

2023 ESG Annual Report



Impact at

# AlixPartners

Our journey as a  
responsible business

An abstract graphic design featuring several overlapping geometric shapes in various shades of green. The shapes include triangles, squares, and rectangles, some of which are partially cut off by the edges of the frame. The colors range from a light, pale green to a deep, dark forest green. The overall composition is clean and modern, with a focus on geometric forms and color contrast.

When it really matters<sup>sm</sup>

# A note from our Chief Executive Officer



At AlixPartners, we understand that our success is intertwined with the success of the world around us. That is why we dedicate time and resources to ensuring that our business strategy aligns with our commitments to improving our planet, supporting our communities, serving our clients with excellence, and developing a global and diverse workforce.

Our principles of responsible business inform everything we do, from how we advise our clients to how we support our employees and operate internally. This report outlines progress and activities from 2023 that bring these principles to life, as we drive innovation, foster creativity, and best serve our clients, *when it really matters<sup>sm</sup>*.

Signing the United Nations Global Compact in 2021 was a commitment to apply that expertise and our resources to advance the UN's Sustainable Development Goals for achieving peace and prosperity now and into the future. These efforts reflect why clients come to us, from our hands-on partnerships with global organizations like the International Rescue Committee and the United Negro College Fund to our new and ever-evolving ESG offerings that support our clients' goals toward value-backed sustainability.

As we continue to grow as a firm, we have prioritized attracting and developing top diverse talent from around the world. We believe in a culture of diverse perspectives, built upon our commitment to act with humility and respect, operate as sustainably as we can, and create sustainable value for our clients.

**Simon Freakley**

(He/Him)

Chief Executive Officer

Diverse teams are more innovative, creative, and effective at problem-solving. That's if, and only if, the entire organization, its leaders, and its workforce recognize and purposely weave the principles of inclusion within its values and stated business objectives.



We believe that shared accountability promotes a workplace where each of us feels welcomed, appreciated, and empowered in our own authenticity. I am honored and impressed by the contents of this report which demonstrate AlixPartners' evolving commitment to responsible business. Side-by-side with our Board of Directors, CEO, and Executive Leadership Team; our people witness continual positive effects on the firm's culture through this added focus. It has enabled global growth, bolstered firmwide collaboration, and contributes to our success in a competitive marketplace.

In 2023, positive outcomes were achieved by building trusted relationships that motivated us to invest valuable time and resources toward clients, advocate for diverse supply chains, and promote social justice. We welcomed more diverse MBA graduates to the firm than ever before, expanded our global sponsorship program in efforts to promote more equitable opportunities for diverse employees, and engaged in over 180 activities and events hosted by our nine employee resource groups.

Diversity and inclusion are no longer simply moral imperatives, but rather drivers of stronger and more sustainable business outcomes. Specific to AlixPartners, the strides we've made in our approach to responsible business are contributing to the firm's growth in size, scale, and capabilities.

The strategic alignment of diversity, inclusion and our ESG mindset in our growth strategy supports the perpetuation of our culture today and well into the future. We will continue to embrace diverse backgrounds, experiences, and perspectives, together generating a broader range of ideas and approaches, leading to the best solutions for our clients when they need it most.

## **Elton Ndoma-Ogar**

(He/Him)

Head of Diversity and Inclusion  
Partner & Managing Director



I am proud to lead our efforts in integrating environmental, social, and governance standards deeper within our business practices. In today's rapidly changing mainstream, where the terminology surrounding ESG can sometimes be met with skepticism or backlash, our commitment to responsible business remains steadfast and unwavering. We have only one earth, and my focus is to ensure today's leading businesses and employers work with our planet, not against it.



We understand that ESG is not just a trend or a checkbox to tick; it is a fundamental aspect of who we are as a firm. Since our founding, we have prioritized ensuring excellent business practices, and we continually see the interconnectedness of environmental, social, and governance factors in driving long-term value creation.

Through new partnerships with NAX and Palantir Foundry, we are building on our abilities to deliver value to our clients all while helping them do better by our planet. Throughout this report, you'll see examples of where collaboration has led to innovation and progress.

The deepening of these efforts led us to better define our science-based targets and attainable sustainability goals in 2023.

We understand that meaningful change takes time, and we are committed to taking the necessary steps to make a tangible difference. From working with ClimateForce to reinstate biodiversity among the world's rainforests, to engaging with external experts for guidance on developing science-based targets, to using more renewable energy sources across our 25 offices. We continue to see the power of sustainable business through the efforts we take inside our firm, across our communities, and for our clients.

This report marks our third year of staying accountable and tracking our progress—not only am I proud of where we've gone, I am excited for the journey ahead. Together, we will continue to push the boundaries of what is possible, driving positive impact for our firm, our clients, and society as a whole.

**Deborah Praga**  
(She/Her)

ESG Director  
Global ESG Lead

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# About AlixPartners

AlixPartners is a results-driven global consulting firm that specializes in helping businesses respond quickly and decisively to their most critical challenges—from urgent performance improvement to complex restructuring, from risk mitigation to accelerated transformation.

Our unique culture paired with the passion with which we work—with our clients, our communities, and each other—is what makes us the partner of choice for some of the world’s most successful as well as some of the most challenged companies, **when it really matters.**

**1981** Year founded

**\$1.9B** Annual revenue in 2023

**170+** Nonprofit partners worldwide

**2,878** Employees as of 2023

**\$2.5M** 2023 charitable contributions

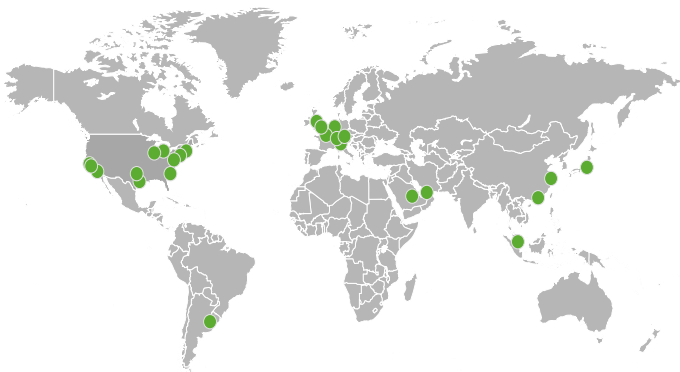
**\$27M** Pro bono projects in 2023

**9** Employee resource groups

**25** Offices worldwide

## Our 2023 carbon footprint (tonnes CO2e)

Scope 1	333.83
Scope 2	774.90
Scope 3	40,392.75
<b>Total</b>	<b>41,501.48</b>



# Our core values



## Commitment

We dedicate ourselves to assist our clients in reaching their objectives and will do whatever is reasonably required in an ethical, professional, and cost effective manner. We are committed to the success of our clients, our firm, and each other.



## Professionalism

We adhere to the highest professional standards in providing each of our clients with high-quality services delivered competently and promptly. We believe the essence of professionalism is rooted in advanced technical knowledge, capability, integrity, intellectual honesty, and confidentiality. We will observe principles of objectivity, independence, and due care. We establish and maintain all of our relationships based upon mutual trust, and we focus on the needs of our clients, our associates, and the firm.



## Teamwork

We believe that optimum results are achieved by individuals working together in a cooperative, organized group. We recognize the complementary nature of our individual qualities, technical skills, and personal expertise and the superior results that are produced when we work in concert to bring all our capabilities and experiences to our clients' situations.



## Common sense

We concentrate on finding creative, yet practical and realistic, solutions in every situation. We work to simplify rather than complicate issues. We exercise our best judgment in the development, evaluation, recommendation, and implementation of various courses of action.



## Personal respect

We value the unique differences among us. We recognize that each of us has our own personal and career goals. We will consider and respect each other's personal values and will strive not to impose arbitrary or unreasonable demands on each other while still meeting the needs of the firm and our clients.



## Communication

We communicate clearly and often among ourselves and with our clients, other professionals, and parties of interest in a straightforward manner that fosters a common understanding, mutual respect, rapid progress, and the appreciation of all points of view.





# Executive summary

Our comprehensive responsible business approach intertwines with every aspect of our firm's purposeful environmental, social, and governance commitments.

# Our 2023 Journey

Our goal is to foster a diverse and inclusive workforce while simultaneously providing top-tier, ESG-minded solutions to our clients that create value.

## Our culture

[Learn more](#)

- A focus on cross-generational collaboration
- Increase of women leaders at Partner & Managing Director, Partner, and Director
- Tailored programs and new partnerships for diverse recruitment
- Dedicated sponsorship programs for developing diverse talent
- 188 employee resource group activities, engaging 65% of the firm
- New and immersive diversity and inclusion upskilling tools for our people

## Our planet

[Learn more](#)

- Reduced carbon emissions firmwide by 10% and emissions by FTE intensity by 17%
- More than 50% of the energy used across our offices is renewable
- Local sustainability initiatives across our 25 office locations
- Committed to developing targets under the Science Based Targets Initiative
- Increasing biodiversity as a founding partner of the ClimateForce Tropical Regeneration Project

## Our governance

[Learn more](#)

- Thorough zero-tolerance policies for unethical or corrupt practices
- Rigorous screening process for both vendor and client selection
- Diverse supplier network unlocked 115 diverse or small supplier engagements
- Mandated annual training for all employees on compliance and organizational readiness
- An active and engaged Board of Directors with diverse backgrounds

## Our communities

[Learn more](#)


- A focus on progressing the United Nations' Sustainable Development Goals as part of the UN Global Compact
- Engaged with more than 170 nonprofit partners through volunteerism and charitable activities
- Delivered more than \$2.5 million in charitable donations globally
- Supported 63 organizations with \$27 million in pro bono support

## Our clients


[Learn more](#)

As a firm known for our deep expertise, we have prioritized the development of specialized teams to address carbon reduction, environmental resource management, energy transition, and other pressing climate challenges.


Our growing list of ESG offerings:

 **Should Carbon™**

 **Scope 3 Carbon Reduction Model**

 **ESG QuickStrike®**

 **Sustainable Supplier Program**

 **ESG Due Diligence**

 **Diversity Spend X-Ray**

[Case studies](#)

[View our expert insights](#)

# Focused and listening

As we continue to progress our shared vision for impact, we solicit feedback from our various stakeholders to evolve our understanding of the firm's material topics.

[View our materiality analysis](#)

We trust our primary stakeholder groups to report with candor on what issues matter most to them at the current time, and we use their insights to focus our work and strengthen our strategy.

[View our stakeholder engagement process](#)



“Our network of ESG experts across AlixPartners is constantly growing—it is deep within the ethos of who we are as a firm. In 2023, we put our teams to the test and saw our expertise shine, delivering innovative yet practical business ESG solutions to clients across industries. We expect to accelerate the expansion and integration of our ESG capabilities in 2024.”

**Stefano Aversa**  
(He/Him)

Executive Partner & Managing Director  
Global Vice Chairman

# Our ESG leaders



**Deoborah Praga**  
ESG Director  
& Global ESG Lead  
New York



**Elton Ndoma-Ogar**  
Head of Diversity and Inclusion,  
Partner & Managing Director  
Dallas



**Stefano Aversa**  
Global Vice Chair, Partner  
& Managing Director  
Milan



**Cindy Godwin**  
Head of Social  
Responsibility, Director  
London



**Nicolas Beaugrand**  
EMEA Co-Leader, Aerospace,  
Defense, & Airlines, Partner &  
Managing Director  
Paris



**Sanjay Bailur**  
Partner and  
Managing Director  
London



**Anna Del Mar**  
Partner &  
Managing Director  
London



**Fabian Engels**  
Partner &  
Managing Director  
Dusseldorf



**Pascal Fabre**  
EMEA Co-Leader, Aerospace,  
Defense, & Airlines, Partner  
& Managing Director  
Paris



**Stelios Fragkos**  
Partner &  
Managing Director  
London



**David Garfield**  
Global Head of  
Industries, Partner &  
Managing Director  
Chicago



**Tim Roberts**  
UK Country Co-Leader, PMD,  
Risk Advisory, Investigations,  
Compliance, & Privacy  
London



**Jonathan Lippincott**  
Partner and  
Managing Director  
Washington D.C.



**Andy Searle**  
EMEA Leader, Consumer  
Products, Partner &  
Managing Director  
London



**Diane Shaw**  
Partner &  
Managing Director  
London



**Shiv Shivaraman**  
Asia Region Leader,  
Partner & Managing  
Director  
Singapore, Hong Kong



**Gorazd Vrbica**  
Partner &  
Managing Director  
Munich



**Markus Bolte**  
Partner  
Germany



**Ben Brooks**  
Partner  
Washington D.C.



**Sunita Das**  
Partner  
Detroit



**John Park**  
Partner  
Singapore



**Olivier Troester**  
Partner  
Paris



**Gautam Sachdev**  
Partner  
London



**Alan Slatas**  
Partner  
Detroit



**Anita Wu**  
Partner  
New York



**Emilie Dubuc**  
Director  
Paris



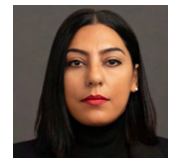
**Felicity Edwards**  
Director  
London



**Emily Halperin**  
Director  
Dallas



**Daniel Makowski**  
Director  
Dusseldorf



**Catherine Nekavand**  
Director  
New York



**Olivier Nicolle**  
Director  
Paris



**Yalini Pathy**  
Director  
London



**Ivan Rodon**  
Director  
Paris



**Tendai Sibanda**  
Director  
London



**Les Vizslai**  
Director  
Boston



**Gerard Briody**  
Senior Vice President  
Singapore





SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



## Global commitments and partnerships

“Our commitments to society and our planet continuously match the extraordinary level of dedication we show our clients. Our very purpose is to affect change and collaborate to solve the world’s most complex challenges—and we do so with dignity for the planet and its people. Our steadfast passion for doing the right thing is a true driver of progress, and it gives me hope to know there is more we can and will do together.”

**Cindy Godwin**

(She/Her)

Head of Social Responsibility

# Our commitment to the United Nations Global Compact

As a signatory of the UN Global Compact since 2021, we participate in a global coalition of businesses and municipalities working to progress the UN's 17 Sustainable Development Goals (SDGs) in a collective effort to achieve a better future for all.

AlixPartners focuses on nine SDGs connected to economic prosperity, equity, well-being, and environment and that align closely with our core values.



## AlixGives

AlixGives is AlixPartners' social impact program through which we leverage our resources and expertise to make a lasting impact on society and the environment through dedicated pathways:



Charitable giving



Volunteerism



Pro bono



Client engagement

## All through partnership

We partner with over 170 organizations across the map, including core global charity partners with whom we carry out initiatives dedicated to advancing our selected Sustainable Development Goals.



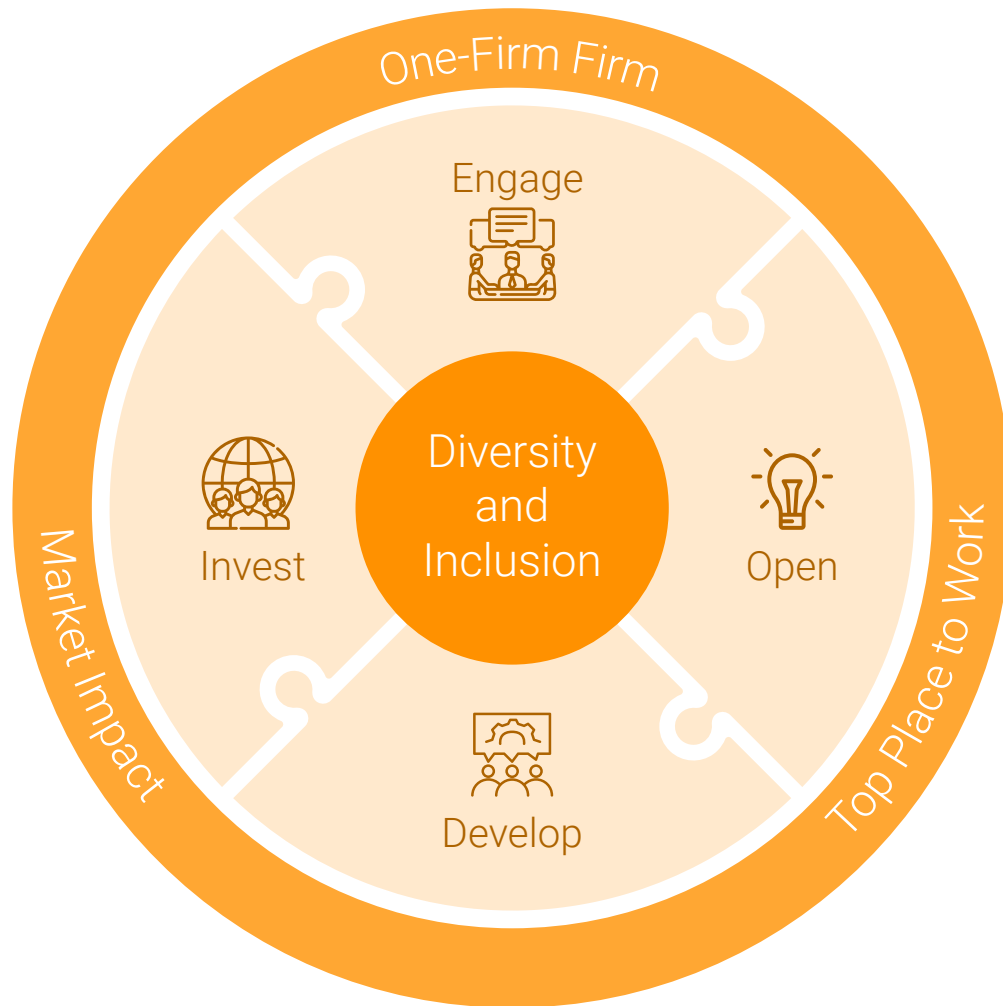
Learn more about our charitable partnerships



# Culture

At AlixPartners, we believe that fostering an inclusive culture starts with upholding integrity in our interactions with colleagues and clients, establishing an organization that celebrates diversity.

# We take a four-pillar approach to diversity and inclusion



- 1 Engage** and inspire leaders to model inclusive behaviors; build awareness of their personal diversity and how it impacts the way they lead.
- 2 Open** the culture to create an environment of acceptance and belonging where all employees can reach their full potential.
- 3 Develop** and expand our talent through equitable career development and growth opportunities; partnerships with new channels to attract and hire diverse candidates.
- 4 Invest** in client, philanthropic, and supplier relationships to strengthen our communities, promote social justice, and advocate for diverse supply chains.





## Our team



**Elton Ndoma-Ogar**  
Head of Diversity and Inclusion,  
Partner & Managing Director  
Dallas



**Cindy Godwin**  
Head of Social Responsibility  
Director  
London



**Jared Marchiando**  
Diversity & Inclusion Director  
Chicago



**Kelsey Bradley**  
Inclusion & Social Impact  
Communications Manager  
New York



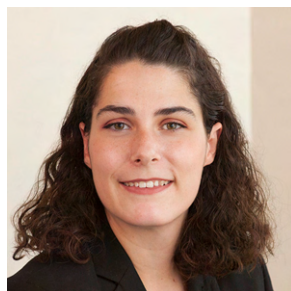
**Harvinder Channa**  
Diversity & Inclusion Manager  
London



**Amanda Nolan**  
Diversity & Inclusion Manager  
New York



**Rosalie Rukerebuka**  
Diversity & Inclusion Talent  
Acquisition Manager  
New York



**Julie Smith**  
Administrative Senior  
Professional  
Chicago



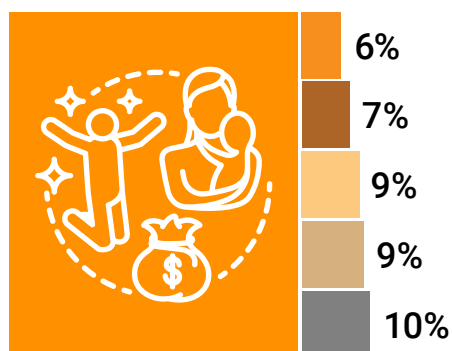
**Sarah Warren**  
People Business Partner  
Manager  
Dallas

# A global firm

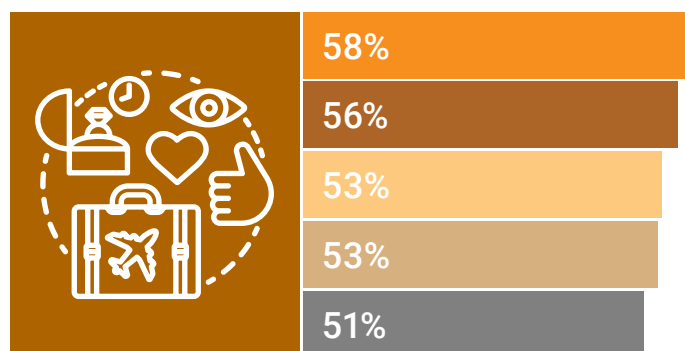
## Cross-generational collaboration and growth

Generational diversity at AlixPartners is on the rise, contributing to a rich tapestry of perspectives and experiences. This diversity enhances our ability to serve clients by offering innovative solutions that cater to a broad range of needs and preferences. Simultaneously, our cross-generation collaboration fosters a dynamic environment for developing our people, where knowledge-sharing and mentorship across generations propel our collective growth and ensure the longevity of our firm's values and expertise.

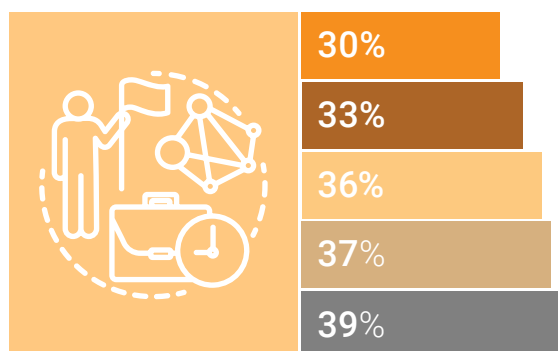
### Baby boomers



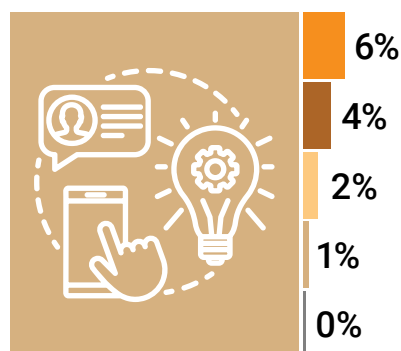
### Millennials



### Generation X



### Post-millennials/Generation Z



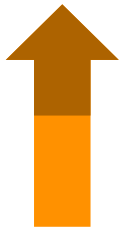
## Gender diversity across leadership

Achieving gender parity across our workforce is paramount to our diversity and inclusion strategy. These efforts are backed by specialized initiatives like our Global Sponsorship Program, coaching, mentoring, and professional development opportunities. Simultaneously, the firm works to engage its talent acquisition and recruitment leads to attract talent across all gender diversity.

To keep accountable and aware of our reality, we measure and report annually on our efforts to close our gender pay gap and increase our equality index score.

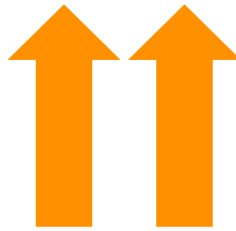


Globally since 2019



Total number of Women Partner & Managing Directors has increased by

**57%**



Total number of Women Directors has more than

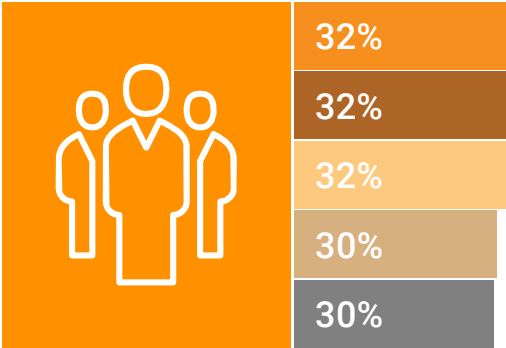
**doubled**



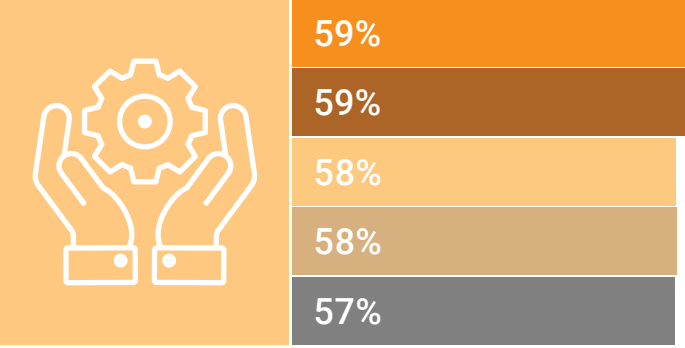


# Representation of women

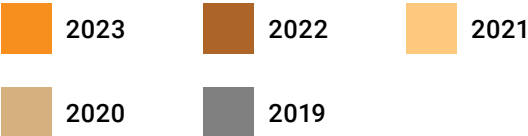
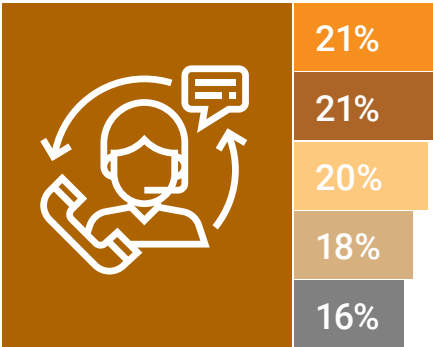
## All employees



## Corporate services



## Client services





# Gender diversity across levels and functions



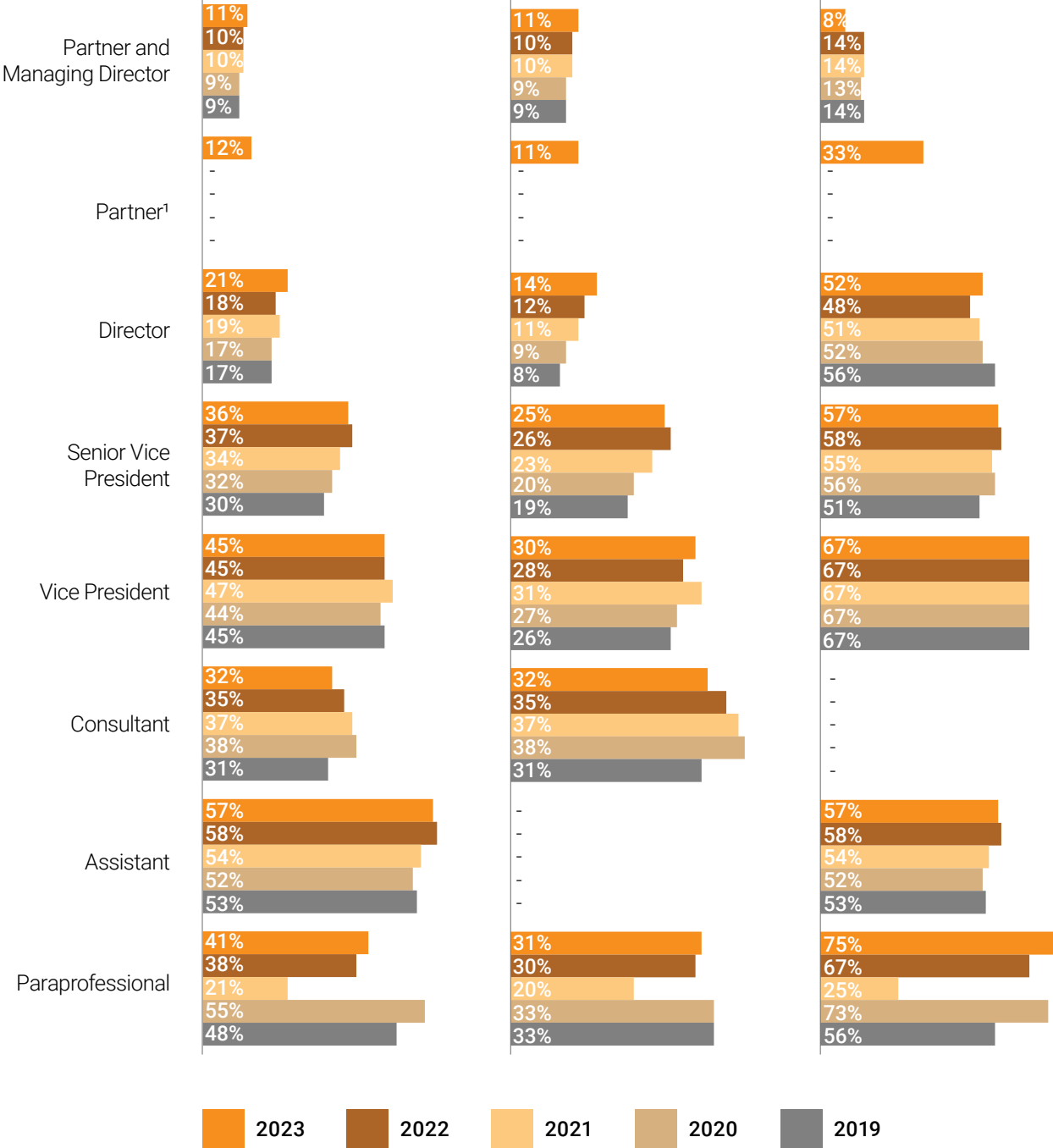
All Employees



Client services



Corporate services



1. Partner role was introduced in 2023

# Developing and retaining diverse talent

We continue to design, execute, and earn results from embedding diversity and inclusion (D&I) components into our recruitment effort. In 2023, we invested in new partnerships, our scholarship program, and implemented ERG-connected recruitment strategies. The results were measurable.

# 82%

of MBA full-time hires in 2023 were diverse

# 80%

of MBA interns in 2023 were diverse

# 25%

of 2023 intern class recruited from ERG-related recruitment efforts

## From internship to career takeoff

Vicky Jin, who first experienced AlixPartners as an MBA summer intern, was attracted to the firm because of the promise to be able to shape the trajectory of her career and our culture of continuous learning.

Read more about why AlixPartners was the right choice after completing her MBA at the University of Oxford, the diverse client engagements she's been involved in, and how she is supporting our D&I efforts.

"I feel like I'm appreciated for my performance, for my capability, and my unique background."

**Vicky Jin**

Vice President

[Read her Life at AlixPartners story](#)

## MBA Scholarship Program

The AlixPartners MBA Scholarship for Achievement supports the firm's commitment to recognizing top, diverse MBA talent in their pursuit of higher education.

This initiative is aimed toward women and members of underrepresented communities who are interested in careers in consulting. In 2023, nine scholarship recipients joined our class of MBA interns, working on projects across industries and gaining hands-on experience ahead of launching their consulting careers.

"My mentors here have backed me every step of the way and it's clear that curiosity is consistently encouraged. The insights and relationships I've gained through this role will shape my future indefinitely."

**Nupur Sampat**

MBA Candidate Intern, Strategy & Analysis



## 10,000 Interns Foundation

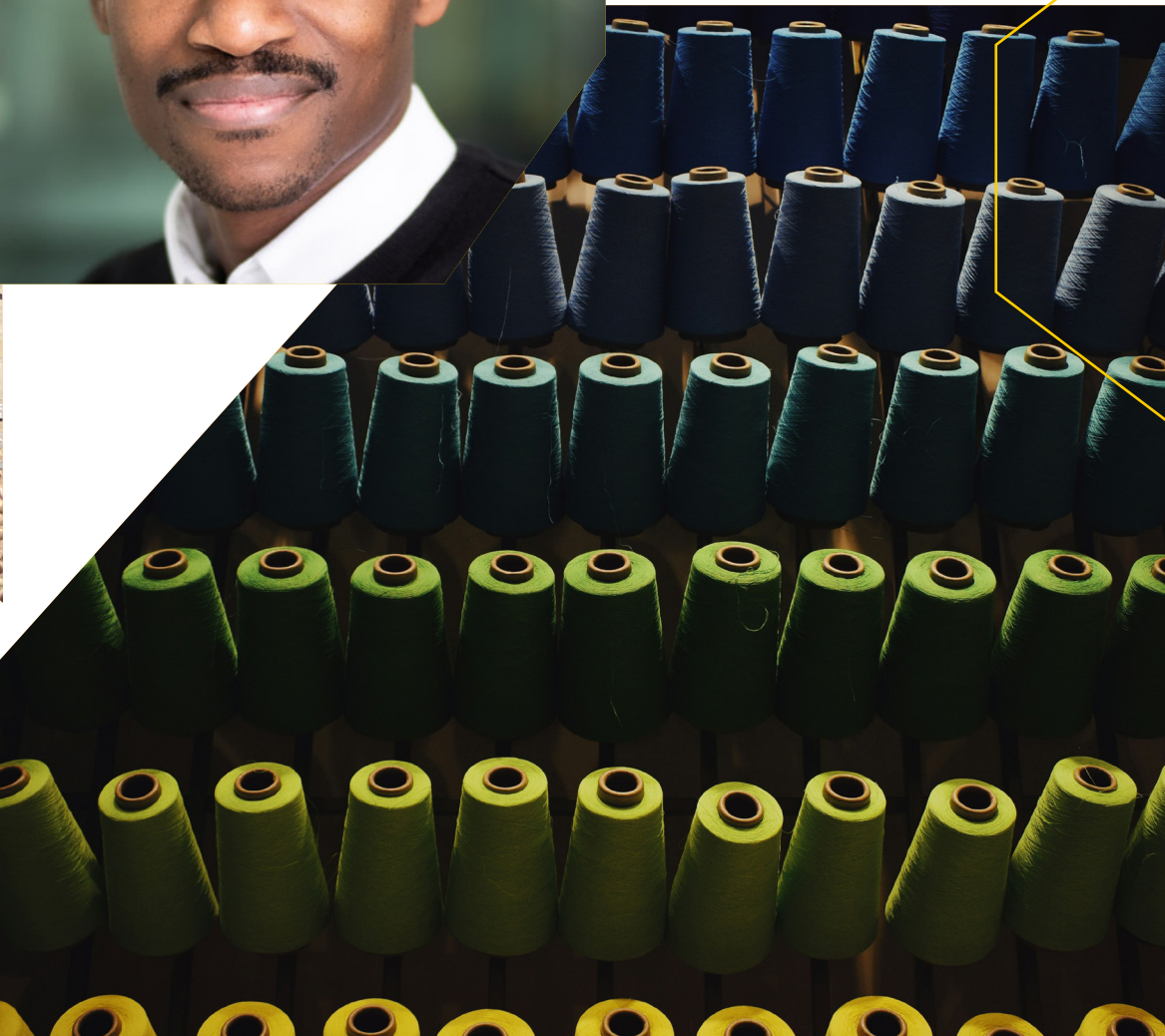
Jason Ayeh started at AlixPartners in 2023 as a digital marketing intern in our London office through the firm's partnership with the 10,000 Interns Foundation. The Foundation champions underrepresented talent and promotes equity of opportunity through internships and career readiness programming.

Jason joined our Marketing team through this program and has supported the EMEA marketing team with projects spanning AlixPartners' new website to internal and external ESG initiatives.

"Every minute of my time at AlixPartners has been invaluable—from the culture, to the experience of working with expert colleagues from both corporate and client services. I've had countless opportunities to make an impact through my projects, a great way to gain hands-on experience and receive invaluable guidance which has helped me improve as a marketer."

**Jason Ayeh**

Digital Marketing Specialist



## Learning as we grow

Our commitment to diversity and inclusion does not stop at hiring. Our efforts to develop and retain talent that leads with respect and inclusion is ever-evolving, and we offer opportunities to learn more about D&I at every step of one's career.

### D&I Resources for our people



Diversity and inclusion education mandated for all employees during our annual compliance and organizational readiness and effectiveness training



Introduced Mursion AI, an immersive learning tool to accelerate employee skills development with a focus on inclusion and personal respect



Inclusive habits training provided for our People Business Partner teams and others at the firm through the Hive Learning platform



Self-service upskilling offerings continuously updated and available in our D&I Learning Hub



Session 2 of inclusive team building exercises 'Conversations in a Box' designed and launched in 2023 following initial success in 2022



"Diversity and inclusion is embedded across all that we do. As we have expanded and opened new offices in Asia, we have held an intentional focus on inclusion and nurturing a culture of belonging. We make a conscious effort to embrace our AlixPartners culture while creating value for our clients. As we recruit new members, diversity proves again and again a valued component of what sets us apart."

**Gigi Chow** (She/Her)  
Asia Head of Operations  
Partner



## Inclusion-minded People Business Partners

In 2023, the firm partnered with Hive Learning, a leading digital peer-learning platform, to empower our People Business Partners (PBP) to create inclusive habits by sparking conversations and facilitating collaborative learning experiences among colleagues. Through Hive Learning, individuals learn alongside each other, fostering a sense of community and collective growth. Encouraging PBPs to all get on the same level for their D&I knowledge, participants were able to build connections globally with their colleagues.

# 85%

of People Business Partners participated

“I loved hearing everyone's different point of views and perspectives, it gave me a lot to think about and look forward to continue my journey of learning and reflecting!”

### Lindsey Martin

Strategic Staffing Senior Professional, Vice President



## Global Sponsorship Program

Our Global Sponsorship Program (GSP) aims to accelerate advancement, foster inclusive leadership, enhance retention, and strengthen relationships by pairing high-performing diverse talent with high-influence senior leaders.



### Foster a culture of active sponsorship

We increased our 1:1 connections with sponsors, conducting more than 80 personalized connections alongside bi-weekly office hours over the course of the year.

These interactions provided many 'aha moments.'

# 96%

of sponsors and **71% of sponsees** reported public-facing advocacy had happened throughout the course of the year.



### Accelerate the development and progression of top talent

Sponsees reported being assigned to meaningful new projects, expanding their internal and external networks, gaining clarity on their leadership brand and the benefits of marketing it, pivoting in their career, and accessing flexibility needed to help with work-life balance.

Sponsee promotions were

# 17%

higher than **firmwide Senior Vice President and Director promotions.**

# 88

sponsees participated

# 31%

of sponsees were under-represented minorities<sup>1</sup>

# 69%

of sponsees were people of color<sup>1</sup>

# 68%

of sponsees were women

1. Based on U.S. data



## 2023 Global Sponsorship Program performance

This year, sponsees saw a 17% higher promotion rate compared to the rest of the firm.



Firmwide

19%

GSP participants

36%



“Regular conversations with my sponsor proved to be incredibly beneficial, offering valuable insights and guidance that greatly contributed to my professional development. This consistent communication helped me tackle various challenges, including business development, decision-making, and team management. I also forged a strong relationship with my sponsor. Overall, the program has been pivotal in advancing my career.”

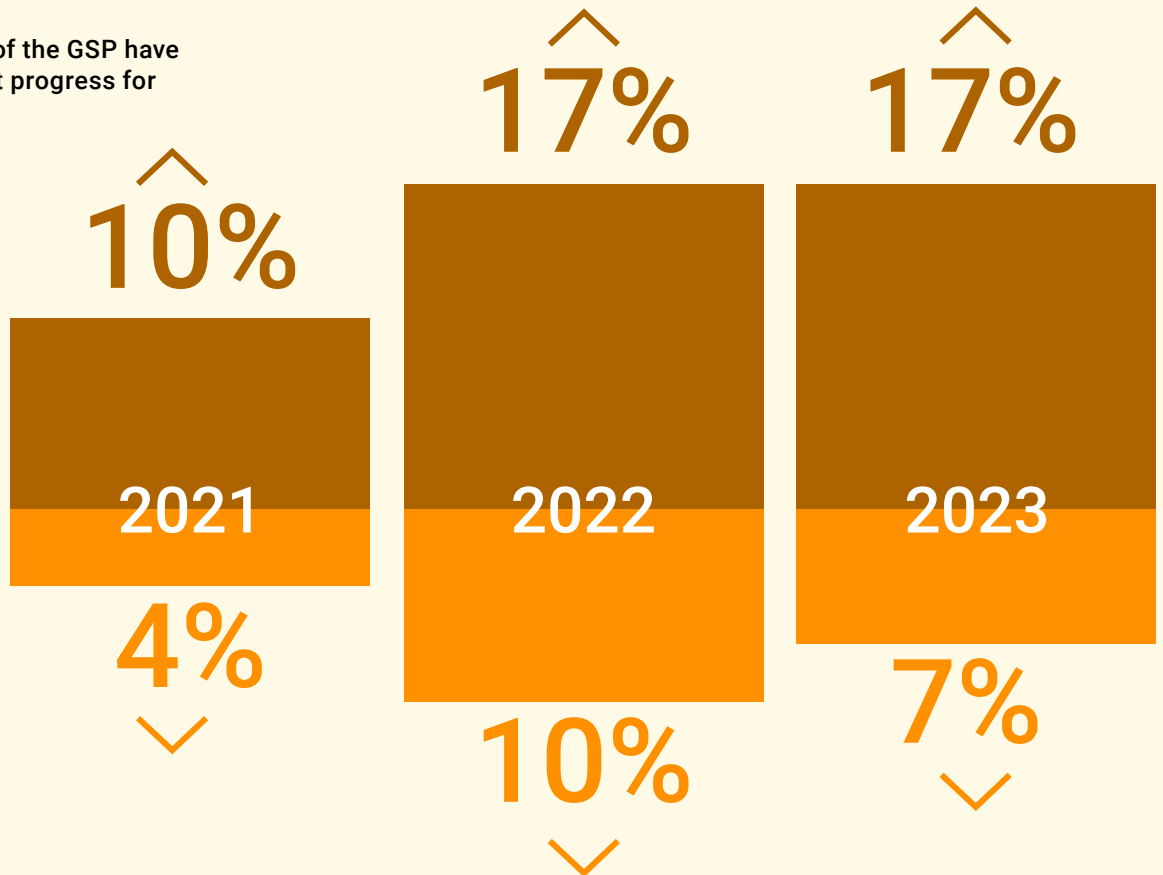
**Jewel Zhu**

Director

The first three years of the GSP have resulted in significant progress for program participants

Sponsee promotion rate compared to firmwide peers

Sponsee attrition rate compared to firmwide peers



# Employee Resource Groups

Our Employee Resource Groups (ERGs) lead with the voices and identities of employees across the firm to drive inclusivity through every area of business and foster a culture of belonging that perpetuates a sense of pride.



**188**  
ERG activities in 2023



**65%**  
of firm is a member of 1 or more ERG

## ASIAN LEADERSHIP INSIGHTS & GROWTH NETWORK



Global Leader  
**1. Yvette Zhang (2023)**  
**2. Rong Yang (2024)**



ALIGN empowers individuals who share a connection to the Asian community to capitalize on their potential, develop leadership skills, and expand their professional and personal networks. ALIGN strives to address biases and stereotypes by developing a multicultural team environment, strengthening multicultural business relationships, and raising Asian cultural awareness.



AlixPartners ALIGN ERG promotes cultural exchange and business development New York Asian Film Festival.

## BLACK PROFESSIONAL NETWORK



Global Leader  
**LaTonya Calloway**

BPN enriches the professional and intellectual experience of AlixPartners' Black employee population and their allies and supports the firm's strategic goals through unity and leadership. BPN fosters supportive networking, professional and personal development, recruitment, retention, cultural awareness, and education.



Akwasi Owusu-Brempong is elevating data insights with social context to make deeper connections across cultures.

## CAREGIVERS AND PARENTS ERG



Global Leader  
**Dr. Markus Bolte**

CAPE identifies and addresses topics related to parental and caregiver responsibilities and both the challenges and benefits of how such roles impact how we work. CAPE offers discussion space, events, advocacy, and resources that enhance the personal and professional development of AlixPartners' caregivers and parent employees in alignment with the firm's business objectives.



Jen Quinlan on the value of AlixPartners' New Parent Buddy Program

# Employee Resource Groups cont'd

## DIVERSE NEUROTYPES AND ABILITIES



Global Leader  
**1. Oli Freestone (2024)**  
**2. Edd Hardy (2024)**

DNA works to ensure the workplace is one where neurodiverse individuals and those with differing abilities can thrive, contribute their unique perspectives, and reach their full potential in an inclusive and supportive environment. DNA engages those who identify, as well as allies, with resources and advocacy on topics like accessibility, education, peer support, inclusive recruitment, and career development.



**Ryan McGillen**  
on the power of inclusion

Openness about his neurodiversity has helped him grow professionally and as parent

## HISPANICS OR LATINXS OF ALIXPARTNERS



Global Leader  
**1. Cecilia Velazquez (2023)**  
**2. Diego Parodi (2024)**

HOLA empowers Hispanic and Latinx employees at AlixPartners with cultural and professional opportunities aimed to support career development and cultivate community among members. HOLA engages with diverse recruiting efforts at the firm, partners on business development efforts, and offers events and resources tailored to Hispanic and Latinx professionals.



**Catering to global consumers requires a local understanding**

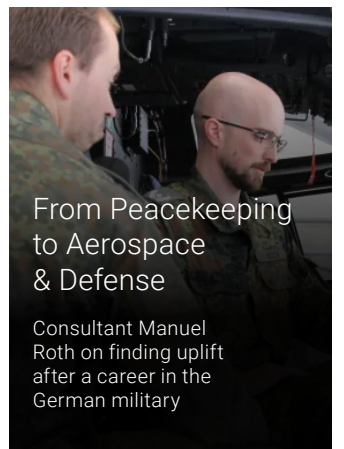
Bernardo Silva reflects on shifts in the consumer products industry, and lessons in the power of Hispanic and Latinx consumers.

## MILITARY AND UNIFORMED SERVICES TEAM



Global Leader  
**David Simon (2024)**

MUST is a network for AlixPartners' employees who have direct or indirect military/uniformed service affiliations or interests to become active. Through community-focused programs and partnerships, MUST works to foster a culture that recruits, transitions, develops and retains individuals with military/uniformed services affiliations.



**From Peacekeeping to Aerospace & Defense**

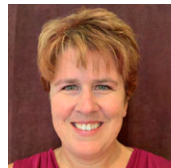
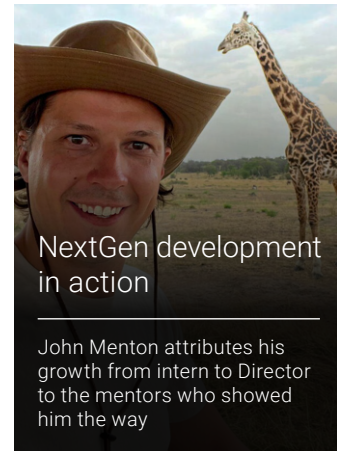
Consultant Manuel Roth on finding uplift after a career in the German military

# Employee Resource Groups cont'd



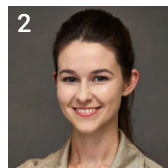
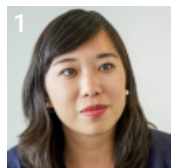
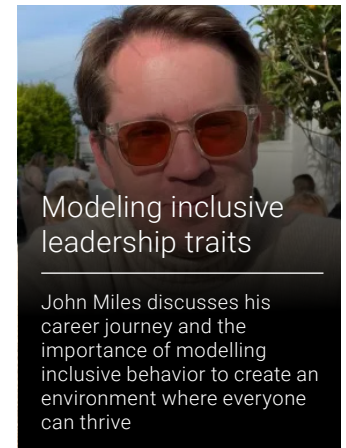
Global Leader  
**Sarah Warren**

NextGen supports AlixPartners in promoting inter-generational exchange while developing the firm leaders of tomorrow. Through programs that explore topics like career growth, office culture, relationship building, well-being, and work-life balance. NextGen strives to build a supportive professional environment across all seniority levels, with special focus on empowering new and junior colleagues.



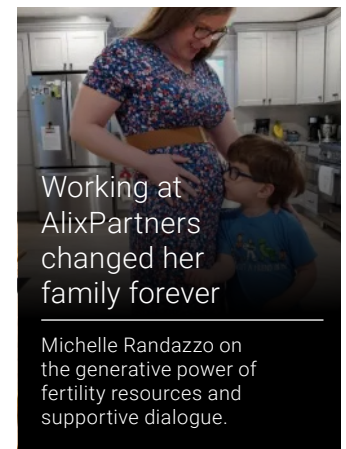
Global Leader  
**Kelly Thompson**

PrideMatters promotes an inclusive and supportive work environment for lesbian, gay, bisexual, transgender and questioning (LGBTQ) individuals and their allies to strengthen the recruitment and retention of LGBTQ employees and to enhance their professional and personal development. Through advocacy, events, and business development engagements, PrideMatters works closely with internal and external partners to ensure respect, professionalism, and belonging is a standard for all individuals at AlixPartners no matter how they identify.



Global Leader  
**1. Anita Wu (2023)**  
**2. Margarita Kucherenko (2024)**

WEM's mission is to ensure that AlixPartners is a leading place for women to work, develop, and advance their careers. Through connection, mentorship, training, advocacy, and external partnerships, WEM serves as a resource to engage and educate firm leadership, allies, and all employees on the imperatives of inclusion for women in business.






# Culture of care

## Flexibility

Hybrid Work at AlixPartners means bringing together our ability to deliver outstanding client service with the flexibility of working remotely.

We drive change by being close to our clients and closely connected as a team. Our apprenticeship model means we learn and develop together to serve clients and work seamlessly. The quantity and quality of time we spend together really matters.

We recognize that one size does not fit all, so our Hybrid Work framework serves as a guide to providing increased flexibility with the goal of making AlixPartners' careers a more sustainable and fulfilling option for our people.



What would you do with 3 months leave?

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Colin Johnson, a Director in AlixPartners' Risk Advisory practice, recently embarked on a remarkable sabbatical journey.



When the shoe doesn't fit, design one that does

---

Gemma Smith is on a mission to address gender inequalities in football as founder of Rea Football Co.



Thriving in a new consulting career as a parent in the age of flexible working

---

London-based Laura Bond of our Retail team shares how AlixPartners' flexibility is helping her balance life as a new consultant and her family.



"You can see the value of inclusion in the outcomes of the work we do every day. The resources we offer in order to encourage a welcoming culture help to drive our success. Our employee resource groups specifically are vibrant and active in both fueling cultural awareness and making valuable business connections. When we support the diverse needs, abilities, and backgrounds of our people, we set forth a strong path for individual and companywide growth."

**Lisa Donahue** (She/Her)  
Co-Head of Americas & Asia



## Wellbeing

Well@Work is our people-centric approach to well-being for everyone, with a focus on physical, emotional, and financial health. Well@Work aims to foster a culture of trust around wellbeing needs, connect and celebrate in meaningful ways, and offer accessible programs and tools that support our people. Aligned to a global strategy, local office Well@Work teams develop offerings that meet the diverse needs of our people.

### The Well@Work global pledge is to:



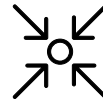
Raise awareness and acceptance of the well-being challenges we each face



Come together to connect and celebrate throughout our well-being journeys



Design and deliver offerings, programs and tools that support our people



Focus our collective efforts in the areas of physical, emotional and financial health



Enable everyone to engage in achieving their own well-being goals

Through Well@Work, we have raised awareness and acceptance of common well-being challenges, provided tools and programs to help our colleagues address those challenges, and enabled everyone to achieve their own well-being goals.

#### 2023 Well@Work highlights:

- ✔ Free coaching sessions for our employees through a new partnership with Modern Health, offering mental health and financial health coaching services
- ✔ Financial health sessions on topics such as building wealth, real estate, and online finance safety
- ✔ Physical challenges including the JP Morgan Corporate Challenge, Cycle for Survival, Ride with Pride SoulCycle, Detroit Free Press Marathon and half marathon
- ✔ Mental health awareness activities including session on mental health and loved ones, sound bath sessions, an art mindfulness class, and plant building workshops
- ✔ Health fairs, flu shots, nutritionist presentations, menopause discussions and resources, healthy cooking classes, mole clinics, and workshops for cycling commuters

### Benefits

AlixPartners takes pride in striving to offer top-quartile benefits that meet the diverse needs of our people, when it really matters<sup>sm</sup>. In 2023, new benefits and resources we're introduced in our ongoing effort to support our employees and their families with their health and well-being needs.

In 2023, our benefits team introduced the following new resources:

- LGBTQ+ Benefits Guide
- Women, Parents and Caregivers Benefits Guide
- Get Active Challenge sponsored by Virgin Pulse and Aetna
- Access to Maven through Aetna, a family health planning platform





# Planet

We work closely with external partners to measure, report, offset, and plan for further decarbonization efforts. This year, we were accepted to set targets with the Science Based Targets initiative in order to further our commitments.

# 2023 highlights

## Innovative approaches to advance our net zero aspirations

Growing as a business means tracking our footprint accurately. AlixPartners works closely with **One Carbon World (OCW)**, a partner to the UN Climate Neutral Now Initiative, and **Plan A** to help us measure, report, offset, and plan for further decarbonization efforts. In 2022, those partnerships allowed us to measure our GHG emissions better than ever before, and in 2023 we were able to get even more accurate. As part of this progress, AlixPartners has been accepted by the Science Based Targets Initiative to further our net zero aspirations.

By assessing emissions across all areas of impact from our systems, employees, vendors, and partners, we saw a 50% reduction in scope 2 emissions compared to years prior. This is a result of the action we made in 2023 to increase the renewable energy sources across our offices and engage with suppliers and who are similarly environmentally mindful.

Our carbon emissions are down by 10% since last year

# 53%

of energy for our offices is renewable, with a greater number of utility companies increasing their renewable mix

# 22%

of our scope 3 procurement spend was with vendors who are already carbon neutral

# 28%

of our scope 3 procurement spend was with vendors who have committed to being carbon neutral or net zero by 2050 or sooner

# 29%

of our scope 3 procurement spend was with vendors who have SBTi targets in place

As a global consulting firm, our emissions mainly fall under Scope 3, associated with procurement and travel. Our new ability to measure thoroughly provides baseline figures from 2022 that we plan to use for all targets and reporting going forward, as they represent precisely the true carbon impact of our organization.

**Historical Carbon Emissions**  
Tonnes CO2e

	2021	2022	2023 <sup>1</sup>	Intensity by FTE (2023)
Scope 1	383.57	305.57	333.83	0.12
Scope 2	966.67	1,134.74	774.90	0.27
Scope 3	28,972.68	43,090.19	40,392.75	13.99
<b>Total</b>	<b>30,322.84</b>	<b>44,540.19</b>	<b>41,501.48</b>	<b>14.37</b>

2022 now serves as our baseline year for measurement given the accurate methodology we determined.

# CDP initiatives: Our targets and progress so far

Approach	Target		Status
<b>Increase energy mix to higher % of renewable energy in offices</b>	Target is to save 1,200 tonnes	Actual outcome, increased % (from 30% to 53%), and we reduced by 359 Tonnes of carbon	<b>Target 2030</b>
<b>Decrease travel, particularly business travel with higher emissions</b>	Target is to save 2000 tonnes	Actual outcome, increased travel based emissions by 47% from previous year. Increase in travel to pre-pandemic levels was seen in travel behavior for 2023	<b>Target 2030</b>
<b>Decrease waste in operations</b>	Target is to save 400 tonnes	Actual outcome was an increase of 120 tonnes, given increase in office use	<b>Target 2030</b>
<b>Decrease work from home emissions, as we return to work</b>	Target is to save 400 tonnes	With return to work, home emissions decreased by 520 tonnes or 33%	<b>Goal met</b>
<b>Decrease supplier emissions by spend</b>	Target is to save 1,000 tonnes	Actual outcome was a decrease of ~10k tonnes (10x our goal) with the move to exiobase from ceda as the underlying source file for supplier spend calculations, a more accurate result than previous years	<b>Goal met</b>

## Joining the Science Based Targets initiative

In partnership with the Science Based Targets initiative (SBTi), AlixPartners has committed to developing targets toward the Net-Zero Standard. These targets are in the process of being approved and will align with SBTi’s 1.5 degree Celsius pathway. In collaboration with external partners, our intentional efforts are currently focused on developing an attainable plan that we feel confident submitting to SBTi for approval next year.

SBTi is a global body enabling businesses to set ambitious emissions reductions targets in line with the latest climate science. It is focused on accelerating companies across the world to halve emissions before 2030 and achieve net-zero emissions before 2050. AlixPartners is proud to be part of this collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF), recognized by the We Mean Business Coalition.



"Cultivating sustainability is less a goal and more our imperative. Our strategic partnerships with trusted external experts are instrumental in propelling us towards our net zero aspirations year after year. Together, we harness the transformative power of sustainability to innovate, thrive, and lead with a vision to better our business, our clients' businesses, and the planet in harmony."



**Andy Eversbusch** (He/Him)

Co-head, Americas and Asia





# Charity partner spotlight: ClimateForce

AlixPartners is Founding Partner of the ClimateForce Tropical Regeneration Project. For more than four years, ClimateForce has served as our global sustainability charity partner. Firmwide, we are proud to support the organization's work to regenerate damaged land and ocean and build green recovery plans to create jobs, cut emissions, and protect biodiversity.

Part of the ClimateForce Tropical Regeneration Project includes reconnecting the Daintree Rainforest, the world's oldest rainforest, to the Daintree River. Their goal is to plant 360,000 native Australian trees in Daintree before 2025.

Since inception, AlixPartners has sponsored the planting of 4,032 trees in what ClimateForce calls the AlixPartners' Forest. All of them are geotagged and monitored closely.

AlixPartners' trees were the first in the ground for ClimateForce and have contributed to more than 155 species on the property, enhancing the biodiversity of endangered flora. The team is committed to restoring not only the forest but also its connected rivers, coastal ecosystems, and the Great Barrier Reef. Even more—they're building a blueprint for such restoration to be applied to other areas across the world.

## New employee tree program

This year, AlixPartners enhanced our new joiner welcome kits to be more sustainable. As part of this effort, and as a symbol of our commitment to the growth of our new joiners, we now plant a tree on behalf of every new member of the firm in the 'AlixPartners Forest' in partnership with ClimateForce.

## The prize is in the forest

As part of our internal awards program, award recipients are able to have a tree planted in ClimateForce's 'AlixPartners Forest,' preserving and introducing native species that support biodiversity and ecosystem resilience.

## Supporting ClimateForce's key targets

- Support ecological restoration through the restoration of 527 acres of rainforest.
- Serve as a reforestation catalyst by building trust with landowners and local communities, showcasing financial and ecological benefits of planting diversification.
- Help to develop ClimateTech, which focuses on biodiversity tracking, organic pest and weed management, and advanced regeneration technologies, including robotics, biomass tracking, and automated sensors.
- Collaborate with indigenous communities to ensure cultural respect, job creation, and knowledge sharing.



155

species contributed to  
biodiversity of endangered plants



4,032

trees planted and counting



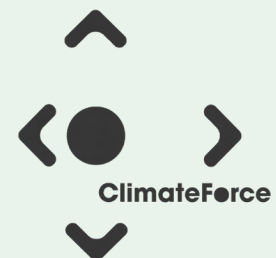
1

tree planted for every new joiner



338

trees planted on behalf of  
internal award recipients



# Local sustainability efforts

Our local sustainability teams work hard across each of our office locations to implement sustainability efforts.



## A climate 'Fresk' to widen our thinking

**Paris**

Our Paris office held a 3-hour 'Climate Fresk', a workshop on climate change guided by an experienced animator. The session helped our consultants learn to effectively talk about climate change with clients, and think about sustainability holistically across their work and life. The office later hosted a sustainability escape game with nearly 90% of their office in participation.



## Deep learning on Earth Day

**London**

Our London office hosted an educational Earth Day luncheon with ClimateForce, discussing the impacts of deforestation and how our partnership with the organization supports regeneration.



## Sowing seeds for a green community

**Silicon Valley**

In partnership with Living Tribute and the US Forest Service, a team from our Silicon Valley and San Francisco offices donated to plant 100 trees in honor to support reforestation of lands impacted by wildfires.



## Making the most of an office move

**Milan**

During an office move, the Milan office launched an online shop for office items that would not be moved to the new office. In order to buy the items, employees were requested to make a donation to Realmonte or Quore. During the move, items were also donated directly to Realmonte.



## Decommissioning tech for recycling

**New York**

Our IT Service Desk interns have learned how to go through our decommission process and understand the value of wiping company data and handling inventory changes. The AlixPartners New York IT Interns and our Office Team Services have completed an e-cycle process of over 250 decommissioned laptops via secure and environmentally-friendly recycling service.

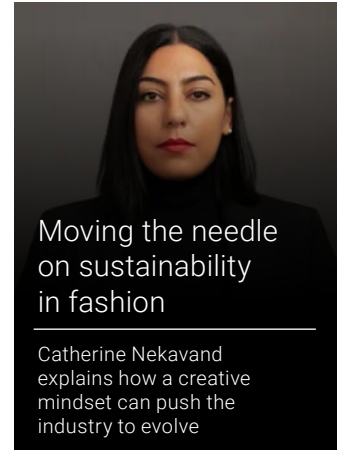


More local sustainability efforts are highlighted in our Communities section

## Sustainability mindset in consulting

Our commitment to sustainability shows up in our client work. Since 2020, we've invested in developing and formalizing new ESG offerings across our service lines. Building on our strengths, we continue to expand how we advise our clients on creating value through ESG initiatives.

Working with our clients on ESG



“Part of what sets AlixPartners apart is our closeness to our clients and our people. Our high standards for responsible business help us model to both employees and clients the value in ethics and humanity. We are paying attention to the needs of today’s businesses and are prepared to help them look closely at challenges as big as environmental regulations, supply chain impacts, and reputation risk, striving to define and accelerate trajectories towards sustainability.”

### Nicholas Beaugrand

(He/Him)

EMEA Co-Leader, Aerospace, Defense, & Airlines  
Partner & Managing Director



# Communities



The impact of our work extends far beyond our clients and internal team members. We are intricately linked with the communities where we operate, collaborating with both international and organizations local to our offices.



# AlixGives

AlixGives is AlixPartners' social impact program through which we leverage our resources and expertise to make a lasting impact on society and the environment through charitable giving, volunteerism, pro bono, and client engagement.



**\$2.5 Million** in charitable giving



**170+** nonprofit organizations served



**2,762** hours of volunteer time off (VTO) used



**\$27 Million** in pro bono hours across **63 projects**



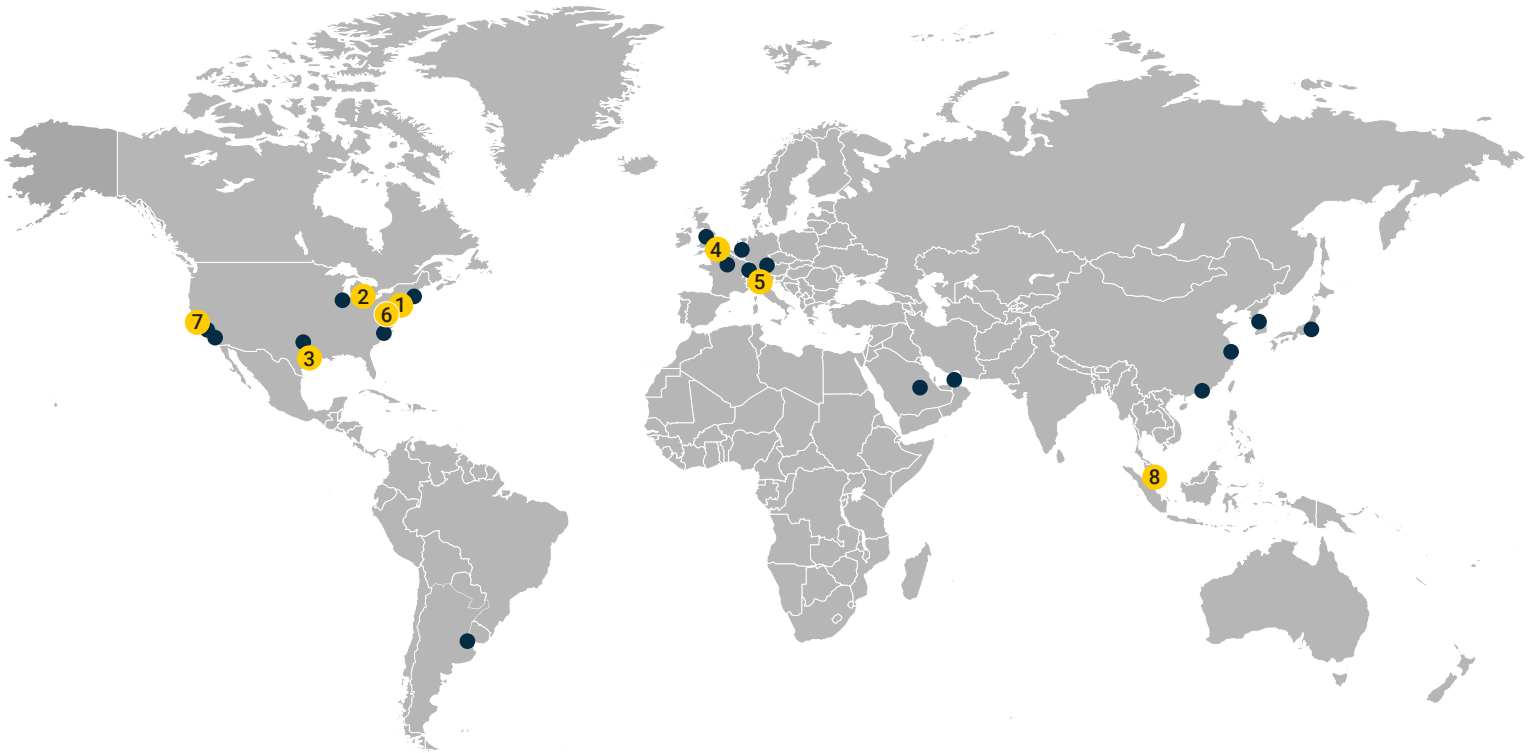
**115** diverse or small suppliers engaged in 2023

## Local mindset

As part of our commitment to advancing the UN's Sustainable Development Goals, AlixPartners works to support meaningful and sustainable change in our communities. Community involvement from each of our 25 offices is led by Local Social Impact teams. These teams organize days of service, volunteerism, and donations for organizations in their area, ensuring our time and resources supports our neighbors when they need it most.



# A snapshot of AlixGives in action



## 1. Boston

### Greater Boston Food Bank

Members of our Boston office volunteered at the Greater Boston Food Bank twice in 2023, preparing more than 11,000 boxed meals for vulnerable members of the community.

## 2. Detroit

### Soldiers Angels

Throughout the year, our MUST ERGs and office team in Detroit distributed supplies to the Detroit VA Hospital in partnership with Soldiers Angels. Supplies included 66 blankets, 221 food packages for two weeks, 150 pairs of socks, and 4 bins of hygiene products.

## 3. Houston

### Star of Hope

Members of our ALIGN and MUST ERGs came together to pack more than 200 cold-weather kits for the homeless, which were distributed by Star of Hope.

## 4. London

### ADA Technology School

Volunteers from AlixPartners visited Ada National College of Digital Skills to provide a presentation on AlixPartners and the type of roles they do. This was organized in collaboration with Ada, the National College for Digital Skills in order to help Year 12 students gain insights into potential careers related to data analytics, cyber security and investigations, compliance and privacy.

### TNON

Our London office hosted the launch of The Networks of Network's (TNON) Cross-Company Mid-Career Talent Accelerator report, bringing together alumni, business leaders, executive sponsors and representatives from TNON and Delta Alpha Psi. The event was a byproduct of a multi-year partnership with AlixPartners' involvement in judging the Black British Business Awards, as well as deploying cohorts of talent accelerator mentors helping to build a more equitable workforce. So far, we've retained all participants of the program and seen an impact across firm leadership and how we advocate for our community.

### Gleaners Community Food Bank

Our Southfield office held a month-long food drive for Gleaners Community Food Bank in Detroit, donating more than \$5,000 and 862 pounds of food, allowing for 24,686 nutritious meals to go to those in need.

### Michigan Council of Women in Technology Foundation

Volunteers from the AlixPartners IT team joined the MCWT Foundation for their Girls GET-IT Day, an event for girls grades 4 to 8 to learn about careers in technology. As a sponsor of the conference, AlixPartners' Women's Empowerment Matters Tech leaders held an interactive AI and Machine Learning workshop during the event, which welcomed over 400 attendees.







## 5. Milan

### We are Urban

Our Milan office hosted their first-ever 'Volunteer Day' filled with team building and eco-friendly activities like litter collection around their office's neighborhood. Over 3,100 cigarette butts and 13lbs of trash were cleaned up.

## 6. New York

### River FUND

In partnership with River FUND, AlixPartners volunteers distributed food and supplies to senior citizens and the disabled in the community. Our teams also refurbished and donated 30 laptops, supported 100 families during their Adopt-a-Family Holiday Drive, and represented AlixPartners at the River FUND Gala as the 2023 honoree.

### Cycle for Survival

Colleagues from our New York, Dallas, and Boston offices hopped on their bikes at local Cycle for Survival events. 2023 marked our 10th year of participation with Cycle Survival—since our first ride in 2013, we have raised \$1,175,667 to support rare cancer research at Sloan Kettering Memorial Hospital.

## 7. San Francisco/ Silicon Valley

### Surfrider

Teams from our San Francisco and Silicon Valley offices partnered with their local chapter of the Surfrider organization in conjunction with California Coastal Clean-up Day, helping collect more than 80 pounds of trash, 20lbs of recycling, and 700 cigarette butts.

## 8. Singapore

### Dignity Kitchen

Members of our Singapore office visited Dignity Kitchen for a volunteer day where our team assisted in the packing of 90 sets of meal boxes and festive cookies. Volunteers joined Project Dignity to distribute meal boxes to families around the community.



# Global Partnerships

Just like our teams support clients across the map, we leverage our global expertise and resources to connect closely with international organizations working to advance a more equitable and sustainable world. The work we do with our global charity partners focuses on taking climate action, improving access to quality education, and reducing societal inequalities across the world.





## Global Dignity



One of AlixPartners' global charity partners, Global Dignity works to advance dignity in education, the workplace, and society at large through curriculum and toolkits.

Since 2018, AlixPartners has actively supported the design and implementation of **Dignity in the Workplace**, an initiative dedicated to creating meaningful conversations and connections toward a more empathetic workforce. This program helps train Ambassadors, like company workers, teachers, and disadvantaged teens, to lead Dignity Workshops for kids and others in need. In 2023, employee resource group leaders among BPN and ALIGN at AlixPartners in London trained to become Ambassadors. They worked with Global Dignity to bring Stuart Lawrence, brother of Stephen Lawrence, to two schools in East London with a goal to improve wellbeing, confidence, and the overall sense of value for everyone involved.

To further support Dignity in the Workplace, AlixPartners co-designed a **Dignity Diagnostic** with Global Dignity leadership and data scientists from Included, a D&I consulting firm. The Diagnostic includes six scenario-based questions which helps the Ambassador to understand their own perspectives on dignity. The diagnostic is taken before and after undertaking dignity activities, to assess any change in perspective and motivation to take further action. Ambassadors are encouraged to develop further by leading dignity activities in their own community - continuing to learn and demonstrate inclusive leadership by putting dignity into action. Already, the Dignity Diagnostic has been piloted in more than 20 countries with plans to reach 20,000 Ambassadors by 2025.

Additionally, AlixPartners ERGs, along with Linklaters and S&P Global, organized a presentation on **Dignity & Empathy**. This event was held during UK Black History Month and allowed the group to share ideas for how to make workplaces healthier and happier for employees. The panel included representatives from AlixPartners, S&P Global, and Linklaters, as well as Stuart Lawrence and Beau Barberis, a Global Dignity Ambassador. They shared their own experiences to discuss how organizations and individuals can promote dignity and empathy within their teams and throughout the company.







## International Rescue Committee

The International Rescue Committee (IRC) is AlixPartners' global crisis charity partner. The partnership aims to empower our firm to act quickly when it matters most. The IRC supports immediate moments of disruption, on the ground, as well as helping people to rebuild their lives afterwards. They run programs in many countries and cities where our people live and work, which provides our local offices the opportunity to use their Volunteer Time Off (VTO) hours to help people rebuild their lives and feel included in the local community.

In 2023, AlixPartners began working with IRC's New Roots Program. New Roots focuses on helping refugees grow food and build communities. Last year, they worked with over 8,400 people across 12 U.S. cities, setting up gardens and farms. These spaces don't just grow food but also help people with their mental and physical health as well as job readiness. In New York, AlixPartners volunteers joined in to help out at the New Roots Garden. They spent time cleaning up the garden and getting it ready for upcoming events, helping to make a positive impact on the local community. Their tasks included pulling out weeds, planting new crops, and harvesting fruits and vegetables.

## Generation Success

Generation Success and AlixPartners work in partnership to create positive change and empower students and graduates from underrepresented backgrounds. Generation Success and AlixPartners continue to create a transformative ecosystem aimed at empowering students and graduates from underrepresented backgrounds. Through our joint efforts, we have not only facilitated recruitment programs but also extended comprehensive support through mentoring initiatives, events, and community engagement opportunities.

AlixPartners was named Equity Partner of the Year by Generation Success in 2023. The honor represents our steadfast commitment to working with their team to empower a more diverse workforce together.





## United Negro College Fund

In 2023, AlixPartners organized the UNCF Walk for Education, a 2-mile fundraising walk to support the United Negro College Fund (UNCF), one of AlixPartners global charity partners. The initiative aims to address financial, academic, and personal challenges faced by students attending Historically Black Colleges & Universities (HBCUs), ensuring more Black and minority students could attend and graduate from these institutions. Throughout the year, AlixPartners offices across various cities participated in charity walks to support UNCF and engaged in scholarship programming as well as multiple charitable giving opportunities.



## World Economic Forum

The World Economic Forum (WEF) was designed to bring together multi-stakeholder, multi-generational individuals and organizations to advance positive social, economic, and environmental change. AlixPartners leaders seek to drive meaningful change in our communities in order to bring learnings from the WEF to the wider world. They contribute throughout the year to working groups and resources, covering themes related to complex topics such as Social Implications of the Metaverse, Faith in Action, and Equity and Social Justice, among many others. As part of our commitment to advocate for a principled-led approach, and our call for organizations to apply shared principles, we have been building a multi-year, multi-organizational dialogue around Prioritizing Racial and Ethnic Equity in Business: Towards a Common Framework, published on behalf of select WEF members involved in founding the Partnering for Racial Justice in Business initiative.



In 2023, AlixPartners hosted its second-annual Back from Davos discussion in London. Guest speakers included Tim Roberts, Managing Director, UK Country Co-Head at AlixPartners, Dr. Sophie Chandauka MBE, Chair and Co-Founder, Nandi Life Sciences, Ben Obiri-Bonney, a Member of the Council of the Institution of Engineering and Technology, and Vaibhav Asher, Senior Vice President in the Investigations, Disputes and Risk team at AlixPartners. Our speakers focused on the critical and interconnected topics of inclusivity, sponsorship, and institutional investor intervention.

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## ClimateForce

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Learn more about our sustainability partnership with ClimateForce



## The Equal Justice Initiative

AlixPartners supports the Equal Justice Initiative's (EJI) commitment to challenging racial and economic injustice, and to protecting basic human rights for the most vulnerable people by ending mass incarceration and excessive punishment in the United States.



## Pro bono

When possible, we maximize our resources and the vast expertise of our people to support organizations with pro bono services. Our teams work with charity, business, and educational partners to support projects that align with our core values and responsible business strategy.

Our leadership has backed a robust pro bono strategy at AlixPartners, encouraging our consultants to donate their skills to projects that make an impact on organizations while also allowing them to develop their skills. Our pro bono partnerships range from innovative projects with our clients to infrastructure and strategy support for organizations across our networks.

In 2023, we delivered

**\$27 million**

in pro bono support across

**63 projects**





Pro  
bono  
case  
study

## Assessing the compliance management program for a German nonprofit

A Germany-based research organization worked with a team at AlixPartners to thoroughly review the design of their compliance management program to ensure excellent ethics. The team holistically assessed the program, applying core values of proportionality and common sense to meet the specific circumstances of this nonprofit, focusing on the standard elements of compliance and sub-areas of compliance. As a result, AlixPartners provided a report with areas for improvement as well as actionable recommendations for improving the program overall.







# Clients

Across our engagements, we help clients assess and improve their environmental impact, and comply with emerging regulatory frameworks, to address carbon reduction, resource management, energy transition, and other pressing climate challenges.

# Best in class ESG offerings

- Should Carbon™
- Sustainable Supplier Program & Scope 3 Carbon Reduction Model
- Carbon Cost Rationalization
- ESG Due Diligence
- ESG QuickStrike®
- Diversity Spend X-Ray

## **AlixPartners' services for investors: Our due diligence process confirms the value proposition and prepares buyers to drive value**

AlixPartners has leveraged its ESG Due Diligence methodology to assist numerous Article 9 private equity funds in evaluating prospective portfolio companies for ESG impact. Through this capability we've delivered results spanning various industries, validating ESG impact claims, identifying value related to ESG themes and quantifying ESG impact. Case studies include:

### Client case study

## Decarbonization scoring methodology for tech company

When a technology company was investing in energy transition, their target was a global industrial engineering group, which designs and builds complex machinery, process equipment and production lines for industrial players in a wide range of sectors. The target claims to be a leader of energy transition and decarbonization, a key element of its equity story. The team at AlixPartners performed a due diligence on ESG criteria, assessed the ESG maturity and risks, and developing a scoring method for complex portfolio activities in order to assess the actual impact of the company's decarbonization. In addition, the AlixPartners team defined a set of relevant ESG KPIs to further monitor performance, and identified long term recommendations to help intensify their ESG impact.



## ESG in action at AlixPartners

### Client case study

#### Supported European furniture retailer to relocate production, lowering carbon footprint by 15%

When the company came to AlixPartners, they were looking to find a methodology to calculate carbon and cost savings of production relocations product by product. Our team studied the full value chain from sourcing to final customers, and then established a method to assess costs and carbon emissions per type of product. As part of this work, AlixPartners built a tool for the company to identify which products could be relocated to different countries, ultimately identifying the relocation of production to Europe could reduce their carbon footprint by 15% at equal cost.

### Client case study

#### Foundry from Palantir gets clients considering food waste and nutrition

The AlixPartners team working with a large grocery retailer group began supporting their product portfolio overhaul, the opportunity to embed ESG in their turnaround became apparent. Using Foundry from Palantir, the team ingested 20 billion rows of granular data from the client systems to understand performance and profitability metrics. The team also enriched these data with additional external sources (e.g. Open Food Facts, Nielsen, competitors web sites scraping), so that we could add the 'nutrition score' information. Within the approach, they built a simulation-decision support app to define and recommend action for each of their 190,000 products. The new tools enabled the company to increase profitability while simultaneously measuring nutrition and product waste.





Client  
case  
study

## Further innovation with APNAX

In 2023, AlixPartners deepened its partnership with NAX through APNAX (APN), AlixPartners' proprietary enterprise AI software platform, which helps corporates value their company in a way that was not possible before, by putting their data on the balance sheet and assessing growth from all angles including ESG.

We architected 'company.ai' to build products and services that follow transaction volume such as revenue and cost. We create 3 types of businesses: adjacent growth, productivity at the core, and we can also append data sets to their existing businesses. Working closely with CEO priorities, 'company.ai' is architected and the portfolio of products and services are approved, the APN team configures the products on top of the platform to launch into market.





## Kingspan's Planet Passionate strategy: Leading the charge for net zero carbon manufacturing

**Environmental consciousness is not just a choice but a necessity today; companies worldwide are rising to the challenge of reducing their ghg emissions footprint and embracing sustainability. A standout example in this movement is Kingspan, whose 'Planet Passionate' strategy stands as a testament to their unwavering commitment to sustainability.**

At the heart of Kingspan's sustainability endeavours lies the 'Planet Passionate' initiative—a comprehensive strategy that transcends mere goals, pledging to reduce manufacturing greenhouse gas emissions with ambitious yet realistic targets toward net zero.

Kingspan's dedication goes beyond internal targets. By exploring the global section on the Kingspan Group website, stakeholders and the public can delve into a wealth of information concerning the company's environmental targets, partnerships, and global commitments. This transparency underscores Kingspan's commitment to accountability, providing a blueprint for others in the industry.

### Reducing carbon emissions with an eye on the entire value chain

Outside its own operations, Kingspan has committed to halving the carbon intensity of products from its primary supply chain by 2030. This ambitious goal of minimising manufacturing emissions aligns with the global imperative to mitigate climate change. Kingspan understands that it is necessary to take action at the source. Through innovative technologies, optimized processes, and an unwavering pursuit of efficiency, the company is striving to rapidly reduce its manufacturing emissions.

Recognizing the interconnectedness of sustainability throughout the value chain, Kingspan is committed to reducing the carbon intensity within its primary supply chain by 50%. This ripple effect amplifies the positive impact, showcasing Kingspan's dedication to holistic environmental stewardship.

To aid its progress, Kingspan wanted to assess its supply chain readiness for the upcoming EU regulation CSRD (Corporate Sustainability Reporting Directive) as well as build out several value-add opportunities around supplier due diligence, digitalization, and procurement strategy.

### The path to compliance

Kingspan's supply chain is crucial to achieving its ambitious 2030 carbon targets.

Through a comprehensive review of its supply chain, Kingspan has clarified its material ESG topics, CSRD reporting requirements and its roadmap to enabling reporting compliance for the first year of CSRD regulation report (2024).

To enhance its supplier relationships, Kingspan is reviewing its supplier due diligence framework, developing its CSRD reporting requirements of its suppliers.

### Getting ahead of the EU's ESG regulations through efficient uses of technology

Kingspan's 'Planet Passionate' strategy serves as an inspiring example of corporate responsibility in the face of environmental challenges. As the global community grapples with the urgency of climate action, it is imperative for businesses to follow suit and adopt similar practices. By doing so, companies not only contribute to a healthier planet but also position themselves as leaders in an increasingly eco-conscious market.

Kingspan's commitment to reducing the embodied carbon of its products and transforming its supply chain is a beacon of hope in the quest for a sustainable future. Through their transparent reporting and global engagement, Kingspan invites others to join the movement towards a planet where passion for sustainability drives meaningful change, with the collaborative support of entities like AlixPartners.

# AlixPartners Disruption Index

"ESG is about to get pragmatic, and I think that's a good thing, because the talk doesn't change anything. The reason is generational. The workforce under 30 in particular cares about the things deeply. And if the regulators don't force it and if other businesses don't force it, the workforce is going to force it. It's here to stay, and people will have to figure out very pragmatic ways of getting results."



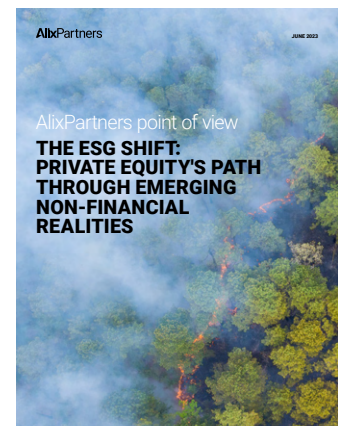
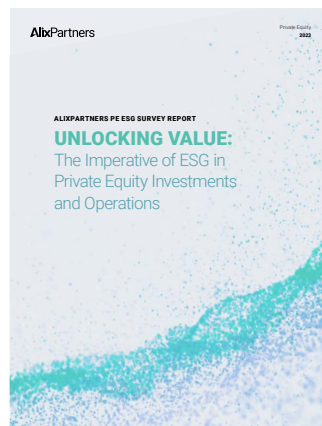
## Rob Hornby

(He/Him)

Head of EMEA

### Disruption Index: Climate Transition, a double edged sword

AlixPartners has worked with clients around the world for more than 40 years, helping businesses respond to disruptive challenges when everything is on the line. In our findings from the 5th annual AlixPartners Disruption Index, based on a survey of 3,100 senior executives around the world, we look at the challenges those executives identify, as well as the behaviors of those companies that are thriving in this disrupted world.



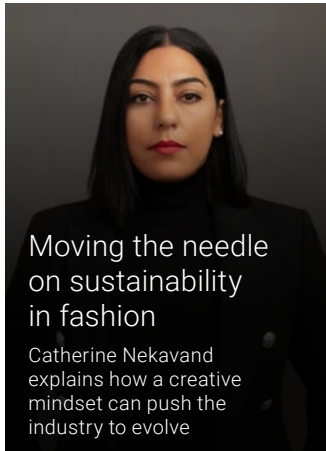
[2024 Disruption Index](#)

[2023 Disruption Index](#)

[Click here for this report](#)

[Click here for this report](#)

# Our expert perspectives



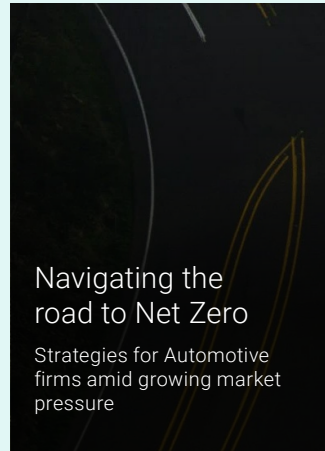
**Moving the needle on sustainability in fashion**

Catherine Nekavand explains how a creative mindset can push the industry to evolve



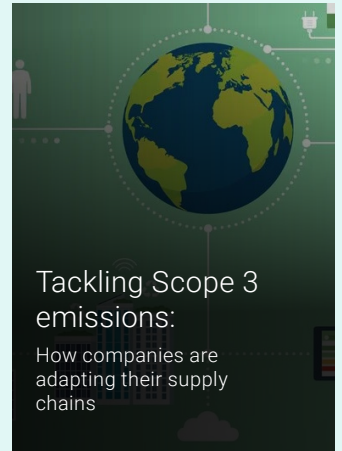
**Catering to global consumers requires a local understanding**

Bernardo Silva reflects on shifts in the consumer products industry, and lessons in the power of Hispanic and Latinx consumers.



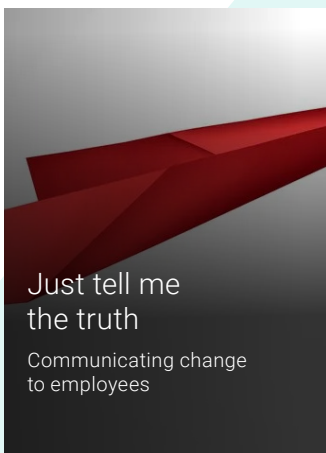
**Navigating the road to Net Zero**

Strategies for Automotive firms amid growing market pressure



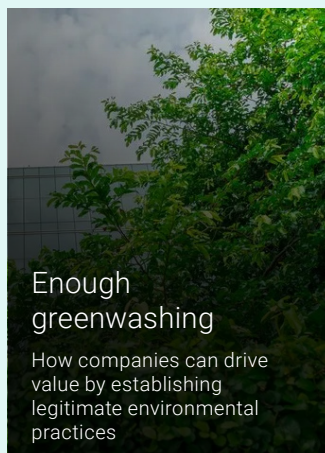
**Tackling Scope 3 emissions:**

How companies are adapting their supply chains



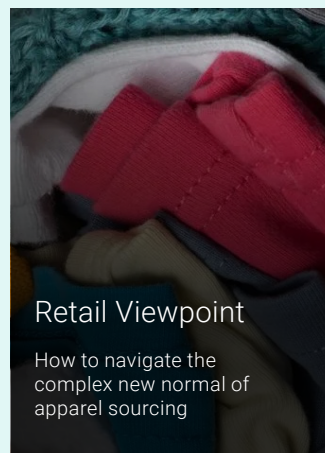
**Just tell me the truth**

Communicating change to employees



**Enough greenwashing**

How companies can drive value by establishing legitimate environmental practices



**Retail Viewpoint**

How to navigate the complex new normal of apparel sourcing

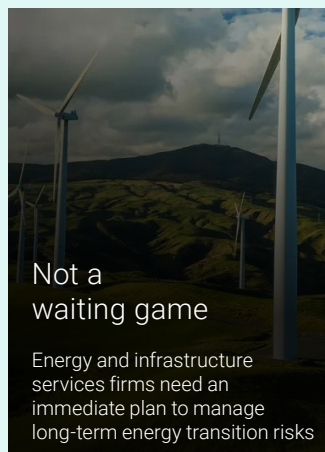


**Certain moves in an uncertain world**

Insights from the AlixPartners 18<sup>th</sup> Annual Turnaround and Transformation Survey

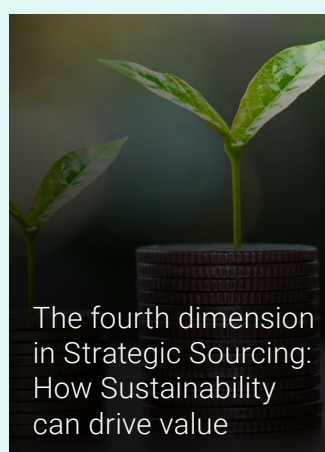


**AlixPartners PE ESG Survey Report**

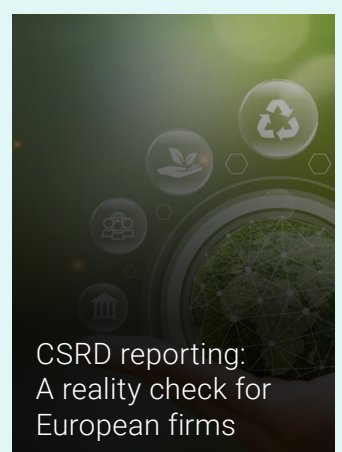


**Not a waiting game**

Energy and infrastructure services firms need an immediate plan to manage long-term energy transition risks

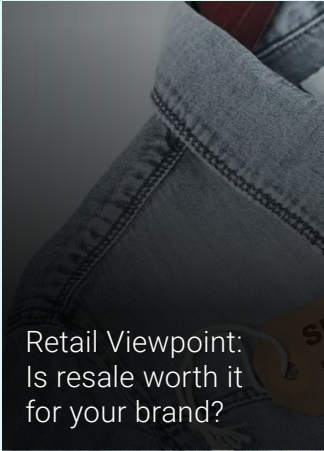


**The fourth dimension in Strategic Sourcing: How Sustainability can drive value**

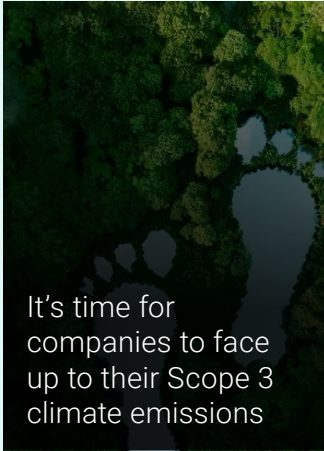


**CSRD reporting: A reality check for European firms**





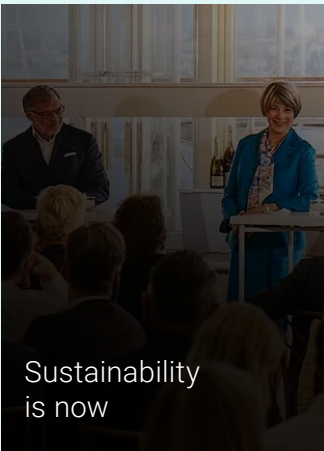
Retail Viewpoint:  
Is resale worth it  
for your brand?



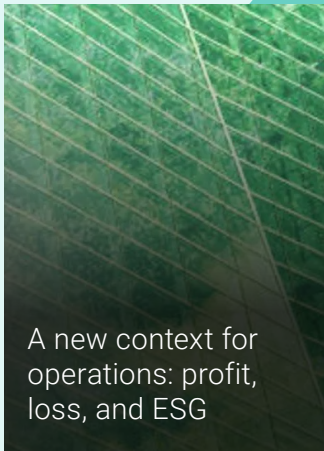
It's time for  
companies to face  
up to their Scope 3  
climate emissions



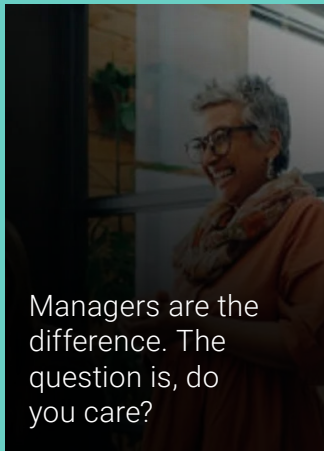
The rise of the  
experiential  
consumer, and  
why DE&I is the  
future of the U.S.  
restaurant industry



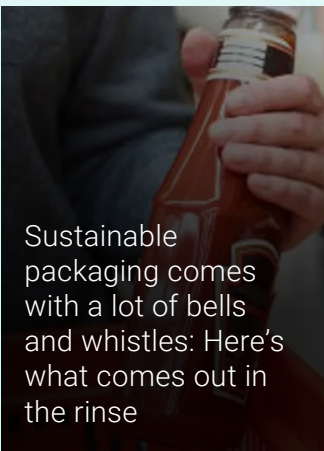
Sustainability  
is now



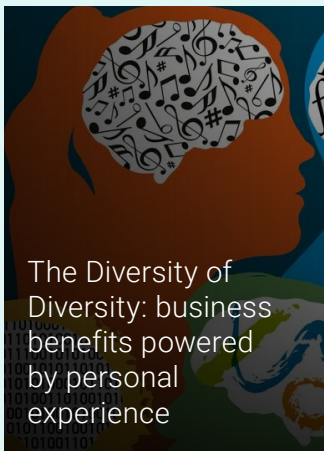
A new context for  
operations: profit,  
loss, and ESG



Managers are the  
difference. The  
question is, do  
you care?



Sustainable  
packaging comes  
with a lot of bells  
and whistles: Here's  
what comes out in  
the rinse



The Diversity of  
Diversity: business  
benefits powered  
by personal  
experience



# Governance



Since our founding, AlixPartners has been committed to the transparency and progress of its leadership accountability and processes. Each day, we advise companies on ways to strengthen their own governance and business practices. That's why we view championing our own as paramount.

"Driving best practices in corporate governance is an integral part of our way of working. Our teams bring to bear not only deep industry expertise, but also strategic thought partnership, blending insights derived from a keen grasp of environmental, social, and governance dynamics with a risk management lens. We collaborate closely with our clients, joining forces to fuel growth and transformation in the face of accelerating disruption across the globe. In all that we do, we are focused on driving impact, and our high standards for governance are always front of mind."



**Maritza Okata** (She/Her)

Chief Legal Officer

## Our policies

Our firm operates with a zero-tolerance policy for practices that are unethical or corrupt. We are vigilant in ensuring compliance with all laws and regulations, and provide up-to-date, required training for our people every year.

**Our policies include, but are not limited to:**

- [Code of Conduct](#)
- [Anti-Tax Evasion](#)
- [Anti-Bribery](#)
- [Anti-Discrimination and Anti-Harassment](#)
- [Anti-Money Laundering](#)
- [Speak-up and Non-retaliation](#)
- Modern Slavery
- Privacy Policy
- Business Continuity
- Client Confidentiality
- Export Control and Economic Sanction
- Gifts and Entertainment
- Record Retention
- Securities Trading
- Expense Reporting
- Social Media
- Time Reporting
- Workplace Health and Safety

## CORE Training

To ensure we are all complying with the laws and regulations of the officers where we operate, everyone at AlixPartners is required to complete annual Compliance and Organizational Readiness and Effectiveness (CORE) Training.

New hires are mandated to complete the training within the first 30 days of their employment.

### CORE Training covers:

- Code of Conduct Certification
- Information Security (includes sections on phishing, confidentiality, and fraud)
- Environmental, social, and governance practices
- Diversity & Inclusion (includes sections on microinvalidations, allyship, and speaking up)
- Anti-Bribery (includes sections on gifts/entertainment and fraud)
- Anti-Harassment/Anti-Discrimination (includes regional-specific instruction, and sections on reporting/retaliation and manager expectations)
- Anti-Money Laundering (includes sections on placement, layering, integration, as well as how and when to report)
- Data Privacy (includes sections on HIPAA, GDPR, and record retention)
- Insider Trading (includes sections on MNPI, tipping, and the details of our internal Securities Trading Policy)
- International Business Obligations (includes sections on sanctions and export-controlled data)
- Firm Policies Certification
- Employment Handbook Certification
- Conflict of Interest Certification

Each year, we reach 100% completion of CORE Training across all levels and regions. In celebration of their completion, each of our office can donate funds to a local charitable organization.

## Data security and IT

Our data and cyber security team enables business success while ensuring thorough security risk management. In addition to global IT policies and mandatory annual training on security and data management, AlixPartners offers several security services, certifications, and resources to our people as an effort to maintain the highest level of security possible.

- Global policies, standards, and procedures are made available to all employees and clients.
- Mandatory policy training for all employees each year
- Helpline for reporting security concerns or phishing
- Information Security Steering Committee working
- Data Protection Resource Center available to client engagement teams

AlixPartners' **Data Protection Resource Center** equips our teams with everything they need to ensure day-to-day data handling is secure and meets firm requirements. This includes a Data Concierge Team that works closely with IT and legal to reduce regulatory and security risk by managing client data requirements through compliant data management practices and technology, as well as Engagement Data Playbooks that provide consistent approved data management practices pertinent to an engagement's geographical, regulatory, and security needs. This work includes client data and technology closure for projects ending, including data return and destruction as required by the client and according to AlixPartners' own record retention policy.

## Client selection process

Our compliance team has a thorough screening process that ensures all business matters and profits realized are done in correlation to our high standard of ethics and core values as a firm. Client engagements are only approved following risk assessment, sanctions review, and other reviews relevant to specific individuals, industry relations, or types of businesses. All leaders at the firm are trained to realize and flag risk during the evaluation process, encouraging dialogue between engagement leads and the legal team to ensure thorough vetting.

## Code of Conduct

The AlixPartners Code of Conduct ('the Code') is reviewed annually by the appropriate stakeholders per each section.

At AlixPartners, we conduct business worldwide in various cultural, political, and economic environments. Our work is complex and fast-moving. The Code sets consistent expectations for the behaviors, actions, and decisions of our people and those who act on our behalf.

The Code serves as a framework for making sound decisions and guides how to embed our Core Values into our business activities. It also provides guidance about our policies and how to navigate situations that may require particular attention. Finally, it describes the resources and avenues available to our employees, vendors, and others who interact with AlixPartners for seeking advice and reporting concerns. The Code reinforces the commitments we make to our clients and each other, not only out of a legal obligation but first and foremost because it's the right thing to do.

All employees certify annually to read and comply with the Code.

Code of Conduct

## Board composition

### An active and engaged Board of Directors

The AlixPartners Board of Directors is comprised of 15 members across investors, ownership, independent members and former management and CEOs. The active group has regularly scheduled meetings approximately 4 times a year, with additional interim meetings as necessary, plus regular sessions of its' Audit Committee and Compensation Committee, respectively.

In 2023, the Board was comprised of

**20%** women  
**80%** men

with diverse portfolios of expertise spanning government, law, healthcare, professional services, and beyond.

All board members have an active role in the approving of the annual budget, financial statements, CEO review, and compensation pools. In addition to serving their fiduciary duties and handling decisions above corporate authority, the Board regularly engages with experts on special topics that are important to the business such as security and ESG.

## Supplier diversity

Sustainability and D&I are part of our standard evaluation criteria as positive differentiators in our selection of vendors. Partnering with diverse suppliers in our vendor network allows us to enhance our level of client service, while also supporting the communities where we live and work. It is integral to our RFP process, because collaborating with diverse suppliers allows us to leverage their strengths and give back to our communities, and that discussing these topics during supplier selection will help show our focus on diversity and sustainability to our employees, our suppliers and our customers.

The AlixPartners diverse supplier initiative is in its third year and now includes an easy-to-use portal that tracks suppliers across 12 different diversity categories and various external databases, helping our teams to find diverse suppliers for their vendor needs.



**115** diverse or small suppliers engaged in 2023, totaling nearly  
**\$15 Million** in spending



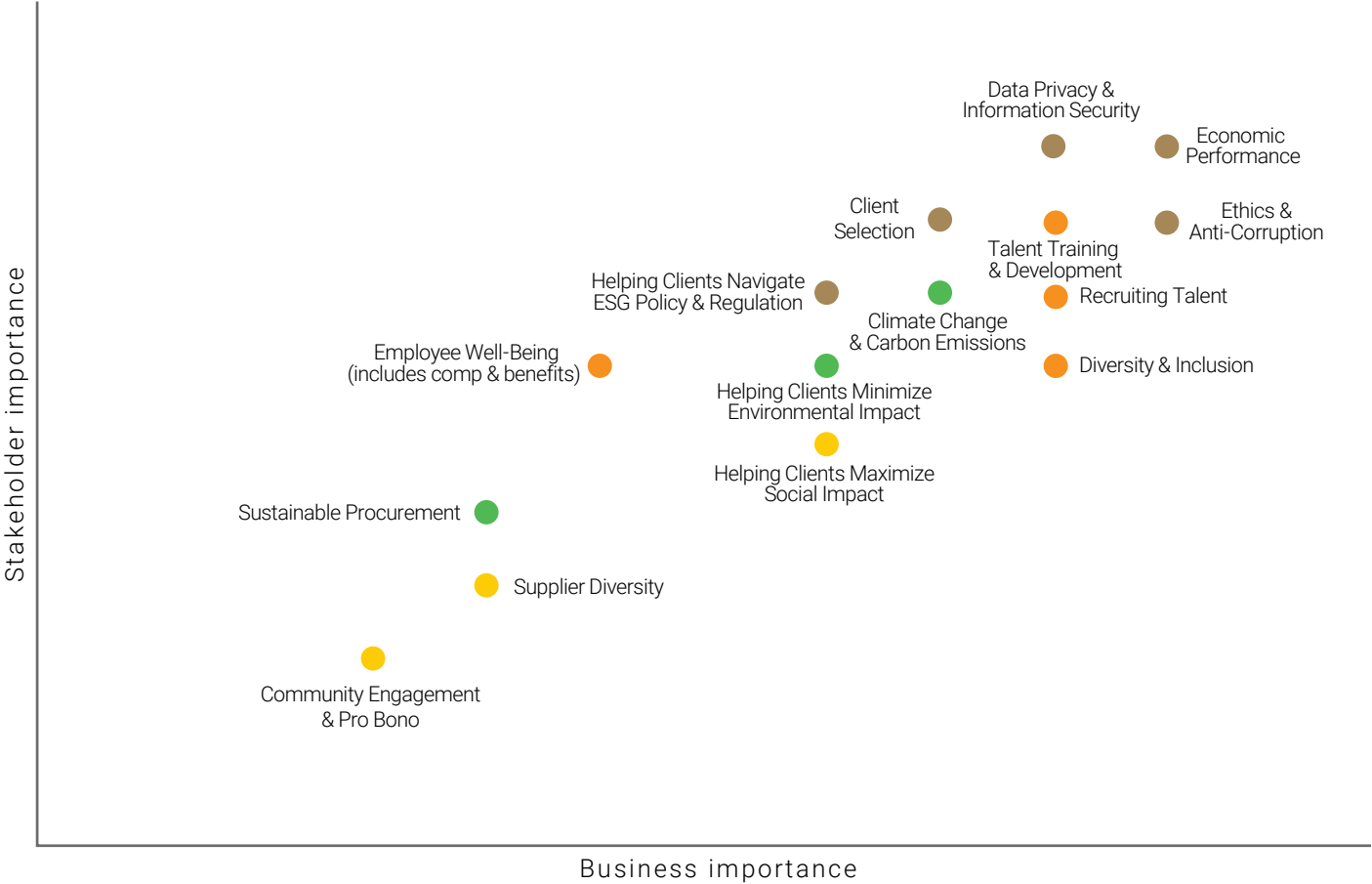
# Appendix



# Stakeholder engagement and materiality analysis

## Material topics

As we continue to progress our shared vision for impact, we solicit feedback from our various stakeholders to evolve our understanding of the firm's material topics.



- Communities
- Culture
- Planet
- Governance

# How we listen

We trust our primary stakeholder groups to report with candor on what issues matter most to them at the current time. We use their insights to focus our work and strengthen our strategy.

Stakeholder group	Areas of engagement
 <b>ALIXPARTNERS LEADERSHIP</b>	<ul style="list-style-type: none"> <li>• Regularly scheduled All-Firm Town Halls</li> <li>• Annual firm meetings (by region/industry)</li> <li>• Leadership e-communications of firm-wide updates</li> <li>• Inclusion diagnostic survey</li> </ul>
 <b>ALIXPARTNERS EMPLOYEES</b>	<ul style="list-style-type: none"> <li>• Various employee surveys throughout the year, including those following events</li> <li>• Performance management process</li> <li>• Regularly scheduled Town Halls</li> <li>• Call to action to focus on diversity in teaming and recruiting</li> <li>• Exit interviews</li> <li>• Fishbowl and Glassdoor</li> </ul>
 <b>CLIENTS</b>	<ul style="list-style-type: none"> <li>• Deal communication</li> <li>• Disruption Insights</li> <li>• CEO listening tour</li> <li>• Client surveys</li> <li>• ESG ratings platform feedback</li> </ul>
 <b>PROSPECTIVE CLIENTS</b>	<ul style="list-style-type: none"> <li>• Annual Disruption Index</li> <li>• Thought leadership</li> <li>• Speaking engagements on ESG, diversity and sustainability</li> <li>• ESG ratings platform feedback</li> </ul>
 <b>PROSPECTIVE TALENT</b>	<ul style="list-style-type: none"> <li>• On campus recruiting</li> <li>• LinkedIn and other recruitment platforms</li> <li>• Recruiters and Social Justice partners</li> </ul>
 <b>COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• Pro bono engagements</li> <li>• Charitable donations and partnerships</li> <li>• Volunteering</li> </ul>
 <b>SUPPLIERS</b>	<ul style="list-style-type: none"> <li>• Supplier diversity platform</li> <li>• Supplier Code of Conduct</li> </ul>
 <b>INVESTORS</b>	<ul style="list-style-type: none"> <li>• Monthly meetings</li> <li>• Information requests</li> <li>• Audit Committee engagement</li> </ul>

## What we hear

Priority issue	Issue description	Category	Responses
<b>Diversity &amp; Inclusion</b>	Diversity and inclusion are fundamental to our core values, embracing the unique differences among us. We recognize the value diversity brings both to our personal experiences in the workplace and to the quality and strength of the advice we bring to our clients.	Driving Social Impact	Diversity and inclusion play a critical role in our ability to perpetuate the principles upon which our firm was founded, deliver against our strategic priorities, create balance in our workforce, and enable more fulfilling work experiences for our people. Our strategy is to enrich our inclusive culture so all team members feel a true sense of belonging, as well as dedication to attracting and retaining diverse talent.
<b>Climate change and carbon emissions</b>	Climate change is the most urgent issue of our time. Anthropogenic climate change is impossible to ignore. As a global firm, we acknowledge our responsibility to limit further damage to the planet and develop solutions to safeguard and improve the quality of life on this planet—both through our own operations and the services we provide to our clients.	Protecting the Planet	AlixPartners has partnered with One Carbon World and Plan A to measure, assess and offset its emissions since 2020 (for the 2019 calendar year). In 2023 we committed to developing Science-Based Targets in alignment with a 1.5 degree trajectory and have retained external professionals to assist us in the development of appropriate targets.
<b>Helping clients maximize social impact</b>	AlixPartners works to be a good citizen of the world. This governs not only how we conduct our own operations, but how we work to have indirect impact through our clients.	Driving Social Impact	AlixPartners has engaged with various clients to advise on maximizing social impact. By building out the firm's capabilities in this area, AlixPartners is able to more effectively help clients develop innovative solutions.
<b>Helping clients minimize environmental impact</b>	AlixPartners works to be a good citizen of the world. This governs not only how we conduct our own operations, but how we work to have indirect impact through our clients.	Protecting the Planet	AlixPartners has engaged with various clients to advise on minimizing environmental impact. By building out the firm's capabilities in this area and upskilling our people, AlixPartners is able to more effectively help clients develop innovative solutions.
<b>Helping clients navigate ESG policy and regulation</b>	ESG policy and regulation have accelerated greatly in the last few years. Clients, particularly those with a multinational footprint, must navigate compliance and the future of their businesses. Helping clients navigate this everchanging environment is critical to support our clients' needs.	Responsible Business Practices	AlixPartners has engaged with various clients to advise on the everchanging ESG regulatory environment. By leveraging the firm's capabilities in this area, AlixPartners is able to guide clients through these critical changes.



<b>Priority issue</b>	<b>Issue description</b>	<b>Category</b>	<b>Responses</b>
<b>Ethics and anti-corruption</b>	As a global firm, AlixPartners has a responsibility to operate ethically and know and comply with the laws and regulations present where we operate. Furthermore, our people must be educated on what constitutes ethical behavior and how to identify and handle instances of potential corruption.	Responsible Business Practices	We are a global consulting firm, doing work around the world and are committed to acting with integrity, due care and diligence with our clients and customers in every jurisdiction. As such, we are required to comply with, among other relevant laws, all applicable economic sanctions, anti-corruption, immigration and tax requirements. Further, all employees must annually complete CORE Training, our compliance training program which includes modules on ethics and anti-corruption.
<b>Client selection</b>	AlixPartners requires that client engagements do not put us at odds with our values. Client selection procedures are necessary to ensure that we do not compromise what we stand for.	Responsible Business Practices	AlixPartners has a Risk Management Committee (the RMC) that is staffed with Managing Directors that bring decades of experience to protect the firm. One of the RMC's subcommittees that addresses reputational risk has guidelines that communicate the types of engagements that we will not accept under any circumstances and others where the RMC must approve acceptance before moving forward. Examples of engagements that we will not accept include engagements on behalf of individuals charged with crimes such as human trafficking, narcotics trafficking, and child pornography. Potential engagements that the RMC must review and approve include opportunities that may impact our reputation by dint of association with either high profile or controversial individuals, groups, or activities.
<b>Community engagement and pro bono</b>	As a global firm, AlixPartners has a responsibility to engage with the communities within which we operate.	Driving Social Impact	AlixPartners engages with the community via a number of partnerships with prominent organizations including the World Economic Forum, charitable contributions, and pro bono engagements. This work is integral to the culture of the firm and development of our people.
<b>Employee well-being (including compensation and benefits)</b>	AlixPartners is guided by the principle that employees are individuals first with values, emotions, goals, hopes and dreams that shape them. It is our duty to recognize and support that the whole person comes to work each day.	Developing our People	In 2021 we launched our global approach to well-being called Well@Work. It is our firm's pledge to 1) Raise awareness and acceptance of the challenges we all face; 2) come together to connect and celebrate along our well-being journeys and 3) support our people with offerings, programs and tools that meet diverse needs.

<b>Priority issue</b>	<b>Issue description</b>	<b>Category</b>	<b>Responses</b>
<b>Recruiting talent</b>	AlixPartners' success is dependent on its ability to hire and retain a diverse workforce of top talent. We aim to be an employer of choice and to help individuals flourish in our fast-paced, entrepreneurial environment where we can share in our achievements together.	Developing our People	AlixPartners is dedicated to attracting and retaining a representative workforce. We have partnered with a number of diversity and talent organizations, and host a scholarship program for MBA candidates. In addition, our hybrid working structure and virtual elements within the hiring process have reduced firm travel for candidates and employees.
<b>Talent training and development</b>	Developing distinctive talent with the AlixPartners edge helps our people and the firm continue to grow and transform. It is critical that our people have both the support and autonomy to drive their development at the firm.	Developing our People	Within our high-performing culture, we know we must put development in the hands of our people to truly unleash their talents and realize their career ambitions. AlixPartners supports that through surrounding our people with a sophisticated people-centric ecosystem of talent development relationships, experiences, processes, and programs that enable continuous learning, development, and progress in the most accelerated and personalized ways possible. AlixPartners culture of learning and development ranges from intentional modern apprenticeship on the job to world-class programs that accelerate skills and capabilities as well as relevant resources available as needed, when needed.
<b>Supplier diversity</b>	AlixPartners is committed to maintaining an environment within its organization in which diversity, equity, and inclusion are valued and respected in all aspects of its operations as well as the operations of its partners and vendors.	Responsible Business Practices	The firm believes that diverse businesses strengthen its ability to act on its commitment to diversity, inclusion and to increasing and sustaining the financial and social health of the firm. AlixPartners has implemented and maintains systems to track and report on the Vendor Diversity and Small Business status and certification of its total U.S. Vendors on a quarterly basis. AlixPartners has also incorporated diversity criteria into its RFP process.
<b>Sustainable procurement</b>	As a consulting firm, the vast majority of AlixPartners' emissions relate to our procurement activities. In order to truly mitigate and organically reduce our emissions, AlixPartners must be committed to sustainable procurement.	Responsible Business Practices	AlixPartners is committed to reducing its footprint wherever possible, including within its procurement activities. Engaging suppliers that align with the Firm's values with respect to responsible consumption is critical to achieving that goal. AlixPartners has published a Supplier Code of Conduct which requires all suppliers to comply with all relevant environmental regulations in an effort to ensure the Firm is conducting business with responsible suppliers. Further, the firm evaluates supplier sustainability as a component of large RFPs.

<b>Priority issue</b>	<b>Issue description</b>	<b>Category</b>	<b>Responses</b>
<b>Economic performance</b>	As a consulting firm, creating value and driving economic performance for our clients through our work is of the utmost importance.	Responsible Business Practices	AlixPartners prides itself on its value of being client-centric. We create value for our clients through our various service offerings, ranging from turnaround & restructuring services, to enterprise improvement, and risk management, and our commitment to excellence. We are committed to delivering next order results for our clients, including continuous efforts in recruiting, retaining and upskilling our talent, delivering innovative solutions, and understanding our clients' needs.
<b>Data privacy and information security</b>	AlixPartners is committed to protecting our clients' sensitive and confidential data. Complying with data-protection regulations, building secure delivery environments, and maintaining secure operations are critical to achieving this goal.	Responsible Business Practices	AlixPartners maintains ISO 27001 and SOC2 certifications, these are globally recognized benchmarks for cyber security. The firm is also exploring ISO 27701—the privacy equivalent to 27001. Lastly there are there large initiatives planned for 2022 to further document and mature our data protection capabilities.

# Disclosures

## Global Reporting Initiative Disclosures

AlixPartners' 2023 Annual Report has been compiled with reference to the GRI Standards. To find all disclosures, refer to the table below. For more information about these standards, please visit the GRI website, <https://www.globalreporting.org/>.

GRI #	Disclosure	2023 Response
<b>General Disclosures</b>		
102-1	Name of organization	AlixPartners, LLP
102-2	Activities, brands, products and services	Please see "What We Do" section of <a href="http://www.alixpartners.com">www.alixpartners.com</a>
102-3	Location of headquarters	Headquarters: 909 3rd Avenue New York, NY 10022
102-4	Location of operations	AlixPartners has 25 offices across 11 countries. For more detail on location of operations, please refer to the "Offices" section of <a href="http://www.alixpartners.com">www.alixpartners.com</a>
102-5	Ownership and legal form	AlixPartners is a Limited Liability Partnership wholly owned by AlixPartners Holdings LLP, which is owned by Lakeview Capital Holdings, Inc. and its affiliates, Caisse de depot et placement du Quebec, Public Sector Pension Investment Board, Investcorp Group, Managing Directors of AlixPartners, LLP and other individuals and trusts. No single investor holds a controlling interest in AlixPartners Holdings LLP.
102-6	Markets served	AlixPartners serves corporate clients across the globe. Industries include: Aerospace, Defense & Aviation, Automotive & Industrial, Business & Consumer Services, Consumer Products, Energy & Process Industries, Financial Services, Healthcare & Life Sciences, Private Equity & Investors, Real Estate, Engineering & Construction, Restaurants, Hospitality & Leisure, Retail, Technology, Media & Telecommunications, Transportation & Infrastructure Services include: economics consulting, investigations, disputes & risk, mergers & acquisitions, ESG, performance improvement, technology & digital, transformational leadership, turnaround & restructuring
102-7	Scale of organization	AlixPartners' 2023 headcount: 2,878 AlixPartners' 2023 revenue: \$1.9 billion



GRI #	Disclosure	2023 Response
<b>General Disclosures</b>		
102-8	Information on employees and other workers	Please see the "Our People" and "Diversity & Inclusion" sections of <a href="http://www.alixpartners.com">www.alixpartners.com</a>
102-9	Supply chain	AlixPartners' engages over 2,500 vendors in its day-to-day operations. These suppliers include software, hardware, and server providers, insurance, professional services and financial institutions, as well as airlines, hotels, and car services.  Please see "AlixPartners' Diverse Vendor and Supplier Network" and "Supplier Registration Portal" at <a href="https://alixpartners.starssmp.com/">https://alixpartners.starssmp.com/</a>
102-10	Significant changes to the organization and its supply chain	There were no significant changes to AlixPartners' size, structure, supply chain, or ownership in 2023.
102-11	Precautionary Principle or approach	Please see the "Responsible Business" section of <a href="http://www.alixpartners.com">www.alixpartners.com</a>
102-12	External activities	Please refer to pages [39-56] of our Impact at AlixPartners Report.
102-13	Membership of associations	Through our Employee Resource Groups and our broader diversity and inclusion efforts, we support, partner and learn new perspectives from leading diversity-focused organizations. Through these relationships, we offer our people opportunities for professional development, mentoring, networking, and community service. Please see the Diversity & Inclusion Partnerships section of <a href="http://www.alixpartners.com">www.alixpartners.com</a> for some of our major partnerships around the world.  Others: World Economic Forum, UN Global Compact, Women's Empowerment Principle, UK Armed Forces Covenant, Business Coalition for the Quality Act
102-14	Statement from senior decision maker	See the note from our Chief Executive Officer in our Impact at AlixPartners Report.
102-16	Values, principles, standards, and norms of behavior	Please see our "Code of Conduct" on <a href="https://www.alixpartners.com/code-of-conduct/">https://www.alixpartners.com/code-of-conduct/</a>
102-17	Mechanisms for advice and concerns about ethics	Our Code of Conduct has a section about seeking advice and raising concerns which provides various options for seeking advice within the Firm as well as how to anonymously communicate concerns via the AlixPartners Integrity Line. Please see page 9 of our Code of Conduct as well as the link to the Integrity Line.

<b>GRI #</b>	<b>Disclosure</b>	<b>2023 Response</b>
<b>General Disclosures</b>		
102-18	Governance structure	AlixPartners is a privately held partnership governed by its Board of Directors which includes members of management and independent directors. The Board of Directors must approve certain activities and transactions as detailed in our Summary of Corporate Authority.
102-19	Delegating authority	The Summary of Corporate Authority details activities and transactions that require Board approval. In addition, the Firm has a Delegation of Authority that stipulates approvals required to commit the Firm to an obligation and for approving invoices.
102-20	Executive-level responsibility for economic, environmental, and social topics	Stefano Aversa, a Managing Director, Chair of AlixPartners EMEA and Vice-Chair globally, is responsible for ESG outcomes.  Elton Ndoma-Ogar, a Managing Director, is the Head of Diversity & Inclusion. Cindy Godwin, a Director, is the Head of Social Responsibility. Deborah Praga is the firm's ESG Director.
102-22	Composition of the highest governance body and its committees	The AlixPartners Board of Directors includes members of management as well as non-management directors from our investor groups. The two committees of the Board are the Audit Committee and the Compensation Committee, and both are comprised of only non-management directors.
102-23	Chair of the highest governance body	Bob Shields
102-24	Nominating and selecting the highest governance body	Designees from our Investor Groups comprise a majority of the Board. There are also three Partner Managing Directors (PMDs) from AlixPartners on the Board which includes our CEO, a PMD that is appointed by the Board, and a PMD that is elected by the Firm's Partner Managing Directors.
102-25	Conflicts of interest	Please see page 25 of our Code of Conduct to read about how the Firm's Conflict of Interest Policy and how the Firm carefully considers and evaluates conflicts of interest
102-26	Role of the highest governance body in setting purpose, values, and strategy	The Board of Directors must approve any changes in the Company's Vision, Core Values, Guiding Principles & Desired Outcomes, Mission, and Strategic Plan.
102-30	Effectiveness of risk management processes	The Firm has a Risk Management Committee, an Enterprise Risk Management Committee, and an Enterprise Risk Management program.
102-32	Highest governance body's role in sustainability reporting	Board Audit Committee

GRI #	Disclosure	2023 Response
<b>General Disclosures</b>		
102-35	Remuneration policies	<p>AlixPartners pay programs are designed to be market-competitive with our consulting industry peers, encourage strong performance as measured against The AlixPartners Way Competency Model, foster a culture that embodies our Core Values and appropriate leadership behaviors at all levels and increase the value of the firm.</p> <p>Our Compensation Philosophy is a natural extension of the Performance Management Philosophy which equally considers both what was achieved (AlixPartners Way Competencies) and how it was achieved (Core Values and Be a Good Firm Citizen competency).</p>
102-36	Process for determining remuneration	<p>We leverage variable pay to reward those who master The AlixPartners Way Competencies and continuously demonstrate our Core Values of Commitment, Professionalism, Teamwork, Common Sense, Personal Respect and Communication.</p> <p>Individuals may experience positive or negative year over year change in Total Compensation primarily based on their overall contribution to the firm's success but considering other factors such as firm financial results, individual pay relative to external market, criticality of role, labor market pressures, etc.</p> <p>Core values are unconditional performance factors and therefore impact compensation treatment - Those who do not demonstrate Core Values (Commitment, Professionalism, Teamwork, Common Sense, Personal Respect and Communication) must have consequences (e.g., will receive a smaller portion of compensation pools and/or not be eligible for promotional opportunities)</p>
102-37	Stakeholders' involvement in remuneration	<p>On an annual basis, our Board of Directors approve the Company's compensation and bonus plans for all employees, including managing directors, bonus pool for Partner Managing Directors along with all the allocations of the bonus pool, under the purview of the Board's Compensation Committee.</p> <p>The Board must approve any material changes in the Company's employee benefit plans, including health benefits as well as the adoption of or changes to the Company's Equity and Phantom Equity Plans.</p>
102-40	List of stakeholder groups	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-41	Collective bargaining agreements	It is uncommon for employees of professional service organizations to be organized under collective bargaining agreements (CBAs) but we do have employees in France and Italy that are part of CBAs.

<b>GRI #</b>	<b>Disclosure</b>	<b>2023 Response</b>
<b>General Disclosures</b>		
102-42	Identifying and selecting stakeholders	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-43	Approach to stakeholder engagement	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-44	Key topics and concerns raised by stakeholders	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-45	Entities included in the consolidated financial statements	AlixPartners Holdings, LLP and all of its subsidiaries.
102-46	Defining report content and topic boundaries	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-47	List of material topics	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	2023
102-51	Date of most recent report	[July 31, 2024]
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Cindy Godwin at cgodwin@alixpartners.com, or Deborah Praga at dpraga@alixpartners.com
102-54	Claims of reporting in accordance with the GRI Standards	AlixPartners' 2023 Impact at AlixPartners Report has been prepared referencing the GRI Standards. All referenced disclosures that have been applied in the report are listed in this table.
102-55	GRI content index	This GRI content index table specifies each of the GRI Standards included in this report
102-56	External assurance	Our reported GHG emissions have been independently calculated by One Carbon World. We have not sought external assurance of the full report.



## Economic Disclosures

GRI #	Disclosure	2023 Response
<b>Management Approach</b>		
103-1	Explanation of the material topic and its boundary	Please refer to pages [58-60] of the Impact at AlixPartners Report for further detail.
103-2	The management approach and its components	Please refer to pages [58-60] of the Impact at AlixPartners Report for further detail.
103-3	Evaluation of the management approach	Please refer to pages [58-60] of the Impact at AlixPartners Report for further detail.
<b>GRI 205: Anti-corruption</b>		
205-2	Communication and training about anti-corruption policies and procedures	Please refer to pages [58-60] of the Impact at AlixPartners Report for further detail.  Please also refer to pages 20 and 23 of our Code of Conduct.

## Environmental Disclosures

GRI #	Disclosure	2023 Response
<b>Management Approach</b>		
103-1	Explanation of the material topic and its boundary	Please refer to pages [33-34] of the Impact at AlixPartners Report for further detail.
103-2	The management approach and its components	Please refer to pages [33-34] of the Impact at AlixPartners Report for further detail.
103-3	Evaluation of the management approach	Please refer to pages [33-34] of the Impact at AlixPartners Report for further detail.
<b>GRI 305: Emissions</b>		
305-1	Direct (Scope 1) GHG emissions	333.83 tCO <sub>2</sub> e Please refer to page [33] of the Impact at AlixPartners Report for further detail.
305-2	Energy indirect (Scope 2) GHG emissions	774.90 tCO <sub>2</sub> e Please refer to page [33] of the Impact at AlixPartners Report for further detail.
305-3	Other indirect (Scope 3) GHG emissions	40,392.75 tCO <sub>2</sub> e Please refer to page [33] of the Impact at AlixPartners Report for further detail.
305-5	Reduction of GHG emissions	AlixPartners' carbon emissions were down by 10% year-over-year in 2023.

For more information contact:

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& Communications Manager

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**Elton Ndoma-Ogar**

Head of Diversity & Inclusion  
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**Deborah Praga**

Global ESG Lead

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## About us

For more than 40 years, AlixPartners has helped businesses around the world respond quickly and decisively to their most critical challenges – circumstances as diverse as urgent performance improvement, accelerated transformation, complex restructuring and risk mitigation.

These are the moments when everything is on the line – a sudden shift in the market, an unexpected performance decline, a time-sensitive deal, a in-the-road decision. But it's not what we do that makes a difference, it's how we do it.

Tackling situations when time is of the essence is part of our DNA – so we adopt an action-oriented approach at all times. We work in small, highly qualified teams with specific industry and functional expertise, and we operate at pace, moving quickly from analysis to implementation. We stand shoulder to shoulder with our clients until the job is done, and only measure our success in terms of the results we deliver.

Our approach enables us to help our clients confront and overcome truly future-defining challenges. We partner with you to make the right decisions and take the right actions. And we are right by your side. When it really matters.

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**AlixPartners**