

Appendix

2025 Impact Report

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2025 GRI Index

Disclosure	Description	Information / Location in Report and Website
GRI 1: Foundation 2021		
General disclosures		
GRI 2: General Disclosures 2021		
2-1	Organizational details	Heidrick & Struggles International, Inc. is a privately held company headquartered in Chicago, Illinois, operating 57 offices across 30 countries. The company was publicly traded until December 10, 2025, when it became privately held following its acquisition by a consortium led by Advent International, Corvex Private Equity, and other strategic investors.
2-2	Entities included in the organization’s sustainability reporting	This report covers all entities controlled by Heidrick & Struggles International, Inc. during the reporting period. The reporting boundary is consistent with the company’s financial consolidation and includes all global operations. No material entities have been excluded.
2-3	Reporting period, frequency and contact point	January 1–December 31, 2025 Annual reporting sustainability@heidrick.com
2-4	Restatements of information	Heidrick & Struggles has restated Scope 3 Category 6 emissions for 2019–2023 to improve consistency and align with the GHG Protocol and SBTi guidance. This update excludes lodging-related emissions, enhancing comparability and accuracy across reporting years.
2-5	External assurance	Heidrick & Struggles received external limited assurance for Scope 1 and 2 emissions.
2-6	Activities, value chain and other business relationships	Our Purpose , pp. 6-11
2-7	Employees	Our People , pp. 12-17
2-8	Workers who are not employees	In addition to its employees, Heidrick & Struggles engages approximately 840 non-employee workers globally. These individuals are contracted on a project or service basis and include external experts supporting client delivery, as well as contractors providing operational, research, and administrative support across the business. Non-employee workers are engaged and managed by the relevant business or functional teams.
2-9	Governance structure and composition	Leadership and Oversight , pp. 19-20
2-10	Nomination and selection of the highest governance body	Leadership and Oversight , pp. 19-20

Disclosure	Description	Information / Location in Report and Website
2-11	Chair of the highest governance body	Leadership and Oversight , pp. 19-20
2-12	Role of the highest governance body in overseeing the management of impacts	Leadership and Oversight , pp. 19-20
2-13	Delegation of responsibility for managing impacts	Leadership and Oversight , pp. 19-20
2-14	Role of the highest governance body in sustainability reporting	Leadership and Oversight , pp. 19-20
2-15	Conflicts of interest	Responsible Business Principles
2-16	Communication of critical concerns	Responsible Business Principles
2-17	Collective knowledge of the highest governance body	Leadership and Oversight , pp. 19-20
2-18	Evaluation of the performance of the highest governance body	Leadership and Oversight , pp. 19-20
2-19	Remuneration policies	Responsible Business Principles
2-20	Process to determine remuneration	Responsible Business Principles
2-21	Annual total compensation ratio	Heidrick & Struggles does not currently disclose this compensation ratio.
2-22	Statement on sustainable development strategy	A Message From Our CEO , p. 3
2-23	Policy commitments	Responsible Business Principles ; Human Rights Policy ; Statement on Modern Slavery ; Code of Ethics ; Supplier Code of Conduct
2-24	Embedding policy commitments	Responsible Business Principles ; Human Rights Policy ; Statement on Modern Slavery ; Code of Ethics ; Supplier Code of Conduct
2-25	Processes to remediate negative impacts	Responsible Business Principles ; Code of Ethics
2-26	Mechanisms for seeking advice and raising concerns	Responsible Business Principles ; Code of Ethics ; Ethics Line
2-27	Compliance with laws and regulations	In 2025, Heidrick & Struggles has not had any material non-compliance with any laws and regulations.
2-28	Membership associations	• AARP • Ascend Pinnacle • Asian American Business Development Center • Association of Executive Search and Leadership Consultants • Autism Society of America • Bottomless Closet • BritishAmerican Business Network • CNBC Workforce Executive Council • DEI Hub • Disability:IN • Fortune: Most Powerful Women • Foundation for Women Warriors • Girl Scouts of Greater New York • Girls with Impact • Hispanic Alliance for Career Enhancement • Home Base • Jennifer Tardy Consulting • Luminary • National Association of Corporate Directors • New York Urban League • Opportunity@Work • Paradigm for Parity • Parentaly • PFLAG • ProFound • Special Olympics • Stanford Rock Center Directors’ College • Tanenbaum Center for Interreligious Understanding • The Asian American Foundation • The Conference Board • The Executive Leadership Council • The Latino Corporate Directors Association • University of California, Berkeley • University of Chicago Leadership in Society Initiative • Wall Street Journal Directors’ Council • Working With Cancer • World Economic Forum
2-29	Approach to stakeholder engagement	We engage with the following stakeholders to advance our purpose as a firm: employees and potential employees; clients and potential clients; candidates and potential candidates; investors (including stockholders prior to December 2025); and vendors/suppliers.
2-30	Collective bargaining agreements	4.9% of employees are covered by industry-level or national-level collective bargaining agreements. We are committed to respecting our employees’ freedom of association, allowing them the right to establish terms and conditions of employment and to conclude their work commitment with proper notice, all free from any kind of coercion.

Disclosure	Description	Information / Location in Report and Website
Material topics		
GRI 3: Material Topics 2021		
3-1	Process to determine material topics	2024 Impact Report , p. 18
3-2	List of material topics	2024 Impact Report , p. 18
GRI 201: Economic Performance 2016		
201-1	Direct economic value generated and distributed	This information is not publicly available.
GRI 202: Market Presence 2016		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	As a professional services firm with a predominantly knowledge-based workforce, our employees are primarily salaried professionals who do not typically fall under minimum wage regulations. Compensation is determined by market data, the requirements for a role, and the individual's experience, performance, and location. However, some short-term contract positions may be compensated at or above the minimum wage applicable in their respective regions. Overall, minimum wage comparisons are generally not relevant to our business model and operations.
GRI 203: Indirect Economic Impacts 2016		
203-1	Infrastructure investments and services supported	Our Purpose , pp. 6-12; Comprehensive Support , p. 16
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Responsible Business Principles
205-2	Communications and training about anti-corruption policies and procedures	Responsible Business Principles
205-3	Confirmed incidents of corruption and actions taken	In 2025, Heidrick & Struggles had no material incidents of corruption.
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2025, Heidrick & Struggles had no material legal actions related to anti-competitive behavior, anti-trust, or monopoly practices.
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Appendix , TCFD Report, Metrics & Targets, p. 10
302-2	Energy consumption outside of the organization	Appendix , TCFD Report, Metrics & Targets, p. 10
302-3	Energy intensity	Appendix , TCFD Report, Metrics & Targets, p. 10
302-4	Reduction of energy consumption	Appendix , TCFD Report, Metrics & Targets, p. 10
302-5	Reductions in energy requirements of products and services	Appendix , TCFD Report, Metrics & Targets, p. 10
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Appendix , TCFD Report, Metrics & Targets, p. 10
305-2	Energy indirect (Scope 2) GHG emissions	Appendix , TCFD Report, Metrics & Targets, p. 10
305-3	Other indirect (Scope 3) GHG emissions	Appendix , TCFD Report, Metrics & Targets, p. 10
305-4	GHG emissions intensity	Emissions intensity per employee: 8 MTCO2e/employee
305-5	Reduction of GHG emissions	Out Climate Strategy and Targets , p. 22; Appendix , TCFD Report, Metrics & Targets, p. 10
GRI 306: Waste 2020		
306-1	Waste generation and significant waste-related impacts	Operational Efficiency and Resource Management , p. 21
306-2	Management of significant waste-related impacts	Operational Efficiency and Resource Management , p. 21
306-3	Waste generated	Operational Efficiency and Resource Management , p. 21
306-4	Waste diverted from disposal	Operational Efficiency and Resource Management , p. 21
306-5	Waste directed to disposal	Operational Efficiency and Resource Management , p. 21
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Operational Efficiency and Resource Management , p. 21; Supplier Code of Conduct ; Responsible Business Principles
GRI 401: Employment 2016		

Disclosure	Description	Information / Location in Report and Website
401-1	New employee hires and employee turnover	We had 369 new employee hires in 2025. Employee turnover rate (between January 1 - December 31, 2025): • Voluntary terminations: 11% • Involuntary terminations: 4%
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits differ across the regions we operate in. In the U.S., employees working a minimum of 25 hours per week are eligible for benefits.
401-3	Parental leave	Total Rewards
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	We track incidents as part of workers’ compensation claims. While this disclosure may not be as significant for professional services firms, we strive to create a safe and healthy work environment for all employees.
403-6	Promotion of worker health	Comprehensive Support , p. 16; Total Rewards
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Engaging Opportunity , p. 17
404-2	Programs for upgrading employee skills and transition assistance programs	Our Learning & Development Offerings ; Engaging Opportunity , p. 17
404-3	Percentage of employees receiving regular performance and career development reviews	99% of Heidrick & Struggles’ employees received annual performance reviews in 2025.
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Exceptional People , p. 15
405-2	Ratio of basic salary and remuneration of women to men	Total Rewards
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Confidentiality constraints prevent us from disclosing this information.
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Heidrick & Struggles respects employees' rights to freedom of association and collective bargaining, consistent with applicable law. Responsible Business Principles ; Human Rights Policy ; Supplier Code of Conduct
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Heidrick & Struggles is committed to promoting fair labor practices and respecting internationally recognized human rights. Responsible Business Principles ; Human Rights Policy ; Supplier Code of Conduct
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Heidrick & Struggles is committed to promoting fair labor practices and respecting internationally recognized human rights. Responsible Business Principles ; Human Rights Policy ; Supplier Code of Conduct
GRI 411: Rights of Indigenous Peoples 2016		
411-1	Incidents of violations involving rights of Indigenous peoples	Heidrick & Struggles is not aware of any incidents involving violations of the rights of Indigenous peoples. Responsible Business Principles ; Human Rights Policy
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Comprehensive Support , p. 16
GRI 415: Public Policy 2016		
415-1	Political contributions	We do not make or reimburse political contributions.
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	We had zero data breaches in 2025.



2025 SASB Index

Professional & Commercial Services

SASB Topic	Code	Accounting Metric	Information / Location in Report and Website
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	Our Privacy Policy
	SV-PS-230a.2	Description of policies and practices relating to collection, usage and retention of customer information	Our Privacy Policy
	SV-PS-230a.3	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	We had zero data breaches in 2025.
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Exceptional People , p. 15
	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Employee turnover rate (between January 1–December 31, 2025): • Voluntary terminations: 11% • Involuntary terminations: 4%
	SV-PS-330a.3	Employee engagement as a percentage	74% of our team participated in at least one employee survey in 2025.
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	Leadership and Oversight , pp. 19-20; Code of Ethics
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	We do not publicly disclose this information.
Activity Metrics	SV-PS-000.A	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	Employees by contract type: • Full-time: 2,228 • Part-time: 48 • Permanent: 2,234 • Temporary: 42
	SV-PS-000.B	Employee hours worked, percentage billable	We do not track employee hours on a consolidated basis.



2025 TCFD Report

Introduction

This is Heidrick's updated climate-related risks and opportunities report. Our disclosure follows the guidelines of the Taskforce for Climate-related Financial Disclosures (TCFD). The climate-related risks and opportunities assessment conducted to prepare this report will be regularly updated to inform our business strategy and financial planning.

Governance

Board Oversight

Following its acquisition by a consortium led by Advent International and Corvex Private Equity, with significant investment from Heidrick’s Partners and other strategic investors, on December 10, 2025, Heidrick & Struggles became a privately held company. While our ownership structure has evolved, our commitment to strong governance and oversight remains unchanged.

Heidrick is governed by a Board of Managers (the board), which oversees strategy, risk management, capital allocation, and firm performance on behalf of this ownership group. Oversight of climate-related matters is integrated into the board’s broader responsibilities for strategy, risk oversight, and corporate governance. The board receives updates on climate- and sustainability-related topics as appropriate, including in connection with enterprise risks and opportunities, regulatory developments, operational priorities, and stakeholder expectations.

The board maintains relevant experience on environmental and broader sustainability matters through the diverse backgrounds of its members, including experience overseeing sustainability-related risks and opportunities across a range of industries.

Leadership’s Management

Management responsibility for the firm’s sustainability program resides with the Chief Legal Officer and Corporate Secretary, who works closely with the Chief Executive Officer, Chief Human Resources Officer, Chief Financial Officer, and other senior leaders to coordinate priorities, monitor regulatory and stakeholder developments, and integrate relevant climate- and sustainability-related considerations into business practices and operations. The Chief Legal Officer provides updates to the board on sustainability-related initiatives, risks, and developments at least annually, and more frequently as appropriate.

Strategy

Climate-related Risks

Scenario Analysis Description

In 2025, Heidrick undertook a climate risk assessment and scenario analysis¹ to determine the potential effects of climate change on our business under different future conditions. Following TCFD guidelines, this assessment included physical risks, transition risks, and opportunities associated with climate change.

As a professional services firm, we depend on a network of offices, data centers, and third-party providers to deliver for our clients. Physical climate risks—such as extreme weather events—could disrupt these operations and impact our ability to serve clients effectively. We also face policy, legal, technological, market, and reputational risks as the global economy transitions to a low-carbon model.

This assessment’s results validated our company’s resilience to both physical and transition risks. It also showed that our sustainability strategy and initiatives position us well to leverage relevant climate-related opportunities. We consistently evaluate the potential impacts of climate change on our operations through our risk management process.

Time Horizons and Climate Scenarios

The climate scenario analysis used distinct scenarios to evaluate the potential impacts of both physical and transition risks on our operations, strategy, and financial planning over multiple time horizons:

- **Short-term:** 12 months
- **Medium-term:** 1–5 years
- **Long-term:** 5+ years

For the analysis of physical climate risks, we selected scenarios based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) Shared Socioeconomic Pathways (SSPs). Specifically, the assessment considered two key SSP scenarios:

- **SSP5-8.5:** This high-emission scenario, often referred to as a "worst-case" scenario, explores a future characterized by continued high reliance on fossil fuels, leading to significant global warming. This scenario helps us understand our potential exposure to the most severe physical climate hazards, such as increased frequency and intensity of extreme weather events, rising sea levels, and other significant climatic shifts.
- **SSP2-4.5:** This intermediate scenario represents a future where socioeconomic development follows historical patterns, with some limited progress on climate mitigation. Often referred to as the "middle of the road" scenario, it provides a contrasting but still challenging future climate. Using this scenario helps us assess physical risks under a more moderate, yet still impactful, warming trajectory.

We used the IEA Net Zero Emissions (NZE) scenario for analyzing transition risks. It outlines a rapid and orderly global energy transition consistent with limiting global warming to 1.5°C with a 50% probability, thereby achieving net-zero greenhouse gas emissions globally by 2050.

Scenario Analysis Results

Physical Risk

Physical risk refers to the impacts of climate change through acute weather events and chronic changes in climate patterns. Heidrick's scenario analysis assessed acute and chronic physical climate risks across our full operational footprint, including all 57 leased offices and two data centers in 30 countries.

Overall, the assessment found that Heidrick is not exposed to significant widespread physical climate risks. The analysis evaluated water stress, cyclones, flooding, wildfires, sea level rise, and heatwaves under both the high-emission (SSP5-8.5) and moderate-emission (SSP2-4.5) scenarios across short- and long-term time horizons. Most facilities demonstrated low exposure across all hazards and scenarios. Long-term exposure was higher for water stress (25% of facilities under SSP5-8.5; 12% under SSP2-4.5) and cyclones (23% under both scenarios), informing our ongoing monitoring and resilience planning.

¹ This report includes forward-looking climate risk scenario analysis which is based on a range of assumptions and third-party data sources. While we have sought to rely on a robust framework and used science-based models, forward-looking climate risk scenario analysis is inherently uncertain and the methodologies and judgments underpinning that analysis are subject to continual change. The forward-looking climate risk scenario analysis contained in this report does not constitute a forecast and should not be relied upon as a definitive prediction (or predictions) of future outcomes. We do not accept any liability for its accuracy, the robustness of the underlying methodologies, judgment or models or the accuracy of any of the data inputs, or for any decisions made by any party based on these illustrative analyses.

Transition Risk

The transition to a lower-carbon economy presents various potential risks that could impact our operations, financial performance, and reputation to a limited extent. These risks are categorized as follows:

- **Policy and Legal:** Changes in climate-related regulations, including increased carbon pricing, could lead to higher compliance costs, require significant process adjustments, and potentially result in financial penalties for non-compliance. Heidrick could also face legal action related to climate impacts within our value chain. Inconsistent or even opposing regulatory requirements across different geographies further complicate compliance efforts, increasing operational complexity and risk.
- **Market:** Market dynamics pose risks through potential increases in energy expenses due to external factors and reliance on third-party vendors whose climate performance or exposure to climate events could disrupt supply chains and increase costs. Shifting stakeholder expectations regarding sustainability and potentially opposing views on the value of ESG-related issues could impact client relationships and revenue.
- **Technology:** The adoption of new technologies, such as AI, may increase energy consumption and emissions. Furthermore, the financial implications of emissions reduction initiatives, including investment in low-carbon technologies and procurement of renewable energy certificates, represent potential costs or losses.
- **Reputation:** There are potential reputation-related transition risks. These include not meeting our climate targets, too ambitious climate goals affecting the business, and working with clients with high exposure to transition risks. There is also the possibility that we miss emerging climate-related business opportunities. We have a low exposure to these reputation-related transition risks due to our climate action to date and our sustainability strategy going forward.

Climate-related Opportunities

Heidrick determined our most relevant climate-related opportunities based on peers' and sustainability leaders' disclosed opportunities and internal stakeholder engagement, which was conducted to prepare this report and as part of our broader double materiality assessment (DMA). The identified opportunities were evaluated for the feasibility of their implementation across multiple time horizons, the effort needed to realize them, and their potential financial benefits. The resulting opportunities are as follows:

- **Market:** Capitalizing on the increasing demands of clients, our firm stands to gain both revenue and reputational advantages by extending the geographical reach of our sustainability services.
- **Resource Efficiency:** Reducing emissions across our operations is essential to meeting our climate goals—and doing so often aligns with cost-effective business practices. Structuring client engagements in more efficient and less carbon-intensive ways, such as using digital communication platforms and optimizing business travel, can lower both emissions and costs. Operational efficiencies can also be supported by shaping sustainability strategies through climate-conscious talent and educating employees on responsible travel practices. Leasing office space in buildings with sustainability certifications and strategically downsizing physical office footprints offer additional opportunities to reduce energy use, waste per employee, and overall operating expenses.
- **Services:** The demand for climate-related services over the long term presents an opportunity for Heidrick to anticipate clients' sustainability needs—strengthening our ability to better serve them, build deeper, more enduring relationships, and ultimately support long-term growth.

Business Impact & Resilience

Business Impact Exploration Assessment

We have undertaken a business impact exploration assessment, analyzing our climate resilience and management of climate risks and opportunities. This evaluation involved assigning qualitative ratings (low/moderate/high) to risks, helping us prioritize actions for our climate strategy. With no risks rated 'High,' we are focusing on mitigating risks rated as 'Moderate,' and 'Low'. To inform these efforts, we have conducted a DMA and a value chain climate maturity analysis (detailed in the 'Supplier and Customer Climate Maturity Analysis' section) and will periodically update these assessments as warranted. Similarly, we are prioritizing the highest-rated opportunities. We will continue to explore the quantification of identified risks and opportunities for potential integration into our financial planning.

Heidrick aims to strengthen the resilience and durability of the business. We remain committed to reducing our environmental footprint through carbon management. Our annual greenhouse gas inventory, tracked against a 2019 baseline, enables us to quantify our climate impact and the effectiveness of our year-over-year emissions reductions. In 2025, we undertook our second physical scenario analysis to gain deeper insights into our exposure to climate hazards and their likely repercussions on our office spaces and data

centers. This analysis guides our prioritization of sustainably certified leased offices and our collaborative discussions with real estate managers and data center partners on the potential severity of physical hazards and mitigation actions for climate risks. We intend to leverage these ongoing efforts to refine our evolving climate goals and mitigation plans.

We also conducted a revenue loss analysis to understand the potential financial impact of physical hazards. Cyclones and heatwaves were projected to have a greater impact than wildfires and floods. This was seen in both the minimum and maximum financial impacts analyzed for the SSP2-4.5 and SSP5-8.5 scenarios across the different timeframes. However, even the largest cost associated with these physical hazards will have a negligible impact on Heidrick's revenue.

Carbon Pricing Scenario Analysis

We conducted an exploratory assessment of the potential financial impact of carbon pricing, using the IEA's Net Zero 2050 scenario as a proxy for future legal and policy developments. The analysis modeled two scenarios—one worst case, one best case—based on our 2023 emissions and gross profit. In the worst case, emissions rise post-2030 in line with profit growth after meeting near-term targets. For the best case, emissions decline to meet our near-term targets and stay at our target level. Under these scenarios, estimated carbon costs in 2050 would represent a negligible amount of our projected revenue. Given our relatively low emissions intensity, we expect minimal financial impact from potential carbon pricing.

Supplier and Customer Climate Maturity Analysis

To evaluate upstream and downstream transition risks, a climate maturity analysis was conducted for Heidrick's top ten suppliers by spend and customers by revenue. Overall, the analysis revealed limited exposure to transition risks within our value chain. Half of the assessed suppliers demonstrate advanced climate maturity, aligning with our climate goals. Furthermore, the majority of the customers we assessed have a high climate maturity. This could pose a risk of heightened expectations from customers regarding our sustainability efforts; however, due to our commitment to annual greenhouse gas emissions disclosure, participation in CDP, and our approved science-based emissions reduction targets, this risk is substantially mitigated.

Risk Management

Identifying & Assessing Climate-related Risks

Climate-related risks are measured through regular assessments. In 2022, we completed our first assessment encompassing our value chain, looking at risks at multiple time horizons. Data was evaluated using publicly available and proprietary tools aligned with IPCC-published climate records, as well as desk-based market trends research. In 2024/2025, we conducted our first CSRD-aligned DMA, building upon our first single materiality assessment conducted in 2022. The DMA evaluated our impacts on society and the environment, assessed our exposure to sustainability-related financial risks, and identified sustainability-related opportunities for our business. Results from this assessment informed our risk management approach and sustainability strategy. They also supported a reassessment of our climate-related risks and opportunities conducted in 2025. We collaborated with an external consulting partner to identify physical and transition risks as well as opportunities. This work resulted in a climate risk scenario analysis, climate-related risks and opportunities business impact assessment, and this report, which is aligned with the TCFD disclosure framework.

Managing Climate-related Risks

Sustainability strategies and initiatives are overseen by leaders from client-facing businesses and corporate functions, including Finance, HR, IT, and Legal. These leaders provide cross-functional expertise, establish priorities, and help ensure alignment and support for sustainability efforts across the organization. These groups also review priority ESG issues and are committed to advancing our sustainability efforts. And, they inform and validate our climate strategy, which includes assessing and managing climate-related risks and opportunities.

To support the management of climate-related risks and opportunities, the Sustainability team collaborated with internal stakeholders to draft Green Office Guidelines, create incident response plans, and set science-based emission reduction targets aligned with the Science Based Targets Initiative (SBTi). The Sustainability team will facilitate other initiatives as needed to address existing and new climate-related risks and opportunities.

Integration into Our Enterprise

Risk Management

Climate is considered alongside other enterprise risks as part of a holistic review of potential enterprise risks. Our climate-related risk and opportunity analysis and Double Materiality Assessment (DMA) provide important inputs into this process by helping us evaluate the significance of climate-related risks and opportunities as part of our broader enterprise risk management approach.

Metrics & Targets

GHG Emissions

We annually calculate and disclose Scope 1, Scope 2, and Scope 3 category 1 (purchased goods and services), category 2 (capital goods), category 3 (fuel- and energy-related activities), category 4 (upstream transportation and distribution), category 5 (waste generated in operations), category 6 (business travel) and category 7 (employee commuting) greenhouse gas emissions in accordance with the Greenhouse Gas Protocol (GHG Protocol). Heidrick uses greenhouse gas accounting (see Table A) to track progress toward achieving our emissions reduction targets in line with the SBTi’s guidelines.

Table A – Heidrick & Struggles GHG Emissions (MTCO₂e)

	2019	2020	2021	2022	2023	2024	2025
Scope 1	382	142	62	93	264	558	375
Scope 2 (location-based)	2,523	1,393	2,765	2,155	1,934	1,240	753
Scope 2 (market-based)	2,662	1,612	2,772	2,277	2,115	1,011	2
Total Scope 1 & Scope 2 (market-based)	3,044	1,754	2,834	2,370	2,379	1,569	377
Category 1 – Purchased goods & services	10,246	12,054	11,422	11,796	12,774	10,092	9,278
Category 2 – Capital goods	736	1,305	2,155	1,202	1,574	3,531	2,361
Category 3 – Fuel and energy-related activities	625	497	865	444	590	347	306
Category 4 – Upstream transportation & distribution	100	53	14	48	48	83	76
Category 5 – Waste generated in operations	81	33	83	58	37	33	34
Category 6 – Business travel	7,690	2,006	1,669	5,575	6,297	9,946	5,093
Category 7 – Employee commuting	1,974	1,095	1,170	989	794	1,012	1,053
Total Scope 3	22,311	17,043	17,720	20,969	22,253	25,044	18,201
Total Emissions (market-based)	25,355	18,797	20,554	23,339	24,632	26,613	18,578

Science-based Targets

Heidrick has validated near-term targets with the SBTi, aligning our emissions reductions with the 1.5°C pathway to help limit global temperature rise. We aim to reduce absolute Scope 1 and 2 GHG emissions by 46.2%, and scope 3 GHG emissions from business travel and employee commuting by 55% per full-time employee (FTE) by 2030, from a 2019 base year. We have also set an engagement target and aim to achieve 65% of purchased goods and services suppliers (by spend) setting SBTi-aligned targets by 2029.

Several initiatives support progress toward our emissions reduction goals. In 2025, we achieved 100% renewable energy coverage across our global leased offices through implementation of our renewable energy strategy, significantly reducing market-based Scope 2 emissions. While business travel emissions decreased significantly from 2024 to 2025, primarily due to updated UK DESNZ emission factors reflecting revised industry assumptions, including higher passenger load factors, we continue to evaluate opportunities to further reduce the impact of business travel through trip consolidation and more efficient travel planning in line with broader corporate strategic goals. We also continue to advance our supplier engagement strategy to encourage vendors to measure emissions and adopt science-based aligned reduction targets, and in 2025 achieved our target of having 30% of suppliers by emissions set science-based targets.

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