

Supplier Code of Conduct

2026

EgonZehnder

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Introduction

Egon Zehnder is the world's preeminent leadership advisory firm, inspiring leaders to navigate complex questions with human answers. As such, we are committed to ensuring 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.

We hold our suppliers to the same high standards of social and environmental responsibility that we hold ourselves. We have developed this Supplier Code of Conduct to ensure they recognize and uphold these standards. We support this Code of Conduct by asking suppliers to fill in an online assessment on the initiation or renewal of contracts or based on our evaluation of supplier's risk profile.

We expect our suppliers to act in accordance with this Code of Conduct and require that all suppliers comply with applicable laws and regulations within the geographies where they operate and be open and cooperative with the regulators enforcing such laws. In cases where expectations outlined in the policy differ from local laws, suppliers must bring these up for discussion and follow these expectations within the bounds of applicable local laws.

Scope

The Supplier Code of Conduct applies to all supplier agreements for which contracts are signed by February 1, 2023, or thereafter and have a value of more than 500,000 CHF. Egon Zehnder may also ask suppliers with a contract volume below this threshold to sign this Code of Conduct and fill in the online assessment based on our evaluation of supplier's risk profile.

Preference will be given to suppliers that meet robust third-party social and environmental certification criteria or have identified and articulated a pathway to improving supplier's own environmental footprint and performance as a responsible supplier. We recognize that entities are in different phases of their sustainability development and that we consider their respective improvement paths. Egon Zehnder invites its suppliers to maintain an open dialogue to continuously search for better environmental and/or social solutions in supplier agreements. Where reasonable, all significant suppliers should demonstrate adherence to a formal method of measurement or industry standard.

Overview

The Supplier Code of Conduct reflects Egon Zehnder's values and outlines expectations we have of our suppliers on the following topics:

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

Our Supplier Code of Conduct, along with our journey towards enhanced ESG performance in line with SASB Standards, GRI, GHG (Greenhouse Gas) Protocol and B Corp behavioural norms, promotes social responsibility within our firm while driving high standards of environmental and social responsibility among our suppliers, and more broadly across business and society.

1. Acting ethically and with integrity

Bribery and anti-corruption

Suppliers must fully comply with requirements of all applicable bribery and anti-corruption laws (e.g., [U.S. Foreign Corrupt Practices Act](#), or [UK Bribery Act](#)).

Conflicts of Interest

Suppliers must ensure that personal interests do not improperly influence business decisions they make. Suppliers must disclose all potential conflicts of interest to Egon Zehnder.

Financial responsibility and accurate records

Suppliers are expected to maintain the highest standards of financial integrity and responsibility in all business dealings. This includes keeping complete, accurate, and timely financial records that fairly reflect transactions and comply with applicable laws, regulations, accounting standards, and contractual requirements. Suppliers must ensure that all invoices, expense claims, time records, and supporting documentation are truthful, transparent, and free from misrepresentation or improper manipulation. Financial records shall be retained in accordance with legal and contractual obligations and made available for audit or review when reasonably requested. Any form of fraud, falsification of records, or improper financial practice is strictly prohibited.

Gifts and entertainment

Suppliers must not offer or accept any gifts to obtain improper advantages or influence for themselves, Egon Zehnder (including its employees, their family members, and associates), or any third party. Gifts may include benefits, fees, commissions, dividends, cash, gratuity, or services.

Fair competition and anti-trust

Suppliers must comply with all relevant laws, regulations, and their internal policies related to fair competition, anti-trust, and trade controls.

Export controls and economic sanctions

Egon Zehnder has been refusing any assignments from individuals or entities designated under applicable international sanctions law imposed by the EU, the UK, Switzerland, the United States, Canada, Japan, and Australia. Suppliers must comply with applicable economic sanctions and export control laws and regulations.

Non-retaliation for reports of concern

Egon Zehnder expects suppliers to have a policy and process for reporting workplace concerns. The policy and process should be transparent and understandable and should protect reporting and participating individuals from retaliation.

2. Maintaining data privacy and security

Egon Zehnder requires its suppliers to protect the privacy of individuals and the security of confidential assets and information. As such, upon request, we expect suppliers to extend support for a security assessment, as needed, for products and services procured by Egon Zehnder and enter into separate and/or amend existing data processing agreements with Egon Zehnder, as and if required. More detailed information on Egon Zehnder's data and security policies is available on request.

Confidential assets and information

Suppliers must protect Egon Zehnder's and its clients' confidential assets and information. Suppliers must design and maintain processes to provide appropriate protections for this information.

Personal information and privacy

Egon Zehnder requires suppliers to protect personal information in compliance with all applicable local laws. Personal information provided by or on behalf of Egon Zehnder should only be used, accessed, and disclosed as permitted by the supplier agreement.

Cybersecurity

Egon Zehnder requires suppliers to provide timely notification in case of any cyber incidents. The suppliers should also update the relevant Egon Zehnder team if and when any new vulnerabilities are discovered.

3. Embracing inclusion and diversity

Egon Zehnder fosters an inclusive culture and believes diversity should be celebrated and discrimination of any form should not be tolerated.

Non-discrimination and workplace diversity

Suppliers must comply with all applicable anti-discrimination laws in every aspect of hiring and employment practices and have a zero-tolerance policy in relation to any form of harassment and retaliation.

Egon Zehnder expects suppliers to operate workplaces free of discrimination, harassment, victimization, and any other abuse on any grounds including but not limited to age, disability, ethnic or social origin, gender, gender identity, nationality, race, sexual orientation, marital status, parental status, pregnancy, political convictions, religious beliefs, union affiliation, or veteran status.

Supplier diversity

Egon Zehnder searches for suppliers that similarly value diversity in suppliers' own supply chain and that support Egon Zehnder's goals with respect to supplier diversity. Egon Zehnder expects suppliers to: (i) utilize search and assessment processes that are both unbiased and transparent, (ii) where practicable and allowable by law, actively seek out and provide opportunities for diverse suppliers to participate in business opportunities.

4. Ensuring fair employment and wages

Suppliers must comply with all applicable local wage, benefit and hour labour laws and regulations. Egon Zehnder expects suppliers to provide employees with a timely and understandable wage statement that includes sufficient information to verify accurate compensation for work. All use of temporary, dispatch and outsourced labour shall be in accordance with local law.

5. Reducing Environmental Impact

Egon Zehnder is committed to reducing the impact of its operations on the natural environment and expects its suppliers to do the same. In November 2025, Egon Zehnder received SBTi approval for its near-term emissions reduction targets. Egon Zehnder commits to reduce absolute scope 1 and 2 GHG emissions 71.4% by FY 2034 from a FY 2023 base year as well as absolute scope 3 GHG emissions 35.0% within the same timeframe.

GHG emissions and energy

Suppliers must comply with all applicable environmental laws and regulations. Egon Zehnder expects suppliers to address their environmental risk and impact. Egon Zehnder expects suppliers to measure, manage, and address energy usage and greenhouse gas (GHG) emissions.

Egon Zehnder prefers suppliers that have made public commitments to reducing carbon emissions. Suppliers should ideally align their carbon reduction targets with and have them approved by the Science Based Targets initiative (SBTi). As a minimum requirement, suppliers must strive to minimize energy consumption and, where possible, try to substitute non-renewable sources of energy for renewable sources.

Upon request of Egon Zehnder, suppliers shall provide the relevant environmental footprint data, preferably accredited by an independent third party.

Water and waste management

Where applicable, suppliers shall measure, manage, and reduce water or other natural resources and waste in their operations. In addition, suppliers are expected to reduce their own impacts through recycling and reusing whenever feasible.

Responsible chemical management

Where applicable, suppliers should identify, minimize, or eliminate the use of restricted substances in manufacturing processes and finished products to ensure regulatory compliance.

Suppliers should also be aware of any use of restricted substances in processes and finished products.

Biodiversity, land use and deforestation

Where applicable, suppliers should protect ecosystems, especially key biodiversity areas, impacted by their operations, and avoid illegal deforestation in accordance with international biodiversity regulations.

6. Ensuring safety, well-being, and health

As set out by our Labor and Human Rights Policy, Egon Zehnder is committed to respecting the rights under the UN Universal Declaration of Human Rights and expects its suppliers to do the same.

Modern slavery/human trafficking

Egon Zehnder strives against any form of modern slavery, child labor, and human trafficking. [Egon Zehnder's statement on Modern Slavery](#) sets out its global approach to modern slavery, specifies its commitments to continually improve policies and practices and outlines how Egon Zehnder assesses and manages related risks. Suppliers are prohibited from using forced labor. Also prohibited is support of any form of human trafficking of involuntary labor through threat or force. Supplier employees must be free to terminate their employment with reasonable notice. Also, suppliers shall comply with all local and national minimum working age laws and regulations and not use child labor.

Human rights

Egon Zehnder does not tolerate human rights violations in any form. Egon Zehnder expects suppliers to enact practices to maintain a respectful and safe workplace. Egon Zehnder expects that suppliers will not tolerate physical violence, threats, corporal punishment, mental coercion, verbal abuse, disrespectful behavior, bullying, and any form of harassment.

Implementing/operationalizing the Supplier Code of Conduct

Egon Zehnder reserves the following rights to ensure and enforce suppliers' compliance with this Supplier Code of Conduct.

Supplier assessment and selection

During the supplier evaluation and selection process, suppliers will be required to complete an online assessment on compliance with this Supplier Code of Conduct. Suppliers may be asked to re-affirm compliance with this Supplier Code of Conduct periodically. Where possible, suppliers will provide supporting information on its policies and practices related to compliance with this Supplier Code of Conduct.

Egon Zehnder is committed to working with suppliers to improve performance on topics addressed by this Supplier Code of Conduct and expects suppliers to agree to work together with Egon Zehnder to jointly address applicable and relevant topics. Egon Zehnder will be overall responsible for working with suppliers to identify environmentally preferable products that meet the needs of our firm.

Violations and termination

Supplier shall ensure that its subcontractors, if any, comply with the Supplier Code of Conduct, and acknowledge that it is responsible for its subcontractors' violations.

If Egon Zehnder determines that any supplier has violated this Supplier Code of Conduct or applicable laws, it may either terminate its business relationship or require the supplier to implement a corrective action plan. If corrective action is advised, but not taken, Egon Zehnder will suspend placement of future orders and shall terminate its business relationship with supplier. In the event of violations of applicable laws by the supplier, Egon Zehnder may also disclose the matter to the appropriate authorities.

Reporting

Actual, or suspected, material violations of this Supplier Code of Conduct by a supplier or any other severe violations potentially harming Egon Zehnder clients, candidates, employees or Egon Zehnder as a firm should be raised to the relevant Egon Zehnder contact.

Any supplier who may suspect that an Egon Zehnder employee, or anyone acting on behalf of Egon Zehnder, has engaged in illegal or otherwise improper conduct should report the matter to a relevant Egon Zehnder contact. Suppliers should take appropriate steps to ensure that the principles of this Supplier Code of Conduct are communicated to their employees and throughout their own supply chains. Suppliers should also take appropriate steps to ensure that the principles of this Supplier Code of Conduct are adopted and applied by their employees, suppliers, agents, and contractors to the extent applicable.

Order of precedence; changes to the policy

Egon Zehnder's Supplier Code of Conduct is not meant to, and does not, supersede any applicable law, or any term in an agreement between Egon Zehnder and a supplier. To the extent there is any conflict between this Supplier Code of Conduct and any applicable law or provision of any agreement, the applicable law or agreement controls. Egon Zehnder reserves the right to update or change the Supplier Code of Conduct requirements.

In implementing the Supplier Code of Conduct Egon Zehnder:

- a) Assigns responsibility for the Supplier Code of Conduct to the CFO and the Procurement Coordinator as delegated by the CEO
- b) Monitors the application of the Supplier Code of Conduct as per internally defined thresholds
- c) Undertakes an annual audit of the supplier selection process and submissions as part of Egon Zehnder's own Sustainability Management System
- d) Reviews and revises the Supplier Code of Conduct and standards on an annual basis
- e) Conducts assessments based on the supplier's questionnaire responses
- f) Communicates Supplier Code of Conduct details to all employees and ensures they are available via our intranet

This version of the Supplier Code of Conduct will be in effect starting April 2026.