

# Ethical Procurement Policy

2026

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# 1. Purpose

The purpose of this Ethical Procurement Policy is to ensure that all purchasing decisions at Egon Zehnder uphold our commitment to integrity, fairness, sustainability, and responsible business conduct across our global operations and value chain.

Egon Zehnder, operating from more than 70 offices and three Knowledge Centers in more than 35 countries, is the world's preeminent leadership advisory firm, inspiring leaders to navigate complex questions with human answers. As such, we are committed to ensure that all our interactions with clients, candidates, employees, and suppliers reflect our values. Egon Zehnder is committed to operating as one firm in a way that is both socially and environmentally responsible and to making a difference for our planet and in our communities. This commitment extends to the goods and services we purchase and to the choice of suppliers with whom we work. As a professional services firm, our environmental and social footprint is largely driven by our supply chain, especially categories such as travel, IT equipment, professional subcontractors, facilities, and digital services. We are therefore committed to integrating environmental, social and governance considerations into procurement processes and supplier relationships.

This policy establishes the principles, standards and responsibilities that guide our procurement practices. It supports Egon Zehnder's broader sustainability objectives, including our science-based emissions reduction targets and ensures that our purchasing decisions contribute to long-term value creation while minimizing adverse environmental and social impacts.

# 2. Scope

This policy applies to procurement practices of Egon Zehnder and all its legal entities worldwide. It covers all company offices and facilities, as well as all consultants, employees, contractors, and business partners involved in purchasing decisions.

This policy also informs our engagement with suppliers and other external partners, reflecting our expectations that environmental and social responsibility extends across our value chain.

# 3. Sustainable and Ethical Partnerships

## 3.1 Commitment to International Standards

Since December 2023, Egon Zehnder has been a member of the UN Global Compact and upholds the fundamental conventions of the International Labor Organization (ILO). We are committed to conducting business in an environmentally sustainable and socially responsible manner.

In November 2025, we received SBTi approval for our near-term emissions reduction targets. Egon Zehnder commits to reducing absolute scope 1 and 2 GHG emissions by 71.4% by FY 2034 from a FY 2023 base year, as well as reducing absolute scope 3 GHG emissions by 35.0% within the same timeframe.

Our procurement practices support delivery of these targets.

## 3.2 Supplier Code of Conduct

We hold our suppliers to the same high standards of social and environmental responsibility that we hold ourselves. The minimum environmental and social expectations for suppliers to meet are defined in our [Supplier Code of Conduct](#), including but not limited to:

- 1. Acting ethically and with integrity**
- 2. Maintaining data privacy and security**
- 3. Embracing inclusion and diversity**
- 4. Ensuring fair employment and wages**
- 5. Reducing environmental impact**
- 6. Ensuring safety, well-being, and health**

Suppliers are expected to comply with applicable laws and regulations and to demonstrate improvement in ESG performance.

## 4. Commitments and Operating Practices

Through this Ethical Procurement Policy, we intend to make our operations more sustainable. With regard to our global contracts, Egon Zehnder is committed to:

- Setting objectives and action plans in support of this policy and pursuing continuous improvement of the impacts associated with our supply chain
- Ensuring our suppliers comply with international labor standards, including the prohibition of forced labor, child labor, and discrimination
- Giving preference, where feasible, to suppliers that meet recognized third-party social and environmental certification standards, and articulate a pathway to improving their own environmental footprint and performance
- Encouraging suppliers to establish and maintain public commitments related to reducing GHG emissions, preferably aligned with the Science Based Target initiative (SBTi)
- Assessing our key suppliers at least every two years using an independent supplier ESG risk assessment tool
- Maintaining open dialogue and promoting long-term, collaborative supplier relationships to drive continuous ESG improvement
- Communicating this policy with internal and external stakeholders and raising awareness among our suppliers

Procurement decisions will consider life-cycle impacts, total cost of ownership and opportunities to reduce resource consumption and waste wherever feasible.

## 5. Targets and Performance Management

Our commitments are supported by clear targets, including:

- Aiming to ensure that 100% of new key suppliers sign our Supplier Code of Conduct by 2030
- Aiming to ensure that 30% of our existing key suppliers have signed our Supplier Code of Conduct by 2030
- Assessing 50% of our key suppliers via our ESG risk assessment tool by 2030

- Aiming to ensure that 30% of our key suppliers have a formal greenhouse gas (GHG) emissions reduction target in place by 2030

Progress against these targets is monitored and reviewed periodically.

## 6. Reporting and Communication

Progress related to supplier engagement, ESG risk assessment and procurement related sustainability targets are monitored and reported internally. Relevant information is disclosed externally through our annual Impact Report and other ESG reporting frameworks as appropriate.

## 7. Governance and Responsibilities

The Executive Committee (under the accountability of the CFO) oversees the Firm's ESG performance and the allocation of resources.

Our CFO is responsible for integration of ESG considerations into financial planning and procurement processes. Our Procurement Coordinator is responsible for day-to-day implementation of this policy. Our Impact Team provides guidance, conducts risk mapping, and oversees data collection and reporting related to procurement activities.

Employees are made aware of this policy and of the Firm's ESG commitments and are encouraged to integrate ESG considerations into purchasing decisions in accordance with their role.

## 8. Review and Continuous Improvement

This policy is reviewed and updated annually to ensure that Egon Zehnder continues to meet its commitments, responds to evolving regulatory and stakeholder expectations, and improves its ESG performance towards a more sustainable future.

Our Ethical Procurement Policy is publicly available on our website and accessible to clients and other interested parties.