This report contains statements reflecting our views about our future performance that constitute ‘forward-looking statements’ within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements are generally identified through the inclusion of words such as ‘believe,’ ‘estimate,’ ‘expect,’ ‘goal,’ ‘may,’ ‘plan,’ ‘commit,’ and ‘will,’ or similar statements or variations of such terms and other similar expressions. The forward-looking statements in this report concern the company’s goals with respect to corporate responsibility, sustainability, employees, environmental matters, policy, procurement and business risks and opportunities. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted in such statements. Forward looking statements are also aspirational and not guarantees or promises that goals or targets will be met. The company undertakes no obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise.
CEO MESSAGE

At Korn Ferry, we believe that we all share far more commonality than difference, that we have an inherent need to live with purpose, and provide a better future for those that follow. As a global firm of more than 7,000 employees, we take seriously the role Korn Ferry plays, the example we can set, and the responsibility the firm has as a corporate citizen.

Korn Ferry is built on a foundation of trust, respect, and service with and to our clients, employees, and within the communities where we work and live.

At Korn Ferry, we see corporate responsibility as an important opportunity to change people’s lives and to accelerate the overarching goals of our clients. We approach everything through this lens as we support our people and community, live our values, and promote global sustainability.

As we look to the future, we are passionate about and committed to contributing to society as we engage with those around us.

Thank you,

Gary Burnison

Korn Ferry provides equal opportunity in employment, a respectful workplace, and is dedicated to making a difference in our communities and the world.

Korn Ferry recognizes that any business operations will affect the local, regional, and global environment, and is committed to reducing our environmental footprint.

Korn Ferry conducts its operations and activities ethically and in compliance with legal requirements. Our values of integrity and accountability are at the core of what we do.
OUR BUSINESS AND WHO WE ARE

At Korn Ferry, corporate responsibility is central to our vision to improve the way the world works and lives, and it reflects our core values. Everything we do to execute our strategy and deliver our vision comes to life through our people. Our people represent a wide variety of cultures, ethnicities, religious beliefs, and languages. This rich diversity makes our company stronger, smarter and more innovative, which helps us better serve our clients and communities.

As a business, we help leaders, organizations, and societies succeed by releasing the full power and potential of people. Our colleagues deliver services in the following areas:

- Strategy execution and organization design
- Talent strategy and work design
- Rewards and benefits
- Assessment and succession
- Executive search and recruitment
- Leadership development

Partner to 93% of FORTUNE 100 companies

100,000 people developed in our leadership programs each month

Reward data on 20 million professionals

Management data on 110 countries

50+ books published

Engagement data on 6 million professionals
OUR VALUES

Inclusion:
- Embracing diverse perspectives and backgrounds
- Putting clients, colleagues and our work ahead of ourselves
- Teaming with others
- Introducing our clients to all that Korn Ferry has to offer

Honesty:
- Genuinely saying what we mean and expeditiously doing what we say
- Modeling the behavior we wish to see in others
- Operating with the highest levels of integrity, ethics, and respect
- Always making it safe for others to speak, act, and flourish

Knowledge:
- Applying what we learn to be recognized as experts by our clients
- Being insatiably curious—lifetime learners
- Striving to be better today than yesterday
- Purposely developing and mentoring others

Performance:
- Delivering superior results that best serve our clients, shareholders, and firm
- Being market-relevant in all we do
- Holding ourselves accountable to clients and colleagues
- Being direct, positive and patient, but never settling for the status quo
OUR PEOPLE AND COMMUNITY

As a talent-led organization, our people’s extraordinary contributions fuel our business results and those of our clients. In pursuit of our vision of improving the way the world works and lives, we start by changing the way our people work and live. This means going beyond current industry workplace best practices and creating the next practices in learning and development, and the employee experience.

MORE THAN 7,000 GLOBAL COLLEAGUES

OVER 110 OFFICES

DIVERSE WORLDWIDE WORKFORCE

Female: 61%
Male: 39%

TALENT THAT SPANS GENERATIONS

Millennials: 53%
Generation X: 33%
Baby Boomers: 14%

COLLECTIVE YEARS OF EXPERIENCE AT KORN FERRY

38,700 YEARS
Tenure at Korn Ferry

5 YEARS
Average tenure

A GLOBAL PRESENCE

69%
of our colleagues are located outside the United States

Numbers and percentages included in this report are estimates based on data available as of the date of publication. They may also be based on assumptions or developing standards.

EMPLEYEE SPOTLIGHT

Lais Beltrao Silva
Research Associate and Corporate Responsibility leader, Sao Paulo

Social and environmental issues have been a long-time passion of mine. In my college years, I worked closely with Franca City, Brazil to lead “Cidadão Mundial,” a project supporting public schools. Shortly after joining Korn Ferry Sao Paulo, I engaged with a refugee NGO that was making a significant impact in Brazil.

The ability to help develop our people and community in partnership with Korn Ferry and its colleagues, has brought purpose to my work. It has been amazing to see our region come together in support of Corporate Responsibility. Our office has sponsored several local organizations, including: Campanha do Agasalho through a national clothes drive, Junior Achievement by educating high school students on career topics, and Corrida dos Sonhos GRAACC with a running event for children with cancer organized by Hospital GRAACC. I am so proud to be a part of the Korn Ferry Sao Paulo community.
OUR PEOPLE

Learning and development

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

When we ask our colleagues about what first attracted them to the firm, the opportunity to learn tops the list. We engage colleagues in culture surveys, focus groups, and ongoing dialogue to ensure Korn Ferry continues to be a premier career destination — a place where colleagues are energized, developed, empowered, and able to pursue their passions.

Onboarding/Mentoring

The stronger our individual capabilities are, the stronger we are as a firm. We have designed a U.S. onboarding program to help new hires be successful as they embark on our journey with us. This program centers around new hires and focuses on Korn Ferry values, purpose, and culture.

Our Futurestep Talent Academy, an enhanced learning, development and global onboarding program, is designed to develop Search and RPO recruiters at all levels of the Futurestep organization and is the newest piece of our in-depth training initiative. Futurestep’s Early Career cohort program is designed for recent college graduates and individuals newer to the workforce or recent hires new to the recruitment profession. Participants graduate from the program and immediately begin supporting our client work around the world.

Rewards and well-being

Korn Ferry is committed to complying with all local laws and providing employees with first class benefits in line with the local market. In some offices, this may include pension contributions, access to private healthcare, subsidized gym memberships and enhanced maternity benefits. Our Employee Assistance Program (EAP) provides professional help to employees and their household family members for personal, family, and workplace problems. Korn Ferry has recently undertaken a global initiative to work with a third party to review its health benefits and harmonize providers to ensure it remains highly competitive in the market place.

We recognize the challenges modern life can bring and do all we can to support our employees by offering flexible work solutions to allow for remote working. For those who are raising families or caring for loved ones, we also provide parental leave and flexible working hours.

Korn Ferry Founders Awards program

The Korn Ferry Founders Awards program celebrates and recognizes anyone or any group of individuals in the firm who pursue the extraordinary, whether for candidates, clients, or colleagues — truly living our values, strategy, and time-honored heritage.

Receiving nearly 1,000 nominations over the past three years, and celebrating more than 30+ colleagues from around the world, our Founders Awards program honors the greatest asset we have — our talent.

PRACTICE AREAS IN FOCUS

Diversity and inclusion

While we focus on developing and inspiring our existing talent base, we also strive to attract more of the best people to help grow our business. We offer an inclusive environment regardless of race, ethnicity, religion, gender, sexual orientation, age or disability. This rich diversity makes our company stronger, smarter, and more innovative. Our Diversity and Inclusion Practice works with companies on both sides of the D&I equation — whether embedded within the talent systems or through standalone interventions to:

- Achieve talent diversity through sourcing and attracting the “right mix” from the full range of biographies, experiences, styles, and perspectives in the available labor force.
- Nurture a culture of inclusion where the diverse mix is not just tolerated, but valued and tapped into for fluent and effective performance.
- Analyze the impact of a D&I strategy with data-driven insights and benchmarking of performance against others in an industry.

Nonprofit work

For several decades Korn Ferry has served the nonprofit community by assisting organizations across a broad spectrum find and develop the talent they need to evolve and fulfill their missions. Our nonprofit practice has successfully placed hundreds of top executives with organizations that have philanthropic and community impact such as: American Cancer Society, Harvard Art Museum, Junior Achievement Worldwide, Reading is Fundamental, Robert Wood Johnson Foundation, Rotary International, Wounded Warrior Project, and the YWCA. Additionally, the practice has built strategic partnerships with organizations such as the Boys and Girls Club of America and United Way Worldwide to provide talent solutions across these vast networks.

Supporting working parents

We provide benefit and wellness plans such as paid parental (including adoption) leave, tuition reimbursement, and health coaching. As an example, in the United States, Korn Ferry offers expecting mothers 20 weeks paid time off, exceeding marketplace benchmarks of 6-12 weeks.

Korn Ferry North America rebuilds with Habitat for Humanity in Baton Rouge.

Korn Ferry Dallas participates in a school supply drive.

Korn Ferry Brazil partners with Junior Achievement for a career day at a local high school.
OUR COMMUNITY

Around the world our colleagues participate in community service and giving programs, including the American Heart Association, United Way, Habitat for Humanity, Junior Achievement, National Hospice Foundation, Women in America, JP Morgan’s Corporate Challenge and the Wounded Warrior Program. We work together, and individually, to help support the communities in which we live and work.

Service and giving

Korn Ferry supports several philanthropic organizations and is actively engaged and dedicated to making a difference in our communities. Two longstanding corporate partnerships include United Way and Habitat for Humanity.

Korn Ferry has a history of partnering with United Way. Since 2001, Korn Ferry and its employees have generated more than $1.6M in charitable giving for the nonprofit organization. Our firm also participates in United Way’s Annual Employee Giving Campaign, including its HomeWalk with colleagues from our U.S. offices walking to end homelessness and create pathways out of poverty.

Over the last eight years, more than 200 Korn Ferry volunteers have participated in Habitat for Humanity’s annual service build project. From Guatemala, New Orleans, and Denver, Korn Ferry employees donate their time and energy to build homes for families in need. Korn Ferry offers paid leave to participants.

Rockefeller Foundation

With women representing only 6% of leadership roles within Fortune 500 companies, it is evident that organizations are failing to achieve gender equity in their most high-powered positions.

In January 2017, we partnered with The Rockefeller Foundation’s “100x25” campaign, a multi-faceted effort uniting organizations to help achieve the goal of advancing 100 women to the top role at Fortune 500 companies by 2025. The goal of this work is to develop a nuanced understanding of the common strengths and areas of development that companies should focus on to build robust pipelines of high-potential women, and create customized organizational and development programs for women that companies of all sizes can implement.

Purpose

By putting their core purpose at the fore, organizations are driving performance in measurable ways – in their finances, employee engagement, and customer satisfaction. Korn Ferry has established a Purpose Community focused on bringing best practices to activating socially responsible purpose within the firm as well as helping our clients achieve these same goals through the development of their people and the attraction of new talent. In 2017 Korn Ferry conducted a study of over 30 purpose-driven companies such as TOMS, Chobani, Warby Parker, and Etsy. We then released a white paper observing that when an organization has a clear purpose, it unleashes the power and drive of the entire workforce, harnessing and focusing that combined effort in one aligned direction. Additionally, our partners, driven by their own sense of purpose, have launched an Impact Investing focused Center of Expertise, uniting our core people business with profit and passion.

Divina Gamble
Senior Client Partner, Co-Leader of Nonprofit Specialty Practice

I grew up in a household that emphasized giving back to the community. During summers, my siblings and I volunteered at a special education school where I had the wonderful opportunity to work with children with differing abilities. These early experiences, along with growing up in a family of educators, helped to influence my own career path and desire to have impact.

As the co-leader of Korn Ferry’s nonprofit practice, I have found the perfect marriage of two of my passions – being able to work in a fast-paced, global environment while also allowing me to help mission-driven organizations meet their full potential through great leadership.

One of my favorite projects has been to support Reading is Fundamental (RIF) with the hiring of their Chief Executive Officer and new Board members. As a leading voice for children’s literacy in America, getting the chance to lead the CEO search took me right back to my childhood and my desire to make a difference. I also serve on the Board of Melwood, a large nonprofit in Maryland which provides training and job opportunities for people with differing abilities.
**SUSTAINABILITY**

Korn Ferry recognizes the need to minimize the impact of our operations in an energy- and carbon-constrained world. As a global professional services company, our carbon footprint consists primarily of the emissions that our people generate through electricity consumption in our leased offices and business travel. The greatest areas of opportunity to reduce our environmental impact include using resources more efficiently, minimizing waste, and fostering a culture of sustainability.

Our sustainability focuses on three areas: running efficient operations; reduce emissions and waste; supporting client sustainability as part of their supply chain; and engaging our people, leaders, partners, and other stakeholders. As part of our commitment to environmental sustainability, Korn Ferry has completed, for the first time, an inventory that quantifies the greenhouse gas (GHG) emissions associated with our global office portfolio for 2016. We also engaged a third-party auditor to verify the results of our inventory. In 2017, we reported our GHG data as part of our response to the Carbon Disclosure Project (CDP) Supply Chain survey on climate change.

This foundational inventory effort has provided us with an annual GHG emissions benchmark value of 10,040 metric tons of carbon dioxide equivalent with most of these emissions (7,960 metric tons) arising from electricity consumption in our offices and the remainder from use of fossil fuels such as natural gas to heat and/or cool our offices and refrigerants used in office air conditioning systems. Over 90% of our quantified emissions arise in the three regions of Europe (34%), North America (31%), and Asia-Pacific (27%).

While 2016 is the baseline year for our GHG inventory, we experienced a significant amount of operational change during 2016 following our acquisition of Hay Group late in 2015. We therefore anticipate that 2017 may provide a better and more accurate reflection of our emissions footprint. As we plan for our 2017 GHG inventory effort, we are reflecting on our first inventory experience and identifying opportunities to improve our data quality and completeness.

Our emissions footprint is relatively small, particularly when compared with companies in other industry sectors. We occupy entirely leased office space and as a result are limited by our inability to directly influence much of our footprint. However, we recognize that we have a responsibility to manage this footprint where we can and we are considering the best ways to do so.

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**Technological and sustainable systems**

One of the primary ways Korn Ferry has been able to use resources more efficiently is by converting our information technology systems to the Cloud. In 2016, Korn Ferry doubled in size through the acquisition of Hay Group, but we maintained our 2015 level carbon output for IT systems by converting approximately 50% of our IT assets, including three data centers, to cloud environments managed by Microsoft and Amazon.

Studies show companies that convert to cloud-based IT systems from on-site based systems see a carbon reduction of 30 to 60% for organizations of our size. In fiscal year 2018, Korn Ferry plans to reduce our IT impact further by converting additional data center locations to the Cloud.

Korn Ferry has also taken steps to reduce our environmental impact for printed material. Our quarterly publication Korn Ferry Briefings (nearly 200,000 issues annually), is produced by vendors using solar power, recycled paper, and soy-based inks.

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**Our top 20 largest offices**

- Use motion sensor lighting to conserve electricity.
- Have local recycling programs.

**50% of our top 20 largest offices** reside in energy efficient, LEED-certified and/or BREEAM compliant office buildings.

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1. The inventory covers Scope 1 and 2 emissions.
2. Reported data is per the WRI GHG Protocol Scope 2 Guidance ‘market-based’ method. Combined scope 1 and 2 (location-based) emissions were 8,067 metric tons.

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**Employee Spotlight**

Lisette Harris
Associate Client Partner, and Manager of Corporate Responsibility for Africa

In South Africa, many of our Corporate Responsibility initiatives relate to Broad Based Black Economic Empowerment, which is the cornerstone of the South African Government’s efforts to educate and train a large sector of the previously disadvantaged population. This cause is very close to my heart.

Korn Ferry South Africa has joined forces with an NGO organization, One School at A Time, which assists in the upliftment and advancement of high schools. With this work, we have set out to make leaders out of teachers because research shows that by improving teacher excellence, staff retention is improved, a defined culture is created, and self-development opportunities are provided for teachers. For example, we work closely with the Mandela School of Science and Technology on competency interventions, where, an improvement in student performance resulted in an improvement in teacher performance.

In another initiative, we work with a small NGO called Shape a Young Mind. The mission of this organization is to inspire children with a love of reading. We do this work in Alexandra, which is one of the poorest townships in South Africa. We donate money and books to this organization which is raising funds to build a library where children can spend their time reading and learning.

It is an honor to manage these relationships and build partnerships in the South African community.
ETHICS AND COMPLIANCE

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

Korn Ferry values are the fundamental beliefs of the global organization. Our values and culture inspire our people and guide them to do the right thing. We are committed to conducting ourselves in a legal, ethical, and trustworthy manner, and complying with both the letter and spirit of our business policies. The Korn Ferry approach to business ethics and integrity is embedded in a culture of thorough policies, training programs, internal communications, and support from management at all levels as well as our Board of Directors.

Code of business conduct and ethics

Korn Ferry colleagues know that quality and professional responsibility starts with them. The Korn Ferry Global Code of Business Conduct and Ethics (the Code) provides a set of shared values to guide our actions and business conduct, including:

- Loyalty and honesty
- Observance of ethical standards
- Accountability
- Adherence to the law

Korn Ferry asks all personnel, no matter where they are in the world, to make a commitment to abide by the Code as well as many other key policies and procedures.

Global training programs

Korn Ferry provides Ethics and Compliance training across the risk spectrum, including on the Code, anti-corruption laws, conflicts of issue, respectful workplace, confidentiality, data privacy, and information security. Ethics and Compliance training is required for all new employees upon joining Korn Ferry and for all Korn Ferry employees regularly.

54,000+ hours of ethics, compliance, and finance-related training in person and through virtual learning courses during calendar year 2016.

Alertline

Korn Ferry’s Alertline provides our people, clients, and others outside of the organization with a means to report any concerns. Alertline is operated by an external organization that provides confidential and anonymous reporting services. When a report comes into Alertline (via phone or internet), it receives immediate attention. Depending on the content of the report, appropriate individuals from Risk Management, Human Resources, Legal or other functions are involved to address the report. All matters are handled by experienced individuals, with oversight from the Risk Management and Legal functions. For those matters that are reported outside of Alertline, the same procedures are followed.

Emphasis on confidentiality

Our reputation for integrity is key to the sustainability of our business. We are mindful that our contact with candidates is highly sensitive. Similarly, we assist clients with finding the right team to ensure the continued success of their business. We demand high ethical standards and confidentiality from both our consultants and our suppliers.

Korn Ferry is dedicated to improving how it safeguards and protects confidential information by investing in people, processes, and technology. Like many organizations, we aggressively assess, test, and adopt innovative technologies and services to understand how to meet or exceed privacy and security standards.

Contractors and vendors

We seek to develop and strengthen partnerships based on transparency, collaboration, and mutual respect. Although we understand that our contractors and vendors are independent businesses, the actions of our business partners can be attributed to our Company and affect our reputation and the level of trust we earn from our clients. The Company has a Code of Business Conduct and Ethics for Contractors and Vendors, which applies to contractors and vendors providing services to the company or any of its affiliates. We incorporate the Code of Business Conduct and Ethics for Contractors and Vendors and key policies into agreements with contractors and vendors. This covers key aspects of our relationship with these parties, both in terms of how we will deal with them fairly and what we expect in return, including high levels of ethics quality and confidentiality.

Highest standards of corporate governance

Korn Ferry has adopted strong corporate governance practices to ensure our firm is managed with integrity while delivering value to clients and stakeholders. Our best-in-class corporate governance practices are illustrative of the culture and ethics at Korn Ferry.