



Employee Resource Groups cont'd

DIVERSE NEUROTYPES AND ABILITIES



Global Leader

1. Oli Freestone (2024)

2. Edd Hardy (2024)

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



Ryan McGillen
on the power
of inclusion

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

HISPANICS OR LATINXS OF ALIXPARTNERS



Global Leader

1. Cecilia Velazquez (2023)

2. Diego Parodi (2024)

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



Bernardo Silva
Catering to global
consumers requires a
local understanding

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

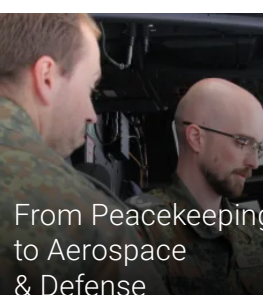
MILITARY AND UNIFORMED SERVICES TEAM



Global Leader

David Simon (2024)

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



Manuel Roth
From Peacekeeping
to Aerospace
& Defense

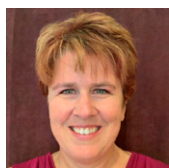
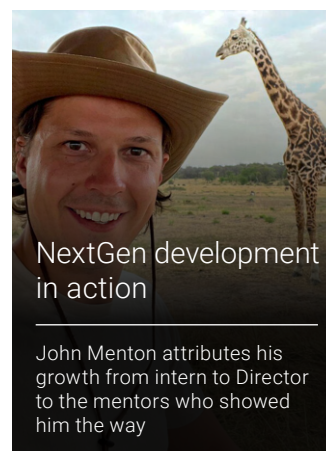
Consultant Manuel
Roth on finding uplift
after a career in the
German military

Employee Resource Groups cont'd



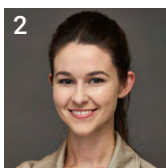
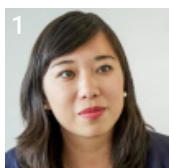
Global Leader
Sarah Warren

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



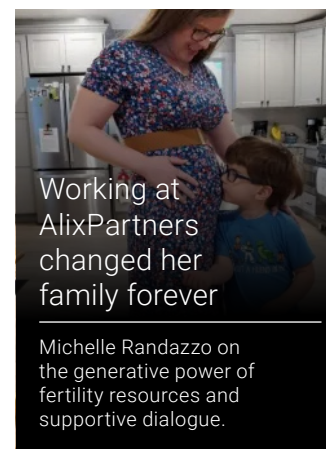
Global Leader
Kelly Thompson

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



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

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



Culture of care

Flexibility

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

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

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



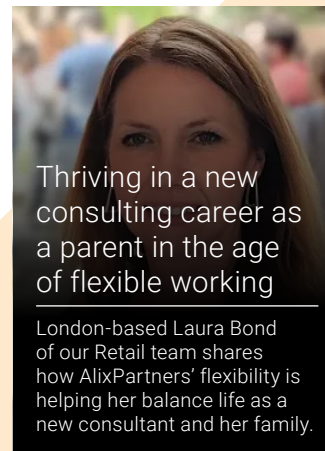
What would you do with 3 months leave?

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



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

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



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

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



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

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

Wellbeing

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

The Well@Work global pledge is to:



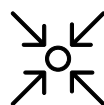
Raise awareness and acceptance of the well-being challenges we each face



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



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



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



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

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

2023 Well@Work highlights:

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

Benefits

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

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

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





Planet

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

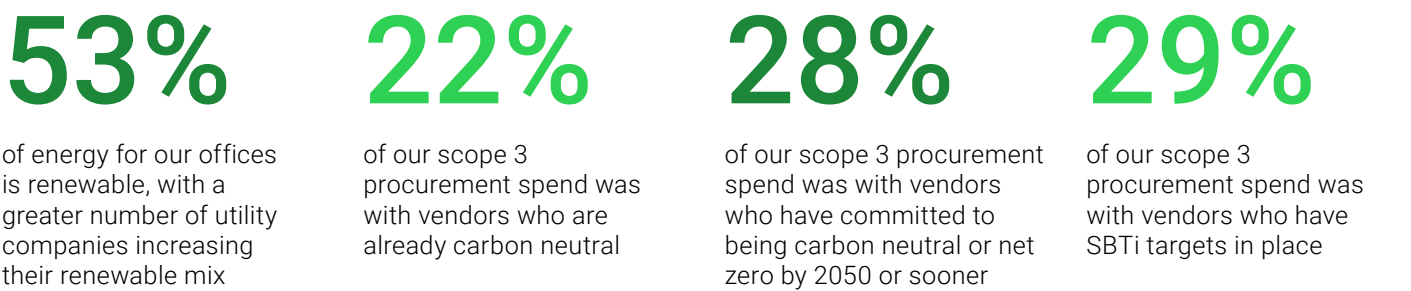
2023 highlights

Innovative approaches to advance our net zero aspirations

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

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

Our carbon emissions are down by 10% since last year



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

Historical Carbon Emissions
Tonnes CO2e

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

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

CDP initiatives: Our targets and progress so far

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

Joining the Science Based Targets initiative

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

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



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



Andy Eversbusch (He/Him)

Co-head, Americas and Asia



Charity partner spotlight: ClimateForce

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

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

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

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

New employee tree program

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

The prize is in the forest

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

Supporting ClimateForce's key targets

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



155

species contributed to
biodiversity of endangered plants



4,032

trees planted and counting



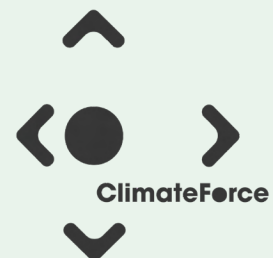
1

tree planted for **every new joiner**



338

trees planted on behalf of
internal award recipients



Local sustainability efforts

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



A climate 'Fresk' to widen our thinking

Paris

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



Deep learning on Earth Day

London

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



Sowing seeds for a green community

Silicon Valley

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



Making the most of an office move

Milan

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



Decomissioning tech for recycling

New York

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

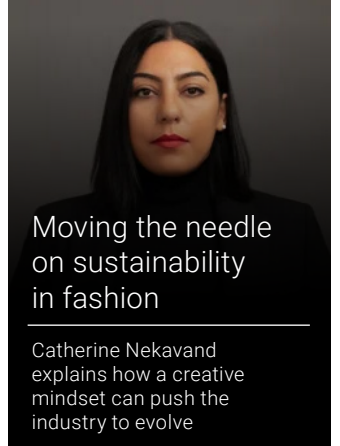


More local sustainability efforts are highlighted in our Communities section

Sustainability mindset in consulting

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

Working with our clients on ESG



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

Nicholas Beaugrand

(He/Him)

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



Communities



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

AlixGives

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



\$2.5 Million in charitable giving



170+ nonprofit organizations served



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



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

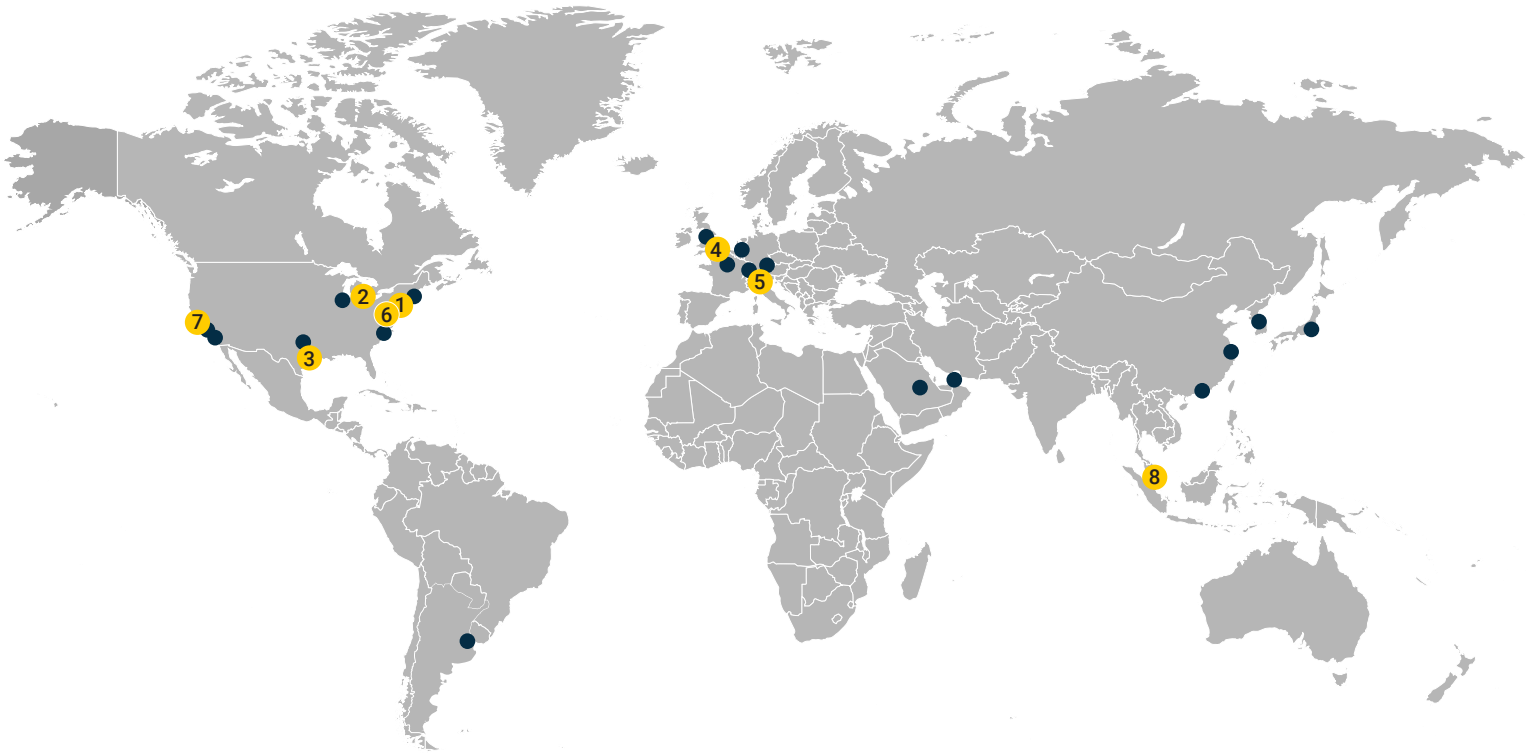


115 diverse or small suppliers engaged in 2023

Local mindset

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

A snapshot of AlixGives in action



1. Boston

Greater Boston Food Bank

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

2. Detroit

Soldiers Angels

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

3. Houston

Star of Hope

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

4. London

ADA Technology School

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

TNON

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

Gleaners Community Food Bank

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

Michigan Council of Women in Technology Foundation

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





5. Milan

We are Urban

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

6. New York

River FUND

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

Cycle for Survival

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

7. San Francisco/ Silicon Valley

Surfrider

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

8. Singapore

Dignity Kitchen

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



Global Partnerships

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



Global Dignity

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



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

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

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





International Rescue Committee

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

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

Generation Success

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

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





United Negro College Fund

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



World Economic Forum

The World Economic Forum (WEF) was designed to bring together multi-stakeholder, multi-generational individuals and organizations to advance positive social, economic, and environmental change. AlixPartners leaders seek to drive meaningful change in our communities in order to bring learnings from the WEF to the wider world. They contribute throughout the year to working groups and resources, covering themes related to complex topics such as Social Implications of the Metaverse,

Faith in Action, and Equity and Social Justice, among many others. As part of our commitment to advocate for a principled-led approach, and our call for organizations to apply shared principles, we have been building a multi-year, multi-organizational dialogue around Prioritizing Racial and Ethnic Equity in Business: Towards a Common Framework, published on behalf of select WEF members involved in founding the Partnering for Racial Justice in Business initiative.

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



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. Since inception, AlixPartners has sponsored the planting of 4,032 trees in what ClimateForce calls the AlixPartners' Forest, contributing 155 species toward biodiversity of endangered plants.

Learn more about our sustainability partnership with ClimateForce



The Equal Justice Initiative

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



Pro bono

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

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

In 2023, we delivered

\$27 million

in pro bono support across

63 projects



Pro
bono
case
study

Assessing the compliance management program for a German nonprofit

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





Clients

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

Best in class ESG offerings

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

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

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

Client case study

Decarbonization scoring methodology for tech company

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



ESG in action at AlixPartners

Client case study

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

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

Client case study

Foundry from Palantir gets clients considering food waste and nutrition

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



Client case study

Further innovation with APNAX

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

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



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

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

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

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

Reducing carbon emissions with an eye on the entire value chain

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

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

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

The path to compliance

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

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

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

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

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

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

AlixPartners Disruption Index

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

Rob Hornby

(He/Him)

Head of EMEA

Disruption Index: Climate Transition, a double edged sword

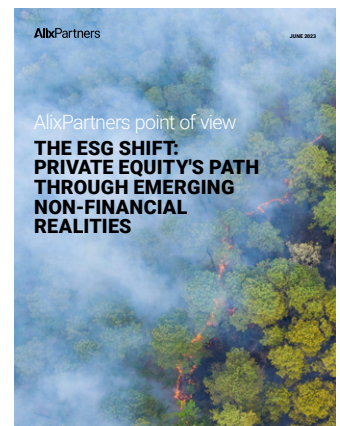
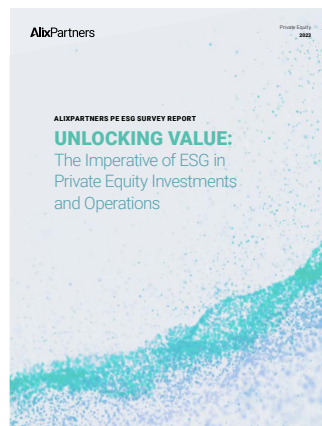
AlixPartners has worked with clients around the world for more than 40 years, helping businesses respond to disruptive challenges when everything is on the line. In our findings from the 5th annual AlixPartners Disruption Index, based on a survey of 3,100 senior executives around the world, we look at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

[2024 Disruption Index](#)

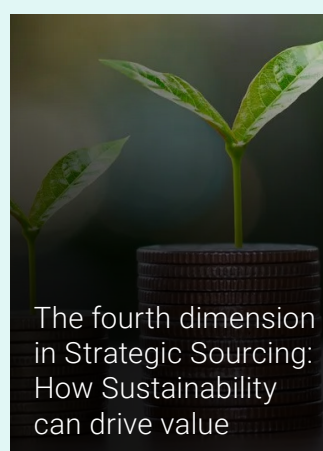
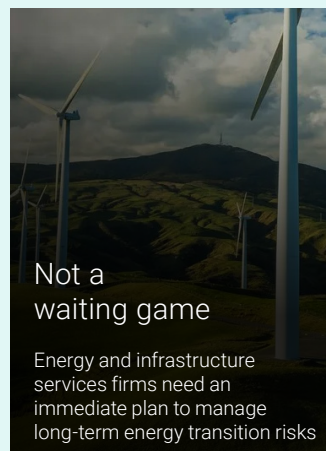
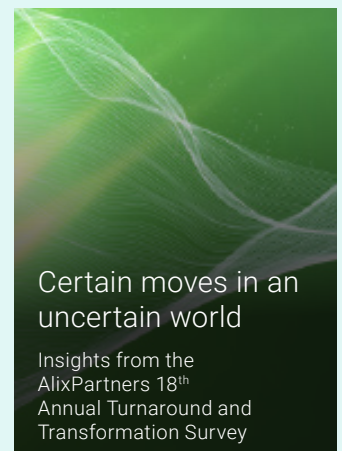
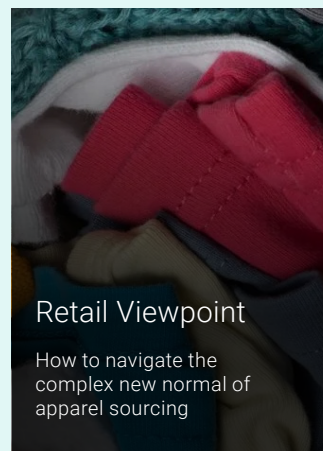
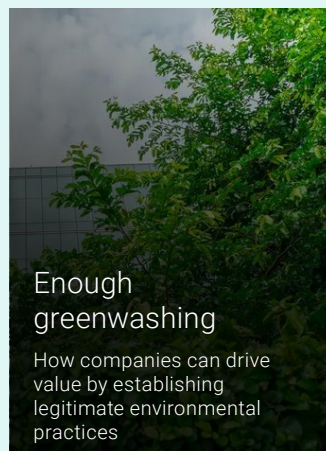
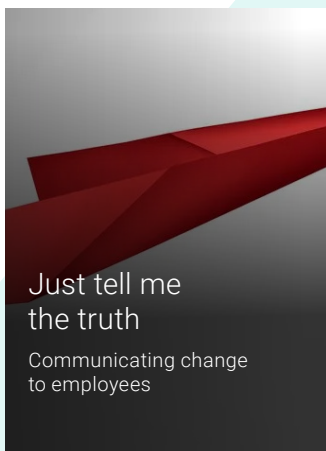
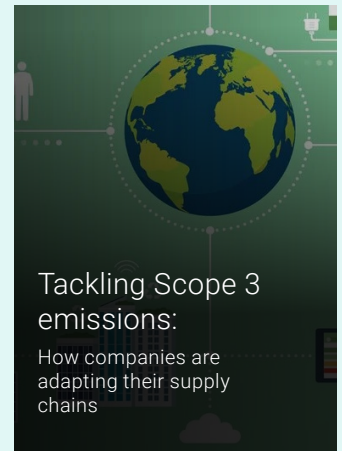
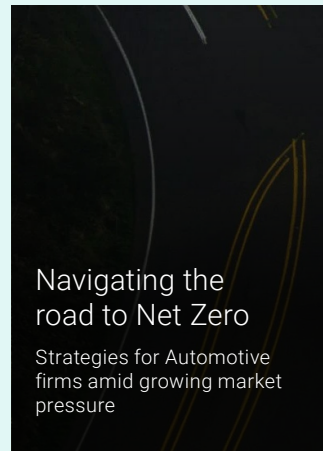
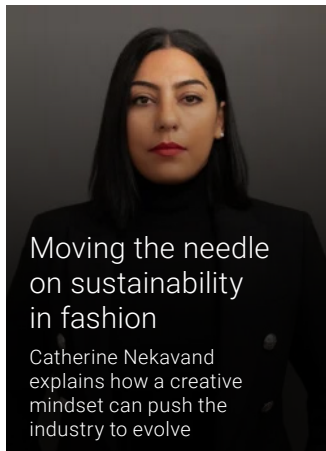
[2023 Disruption Index](#)

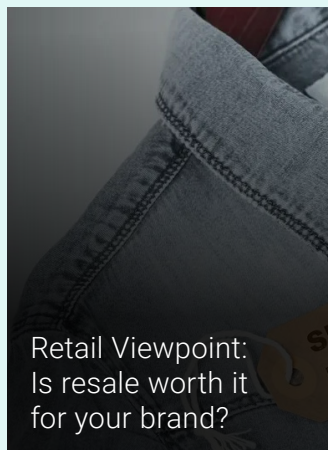
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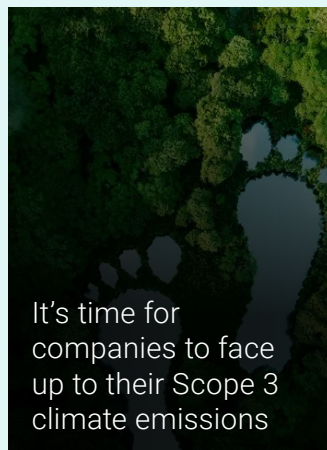


Our expert perspectives





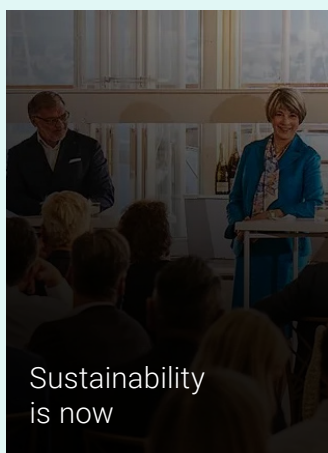
Retail Viewpoint:
Is resale worth it
for your brand?



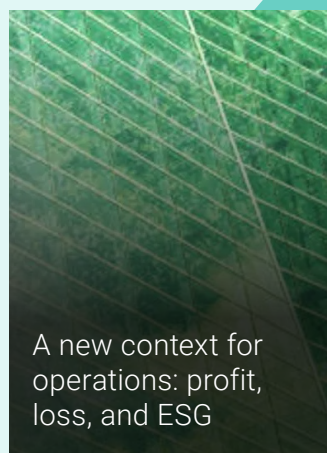
It's time for
companies to face
up to their Scope 3
climate emissions



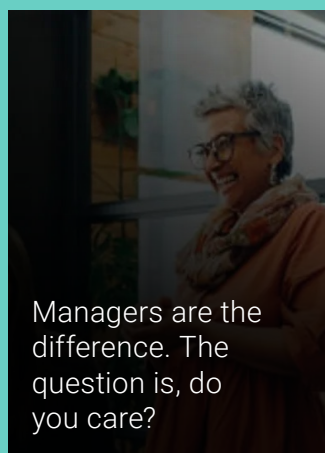
The rise of the
experiential
consumer, and
why DE&I is the
future of the U.S.
restaurant industry



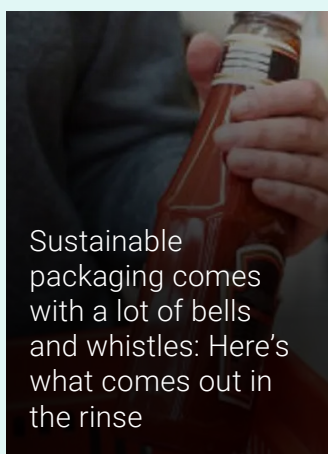
Sustainability
is now



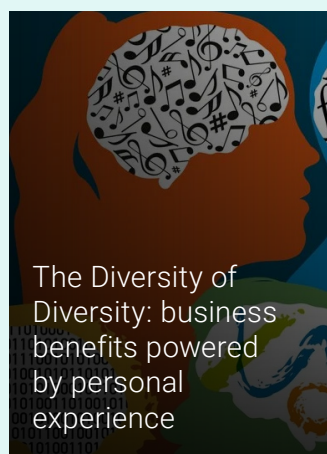
A new context for
operations: profit,
loss, and ESG



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



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



The Diversity of
Diversity: business
benefits powered
by personal
experience

Governance



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

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

Maritza Okata (She/Her)

Chief Legal Officer



Our policies

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

Our policies include, but are not limited to:

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

CORE Training

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

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

CORE Training covers:

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

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

Data security and IT

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

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

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

Client selection process

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

Code of Conduct

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

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

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

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

Code of Conduct

Board composition

An active and engaged Board of Directors

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

In 2023, the Board was comprised of

20% 80%
women men

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

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

Supplier diversity

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

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



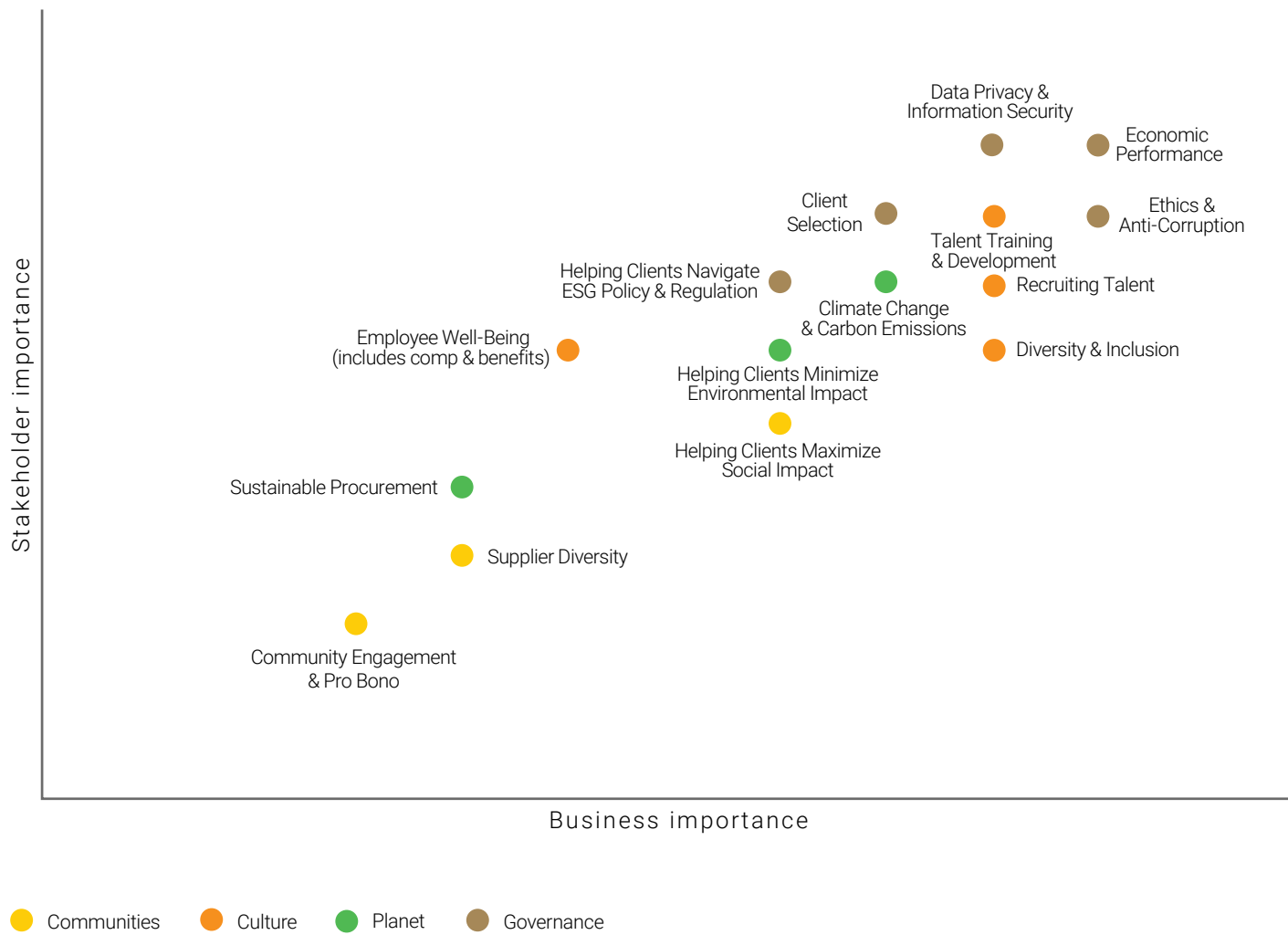
Appendix



Stakeholder engagement and materiality analysis

Material topics

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



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	• Regularly scheduled All-Firm Town Halls • Annual firm meetings (by region/industry) • Leadership e-communications of firm-wide updates • Inclusion diagnostic survey
 ALIXPARTNERS EMPLOYEES	• 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	• Deal communication • Disruption Insights • CEO listening tour • Client surveys • ESG ratings platform feedback
 PROSPECTIVE CLIENTS	• Annual Disruption Index • Thought leadership • Speaking engagements on ESG, diversity and sustainability • ESG ratings platform feedback
 PROSPECTIVE TALENT	• On campus recruiting • LinkedIn and other recruitment platforms • Recruiters and Social Justice partners
 COMMUNITIES	• Pro bono engagements • Charitable donations and partnerships • Volunteering
 SUPPLIERS	• Supplier diversity platform • Supplier Code of Conduct
 INVESTORS	• Monthly meetings • Information requests • Audit Committee engagement

What we hear

Priority issue	Issue description	Category	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.	Driving Social Impact	Diversity and inclusion play a critical role in our ability to perpetuate the principles upon which our firm was founded, deliver against our strategic priorities, create balance in our workforce, and enable more fulfilling work experiences for our people. Our strategy is to enrich our inclusive culture so all team members feel a true sense of belonging, as well as dedication to attracting and retaining diverse talent.
Climate change and 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.	Protecting the Planet	AlixPartners has partnered with One Carbon World and Plan A to measure, assess and offset its emissions since 2020 (for the 2019 calendar year). In 2023 we committed to developing Science-Based Targets in alignment with a 1.5 degree trajectory and have retained external professionals to assist us in the development of appropriate targets.
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.	Driving Social Impact	AlixPartners has engaged with various clients to advise on maximizing social impact. By building out the firm's capabilities in this area, AlixPartners is able to more effectively help clients develop innovative solutions.
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.	Protecting the Planet	AlixPartners has engaged with various clients to advise on minimizing environmental impact. By building out the firm's capabilities in this area and upskilling our people, AlixPartners is able to more effectively help clients develop innovative solutions.
Helping clients navigate ESG policy and 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.	Responsible Business Practices	AlixPartners has engaged with various clients to advise on the everchanging ESG regulatory environment. By leveraging the firm's capabilities in this area, AlixPartners is able to guide clients through these critical changes.

Priority issue	Issue description	Category	Responses
Ethics and 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.	Responsible Business Practices	We are a global consulting firm, doing work around the world and are committed to acting with integrity, due care and diligence with our clients and customers in every jurisdiction. As such, we are required to comply with, among other relevant laws, all applicable economic sanctions, anti-corruption, immigration and tax requirements. Further, all employees must annually complete CORE Training, our compliance training program which includes modules on ethics and anti-corruption.
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.	Responsible Business Practices	AlixPartners has a Risk Management Committee (the RMC) that is staffed with Managing Directors that bring decades of experience to protect the firm. One of the RMC's subcommittees that addresses reputational risk has guidelines that communicate the types of engagements that we will not accept under any circumstances and others where the RMC must approve acceptance before moving forward. Examples of engagements that we will not accept include engagements on behalf of individuals charged with crimes such as human trafficking, narcotics trafficking, and child pornography. Potential engagements that the RMC must review and approve include opportunities that may impact our reputation by dint of association with either high profile or controversial individuals, groups, or activities.
Community engagement and pro bono	As a global firm, AlixPartners has a responsibility to engage with the communities within which we operate.	Driving Social Impact	AlixPartners engages with the community via a number of partnerships with prominent organizations including the World Economic Forum, charitable contributions, and pro bono engagements. This work is integral to the culture of the firm and development of our people.
Employee well-being (including compensation and 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.	Developing our People	In 2021 we launched our global approach to well-being called Well@Work. It is our firm's pledge to 1) Raise awareness and acceptance of the challenges we all face; 2) come together to connect and celebrate along our well-being journeys and 3) support our people with offerings, programs and tools that meet diverse needs.

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

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

Disclosures

Global Reporting Initiative Disclosures

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

GRI #	Disclosure	2023 Response
General Disclosures		
102-1	Name of organization	AlixPartners, LLP
102-2	Activities, brands, products and services	Please see "What We Do" 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	AlixPartners serves corporate clients across the globe. Industries include: Aerospace, Defense & Aviation, Automotive & Industrial, Business & Consumer Services, Consumer Products, Energy & Process Industries, Financial Services, Healthcare & Life Sciences, Private Equity & Investors, Real Estate, Engineering & Construction, Restaurants, Hospitality & Leisure, Retail, Technology, Media & Telecommunications, Transportation & Infrastructure Services include: economics consulting, investigations, disputes & risk, mergers & acquisitions, ESG, performance improvement, technology & digital, transformational leadership, turnaround & restructuring
102-7	Scale of organization	AlixPartners' 2023 headcount: 2,878 AlixPartners' 2023 revenue: \$1.9 billion

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

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

GRI #	Disclosure	2023 Response
General Disclosures		
102-35	Remuneration policies	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. 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).
102-36	Process for determining remuneration	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. 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. 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)
102-37	Stakeholders' involvement in remuneration	On an annual basis, our Board of Directors approve the Company's compensation and bonus plans for all employees, including managing directors, bonus pool for Partner Managing Directors along with all the allocations of the bonus pool, under the purview of the Board's Compensation Committee. 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.
102-40	List of stakeholder groups	Please refer to pages [61-67] of the Impact at AlixPartners Report.
102-41	Collective bargaining agreements	It is uncommon for employees of professional service organizations to be organized under collective bargaining agreements (CBAs) but we do have employees in France and Italy that are part of CBAs.

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

Economic Disclosures

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

Environmental Disclosures

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

For more information contact:

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Head of Diversity & Inclusion
Partner & Managing Director

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About us

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

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

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

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

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The logo for AlixPartners, featuring the word "AlixPartners" in a white, sans-serif font. The background is a dark green rectangle with a diagonal cutout on the left side, revealing a lighter green area. The overall design is minimalist and professional.

AlixPartners