

An aerial photograph of a winding asphalt road that curves through a dense, vibrant green forest. The sun is shining from the upper right, creating a bright, hazy glow over the scene and casting soft shadows on the road and trees. The overall atmosphere is peaceful and natural.

OUR ESG IMPACT

Annual Review 2022

AlixPartners



PURPOSEFUL ESG

For more than 40 years, AlixPartners has brought meaningful solutions to some of the toughest and most urgent challenges across industries and across the world. Making a positive impact when it really matters is part of our DNA and is deeply woven across who we are, who we serve, and how we measure our global footprint.

Our ESG Impact connects every tenet of our firm's purposeful environmental, social, and strong governance commitments including our diversity and inclusion priorities, our focuses on advancing sustainability and social progress, and our work directly helping clients advance ESG across their businesses.



SIMON FREAKLEY

Chief Executive Officer

Our CEO's perspective

Before ESG became a known acronym, it was a thread sewn through the founding purpose and culture of AlixPartners.

Sustainability is only possible when we respect and care for every part of what makes us whole. AlixPartners' one-firm firm approach has always reflected just that: a commitment to sustaining and nurturing our culture, our communities, our business, and our planet—especially as disruption increasingly remakes the world.

At AlixPartners, our small teams of seasoned experts work collaboratively and deeply with colleagues and clients to solve some of the biggest challenges. In this work, we take seriously our shared responsibility to lead by example by doing the right thing. I'm very proud that ESG was naturally set as a core pillar in our firmwide five-year growth strategy.

Now a leading economic and societal driver, disruption is accelerating change in future-defining ways for businesses, communities, and our environment. Thankfully, AlixPartners is uniquely equipped to navigate such delicate and high-stakes realities. In fact, it's where we excel.

Since our founding, we have advised clients on how to transform their governance, implement efficiency, and secure resources in ways that not only sustain their businesses in times of urgency, but grow them. 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. We're making meaningful progress and there is still work to be done.

Every ounce of energy and expertise we deliver to our clients, our communities, and our own teammates is backed by a commitment to do good and make a positive impact. You will see that in this report.

All best,

Simon Freakley



**DEBORAH PRAGA
(SHE/HER)**

Global ESG Lead

Only one Earth

There is no shortage of urgent issues demanding our focus. When I try to prioritize mine, I hear the hum of our planet, the vast and verdant world that holds all of us up as we go about our busy lives. It's calling on me—on us—to do more before it's too late.

When I joined AlixPartners more than seven years ago, I was a restructuring professional advising clients through the most critical stages of their businesses. Project after project, I saw our ability to help major companies weather their challenges and thrive while simultaneously making a meaningful impact. Inspired by watching my colleagues accomplish great things again and again, I committed myself to a different type of When It Really Matters work: protecting and sustaining our planet for future generations.

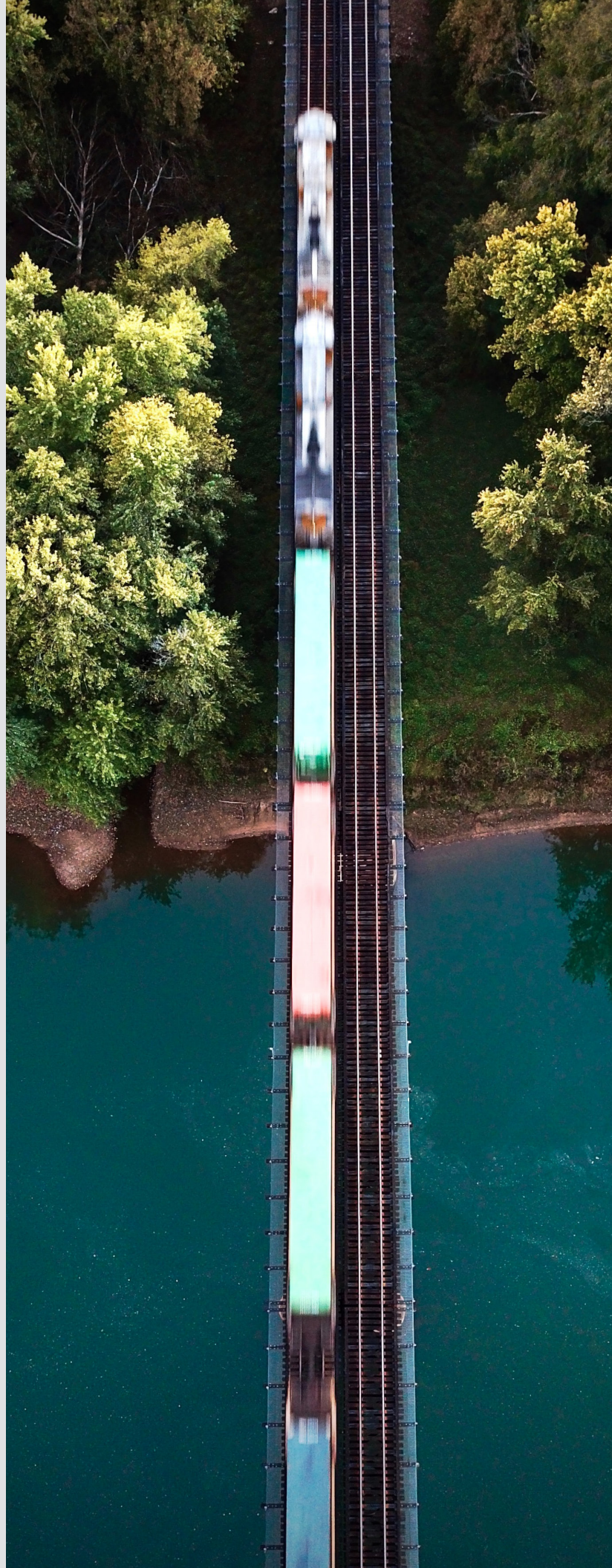
At AlixPartners, we have a history of helping to rescue economies, empower communities, and implement solutions to environmental and social crises. Our teams help transform leadership at top companies in ways that save businesses and jobs, we help organizations leverage technology to mitigate risk, waste, and carbon emissions, and we identify tactics for performance improvement across industries. We simultaneously apply our expertise in pro bono projects, volunteerism with community organizations, and mentorship for younger generations. One firm cannot solve every problem that challenges a sustainable future, but AlixPartners is uniquely equipped—and motivated—to do more than our share to better our society and protect our planet. That sincerely energizes me.

I am honored to lead a team at AlixPartners committed to growing a culture of awareness and accountability. I'm energized by what we've already accomplished—from achieving carbon neutrality, operating more sustainably, to building a growing sense of belonging fostered by our Diversity & Inclusion strategy, and living our Core Values.

I am eager to further that progress.

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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 MATTERSSM**.



WHO WE ARE

1981

YEAR FOUNDED

2,631

EMPLOYEES As of 2022

1.6Bn

ANNUAL REVENUE (\$)

\$1.05M

2022 CHARITABLE CONTRIBUTIONS

150+

NONPROFIT ORGANIZATION PARTNERS WORLDWIDE

15,300+

2022 HOURS OF PRO BONO

8

EMPLOYEE RESOURCE GROUPS (ERGs)

Representing 65% employee participation

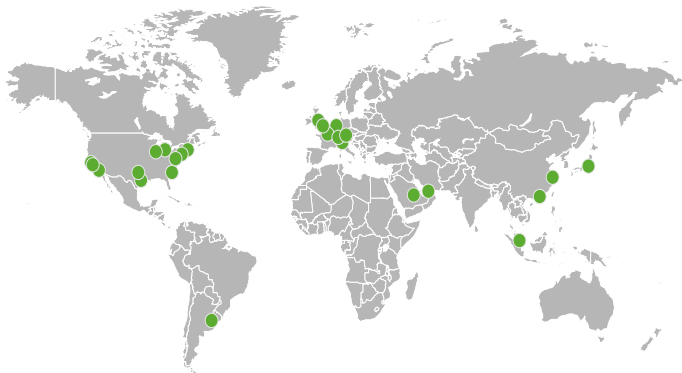
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OFFICES WORLDWIDE

OUR 2022 CARBON FOOTPRINT

(tonnes CO2e)

SCOPE 1	305.57
SCOPE 2	1,134.74
SCOPE 3	43,090.19
Total	44,530.19



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.

OUR JOURNEY IN 2022

We've made significant progress working to grow our culture of responsible business and embed high standards of environmental, social, and governance practices deeply across our firm. In 2022, we focused on improving our impact measurement, building processes, and growing our relationships. These are foundational to our forward-looking and long-term approach for driving positive impact for our clients, our firm culture, and across our communities.





ESG MATTERS: OUR APPROACH

Our holistic responsible business strategy connects every tenet of our firm's purposeful environmental, social, and strong governance commitments. We aim to cultivate a diverse and inclusive workforce while also delivering best in class ESG-backed solutions for our clients.



OUR PLANET

- Carbon neutral since 2019
- Collaboration with One Carbon World, a UN Climate Neutral Now initiative, and Plan A to offset our emissions and plan for Net Zero
- Partnership with the World Economic Forum
- Founding partner of the ClimateForce Tropical Regeneration Project



OUR CULTURE

- Firmwide growth strategy that prioritizes bold Diversity & Inclusion goals
- Professional development and sponsorship resources dedicated to diverse talent
- 65% staff participation in Employee Resource Groups
- Caring for our people through Well@Work offerings



OUR COMMUNITIES

- 150+ local organization partnerships including more than \$1 million in donations
- 15,300+ hours of pro bono work completed in 2022
- Strategic partnerships with leading global organizations including the World Economic Forum



OUR GOVERNANCE

- Robust assessment of risk and regulatory environments
- 100% of staff trained on ethics and compliance
- Supplier diversity framework used across all supplier networks
- Growing suite of ESG client offerings that build business impact and value



TRAINING OUR PEOPLE

- 100% of staff educated on ESG themes, representing 40,000 hours of ESG-specific training in 2022
- AlixPartners employees credentialed through Oxford University's ESG program, representing 3,600 hours of education
- Ongoing ESG Insights series hosted by ESG leaders and our Learning & Development team

ADVISING OUR CLIENTS

While AlixPartners has always advised clients on ESG matters, we've recently 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.

Developing new tools and offerings that meet client needs

The ESG needs of our clients are evolving. AlixPartners leverages its network of seasoned industry experts to develop tools, offerings, and technologies in anticipation of client needs.

By focusing on efficiency, transparency, and transformational leadership—we've helped clients operationalize and measure the impact of their ESG commitments in innovative ways that meet the ever-growing market need.

Leaders across the business committed to ESG

In 2022, AlixPartners launched a global ESG Steering Committee, led by Stefano Aversa, Partner & Managing Director, to regularly convene leaders across industries who are focused on developing new tools and leveraging our unique expertise for advancing purposeful ESG.

OUR GROWING LIST OF ESG OFFERINGS

- Should-Carbon™
- Sustainable Supplier Program & S3 Carbon Reduction Model
- Carbon Cost Rationalization
- ESG Due Diligence
- ESG QuickStrike™
- Diversity Spend X-Ray



“ESG is an integral part of our culture and our nature. This year’s formation of the ESG Steering Committee is a pivotal next step toward furthering and incubating what is already deeply innate—the passion and ability to apply our expertise across all industries toward state of the art, results-proven strategies for bettering businesses while simultaneously contributing to society and protecting our planet.”

STEFANO AVERSA, (HE/HIM)

Partner & Managing Director
and Global Champion of ESG

OUR ESG LEADERS

ESG STEERING COMMITTEE



Stefano Aversa
Global Vice Chair, Partner & Managing Director, ESG Champion



Stelios Fragkos
Partner & Managing Director



David Garfield
Partner & Managing Director



Cindy Godwin
Head of Social Responsibility



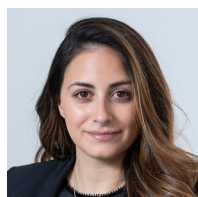
Amelia Green
Partner & Managing Director



Brooke Hopkins
Partner & Managing Director



Elton Ndoma-Ogar
Head of Diversity & Inclusion



Deborah Praga
Global ESG Lead



Shiv Shivaraman
Partner & Managing Director

DRIVING ESG FIRMWIDE



Elaine Baluyut
Associate



Nicolas Beaugrand
Partner & Managing Director



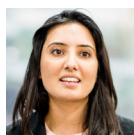
Celine Bley
Associate



Kelsey Bradley
Senior Vice President



Giacomo Cantu
Partner & Managing Director



Harvinder Channa
Senior Vice President



Paula Day
Director



Anna Del Mar
Partner & Managing Director



Emilie Dubuc
Senior Vice President



Felicity Edwards
Senior Vice President



Pascal Fabre
Partner & Managing Director



Emily Halperin
Director



Micha Hirschinger
Vice President



Alex Huertas
Vice President



Ray Kantor
Head of Internal Audit



Cliff Lam
Director



Nicola Lim
Senior Vice President



Louise Maarek
Consultant



Daniel Makowski
Director



Sofia Marti
Consultant



Lisa McDonald
Vice President



Mat Mifsud
Director



Cecilia Monferrari
Vice President



Amanda Nolan
Senior Vice President



Yalini Pathy
Director



Rosalie Rukerebuka
Senior Vice President



Guatam Sachdev
Partner



Andy Searle
Partner & Managing Director



Les Vizslai
Director



Gorazd Vrbica
Partner & Managing Director



Julia Windsor
Senior Vice President



Anita Wu
Director

A PROUD SIGNATORY TO THE UN GLOBAL COMPACT

In 2021, AlixPartners signed the United Nations (UN) Global Compact. As a signatory, we abide by the UN's 10 Principles and partner across a growing 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 its efforts on the following nine SDGs to target and maximize our impact. These priority SDGs, which focus on economic prosperity, equity, well-being, and environment, align closely with our values.

By way of this report, AlixPartners has submitted a Communication of Progress (COP) as part of our reporting duties to the UN Global Compact. We will draw connection to each of these SDGs in further sections of the report through examples of culture, sustainability, and local and global community engagement.

ECONOMIC OPPORTUNITY FOR ALL



ENVIRONMENT



WELL-BEING



EQUITY



IMPACT THROUGH COLLABORATION



As a global consulting firm, AlixPartners is committed to enhancing the communities in which we operate, to safeguard the planet for future generations and ensure that all people can access peace and prosperity.

“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 human dignity and equity at top of mind. 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



RECOGNITION AND PARTNERSHIPS





AlixPartners co-authors the Better Retail Better World Campaign's Climate Action Roadmap

The BRBWC Climate Action Roadmap is the framework to guide the retail industry to net zero, evidencing the commercial imperative/benefits of placing (product level) greenhouse gas (GHG) data at the core of business decision-making, with guidance on how retailers can achieve this in practice.

[READ MORE >](#)

AlixPartners leads pledge for addressing the scarcity of females across expert witness pools

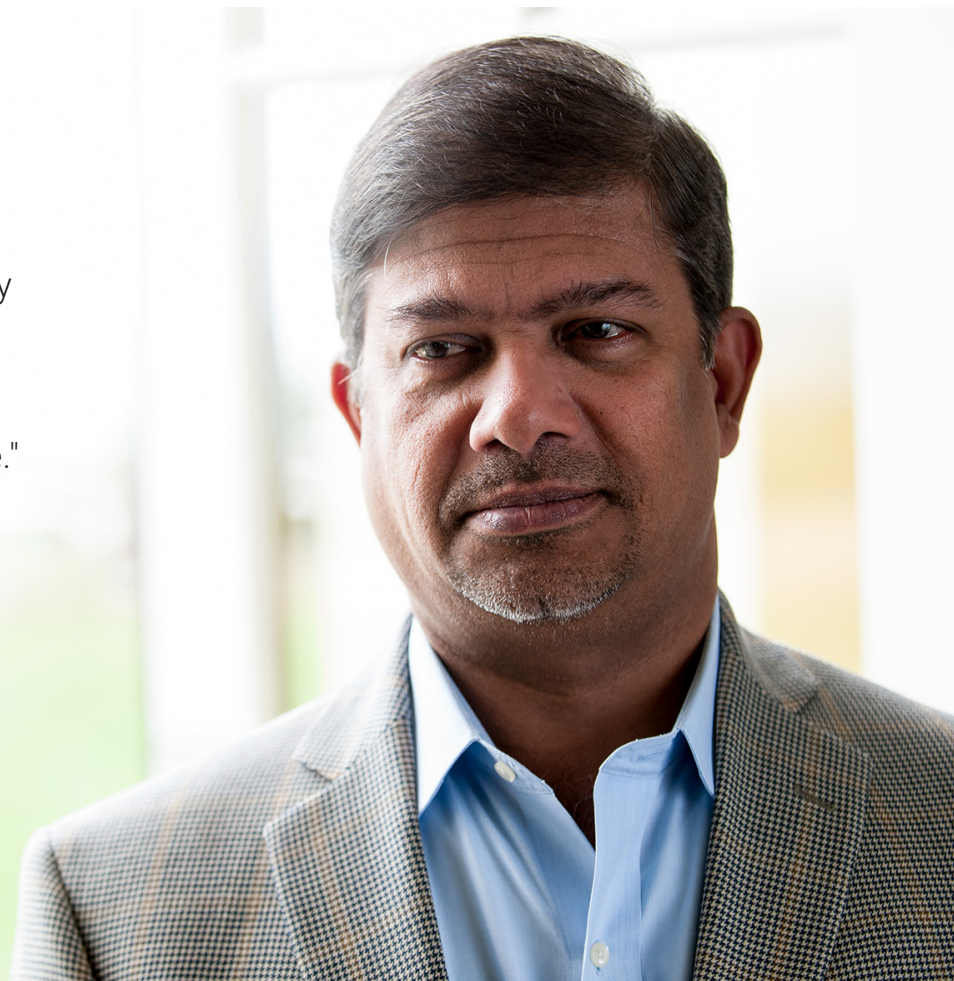
Real representation for expert witnesses means looking at the whole team – but that's uncommon according to recent AlixPartners research. Partners & Managing Directors Kathryn Britten and Isabel Santos Kunsman are founding partners of Equal Representation for Expert Witnesses Pledge to promote equal opportunity across courts.

[READ MORE >](#)

"Simply put, we're listening to our clients. We know that ESG has rapidly risen to be a CEO agenda topic. It's a key aspect of almost every client conversation we have in Asia today, and that's certainly going to continue."

SHIV SHIVARAMAN, (HE/HIM)

Partner & Managing Director



OUR ESG INSIGHTS



The AlixPartners Disruption Index: Climate Transition

[READ MORE >](#)

Normal is over. In our fourth annual Disruption Index, we delved deeper into the changing nature of the global economy and what business leaders must do to adapt to and take advantage of current shifts.

“ESG is pragmatic, it isn’t a flash in the pan. The reason is generational. The workforce under 30, in particular, cares deeply. And if the regulators don’t force it and other businesses don’t force it, the workforce is going to force it. It’s here to stay.”

Rob Hornby, Partner & Managing Director, AlixPartners



Our Eighth Annual Private Equity (PE) Leadership Survey

[READ MORE >](#)

Digging deeper into disruption’s impacts and implications for leaders, our annual PE Leadership Survey monitors the most significant trends and developments affecting PE leadership.

53% of respondents consider ESG a new lever for value creation

For respondents, the top three focus areas for ESG investments were cybersecurity, DEI, and environmental impact.



Sustainable aviation beyond CO2

Standing still is not an option

[READ MORE >](#)

By assessing the cost of inaction, making the distinction between sustainability and ESG, AlixPartners experts share strategies for leveraging business opportunities, extending existing offerings, and inspiring change from the top down.



You’ve started your DEI journey. Now build momentum

[READ MORE >](#)

Improving representation of diverse groups of employees in your organization isn’t enough. AlixPartners’ Elton Ndoma-Ogar and Ted Bililies share strategies for building momentum and fostering a true culture of inclusion.



The shape of retail in 2022

[READ MORE >](#)

Sustainability makes its presence felt across retail as consumer demand calls for a more circular fashion economy and product props in the face of inflation. Hear from our experts on sustainability trends in retail.



Making ESG the name of the game in sports could drive sustainable consumer change

[READ MORE >](#)

Consumer research suggests there’s something in embracing environmental sustainability in sports. Hear from AlixPartners’ Jeff Barta on the ways ESG plays a role in inspiring more planet-friendly approaches in sports.



Net Zero: Syncing ambition with outcomes across the CPG value chain

[READ MORE >](#)

To determine the level of collaboration needed across the value chain for net zero to become a reality, AlixPartners conducted proprietary research into carbon reduction commitments made by 235 of the largest F&B companies in North America and EMEA. Companies came from all parts of the value chain, including suppliers, manufacturers, and food retailers. We also reviewed financial indicators and conducted executive surveys with industry leaders to gain qualitative insight.



ESG risk – and opportunity: You can't manage what you can't measure

[READ MORE >](#)

ESG should not only be seen as a risk. ESG can be the basis for substantial opportunity, improved internal resilience, better bonds between customers and suppliers, and more – and the pressure to monitor and measure is rising. Hear from AlixPartners experts on key considerations for risk management in ESG.



Aviation accelerates its path toward sustainability

[READ MORE >](#)

With the recommitment at the 2021 IATA Annual General Meeting, the aviation's goal is aligned with the Paris Agreement of net-zero carbon emissions by 2050 to limit the increase in global temperature to less than 1.5°C by 2100.



Who is our product for? As disruptions bombard retail, we're failing to meet consumer needs

[READ MORE >](#)

The consumer is more powerful than ever. AlixPartners shares how retailers are responding, and what they are deprioritizing across their businesses in the face of recent major disruptions.



How CP companies can proactively drive sustainable packaging transformation

[READ MORE >](#)

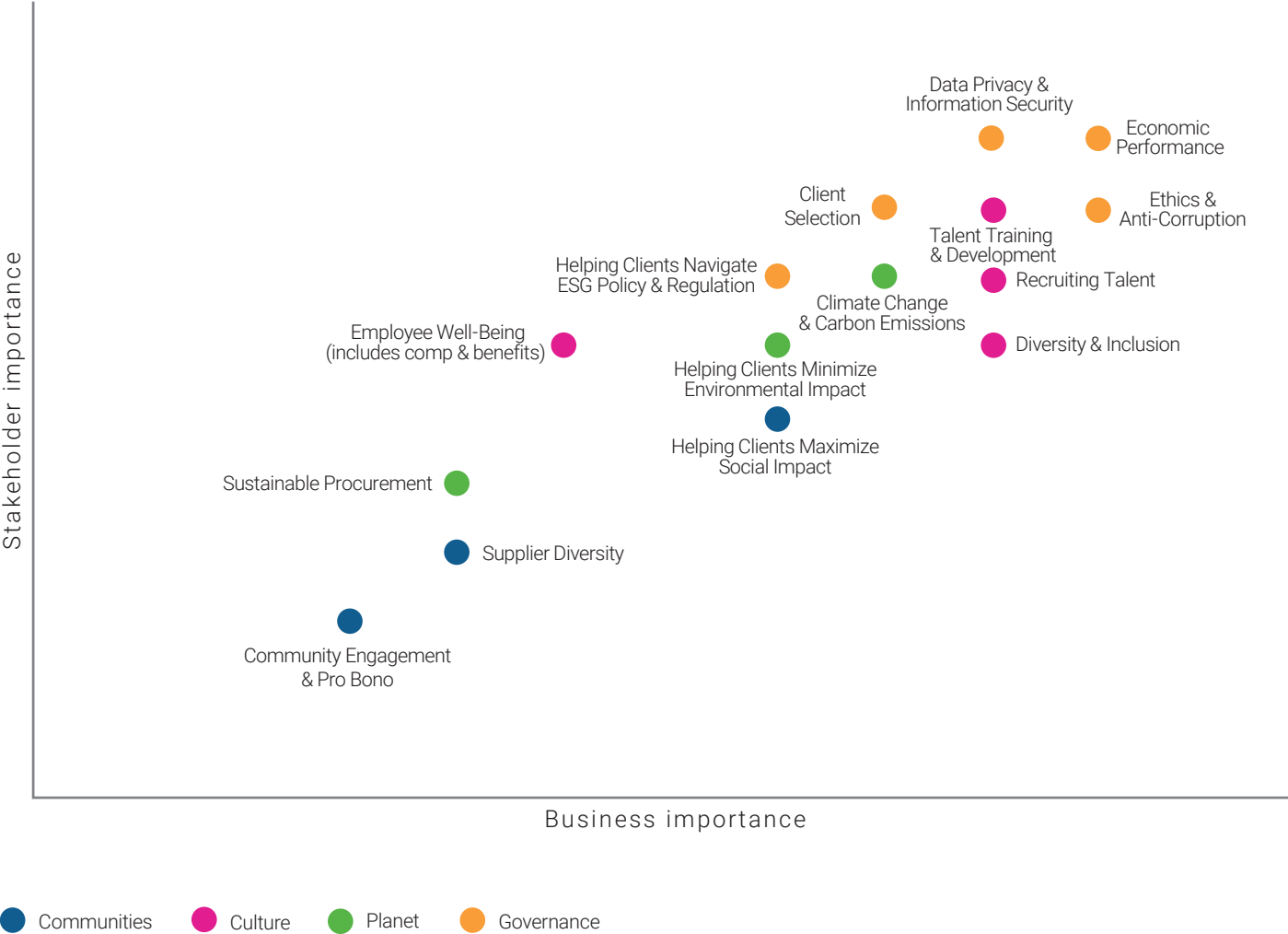
With legislative actions around sustainability looming, AlixPartners shares how consumer product companies can assess and implement change.



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.



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

WHAT WE HEAR

OUR CULTURE

Priority	Description	Responses
Diversity & Inclusion	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.	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.
Employee Well-Being (including compensation & benefits)	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.	Our Well@Work program, launched in 2020, is continually evolving to support our people. It is our firm's pledge to <ol style="list-style-type: none"> 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.
Recruiting Talent	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.	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.
Talent Training & Development	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.	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 professional certifications 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. In 2022, ESG certifications for over 30 employees were funded by AlixPartners.



OUR PLANET

Priority	Description	Responses
Climate Change & Carbon Emissions	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.	AlixPartners has partnered with One Carbon World to measure, assess and offset its emissions since 2020 (for the 2019 calendar year). We've launched internal local groups within each office to focus on reducing consumption and reducing environmental impact most effectively. In 2022, AlixPartners enhanced its carbon management process, adopted its most thorough measurement approach, and solidified plans for intentional and long-term carbon reduction efforts.
Helping Clients Minimize Environmental Impact	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.	AlixPartners has engaged with various clients to advise on minimizing environmental impact. By building out the firm's capabilities in this area, AlixPartners is able to more effectively help clients develop innovative solutions.
Sustainable Procurement	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.

OUR COMMUNITIES

Priority	Description	Responses
Helping Clients Maximize Social Impact	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.	AlixPartners has engaged with multiple 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.
Community Engagement & Pro Bono	As a global firm, AlixPartners has a responsibility to engage with the communities within which we operate.	AlixPartners engages with the community through 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.
Supplier Diversity	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. 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 systems to track and report on the Vendor Diversity and Small Business status and certification of its total U.S. Vendors, and will continue to do so on a quarterly basis. AlixPartners will continue to be proactive in promoting Vendor Diversity status as criteria for Vendor selection in competitive events. The firm is committed to engaging with small and diverse businesses from all countries where it conducts business.

OUR GOVERNANCE

Priority	Description	Responses
Helping Clients Navigate ESG Policy & Regulation	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.	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.
Ethics & Anti-Corruption	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.	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. We attract renowned experts in anti-corruption who have served in international regulatory agencies.
Client Selection	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.	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.
Economic Performance	As a consulting firm, creating value and driving economic performance for our clients through our work is of the utmost importance.	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.
Data Privacy & Information Security	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.	AlixPartners maintains ISO 27001 and SOC2 certifications, these are globally recognized benchmarks for cybersecurity. The firm is also exploring ISO 27701 – the privacy equivalent to 27001.

OUR PLANET MATTERS

We consider the environment a key stakeholder and aim to treat it like we would any client. Climate change and its effects are not only reshaping our environment but also destroying lives, shifting populations, and remaking industries. As we continue to assess environmental impacts and measure our own effect on the environment, we evolve and adapt our sustainability targets and commitments.



OUR SUSTAINABILITY APPROACH

2022 Progress

We created innovative methods and solutions that advanced our approach to sustainability and brought us closer to our Next Zero aspirations.



Powering our work by renewables

Over 30% of energy powering our offices comes from renewable energy¹



Planting trees and restoring biodiversity

2,560 native trees planted by AlixPartners as a founding partner to the ClimateForce Tropical Regeneration Project



Ensuring planet-friendly suppliers

Our All-Firm meeting was nearly 100% paper-free, just one example of sustainable progress due to a new supplier engagement program which focuses on mitigating scope 3 emissions



Rethinking how we work and travel

Reducing office landfill waste and following new travel protocols like increased train travel and more virtual gatherings



Following environmental criteria as we grow

Across offices, we seek Leed certified buildings, renewable energy sources, efficient heating and cooling, energy star appliances, LED lighting, and materials with Greenguard or Indoor Advantage Gold Certification

1. Based on data limited available from the building owners across our office locations. AlixPartners is working with its landlords to further collaborate to increase renewables used and improve our reporting ability.



FORWARD-LOOKING GOALS HELP US MEASURE PROGRESS

We're strategically accelerating our carbon reduction efforts.

- Further increasing the percentage of renewable energy used across our footprint
- Evaluating new offices on environmental criteria
- Further mitigating our scope 3 emissions through disciplined supplier assessment
- Committing to science-based targets in 2023 to align our operations with a 1.5 degree celsius world

OUR CARBON FOOTPRINT

Measuring better and staying accountable

Growing as a business means tracking our footprint accurately. Our 2022 emissions are higher than prior year's, and that is largely due to our growth as a company and improvements made to measure at a more granular level.

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, assessing emissions across all areas of impact from our systems, employees, vendors, and partners.

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 more accurately the true carbon impact of our organization. For that reason, AlixPartners has retired its previous target of reducing 2019 emissions by 10% by 2023, given that it reflects an outdated emissions baseline. The team is actively developing meaningful targets off our revised base year of 2022.

HISTORICAL CARBON EMISSIONS

Tonnes CO2e

	2020	2021	2022
Scope 1	0.00	383.57	305.57
Scope 2	959.69	966.67	1,134.74
Scope 3	26,770.90	28,972.68	43,090.19
Total	27,737.58	30,322.84	44,540.19

CONSIDERING IT ALL

Our 2022 carbon emissions measurement will serve as our new baseline for progress, as it is our most accurate measurement so far, newly including emissions due to commuting, remote working, and more.

Key:

Scope 1: AlixPartners' scope 1 emissions include those related to a fleet of vehicles the firm is responsible for in EMEA.

Scope 2: AlixPartners' scope 2 emissions include those related to electricity and heat purchased for our offices.

Scope 3: AlixPartners' scope 3 emissions include those related to client travel, and procurement activities, including purchases of supplies and services used in operations.

LOOKING AHEAD

We are proud to be carbon neutral. Our long-term aspiration is to reach net zero and control our emission sources entirely. With the help of Plan A, our long-term decarbonization strategy will identify better sustainability practices to apply across our supplier engagements, renewable energy sources for our offices, and travel protocols.

Our journey to Net Zero will not happen overnight but through intentional planning and support across our leadership, we will be an even more sustainable firm.



Continuing to engage with suppliers in a more meaningful ways



CDP reporting in 2023



Committing to Science-based targets in 2023

SOWING SEEDS FOR SUSTAINABILITY



ClimateForce and the 'AlixPartners Forest'

2,560

native Australian **TREES PLANTED IN 2022**

155

species contributed to **BIODIVERSITY OF ENDANGERED PLANTS**

RESTORING BIODIVERSITY

AlixPartners' **2022 ACHIEVEMENT IN EXCELLENCE AWARD** winners elected to plant trees in lieu of physical awards

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. In 2022, the firm furthered our partnership by sponsoring the planting of 2,560 trees in the forest.

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.



Lucy Haines, Administrative Senior Professional at AlixPartners, was vacationing in Australia when she realized she was not far from the Daintree Rainforest, home to the 'AlixPartners Forest'.

"It was incredible, a real eye opener to the amazing work AlixPartners is contributing to. It was inspiring to see the hard work and dedication shown by ClimateForce and all their volunteers," shared Lucy.

[READ MORE >](#)

“Partnering with AlixPartners has been critical to successfully planting and managing trees as part of our land and biodiversity trial. Working together, we can all play a part in reversing deforestation this decade—reducing carbon emissions and protecting endangered plants and animals.”

DANIEL D'HOTMAN

Director, ClimateForce



LOCAL SUSTAINABILITY TEAMS

Across our 25 office locations, local sustainability teams are driving environmental awareness and change within their offices and communities.



Circular Fashion in New York

Our New York City office hosted a talk with sustainable fashion leaders AlixAlumna Kathie Lewandowski of Lululemon, who leads Lululemon Like New, the athleticwear company's circular fashion program and Tina Bhojwani, CEO of Aera, a B Corp footwear company that sells footwear without a footprint. The event raised awareness for ways to both sell back unwanted items and shop sustainably.

The New York office joined forces with our Women's Empowerment Matters ERG to host a recycled clothing drive during Women's History Month, donating over 200 items – shoes, accessories, and clothing – to Dress for Success.



Cleaner communities and green spaces

Our Munich office convened at the English Garden, known as the city's 'green lung' to collect trash and clean up the popular nature park.

A team from the London office partnered with our global sustainability charity partner ClimateForce to collect litter and debris from the banks of the Thames River.

Members of the Dallas office took to White Rock Lake in East Dallas to pick up trash and clean up the expansive park surrounding the 1,200+ acre lake that connects to the Trinity River.



Upcycling Tech Equipment

Our Milan office worked with Associazione Francesco Realmondo to decommission unused technology devices for their sustainable technology trade-in program, donating 22 laptops and 15 cell phones.

During renovations at our Chicago office, the team decommissioned and donated 16 office sets and 8 conference room sets to Leo High School. The office also donated kitchen appliances and chairs to local organization Chicago Debates.



ADVISING OUR CLIENTS

AlixPartners helps businesses around the world respond to challenges when everything is on the line—from urgent performance improvement to complex restructuring, from risk mitigation to accelerated transformation. Across engagements, we similarly help clients understand and improve their environmental impact. Where decisions lack strategic clarity, resources are wasted, and investments are confined to short-term rather than long-term goals. It's bad business and bad for the planet.

Climate change is already leading to more extreme weather patterns, challenging governments and many industries including agriculture, insurance, tourism, and utilities, on how to respond.

We train our people on how to prioritize environmental outcomes in evaluating best courses of action. Often, these considerations arise within a full spectrum, where we can guide clients to how environmental goals and adoption of greener approaches can improve their business strategy.

CLIENT CASE STUDY

OUR CARBON EMISSION REDUCTION MODEL:

Designing a leading technology company's journey to Net Zero by 2030

A robust, cross-functional AlixPartners team blended their expertise and relationships to implement our proprietary Scope 3 Carbon Emissions Reduction Model, leading to \$7M-\$13M in annual savings for one of the top technology platform companies. Paired with a multi-category Sustainable Supplier Program and a dashboard for reporting and regular monitoring, the company is on track to meet their 2030 Net Zero goal.



OUR SHOULD-CARBON™ APPROACH:

Helping clients cut complexity and improve the transparency of their route to Net Zero

The AlixPartners Should-Carbon™ offering is a rapid action approach that helps companies define and implement practical solutions for reducing carbon across their supply chain while still delivering or exceeding to customer standards.

[READ MORE >](#)



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



CLIENT CASE STUDY

Mature supplier risk management for clients transitioning to responsible purchasing

AlixPartners helped a leading hospitality company account for ISO 26000 factors while designing a more environmentally friendly supplier and purchasing plan. First, our team identified existing ESG risks against six core topics: human rights, employees, environment, fairness of practices, clients, and communities. Across this assessment, our team was able to map both gross risk assessment and net risk, which collectively helped the company to deploy an actionable plan and rollout supplier risk management.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



"As a business, we want our contribution to be carbon neutral and to help others to achieve this ambition too. We are therefore having conversations with our suppliers around how to reduce carbon together, in a meaningful way. As an individual, I have changed my mindset from, "I recycle as much as I can," to, "I use less."

DAN RITTER, (HE/HIM)

Partner & Managing Director



OUR CULTURE MATTERS

Our world, clients, and workforce are evolving, and so is the culture at AlixPartners. We believe an inclusive culture begins with the respectful treatment and integrity we offer one another every day. It is mutual respect that creates space for belonging, champions diversity, and ignites the full engagement of our people.



OUR DIVERSITY AND INCLUSION APPROACH

Our Diversity and Inclusion (D&I) strategy has evolved to focus on building connections that inspire a culture for sharing our passions, talents, and innovative ideas. That begins with our CEO, Simon Freakley, working closely with our founder, Jay Alix, and our Board of Directors to ensure our business strategy aligns genuinely with our obligations to our people, clients, and communities.

With this foundation and in partnership with our global leaders, we're able to enhance our talent acquisition processes, prove that sponsorship works in creating diverse representation at all levels, welcome a more inclusive culture, and propel the development of our diverse workforce.

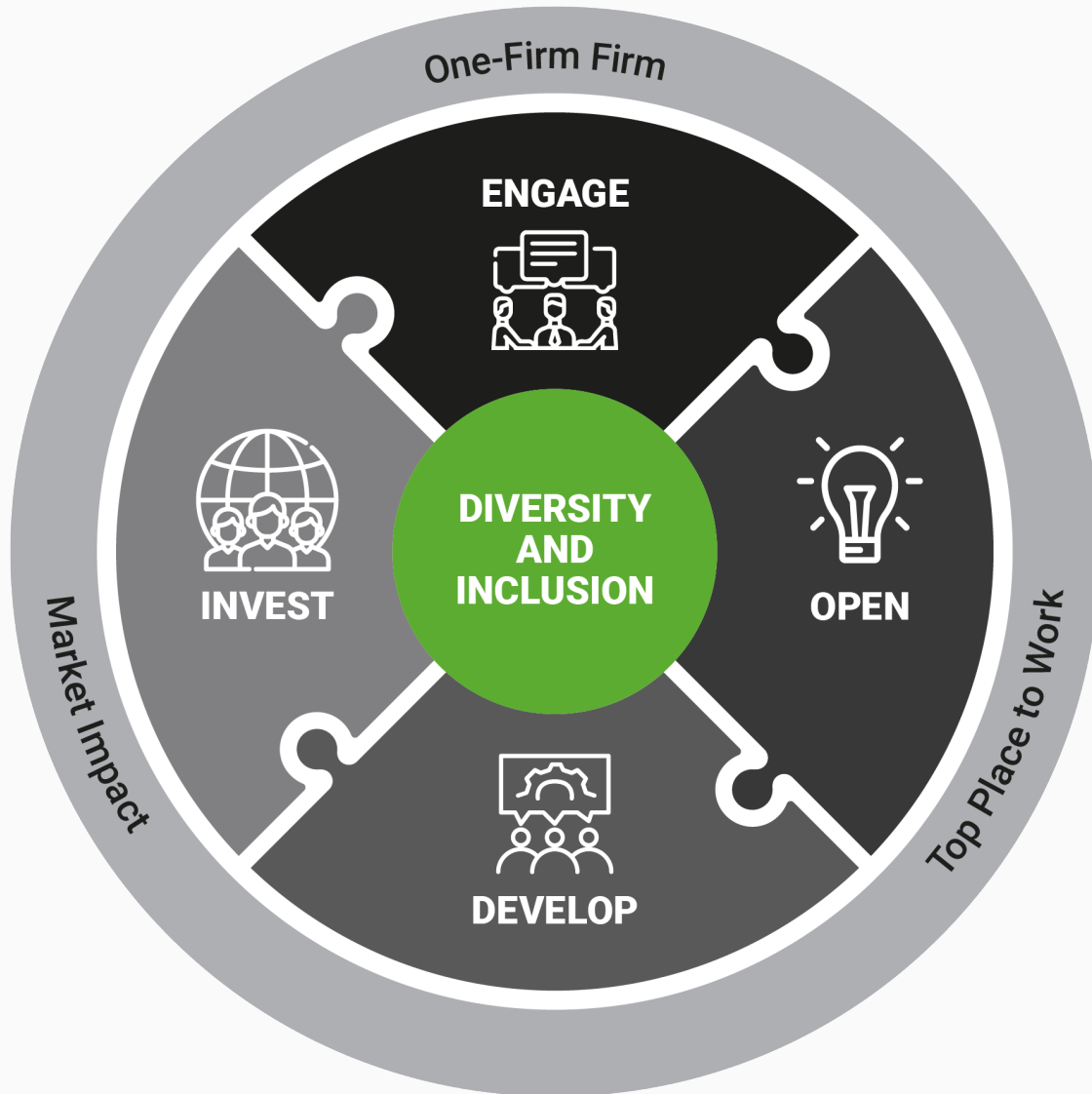


“You can count diversity. You can feel inclusion. Only within the fusion of both can we realize a true sense of pride and belonging. We made significant strides building an open and inclusive culture in 2022. In daily operations and interactions, we now observe leaders functioning with an inclusive mindset, teams working within trusted relationships, and the firm's understanding of cultural competence. But our ambitions are greater. We aspire for D&I to permeate everything that we do—showing up in how each and every one of us thinks, feels, and works. That takes diligence, mindfulness, and transparency. As we work together, the ripple effect of our long-term approach will only broaden and strengthen what it means to be AlixPartners.”

ELTON NDOMA-OGAR, (HE/HIM)

Partner & Managing Director,
Head of Diversity & Inclusion

OUR TARGETS: A FOUR-PILLAR D&I STRATEGY



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.

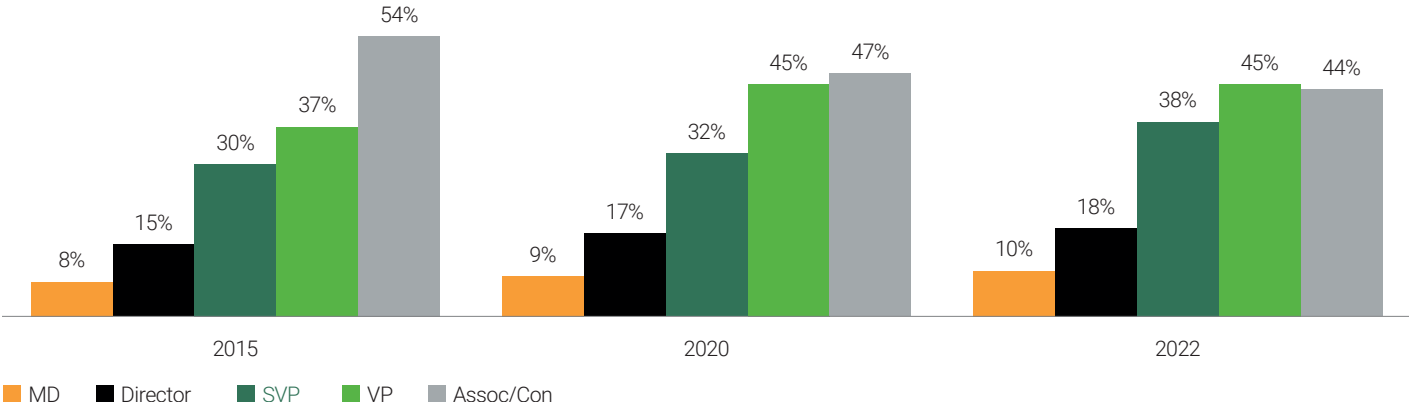
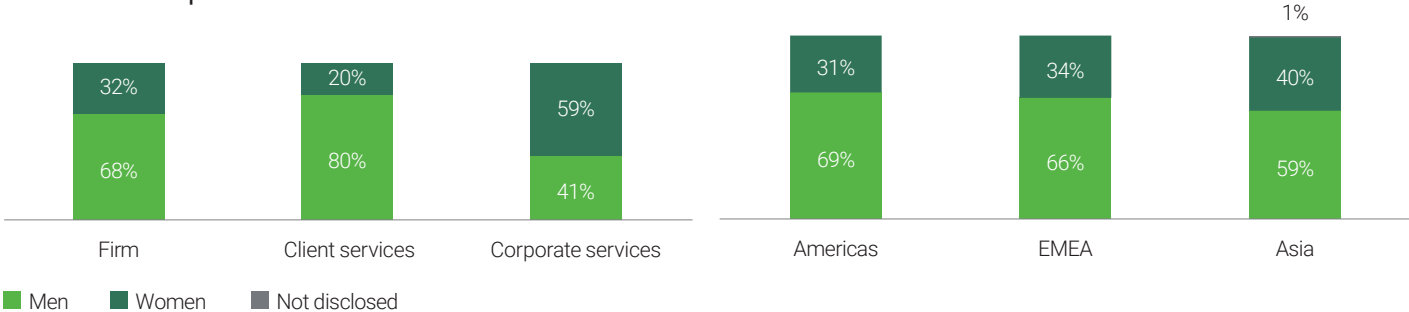
4

Invest in client, philanthropic, and supplier relationships to strengthen our communities, promote social justice, and advocate for diverse supply chains.

A GLOBAL FIRM

With more than 2,600 employees across the world, AlixPartners focuses on leading with intercultural empathy and advancing equity across who we are, because we know that an increasingly diverse workforce only enriches our success as a business.

Gender representation



Generation representation

Our 2022 Global Inclusion Diagnostic highlighted the need to understand better our different generations' work preferences and styles.

Region	Americas	EMEA	Asia	Total
Baby Boomers	9.1%	4.0%	2.2%	7.3%
Gen X	33.4%	33.1%	30.8%	33.2%
Millennials	53.4%	59.1%	63.7%	55.5%
Gen Z	4.0%	3.8%	3.3%	3.9%
Total	100%	100%	100%	100%

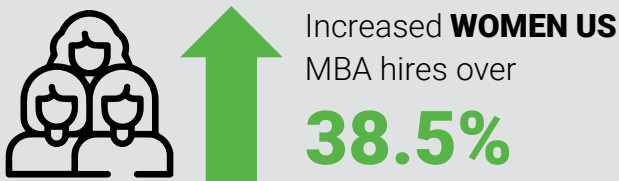
1. Year End 2022 Global Data

BUILDING A DIVERSE WORKFORCE WITH INTENTION

We've enhanced our talent attraction strategy to yield measurable, sustainable, and positive outcomes, and the return on our investments is strong.

In 2022, we expanded the top of the funnel and built a culture of advocacy across the firm.

HIGHLIGHTS



Increased **ON-CAMPUS** brand recognition by **33%** with nearly **1,800** internship applicants



New pre-MBA effort increased **EARLY ENGAGEMENT** by **387%**

Newly launched MBA scholarship was awarded to

12

Diverse interns to date

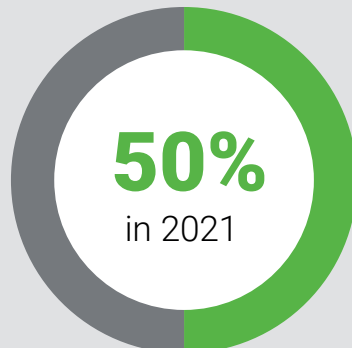
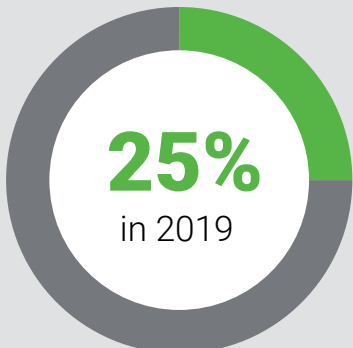
3

New external diversity partnerships yielded

17

Intern offers in year one

Increased representation of **WOMEN IN ASIA**. Our Shanghai office, increased representation from 25% in 2019 to 50% in 2021



Implemented targeted efforts and greater alignment with hiring managers achieved

20%

INCREASE IN FULL-TIME WOMEN HIRING

Conducted **D&I LEARNING SESSIONS** on mitigating bias and positive advocacy

EQUIPPING OUR PEOPLE WITH D&I CENTRIC TOOLS

Across the firm, we mandate a global training program for all employees on personal respect, and we don't stop there.

Our Diversity and Inclusion team works closely with senior leaders and employees of the firm to embed best practices in how we recruit, develop, retain, and promote top talent while ensuring we abide by our core values.

Our D&I strategy is now embedded in each of our critical processes like recruiting, career development, performance management, learning, community outreach, and business development.

ACTIVATING PROFESSIONAL DEVELOPMENT AND CAREER PROGRESSION

We know that the path to truly equitable representation is a journey that requires thinking differently about how we attract, promote, develop, and retain talent.

At AlixPartners, we are building a more inclusive workforce with intention by developing our diverse talent through robust sponsorship and leadership programs while also recruiting through global partnership. We have launched multiple professional development programs that are centered around advancing career growth, building authentic leaders, and creating a psychologically safe space where we leverage our diversity as a strength in growing our people and our business.



TANVIR MIAH

Senior Vice President, Turnaround and Restructuring
London

Black Business British Awards (BBBA) – Talent Accelerator Program

The BBBA Talent Accelerator Program allowed me to understand how to identify, navigate, and conceptualize certain challenges that diverse professionals face. I was able to build a network that has become a group of thought partners.



KANDICE LORD

Director, Consumer Products
New York

AlixPartners Global Sponsorship Program (GSP)

Formal sponsorship programs, when executed effectively, are a powerful tool in levelling the playing field for diverse professionals. Through the GSP, my sponsor took an active role in leveraging my work product to position me for increased exposure with senior leaders, high visibility projects, and meaningful development opportunities aligned with my career aspirations.



FILIP NEMETH

Director, Retail
New York

Stanford University – LGBTQ Executive Leadership

The LGBTQ Executive Leadership Program has allowed me to think about who I am as a gay leader and how our community is challenged in the labor market. I have a new perspective on my own experiences and am reenergized to continue to advance the LGBTQ agenda at AlixPartners and in our communities. I feel responsible for continuing to drive awareness, removing barriers, and building bridges for others who may not have had the same opportunities as I did.



JARED MARCHIANDO

Director, Risk Advisory
Chicago

Executive Leadership Council (ELC) – C-Suite Academy

I had an amazing time connecting with the other participants and engaging with leaders from global firms. It was such a powerful experience to see so many Black leaders from the business community in one room. It provided me further insight into the steps necessary to ensure we continue to gain traction and grow our representation in the upper ranks of corporate America.



KELLY THOMPSON

Vice President, Legal, Compliance, & Risk
Southfield

Out & Equal Diverse Leaders Fellowship Program

The Fellowship helped me and others in the program further their careers, including through specialized sessions on designing our personal brand and being Black, queer, and resilient and opportunities to expand our personal networks. We also heard from successful LGBTQ leaders on their experiences and their career journeys.



FEEDING OUR CULTURE: OUR EMPLOYEE RESOURCE GROUPS

From transformation to sustainment

The momentum of firm engagement in D&I is evidenced by the grassroots success of our Employee Resource Groups (ERGs). Starting with a single group in 2016, our ERGs now total eight, with more than half of our employees serving as members and allies.

Our 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.



65%

Firmwide participation in one or more ERG



300

ERG leaders, sponsors, and local champions



150

ERG led activities/events



150

Non-profit organizations we volunteer, participate and donate with

GLOBAL ERG LEADERS SHARE HIGHLIGHTS FROM 2022

ASIAN LEADERSHIP INSIGHTS & GROWTH NETWORK



YVETTE ZHANG
Director,
Automotive & Industrial
ALIGN Global Leader
New York

This year, ALIGN made progress on several global strategic initiatives focused on career and business development. I am particularly proud of the Asia Insight Series, which was a 2022 Achievements in Excellence award winner. The Series provided a window to AlixPartners in Asia, the rich diversity of culture of our Asian offices, and the key industries and growth prospects for each office. We have hosted six sessions thus far, which were not only well received, but also provided an opportunity for true collaboration across our global teams. I'm appreciative that this platform is empowered by the firm for people with diverse backgrounds to grow and thrive!

BLACK PROFESSIONAL NETWORK



KYLEEN WALKER
Director,
Office Manager
BPN Global Leader
Southfield

I am most proud of the impact the BPN 2022 Black History Month series had on employees. In addition to launching an eco-challenge in collaboration with our Social Impact team and the AlixPartners Benefits team, external presenters Minda Harts and Dr. Laura Morgan Roberts were phenomenal speakers and provided thought-provoking, educational content. Minda Harts presented on healing from racial trauma, and this event was held in collaboration with our partner law firm Baker Hostetler. Dr. Laura Morgan Roberts' event was part of a three-part series on microinvalidations in collaboration with ALIGN and WE Matters. All of the events were transformational!

**HISPANICS OR
LATINXS OF
ALIXPARTNERS**



CECILIA VELAZQUEZ
Senior Vice President,
Risk Advisory
HOLA Global Leader
New York

I am most proud of the collaboration HOLA had with the Working Parents ERG to foster a discussion for healing after the elementary school shooting in Uvalde, Texas, which was moderated by Barbara Poma from the onePulse Foundation. This event resonated with our members and provided them with a safe space to express feelings that were coming up at the time. I feel encouraged that the HOLA ERG and the rest of our firm's ERGs will enable our members to explore difficult topics that are relevant in today's world.

**MILITARY AND
UNIFORMED
SERVICES
TEAM**



JOHN FITZGERALD
Senior Vice President,
Risk Advisory
MUST Global Leader
New York

Our focus this year was on how MUST could continue to open itself up across the firm. In 2020, we expanded our scope to include all uniformed services from all countries and focused on celebrating and encouraging service in all its forms. I am proud of how we have collaborated with other ERGs and other groups around the firm to encourage service and community engagement. Our members' experience can be a call to action going forward. How do we serve each other? How do we serve our communities? How do we serve our firm?

NEXTGEN



SARAH WARREN
Senior Vice President,
People Business Partner
Next Gen Global Leader
Dallas

Our NextGen members have enjoyed getting together in person more often this year, especially at our Global Team Meeting. Our signature month brought us together to explore mental health inside and outside of AlixPartners. We built upon that topic in our NextGen Newsletter that we shared with our external contacts as well. The topic was on personal growth from a holistic perspective.

**CAREGIVERS
AND
PARENTS
ERG**



CLIVE DE SILVA
Partner & Managing
Director, Digital
CAPE Global Leader
London

This year, in addition to the traditional events, we have focused on a small number of signature initiatives to support our working parents. In particular, launching the New Parent Buddy Program, which was the brainchild (excuse the pun) of Katie Grimwood-Jones, helped support new parents from before they take parental leave to after they return by buddying them up with a peer who has been there, done that. I look forward to continuing to develop new initiatives and running events, like the More You Know webinar series, to support my fellow working parents.



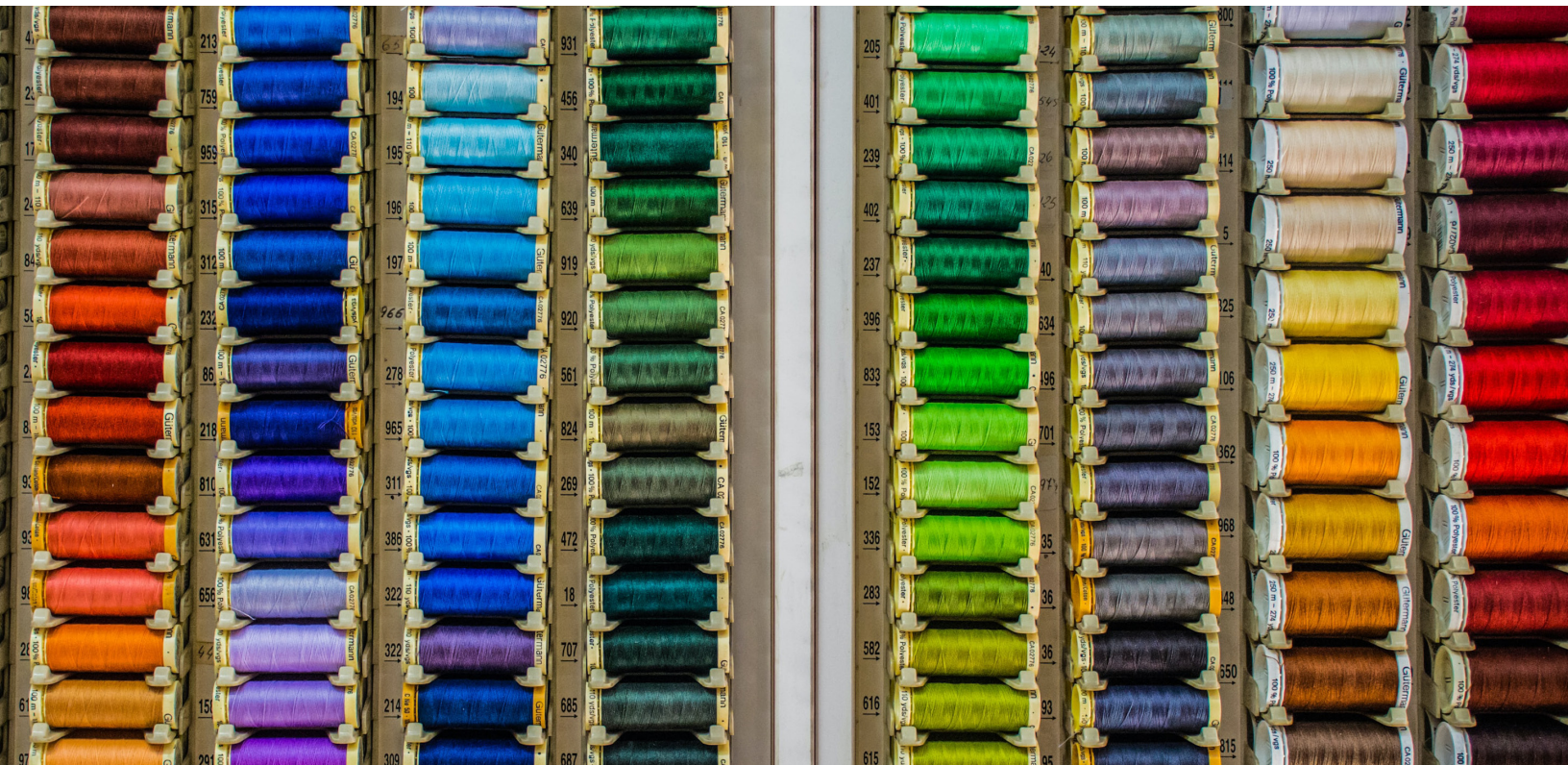
FILIP NEMETH
Director, Retail
Pride Matters Global Leader
New York



ANITA WU
Director, Retail
WE Matters Global Leader
New York

PrideMatters and our Retail practice brought together senior executives from our clients who spoke about their journeys as out-LGBTQ leaders. It was an inspiring session that showed you can be true to yourself and be successful in your career at the same time. At AlixPartners we are determined to create a safe space that allows all of us to be authentic and have the same opportunities.

Partnering with many of the other ERGs, WE Matters has been proud to host initiatives that support our members through their employee life cycle. From our Microinvalidations sessions with the Ameliorate Group to performance review strategy sessions with Monica Blacker, to our fertility education series with WellHatched, WE Matters has engaged in initiatives to promote a representative, inclusive, and supportive environment for women and their allies at AlixPartners; where we strengthen recruitment and retention of women, advance women through the ranks, and enhance members' professional and personal development objectives.



NEW ERG GLOBAL LEADERS FOR 2023

**BLACK
PROFESSIONAL
NETWORK**



LATONYA CALLAWAY
Senior Vice President
Business Intelligence
BPN Global Leader
Dallas

**MILITARY AND
UNIFORMED
SERVICES
TEAM**



SCOTT COCKERHAM
Director, Turnaround
and Restructuring
MUST Global Leader
Houston

**PRIDE
MATTERS**



KELLY THOMPSON
Vice President
Legal, Compliance, & Risk
Pride Matters Global Leader
Southfield

**CAREGIVERS
AND
PARENTS
ERG**



MARKUS BOLTE
Director, Technology, Media
& Telecommunications
Working Parents
Global Leader
Dusseldorf



CARING FOR EACH OTHER

In 2020 the firm launched Well@Work, our people-centric firmwide approach to well-being for all employees.

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



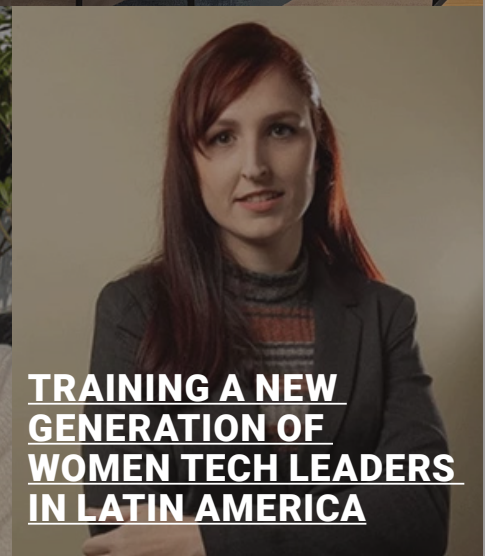
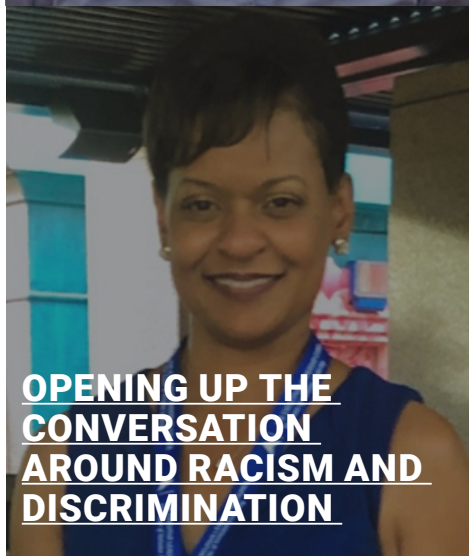
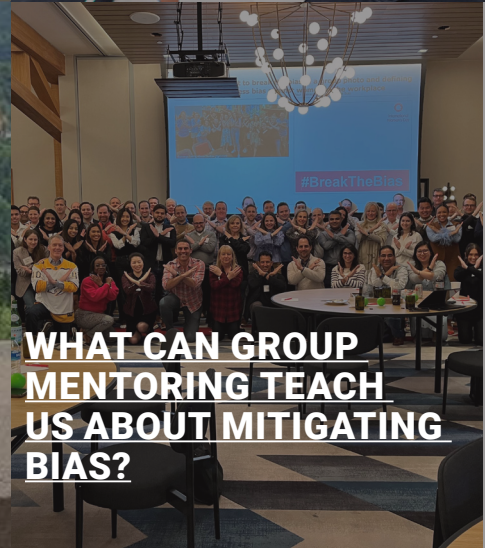
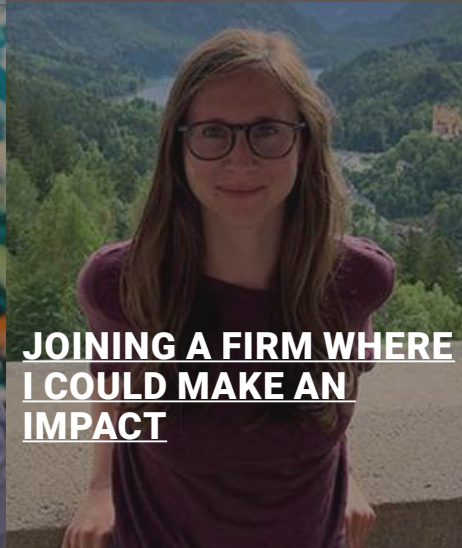
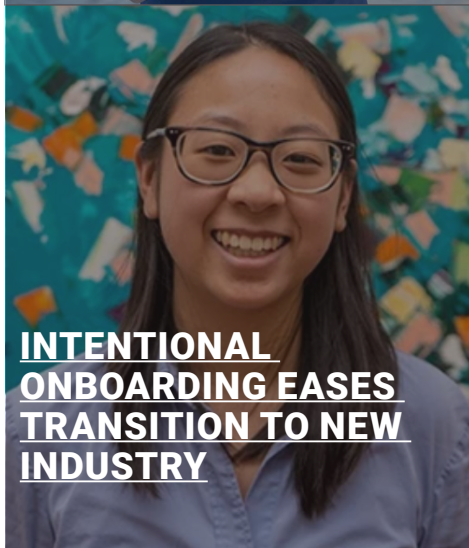
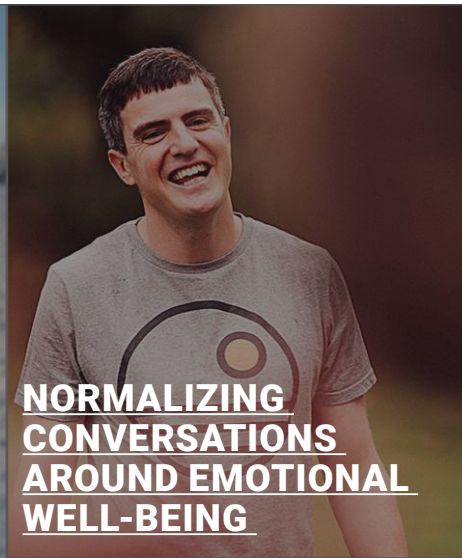
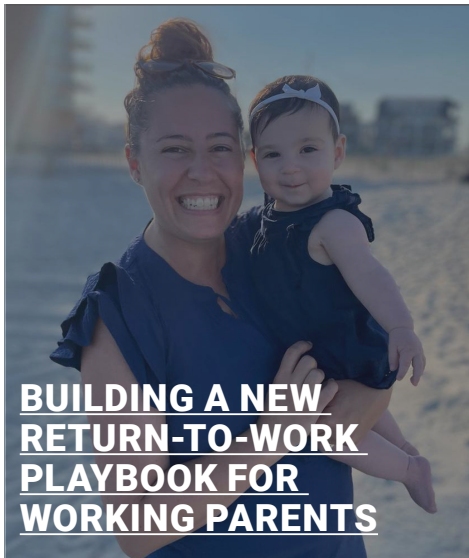
Enable everyone to engage in achieving their own well-being goals

In 2022, Well@Work offered new resources and organized dozens of events across the globe, including Sound Bath sessions, a financial speaker series covering financial planning, and an informational series on fertility in partnership with WellHatched. Well@Work also spearheaded a global physical challenge that encouraged exercise while raising money for the Cerebral Palsy Alliance Research Foundation.

Well@Work partners with the AlixPartners people team, as well as Employee Resource Groups (ERGs) to ensure wellness is prioritized across programming across the firm. In 2022, our NextGen ERG focused their signature content in May for Mental Health Awareness month and our Black Professionals Network ERG focused on themes of Black health during US Black History Month, including a Drawdown EcoChallenge.



Hear from our people about life at AlixPartners



OUR COMMUNITIES MATTER

The work we do has a significant impact on more than just our clients and our people. Deeply connected with the communities in which we work, we partner with international organizations as well as organizations local to each of our offices. Through these strong partnerships, we leverage our resources and expertise to make lasting impact through volunteering, pro bono work and charitable giving.



SERVING OUR COMMUNITIES

As part of our commitment to advancing the UN's Sustainable Development Goals, AlixPartners team members work to support meaningful and sustainable change in our communities.

Community engagement from each of our 25 offices is led by Local Market Social Impact teams. These teams organize days of service, volunteerism, and donations for select organizations in their area, ensuring our impact is made where it is needed most.



Our Annual Giving

TOTAL CHARITABLE CONTRIBUTIONS of

\$1,055,518

We have more than doubled our charitable giving since 2020

150+

ORGANIZATIONS SERVED

15,300+

hours of **PRO BONO WORK**

1,260+

hours of **VOLUNTEERING**



Volunteer Time Off

Firmwide, all employees receive 8 hours of annual 'Volunteer Time Off' in addition to paid vacation and medical leave, to encourage volunteerism in their communities. In 2022, 1,264 hours of VTO were utilized by members of the firm.



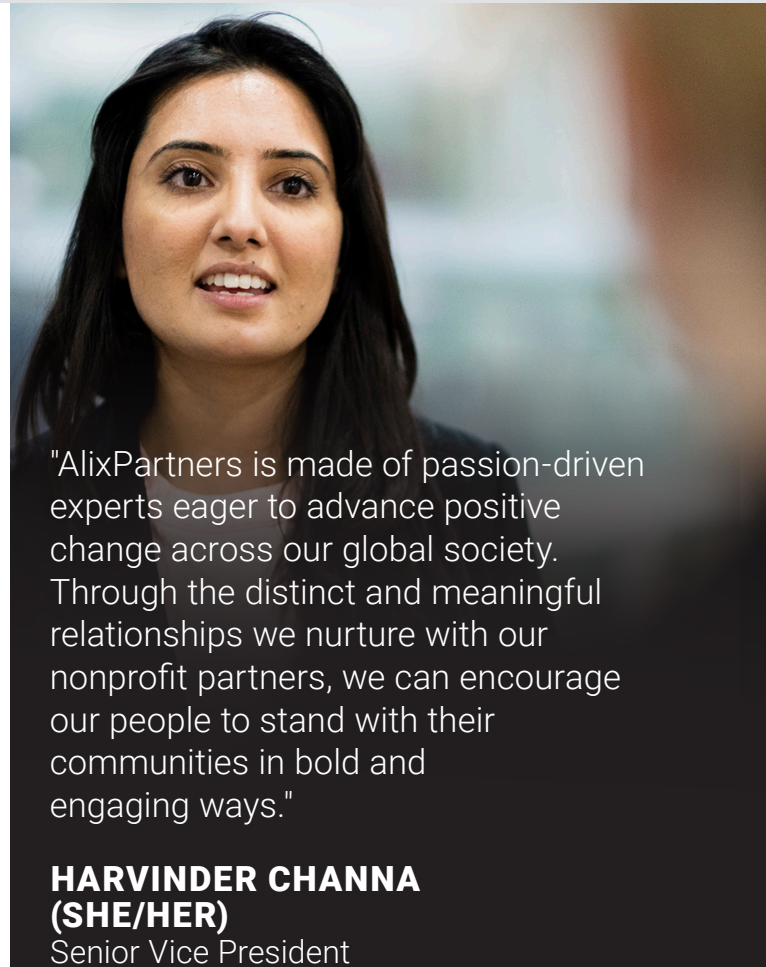
CORE Training gives back

Since 2017, our 100% completion of annual Compliance and Organizational Readiness and Effectiveness (CORE) Training firmwide is celebrated by donations to charities local to each office.



Give As You Earn

In 2022, our UK offices launched a new benefit program that allows individuals to donate to charity using pre-tax funds from their paycheck, supporting local organizations across the region.



"AlixPartners is made of passion-driven experts eager to advance positive change across our global society. Through the distinct and meaningful relationships we nurture with our nonprofit partners, we can encourage our people to stand with their communities in bold and engaging ways."

HARVINDER CHANNA
(SHE/HER)
Senior Vice President

PARTNER SPOTLIGHT: RIVER FUND



One of our New York office's local charity partners, River Fund, takes a 'family by family' approach to help vulnerable residents of Queens and Brooklyn access education, benefits, and affordable, nutritious food. In 2022, AlixPartners furthered its partnership with the poverty reduction organization by:

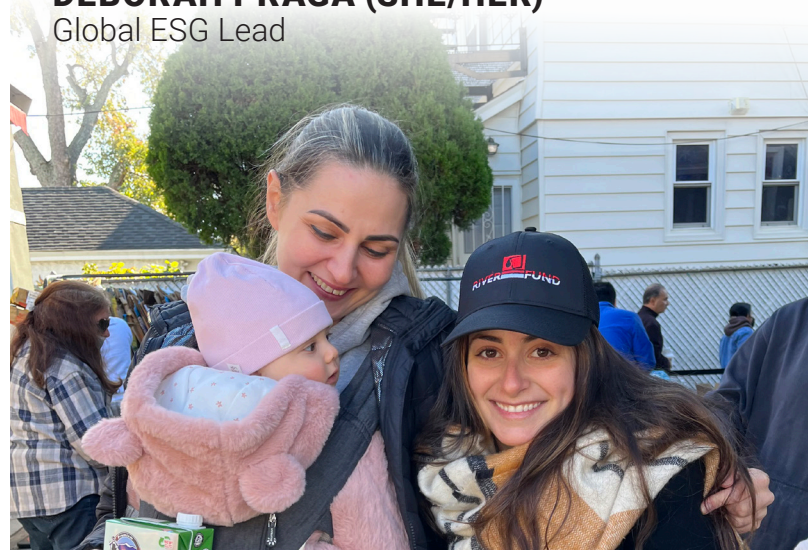
- Serving 800 seniors with food and livelihood supplies during a Veterans Day of Service in partnership with our MUST ERG
- Sponsoring 100 families with holiday gifts during their Annual Adopt-a-Family holiday program
- Donating 35 refurbished laptops to families and students in need
- Volunteering on Child Poverty Awareness Day to serve over 2,300 families with 250,000 pounds of groceries and fresh produce, plus 3,500 backpacks of school supplies, clothing, and household essentials
- Supporting the River Fund's application to the New York State Department of Health's Prevention and Nutrition Program



"In 2021, I had the pleasure of purchasing holiday gifts for a woman named Anna and her family. Her immigration story reminded me of my family's journey to the U.S. Like my mom did in the early 90s, Anna recently came to the U.S. with very little while pregnant. Helping Anna's family last winter was a no brainer.

During the in-person volunteer day in 2022, our group was introduced to a woman named Anna who is known to volunteer regularly, rain or shine, with her baby. After connecting the dots, I realized this was the Anna who I'd holiday shopped for just a year prior. Meeting her, and her family, was a delight. I can't wait to volunteer with them again!"

DEBORAH PRAGA (SHE/HER)
Global ESG Lead



MAKING A DIFFERENCE AT THE LOCAL LEVEL

Justice Without Borders, Hong Kong

Using our HR expertise and knowledge to support the fight against human trafficking and exploitation

Our ALIGN ERG led a coaching workshop with the Justice Without Borders management team on project management, leadership, and strategic workforce development, including HR systems support.



CARE International, Tokyo

Supporting women and girls in Southeast Asia through a physical movement fundraiser

Our Toyko WE Matters ERG tracked over 6.6 million collective steps which raised funds for humanitarian and development programs for women and girls living in poverty across Asia.



The Shepherd's Table, Washington, DC

800 meals prepared and delivered to the food insecure in Washington, DC

Our Washington, DC office collaborated across ERGs to purchase food, prepare, and deliver meals with Shepherd's Table, an organization making healthy food accessible and empowering for those in crisis situations.



Black British Business Awards, London

Sponsorship of the Black British Business Awards, a celebration of Black professionals and entrepreneurs

For the third year, AlixPartners Senior Vice Presidents and Vice Presidents participated in BBBA's 3-month Talent Accelerator Leadership program, now known as TNON, empowering career development for Black professionals.



SuitUp, New York

Empowering students to discover their passions through mentorship from corporate volunteers

20 volunteers from our New York office's MUST and WE Matters ERGs led a SuitUp Business Competition, providing quality education opportunities for high school students.



PRO BONO PARTNERS

15,315 HOURS

DEDICATED TO PRO BONO PROJECTS IN 2022



We know the very robust expertise within our workforce at AlixPartners can make a significant impact on local organizations and businesses through the power of pro bono. Pro bono projects large and small are key to the AlixPartners' social impact strategy, and we are proud to leverage our time and resources across industries to strengthen the operations of those working to better our communities each day.

Soles4Souls

Applying our retail expertise toward alleviating poverty

Soles4Souls saves shoes from landfills and instead connects them, plus other essential clothing items, with people living in crisis across the US, EU, and Canada. Members of the AlixPartners Retail team have an ongoing partnership with Soles4Souls. Their pro bono support has so far included market research on the resale industry, helping to inform a business plan for the organization's donation strategy following a rise in competitors across the reuse and resale industry. The business plan effectively secured a partnership with a top-name vendor that would not only protect their donation cycle and revenue, but may lead to significant growth, helping Soles4Souls serve even more individuals.



"The support AlixPartners provided Soles4Souls was timely, rich, and has had a long shelf-life. We were very concerned about some short- and long-term competitive threats. The guidance AlixPartners developed helped us recognize that we were focused on the wrong threats and missing opportunities. A year later, we are still referring back to the work they did. The benefits keep coming!"

BUDDY TEASER

President and CEO, Soles4Souls



OUR GLOBAL PARTNERS

World Economic Forum

As active members of the World Economic Forum (WEF), we work across a multi-stakeholder, multi-generational group of leading companies and organizations to advance positive social and environmental change.

AlixPartners is among the founding members of the WEF's Partnering for Racial Justice in Business program which brings the private sector into global and cross-industry collaboration to scale impact around racial justice initiatives.

Following the WEF's 2022 Annual Meeting, AlixPartners hosted a multistakeholder breakfast discussion on next steps for advancing race equity. The event included remarks from Kimberly Bennett, Lead of the WEF's Racial Justice in Business, Joy Aboim of Cisco, and Keith Levy of Visionario Venture Capital.

Our close partnership with the WEF was furthered through our roles on the Council for Systemic Inequalities and Social Cohesion, the Council for Equity and Social Justice, and the UN's Uplink Climate Justice Challenge.



SOCIAL JUSTICE PARTNERS

Our firm is committed to social justice charities with whom we are working hard to create true and lasting impact in line with the UN's Sustainable Development Goals.

Global Dignity

For more than five years, AlixPartners has worked with Global Dignity to launch a new strategic pillar: Dignity in the Workplace. This included piloting a Dignity Ambassadors Program, an action learning approach which serves to embed dignity into the workplace as well as the community beyond. Across our firm, 10% of our colleagues have participated in interactive training sessions and in turn applied their skills to host workshops for their local youth centers, scout groups, charity partners, and schools.

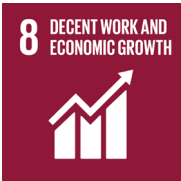
As part of this, AlixPartners supported the design of a Dignity Diagnostic, commissioned from Included, the DEI consulting firm. This tool measures the impact of learning and teaching dignity in countries all across the world.



Generation Success

Since 2019, AlixPartners has supported Generation Success and their mission of empowering young, diverse individuals with tools for reaching their career aspirations.

In 2022, our involvement included roles in their third annual Networking and Inclusion summit, the provision of Career Insights sessions for over 300 individuals, 15 AlixPartners mentors, and interview training and recruitment opportunities within the AlixPartners' Turnaround and Restructuring practice. In total, our partnership has served over 1,000 individuals and counting.



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.

In addition to direct support, our Black Professionals Network collaborated with EJI and DonorsChoose to provide racial justice materials to teachers in underserved communities.



United Negro College Fund

AlixPartners supports United Negro College Fund in recruiting and philanthropic efforts, and with financial support for scholarships, helping to advance their vision of an America with equal access to a college education, rich intellectual lives, competitive and fulfilling careers, and engaged citizenship and service.



CRISIS PARTNER

The International Rescue Committee

AlixPartners supports the International Rescue Committee (IRC), which works to help people whose lives and livelihoods are shattered by conflict and disaster, including the climate crisis, to survive, recover and gain control over their future.

AlixPartners made its first major gift to the IRC in 2022 in support of their Crisis Response Fund which focused on ground-level support for Ukrainian refugees in Romania, Hungary, Slovakia, Czechia and Bulgaria, as well as in Germany, Italy, Greece, the US and the UK. Their aid included livelihood centers, refugee resources, cash assistance, medical and wellness supplies, and mental and physical healthcare.



SUSTAINABILITY PARTNER

ClimateForce

AlixPartners is a Founding Partner of the ClimateForce Tropical Regeneration Project. ClimateForce, an environmental organization that works 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. In 2022, the firm furthered our partnership by sponsoring the planting of 2,560 native trees in the forest, which contributed 155 species toward biodiversity of endangered plants. Learn more about our sustainability partnership with ClimateForce in a previous section.



ADVISING OUR CLIENTS

Our clients across the world come to us when urgent issues pose a threat to their company. Across social and human relations, AlixPartners works closely with top businesses to coach leadership, implement objective succession plans, take community action, and combat attrition.

CLIENT CASE STUDY

Helping a growing bio-engineering company rebalance a toxic culture and address turnover

When our client was faced with the sudden departure of their CEO, fatigued by a misaligned executive team, and growing an increasingly toxic culture, AlixPartners harnessed the opportunity to re-balance and re-engage an otherwise demotivated workforce.

AlixPartners launched an Organizational Health Diagnostic that solicited feedback from all employees, conducted a 360 assessment on the top two layers of the organization, and hosted executive development workshops that focused on driving improved alignment and accountability. The team then partnered with the new CEO to implement a strategic roadmap and equip executives to engage the Board and broader employee base in a culture change program.

AlixPartners activated empowerment across employees: to air grievances, contribute to the future of the business, and hold their leaders and themselves accountable.

Our work accelerated the development of a concrete go-to-market strategy by the CEO and Board, and included the successful onboarding of a new CEO, CHRO and CFO.





OUR GOVERNANCE MATTERS

Strong governance always matters. We consider our governance across every part of our organization. As we advise companies on strengthening their governance and practices, AlixPartners is committed to making ongoing progress to its leadership accountability, and processes.

OUR UNWAVERING ETHICS

Our firm operates a zero-tolerance policy for practices that are unethical or corrupt. We are vigilant in ensuring compliance with all laws and regulations, and we ensure that all of our people are trained on these issues every year.

Our evolving targets for excellent governance



Leverage our founding principles to help clients navigate current and future ESG regulation



Ensure compliance and accountability for ESG standards across all executives and our entire employee base regularly



Strengthen and adapt our policies as necessary to keep up with the evolving world

Our Risk Management Committee led by our Chief Legal Officer oversees this scrutiny of our enterprise. To keep current with new external regulations, we implement a comprehensive Ethics & Compliance Program, which ensures we abide by the laws and regulatory environments that apply to us and promotes an ethical organizational culture.

The firm adheres to a Code of Conduct which serves as a framework for making sound decisions and embeds our Core Values into our business activities. Our Ethics & Compliance Program consists of the recognized elements of effective ethics programs.

Everyone in the firm is required to complete annual **Compliance and Organizational Readiness and Effectiveness (CORE) Training**.

We have had 100% completion of CORE Training since its launch in 2017. When each office reaches 100% completion, they celebrate by donating funds to charities that are important to the communities in which we live and work.

"Our clients come to us to partner with them as they seek to drive transformational growth in the face of accelerating disruption. Our engagement teams working with our clients are not only industry experts, but also business partners whose insights and methodologies are deeply informed by training in risk management and a critical understanding of the environmental, social, and governance issues that affect – and drive – business strategy and operational effectiveness. That holistic approach defines who we are and what we do at AlixPartners."

MARITZA OKATA (SHE/HER)
Chief Legal Officer,
Partner & Managing Director



Each year, 100% of our firm is thoroughly trained on ethics and compliance.

Yearly CORE Training is required for all AlixPartners employees and contractors. Topics include:

- Code of Conduct**
- IT and Cyber Security**
- Anti-Bribery and Corruption**
- Antiharassment and Discrimination**
- Data Privacy**
- Diversity and Inclusion**
- ESG**
- Insider Training**
- International Business Obligations**

ADVISING OUR CLIENTS

As trusted experts across risk, performance improvement, leadership, technology and more – our standards for excellent governance come through boldly across every client engagement. Our cross-functional expertise helps clients address governance issues across their businesses’ lifecycles and develop transformative regulatory compliance and reporting programs.

Proactive strategies for CSRD across industries

The new EU Corporate Sustainability Reporting Directive (CSRD) requires greater disclosure on sustainability and financial reporting, compounding ESG compliance issues for all EU-based companies in all industries.

AlixPartners has a multistep approach for preparing businesses for CSRD reporting, including thoroughly assessing readiness through a materiality review of all ESG topics and customizing applicable strategies for how to close gaps.



CLIENT CASE STUDY

Where the S & G meet in ESG

Measuring corporate reputation risk for clients, a hand-in-glove offering that enhances both social and governance positions

When a leading industrial design company faced reputation risks, AlixPartners worked closely with their team to develop a capability to scan the landscape for emerging risks, mitigate specific risks that could impact their businesses locally and globally, and reinforce their brand in market.

Our AI and Data team developed a tailored, trusted, and tactical platform to identify risks, their potential impact, and recommend actionable steps to respond and systemically improve while capitalizing

on opportunities to build their brand compared to competitors. The platform enables understanding how stakeholders such as labor, investors, subcontractors, regulators, and communities view a company – and analyses such as trends across geographies. This escalates 'S' from something that leaders passively form different subjective viewpoints on into a systematically thorough and data-driven business capability.

Now, our client has the necessary tools for quickly responding, managing, and mitigating reputational risk, is building their brand in market to grow their business and remain an employer of choice, attracting top talent to their firm.

CLIENT CASE STUDY

Where the E & G meet in ESG

AlixPartners provided one of the world’s largest leisure and hospitality companies with environmental compliance and corporate governance support to complete a 5-year environmental compliance monitorship. For the last year, AlixPartners provided assessment and improvement recommendations across the company’s risk management, technical compliance, and sustainability functions. For the latter, AlixPartners identified areas for additional measurement and reporting to provide a more cohesive ESG footprint and proactive risk management across the organization.

CLIENT CASE STUDY

Helping our clients better detect high risk trade

AlixPartners has worked across sectors to protect trade corridors from professional money laundering syndicates and other organized crime groups. In one instance, our Risk Advisory team used data analytics, paired with strong partnership across government agencies, to identify over \$1 billion per annum in potentially mis-invoiced trade. This work continues to generate new operational insights that allow custom agencies, law enforcement and other private sector partners to protect their businesses from high-risk operators in a post-import environment.

PROCESSES TO ENSURE STRONG GOVERNANCE

Ethics and anti-corruption

To combat the risks posed by corruption, our Anti-Bribery Compliance Program Framework addresses the Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and other global anti-bribery laws.

The program trains on the global prohibition against any request, authorization, payment, promise, or offer to give anything of value to a government official or to any other person, to improperly influence that person to act favorably towards them, AlixPartners or its client(s), or to act in a way they would not otherwise act.

Client selection

Our Risk Management Committee (RMC) is staffed with Partners & Managing Directors who bring decades of experience to protect the firm. One RMC subcommittee addresses reputational risk, including by determining which engagements that we will not accept under any circumstances.

Examples of such engagements include those on behalf of individuals charged with crimes such as human trafficking, narcotics trafficking, and child pornography. The RMC also reviews any opportunity that may impact our reputation because of association with either high-profile or controversial individuals, groups, or activities.

Procurement and Supplier Diversity

AlixPartners is dedicated to maintaining an efficient, effective, and diverse supplier network which enables and enhances our professional services delivery. Our Finance Procurement team reviews and negotiates all contracts with suppliers to evaluate and negotiate costs and risks, coordinating with legal, privacy and security teams as needed.

In 2021, we launched the AlixPartners Supplier Diversity Program. In 2022, the program helped us advance the technology, resources, and our approaches to attracting diverse suppliers.

Under the program, we collaborate with diverse suppliers including companies owned by women, veterans, or underserved populations, in ways that help them gain an equal share in the market and help us operate efficiently.

Supplier Diversity in Action



Our Offices

During renovations at our Chicago office, vendors were found through our new Supplier Diversity Program, supporting multiple small businesses including a women-owned business and a certified small disadvantaged business.



Our Events

In 2022, our events team worked closely with five women- and Black-owned companies for event-related services, totaling nearly \$500,000 in business.

Data privacy and information security

At AlixPartners, we take our confidentiality obligations with our clients very seriously. We do not disclose the names of clients or the nature of the work we are performing for without permission.

AlixPartners employees and independent contractors are trained on and periodically reminded of our Client Confidentiality Policy, and consult it through our Global Policy Resource Center on our company intranet.

Identifying compensation gaps

Paramount within our overall Diversity and Inclusion strategy is a heightened focus on achieving gender parity across our global workforce. In our pursuit of top talent, we offer competitive compensation and work to identify and eliminate gender pay gaps. Our **UK Gender Pay Gap Report** and **France Gender Pay Gap Report** outline a multi-year view of our progress in these countries and represent a model for further analysis on gender pay gaps across each country in which we work.

Modern slavery

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labor, and human trafficking, all of which deprive a person's liberty to exploit them for personal or commercial gain. AlixPartners and its subsidiaries are fundamentally opposed to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships. We comply with all applicable disclosure obligations relating to modern slavery, including the UK's Modern Slavery Act 2015. We expect the same high standards from our contractors, suppliers and other business partners.



DISCLOSURES



GLOBAL REPORTING INITIATIVE

This 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, www.globalreporting.org.

GRI

GRI #	Disclosure	2022 Response
General disclosures		
102-1	Name of organization	AlixPartners, LLP
102-2	Activities, brands, products and services	Please see 'About Us' section of www.alixpartners.com
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 www.alixpartners.com .
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	<p>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.</p> <p>Services include: economics consulting, esg advisory, investigations, disputes & risk, mergers & acquisitions, performance improvement, technology & digital, transformational leadership, turnaround & restructuring.</p>
102-7	Scale of organization	<p>AlixPartners' 2022 headcount: 2,631</p> <p>AlixPartners' 2022 revenue: \$1.6 billion</p>
102-8	Information on employees and other workers	Please see the 'Our People' and 'Diversity & Inclusion' sections of www.alixpartners.com
102-9	Supply chain	<p>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.</p> <p>Please see 'AlixPartners' Diverse Vendor and Supplier Network' and 'Supplier Registration Portal' sections of alixpartners.com.</p>
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 2022.

GRI #	Disclosure	2022 Response
102-11	Precautionary principle or approach	Please see the 'Our Commitment to Sustainability and Carbon Neutrality' and 'Carbon Reduction Plan' sections of www.alixpartners.com .
102-12	External activities	Please refer to the AlixPartners ESG Impact, 2022 Annual Review
102-13	Membership of associations	<p>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 alixpartners.com for some of our major partnerships around the world.</p> <p>Others: World Economic Forum, UN Global Compact, Women's Empowerment Principle, UK Armed Forces Covenant, Business Coalition for the Quality Act.</p>
102-14	Statement from senior decision maker	See Executive Introduction
102-16	Values, principles, standards, and norms of behavior	Please see our 'Code of Conduct' on www.alixpartners.com
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.
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	<p>Stefano Aversa, a Partner and Managing Director, Chair of AlixPartners EMEA and Vice-Chair globally, is responsible for ESG outcomes.</p> <p>Elton Ndoma-Ogar, a Partner and Managing Director, is the Head of Diversity & Inclusion.</p> <p>Cindy Godwin is the Head of Social Responsibility.</p>
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 Managing Directors (MDs) from AlixPartners on the Board which includes our CEO, an MD that is appointed by the Board, and an MD that is elected by the Firm's Managing Directors.

GRI #	Disclosure	2022 Response
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
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 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 page 18
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.

GRI #	Disclosure	2022 Response
102-42	Identifying and selecting stakeholders	Please refer to page 18.
102-43	Approach to stakeholder engagement	Please refer to page 18.
102-44	Key topics and concerns raised by stakeholders	Please refer to page 18.
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 page 18.
102-47	List of material topics	Please refer to page 18.
102-48	Restatements of information	None
102-49	Changes in reporting	Our baseline carbon emissions have been updated in this report.
102-50	Reporting period	2022
102-51	Date of most recent report	August 1, 2023
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' 2022 Annual Review, Our ESG Impact 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	2022 Response
Management approach		
103-1	Explanation of the material topic and its boundary	Please refer to page 56-57 for further detail.
103-2	The management approach and its components	Please refer to page 56-57 for further detail.
103-3	Evaluation of the management approach	Please refer to page 56-57 for further detail.
GRI 205: Anti-corruption		
205-2	Communication and training about anti-corruption policies and procedures	Please refer to page 56-57 for further detail.

Environmental disclosures

GRI #	Disclosure	2022 Response
Management approach		
103-1	Explanation of the material topic and its boundary	Please refer to page 23 for further detail.
103-2	The management approach and its components	Please refer to page 23 for further detail.
103-3	Evaluation of the management approach	Please refer to page 23 for further detail.
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	0.00 tCO ₂ e – Please refer to page 23 for further detail.
305-2	Energy indirect (Scope 2) GHG emissions	966.59 tCO ₂ e – Please refer to page 23 for further detail.
305-3	Other indirect (Scope 3) GHG emissions	28,868.07 tCO ₂ e – Please refer to page 23 for further detail.
305-5	Reduction of GHG emissions	Please refer to page 23 for further detail.

Social disclosures

GRI #	Disclosure	2022 Response
Management approach		
103-1	Explanation of the material topic and its boundary	Please refer to page 42 for further detail.
103-2	The management approach and its components	Please refer to page 42 for further detail.
103-3	Evaluation of the management approach	Please refer to page 42 for further detail.
GRI 403: Occupational health and safety		
403-6	Promotion of worker health	Please refer to page 42 for further detail.
GRI 404: Training and education		
404-2	Programs for upgrading employee skills and transition assistance programs	Please refer to page 36 for further detail.
404-3	Percentage of employees receiving regular performance and career development reviews	100%. Please refer to page 36 for further detail.
GRI 412: Human Rights Assessment		
412-2	Employee training on human rights policies or procedures	Please refer to pages 50-51 for further detail.

FOR MORE INFORMATION CONTACT:

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Global ESG Lead

Elton Ndoma-Ogar

Partner & Managing Director

Cindy Godwin

Head of Social Responsibility

sustainability@alixpartners.com

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 fork-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