

Building an Inclusive Workplace, Where Everyone Belongs



2024 INCLUSION & BELONGING REPORT





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Our Continued Focus on Inclusion

Fostering Inclusion & Belonging

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2024 Inclusion & Belonging Report

About This Report

Russell Reynolds Associates (RRA) is proud to share our 2024 Inclusion & Belonging Report. In this report, we reflect on another year in our journey to fostering an inclusive culture where all colleagues feel valued and supported. Our dedication to transparency and accountability drives us to share our successes and challenges openly, ensuring that we continue to evolve and make meaningful strides for our clients, colleagues, and communities.

As the pace of change in the world accelerates, our firm remains grounded in our purpose: to improve the way the world is led. Though we continue to grow and evolve our business, what makes our firm special—our mission and our values—are not changing. We remain steadfast in our belief that diverse, inclusive teams drive innovation and success. And we deliver on that commitment by building high-performing teams that are diverse in the broadest sense of skills, experiences, and perspectives.

In 2024, we welcomed 162 new colleagues across 20 countries.

Our incoming colleagues contribute to the rich fabric of our firm’s culture, bringing knowledge and expertise from a broad range of professions including financial services, consulting, medicine, the military, and life sciences.

Our Inclusion Networks continued to grow and thrive globally, amplifying the voices from new chapters in our Germany, India, and Dubai offices. We invested in programming to drive professional development and strengthen a sense of belonging for recent hires. We also expanded our focus on well-being via our partnership with Hintsu. In 2024,

over 450 colleagues completed personalized well-being assessments, over 300 colleagues attended curated workshops on mental health and cognitive performance, and almost 100 accessed one-on-one performance coaching.

The principles of inclusion, diversity, and sustainability are core to our values, and we remain committed to helping foster these principles to help improve the way the world is led, for our clients and for our firm. Thank you for taking the time to learn more about our journey.

Constantine Alexandrakis
CHIEF EXECUTIVE OFFICER



Renee Bell
CHIEF PEOPLE OFFICER



Irma Alvarez
GLOBAL HEAD OF DIVERSITY, EQUITY AND INCLUSION





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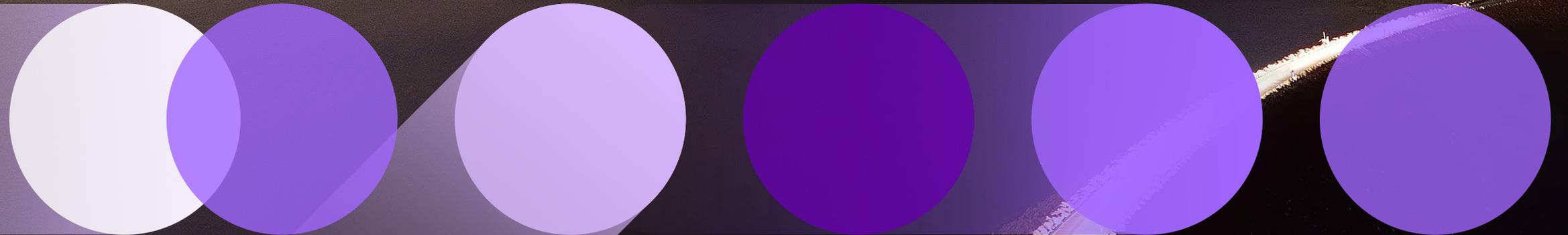
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2024 at a Glance

We aim to bring the best of RRA to our clients. To do this, we must recruit, retain, and develop the best people from the broadest talent pools. As our firm continues to grow and evolve, we remain dedicated to fostering an inclusive environment powered by the unique skills, identities, and experiences of our colleagues.

2024 RRA workforce at a glance

Gender diversity

69%

of our workforce comprises women

Racial/ethnic diversity*

27%

of our workforce comes from historically underrepresented groups (HUGs**)

Military veterans*

3%

of our workforce comprises military veterans

LGBTQ+*

6%

of our workforce identifies as members of the LGBTQ+ community

* Data available for Australia, Canada, the UK, and the US.

**Historically underrepresented groups typically comprise Asian, Black, Hispanic/Latino, Indigenous, Middle Eastern and North African (MENA), and multiracial colleagues.





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Shaping What's Next

We're on a journey to ensure all colleagues have rewarding careers—and the support needed to thrive professionally—in an environment that is conducive to ongoing success. Our efforts are rooted in our purpose to improve the way the world is led.

Committed to inclusion—inside and out

We're committed to making RRA an inclusive workplace where all colleagues belong and can advance their careers. By embracing and harnessing the diverse perspectives of our colleagues, we will strengthen our culture, deliver exceptional value and service to our clients, and accelerate our impact in our communities.



For our colleagues

Our aspiration is to create a culture of inclusion that fosters a sense of belonging, where everyone can bring their unique perspectives and identities to RRA. We strive to attract, develop, and promote the best talent from the broadest pool of candidates. To do this, we embrace differences across backgrounds and experiences.



For our clients

We are committed to playing a leading role in enabling our clients to build more inclusive organizations. Our aspiration is to set the gold standard for the caliber of talent that we deploy to clients and accelerate business outcomes for client organizations. With our global mindset, innovative equitable search practices, and colleagues in 47 offices around the world, we are uniquely positioned to deliver.



For our communities

We are leveraging our institutional knowledge to accelerate the development of tomorrow's leaders, continuing to collaborate with organizations seeking to expand career mobility and broaden access to opportunity. From developing the next generation of leaders to providing leadership and mentoring opportunities, our work is leading the industry.



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Investing in Inclusive Leadership

We believe that inclusion fuels innovation, performance and, ultimately, our collective success. The initiatives highlighted below aim to strengthen inclusion across RRA by cultivating self-awareness, building empathy, and enabling effective collaboration.

AcceleRRate Program, Global

We hosted our second annual gathering to promote the engagement and inclusion of recently hired consultants. AcceleRRate is part of the firm’s continued focus on inclusion and belonging. It is an opportunity for recent joiners to connect with colleagues, expand their global network, and gain insight into how to succeed at RRA. This year, we expanded our program to include more consultants and added virtual follow-up sessions hosted by senior leaders across the firm.

Unlocking Performance Through Inclusion, RRA Amsterdam

In RRA Amsterdam, we held our first workshop on creating a shared understanding about the power of inclusion and its impact on well-being and performance. Colleagues engaged in facilitated discussions about behaviors that strengthen our culture and create a greater sense belonging.

Mission Include, RRA London

RRA London colleagues across all levels and departments participated in the Mission Include program, a nine-month cross-company mentoring program that matches RRA colleagues with external mentors or mentees. Developed by [Moving Ahead UK](#), this pioneering initiative aims to inspire connection and learning across industries.

Understanding and Mitigating Bias, Global

We continued to drive firmwide dialogues on unconscious bias. As part of our global New Consultant Program, we hosted an in-person workshop for colleagues to explore topics such as how unchecked bias undermines our collective success, how to identify common types of biases, and how to address bias when it’s happening.



Each year, we take steps to better understand our colleagues’ experiences and evolve our talent practices and programs to become more inclusive of our diverse workforce.



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Strengthening Our People Processes & Offerings

In the past year, we've made several enhancements as part of our continued commitment to provide our workforce with high-quality and comprehensive benefits options. In 2024, we took steps to:



- **Expand our parental leave** benefit to provide a universal minimum of eight weeks of leave for nonbirth parents. This not only includes leave for the birth of a new child but also for the adoption of a child. As this is now standard practice for the firm globally, this change will allow more of our colleagues the time they need to support their partner after welcoming a new child into their families.
- **Introduce an array of global minimum leaves** to support our people in finding balance during important life moments. This includes more consistent bereavement leave, caregiving leave, and dedicated time off for important medical procedures, such as in vitro fertilization (IVF).
- **Launch our global benefits site**, which makes it easier for our workforce to access and explore benefits summaries by country. We've made our benefits pages more accessible and brought our policies to life through engaging information sessions hosted in partnership with our Inclusion Networks.
- **Further our effort to help colleagues maximize retirement savings** by introducing a program that provides 401(k) matching funds for qualified student debt payments in the United States. This ensures individuals do not have to forego retirement savings just to pay their student loans.

We established our global partnership with Maven Clinic, which further enhances our offerings globally in support of building a family, caring for one's health and that of their family, and navigating the challenges of balancing work and life. Specifically, Maven greatly expands access to assisted reproductive services (for example, IVF, adoption, and surrogacy), and additional resources around maternity, parenthood, and menopause. This enhanced access removes barriers to these services for colleagues across the globe, especially those who are traditionally barred from services because they lack a formal medical diagnosis of infertility.

In 2025 and beyond, we will continue to center our benefits strategy around three key themes as we evaluate future investments and adapt to the evolving needs of our global workforce: expanding access and eligibility, advancing equity across employee cohorts, and offering a high-impact portfolio of benefits that are both valued and widely used by our diverse employee population.

We are also committed to supporting fair and equitable pay practices in line with our compensation philosophy. As part of our practice, we have established pay levels that are determined by role and market, minimizing pay disparities and reducing the likelihood of discrimination based on direct or indirect factors.

We also conduct an annual review of our pay decisions with an external partner to assess our results for bias.



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Investing in Well-being at Work

We believe that investing in employee well-being can radically improve organizational culture. In 2024, we expanded our partnership with Hints, a leading evidence-based coaching company that helps top athletes and business professionals achieve sustainable success. Our programs, which included well-being assessments and group workshops, were aimed at improving colleagues' physical, mental, and emotional well-being.

Expanded in response to feedback from our annual People Survey, the program

enabled more than 450 employees to complete a well-being assessment and gain insights into their personal wellbeing through a customized report. Almost 100 colleagues signed up for consultations with performance coaches to bring their learnings to life.

We complemented these efforts with workshops focused on well-being. Over 170 colleagues attended our workshop on mental health and mindfulness, and approximately 120 colleagues attended our workshop on cognitive performance.

Participants combined these sessions with self-study resources they could access on demand for a comprehensive and robust experience.

The high level of engagement and overwhelmingly positive feedback from our well-being programs have informed our priorities and approach to well-being in 2025.

“The Hints coaching program has been one of the most impactful experiences in my five years at RRA. The coach I worked with was knowledgeable, sensitive, and super credible. The sessions were pacey and practical. He really understood me, my needs, and aspirations and helped me to rethink how I work with others, manage my energy, and maintain boundaries. A great investment, and I recommend all to consider this program.”

Joe Bailey
EXECUTIVE DIRECTOR,
RRA LONDON





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Driving Belonging Through Inclusion Networks

We have eight Inclusion Networks (INs) at RRA, which are open to all employees at the firm. These are colleague-led spaces to have meaningful conversations, build connections, and enhance our culture.

Snapshot of Inclusion Networks

As of December 2024, our Inclusion Networks included almost **650** colleagues, or 34% of our employee base, with over **1 in 3** employees at RRA being part of at least one Inclusion Network.



Purpose of inclusion networks

Our Inclusion Networks exist to strengthen communities and connection for all colleagues. They do this by:

- 1. Addressing the unique needs of their membership base, which includes affinity members, allies, and others.**
- 2. Leveraging their executive sponsors to drive change and have a voice at the highest levels of leadership at the firm.**
- 3. Organizing high-impact events with both internal and external speakers that generate healthy discourse in safe spaces.**



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Role of Inclusion Network executive sponsors and leaders

Our INs are designed to be impactful and sustainable, with each IN having an executive sponsor who is a managing director and shareholder at the firm, who is responsible for driving impact at the highest level. In 2024, we created more regional chapters and welcomed new IN leaders to shape priorities based on local needs.

Leading Women’s IN (WIN) efforts in the Asia-Pacific region (APAC) has been a truly fulfilling experience. I strongly believe in—and am passionate about—fostering an inclusive culture where colleagues at RRA feel like they belong. The WIN has given me a platform to turn my passion into actions that have concrete impact on the firm’s culture. Our conversations with the WIN community have ranged from professional development to personal stories of resilience. In the future, we hope to create a space where everyone feels empowered to be their authentic selves. A huge thank you to Jasmine Chung (co-lead) and to all our WIN APAC champions. There is a lot of work yet to be done, and we are just getting started!”



Khushboo Kumra
APAC CO-LEAD,
WOMEN'S INCLUSION
NETWORK



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Joi Hayes-Scott

CO-LEAD, BLACK INCLUSION NETWORK

“Leading the Black Inclusion Network means a great deal to me as it is an avenue for me to give back. It is a privilege to create opportunities for people to share, learn, and feel more at home at RRA and with one another.”



Sam Smith

CO-LEAD, JEWISH INCLUSION NETWORK

“The opportunity to lead the Jewish Inclusion Network at RRA has further deepened my connection to the firm, my colleagues, and my own values. We’ve started something special—a space where colleagues can come together and celebrate culture and connectivity—and have learned about one another and ourselves in the process. I’m grateful to the firm for celebrating inclusivity, recognizing the opportunity for the network, and supporting us in creating it! I’m excited to see the network continue to grow and evolve.”



Jett Pihakis

EXECUTIVE SPONSOR, PRIDE IN (LGBTQ+ INCLUSION NETWORK)

“There are differing levels of acceptance for our community around the world. With that in mind, I wanted to provide RRA’s LGBTQ+ employees with a sense of community and connection, as well as an outlet to learn from one another, share concerns, and raise visibility within the firm.”



Florencia Bardecio

CO-LEAD, VAMOS! (HISPANIC/LATINO INCLUSION NETWORK)

“As a Latina working in Europe, I’ve experienced firsthand the gap in understanding that often exists between those in positions of privilege and those who face systemic disadvantages. Co-leading the Hispanic/Latino Inclusion Network is deeply meaningful to me because it provides an opportunity to empower others, build authentic connections, and foster greater understanding among colleagues. What matters most to me is engaging in conversations about how our differences can be a powerful asset. By embracing and celebrating these differences, we can drive progress, amplify voices, and create meaningful impact together.”



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Impact of Inclusion Networks

Our Inclusion Networks had significant impact in 2024.

Asian IN

Our Asian IN expanded its global footprint in 2024, with the appointment of a leadership team serving the EMEA region. The team organized several celebrations across RRA offices, including Asian American and Native Hawaiian/Pacific Islander Heritage Month celebrations across US hubs, including Los Angeles, New York, and San Francisco.

Throughout the year, the team worked on—and empowered others to lead—several events to engage all colleagues. This included South Asian Heritage Month celebrations in London, Mid-Autumn Festival celebrations in San Francisco and London, Diwali celebrations in Atlanta and New York, and Japan’s Culture Day celebrations in Frankfurt.

Notably, the team enhanced access to Asian leaders at RRA via a fireside chat with Harpreet Khurana, chief digital and analytics officer, focused on his career journey.



Yvonne Lu
EXECUTIVE SPONSOR, ASIAN IN
MANAGING DIRECTOR, SAN FRANCISCO



Oanh Nguyen
LEAD, AMERICAS, ASIAN IN
SENIOR PROJECT COORDINATOR,
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Mohammed Khan
CO-LEAD, EMEA, ASIAN IN
KNOWLEDGE CONSULTANT, LONDON



Chris Makishima
CO-LEAD, EMEA, ASIAN IN
RESEARCH CONSULTANT, LONDON

Black IN

The Black IN saw the appointment of an all-new leadership team in 2024, with leads stepping into roles in the Americas and EMEA.

The team had a strong start with a series of events to commemorate Black History Month, starting in RRA Atlanta with Chris Simmons, former PwC managing partner, chief diversity officer, and board member. This was followed by a speaker series featuring notable leaders across various sectors—legal, academia, and social impact. In addition, RRA offices across the Americas and EMEA celebrated Black History Month with officewide social gatherings that spotlighted Black history, culture, and cuisine.



Bradlee Benn
EXECUTIVE SPONSOR, BLACK IN
MANAGING DIRECTOR, NEW YORK



Emani Fenton
CO-LEAD, AMERICAS, BLACK IN
EXECUTIVE DIRECTOR, NEW YORK



Joi Hayes-Scott
CO-LEAD, AMERICAS, BLACK IN
EXECUTIVE DIRECTOR,
WASHINGTON, D.C.



Purillett Hogan
LEAD, EMEA, BLACK IN
SENIOR PROJECT COORDINATOR,
LONDON



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Hispanic IN (*Vamos*)

Vamos—our Hispanic/Latino IN—started the year with a fireside chat with Enrique Conterno, former CEO of FibroGen. The conversation shed light upon what it is like to reach—and navigate—the C-suite as a Latino executive.

Later in the year, the team led an event that featured Elliot Segarra, partner and managing director at Accenture and lead, Latin and Hispanic Network. The event highlighted Elliot’s professional journey as a Latino leader and shared best practices for fostering inclusion.

The Hispanic IN led a powerful series of engaging virtual events to discuss issues affecting the Hispanic and Latino communities during Hispanic Heritage Month. The team hosted a panel featuring Hispanic and Latino colleagues at RRA, who shared how their cultural identities have informed their professional journeys. Following this, the Hispanic IN collaborated with the LGBTQ+ IN (pRide) to create the space for conversations around intersectional (LGBTQ+) identities.

Throughout Hispanic Heritage Month, several RRA hubs held celebrations, including San Francisco, Chicago, and Minneapolis.



Hans Roth

EXECUTIVE SPONSOR, HISPANIC IN
MANAGING DIRECTOR, HOUSTON



Xochitl Armenta

LEAD, AMERICAS, HISPANIC IN
SENIOR PROJECT COORDINATOR, SAN FRANCISCO



Florencia Bardecio

LEAD, EMEA, HISPANIC IN
RESEARCH CONSULTANT, BRUSSELS

Jewish IN

One of the newest Inclusion Networks at RRA, the Jewish IN is united by shared heritage, culture, and a strong sense of community. Members come together monthly to reconnect, exchange ideas, and engage in meaningful conversations. Some sessions include external guests, who share their personal stories and challenges in hopes of building understanding and compassion.

In March, the Jewish IN hosted a virtual hamantaschen baking event in celebration of Purim. Participants joined from their kitchens—many with family members—to bake the traditional triangular pastries filled with sweet fillings.

In September, several offices came together to celebrate Rosh Hashanah, the Jewish new year. Colleagues shared the symbolic tradition of enjoying apples and honey, a gesture wishing for a sweet year ahead.



Limore Zilberman

EXECUTIVE SPONSOR, JEWISH IN
MANAGING DIRECTOR, CHICAGO



Sam Smith

LEAD, JEWISH IN
MANAGING DIRECTOR, CHICAGO



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LGBTQ+ IN (pRide)

The pRide IN appointed new leads in the Americas and EMEA in 2024.

The team held several impactful initiatives during Pride Month in June. T.R. Straub, managing director at RRA Washington, D.C. led a discussion about navigating conversations on inclusion with clients and colleagues and authentically weaving your identity into your work. Throughout the month, several RRA hubs held in-office celebrations, including Dallas; New York; Atlanta; Washington, D.C.; Chicago; Minneapolis; San Francisco; Toronto; London; and Hamburg.

Several leaders at the firm, including Rusty O’Kelley and David Mills, shared their personal stories on pRide IN community calls. The community, which includes both LGBTQ+ employees and allies, benefited from access to visible role models at RRA and connected over shared life experiences.



Jett Pihakis

EXECUTIVE SPONSOR, LGBTQ+ IN
MANAGING DIRECTOR,
WASHINGTON, D.C.



Tom Roets

LEAD, APAC, LGBTQ+ IN
EXECUTIVE DIRECTOR, SYDNEY



Sophie Yiannopoulos

LEAD, EMEA, LGBTQ+ IN
COMMERCIAL OPERATIONS LEAD,
LONDON



Anders McGillis

CO-LEAD, AMERICAS, LGBTQ+ IN
ASSOCIATE, TORONTO



Louiza Collins

CO-LEAD, AMERICAS, LGBTQ+ IN
ENGAGEMENT COORDINATOR,
NEW YORK

Parents & Carers IN

The Parents & Carers IN (PAC IN) expanded beyond the Americas and appointed EMEA and APAC leads and executive sponsors in 2024, marking their first year with a global team in place.

Over the course of the year, the PAC IN facilitated several meaningful conversations with parents and carers who are navigating similar challenges. These included topics like parenting children with disabilities, and prepping your highschooler for college. These discussions were very well received by RRA colleagues.

The team also brought in external speakers on key topics, most notably, a session titled “Winning at Working Parenthood: Tools and Strategies for Moms, Dads, and Leaders” with Daisy Dowling, a working-parenthood expert, executive coach, and author.

Throughout the year, the PAC IN has organized touchpoints for parents, carers, and children to connect. In the spring, the Americas offices held Bring Your Kids to Work Day events, including the Chicago hub. The New York hub organized a parents happy hour in the fall. The PAC IN also organized an update with our global benefits team to ensure parents and caregivers are well informed about how they can be supported at RRA.



Kate Scott

EXECUTIVE SPONSOR, AMERICAS
MANAGING DIRECTOR, BOSTON



Adam Page

CO-LEAD, AMERICAS
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Katy Schawe

CO-LEAD, AMERICAS
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Patrick Mooney

EXECUTIVE SPONSOR, EMEA
MANAGING DIRECTOR, LONDON



Alexandra Wolridge

CO-LEAD, EMEA
EVENTS MANAGER, LONDON



Cristina Denston

CO-LEAD, EMEA
RESEARCH DIRECTOR, MANAGING LEAD, LONDON



Grace Lu

EXECUTIVE SPONSOR, APAC
MANAGING DIRECTOR, BEIJING



Simer Bhatia

CO-LEAD, APAC
RESEARCH DIRECTOR, MARKET EXPERT, NEW DELHI



Karan Bahl

CO-LEAD, APAC
ASSOCIATE, MUMBAI



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Veterans IN

The Veterans IN appointed its first global lead in 2024. Jason Jin, based in our New York hub, stepped into the role ahead of launching activities in 2025. Our initial focus in establishing the Veterans IN was to identify and engage military veterans and military families from across RRA that would benefit from engaging in this Inclusion Network.



Jason Jin

LEAD, VETERANS IN ASSOCIATE, NEW YORK

Women's IN

The Women's IN (WIN) appointed an all-new global team in 2024, with regional chapters in the Americas, EMEA, and APAC.

The firm celebrated International Women's Day in conversation with Dalia Feldheim, former CMO, TEDx speaker, and author of "Dare to Lead Like a Girl." Dalia Feldheim joined the RRA Singapore hub on Thursday, March 7, for a candid discussion on gender equality, authentic leadership, and more. Dalia was joined by an internal panel of RRA colleagues.

In July, the WIN team had their first fireside chat on navigating one's career as a professional woman. RRA managing director Jenna Fisher discussed her new book "To the Top" and was joined by her peers Yvonne Lu, Bizzy Balaraman, and Chris Faralli.

The WIN team also hosted a fireside chat focused on [RRA Artemis](#) with RRA consultants Hetty Pye, Shannon Knott, and Dean Stamoulis, along with Natasha Treschow. The team shared what RRA Artemis entails, as well as key learnings and insights from participants. In October, WIN hosted its first master class on impactful conversations, led by Don Rapley, founder and director of [Transform your Conversations](#) (TYC).



Ellen Yaffe

EXECUTIVE SPONSOR, AMERICAS
MANAGING DIRECTOR, NEW YORK



Leah Christianson

CO-LEAD, AMERICAS
SENIOR EDITORIAL MANAGER—
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Megan Bowen

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Sophia S. Nerell

EXECUTIVE SPONSOR, EMEA
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Sarah Flören

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GLOBAL KNOWLEDGE LEADER,
AMSTERDAM



Sarah Sulaiman

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SENIOR PROJECT COORDINATOR,
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Vinita Katara

EXECUTIVE SPONSOR, APAC
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Jasmine Chung

CO-LEAD, APAC
ASSOCIATE, HONG KONG



Khushboo Kumra

CO-LEAD, APAC
EXECUTIVE DIRECTOR, MUMBAI



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SPOTLIGHT

Inclusion in action: hub-led inclusion committees

In addition to our firmwide Inclusion Networks, our hub-led inclusion committees play a vital role in fostering belonging through shared experiences at the local level. Open to all colleagues, these cross-functional forums are designed to celebrate diverse cultural identities while promoting meaningful conversations and connections.

REACH Inclusion Group

In the UK, the REACH Inclusion Group organized a variety of events to honor significant moments in UK history and heritage. Among the most well-received celebrations were Black History Month lunch and learn sessions, South Asian Heritage Month events, and Windrush Day commemorations. To further engage colleagues and amplify awareness, REACH also publishes a local newsletter, providing insights and sparking meaningful dialogue about inclusion at RRA.

Midwest Hub Inclusion & Culture Committee

Our Midwest Hub Inclusion and Culture Committee partnered with internal colleagues and external guest speakers to host discussions for pRide and Hispanic Heritage Month in the US. The group also held an engaging art-themed painting event during which colleagues learned about Mexican folk art by creating their own bark paintings.

NY Inclusion Committee

The NY Inclusion Committee brought colleagues together through a wide range of events that raised awareness of and celebrated cultural diversity. Highlights included a lunch supporting AAPI business owners, a toiletry drive to support organizations that combat homelessness among LGBTQ+ youth in NYC, and an IN membership fair, where colleagues learned about the value of participating in the firm's eight Inclusion Networks.





Using Data to Inform Our Culture & Inclusion Efforts

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2024 People Survey

We conducted the 2024 People Survey to better understand our colleagues' perceptions of leadership, beliefs about RRA, and experiences at the firm.

We are proud of the continued, strong engagement in our People Survey (84% response rate) and the insights gathered from over 1,200 responses to open-ended questions about the firm's strengths and development areas.



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What we learned from our People Survey

Members of our senior leadership team, together with regional and office leaders, held open discussions throughout 2024 to better understand colleagues' day-to-day experiences, preserve what makes us great, and address areas where we need to do better. These discussions, along with survey findings, will inform and shape our 2025 actions.



Core strengths

Many colleagues shared that our core strengths remain unchanged—a robust culture of collaboration, agility, and client service—and that it's our people who continue to make our culture special.



Inclusion and belonging

We continued to score highly across dimensions related to inclusion and belonging. Colleagues feel comfortable bringing their authentic selves to RRA, and there is a high degree of trust and respect among colleagues.



Digital mindset and innovation

We saw notable improvement in questions related to digital mindset and innovation, thanks to the introduction of new tools and technology that are helping colleagues work more effectively and efficiently.



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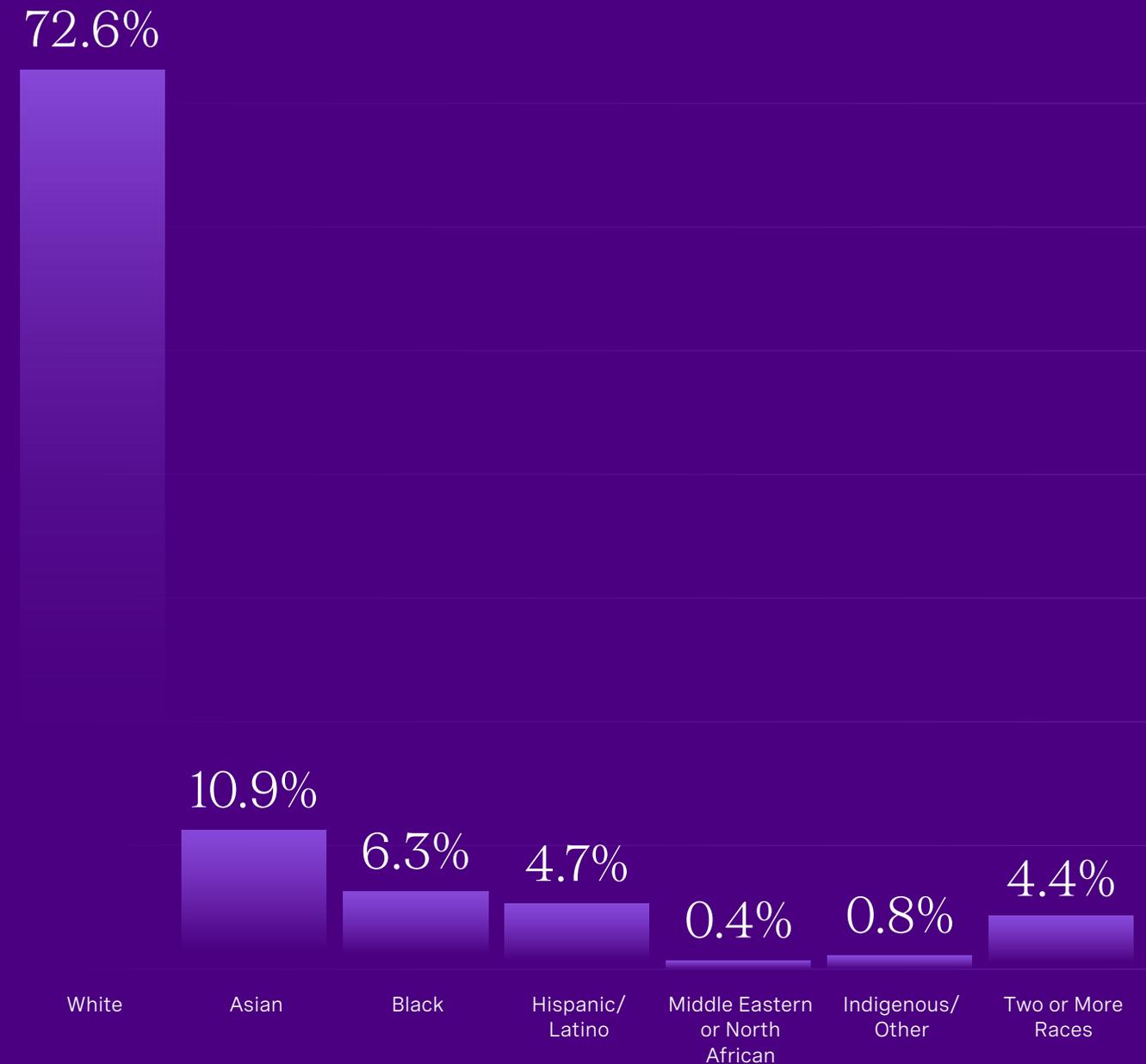
2024 Count Me In Campaign

Each year we conduct our Count Me In campaign, a voluntary self-identification effort in Australia, Canada, the United Kingdom, and the United States.

Through this effort, we gather demographic data to help understand the diversity of the firm and take steps to make RRA a more inclusive place for all colleagues. As of December 2024, we have demographic data for 92% of our workforce, in countries where it is legally permissible to request this information.



RRA's global workforce by race/ethnicity* as of December 2024



* Data includes employees who have self-identified in Australia, Canada, the UK, and the US, where it is legally permissible to request this information.



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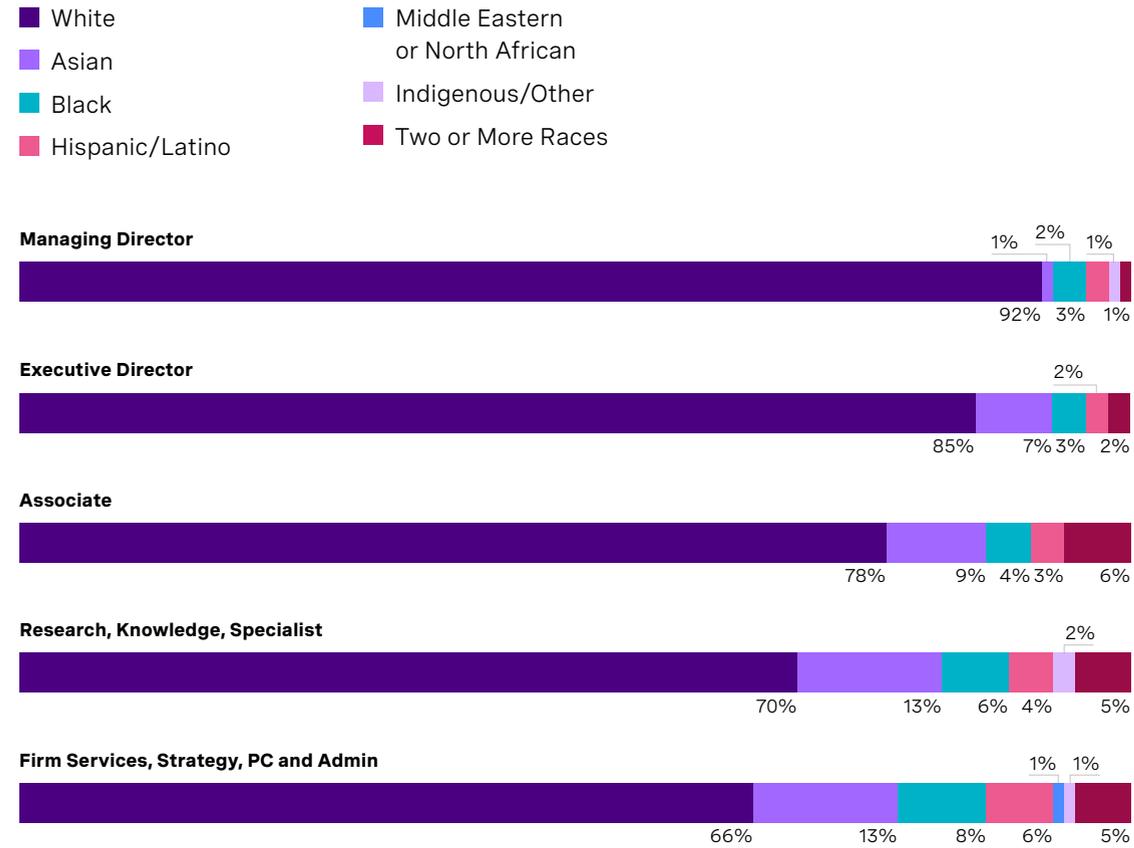
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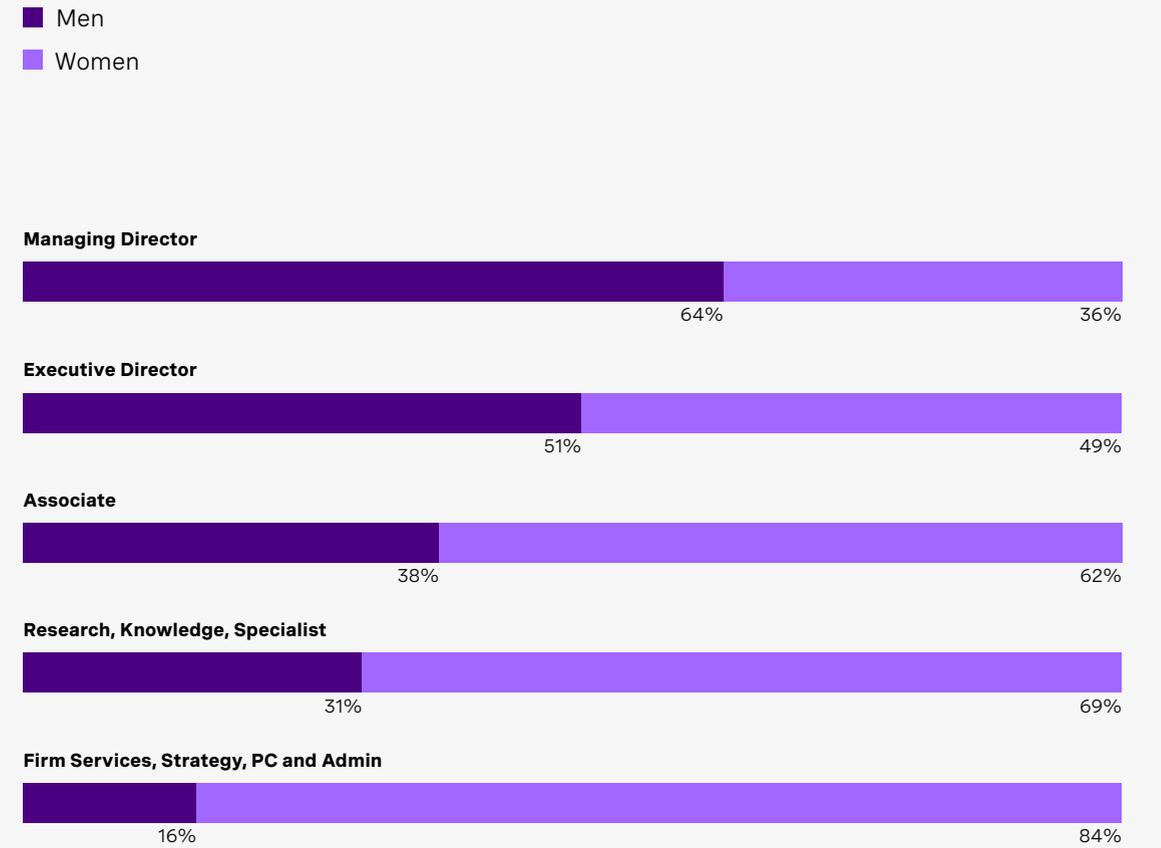
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RRA's global workforce by race/ethnicity* by role as of December 2024



* Data includes employees who have self-identified in Australia, Canada, the UK, and the US, where it is legally permissible to request this information.

RRA's global workforce gender by role as of December 2024



69%
of our workforce
are women

43%
of our senior
leadership team
are women

45%
of our Executive
Committee
are women



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Inclusion & Culture Advisory Practice

Great leadership is inclusive leadership.

Leaders need the agility to navigate unexpected changes, deep networks to solve complex challenges, and the ability to foster inclusive work environments that cultivate the full potential of all employees. These competencies and qualities figure prominently in RRA's Leadership Portrait model, reflecting their crucial importance in a world where the employee experience and organizational culture are vital.

Our Inclusion and Culture Advisory practice works to support leaders in building inclusive cultures that ignite innovation and empower all employees to advance their careers. By enabling access to the broadest possible talent pool, we help create the conditions for companies to thrive.

Our team includes leaders with market, region, and inclusion and culture advisory subject-matter expertise. They partner closely with colleagues who span our industry practices and functions, bringing a truly holistic approach that is sensitive to the contextual nature of this work.

We support clients who want to attract, develop, and retain the best talent across the full spectrum of their inclusion and culture efforts. Our offerings include:

- Governance and strategy alignment advisory services that strengthen commitment and alignment around client organizations' inclusion strategies.

- Inclusive leadership advisory services to assess and develop inclusive leaders who foster strong teams, vibrant organizational culture, and robust internal processes that provide opportunities for all.
- Recruitment and succession advisory services that enable our client organizations to attract, develop, and retain the best talent and achieve a broad composition of the most experienced and qualified talent.
- Functional advisory services that help clients ensure they have the expertise to inform their organizational efforts.

Read more about our impact with clients in our [2024 Sustainability Report: Activating Leaders for a Better Future.](#)





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RRA is committed to fostering inclusive leadership—both within and outside the firm. To support this, we’ve partnered with several organizations, including:

Asian Corporate Directors Conference



The Asian Corporate Directors Conference, sponsored by Russell Reynolds Associates and

the [Asian American Foundation](#), serves to convene corporate directors who can and will take action to achieve Asian representation on all Fortune 500 boards by 2030. The inaugural conference took place in November 2024 with over 70 participants. Directors and speakers spoke on broader issues of board governance, market trends, and building the leadership pipeline. The event is led by Yen Ling Shek, and Yvonne Lu in collaboration with leaders from the other corporate directors conferences—Charles Tribbett, Rusty O’Kelley, Margot McShane, and Hans Roth.

70+

participants took part in the 2024 inaugural conference

Black Corporate Directors Conference



Ariel Investments and Russell Reynolds Associates co-founded the annual Black Directors Conference in 2002 to

connect leading Black directors in conversation and camaraderie. Through the years, they have partnered with notable organizations, including Deloitte and Ernst & Young. The conference has focused on best practices, current corporate challenges, advancing inclusion, and encouraging the promotion of the civil rights agenda in boardrooms. Now in its 23rd year, the conference brings together Black and Hispanic/Latino directors to promote an agenda that also fosters philanthropy, MBE purchasing, and people of color in boardrooms. On behalf of RRA, Charles A. Tribbett has led this event since its inception.

23

years of the annual Black Directors Conference

Hispanic/Latino Corporate Directors Initiative



Led by Hans Roth, the Hispanic Corporate Directors Initiative has advanced our efforts

to provide a deeper platform for the Hispanic leadership community. The efforts are intended to connect leading Hispanic corporate directors at a national scale, elevate Hispanic directors on Fortune 1000 boards, and focus on growing visibility for emerging and board-ready Hispanic C-level leaders. The initiative gave rise to the annual Hispanic+ Corporate Directors Conference, held each spring. Co-led with Clearlake Capital Group, a private equity firm headed by José Feliciano and dedicated to advancing Latino representation at the board level, the conference reflects a shared commitment to lasting impact and inclusion.

100+

participants year-over-year



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Next Generation Director



Next Generation Director is a year-long cohort-based program for high-performing executives from historically underrepresented populations,

supporting them as they search for their first public board role. The program is delivered via a partnership between Russell Reynolds Associates and World 50. The first three cohorts have already seen multiple participants land their first board seats. The fourth cohort, our largest to date with 22 participants, launched in 2025. The program includes two in-person meetings plus multiple virtual events, and focuses on enabling participants to effectively navigate the board search process and positioning participants to succeed once in role. Delivering a typical cohort requires the support of more than three dozen RRA colleagues, plus staff from World 50 and a faculty group of more than a dozen prominent board directors.

22

participants in the Next Generation Director program, our largest to date

Seramount



To support the work of our Inclusion Networks, RRA

partners with [Seramount](#). With over four decades of research and leadership perspectives on topics that shape workplace culture, Seramount is a firmwide resource available to all RRA colleagues that helps activate the diverse perspectives of our people and translate ideas into practical action.

40+

years of research and leadership perspectives

Tanenbaum Center for Interreligious Understanding



In 2024, we continued to expand

internal efforts to support colleagues of varying religious backgrounds and belief systems. To support these efforts, we partnered with [Tanenbaum](#), a global leader tackling interfaith understanding and inclusion in the workplace. Companies in Tanenbaum's membership program represent 24% of the Fortune 100, reflecting a growing commitment to proactively addressing religion at work.

24%

of Fortune 100 companies are represented in Tanenbaum's membership base



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