

2023 SUSTAINABILITY REPORT

THE DIFFERENCE IN ACTION



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MESSAGE FROM OUR CEO

As the Chairman and CEO of Arthur D. Little, I am proud to present our firm's enhanced commitment to sustainability. With a legacy of innovation and a future-oriented mindset, we have taken decisive steps to integrate sustainable practices into every facet of our operations, driven by a deep sense of responsibility towards our clients, our people, and the planet we share.

At Arthur D. Little, our commitment transcends the typical notion of making a difference—we aim to embody “the difference.” In an era marked by profound environmental and social challenges, our vision is to have an impact that is “Bigger Than Us.” We lead with initiatives that not only address these critical issues within our firm but also enable our clients to drive sustainable and substantial change. As we navigate these challenges, our actions are fueled by the ambition to create outcomes that are expansive and transformative.

Our journey towards sustainability is encapsulated in our foundational belief: to forge a path that not only secures a prosperous future for our firm but also catalyzes a transformative impact on the broader world. We understand that sustainability is not merely a strategic imperative but a moral one, critical to the long-term success and resilience of our society.

For over a century, Arthur D. Little has been synonymous with responsible and ethical business conduct. This ethos is at the heart of our sustainability approach, which has guided us to significant milestones, including our commitment to science-based targets in alignment with the Paris Agreement.

As we approach 140 years since our founding, we reflect on the strides we have made and the path that lies ahead. Our resolve to lead in sustainability and deliver value that extends beyond business performance has never been stronger.

Our work with clients across various sectors to address sustainability challenges reflects our expertise and dedication. By weaving sustainability into the fabric of strategic decision-making, we enable our clients to embrace innovative solutions that harmonize economic growth with environmental stewardship and social responsibility. Our resolve is driven by a dual imperative: the moral compass that guides our corporate conscience, and the strategic vision that ensures our longevity and leadership in the competitive landscape.

Our ESG framework, unveiled today, encapsulates four strategic pillars focused on planet, people, communities, and business integrity.

The protection of our **planet** is crucial. We are committed to rigorously measuring and managing our carbon footprint, aligning our operations with the best practices recognized by international frameworks, and pursuing a future that is carbon-neutral.

Equally important is our investment in the **people** who make Arthur D. Little a beacon of innovation and excellence. By fostering an inclusive and diverse culture, we harness a wealth of perspectives, ideas, and talents. Our Diversity, Equity, and Inclusion strategy is the cornerstone of our commitment to providing every individual with an opportunity to excel and contribute meaningfully. It is this confluence of varied experiences and insights that propels us forward and enables us to address our clients' most complex challenges.

Our endeavors also extend to the **communities** that we are privileged to serve. We are unwavering in our pledge to provide pro bono services, mentorship, and support, which underscores our role as a corporate citizen and reflects our belief that the private sector is instrumental in driving societal progress.

Business integrity is the guiding principle of all our interactions. Upholding the highest ethical standards, we are meticulous in our governance and uncompromising in our compliance, ensuring that each step we take is grounded in our ethos of honesty and responsibility.

As we mark this pivotal moment in our continuous improvement, this inaugural Sustainability Report details our progress and the ambitious goals we have set. It is a declaration of our commitment to driving significant change and maintaining transparency, showcasing our ongoing efforts to advance sustainability within our organization and alongside our clients.

I extend my sincere gratitude to our dedicated employees, our visionary clients, and our partners, all of whom contribute to the tapestry of our storied history. Your commitment fuels our collective efforts, and together, we are not just anticipating the future; we are actively creating it.

Thank you for your support and for joining us on this indispensable journey towards a sustainable and thriving future.



Ignacio Garcia-Alves
CHAIRMAN AND CEO

SUSTAINABILITY PILLARS



WE CARE FOR OUR PLANET:

Our ambition is as practical as it is aspirational, targeting 'Bigger' and more impactful environmental outcomes. Enforcing global policies and providing rigorous training to all Arthur D. Little employees, we aspire to develop a comprehensive understanding of climate change, its effects, and our levers of action.



WE CARE FOR OUR PEOPLE:

We recognize that the cornerstone of any successful business is its people. We are developing initiatives to support the physical and mental health of our staff and ensure equality of opportunity at all levels. This commitment to people extends to diversity, equity, and inclusion (DEI), where we seek to reach exemplarity through awareness, training, and the removal of unconscious bias in our core processes.



WE CARE FOR OUR COMMUNITIES:

Understanding our role in society means going beyond philanthropy to create real value. Through partnerships with educational programs and NGOs, we are determined to equip young people with the skills to be tomorrow's innovators, driving social mobility and change.



WE CARE FOR OUR BUSINESS INTEGRITY:

Conducting business with the highest ethical standards is fundamental to our approach. This means ensuring that our supply chain is sustainable and ethical, protecting the data and privacy of our stakeholders, and promoting the same values with our clients.

In this decade of transformation, Arthur D. Little reaffirms its commitment to these pillars. We are not only adapting to change but actively seeking to be the change – for our clients, our employees, our partners, and the world at large.

This report is not just a statement of intent but a call to action. Our sustainability vision is to enhance our ESG performance, ensuring that every initiative we undertake is a step towards a

more sustainable future. We are dedicated to this cause, knowing that what we do today shapes the legacy we leave for tomorrow.

The journey ahead is both a challenge and an opportunity – a chance to redefine the role of the consulting industry in building a sustainable future. Arthur D. Little is ready to meet this challenge head-on, embracing our historic capacity for innovation and our enduring commitment to making a difference.

ABOUT US

Arthur D. Little (ADL) is a vanguard of innovation and strategic consulting, recognized as the world's first management consulting firm. Founded in 1886, ADL has consistently blazed new trails, harmonizing pioneering thought leadership with deep industry knowledge. With a presence in over 40 countries, our network of consultants embodies a commitment to navigating complex business landscapes, actionable solutions that propel our clients into future markets and technologies.

Our multidisciplinary approach combines rigorous analysis with creative insights, ensuring that every recommendation upholds sustainability and innovation while fostering growth and competitiveness.

With over a century of groundbreaking achievements, Arthur D. Little remains a bastion of excellence, helping businesses anticipate challenges, capture opportunities, and achieve sustainable success in an ever-evolving world. Our mission to make a tangible difference in all we do continues to shape the solutions we deliver for clients.



This report encompasses our holistic approach to sustainability.

Arthur D. Little has reported data from the calendar year 2023 in accordance with the GRI Standards, providing a transparent and detailed overview of our sustainability performance across all operational domains.

SCOPE OF THE REPORT

This document encompasses all aspects of Arthur D. Little's global operations, shedding light on our internal strategies, our progress in various sustainability initiatives, and the collaborative efforts with our clients that amplify our positive impact on the environment, our people, and communities worldwide.

REPORTING PERIOD

The report presents data and insights pertaining to the year 2023, underscoring Arthur D. Little's sustainability endeavors and achievements within this timeframe. As we evolve our strategies and policies, this report aims to capture the dynamic nature of our commitments and the strides we have taken over the past year.

Arthur D. Little, as a globally integrated firm, operates within a framework of governance overseen by our executive leadership. The contents of this report have been meticulously compiled and reviewed, ensuring that they reflect the most current and accurate representation of our sustainability journey.

As we advance on this path, we invite feedback, inquiries, and dialogue from all our stakeholders. Your perspectives are invaluable to us as we continue to refine our efforts and drive meaningful change. For further information or to share your views, please contact Florent Nanse, Partner, in charge of Global ESG at Arthur D. Little (ESG@adlittle.com).

We trust that this report will serve not only as an account of what we have accomplished but also as an affirmation of our commitment to making a sustainable difference in everything we undertake.

STAKEHOLDER ENGAGEMENT

HOW AND WHY WE ENGAGE

Arthur D. Little recognizes the significant influence our firm and decisions have on a variety of stakeholders. Through active and ongoing engagement, we leverage insights from these interactions to refine our strategies, shape our practices, and enhance our reporting. This engagement ensures that our efforts are not only aligned with our corporate values but also resonate with the expectations and evolving priorities of our stakeholders.

Stakeholder engagement at Arthur D. Little is a continuous, dynamic process. It ensures our business strategies are responsive to the fast-paced changes in the business landscape and societal expectations. Our focused engagement with clients, employees, suppliers, and NGOs informs our materiality assessment, guiding us to prioritize efforts that yield substantial and meaningful impact.

CLIENTS

Our clients are integral to our business, and their perspectives are critical to defining our material topics. By regularly engaging with our clients through forums, surveys, and direct dialogue, we gain a deeper understanding of their priorities. This exchange allows us to align our services with their evolving needs, particularly in sustainability and responsible business practices, ensuring that we provide value that extends beyond traditional consultancy.



EMPLOYEES

Employees are at the core of our operational excellence and innovative capacity. We believe in cultivating a work environment where feedback is not just encouraged but actively sought. Through town hall meetings, internal surveys, and regular performance reviews, we capture the voice of our employees. Their insights guide us in refining our goals and implementing workplace practices that foster an engaged, satisfied, and productive workforce.

While the Company accepts that employees will use their personal email system during the day for their personal use, it is expected this privilege is not abused. Employees are to minimize sending and receiving personal e-mails and surfing the web for personal use to ensure that such use is brief and infrequent. Care must also be taken to ensure that personal use does not impact on individual productivity or that of other employees or resources.

SUPPLIERS

Our supply chain is an extension of our business, and we strive to ensure that our suppliers align with our commitment to sustainability and ethical conduct. Engaging with suppliers involves routine evaluations and collaborative discussions to encourage practices that meet our high standards. We consider their input essential in developing procurement strategies that maximize sustainability and ethical impact.

MATERIALITY ASSESSMENT

In 2023, Arthur D. Little undertook a comprehensive materiality assessment to determine the issues that hold significant importance for both our operational success and our broad array of stakeholders. The materiality assessment is an evaluative process designed to pinpoint and assess the range of potential environmental, social, and governance (ESG) topics that could impact our company and its stakeholders. The identified critical issues are then distilled into a concise list that shapes our organizational strategy, objectives, and reporting.

INITIAL TOPIC IDENTIFICATION

Drawing from a diverse array of frameworks including GRI (Sustainability Reporting Standards), ESRS, and TCFD, alongside valuable insights from business management, analyst reports, ESG ratings, and more, we sought to develop an exhaustive list of pertinent ESG considerations. This process encompassed analyzing opportunities and risks gathered from multiple sources, reflecting the breadth and depth of potential impacts on our business.

TOPIC CATEGORIZATION

The ensuing list was then methodically organized into clusters that resonate with our strategic framework. Each category was crafted using language reflective of Arthur D. Little's operational ethos, providing clarity on how we view and approach these critical issues.

ASSESSING IMPACT AND IMPORTANCE

We further delved into each category to assess its significance to our stakeholders and the business itself. Through a structured scoring system, we encouraged stakeholders to evaluate how each ESG topic intersects with our business strategy, risk management practices, and potential for value creation.

PRIORITIZING MATERIAL TOPICS

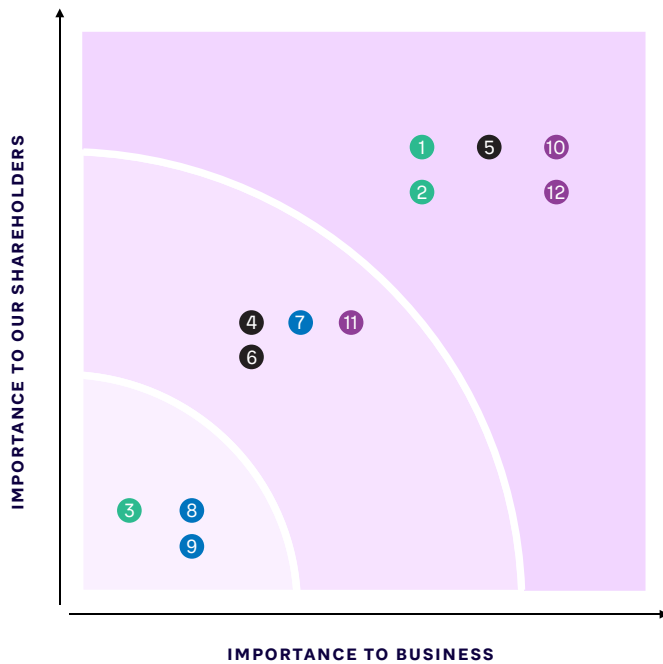
Priority was given to topics aligning with Arthur D. Little's strategic vision, engaging key business functions, and diverse external voices. This included tapping into insights from informed business stakeholders and a variety of external entities such as civil society and supply chain partners.





GATHERING COMPREHENSIVE STAKEHOLDER FEEDBACK

We sought feedback through interviews and surveys, carefully curating a balance in participant numbers to extract nuanced perspectives on the topics at hand. The feedback process was designed to ensure depth, with questions supplementing prioritization prompts. The collective input was then calibrated to account for disparities in response rates, ensuring a balanced representation of stakeholder views.

MATERIAL MATRIX

In alignment with the Global Report Initiative, we apply a materiality matrix to help prioritize ESG issues in terms of relevance to stakeholders.



	<ol style="list-style-type: none"> 1. Reduce our direct environmental impact 2. Work with our clients to reduce environmental impact 3. Drive environmental initiatives beyond our own corporate activities
	<ol style="list-style-type: none"> 4. Drive on diversity, equity & inclusion (DEI) culture 5. Promote employee wellbeing 6. Champion learning & development
	<ol style="list-style-type: none"> 7. Empower our people to make a positive difference locally 8. Promote equality of opportunity through mentoring programs 9. Work with NGOs that align to our ESG goals to drive social impact
	<ol style="list-style-type: none"> 10. Align throughout the company on ESG & communicate transparently 11. Ensure an ethical & sustainable supply chain 12. Protect the data and privacy of our people & our clients

Through these phases, Arthur D. Little ensures that our ESG strategy is not only reflective of internal and external stakeholder values but also robust and responsive to the dynamic landscape in which we operate.

ENVIRONMENTAL STEWARDSHIP

PROTECTING OUR PLANET



As the world stands at a critical juncture in the fight against climate change, businesses bear an essential responsibility. The choices and actions of management consultancies like ADL have profound implications not only for the environment but also for the economy and society at large. The urgency of climate change calls for an integrative approach where businesses must lead through innovation, influence, and a commitment to sustainability within their operations and the work they conduct with clients.

The need for action is underscored by the growing body of scientific evidence pointing to the irrevocable damage caused by unchecked emissions and environmental neglect. ADL acknowledges that transformative change within our industries and beyond can significantly mitigate these effects. As a global management consulting firm, with far-reaching impact across various industries, we have a unique opportunity and a moral imperative to guide and shape sustainable business practices.

In 2023, we advanced our sustainability not just as a strategic consideration but as a core business value. In acknowledging our role, we committed to quantifying our contributions to global greenhouse gas (GHG) emissions and identifying pathways for significant reduction.

We performed our first global GHG assessment—an extensive review of our operations that marked a pivotal step towards transparency and accountability in our climate actions. This comprehensive inventory, which considered activities from the period of January 1st, 2022, through December 31st, 2022, adhered to the leading protocols and standards for accurate and reliable data reporting.

In line with this commitment and to support a resilient global economy, ADL formally committed to setting a science-based target, which has been validated by the Science Based Targets Initiative (SBTi). This target underscores our dedication to reducing absolute scope 1 and 2 GHG emissions by 55.0% by 2033 from a 2022 base year, in line with the 1.5°C trajectory. Additionally, we pledge to address scope 3 GHG emissions, targeting a reduction of 61.1% per employee, which includes considerable emissions from business travel and employee commuting.

This strategic alignment with the SBTi, coupled with our ongoing efforts, supports our role as a leader—committed not just to enduring business success but to ensuring a sustainable future for all.



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

INVENTORY AND PERFORMANCE

Our GHG inventory, conducted by a third party, adhered to the rigorous GHG accounting standards set forth by the World Resources Institute (WRI) Greenhouse Gas Protocol—the benchmark for measuring, managing, and reporting GHG emissions worldwide. With over 90% of Fortune 500 companies reporting to the Carbon Disclosure Project (CDP) relying on the WRI GHG Protocol, its methodologies are acclaimed internationally and form the bedrock of our credible GHG reporting.

The inventory also incorporated the Corporate Value Chain (Scope 3) Accounting and Reporting Standard, examining the broader impact of our operations including emissions from sources not directly owned or controlled by Arthur D. Little. Recognizing the importance of Scope 3 emissions is indicative of our commitment to

holistic sustainability, taking into account the entire value chain.

We utilized established emission factors from authoritative bodies such as The Climate Registry, the Intergovernmental Panel on Climate Change (IPCC), and the United States Environmental Protection Agency (EPA). Our GHG emissions were systematically categorized as Scope 1, direct emissions; Scope 2, emissions from purchased electricity; and Scope 3, the result of activities from sources not directly controlled by Arthur D. Little, such as business travel and employee commuting.

This initiative underscores our growing commitment to environmental stewardship, marking a crucial first step in appraising and enhancing our environmental sustainability.



The combined corporate Scope 1 and Scope 2 emissions of Arthur D. Little were 460 and 915 Metric Tons of Carbon Dioxide Equivalents (CO₂e) in 2022, respectively.

The total Scope 3 emissions calculated were 10,984 Metric Tons of Carbon Dioxide Equivalents (CO₂e) in 2022. Through the process of evaluating Scope 3 emissions, it was discovered that the most impactful emission category outside of direct activities was business travel. In total, the emissions from this category accounted for approximately 61% of the calculated carbon footprint.]

Our deepened understanding of the GHG emissions resulting from our operations and critical emission sources equips us with the data necessary to shape our corporate strategy more effectively, target emission reduction efforts where they matter most, and set benchmarks for tracking future performance.

In line with consulting industry patterns, our Scope 3 emissions, which include indirect emissions from our value chain, surpassed our direct emissions (Scope 1) and those related to the generation of consumed electricity (Scope

2). Scope 3 emissions accounted for 89% of our total GHG emissions for the year, which aligns with our expectations considering the bulk of emissions typically arise from extended value chain activities.

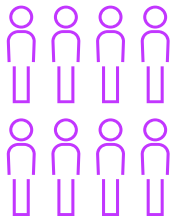
Business travel emerged as the most significant contributor, comprising about 61% of our total carbon footprint for 2022. Predominantly, these emissions stemmed from air travel undertaken by our employees, inclusive of associated accommodation and other modes of transportation like buses, trains, and taxis.

Employee commuting represented the second-largest category, contributing approximately 11% to our footprint. This figure includes emissions from staff traveling to Arthur D. Little locations and those generated by remote working arrangements.

Purchased goods and services formed the third-highest category, making up approximately 9% of our emissions. This includes the life-cycle emissions from goods such as office equipment and furniture, highlighting the environmental impact from their production to end-of-life.

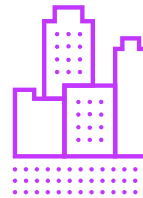
The primary source of emissions within our immediate control was the electricity procured for our offices worldwide, constituting 67% of our combined Scope 1 and 2 emissions. Furthermore, the usage of company vehicles was the predominant factor within Scope 1 emissions, accounting for 72% of the category.

PER EMPLOYEE



SCOPES 1, 2, 3
9.61 MT CO₂e
11,169 GWh

PER SQUARE FOOT OF OFFICE SPACE



SCOPES 1, 2
5.76 kg CO₂e
5.76 kWh

REDUCING OUR FOOTPRINT

We are committed to markedly reducing our carbon footprint across all operational markets. This commitment is exemplified by a suite of initiatives targeting substantial emissions reduction within our direct and indirect activities. Each market is responsible for this goal, under the stewardship of their respective managing partners, whose leadership is critical to implementing our sustainability strategy effectively.

At the helm of our efforts, managing partners are entrusted with the task of localizing our global sustainability objectives, ensuring that initiatives are not only executed but also resonate with the regional context. This involves leveraging local insights to optimize resource utilization, energy consumption, and waste management practices.

To reduce Scope 1 emissions, ADL markets are responsible for determining the viability of transitioning to low-emission vehicles and encouraging alternative, “greener” modes of transportation. Investments in energy-efficient infrastructures via renewable energy credits (RECs) are also being prioritized to diminish Scope 2 emissions from office operations.

For the substantial Scope 3 emissions stemming from business travel – which represent a significant portion of our carbon footprint – we are adopting virtual collaboration technologies to minimize the need for travel. When travel is necessary, preference will be given to sustainable transportation options, and we are exploring partnerships with sustainability-certified hotels and service providers.

In addressing emissions from employee commuting, ADL is enhancing remote working capabilities and flextime policies, reducing the need for daily commutes. We are also actively promoting public transportation, cycling, and

carpooling where appropriate.

Success in these domains is not merely aspirational but will be quantified and incorporated into each managing partner's annual performance scorecards. By integrating sustainability metrics into these scorecards, ADL ensures that progress towards reducing our carbon footprint is not only encouraged but also expected and rewarded. This performance-driven approach promotes accountability at every level, fostering a culture where sustainability is ingrained in every decision and action.

Through these concerted efforts, we are not only advancing towards a less carbon-intensive operational model but also reinforcing our position as a sustainability leader in management consulting .

SUSTAINABLE OPERATIONS

We are committed to implementing impactful sustainability initiatives as part of our ongoing dedication to environmental responsibility and social contribution. Our actions are focused on reducing our digital and physical waste, optimizing the lifecycle of our resources, and enhancing the environmental wellbeing of communities around the world.

DONATION OF IT EQUIPMENT THROUGH LABDOO

Recognizing the dual opportunity to aid in education and reduce electronic waste, Arthur D. Little has partnered with Labdoo, a humanitarian social network. This collaboration is centered on the donation of our secondhand IT equipment to extend the useful life of our electronics while contributing to global education efforts. Labdoo responsibly delivers these repurposed laptops and tablets to schools in need without generating additional carbon emissions. This program not only supports underprivileged communities but also aligns with our aim to minimize e-waste by ensuring that our equipment is reused in a socially responsible manner. By refurbishing and redistributing our IT resources, we are reducing

our environmental footprint and fostering education, one of the most powerful tools for sustainable development.

REDUCING DIGITAL FOOTPRINT

Today, the impact of digital operations on the environment is an increasing concern. In response, we have adopted a cloud-only architecture, leveraging the scalability and efficiency of cloud computing. This strategic decision not only enhances our operational agility but also significantly reduces the energy consumption associated with maintaining physical servers and data centers. Our responsible data management practices ensure that data is stored efficiently, reducing the redundancies and the energy required for data processing and storage. This cloud-centric approach is integral to our digital sustainability strategy, reducing our carbon footprint and paving the way for a more sustainable future in the digital realm.

PROMOTING RECYCLING AND REUSE IN OFFICES

We are also intensifying efforts to promote recycling and reuse within our office spaces. We recognize that the practice of recycling and the culture of reuse are foundational elements of sustainable office management. To this end, we are trying to implement comprehensive recycling programs in all our offices, with clear guidelines and dedicated bins for various materials to streamline the recycling process. We also encourage the procurement of recycled materials and products, supporting a circular economy that maximizes the utility of every resource.

Additionally, ADL's commitment to office sustainability extends to the reduction of single-use items, promoting the use of reusable containers, and the sourcing of supplies from environmentally responsible providers. By instilling a mindset of recycling and reuse among our employees, we aim to minimize waste and foster sustainable habits that extend beyond the workplace.

OPEN CONSULTING AND AMBIDEXTROUS MINDSET

Arthur D. Little's pioneering Open Consulting and Ambidextrous Mindset represent the firm's avant-garde approach to consultancy. This approach underscores a commitment to harnessing collective intelligence and artificial intelligence to spearhead transformative solutions to our clients' most complex challenges.

The essence of Open Consulting at ADL lies in transcending traditional frameworks to foster a collaborative ecosystem where knowledge, skills, and expertise from diverse sources, including clients, are amalgamated. This model leverages the power of openness, allowing for a fluid exchange of ideas that leads to innovative solutions grounded in collective wisdom. By incorporating a variety of perspectives, including those from different industries, academia, and technology, ADL catalyzes an environment conducive to breakthrough ideas and sustainable strategies.

In parallel, ADL's Ambidextrous Mindset is about striking a balance between exploiting existing assets and exploring new opportunities. This duality enables ADL to not only improve current processes and services but also to pioneer new paths in technology and innovation. It is a mindset that embraces the agility and adaptability required to thrive in an ever-changing business landscape.

ADL's commitment to this dual-strategy approach is embodied in the Arthur D. Little "Open Consulting" platform — an innovation that symbolizes our leadership in integrating technology into management consulting. The Open Consulting platform serves as a hub for collaborative intelligence, connecting a wealth of resources, tools, and frameworks with artificial intelligence capabilities. It facilitates the synthesis of vast data pools and insights to inform decision-making and strategy development, thereby addressing not only environmental and social issues but also fostering a culture of sustainable innovation.

At ADL, we believe that the convergence of human ingenuity with artificial intelligence is key to unlocking sustainable value. Open Consulting and the Ambidextrous Mindset, augmented by our Open Consulting platform, are instrumental in this pursuit, ensuring that our approach to client challenges is as dynamic and multifaceted as the issues themselves. These initiatives are more than a methodology; they are a testament to our dedication to driving progress and delivering outcomes that stand the test of time, both economically and environmentally.

SOCIAL RESPONSIBILITY

OUR CULTURE



At Arthur D. Little, we pride ourselves on cultivating an open culture where autonomy, flexibility, and the pursuit of challenges and creativity are not just encouraged, they are integral to our philosophy. We strive to strike the delicate balance between the exacting demands of consulting and a rich, fulfilling personal life for all our employees. This equilibrium is the foundation upon which we build our work environment, ensuring that everyone has the opportunity for a well-rounded experience that fosters both professional growth and personal wellbeing.

Our culture is defined by meaningful work that ignites passion and drives innovation. We understand that recognition and continuous development are key to our team members' satisfaction and success. At Arthur D. Little, collaborative spirit flourishes, bringing together great minds to not only deliver excellence to our clients but also to support one another's aspirations. Our policies as outlined in our Code of Conduct are designed to nurture this spirit, with flexible working hours and accommodating leave policies for personal projects or family commitments, allowing our employees to excel in their careers without compromising their personal goals and responsibilities.

We offer a suite of benefits tailored to the diverse needs of our workforce. These include comprehensive health benefits and continuous learning opportunities. We understand that mental health is paramount to overall wellbeing. Our Wellbeing Charter underpins our commitment to creating a supportive environment, and one that includes access to mental health services. We are proactive in providing resources and support systems to ensure our employees can maintain mental and emotional health such as our Mental Health First Aid group in any market.



In addition to our Wellbeing Charter, employees receive a monthly survey or Wellbeing Barometer that helps us understand how each member of the ADL team is doing across their professional and personal lives. Responses can be submitted anonymously if requested.

Our investment in the wellbeing of our people goes beyond traditional benefits. It extends into the daily practices and interactions that define life at Arthur D. Little. We have established an environment that is conducive to open dialogue, mutual respect, and inclusivity. This ensures that every individual feels valued and heard, fostering a sense of community and belonging.

Our culture is one of dynamism, care, and continuous growth. It is a culture that celebrates the individual yet thrives on collaboration. It's a place where challenges are welcomed, curiosity is nurtured, and the commitment to collaboration and wellbeing is prioritized. Through this culture, we enable our people to be bigger than the sum of our parts and lead more fulfilling lives, empowering them to make "the difference" in the work they do.

BELONGING

ADL is committed to fostering a culture that values diversity, equity, and inclusion (DEI) both within the workplace and in the communities where we operate. Our policies and programs, spearheaded by our Global DEI Leader, are designed to create an environment where a variety of different voices are heard and respected, and where everyone has the opportunity to thrive.

We ensure that everyone, from employees and clients to suppliers and visitors, is treated with dignity and respect, reflecting our firm’s stance against any form of harassment or bullying. This is encapsulated in our Code of Conduct which outlines that ADL will not tolerate harassment of any kind, be it sexual, racial, related to disability, bullying, or otherwise. Ensuring a respectful workplace is non-negotiable, and any employees found guilty of harassment face strict disciplinary actions, which may include dismissal.

Under our Human Rights Statement, our anti-harassment and bullying policies are clearly defined and communicated. They provide guidance and channels for reporting and addressing any concerns, ensuring that every individual associated with ADL feels safe, valued, and supported.

GLOBAL DEI AWARENESS CHALLENGE

In 2023, ADL launched the Global DEI Awareness Challenge, encouraging all markets within the organization to develop and implement initiatives that enhance DEI awareness. The challenge catalyzed creative, market-specific strategies that aim to deepen our understanding and appreciation for DEI. Through this and other initiatives, we will continue encouraging each market to take proactive steps towards creating a more inclusive work environment, recognizing that local nuances contribute to a rich tapestry of global diversity.

CONTINUED DEVELOPMENT OF THE SPARK TEAM

Our Spark Team, a global group with a focus on DEI, continues to lead a host of initiatives throughout the year, driving the DEI conversation forward and ensuring that these important values are woven into the very fabric of our company. The team’s efforts range from hosting educational workshops to spearheading community outreach programs, all aimed at fostering an inclusive culture that resonates both internally and externally.

	Female	Male
Global	29%	71%
Senior Leadership	14%	86%

PAY EQUITY

At Arthur D. Little, pay equity is a cornerstone of our commitment to fairness and inclusion. Our compensation framework is transparent and equitable, designed to ensure that all consulting staff at the same level are compensated uniformly, reflecting the value of their skills and the contributions they make to the firm.

Beyond the principle of equal pay for equal work, our remuneration review processes are robust and frequent, aimed at eliminating systemic disparities and ensuring that all staff, regardless of background, receive equal compensation for their experience and qualifications. This proactive approach is a testament to our resolve to dismantle historical impediments to pay equality.

We believe that the success of the firm is a shared achievement, and as such, it is vital that every member of the ADL family benefits from our collective victories. In compliance with all regulatory requirements, including the EU’s Pay Transparency directive effective from April 2023, we maintain absolute transparency in our pay practices, affirming our unwavering support for initiatives that promote fairness and transparency in compensation across the board.

COMMUNITY ENGAGEMENT

Arthur D. Little is deeply invested in fostering strong community ties through sustained engagement, volunteerism, and social advocacy. At the core of our commitment is the belief that businesses have the power and responsibility to drive social change, particularly in the realms of innovation, education, and the eradication of social inequalities.

ANNUAL DAY OF VOLUNTEERING

We have instituted an annual day of volunteering across our global markets. This initiative empowers our employees to give back to their communities through hands-on involvement in local projects and causes. Our target is ambitious yet reflective of our commitment: to have 50% of our markets actively participate in 2024, increasing to 75% by 2025, and reaching 90% by 2026. This collective effort underscores our philosophy of shared responsibility and the transformative impact of collective action.

EQUALITY OF OPPORTUNITY THROUGH EDUCATION

Partnering with educational organizations like Article 1 in Paris, France is a testament to our dedication to fostering equality of opportunity. These partnerships are designed to support education and provide mentorship, opening doors for those who might otherwise be denied access due to bias. By year-end 2024, our goal is to support local equal opportunity programs with students in 30% of ADL markets, expanding to 50% in 2025 and 70% by 2026. This escalates our influence and reach, ensuring that the ripple effects of our engagements are felt far and wide.

CATALYZING GLOBAL SOCIAL IMPACT

Beyond local efforts, ADL is determined to amplify our social impact on a global scale. In 2024, we will work to secure a long-term partnership with a global NGO focused on

social impact, aligned with the intrinsic values and brand attributes of Arthur D. Little. This partnership will enhance our contributions to societal betterment and echo the values that Arthur D. Little stands for: innovation, responsibility, and meaningful progress.

Our community engagement strategy is built on the understanding that sustainable change requires consistent and focused efforts. Through volunteerism, mentorship, and pro bono services, we aim to be catalysts for innovation and education, driving forward the agenda for social equality and bridging gaps within and across communities. These goals are not just markers of our progress; they are milestones that can create a more equitable world where opportunities for growth and development are abundant and accessible to all. We aim to support 3 NGOs with pro bono work per year for more than €1 million of services, and we're proud to say that we reached 40% of this target in the inaugural year of the program and are in line with this objectives with more projects already in the pipeline for year 2.

WE AIM FOR A TARGET OF

€1M

IN PRO BONO SERVICES

LEARNING AND DEVELOPMENT

Arthur D. Little is at the forefront of fostering a culture of continuous improvement and personal growth, offering an expansive learning and development program designed to enhance the skills and potential of our employees at all stages of their careers.

Our comprehensive program encompasses a dynamic mix of formal and informal training, including mentoring and opportunities for international learning experiences. This blend of learning avenues ensures that each member of our team can acquire essential skills, forge strong international networks, and experience substantial personal development. Through

global exposure and mobility options, our employees are encouraged to broaden their horizons and embrace diverse perspectives.

In 2023, we underlined our commitment to upskilling and employee retention by ensuring that 34% of our consulting staff attended global core training sessions. These sessions, spread over 27 training programs, saw participants from a total of 39 market locations.

Providing our staff member with global training courses every year is an initiative that has expanded to include our Business Services team members, and we will continue to explore extending these vital learning opportunities across the firm.

Our approach to measuring progress and impact on upskilling goals is both qualitative and quantitative. We collect training feedback through surveys and issue certificates upon completion, providing tangible evidence of our staff’s achievements. Additionally, we utilize annual employee engagement surveys to gauge the effectiveness and reception of our training efforts. Online training progress is meticulously tracked, with completions and future training needs forming an integral part of our year-end assessments.

Arthur D. Little has forged key partnerships with renowned training providers to ensure a high-quality learning experience. These include Q5 for in-person cohort-level training and various online training providers: Kubicle for foundational analytics and AI training, Primerli for foundational financial services training, LinkedIn Learning for self-guided learning, and Mimecast for cybersecurity awareness training. Additionally, our internal webinars, such as practice-led Lunch and Learns, offer frequent, informal learning opportunities.

It’s worth noting that every employee at Arthur D. Little receives a performance review, ensuring that professional development is aligned with personal goals and the strategic objectives of the firm. Through these diverse training initiatives and partnerships, ADL empowers its staff not only to excel in their current roles but also to prepare for the challenges of tomorrow, fostering a culture where growth and learning are integral to our collective success.

27

TRAINING PROGRAMS

34%

OF CONSULTING STAFF
ATTENDED CORE
TRAINING SESSIONS

39

MARKET LOCATIONS
PARTICIPATED

SPACE BY ARTHUR D. LITTLE

At the vanguard of our client collaboration is SPACE by Arthur D. Little — a data-driven, open problem-solving platform designed to address and surmount today's challenges. SPACE stands as a testament to our forward-thinking ethos, embodying our commitment to delivering actionable solutions.

SPACE is where data analytics, machine learning, and AI converge to unravel complex issues, transforming data into insights, and insights into strategies. This dynamic platform provides an environment where challenges are dissected and explored from multiple angles, ensuring that the solutions we devise are not only innovative but also executable and impactful.

We operate with a conviction that sustainability challenges require more than traditional approaches — they demand an open problem-solving mindset. SPACE encourages such a mindset by enabling clients and ADL teams to collaboratively navigate the problem, co-create hypotheses, test them with real-world data, and iterate rapidly towards robust solutions. It is this agile methodology that allows us to stay ahead of the curve and deliver strategies that are sustainable, visionary, and grounded in reality.

Through SPACE, Arthur D. Little offers a suite of services tailored to our clients' specific needs and industry contexts. The goal is always clear: to empower our clients to meet their objectives effectively and to foster a culture of continuous innovation.

SPACE is not just a tool but a catalyst for change, with the potential to drive sustainability transformations across industries and sectors. It embodies our commitment to working side-by-side with clients, guiding them through the sustainability journey, and ensuring they are well-equipped to meet the mandates of today and the aspirations for a more sustainable future.

ETHICS AND INTEGRITY

At Arthur D. Little, we understand that our firm's reputation is anchored not only in the excellence of our professional services but also in the ethical conduct we uphold in all our business endeavors. Over a century of service has seen us forge a legacy of integrity and trust, earning us a distinguished reputation on the global stage.

Integrity and ethical practice are the bedrock upon which our firm operates. We hold steadfast to the principle that good ethics is good business. Our unwavering commitment to ethical standards is reflected in every assignment we undertake, every partnership we cultivate, and every solution we deliver. We approach each project with a conscientious dedication to fairness, transparency, and respect for all stakeholders involved.

To maintain and advance our standard of integrity, we implement rigorous compliance programs and training that ensure our employees are not only aware but fully aligned with our ethical expectations. Our Code of Conduct serves as a compass, guiding behaviors and decisions across all levels of the organization, ensuring that we act with honesty and legitimacy without exception.

Our commitment to business integrity transcends our internal operations, influencing the wider communities and industries we serve. Arthur D. Little leads with the conviction that ethical business practices contribute to a sustainable and equitable economic landscape, and we work to embed these practices into the fabric of every market we touch.

In every corner of the world where Arthur D. Little has a presence, our name is synonymous with a legacy of professional excellence upheld by an ethical code that is as enduring as the firm itself. Our promise is to continue embodying these principles, cementing the trust our clients, partners, and communities place in us.

LEADERSHIP AND GOVERNANCE

Our leadership is integral to reinforcing our ESG commitments, fostering a vision that seeks a 'Bigger' role in shaping sustainable futures. With a steadfast governance framework in place, our leaders actively advance our dedication to sustainability, overseeing ethical business conduct, and ensuring that every aspect of our corporate activity aligns with our ESG objectives. They drive the integration of sustainable practices into every facet of our work—from client engagement to internal management—demonstrating an unwavering commitment to ethical integrity, social responsibility, and environmental stewardship. This leadership commitment is pivotal in steering ADL's course towards a future where our business success is balanced with our ambition to contribute positively to the communities in which we and our clients operate.

INFORMATION SECURITY

Information security is paramount at Arthur D. Little, where we treat the privacy and cyber security of both company and client data as mission-critical components of our operations. We uphold the highest standards of data protection, as evidenced by our global maintenance of ISO:27001 certification. This rigorous standard is consistently met across all legal jurisdictions and countries from which we operate, reflecting our dedication to excellence in securing sensitive information.

Our approach to information security is multifaceted. To ensure the effectiveness of our privacy and security measures, we engage in continuous evaluation through a blend of passive and active assessment processes. These rigorous evaluations are complemented by annual external audits that benchmark our practices against industry and regulatory standards. Data retention and safekeeping policies are comprehensively detailed in our Code of Conduct. These policies are not static; they are regularly reviewed and updated to adapt to the evolving landscape of cyber

threats and regulatory requirements, ensuring robust protection and resilience against potential breaches.

At Arthur D. Little, safeguarding data is not just a compliance requirement; it is integral to the trust that our clients place in us and a cornerstone of our reputation for integrity in the global marketplace. Our approach to information security ensures that we remain at the forefront of risk management and cyber security practices, setting a standard for operational excellence.

RESPONSIBLE BUSINESS PRACTICES

At Arthur D. Little, we maintain stringent standards for client selection and due diligence, understanding that the integrity of our business relationships is paramount. Before establishing or continuing any engagement, we conduct thorough assessments to scrutinize a potential client's background, financial health, and integrity. This due diligence process involves identity verification, risk assessment, in-depth understanding of the client's business activities, and rigorous compliance checks with relevant laws and regulations. Our aim is to mitigate risks associated with fraud, money laundering, and terrorism financing, thereby safeguarding our operations and reputation.

Similarly, we uphold strict expectations from our suppliers, requiring them to engage in ethical business practices and to respect labor and human rights. Our suppliers are integral to our operations, and we emphasize the necessity of a safe and healthy working environment in all our partnerships. By mandating these standards, we ensure that our suppliers align with Arthur D. Little's commitment to uphold and propagate our core ethical values throughout the entirety of our supply chain.

INNOVATION AND OUTLOOK

We perceive sustainability initiatives as catalysts for innovation that yield multifaceted value, driven by a 'Bigger' vision that amplifies our impact on our clients and society at large. Our sustainability-driven innovation extends from improving internal practices to assisting clients in achieving their environmental and ESG goals. We strive to deliver environmental and social impact across value chains, leveraging our deep industry expertise and reaching net-zero in the future.

Looking ahead, we aim to enhance our ESG performance and leadership in sustainability. Our approach encompasses embedding environmental considerations into project processes and measuring them against ESG-related metrics. In 2024, we anticipate that 30% of our projects will align with these metrics, with the goal to increase to 95% by 2026. We are also committed to fostering a culture of learning and development, providing our people with at least one training per year, and upholding exemplarity in diversity, equity, and inclusion.

The challenges and opportunities ahead are twofold. On the one hand, we face the urgent need to address climate change and integrate DEI deeply into our operations. Our DEI initiatives aim for 90% staff training by 2026. On the other, there is the unprecedented opportunity to set new standards for industry practices, exemplified by our work with clients on environmental sustainability and our community engagement programs that drive social mobility.

With the evolution of our strategies to reduce our environmental impact and our rigorous targets validated by scientific metrics, we are following a pathway to substantial CO2 emissions reduction and supporting our clients to follow suit.

Our wellbeing initiatives, such as signing up markets to a leadership work-life balance charter, are set to cover 90% of markets by 2026. This exemplifies our commitment to promoting employee wellbeing and supports our endeavors in championing learning and development.

These ambitions, while challenging, reflect our dedication to making a difference. The overarching ESG strategy, inclusive of initiatives, guidelines, and policies developed by the global ESG team under the Executive Committee's direction, sets a firm course for our future actions. This strategy, backed by the full commitment of our leadership, ensures that Arthur D. Little will continue to lead the charge in delivering sustainable solutions that will resonate for generations to come.



APPENDIX: EXTENDED TABLES

DISTRIBUTION OF EMPLOYEES AT ARTHUR D. LITTLE (2023)

Number of employees	2023
Total	1502 / 1488.3
By Gender	
Female	438 / 427.5
Male	1064 / 1060.8
Other	0
Not Disclosed	0
Number of permanent employees	2023
Total	1483 / 1472.4
By Gender	
Female	403 / 394
Male	1013 / 1011.3
Other	0
Not Disclosed	67
Number of temporary employees	2023
Total	19 / 17.4
By Gender	
Female	10 / 8.4
Male	9
Other	0
Not Disclosed	0

APPENDIX: EXTENDED TABLES

DISTRIBUTION OF EMPLOYEES AT ARTHUR D. LITTLE (2023)

Number of full-time employees	2023
Total	1479 / 1471.2
By Gender	
Female	420 / 414.2
Male	1059 / 1056.9
Other	0
Not Disclosed	0

Number of part-time employees	2023
Total	23 / 17
By Gender	
Female	18 / 13.2
Male	5. / 3.8
Other	0
Not Disclosed	0

GRI CONTENT INDEX

STATEMENT OF USE

Arthur D. Little Services has reported in accordance with the GRI Standards for the period January 1, 2023 to December 31, 2023.

For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.



GRI 1 used
GRI 1: Foundation 2021

#	Disclosure	Omission	2023 Response (Page Number(s) and/or direct answers)
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GRI 2: GENERAL DISCLOSURES 2021

#	Disclosure	Omission	2023 Response (Page Number(s) and/or direct answers)
2. The organization and its reporting practices			
2-1	Organizational details		About Us; page 6
2-2	Entities included in the organization's sustainability reporting		Scope of the Report; page 7
2-3	Reporting period, frequency and contact point		Reporting Period; page 7
2-4	Restatements of information		Not applicable
2. Activities and workers			
2-5	External assurance		Internal controls were used for assurance of report
2-6	Activities and workers		About Us; page 6
2-7	Employees		About Us; page 6
2-8	Workers who are not employees		About Us; page 6
3. Governance			
2-9	Governance structure and composition		Page 7
2-10	Nomination and selection of the highest governance body		Leadership and Governance; page 21
2-11	Chair of the highest governance body		Message from our CEO; page 3-4
2-12	Role of the highest governance body in overseeing the management of impacts		Leadership and Governance; page 21
2-13	Delegation of responsibility for managing impacts		Leadership and Governance; page 21
2-14	Role of the highest governance body in sustainability reporting		Leadership and Governance; page 21
2-15	Conflicts of interest		Ethics and Integrity; page 20
2-16	Communication of critical concerns		Leadership and Governance; page 21, Page 7
2-17	Collective knowledge of the highest governance body		Leadership and Governance; page 21
2-18	Evaluation of the performance of the highest governance body		Leadership and Governance; page 21
2-19	Remuneration policies		Our Culture; page 16
2-20	Process to determine remuneration		Social Responsibility; pages 16-22

#	Disclosure	Omission	2023 Response (Page Number)
4. Strategies, policies, and practices			
2-21	Annual total compensation ratio		Pay Equity; page 17
2-22	Statement on sustainable development strategy		Environmental stewardship; page 14
2-23	Policy commitments		Code of Conduct ESG Policy Statement Environmental Policy Statement Community Engagement Policy Statement Human Rights Statement Supplier Code of Conduct
2-24	Embedding policy commitments		Details for how we embed our policy commitments are included throughout the report for relevant material topics.
2-25	Processes to remediate negative impacts		Belonging; page 17
2-26	Mechanisms for seeking advice and raising concerns		Code of Conduct
2-27	Compliance with laws and regulations		Responsible Business Practices; page 21
2-28	Membership associations		EcoVadis CDP
5. Stakeholder engagement			
2-29	Approach to stakeholder engagement		Stakeholder Engagement; page 8
2-30	Collective bargaining agreements		This information is not tracked as Arthur D. Little employees are not covered by collective bargaining agreements

GRI 3: MATERIAL TOPICS 2021

3-1	Process to determine material topics		Materiality Assessment; page 9
3.2	List of material topics		Materiality Assessment; pages 9-10

GRI 201: ECONOMIC PERFORMANCE 2016

(ADL Material Topics: Align throughout the company on ESG & communicate transparently)

3-3	Management of material topics		Leadership and Governance; page 21
201-1	Direct economic value generated and distributed	Arthur D. Little considers this information confidential	
201-2	Financial implications and other risks and opportunities due to climate change		Protecting our Planet; page 11-14
201-3	Defined benefit plan obligations and other retirement plans		Our Culture; page 16

#	Disclosure	Omission	2023 Response (Page Number)
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GRI 205: ANTI-CORRUPTION 2016

(ADL Material Topics: Align throughout the company on ESG & communicate transparently; Ensure an ethical & sustainable supply chain)

3-3	Management of material topics		Ethics and Integrity; page 20 Responsible Business Practices; page 21
205-1	Operations assessed for risks related to corruption		Leadership and Governance; page 21
205-2	Communication and training about anti-corruption policies and procedures		Ethics and Integrity; page 20 Responsible Business Practices; page 21 Code of Conduct
205-3	Confirmed incidents of corruption and actions taken		There were no incidents of corruption reported in the reporting period

GRI 302: ENERGY 2016

(ADL Material Topics: Reduce our direct environmental impact)

3-3	Management of material topics		Reducing our Footprint; page 13
302-1	Energy consumption within the organization		Inventory and Performance; page 12
302-2	Energy consumption outside of the organization		Inventory and Performance; page 12
302-3	Energy intensity		Inventory and Performance; page 13
302-4	Reduction of energy consumption		Protecting our Planet; page 11
302-5	Reductions in energy requirements of products and services		Protecting our Planet; page 11

GRI 305: EMISSIONS 2016

(ADL Material Topics: Reduce our direct environmental impact)

3-3	Management of material topics		Reducing our Footprint; page 13
305-1	Direct (Scope 1) GHG emissions		Inventory and Performance; page 12
305-2	Energy indirect (Scope 2) GHG emissions		Inventory and Performance; page 12
305-3	Other indirect (Scope 3) GHG emissions		Inventory and Performance; page 12
305-4	GHG emissions intensity		Inventory and Performance; page 12
305-5	Reduction of GHG emissions		Inventory and Performance; page 13

GRI 306: WASTE 2020

(ADL Material Topics: Reduce our direct environmental impact)

3-3	Management of material topics		Reducing our Footprint; page 13
306-1	Waste generation and significant waste-related impacts		Reducing our Footprint; page 13
306-2	Management of significant waste related impacts		Sustainable Operations; page 14 Promoting Recycling and Reuse in Offices; page 14

#	Disclosure	Omission	2023 Response (Page Number)
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GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016

(ADL Material Topics: Drive environmental initiatives beyond our own corporate activities)

3-3	Management of material topics		Responsible Business Practices; page 21 Supplier Code of Conduct
308-1	New suppliers that were screened using environmental criteria		Responsible Business Practices; page 21 Supplier Code of Conduct
308-2	Negative environmental impacts in the supply chain and actions taken		There were no impacts reported in the reporting period.

GRI 401: EMPLOYMENT 2016

(ADL Material Topics: Promote employee wellbeing)

3-3	Management of material topics		Our Culture; pages 16-22
401-1	New employee hires and employee turnover		By age group: under 30: 69; 30-50: 84; over 50: 9; not specified: 10 By gender: female: 38; male: 134 By region: Americas: 17; Asia: 37; Europe: 88; MEI: 25
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	This information is market-specific and considered confidential.	
401-3	Parental leave		Our Culture; page 16-22

GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

(ADL Material Topics: Promote employee wellbeing)

3-3	Management of material topics		Our Culture; pages 16-22
403-1	Occupational health and safety management system		Our Culture; pages 16-22
403-3	Occupational health services		Our Culture; pages 16-22
403-4	Worker participation, consultation, and communication on occupational health and safety		Our Culture; pages 16-22
403-5	Worker training on occupational health and safety		Our Culture; pages 16-22
403-6	Promotion of worker health		Our Culture; pages 16-22

GRI 404: TRAINING AND EDUCATION 2016

(ADL Material Topics: Champion learning & development)

3-3	Management of material topics		Learning and Development; pages 18-19
404-1	Average hours of training per year per employee		Learning and Development; pages 18-19
404-2	Programs for upgrading employee skills and transition assistance programs		Learning and Development; pages 18-19
404-3	Percentage of employees receiving regular performance and career development reviews		Learning and Development; pages 18-19

#	Disclosure	Omission	2023 Response (Page Number)
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GRI 405: DIVERSITY, EQUITY, AND INCLUSION 2016

(ADL Material Topics: Drive on diversity, equity & inclusion (DEI) culture)

3-3	Management of material topics		Our Culture; pages 16-22 Belonging; page 17
405-1	Diversity of governance bodies and employees		Our Culture; page 16
405-2	Ratio of basic salary and remuneration of women to men		Pay Equity; page 17

GRI 406: NON-DISCRIMINATION 2016

(ADL Material Topics: Drive on diversity, equity & inclusion (DEI) culture)

3-3	Management of material topics		Culture; pages 16-22 Code of Conduct
406-1	Incidents of discrimination and corrective actions taken		No incidents of discrimination reported during reporting period.

GRI 413: LOCAL COMMUNITIES 2016

(ADL Material Topics: Empower our people to make a positive difference locally; Promote equality of opportunity through mentoring programs; Work with NGOs that align to our ESG goals to drive social impact)

3-3	Management of material topics		Our Culture; pages 16-22
413--1	Operations with local community engagement, impact assessments, and development programs		Our Culture; pages 16-22

GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016

(ADL Material Topics: Ensure an ethical & sustainable supply chain)

3-3	Management of material topics		Responsible Business Practices; page 21 Supplier Code of Conduct
414-1	New suppliers that were screened using social criteria		Responsible Business Practices; page 21 Supplier Code of Conduct
414-2	Negative social impacts in the supply chain and actions taken		No negative impacts reported in reporting period.

GRI 418: CUSTOMER PRIVACY 2016

(ADL Material Topics: Protect the data and privacy of our people & our clients)

3-3	Management of material topics		Responsible Business Practices; page 21 Code of Conduct
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Arthur D. Little considers this information confidential.	

ARTHUR  LITTLE

THE DIFFERENCE