial support to victims of the Tai Po fire.
- ***In India,*** Korn Ferry adopted 13 schools in predominantly low-income communities in Haryana and Maharashtra. This annual Company initiative provides funding for updating classrooms, restrooms, and technology.
- ***In the Netherlands,*** colleagues participated in the end of year Dutch tradition of donating chocolate letters to the Amsterdam Food Bank, an organization helping people living below the poverty line. Colleagues also collected monetary donations in support of the Make-a-Wish Foundation, which grants the wishes of children who are going through a critical illness.
- ***In Peru,*** colleagues collected donations of clothing and toys in support of Casa Hogar Talita Kum, a home for girls experiencing difficulties.
- ***In New Zealand,*** colleagues volunteered by raising funds for the National Youth Theatre, a nonprofit community theater focused on providing outreach to children in need. Colleagues also provided baked goods to local organizations that support people experiencing challenging times.
- ***In the Philippines,*** colleagues organized a donation drive for the Chosen Children Village Foundation, a local organization that aims to provide housing and other resources for orphaned children with developmental disabilities. Colleagues also hosted their annual blood drive in partnership with the Philippine Red Cross and a donation drive in support of families in the Philippines.
- ***In Portugal,*** colleagues donated school and craft supplies in support of CATL Olipandó, a community center that provides educational, social, and recreational activities to local children.
- ***In the United States,*** Atlanta colleagues prepared snack bags for students at a local tuition-free private school for children who have experienced or are experiencing homelessness.
- ***In the United States,*** Atlanta and Miami colleagues partnered with CURE, an organization dedicated to conquering childhood cancer, through their Holiday Angel program. Colleagues sponsored a family with five children providing gifts for the children and their parents, along with essential household items and gift cards for meals.
- ***In the United States,*** Washington, D.C., colleagues assembled weekend snack bags for students at a local elementary school, providing them with nourishing snacks to carry them through the weekend.



Colleagues in the Philippines delivering donations to the Chosen Children Village Foundation.



Colleagues in Portugal delivering donations to CATL Olipandó.



Atlanta colleagues preparing snack bags for local schoolchildren.



Washington, D.C., colleagues preparing weekend snack bags for a local elementary school.



Austin colleagues preparing weekend snack packs for local Boys & Girls Clubs.



Houston colleagues preparing weekend snack packs for Browning Elementary School.



Colleagues in Chicago volunteering with Nourishing Hope food pantry.



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

- ***In the United States,*** Austin colleagues collected donations and prepared weekend snack packs for local Boys & Girls Clubs, a nonprofit organization helping support local children facing food insecurity. Colleagues in Houston also prepared weekend snack packs for a local elementary school serving a high percentage of low-income families.
- ***In the United States,*** Boston colleagues participated in the Wonderfund Holiday Gift Drive, which aims to provide children involved with the Massachusetts Department of Children and Families with gifts to open during the holidays.
- ***In the United States,*** Chicago colleagues participated in a toy drive for Lurie Children's Hospital, an organization that serves young patients and their families in Chicago. Colleagues also volunteered with Nourishing Hope food pantry, a nonprofit organization focused on addressing food insecurity in Chicago.
- ***In the United States,*** Los Angeles colleagues volunteered at the Los Angeles Ronald McDonald House, an organization offering food and shelter to families of children receiving treatment for serious medical conditions. Colleagues provided, prepared, and cooked fresh meals for families.

- ***In the United States,*** Minneapolis colleagues packed food in support of Feed My Starving Children, a nonprofit organization providing meals to support the malnourished across the world. Colleagues also hosted a toy drive in support of Toys for Tots, an organization providing toys, books, and other gifts to children in need.
- ***In the United States,*** Philadelphia colleagues prepared weekend snack bags for students at a local elementary school to carry them through the weekend.
- ***In the United States,*** Princeton colleagues have partnered for over 20 years with HomeFront, an organization dedicated to ending homelessness in central New Jersey and breaking the cycle of poverty. In 2025, colleagues volunteered in HomeFront's food pantry and participated in their back-to-school drive.
- ***In the United States,*** San Francisco colleagues prepared weekend snack packs for the Don Fisher Clubhouse, a local organization helping support kids facing food insecurity during the summer.



Minneapolis colleagues volunteering at Feed My Starving Children.



Philadelphia colleagues preparing weekend snack bags for local elementary schoolchildren.



Princeton colleagues volunteering at HomeFront.



San Francisco colleagues preparing weekend snack packs for the Don Fisher Clubhouse.



KORN FERRY FOUNDATION

In 2020, we created the Korn Ferry Charitable Foundation (the Foundation), a 501(c)(3) nonprofit organization. The Foundation's mission is to make real, lasting changes by helping people exceed their potential. 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 two main initiatives: the Lester Korn Scholarship Program and Leadership U for Humanity.

Learn more about these initiatives on the following pages.

LESTER KORN SCHOLARSHIP PROGRAM

An Initiative of the Korn Ferry Charitable Foundation

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

It's in this spirit that the Foundation honors Lester Korn's memory with the Lester Korn Scholarship Program. These $10,000 scholarships support the children of Korn Ferry employees worldwide. The Foundation is proud to help students achieve their dreams. Since its inception, the Foundation has granted over $2 million in scholarships.

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

2025 SCHOLARSHIP RECIPIENT SNAPSHOT

- More than $450,000 in scholarships awarded.
- 47 exemplary student recipients.
- Recipients from Australia, Canada, India, South Africa, Switzerland, the United Arab Emirates, the United Kingdom, and the United States.
- Areas of study included animal science, art history, biochemistry, biology, business, data science, economics, finance, international relations, kinesiology, law, mathematical sciences, nuclear engineering, political science, psychology, statistics, and sustainability.

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).



“Receiving this award reaffirms my commitment to completing my undergraduate studies in nuclear engineering technology and ultimately pursuing a doctor of medicine degree. Support from the Foundation eases the financial burden of higher education and reinforces the value of determination and service in the face of challenge. I am proud to be a Lester Korn Scholar, and I am fully committed to honoring this opportunity through continued academic excellence, community service, and leadership.”

Korey, 2025 Lester Korn Scholarship Recipient, United States



“I am truly grateful not only for the scholarship but also for the opportunity to apply and express myself. The award will help me to manage my education costs and achieve my aspirations in the field of psychology. I am thankful for this noble initiative which adds immense value to budding students like me.”

Thevanya, 2025 Lester Korn Scholarship Recipient, United Arab Emirates



“The Foundation’s support is an investment in my education and my aspiration to become a research scientist. This scholarship will be exceptionally helpful as I move into the final stages of my graduate studies. I hope that one day my research will be able to contribute to exciting developments in cancer biology. Certainly, I know that this award will continue to support me in being ‘More Than.’ Thank you once again for believing in my potential. I am truly grateful.”

Poppy, 2025 Lester Korn Scholarship Recipient, United Kingdom



“Being selected as a Lester Korn Scholarship recipient has been both an honor and a source of encouragement for me. The award has allowed me to focus fully on my studies, and helped me pursue opportunities in research and sustainability. I’m truly grateful for the Foundation’s belief in my work and aspirations.”

Yining, 2025 Lester Korn Scholarship Recipient, China



Alexander



Andile



Andrew



Brandon



Carly



Eleanor



Isabella



Jack



Jaycee



Kayleigh



Keighly



Noah



Owen



Samir

MORE 2025 LESTER KORN SCHOLARS

PARTICIPANT FACTS AND FIGURES[15]

2,100+
GRADUATES

2,400+
PARTICIPANTS

8,000+
1:1 PROFESSIONAL COACHING HOURS

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 broad 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.

The Foundation intends for LUfH to expand the current leadership pipeline by helping to cultivate talented professionals with the leadership acumen, passion, and commitment to drive impact in their communities.

The Foundation has partnered with almost 40 community organizations (Community Partners) to help bring LUfH to many people.

"The Leadership Alliance's partnership with the Leadership U for Humanity program and the Korn Ferry Charitable Foundation is nothing but positive, inspiring, and supportive," said Jane Indorf, Assistant Director of Undergraduate and Graduate Programs of Community Partner The Leadership Alliance. "Leadership U for Humanity has provided our members with the opportunity to gain invaluable leadership skills, grow professionally, and reflect on their strengths and career journey. Many have been helped by the program through career transitions in gaining confidence to pursue new opportunities they might otherwise not have considered. The benefits of our partnership are far reaching and will be valuable to our members throughout their careers."

"Our members consistently describe Leadership U for Humanity as one of the most meaningful growth experiences of their year," said Kara Hess, CEO of Community Partner WLS. "Beyond the curriculum, the program created genuine connection. Participants formed such strong bonds with one another that many have continued meeting regularly on their own. Their self-organized meet-up at our annual convention this year is a testament to the community and shared experience this program builds."

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 2025, over 2,400 professionals from a number of industries were enrolled in or had completed the program.

COMMUNITY PARTNERS

[15] All figures are based on participants between November 12, 2020, and December 31, 2025.

IN THEIR OWN WORDS



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





"Participating in Leadership U for Humanity has reinforced my professional confidence. Leadership U broadened my understanding of inclusive leadership and helped me cultivate practical skills for navigating challenges in the workplace. The program has inspired me to think strategically about my career path going forward and has also strengthened my communication and problem-solving skills. I'm grateful for the opportunity to participate in Leadership U!"

Alexandra S.,
nominated by Community Partner
The Leadership Alliance



"Leadership U for Humanity has helped me embrace a growth mindset and lead with greater confidence. I learned strategies to help me lead boldly, embrace challenges as opportunities, and trust my voice in spaces where representation matters. The program reinforced that leadership is not just about influence — it's about creating impact with authenticity and courage. Today, I approach every decision with clarity and conviction, knowing that I have the tools and confidence to inspire others and drive meaningful change."

Jennifer C.,
nominated by Community Partner
WLS



"Leadership U for Humanity was a great way for me to reflect and think bigger when it comes to my career. Through coaching, I worked through ways to further incorporate business objectives in my day-to-day efforts. This new way of thinking helped me as I was in the process of looking for a new role. As I worked through graduation of the program, I was able to navigate interviews and land a new role as a product manager."

Peter C.,
nominated by Community Partner
O&E

FOR MORE INFORMATION

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

OUR BUSINESS PRACTICES



As a global corporation, our commitment to acting 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.



Doyle N.
BENEBY



Laura M.
BISHOP



Gary D.
BURNISON



Matthew J.
ESPE



Russell A.
HAGEY



Jerry P.
LEAMON



Angel R.
MARTINEZ



Lori J.
ROBINSON



Pete A.
SHIMER

The Board and Company are focused on creating a Board that reflects a wide range of backgrounds, experiences, and viewpoints. Each of our directors possesses certain qualifications, including innovative thinking and high ethical standards. Together, they bring a breadth of experience across industries. In addition to these qualifications, the following skills are possessed by one or more of our directors:

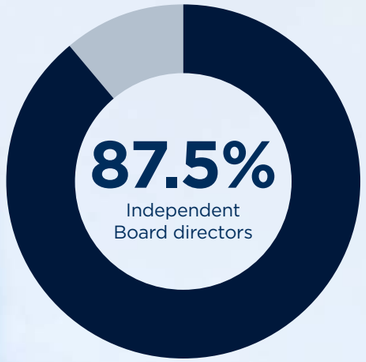
- Risk Management/Oversight Experience
- Experience Overseeing Large & Global Workforces
- Broad International Experience
- Broad Product & Marketing Experience
- Significant Strategic Oversight & Execution Experience
- Accounting Experience (including two Certified Public Accountants)
- Climate & Energy Experience
- Information Security Experience
- Extensive Senior Leadership/Executive Officer Experience (including as a public company Chief Executive Officer)
- Significant Public Company Board, Committee, & Corporate Governance Experience

HIGH CORPORATE GOVERNANCE STANDARDS

Our Board of Directors

Good governance starts with independent, effective, and inclusive 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.

Board's Oversight Role

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

The Board reviews the long-term strategic plan at least annually and monitors its implementation year-round. 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 and its committees receive regular updates on governance topics from management and its independent auditor, ranging from corporate responsibility and human capital matters to legal developments related to corporate governing documents and evolving SEC disclosure and shareholder proposal requirements, 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, as applicable, on risk mitigation measures related to business continuity, disaster recovery, data privacy, cybersecurity, and AI.

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 member Lori Robinson based on her experience with international security issues.

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.

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 program, 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, evaluation, and oversight of the work performed by our independent auditor.

"As Korn Ferry continues to evolve and invest in emerging technologies, the Audit Committee remains focused on balancing its oversight of the Company's risk management with enabling strategic growth. We have prioritized agility, regular engagement with management, and a forward-looking approach to oversight to help our governance keep pace with innovation."

Matthew Espe,
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.

"We believe effective compensation should reinforce execution. The Compensation and Personnel Committee has sought to structure management's incentives to reward measurable progress against the Company's strategic objectives and drive long-term financial performance, motivating management to remain focused on building durable shareholder value."

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. We review our charter and policies annually to consider emerging best practices. The Nominating and Corporate Governance Committee also oversees and monitors the Company's Corporate Responsibility Program, disclosures, and related risks.

"Over the past year, the Nominating and Corporate Governance Committee has been intentional in assessing the Board's composition. We are focused on maintaining experienced, relevant leadership that can effectively oversee the Company's technology strategy and guide the business through its next stage of growth."

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 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, partners, 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 key 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 the suppliers 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 suppliers, 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 (such as those related to security and protecting confidential information) with suppliers.

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 among active employees required to take this ethics and compliance training in fiscal year 2025. Additional ethics and compliance training is provided to employees in a risk-based manner.

ETHICS AND COMPLIANCE PROGRAM OVERSIGHT

Board Audit Committee

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

Management Ethics and Compliance Committee

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



Reporting

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

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

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

- Can be made anonymously and confidentially (unless prohibited by law).
- Are handled in a confidential manner to the extent possible, considering the potential need to investigate the alleged violation or otherwise follow up on the report.
- Are directed to the Chief People and Legal Officer and the head of Internal Audit.
- 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

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.

Specifically, we support the following principles:

- 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.

As a professional service firm with no manufacturing and a limited physical footprint, 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.

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

DATA SECURITY AND PRIVACY

Trust is the cornerstone of our relationships with clients, individuals, and the public. 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 designed 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 maintain 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 cybersecurity and data privacy program briefing annually, as well as periodic briefings based on specific requests or current events.

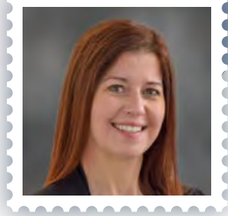
Management and Oversight

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 (ISMS), which includes policies like our IT Security Policy. The IT Security Policy considers the guidelines outlined in ISO standards 27001, 27018, and 27701.

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 fosters a culture of privacy within the organization by partnering with business and corporate teams, performing collaborative risk assessments, providing awareness and training, and creating and communicating policies and guidelines on handling personal data.

"Respecting privacy is core to how we earn and keep the trust of our clients, candidates, and colleagues. At Korn Ferry, we view data privacy not just as a legal obligation, but as a fundamental part of responsible business and our commitment to treating people with dignity."

Kimberly Zink,
Associate General Counsel-Privacy and Co-Chief Privacy Officer



The Privacy and Security teams work together to design and implement policies and programs to address applicable and anticipated laws and regulations. They also work to monitor and assess ongoing threats, keep data safe from cybersecurity attacks and breaches, and maintain relevant privacy and security certifications. The Privacy and Security teams proactively partner with our Digital product teams to embed privacy and security by design principles into product development and operations.

Korn Ferry's Privacy and Security functions are governed by the Privacy and 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 and Privacy and Security teams are responsible for reviewing our security and privacy programs and policies.

Korn Ferry's IT and Security leadership 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. Leadership meets regularly with representatives from Korn Ferry's IT, Security, Privacy, Cloud Operations, and Digital teams to monitor adherence to guidelines.

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 AI Working Group and the AI Steering Committee, which are tasked with overseeing our use of AI in these contexts.



ISO Certifications

The ISO is an independent nongovernmental organization that develops and publishes voluntary international standards. The British Standards Institute (BSI) certified Korn Ferry in ISO/IEC 27001, ISO/IEC 27018, and ISO/IEC 27701 under certificate numbers IS 700177, PII 707431, and PM 812731, 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 ISMS. ISO/IEC 27018 is a code of practice for the protection of personally identifiable information in public clouds. Building upon the ISO/IEC 27001 framework, it establishes commonly accepted controls and guidelines for implementing measures to protect personally identifiable information in accordance with privacy principles.

ISO/IEC 27701 is an international standard that defines the requirements for establishing, implementing, maintaining, and continually improving a Personal Information Management System for the management and protection of personal data.

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 Privacy Practices and Policies into Operations

The responsibility to protect personal data is a top priority at Korn Ferry. 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 foundational privacy principles of data minimization and storage limitation, which govern how personal data is stored, archived, and destroyed. We also have procedures for the retention and destruction of internal as well as customer records and documents, electronic and otherwise.



"We strive to continuously improve our cybersecurity and data privacy programs to manage risk effectively as threats evolve and preserve the trust of our clients and other stakeholders."

Mike LoRusso,
Senior Vice President, Chief Information Officer and Co-Chief Privacy Officer

Our access control policy includes least-privileged and role-based access restrictions with unique IDs based on strong passwords with complexity, length, and aging requirements. Remote access and access to server management functions require administrative privileges and multifactor authentication (MFA), and critical servers have special single-use password enablement. 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.

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 formalized Security Incident Response Plan and disaster preparedness plans. Korn Ferry conducts tabletop exercises to test our ability to respond to a security incident. Korn Ferry regularly tests and updates our data breach response procedures to detect, contain, and remediate privacy and data security incidents. The procedures include mandatory notification provisions to individuals, clients, and relevant supervisory authorities, as appropriate. Korn Ferry has 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. Converting approximately 98% of our IT server systems to the cloud (as of 2025) is additionally expected to increase our resilience against physical climate-related risks as compared to physical-based servers. 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 that could damage physical operations.

Third-Party Risk Management

Under our Third-Party Risk Management Program, we regularly assess current and new third-party service providers and subprocessors 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 Privacy & Security Resources at **kornferry.com**.



WITH GRATITUDE

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



About Korn Ferry

Korn Ferry is a global consulting firm that powers performance. We unlock the potential in your people and unleash transformation across your business — synchronizing strategy, operations, and talent to accelerate performance, fuel growth, and inspire a legacy of change. That's why the world's most forward-thinking companies across every major industry turn to us — for a shared commitment to lasting impact and the bold ambition to Be More Than.

As the Official Talent & Organizational Consulting Partner of LA28, Korn Ferry is powering the nearly 5,000 people who power the Olympic Games — bringing in the right talent, building strong leaders, and shaping the structure and culture that will deliver an unforgettable experience for the world.

Visit kornferry.com for more information.

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