



HEIDRICK & STRUGGLES

# 2021 ESG Report

# Contents

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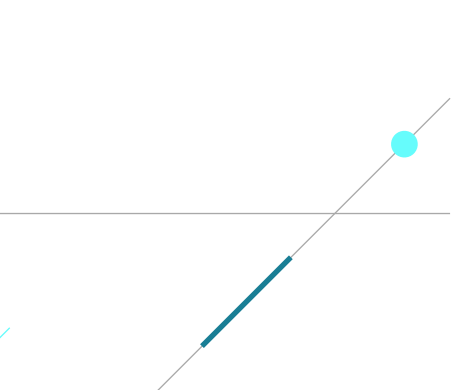
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## About this Report

This is Heidrick & Struggles’ second ESG report, covering environmental, social, and governance activities that took place during fiscal year 2021, beginning January 1, 2021 through December 31, 2021, except where otherwise noted. This report was produced in line with globally-recognized frameworks including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) standard for Professional & Commercial Services. This report covers impacts within our corporate boundary—through our network of leased office space in 46 cities in 26 countries around the world.

## Forward-Looking Statements

This report contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements generally are identified by words such as “believes,” “estimates,” “expects,” “intends,” “may,” “projects,” “could,” “should,” “will,” “continue,” and other similar expressions. All statements other than statements of historical fact could be forward-looking statements, which speak only as of the date they are made, are not guarantees of future performance, and are subject to certain risks, uncertainties, and other factors, many of which are beyond our control and are difficult to predict. We describe risks and uncertainties that could cause actual results to differ materially from those expressed in, or implied by, any of these forward-looking statements in our SEC filings, including our most recent [Annual Report on Form 10-K](#) and our subsequent reports on Forms 10-Q and 8-K. Except as required by law, we do not intend to update or revise any forward-looking statements as a result of new information, future events, or otherwise.

# Executive Summary

Headquartered in Chicago, Illinois, Heidrick & Struggles International, Inc. (Nasdaq: HSII) is a global leadership advisory firm providing executive search, on-demand talent, and leadership advisory services. We are a publicly traded company with shares listed on the Nasdaq Stock Market. We offer our services to a broad range of clients across virtually every industry and sector, working at the board of directors, C-suite, and senior executive levels, and serving more than 70% of the Fortune 1000. With our data-driven, tech-enabled capabilities and consultants located in major cities around the world, we act as trusted leadership advisors to our clients. We are uniquely positioned to further augment the advice we provide by sharing key trends, insights, and best practices informed by the work we do with the world's leading organizations. We help our clients find the best leaders for their organizations, build diverse, equitable and inclusive cultures, and transform their teams to achieve new levels of performance.

This is our firm's second ESG report. It references both GRI and SASB frameworks with respective indices available in the appendix at the end of this report. We look forward to sharing our progress in these areas as we advance on our ESG journey. Some highlights from our 2021 report include:

- Globally, 67% of our cumulative slate of initially proposed board candidates to our clients were diverse, exceeding our annual [Board Diversity Pledge](#).
- 73% of our board placements were diverse in the United States, and 68% globally<sup>1</sup>.
- 51% of our overall placements in the United States were diverse, and 49% globally<sup>1</sup>.
- Our client-facing global ESG and Sustainability Office continued to grow – we worked with clients on ESG-focused board placements and placed executives with ESG market leaders and Chief Sustainability Officers across a wide range of industries.
- Maintaining our firm's own commitment to diversity and starting at the top, 37% of our board of directors were women, and 25% consisted of people of color (for board diversity statistics as of May 2022, see table on page 26).
- Of our overall workforce, women represented 64% globally, and people of color represented 26% in the United States.
- We continued our firm's DE&I journey, applying our own assessment methodology and mapping future priority actions, beginning with our senior leadership.
- We enabled employees to voluntarily self-identify with respect to their gender, ethnicity, and LGBTQ+ identity in our HR information system.
- We maintained a hybrid work environment for our employees, providing flexibility while balancing the need for in-person client and employee collaboration.
- We delivered more than 12,800 hours of learning and development to our employees globally across virtual, in-person, and hybrid formats.
- As part of our ongoing commitment to support our employees' mental health and well-being, we began recognizing World Mental Health Day as a holiday.
- We had 35 offices around the world participate in our 3rd Global Day of Service.
- We began measuring and publishing our full Scopes 1, 2, and 3 carbon footprints, which shrank by over 21% from 2019 to 2021.
- We continued addressing our climate impact through emissions reductions and the purchase of carbon offsets through our partnership with Indigo Ag.

# A Message from Our President & CEO

## Dear Stakeholders,

I am proud to present Heidrick & Struggles' second ESG report, covering our firm's environmental, social, and governance activities during the fiscal year 2021.

As a premier provider of global leadership advisory and on-demand talent solutions, we have the privilege of advising the world's leading organizations on their most important talent, leadership, culture, workplace, and organization needs, helping them address their key stakeholder concerns. More recently, ESG has moved to the top of their agendas, and we are helping our clients with their ESG priorities in a variety of ways.

Our client engagements range from placing Chief Sustainability Officers, and working with boards and companies that want to attract leaders who are passionate about ESG, to bringing our highly experienced consultants together to help build diverse and inclusive leadership teams, cultures, and organizations. The clients we work with include: major global companies who are increasingly focused on ESG; market leaders in the ESG arena; sustainable product or service businesses; as well as sustainable asset managers, private equity funds, philanthropic organizations, and much more.

Alongside our client work, we are intently focused on being leaders in our own industry on the ESG front, exemplifying

our firm's values, holding ourselves accountable, and measuring our progress publicly on an ongoing basis. As a trusted partner in helping our clients attract, develop, and retain great talent and build thriving workplaces, we also continually seek to learn and incorporate best practices on sustainability, governance, leadership, culture, diversity, equity, and inclusion across our own organization.

We strive to create a committed, open and engaging culture where our employees can find fulfillment through their jobs and deliver their best professionally because they feel safe bringing their whole selves to work. This work begins by implementing policies and programs that support our employees'

"We are intently focused on being leaders in our own industry on the ESG front, exemplifying our firm's values, holding ourselves accountable, and measuring our progress publicly on an ongoing basis."



**Krishnan Rajagopalan**  
President & CEO,  
Heidrick & Struggles

success—creating a welcoming environment that is diverse, equitable, and inclusive, and free from harassment and discrimination, while providing meaningful professional growth opportunities and thoughtful care and support through our health and wellness benefits.

In addition, we recognize the effects our offices and global operations have on the planet, and we are committed to pursuing sustainability initiatives and reducing our environmental impact. For example, we are focused on measuring our carbon footprint and reducing our carbon impact using a variety of approaches, including leasing office space in green buildings, managing e-waste through recycling, and purchasing carbon offsets. Importantly, we continue to explore more ways we can mitigate our climate impact as part of our ESG commitment.

I am pleased to share some of the key highlights and achievements from our ESG efforts in 2021:

- Globally, 67% of our cumulative slate of initially proposed board candidates to our clients were diverse, exceeding our annual Board Diversity Pledge.
- 73% of our board placements in the United States, and 68% globally<sup>1</sup>, were diverse.
- 51% of our overall placements in the United States, and 49% globally<sup>1</sup>, were diverse.
- Our ESG client work grew and expanded in scope, including working with boards on ESG-focused roles, as well as placing Chief Sustainability Officers across a wide range of sectors and industries.
- We maintained our firm's own commitment to diversity, starting at the top with our board of directors—37% consisted of women, and 25% were people of color.

- Women represented 64% of our workforce globally, and people of color represented 26% of our workforce in the United States.
- We maintained a hybrid work environment for our employees, providing flexibility while balancing the need for in-person client and employee collaboration.
- We delivered more than 12,800 hours of learning and development to our employees globally.
- As part of our ongoing commitment to support our employees' mental health and well-being, we began recognizing World Mental Health Day as a holiday.
- We maintained our commitment to giving back to our communities and organized our firm's third Global Day of Service, with 35 offices participating around the world.
- We began measuring and publishing our full Scopes 1, 2, and 3 carbon footprint, which shrank by over 21% from 2019 to 2021.

- We continued addressing our climate impact through emissions reductions resulting from a greener, smaller office footprint, and the purchase of carbon offsets through our partnership with Indigo Ag.

I want to thank all of our colleagues around the world for their dedication to supporting and promoting our ESG commitment and initiatives. Our work is rooted in our purpose—to help our clients change the world, one leadership at a time—and I am proud to lead Heidrick & Struggles in these endeavors.

As we look ahead, we see tremendous opportunity to amplify the work we do in ESG, both for our clients and our firm. We look forward to sharing our progress as we continue to advance on our ESG journey.



**Krishnan Rajagopalan**  
President & CEO, Heidrick & Struggles

# About Heidrick & Struggles

Serving the executive talent and leadership advisory needs of the world's top organizations

**H**eidrick & Struggles (Nasdaq: HSII) is a premier provider of global leadership advisory and on-demand talent solutions, serving the senior-level talent and consulting needs of the world's top organizations. In our role as trusted leadership advisors, we partner with our clients to develop future-ready leaders and organizations, bringing together our services and offerings in executive search, diversity and inclusion, leadership assessment and development, organization and team acceleration, culture shaping and on-demand, independent talent solutions. Heidrick & Struggles pioneered the profession of executive search more than 65 years ago. Today, the firm provides integrated talent and human capital solutions to help our clients change the world, one leadership team at a time.®

# Our Company

## Our Culture & Values

We view our culture as a strategic differentiator and integral to attracting, developing, and retaining the highest-performing talent, as well as building a more diverse, equitable, and inclusive firm. Our culture stems from our values, which were developed by our board and senior leaders and are exemplified daily by our employees around the world. We strive to create an open, inclusive, and committed culture, where our colleagues can engage deeply in their work and bring their authentic selves to the workplace. We believe this type of culture creates an environment that is most conducive for developing dynamic, productive teams.



### Our Purpose

We help our clients change the world, one leadership team at a time®



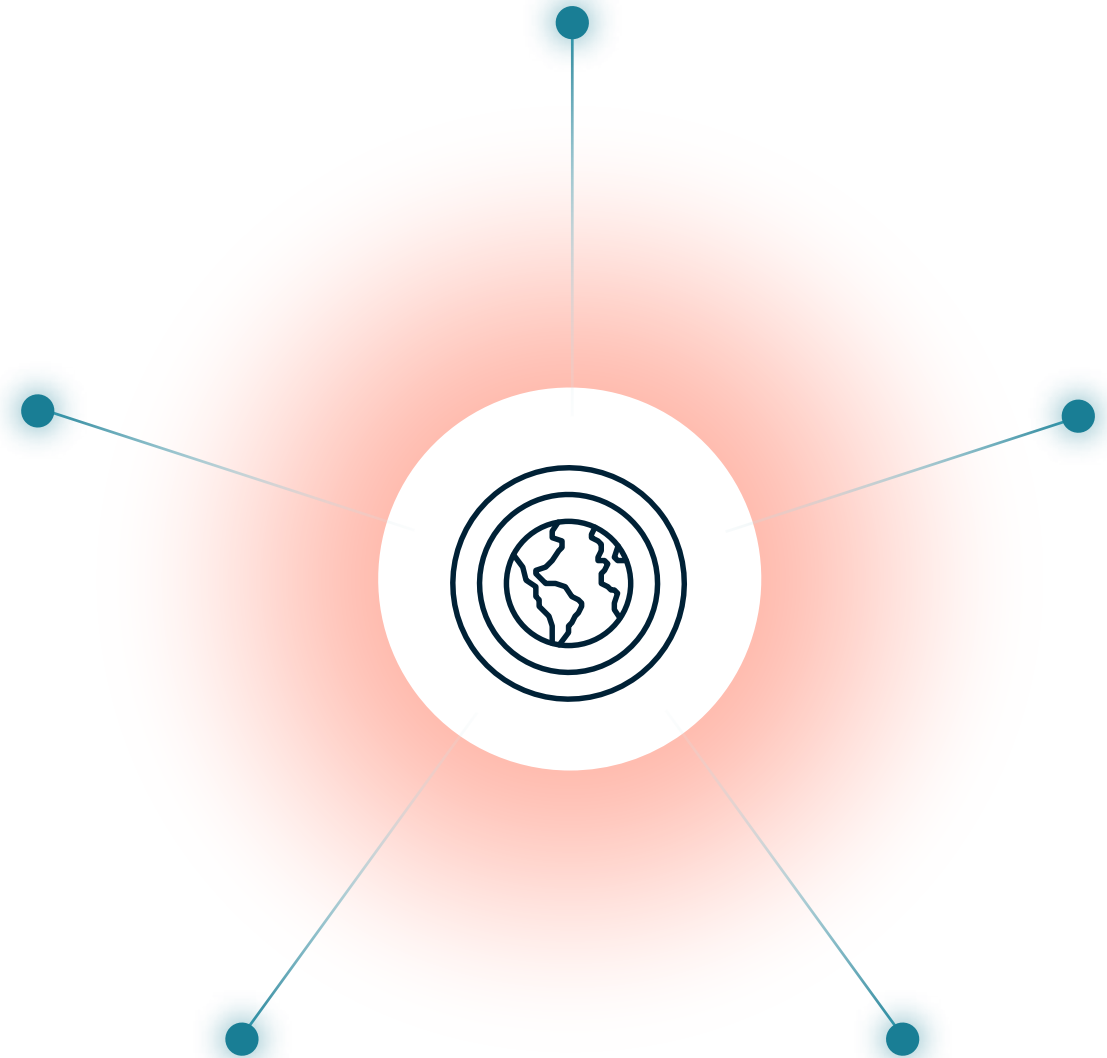
### Our Vision

We are committed to serving our clients as trusted advisors providing diversified solutions across executive search, leadership assessment and development, team and organizational effectiveness, and culture shaping.

### Our Values

Our employees are guided by five primary values, which serve as the firm's foundation. These five values build on the principles that have guided the actions of Heidrick & Struggles' employees for more than 65 years. They have led us to our ongoing success, earning the respect of our peers in the industry and the organizations we serve. As we help our clients build the best leadership teams in the world, these values will continue to be at the core of everything we do:

- **Respect** and value each individual
- **Grow** with our clients
- **Win** as one firm
- **Always** act with integrity
- **Own** the results





# Our Services

Delivering world-class talent and leadership advisory solutions for today and the future

## HIGHLIGHTS

- 73% of our board placements in the United States, and 68% of our board placements globally<sup>1</sup>, were diverse.
- 51% of our overall placements in the United States, and 49% of our global placements, were diverse.
- Our work in both our ESG and Sustainability Office and Social Impact Practice continued to grow and expand in scope.
- We published a [report](#) in partnership with INSEAD's Corporate Governance Centre on how boards are responding to climate change.
- We added on-demand talent to our service offering, addressing the growing demand for more fluid ways of working by independent consultants and companies hiring them.

At our core, we help boards, leaders, and organizations be successful and focus on building strong, long-term partnerships with our clients. In doing so, we are able to assist them on their own sustainability and ESG journeys a number of different ways, such as: placing highly experienced sustainability leaders into board roles, developing the best leadership teams, creating enhanced governance and leadership structures, and building diverse, inclusive cultures—ultimately helping our clients achieve new levels of performance.

For our clients, one of our critical differentiators is our global network, including our access to, and knowledge of, regional and functional markets and candidate talent.

Our work spans:

- Fortune 1000 companies
- Middle market and emerging growth companies around the world
- Government, higher education and nonprofit organizations
- Other leading private and public entities



We work with our clients to create leaders, teams, cultures, and companies that thrive. Our service offerings include:

## Executive Search

Through our relationship-based, data-driven and tech-enabled approach, we partner with our clients—respected companies across the globe—to find the right leaders for their organizations and set them up for success.

Our Executive Search consultants specialize in searches for boards of directors, CEOs, and the C-suite level, including functional officers, such as Chief Diversity Officers, Chief Financial Officers, Chief Human Resources Officers, Chief Technology Officers, and others.

We employ a data and insights-driven approach to Executive Search, and our consultants serve a broad range of clients across virtually every industry and sector. In addition, we have a global network and can offer cross-sector consultant search teams with specific geographical knowledge, industry insights, or expertise based on the particular role the client is looking to fill. By taking advantage of our global presence in this way, we are able to provide our clients with best-in-class market intelligence and service.

## Heidrick Consulting

Heidrick Consulting offers clients groundbreaking approaches to human capital development through a myriad of solutions, including leadership assessment and development, team and organization acceleration, digital acceleration and innovation, diversity and inclusion advisory services, and culture shaping. We focus on identifying, developing, and shaping future-ready, inclusive leaders, cultures, and organizations. Our tools and experts use data and technology to bring science to the art of human capital development, accelerating the effectiveness of individual leaders, teams, and organizations.

## On-Demand Talent

Recognizing the rising use of independent talent by companies incorporating more fluid ways of working, in 2021, we acquired a market-leading company specializing in sourcing high-end, on-demand, independent talent. With on-demand talent, companies can take advantage of a wide range of expertise and perspectives, both in-person and remotely, to fill interim roles and discrete business projects, while independent professionals can

flexibly adapt their work life and continue enriching their own skills and experiences. Notably, 90% of all on-demand talent project requests in 2021 required a remote work engagement. This new fluidity of work and widespread shift to remote work opens up a broader array of possibilities for our clients and business leaders in need of interim and critical project resourcing.

**“In delivering our go-to-market strategy, we have been focused on building long-term, sustainable, global relationships to ensure we can serve our clients as true partners and share the full breadth of our talent and human capital capabilities.”**



**Jenni Hibbert**  
Global Managing Partner,  
Head of Search Go-To-Market,  
Heidrick & Struggles

## Supporting Candidate Pay Equity

In an effort to address pay inequality for women and minorities, a number of state and local jurisdictions in the United States have enacted legislation barring the use of historical compensation information during the hiring process. We elected to apply a country-wide approach in response to these laws. Throughout the United States, we do not ask for, or use, candidates' historical compensation information. The client may, however, opt out of this policy if both the position and the client are based in a jurisdiction that has no legislative or regulatory restrictions prohibiting inquiries into compensation history.

## Our Broader Impact with Clients

Demand is growing for leaders and workplaces to be more diverse, equitable, and inclusive, and to place a greater emphasis on ESG and community engagement with a multi-stakeholder focus. Our teams are engaging with clients in a number of these critical areas, and we partner with them to provide talent and human capital solutions that support them on their ESG journey.

### CEO & Board of Directors Practice

In our work through our CEO & Board of Directors Practice, we are helping to drive diversity, starting at the top. We believe that strategic intent, coupled with purposefully expanding the views and definitions of the requirements for successful boards of directors, can go a long way to achieving more diversity at the board level.

Over the past decade, we have seen a long-term progression of gender, racial, and ethnic diversity at the board director level. On an annual basis we track trends in non-executive director appointments on Fortune 500 boards, and we also track similar trends in 25 other countries around the world. In our 13th annual U.S. Board Monitor report, published in 2022, we saw sustained progress in the appointment of women directors in 2021—45% versus 41% in 2020, with the previous high of 44% in 2019. Overall, 41% of board directors appointed in 2021 were racially

or ethnically diverse, on par with 2020. The appointment of Black directors held relatively steady at 26% in 2021 compared to 28% in 2020, while appointments of Asian, Asian American, and Hispanic and Latino directors remained mostly flat at 9% and 6%, respectively.

We expect more progress will be made on diversity as the number of diverse directors entering the boardroom and gaining influential positions, such as board chair or chair of the nominating and governance committee, continues to grow. At Heidrick & Struggles, in 2021, 73% of our board placements in the United States were diverse, and 68% of our board placements globally<sup>1</sup> were diverse. Through our work, we see boards continue to seek fresh thinking as evidenced by the appointment of directors with more diverse backgrounds, as well as new members who can connect with organizational purpose and are able to meet today's challenges with agility and resilience.



## Board Diversity Pledge

In 2018, we became the first global leadership advisory firm to formally announce our [Board Diversity Pledge](#). Developed in collaboration with Stanford's Rock Center for Corporate Governance, our pledge is designed to increase the number of women and members of underrepresented groups considered by boards. We announced that, on an annual and cumulative basis, at least half of our board candidates presented to clients on initial slates would be diverse. We have exceeded that goal each year since then. In 2021, 67% of our 2021 cumulative slates of initially proposed board candidates globally were diverse, up from 61% in 2020, exceeding our Board Diversity Pledge.

## Supporting Women on Boards

We take a proactive approach to preparing diverse leaders for board roles. In the United Kingdom, through our **Board Network**, launched in 2014, and our **Leadership Network**, launched in 2016, we support women who are on public boards or want to join public boards. Each group creates networking and professional development opportunities, as well as forums for peer-to-peer exchange on business and board topics. The Board Network connects female board directors from a diverse range of commercial businesses and social enterprises with a shared interest in board effectiveness, dynamic board leadership, and governance. The Leadership Network is building a sustainable talent pipeline of female senior executives who aspire to public board roles.

## Director Institute

Our Director Institute program is designed to help diverse executives prepare for serving on boards and accelerate their performance during their early days of service and overall tenure. We do this a number of ways, including creating customized programs and offering coaching on effectiveness and board-readiness for new directors.

We are also exploring new approaches to developing connectivity across our diverse director community to ensure the candidates we work with are supported and their impact and advancement is accelerated, furthering their overall success.



"Boards have long known that the stakeholders they serve are not a monolith. In 2018, Heidrick & Struggles' Board Diversity Pledge was a pioneering call-to-action to take a proactive stance on expanding diversity at board levels. While there is still much more that needs to be done, without a doubt, this pledge has led to greater inclusivity, equality and diversity on boards over time, and we will continue to partner with our clients to advance these goals."



**Lyndon A. Taylor**

Managing Partner,  
Americas CEO & Board of Directors Practice,  
Heidrick & Struggles

## CASE STUDY

### Creating diverse boards

Our client, a pharmaceutical company spin-off dedicated to women's healthcare, approached us to help them identify and place board members in the lead-up to becoming a public company. We helped them place eight directors, all of whom are diverse.

## Diversity, Equity & Inclusion Practice

Through our global Diversity, Equity & Inclusion (DE&I) Practice we bring together our global network of experienced consultants to help clients build diverse and inclusive leadership teams, organizations, and cultures.

Since launching, the DE&I Practice has built a comprehensive, integrated suite of services and solutions that can be adapted to meet our clients' DE&I needs. The practice brings together Executive Search and Heidrick Consulting with a complementary lens on talent recruitment, leadership development, and building inclusive cultures, enabling us to help our clients achieve their DE&I goals, no matter where they are in their journeys.

In 2021...

**51%** of our overall U.S. placements were diverse.

**49%** of our overall global<sup>1</sup> placements were diverse.

The DE&I Practice's approach is built around three core areas:

- **Accelerating DE&I Impact & Results**  
We focus on accelerating business performance through DE&I by equipping leaders to lead on and align their DE&I goals and broader business strategy.
- **Building Visible Representation**  
Our Search and Consulting teams come together to help clients hire, promote, and retain new and existing diverse talent, delivering diverse slates of candidates for executive searches and designing talent development programs for diverse leaders.
- **Creating an Inclusive Culture**  
We assess the existing culture around inclusivity and equity and develop tailored programs and toolkits to train leaders and teams on building and maintaining an environment that fosters inclusion and identifying opportunities for positive change.

### CASE STUDY

## Developing inclusion as a leadership competency

As our clients look to develop new leadership competencies required to create more inclusive, healthy, and high-performing cultures, we are well placed to advise and support them. One such relationship began in 2018 when we placed two senior executives and conducted a board mapping for a major global advertising company. The client felt that inclusive leadership was a critical lever to accelerate their business and culture transformation. We began by facilitating a series of sessions on "Inspiring Inclusion" with

their top 800 leaders, followed by a digital learning journey rolled out to 45,000 employees worldwide in 18 languages. We have since broadened our work with the client to include leadership assessments, culture shaping, leadership development, coaching, and additional placements of senior executives. We have also continued to reinforce the original work on inclusion through toolkits, additional digital modules, onboarding, and continued engagement with leaders.

"We are expanding the ways in which we work with our clients to meet their DE&I goals, now and in the future. Based on decades of experience building great teams and cultures, we are continually innovating in this space, and we are often called upon to co-create and test new solutions that fit our clients' needs. We are committed to doing our part to ensure a world better led."



**Jonathan McBride**

Global Managing Partner,  
Diversity, Equity, & Inclusion Practice,  
Heidrick & Struggles

“We are increasingly seeing sustainability themes dominate executives’ agendas today, and leaders are seeking to engage and empower global talent to deliver transformational change. At Heidrick & Struggles, we actively work with boards and companies across many different industries and sectors around the world to help them maximize and accelerate their sustainability and ESG efforts to deliver lasting impact for their people and the planet.”



### Scott Atkinson

Partner, Co-Head of Global ESG and Sustainability Office, Heidrick & Struggles

## ESG and Sustainability Office

Heidrick & Struggles has a long-standing commitment to assisting mission-driven organizations in their leadership transitions and placements. In 2017, we established our firm’s global ESG and Sustainability Office, which has become one of our fastest growing areas in our Executive Search business. Our clients span multiple industries and, in 2021, we completed hundreds of ESG-related engagements in partnership with our clients, candidates, employees, and communities.

Over the past 20 years, we have seen an evolution in these types of leadership roles, moving from leaders with experience in Environmental Health and Safety or Corporate Social Responsibility to Chief Sustainability Officer (CSO) roles. In addition, the scope of these roles has evolved from ESG reporting and

compliance to broader stakeholder engagement, policy advocacy, and operational delivery across global businesses and their supply chains. Today CSOs increasingly have board sponsorship as leading, progressive organizations recognize the critical importance of ESG across strategic business and investment decisions.

We also work with clients on board placements with a lens on ESG, in addition to offering search and leadership consulting services to a variety of businesses focusing on and investing in sustainability, including sustainable product or service businesses, businesses working to embed sustainability into their strategy, sustainable asset managers, private equity funds, non-profits, foundations, philanthropic organizations, development banks, and others.

## Changing the Climate in the Boardroom

We partnered with INSEAD’s Corporate Governance Centre to conduct a global survey of board directors in the lead-up to the United Nations’ COP26 climate conference. We collected data on how well boards understand, and are coping with, the process of decarbonization, and how far climate change has been integrated into their oversight responsibilities. [Our report](#) explored what boards around the world are doing, the gaps that need to be addressed, and what they should do.



### CASE STUDY

## Placing the right leader for the role

A leading global real estate logistics company committed to sustainability approached us to build a team, including their Chief Energy and Sustainability Officer who could help them meet their science-based targets and reduce emissions. We placed the former president of an energy efficiency and technology company in the role. This new leader is spearheading a plan to achieve 100% carbon-neutral construction by 2025 with a growing team that included the VP, Global ESG, and the Global Head of Sustainability Solutions, both placed by Heidrick & Struggles.

## Social Impact Practice

Our clients serve many worthy causes, from education to conservation to human rights, and we understand from the breadth of our clients that passion, connection to mission, and cultural fit are key to the success of leaders.

Through our Social Impact Practice, we are placing transformative leaders for the most impactful organizations—non-profit, government, or corporate—and counseling our clients on how to attract and secure dynamic leaders, both from the social impact space and many other sectors and industries.

Our work in social impact has continued to grow over the last few years, and we have made great progress, particularly at the CEO and board levels, placing executives with organizations focused across a range of areas, such as: women in investing, education access, combating anti-Semitism, youth homelessness, and destigmatizing mental health. In addition, we have a strong focus on placing diverse leaders, with 73% diverse placements across the Social Impact Practice over the past two years.



### CASE STUDY

## Finding leaders to support those in need

In early 2020, we were approached by a large global NGO focused on alleviating poverty to identify a new CEO. We successfully placed a Black woman, a first in their history, in the role. The organization returned to us in 2021 to help them place a new Chief Financial Officer, Chief Operating Officer, and Chief Development Officer. Of the three new placements, two were diverse and one was an internal promotion.

“As we witness a real-time rise in the importance of multi-sector leadership, which requires a nuanced understanding of complex, stakeholder-rich environments, the talent strategies and advisory solutions we provide carry critical weight. Many of the world’s most impactful organizations trust us to identify those who can guide and transform their organizations, creating a ripple effect for advancing good.”



**J.J. Cutler**  
Managing Partner,  
Social Impact Practice,  
Heidrick & Struggles

## Industry Recognition and Commitment



**Bonnie Gwin**, Vice Chairman and Co-managing Partner of the Global CEO & Board of Directors Practice, and **Theodore Dysart**, Vice Chairman of the Global CEO & Board of Directors Practice, were named to the 2022 National Association of Corporate Directors (NACD) Directorship 100—the 10th year for Bonnie Gwin and the 14th year for Theodore Dysart. The NACD is the recognized authority on the leading edge of corporate governance, setting standards of excellence that have elevated board performance.

**Jaimee Eddington**, Americas Regional Leader, was awarded the AESC's Future of The Profession Award in 2021, designed to recognize the next generation of leaders in executive search and leadership consulting. It honors innovation and forward-thinking leadership, and recipients are viewed as trailblazers in the profession.

### AESC Diversity Pledge

As members of the Association of Executive Search Consultants (AESC), in 2020 we worked with fellow member firms to develop the **AESC Diversity Pledge**, a global pledge to combat racism, prejudice, and discrimination within our own organizations, with our clients and candidates that we serve, and within the communities where we live and work.

We continue to be an active participant as part of the AESC's Diversity Leadership Council, supporting initiatives to advance and implement the goals outlined as part of the Diversity Pledge.



# Our People

Winning teams come from an extraordinary culture

## HIGHLIGHTS

- We onboarded more than 450 new employees globally, established a presence in Finland, and welcomed 90 on-demand talent employees.
- Of our overall workforce, women represented 64% globally, and people of color represented 26% in the United States.
- We enabled employees to voluntarily self-identify with respect to their gender, ethnicity, and LGBTQ+ identity in our HR information system.
- We expanded our Advancing Black Leaders mentorship program in the United States for ethnically diverse mid-level and junior new hires in Executive Search and Heidrick Consulting, creating 50+ mentor/mentee matches.
- We delivered more than 12,800 hours of learning and development to our employees globally across virtual, in-person, and hybrid formats.
- As part of our ongoing commitment to support our employees' mental health and well-being, we began recognizing World Mental Health Day as a holiday.
- We had 35 offices around the world participate in our 3rd Global Day of Service, continuing our commitment to give back to our communities.

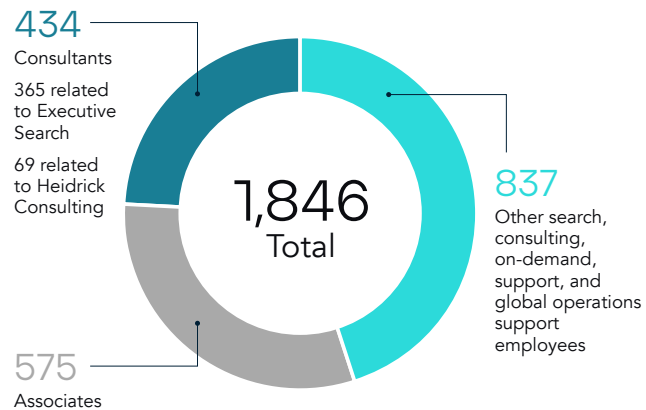
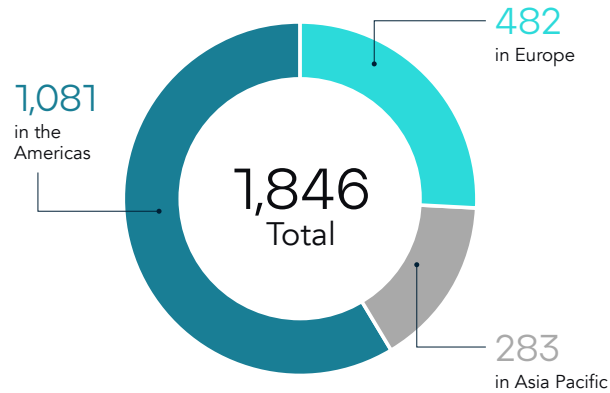
As leaders in helping clients attract, develop, and retain great talent, we are constantly learning and promoting leadership and management best practices, which we also seek to incorporate into our own firm.

We strive to create an open, inclusive, and committed culture, where our employees find fulfillment through their jobs and can deliver their best because they feel safe bringing their whole selves to work. This work begins by implementing policies and programs that support our employees' success by creating a welcoming environment that is diverse, equitable, and inclusive, providing growth opportunities and care through health and wellness benefits, and creating a welcoming environment free from harassment and discrimination.



## Employed by Heidrick & Struggles

as of December 31, 2021



## Total Number of Employees by Employment Contract (Full-time and Temporary), by Gender

as of December 31, 2021

	Male	Female
Full-time	647	1,149
Temporary	22	28

## Total Number of Employees by Employment Contract (Full-time and Temporary), by Region

as of December 31, 2021

	Americas	Asia	Europe
Full-time	1,069	274	453
Temporary	12	9	29

## Total Number of Employees by Employment Type (Full-time and Part-time), by Gender

as of December 31, 2021

	Male	Female
Full-time	652	1,149
Part-time	17	28

"Our people and culture make Heidrick & Struggles a top destination for talent and serve as a strategic differentiator. We make strong investments to attract, develop, and retain our people and teams. These investments and commitment drive increased engagement, productivity, and performance, ultimately, helping us better serve our clients. We are dedicated to fostering a diverse and inclusive culture and supporting the well-being of our employees, offering robust total rewards and improved ways of working to enable employees to flourish and bring their authentic selves to the workplace."



**Sarah Payne**  
Chief Human Resources Officer,  
Heidrick & Struggles

## Health and Safety

As we continue to navigate the effects of the COVID-19 pandemic, our top priority has been to help ensure the health and safety of our employees, clients, and the communities where we live and work around the globe. We regularly monitor guidance from the U.S. Centers for Disease Control and Prevention, World Health Organization, and other relevant health authorities, and we share this guidance with our employees.

In 2021, we initiated a phased approach to returning to offices. To minimize the risk of exposure to COVID-19, and in line with guidance and mandates from local and national governments and health authorities, we embraced a Flexible Workspace philosophy across the Americas, Europe, and Asia-Pacific regions.

In September 2021, we rolled out a COVID-19 vaccination policy in the United States and Canada, requiring

all employees, contractors, and guests to provide a proof of vaccination to visit a Heidrick & Struggles office in either country. We continue to engage with both state and national governments to understand their approaches to vaccination (including the extent to which regulation may cover some of our employees), and with our employees to educate them about vaccines and the importance of being vaccinated.

More broadly, we offer various benefits and resources in support of our employees' overall health and safety, including mental health resources and recognizing World Mental Health Day as a holiday. In addition, we encourage our leaders to communicate frequently with their team members to support them in maintaining work-life balance.



## Our Policies

Our employees are highly sought after and, to attract the best to our firm, we offer professional development and learning opportunities, benefits, and a culture and environment that create an enriching work experience. Through our Code of Ethics and additional policies, we outline both standards of professionalism that employees can expect in our offices and benefits made available to them.



### A Respectful Environment

We recognize that, in order to bring their best selves to work, each of our employees needs to feel respected and valued. This requires creating a supportive professional work environment, free from conduct that can be considered harassing, coercive, or disruptive. Part of our work to create such an environment is through strict policies against harassment and sexual harassment. All U.S. employees are regularly trained on these policies. Employees can lodge harassment complaints anonymously 24/7 to our independent, third-party resource, EthicsLine, through their manager, Human Resources, or the Legal Department. Allegations of harassment are handled by our Legal and HR teams, and appropriate action is taken as warranted. Furthermore, we do not tolerate any form of retaliation against anyone who reports misconduct in good faith or who participates in an investigation. We make every reasonable effort to prevent potential instances of retaliation, stop retaliation if it occurs, provide remedies to victims, and appropriately discipline perpetrators of retaliation.



### Flexible Work

In January 2021, we launched our new Flexible Workspace philosophy across the Americas, Europe and later in the Asia-Pacific region. Under this guidance, our employees have the flexibility to work remotely several days per week, with variations depending upon location and role, and in alignment with country- or state-level guidance. Our offices will continue to remain a hub for employees, clients, and candidates to work from as needed. Flexible working has allowed us to reconfigure or redesign our offices to both meet the future needs of the business

and reduce our real estate footprint by downsizing both the number and size of our offices. As we plan for the future of work, we expect to continue providing our employees with flexibility in how and where we work while maintaining our culture of mentorship, collaboration, and community.

### Pay Equity

We have aligned compensation at all levels to reflect our values of respect and integrity, and to continue moving toward equity.

## Our Benefits

In 2021, we put a special focus on supporting our employees' mental health. We hosted our Global Forum on Mental Health & Wellness, discussing how leaders and colleagues can approach mental fitness in the workplace and create a supportive environment for our teams. We introduced a global company-paid subscription to a platform offering virtual events, classes, meditations, and a range of other tools for building healthy habits. We also initiated "No Video Fridays" for

teleconference calls and granted every employee a day off in recognition of World Mental Health Day.

Our Global Employee Assistance Program (EAP) provides confidential counseling and a host of other resources that allows employees and all their household members access to support and guidance to help them live their best lives. In addition to live or virtual counseling sessions, the EAP includes: support for

finding child or eldercare; emotional support by qualified clinicians to help with anxiety, stress, and grief; legal and financial guidance by credentialed professionals; and other services.

Every employee is also covered under our Business Travel Accident policy and Travel Guard program, which provide for generous accidental death or dismemberment coverage of at least five times their salary, emergency medical care and support, baggage insurance, safety or evacuation support and coverage, concierge services, and identity theft support, as needed.

Our U.S. employees working 25 or more hours per week are eligible to participate in medical, prescription, dental, and vision benefits. All medical options include telemedicine, and we give all U.S. employees access to a tool to empower employees to choose the best care for themselves and their dependents. We offer Health Savings Accounts and Flexible Spending Accounts to help our employees reduce their taxable income while paying for health and dependent care expenses,

and commuter benefit plans to provide tax-free parking and public transportation. We provide generous basic life and accidental death and dismemberment insurance, and short-term and long-term disability coverage. Critical illness, long-term care, hospital indemnity, and supplemental life insurance, as well as group legal and pet insurance, are also available.

Our 401(k) Profit Sharing and Retirement Plan in the United States provides a generous dollar-for-dollar company match up to the greater of \$6,000 or 6% of eligible compensation. All U.S. employees have access to an employee discount program and to premier membership in a national network that provides access to childcare, senior care, pet sitters, tutors, and housekeepers through an online platform. We also offer generous paid time off and wellness programs focusing on physical, emotional, social, and financial wellbeing.

We provide similar, competitive benefits in each of the markets where we operate, based on local norms and benchmarks.



## Talent Development

Our growth demands that we attract exceptional people. Managing talent isn't just our business, it is our passion. We provide career opportunities at all levels from internships and entry-level positions to advanced and partner-level positions. Our ongoing, comprehensive learning and development opportunities are one part of our unique offering to our employees.

Our learning and development programs have been created with the goal of building leadership, business development, account management, and client service skills among our employees. We are committed to growing our consultant base from within through the professional development of our employees and promoting a culture of continuous learning within our firm.

In 2021, our Learning & Development team delivered more than 12,800 hours of learning and development to our employees globally across virtual, in-person, and hybrid formats throughout the year. We continued offering virtual formats due to the pandemic, and our learning catalog outlines dozens of live and virtual programs and thousands of e-learning courses designed to help

build and enhance employee leadership, business acumen, and business development skills. These programs are continually updated to reflect best practices and feedback received from employees.

### Leadership Development

In 2021, as part of our commitment to supporting our firm's people and values, we laid the foundation for the 2022 rollout of a new transformational leadership development program. The goal of the program is to support our firm's leaders as they maximize their impact and build upon existing leadership skills and experiences, focusing on courage, resilience, vulnerability, trust, and living our values. The program is a multi-year investment in our leadership and will cascade across multiple cohort groups throughout the organization.

### Peer Learning

Peer learning is the informal sharing of knowledge among colleagues that happens every day at work. Our employees are encouraged to create and share video lessons with each other through our peer learning portal. Past



video topics include lessons on Leadership Development, Communicating with Purpose, Strategic Account Management Training, and Managing Difficult Conversations, to name a few.

### LinkedIn Learning

We have partnered with LinkedIn Learning to provide their entire catalog of online courses to all employees. LinkedIn Learning is an award-winning industry

leader in online training, with a digital library of over 6,000 courses covering a wide range of technical, business, software, and creative topics, all taught by industry experts.

In addition to the programs and learning tools above, we also have a set of talent development programs targeted towards women and people of color. To read more about these programs, see page 24.

## Employee Engagement

As a firm, we view our culture as a strategic differentiator to attract, develop, and retain the highest-performing talent and build a more diverse and inclusive firm. In addition to equipping our Partners in Charge of offices and people managers to facilitate regular team and one-on-one conversations, we listen to our employees using various channels and through intentional connections to invest in the areas that most increase engagement.

We provide all employees with the opportunity to share their perceptions of the organization and feedback on their experience within our company through our proprietary Organization Accelerator Questionnaire (OAQ), historically conducted every two years, and through additional pulse surveys. Survey results are measured, analyzed, and discussed in live sessions in each office to enhance the employee experience, drive change, and leverage the overall success of our organization. In 2021, we introduced a digital Voice of Employee tool on our online platform that helped us deploy our pulse surveys, as well as hold virtual conversations that we analyze to identify actionable initiatives.

The surveys demonstrated that respondents felt connected to our purpose and committed to delivering best-in-class service. These surveys also helped us identify areas for improvement; for example, we saw employees were struggling with work-life balance, with some experiencing burnout. To respond to these challenges, we promoted and enhanced our wellness offerings.

### Recognizing Employee Excellence

In 2021, we held our regional Connections Conferences, bringing together team members from Executive Search and Heidrick Consulting for a chance to connect across offices, practices, and business functions, learn from each other and recognize the great work of our team members. In 2021, these conferences were held virtually and at each regional conference—Americas, Asia Pacific & Middle East, and Europe & Africa—awards were given to deserving individuals based on each of the firm's five core values, as well as recognizing exceptional new joiners to the firm.



# Diversity, Equity & Inclusion

We believe that diversity, equity, and inclusion (DE&I) are key elements of an organization's ability to mobilize, execute and transform with agility. Our commitment to DE&I is a key imperative that is deeply rooted in our organizational values. We are dedicated to building diverse leaders and teams and creating an inclusive culture and workplace where all voices are heard; all individuals feel safe, valued, and accepted; and where all feel a sense of belonging and are able to thrive and achieve equitable success. In 2021, we:

- Enabled employees to voluntarily self-identify with respect to their gender, ethnicity, and LGBTQ+ identity in our HR information system.
- Launched monthly global DE&I learning journeys with articles, trainings, and content around a relevant theme to deepen our employees' knowledge around inclusive culture.
- Launched our Culture Calendar, a global forum established as a dedicated place for all employees to share holidays, dates, and events that are important to them, the history behind them, and how they plan to celebrate.
- Expanded our Advancing Black Leaders mentorship program in the United States for ethnically diverse mid-level and junior new hires in Executive Search and Heidrick Consulting, creating 50+ mentor/mentee matches.
- Continued our Accelerating Women's Excellence leadership program, completing the third cohort of our flagship program.

## Our Diversity & Inclusion Principles

### We Create.

We create a culture of inclusion where everyone is valued and respected. We create a culture that embraces differences and encourages authenticity. We create innovation by maximizing the contributions of our diverse populations. We offer services to our clients to help them do the same.

### We Invest.

We invest in the advancement, experience, and success of diverse talent within our organization. We invest in leaders both internally and externally who are inclusive and empathetic and champion diversity. We invest in our communities, specifically targeting those groups who have been historically underrepresented and disadvantaged.

### We Build.

We build talent pipelines for our clients and ourselves that intentionally target and develop diverse talent. We build diverse and inclusive teams to best represent our clients and their interests. We build innovative solutions to enhance the success of diverse individuals. We build quantifiable measures that define and track diversity statistics to create accountability.

"We see diversity, equity, and inclusion as a foundation to our efforts to promote ESG within our own employee population—beyond a strategy or an initiative. Likewise, our employees also bring this lens to every talent and advisory engagement. Our success is realized when we help our clients affect change within their organizations through diverse and inclusive boards and leadership teams."



**Jaimee Eddington**  
Partner, Americas Regional Leader,  
Heidrick & Struggles

## Equitable Advancement Programs

### Change the Race Ratio

In October 2020, we became one of the first 50 signatories to sign the [Change the Race Ratio](#) pledge, a commitment to publish our board and senior leadership diversity targets and our progress towards them, and to create a culture that enables diversity to thrive. We are proud to share that at the end of December 2021, 34% of our board and senior leadership was gender diverse, and 10% was racially/ethnically diverse.

We also understand that there is more work to do. We aspire to achieve leadership that is as diverse as the communities we serve. We are actively working to develop our next generation of diverse leadership internally.

### Accelerating Women's Excellence

In 2017, we joined [Paradigm for Parity](#), a coalition of business leaders, board members, and academics committed to narrowing the corporate leadership gender gap. In support of this agenda, and given our own commitment to expanding career development opportunities for women within our firm, we created and launched the program Accelerating Women's

Excellence (AWE) in 2018 to prepare high-potential women for promotion into leadership positions and to advance commercially. The year-long program provides a sustainable and consistent opportunity for the development of our top female talent. AWE has the following objectives:

- Promote gender parity through a culture of sponsorship among both women and men.
- Advance the skills and capabilities of current leaders and high-potential women, enabling them to contribute to their highest level.
- Create a pipeline of female candidates who can be promoted to broader roles.
- Create a cohort of women who will mentor the next generation of female and male leaders within Heidrick & Struggles.

### Professionals of Color Development Program

In June 2020, we launched our Advancing Black Leaders (ABL) group with a mission to increase our empathy, understanding and cultural competency on the issues of race, diversity, and inclusion. The action group was charged with creating a

## Accelerating Women's Paths to Promotion

Accelerating Women's Excellence (AWE) was created as part of our ongoing commitment to promote gender parity in leadership roles and foster a strong culture of sponsorship by both men and women. AWE prepares high-potential women for promotion into leadership positions through a year-long training and development program. Following the launch of AWE, from 2019 to 2021, the number of women promoted to Partner stands at 45%:

2021:	<b>25%</b> of Partner promotions were women	<b>65%</b> of Principal promotions were women
2020:	<b>50%</b> of Partner promotions were women	<b>55%</b> of Principal promotions were women
2019:	<b>54%</b> of Partner promotions were women	<b>52%</b> of Principal promotions were women
2018:	<b>40%</b> of Partner promotions were women	<b>53%</b> of Principal promotions were women
2017:	<b>38%</b> of Partner promotions were women	

roadmap for helping to solve for the unique set of challenges facing our Black employees.

In 2021, the ABL group grew into a broader Professionals of Color mentorship program. The idea behind this initiative is to support our ethnically diverse mid-level and junior new hires in Executive Search and Heidrick Consulting with a consultant

mentor pairing to introduce them to more consultants across the firm and expand the network of colleagues they can speak with, ask questions of, and learn from at the firm. We matched 50+ mentor-mentee pairings and launched several listening sessions with the group to hear and understand their experiences as diverse talent at the firm.



## Diversity Begins at Home

As part of our ongoing journey, we have made an internal commitment to hold ourselves accountable by measuring our own progress on DE&I. Our achievements as of December 31, 2021:

- Women represented 64% of our overall workforce globally.
- Women represented 69% of our new hires and 65% of our promotions globally.
- People of color represented 26% of our overall workforce in the United States.
- People of color accounted for 35% of our new hires and 21% of our promotions in the United States.
- 37% of our board of directors consisted of women, and 25% consisted of people of color, including three women, one Black man and one Asian man (for board diversity statistics as of May 2022, see next page).
- Our Management Committee, a global body, was 32% gender diverse and 9% racially/ethnically diverse, including nine women, one of whom was Black, and one Asian man.
- Half of our CEO's direct reports were diverse, including seven women, one of whom was multiracial.
- Our Chief Human Resources Officer, Chief Legal Officer & Corporate Secretary and Global Managing Partner, Head of Search Go-To-Market, were women.
- Our Regional Leader for the Americas was a Black woman; our Regional Leader for Europe and Africa was a woman.
- The leader of our Americas CEO & Board of Directors Practice and global Diversity, Equity & Inclusion practice was a Black man, and our Managing Partner for Culture Shaping was a Hispanic woman.
- Women led our CEO & Board of Directors, Chief Human Resource Officers, Corporate Officers and Financial Officers Practices, and two of our largest offices.

## Diversity Statistics in our Governance Bodies, Board of Directors, and Management Committee

as of December 31, 2021

Gender		Age Group		Race/Ethnicity	
Male	66%	Under 30	0%	Asian	3%
Female	34%	30-50	34%	Black or African-American	7%
		Over 50	66%	Hispanic or Latino	0%
				Two or More Races	0%
				White	90%

## Diversity Statistics in our Employee Population (VPs and Above)

as of December 31, 2021

Gender		Age Group		Race/Ethnicity (USA only)	
Male	62%	Under 30	0%	Asian	6%
Female	38%	30-50	58%	Black or African-American	4%
		Over 50	42%	Hispanic or Latino	2%
				Two or More Races	1%
				White	87%

## Diversity Statistics in our Employee Population (Below VPs)

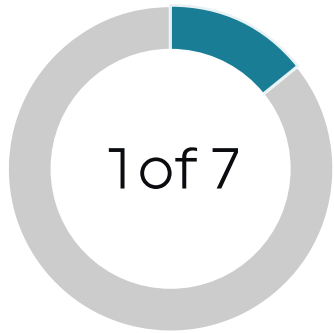
as of December 31, 2021

Gender		Age Group		Race/Ethnicity (USA only)	
Male	27%	Under 30	33%	Asian	12%
Female	73%	30-50	49%	Black or African-American	8%
		Over 50	18%	Hispanic or Latino	8%
				Two or More Races	2%
				White	70%

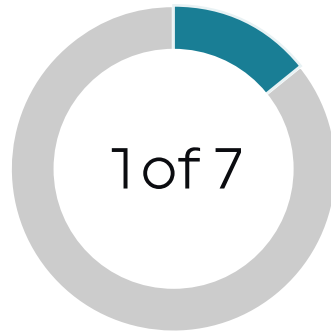
## Board of Directors Diversity

as of May 2022

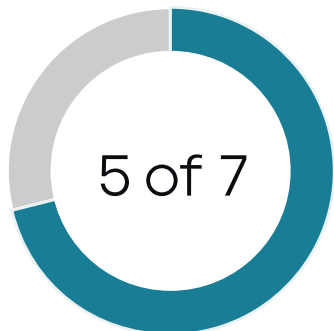
### Race/Ethnicity/Nationality



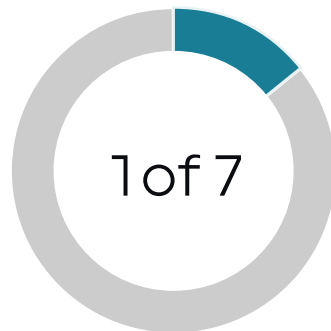
African American/Black



Asian/South Asian



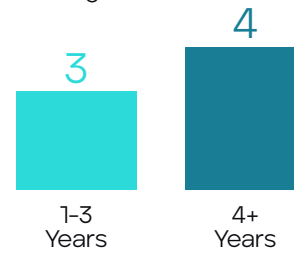
White/Caucasian



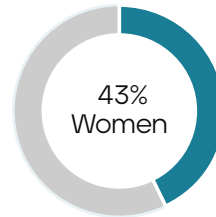
Resident Outside of the U.S.

### Years on the Board

4.5 Years  
Average Tenure

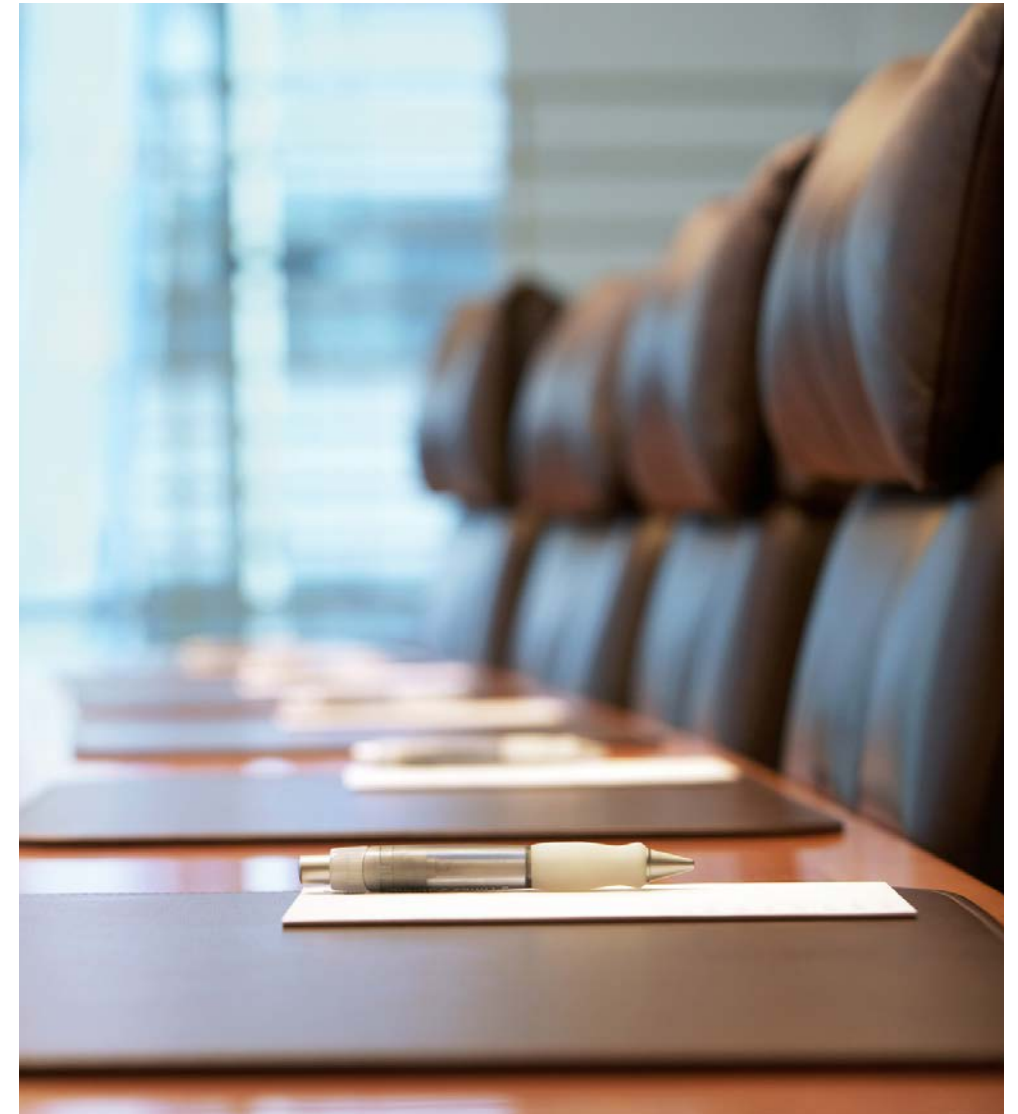
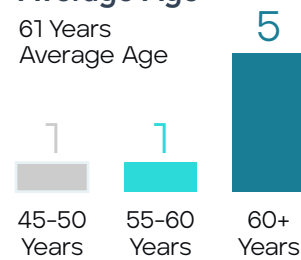


### Gender



### Average Age

61 Years  
Average Age



## Employee Resource Groups

Employee Resource Groups (ERGs) are our affinity groups for women, people of color, people with disabilities, and LGBTQ+ employees that give our employees a chance to share experiences, mentor, advocate, and engage internally and with external networks.

In 2021, our ERGs remained active despite being virtual:

- Our **Professionals of Color (POC)** ERG continued holding its “Courageous Conversations” on race and equity issues, including hosting a webinar with U.S. Congresswoman Grace Meng, New York State’s first and only Asian-American Member of Congress.
- Our **Professionals of Color (POC)** ERG hosted a panel discussion, attended by our Chief Human Resources Officer, Sarah Payne, covering the AWE, ABL, and POC development mentorship programs at Heidrick & Struggles, as well as the differences between mentorship and sponsorship.
- **Pride@Heidrick** held a number of educational “office hours” on topics such as Gender, Sex and Sexuality; The LGBTQ+ Acronym; Inclusive Language; and Tips for Being an Ally.

## Our 2021 ERGs

Affinity Group	Americas	Europe & Africa	APAC & Middle East
Women	Women’s Inclusion Network—Americas (WIN)	Women’s Inclusion Network—Europe (WIN)	Women’s Inclusion Network—APAC (WIN)
Ethnically Diverse	Professionals of Color (POC)	Ethnic Diversity Engagement Network—Europe (EDEN)	Not available
LGBTQ	Pride@Heidrick	Pride@Heidrick	Pride@Heidrick
Disability	#HEID (Honor Equality and Inclusion for Disability)	#HEID (Honor Equality and Inclusion for Disability)	#HEID (Honor Equality and Inclusion for Disability)

### 2021 Pride Month

In 2021, as part of our Pride Month celebrations, the Pride@Heidrick ERG hosted a global webinar entitled “The Journeys We Are On...” This global discussion included LGBTQ+ colleagues and allies across all levels of the organization sharing their experiences and journeys, with in-depth and breakout sessions to explore experiences and reactions in a candid and safe space.

- Our **Pride@Heidrick**, Americas **Women’s Inclusion Network**, and **POC** ERGs came together to host a session called “Unraveling Identity,” discussing the ways unique identities shape our experiences in the workplace and beyond.
- On August 26, Women’s Equality Day, the Americas **Women’s Inclusion Network** led our U.S. offices in commemorating the anniversary of the passing of the 19th Amendment that granted women the right to vote in the United States and reaffirming our Paradigm for Parity pledge to achieve gender parity by 2030.

## Supplier Diversity

As a global company, we make a significant outlay when it comes to purchasing supplies and services. Our [Supplier Code of Conduct](#) outlines the following expectations of our suppliers:

- They will work with diverse suppliers while performing work on our behalf.
- They will meet the same standards for supplier diversity as set by relevant government entities.
- They will take reasonable efforts to engage minority-owned businesses, women-owned businesses, LGBT-owned businesses, and small businesses.
- They will regularly report the amount they spend with qualified diverse companies on our behalf.

## Philanthropic Impact

We strongly believe that the benefits of our success and scale should enrich all of our stakeholders, especially the communities in which we operate. We are committed to being responsible global and corporate citizens by positively contributing to the communities in which we work and live. Our global Philanthropic Committee, formed in 2019, leads our approach to supporting charitable causes and philanthropic endeavors that matter to our employees, clients, and communities around the world. We give back through volunteer service, charitable giving, and pro-bono work.

While working in a hybrid environment in 2021, our teams continued to

partner together to find ways to support our communities.

In 2021, we hosted the “Great Heidrick Bakeoff,” a global cooking, baking, and mixology competition and fundraiser for the United Nations World Food Program’s “ShareTheMeal,” a phone app from the United Nations WFP that enables people to “share their meals” with children in need. Colleagues competed by submitting recipes for their best dishes while also giving back to a global organization that fights hunger throughout the geographies where we live and work. In total, employees donated more than 3,600 meals through the program to those in need.



### Global Day of Service 2021

442

participating employees

38

non-profits and organizations supported

35

global offices represented

967

total hours volunteered

### Philanthropic Support and Volunteer Work

We hosted our third Global Day of Service, a day where we, as a firm, gave back to our communities through fundraising and volunteering. In 2021, we supported non-profits and organizations focused on education, food insecurity, healthcare and other local causes.

Some highlights from our 2021 Global Day of Service include:

- Our Amsterdam office donated 250 meal kits to families affected by the pandemic.
- Our San Francisco office sorted and distributed 1,000 meals for delivery.
- Our Dallas office wrote over 60 notes of appreciation to healthcare workers.
- Our Chicago and Tokyo offices donated over 100 books to each of their communities.
- Our Atlanta, Bremen, Dublin, Houston, and Zurich offices helped clean local parks and areas around their cities.
- Employees in Beijing, Shanghai, and Dubai mentored local students and scholars.
- Employees in Hong Kong, Singapore, London, and Los Angeles raised funds to donate to philanthropic organizations through athletic events.

## Pro-Bono Work

In addition to volunteer work carried out by our employees in their communities, we also make financial and pro-bono contributions to non-profits and organizations around the world that are aligned with our values.

Through our Pro Bono Assignment Program, launched in 2020, we offer a variety of professional services pro bono

to nonprofits and select for-profits that meet our criteria to receive assistance.

Recipients from 2021 included mission-driven organizations from around the world, and we supported organizations that offered healthcare services to underserved populations, addressed food insecurity, provided humanitarian aid to at-risk groups, educated youth and teens, and more.

“As the world continued to face unprecedented challenges, our employees found opportunities to step up in ways big and small. Our firm’s global philanthropic efforts highlight the best of our firm and demonstrate the impact we can have when we come together to give back to others.”



**Elizabeth Langel**

Partner, Financial Services Practice,  
Head of Global Philanthropic Committee,  
Heidrick & Struggles



# Environmental Sustainability

## Mitigating our climate impact

### HIGHLIGHTS

- We measured and disclosed our full Scopes 1, 2, and 3 carbon footprint.
- We reduced our carbon emissions by over 21% versus 2019.
- We decreased our global office square footage by 26%.
- We continued to reduce our waste through overall recycling and e-waste recycling.
- We continued addressing our climate impact through emissions reductions and the purchase of carbon offsets through our partnership with IndigoAg.

**A**s one of the world's largest executive recruiting and leadership advisory firms, we recognize the impact our offices and operations have on the planet and we acknowledge our responsibility to reduce our environmental impact where possible and pursue environmental sustainability initiatives. We care about our communities—local and global—and we are committed to reducing our environmental impact and creating transparency around our activities.

"We continue to gain momentum on our ESG journey as we advance our long-term strategy and execute on our priorities for all of the stakeholders we serve. Our ESG commitment is aligned with our purpose as a firm and further reinforces our efforts to reduce our environmental impact and demonstrate good corporate citizenship."



**Tracey Heaton**

Chief Legal Officer and Corporate Secretary,  
Heidrick & Struggles

# Carbon Emissions

In 2019, we began measuring our carbon footprint with the goal of identifying hotspots, finding efficiencies, and mitigating our carbon footprint. As a professional services firm, most of our carbon emissions historically have stemmed from business air travel and office electricity use. In 2020 and 2021, we responded to the COVID-19 pandemic by significantly reducing both our business air travel and our leased office

space due to hybrid working approaches. Due to these changes, our largest sources of emissions in 2021 were electricity use and employee commuting.

In 2021, we expanded our carbon footprint measurement to include a complete assessment of our Scopes 1, 2, and 3 emissions. Our largest impact category is purchased electricity, accounting for nearly 40% of total emissions. Our next largest

emissions source is the purchase of goods, including capital goods. In total, emissions from these categories account for approximately 20% of our total emissions. Additional significant sources of emissions come from employee commuting and business travel, which together account for a little over a quarter of our total emissions. Employee commuting covers both traditional commuting to an office location and telecommuting; however,

most emissions in this category are from traditional commuting. Business travel includes emissions from air travel, hotel stays, and car or train rides, though the largest impact within this category is from air travel. Air travel decreased significantly during the COVID-19 pandemic and remained low in 2021. While we do not anticipate travel returning to pre-pandemic levels, it will likely increase again in the coming years.

## Emissions by Scope

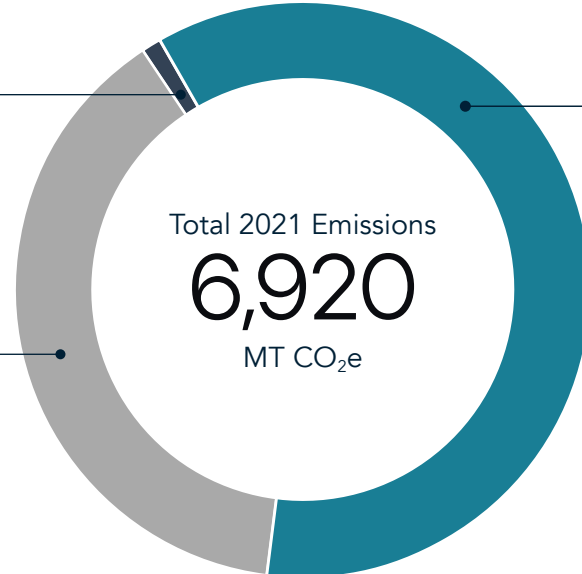
as of December 31, 2021:

### Scope 1 <1%

	Amount of Emissions (MT CO <sub>2</sub> e)	Percent of Total Emissions
Vehicle Emissions	18	<1%
Fugitive Emissions (Refrigerants)	47	<1%

### Scope 2\* 38.9%

	Amount of Emissions (MT CO <sub>2</sub> e)	Percent of Total Emissions
Electricity (Location-Based)	2,690	—
Electricity (Market-Based)	2,700	38.9%



### Scope 3\*\* 61%

	Amount of Emissions (MT CO <sub>2</sub> e)	Percent of Total Emissions
Purchased Goods & Services	1,010	14.6%
Capital Goods	392	5.7%
Fuel- and Energy- Related Activities	866	12.5%
Upstream Transportation & Distribution	20	<1%
Waste Generated in Operations	84	1.2%
Business Travel	624	9.1%
Employee Commute	1,170	16.9%

\* Location-based electricity emissions are not assigned a percentage because this category is considered an alternative calculation methodology to the market-based emissions values. Market-based emissions factors take into account the emissions intensity of local energy providers, if known. The location-based emissions factors take into account regional emissions based on the EPA's eGrid system.

\*\* Eight of the 15 Scope 3 categories do not apply to Heidrick & Struggles' business model.

# Carbon Reductions

## Real Estate

We pursue environmental sustainability initiatives when building, furnishing, and maintaining our offices globally, including working with vendors who focus on sustainable materials and products to help ensure our offices are as green as possible. We lease space in over 20 green buildings in the United States. We do not own any real estate. We are committed to making environmentally responsible choices, such as eliminating waste, reducing pollution, promoting recycling, utilizing repurposed materials, and increasing energy efficiency to reduce our carbon footprint.

In 2020, as most of our employees began working remotely under our newly formalized Flexible Workspace philosophy, we began to reassess our total real estate footprint. We entered 2020 with 441,084 rentable square feet. Since 2020, we have successfully reduced our square footage to roughly 330,000—a 111,084 reduction in square footage, or roughly 26% of our real estate footprint. With office shrinkages occurring, it has also given us the opportunity to recycle furniture throughout our various offices. In 2021, Heidrick & Struggles served clients through a network of leased office space in 46 cities in 26 countries around the world.

## Carbon Offsets

In addition to our real estate efforts, we are committed to addressing our carbon emissions through a variety of approaches, including the purchase of carbon offset credits. We have partnered with Indigo Ag for a multi-year offset program (see chart). Indigo Ag develops biological and digital technologies that improve farmer profitability, environmental sustainability, and consumer health. Their carbon offset credits support farmers who adopt

regenerative, sustainable agricultural practices that reduce and sequester carbon dioxide while enriching their soil. Indigo Ag's model is unique among carbon credit vendors—it offers technical and other support to growers and verifies carbon sequestered through a third-party audit for buyers. Indigo Ag's work also supports U.N. Sustainable Development Goal 15: Life on Land by helping protect and restore soil and farmland through regenerative practices.

Year	Number of Credits	Offset (Against 2021 Baseline)*
2021	2,000	28.9%
2022	3,000	43.4%
2023	4,000	57.8%

\*Percentages in this column are based on 2021 emissions. Exact percent offset will depend on the relevant year's emissions.



### CASE STUDY

## Shrinking our real estate footprint and our emissions

In 2019, we began studying our carbon footprint, which shrank considerably in 2020 and 2021 as we transitioned to serving clients virtually due to the pandemic. Our teams quickly adapted to our new hybrid working style. In order to reduce the amount of unused office space we leased and reduce our emissions, we downsized our office footprint by roughly 26% from 2020 to 2021. We also worked to retain and repurpose as much of the furniture and office supplies from those downsized offices as possible. In fact, we furnished 95% of our new Miami office with furniture from a previous office space in California.



## Paper

In 2020, we began shifting some of our paper contracts to DocuSign, an electronic signature software company. The use of DocuSign has increased efficiency by precluding the use of printing and mailing or faxing documents. In 2021, we more than tripled our environmental savings from using DocuSign versus 2020, as our use of it became more mainstreamed throughout the company.

### Our environmental impact reduction through the use of DocuSign:



**11,155 lb**  
of wood



**32,846 gal**  
of water



**26,184 lb**  
of carbon



**1,813 lb**  
of waste

## Decrease in Total Carbon Emissions

From 2019 to 2021, our total carbon emissions decreased by 1,880 MT CO<sub>2</sub>e, the equivalent of removing 408 passenger vehicles from the road for a year.

For our non-digital documents, we securely shredded and recycled our printed paper. In 2021, we recycled over 42 metric tons of paper, avoiding over 220 MT of CO<sub>2</sub>e from being emitted.

## E-Waste

We continued to expand our efforts globally around decommissioning electronic waste in a secure and sustainable fashion, ensuring our data is not put at risk. We also continued working with certified vendors to manage our e-waste recycling as we recognize the important benefits, such as reducing non-biodegradable waste from ending up in landfills.

## Supplier Responsibility

Our efforts to reduce our carbon impact include selecting our suppliers responsibly. We expect suppliers to adhere to our Supplier Code of Conduct that, among other expectations, addresses protecting the environment. According to the Code, suppliers must:

- Comply with all environmental laws and regulations where our business is conducted.
- Conserve resources and protect the communities and environment that surround them.
- Minimize the use of non-renewable resources, reduce and recycle waste, and minimize the environmental impact of their operations where possible.
- Present environmentally preferable options and ensure that materials are disposed of in an environmentally responsible manner.
- Establish targets and be transparent in their progress toward those environmental goals, including measuring, reporting, and reducing emissions, transport footprints, the use of materials and resources, water use, and waste.



# Governance

A progressive culture starts at the top

## HIGHLIGHTS

- We have an experienced and trusted board of directors<sup>2</sup>, and more than 70% of our board are women or people of color.
- Our board<sup>2</sup> is committed to ongoing refreshment to meet the evolving needs of the firm, and the average tenure of our directors was 4.5 years.
- As a leading global professional services firm, we have developed a set of corporate values and a Code of Ethics that guide our firm's culture, ensuring we hold ourselves to the highest professional ethical standards.
- In order to maintain the trust of our clients, candidates, and employees, we have a comprehensive set of data protection and privacy programs, policies, and practices deployed and maintained throughout our organization.

Our organization is governed according to our values and ethics by our board of directors and management team. Through its committee meetings and regular interactions with senior leadership, the board provides strategic direction to our Executive Search, Heidrick Consulting and On-Demand Talent operations, while encouraging the development of new initiatives to ensure we continuously meet stakeholder needs and set industry standards.

"The role of boards, CEOs and leaders is changing as they address an increasingly complex set of issues and challenges with far broader implications than in the past. As we advise our clients and partner with various stakeholders and experts in the governance arena, we are committed to leading by example, starting at the top with our board and management team. This is a perpetual, ever-evolving process, and our goal is to ensure the effective leadership and sound governance of our organization, today and well into the future."



**Krishnan Rajagopalan**

President & CEO,  
Heidrick & Struggles

# Our Board of Directors

Our firm’s success is due in part to our vast network of global colleagues, including our experienced and trusted leadership team. Well-run boards take an ongoing approach to refreshment and develop succession practices to meet evolving needs related to board composition. Our board of directors<sup>2</sup> is currently composed of six independent members and our President and CEO.



**Adam Warby**

Chairman of the board,  
Ex Officio member of all  
committees



**Krishnan Rajagopalan**

President and Chief  
Executive Officer, and  
member of the board of  
directors



**Elizabeth L. Axelrod**

Human Resources &  
Compensation Committee  
Chair and member of  
the Nominating & Board  
Governance Committee



**Meg Bear**

Member of the  
Human Resources  
& Compensation  
Committee



**Lyle Logan**

Member of the Audit &  
Finance Committee and  
the Nominating & Board  
Governance Committee



**T. Willem Mesdag**

Audit & Finance  
Committee Chair  
and Member of the  
Human Resources &  
Compensation Committee



**Stacey Rauch**

Nominating & Board  
Governance Committee  
Chair and member of  
the Audit & Finance  
Committee

## Skills & Experience

Experience	Axelrod	Bear	Logan	Mesdag	Rajagopalan	Rauch	Warby
Public Company CEO Experience					•		
Professional Services Industry Experience	•		•	•	•	•	•
Human Capital Expertise	•	•		•	•	•	•
C-Suite Leadership / General Management Experience	•	•	•	•	•	•	•
International	•	•	•	•	•	•	•
Risk Management	•	•	•	•	•	•	•
Information Security / Cybersecurity Expertise		•		•			•
Mergers & Acquisitions	•	•		•	•		•
Financial Literacy	•	•	•	•	•	•	•
Technology / Digital Expertise	•	•					•
Product Strategy & Development		•					•
Customer-Focused / Sales		•	•	•	•	•	•
Public Company Board Experience	•	•	•	•	•	•	•

## Board Committees

The board conducts its business through meetings of the board and its three committees: the Audit & Finance Committee, the Human Resources & Compensation Committee, and the Nominating & Board Governance Committee. Each committee has an approved written charter that is reviewed and revised annually, as needed.

- The Audit & Finance Committee appoints and oversees our independent auditors and monitors the integrity of our financial reporting and audited financial statements. It is also responsible for establishing procedures around whistleblower complaints, ensuring compliance with our Code of Ethics, and reviewing any regulatory matters related to our financial statements with the Chief Legal Officer.
- The Human Resources & Compensation Committee discharges the board's responsibilities relating to compensation of executives and firm-wide compensation plans. Additionally, it annually reviews human capital matters such as our diversity and inclusion practices, key metrics and talent pipeline, as well as senior leadership succession planning.
- The Nominating & Board Governance Committee is responsible for CEO succession planning and identifies and recommends Director nominees, considering how they bring diversity and complementary skills and experience to the board. Additionally, it oversees corporate governance matters, including our ESG initiatives, and partners with the Audit & Finance Committee to recommend amendments to our Code of Ethics.



## Ethics

Our [Code of Ethics](#) applies to all of our employees, officers, directors, and independent contractors. It establishes clear ethical and professional guidelines, ensuring we hold ourselves to the highest professional ethical standards. The Code is a reflection of our values and our commitment to acting with integrity and high standards in all business practices. Guidelines presented in the Code include:

- Fostering a respectful workplace free of harassment.
- Embracing diversity and inclusion.
- Dealing fairly and honestly, respecting private information, and rejecting corruption.
- Preventing retaliation against anyone who reports misconduct.
- Using social media responsibly, and more.

Compliance with the Code is overseen by the Audit & Finance Committee of the Board. The Code is available in multiple languages, and all employees generally are required to certify that they have reviewed, and are familiar with, the Code annually.

### EthicsLine

The [EthicsLine](#) is an outlet for reporting alleged breaches of legal or regulatory obligations, financial fraud, or violations of the Code or other corporate policies. Available 24/7 via the internet or a toll-free hotline, the EthicsLine is available

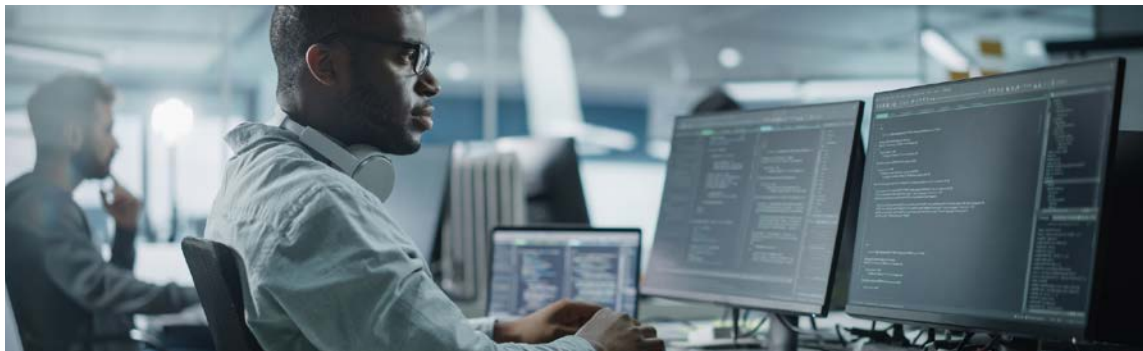
to all company employees, contractors, vendors, stockholders, clients, or other interested parties. It is administered by an independent third-party that specializes in running whistleblower hotline programs for companies throughout the United States. Calls are not recorded, and callers may

remain anonymous. For access, dial 800-735-0589 toll-free in the United States, or 704-731-7242 outside the United States, or visit [www.Heidrick.ethicspoint.com](http://www.Heidrick.ethicspoint.com) for a full list of local phone numbers.



# Cybersecurity and Privacy

Our clients, candidates, and employees place a tremendous amount of faith in us to protect their most sensitive information. Our success is, in part, built upon our dedication to not allowing such information to become public. Personal data is a critical component of our business, and we are committed to the security and appropriate usage of that data in compliance with applicable data protection laws and regulations. In order to maintain the trust of candidates, clients, individuals, and the broader public, we have deployed a comprehensive set of data protection and privacy programs, policies, and practices throughout our organization, which we regularly assess and update to reflect the evolving regulatory landscape and threat environment.



## Cybersecurity Operations

Confidentiality and information security are core to our [Corporate Vision and Values](#). It takes a combination of people, technical safeguards, and processes to protect information at Heidrick & Struggles.

Some key safeguards we have in place are:

### Policies & Process

- Robust information security policies based on the ISO 27001 framework
- Cybersecurity incident response
- Secure software development lifecycle
- Third-party information risk management process
- Well documented processes to provide and remove access in a timely manner

- IT change control
- Access provided on a “need to know” basis applied with “least privilege” principle
- Regular, independent SOC1/SOC2 audits for key SaaS providers
- Regular security awareness training, covering topics like phishing, social engineering, mobile and device security, and protection of sensitive information

### Technical Controls

- Frequent, independent third-party vulnerability and penetration testing
- Regular system patching
- Remote access using multi-factor authentication
- Use of world class data centers protected by robust physical and environmental controls
- Encrypted data transmission
- 7x24x365 security monitoring
- System redundancy and resilience to ensure business continuity

## Oversight

Our Chief Information Security Officer and the cybersecurity team are responsible for defining, implementing, and administering appropriate measures to protect information across the firm.

Cybersecurity matters are overseen by the Audit & Finance Committee of the board of directors. The Committee or full board regularly reviews our cybersecurity program with Management and receives periodic updates on the evolving threat landscape and our enhanced efforts in light of those emerging risks. Cybersecurity risks are also reviewed and discussed with the Committee and the board as part of the annual Enterprise Risk Management assessment. Management has an annual SOX compliance program, which incorporates the review of enterprise technology controls. This program includes reviews by our internal and external auditors. We also maintain a cyber enterprise insurance policy to potentially defray some of the costs associated with a breach. In 2021, we did not experience any information security breaches.

## Privacy

We have adopted a Global Privacy Policy to address compliance with applicable data privacy laws, including data collection, use, processing, disclosure, retention, and destruction. We regularly update our [Privacy Policy](#), which is available in multiple languages, to reflect new and updated data protection laws and regulations that apply to our business and our new service offerings. Through our privacy policies and approaches, we inform individuals whose personal data we process what data we collect, how we use it, who we share it with and for what purpose, how long we keep it, and how we protect it.

The foundations to our business are confidentiality and security. Without them, we would not be the trusted partner we are to our clients. Our staff are engaged in our ongoing training and awareness program to remind them that privacy comes first, to protect our candidates, our clients, our participants, and our colleagues.

## Data Ethics and Transparency

We maintain reasonable technical and organizational measures to protect personal information from loss, misuse and unauthorized access, disclosure, alteration, and destruction. As part of our data governance processes, we periodically assess our data privacy compliance program with external experts to help identify ways to improve and evolve our policies and practices. We will continue our efforts to make our dealings in relation to personal data transparent, including informing individuals how they can exercise their rights to access and control their personal data, thereby empowering individuals to make informed choices in the process. Certain jurisdictions, such as the EU, assign rights to such individuals (called “data subjects”), or anyone whose personal data is being used, processed, or transferred. To ensure transparency around this process, we maintain a data subject rights phone hotline and dedicated email via which our data subjects can easily request information on their personal data. Regardless of location, we seek to honor all data requests from individuals. [Learn more about our Data Subject Rights Hotline.](#)

### Endnotes

<sup>1</sup> Global updates include women globally and ethnic diversity for women and men in Australia, Canada, the United Kingdom and the United States, where we currently track ethnicity. (pages 3, 5, 8, 10, 12)

<sup>2</sup> As of May 2022. (pages 34, 35)



# Appendix

## GRI 102: General Disclosures

### Organizational Profile

Disclosure	Description	Cross-Reference or Answer
102-1	Name of the organization	Heidrick and Struggles International, Inc.
102-2	Activities, brands, products, and services	<a href="#">About Heidrick &amp; Struggles</a>
102-3	Location of headquarters	Chicago, Illinois, U.S.
102-4	Location of operations	Heidrick & Struggles operates in 26 countries. See our Annual <a href="#">Report on Form 10-K</a> for regions where significant operations are located.
102-5	Ownership and legal form	Heidrick & Struggles is a publicly traded company under the symbol "HSII" on the NASDAQ Stock Market.
102-6	Markets served	<a href="#">Annual Report on Form 10-K</a>
102-7	Scale of the organization	<a href="#">Annual Report on Form 10-K</a>
102-8	Information on employees and other workers	<a href="#">Our People</a>
102-10	Significant changes to the organization and its supply chain	<a href="#">Our Services</a> <a href="#">Real Estate</a>
102-12	External initiatives	We are members of the AESC Diversity Pledge, Change the Race Ratio and Paradigm for Parity. Additionally, we have created the Board Diversity Pledge, Board Network and Leadership Network to support our DE&I commitment and bring together leaders across organizations for mutual benefit.
102-13	Membership of associations	We have relationships with a broad array of respected organizations that we draw upon in our journey and help us advance our business goals and fulfill our commitments to our employees, clients and the communities where we live and work. These include: Ascend Pinnacle; Asian American Business Development Center; Association of Executive Search and Leadership Consultants (AESC); The Conference Board; The Executive Leadership Council; The Latino Corporate Directors Association; The National Association of Corporate Directors; FTSE Women Leaders; NASDAQ; INSEAD; and Stanford University.



## Strategy

Disclosure	Description	Cross-Reference or Answer
102-14	Statement from senior decision-maker	A Message from Our President & CEO

## Ethics and Integrity

Disclosure	Description	Cross-Reference or Answer
102-16	Values, principles, standards, and norms of behavior	Our Culture & Values Ethics
102-17	Mechanisms for advice and concerns about ethics	Ethics

## Governance

Disclosure	Description	Cross-Reference or Answer
102-18	Governance structure	Governance
102-19	Delegating authority	Governance
102-20	Executive-level responsibility for economic, environmental, and social topics	Governance
102-21	Consulting stakeholders on economic, environmental, and social topics	We engage with our stakeholders regularly through a variety of avenues, including meetings, forums, conferences and events, recruitment events, marketing communications, social media, newsletters and more.
102-22	Composition of the highest governance body and its committees	Our Board of Directors
102-23	Chair of the highest governance body	Our Board of Directors
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance
102-27	Collective knowledge of highest governance body	Our Board of Directors
102-36	Process for determining remuneration	Our Board of Directors

## Stakeholder Engagement

Disclosure	Description	Cross-Reference or Answer
102-40	List of stakeholder groups	We engage with the following stakeholders to advance our purpose as a firm: employees and potential employees; clients and potential clients; candidates and potential candidates; stockholders and potential stockholders; and vendors/suppliers.

## Reporting Practice

Disclosure	Description	Cross-Reference or Answer
102-45	Entities included in the consolidated financial statements	<a href="#">Annual Report on Form 10-K</a>
102-46	Defining report content and topic boundaries	<a href="#">About this Report</a>
102-47	List of material topics	We have not yet conducted a materiality analysis but hope to do so in future years.
102-48	Restatements of information	No information has been restated.
102-50	Reporting period	January 1 - December 31, 2021
102-51	Date of most recent report	April 2021
102-52	Reporting cycle	January 1 - December 31, 2021
102-54	Claims of reporting in accordance with the GRI Standards	<a href="#">About this Report</a>
102-55	GRI content index	<a href="#">Appendix</a>

## GRI 200–400: Topic-Specific Disclosures

### Economic Topics

GRI Topic	Disclosure	Description	Cross-Reference or Answer
Economic performance	201	Management Approach	See Annual Report on Form 10-K
	201-1	Direct economic value generated and distributed	See Annual Report on Form 10-K
	201-2	Financial implications and other risks and opportunities due to climate change	Environmental Sustainability
	201-3	Defined benefit plan obligations and other retirement plans	Our Benefits See Annual Report on Form 10-K
Indirect Economic Impacts	203	Management Approach	Philanthropic Impact Real Estate
	203-1	Infrastructure investments and services supported	Philanthropic Impact Real Estate
Procurement Practices	204	Management Approach	Environmental Sustainability Supplier Diversity Supplier Responsibility
Anti-corruption	205	Management Approach	Ethics
Taxes	207	Management Approach	See Annual Report on Form 10-K
	207-1	Approach to tax	See Annual Report on Form 10-K
	207-2	Tax governance, control, and risk management	See Annual Report on Form 10-K

## Environmental Topics

GRI Topic	Disclosure	Description	Cross-Reference or Answer
Materials	301	Management Approach	<a href="#">Environmental Sustainability</a>
Energy	302	Management Approach	<a href="#">Environmental Sustainability</a>
	302-4	Reduction of energy consumption	<a href="#">Environmental Sustainability</a>
Emissions	305	Management Approach	<a href="#">Environmental Sustainability</a>
	305-1	Direct (Scope 1) GHG emissions	<a href="#">Carbon Emissions</a>
	305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Carbon Emissions</a>
	305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Carbon Emissions</a>
	305-5	Reduction of GHG emissions	<a href="#">Carbon Reductions</a>
Waste	306	Management Approach	<a href="#">Environmental Sustainability</a>
	306-4	Waste diverted from disposal	<a href="#">Carbon Reductions</a>
Supplier Environmental Assessment	308	Management Approach	<a href="#">Environmental Sustainability</a>

## Social Topics

GRI Topic	Disclosure	Description	Cross-Reference or Answer
Employment	401	Management Approach	Our People
	401-1	New employee hires and employee turnover	Our People and SASB table
Occupational Health and Safety	403	Management Approach	Our People
	403-6	Promotion of worker health	Our Benefits
Training and Education	404	Management Approach	Our People
	404-1	Average hours of training per year per employee	Talent Development
	404-2	Programs for upgrading employee skills and transition assistance programs	Our People Equitable Advancement Programs
Diversity and Equal Opportunity	405	Management Approach	Diversity, Equity & Inclusion
	405-1	Diversity of governance bodies and employees	Diversity Begins at Home
	405-2	Ratio of basic salary and remuneration of women to men	Pay Equity
Non-discrimination	406	Management Approach	Diversity, Equity & Inclusion Our People
Local Communities	413	Management Approach	Philanthropic Impact
	413-1	Operations with local community engagement, impact assessments, and development programs	Philanthropic Impact
Supplier Social Assessment	414	Management Approach	Supplier Diversity Supplier Responsibility
Customer Privacy	418	Management Approach	Cybersecurity and Privacy

## SASB: Professional & Commercial Services Sustainability Accounting Standard

SASB Topic	Metric	Category	Unit of Measure	Code	Cross-reference or answer
Data Security	Description of approach to identifying and addressing data security risks	Discussion and analysis	n/a	SV-PS-230a.1	<a href="#">Cybersecurity and Privacy</a>
	Description of policies and practices relating to collection, usage, and retention of customer information	Discussion and analysis	n/a	SV-PS-230a.2	<a href="#">Cybersecurity and Privacy</a>
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	Quantitative	Number, percentage (%)	SV-PS-230a.3	<a href="#">Cybersecurity and Privacy</a> 0 material data security breaches
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1	<a href="#">Diversity Begins at Home</a>
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	Employee turnover rate (between January 1 - December 31, 2021): Voluntary terms: 17% Involuntary terms: 2%
	Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3	We do not currently track this metric.
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and analysis	n/a	SV-PS-510a.1	<a href="#">Ethics</a>
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting currency	SV-PS-510a.2	We do not publicly disclose this information.
Activity Metrics	Employee hours worked, percentage billable	Quantitative	Hours, percentage (%)	SV-PS-000.B	Not all Heidrick employees work on a billable hours basis.
	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Quantitative	Number	SV-PS-000.A	<a href="#">Our People</a>

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