

DEI — Everyone's Business

BRUNSWICK

Diversity, Equity
and Inclusion Report
2022

Message from the CEO

DEI is essential to Brunswick's success. Our colleagues come from a breadth of places and backgrounds, bringing different experiences and perspectives. This is, in important measure, what allows us to offer our clients the highest quality advice.



Last year, we published our first annual Global DEI Report as part of our efforts to track our progress and hold ourselves accountable on DEI. We articulated our strategy and identified four key areas on which to focus: representation, advancement, belonging and impact. We laid out goals and how we intended to make progress on our objectives. This year's report describes our achievements to date and our further ambition. As the world continues to change, we have found that our pillars have provided a steady roadmap guiding us towards becoming the firm we aspire to be.

As this year's report shows, we have made progress — but there remains much work to do. While I and senior leaders of the firm need to lead and be accountable for these efforts, all our colleagues share a responsibility to push the firm further forward. And having seen what our colleagues have achieved in the last year, I feel confident that we can reach the goals we have set.

We are on a journey to ensure diversity, equity and inclusion are embedded in every aspect of what we do — across every team, level and geography. I look forward to working with colleagues across the firm in the year ahead to continue to move forward with energy and determination — so that we may better support each other, our clients and the communities in which we work.

Neal Wolin
Chief Executive Officer
Brunswick Group

Brunswick is committed to being the most diverse, equitable and inclusive advisory firm in the world.

Ensuring that we achieve the ambition set forth in our **first annual report** last year is not simply the work of leadership, or of those who feel most strongly about Diversity, Equity and Inclusion (DEI) matters. It is, as the title of our report states, the business of everyone at Brunswick.

Table of Contents

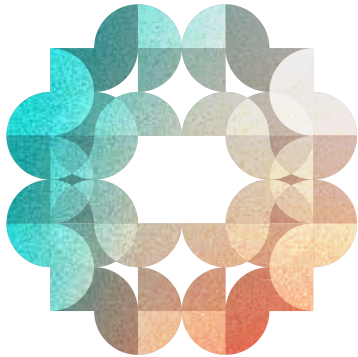
Welcome and Introduction	2
Voices of Our People	5
Representation	12
Gender	15
Race and Ethnicity	17
Nationality	20
Advancement	22
Belonging	25
Impact	31
Ongoing Commitment	34
Our DEI Committees	35

About this report

This report summarizes the progress we have made in achieving the goals we set out last year and the work yet to be done. We hope it gives a sense of the range of our efforts, our successes to date, and the challenges ahead of us.

At the core of Brunswick’s work on DEI are our four strategic pillars and their corresponding commitments which give shape and direction to our work and how we hold ourselves accountable. The pillars are the foundation for our DEI strategy and the commitments are the action items used to operationalize them.

Our four pillars



Representation

Who we have at the firm



Belonging

Being able to bring our whole selves to work



Advancement

How we progress through our roles and careers



Impact

Helping advance equity in the world for ourselves and our communities

Our six commitments

1

Recruiting to increase diversity at all levels, with a focus on senior leadership

2

Bringing external expertise into the firm focused on DEI issues, whether as advisors and/or full-time colleagues

3

Reexamining our approach to appraisals, promotions, and retention through the lens of DEI

4

Building communities and creating safe spaces in the firm where we can have open conversations with each other and learn from one another

5

Living the values of an inclusive culture — how we treat each other and how we work together

6

Projecting ourselves externally, including how we provide best-in-class advice to clients and, more broadly, how the firm is a force for progress on matters of DEI

Voices of Our People

At the core of Brunswick are our people. The diversity of our perspectives enables us to provide the most effective advice and counsel to our clients.

Our colleagues are happy to engage in open dialogue, giving each other space to develop new ideas and a shared language around the evolving concepts of DEI. On the following pages you will hear first-hand from our colleagues their thoughts on DEI.

IN THIS SECTION

What does DEI mean for Brunswick?	6
What we are getting right in DEI	8
Where we have more to do	10

What does DEI mean for Brunswick?

“

...DEI encompasses all forms of broad-based inclusion — it means recognition, being recognized not only for what I bring to the table, but for who I am as a person and my background...

Tumelo Lekhanya
Executive, Johannesburg

→ [Find out more in the Representation section](#)



“

DEI means the ability to be who I am in an environment that respects my abilities and provides me with opportunities to grow, develop and shine regardless of who I am.

Rayyah Fathalla
Director, Dubai

→ [Find out more in the Representation section](#)



What does DEI mean for Brunswick?



“Diversity really is key for success, particularly for an advisory business on critical issues. You can’t achieve that with one group of people who’ve grown up in a certain socioeconomic group who have a specific view of the world: there needs to be diversity of thought, and diversity of background. In order to advise, we need to understand the issues.

Nick Blow
Partner and Head of Office, Brussels

➔ [Find out more in the Representation section](#)

“

It is of utmost importance that Brunswick caters to a range of individuals, creating an environment where everyone can thrive and bring their true and authentic selves into the workplace.

Alexandra Worth-Moynihan
Business and Society Team Manager, London

➔ [Find out more in the Belonging section](#)



What we are getting right in DEI



“ We have made good progress by bringing in a lot of people with different backgrounds, different perspectives and experiences, and also putting in place policies and programs to make sure that people feel welcome and supported.

Yi Zhou

Partner, Healthcare & Life Sciences

Asia-Pacific Lead, Hong Kong

➔ [Find out more in the Belonging section](#)

“ I think Brunswick has done a lot over the years to improve listening. And I think that's something that we need to continue. We do it very well for our clients and I think continuing that exercise of listening to different voices across the firm is important.

Lulwa Rizkallah

Director Dubai

➔ [Find out more in the Belonging section](#)



What we are getting right in DEI



“

We’ve done some great work on how businesses can improve their DEI offer and the resulting societal and commercial benefits. But we want to go further. Brunswick is developing internal DEI initiatives to support our colleagues — and this is what’s truly needed to show leadership in DEI.

Serena Balachandra-Welch
Associate Public Affairs, London

➞ [Find out more in the Impact section](#)

“

What I love about Brunswick is that I’ve always been able to be myself. The fact that I’m respected, my opinions are heard, I can speak my mind, and that the company has done a lot in the last few years to do more in the DEI space all makes me very proud to be here.

Lissette Marcelo
Director of Legal Operations, New York

➞ [Find out more in the Belonging section](#)



Where we have more to do

“ We need to make some hard choices. And some of those choices are about moving power away from people who look like me, who’ve been in power and entrenched positions for a very long time. That means thinking more about who else could speak in the room, about who else could stand up. This would allow new perspectives, and it’ll mean that we will provide a better product.

James Dray
Partner, London

→ [Find out more in the Advancement section](#)



“ I think what changes people’s attitudes is personal stories rather than DEI statistics. Hearing about different cultures and different ways of living is really what helps us shift our thinking and create a more inclusive culture.

Nick Behringer
Director, Recruitment, Hong Kong

→ [Find out more in the Representation section](#)

Where we have more to do



“

I think it's really important that we do a better job with the “I” in DEI: that's inclusion, that's belonging for all colleagues. Do you feel part of the Brunswick culture? Do you have a team that supports you? Do you have people that will meet you where you are? I think that is an area where I see opportunity for growth for the firm.

Tamika Hawkins

Director, Washington, DC

→ [Find out more in the Belonging section](#)

“

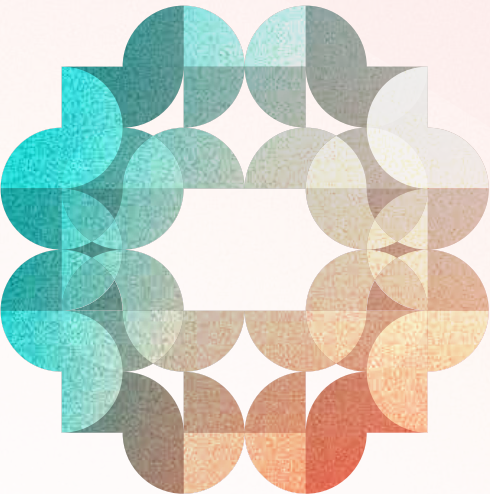
In the last two and a half years, we've made some good progress, but there is more to do. I feel encouraged that we are really making sure DEI is being woven much more into all that we do, for example, in our recruitment, how we build up and resource client teams and within our Remuneration and Promotion (R&P) process.

Helen James

Chief Operating Officer, London

→ [Find out more in the Belonging section](#)





Representation

IN THIS SECTION

Representation	13
Gender	15
Race and Ethnicity	17
Nationality	20



“ DEI best practices must be systemic, and they must be upheld by all colleagues across all moments of their professional journeys at the firm. It is crucial that behaviors exhibited both towards our clients and towards our colleagues are aligned with DEI best practices. It also is critical that as a firm we hold ourselves accountable to that commitment and be conscious of the work that needs to be done to ensure that our firm is representative of the world in which we operate. We must commit to making the necessary shifts in talent acquisition, leadership acumen, professional development and advancement that culminate in the representation of a truly diverse group of colleagues. We must ensure that a thoughtful and inclusive experience is the standard and commit to pushing for even greater diversity in the room.

Maria Gianoutsos
Global Managing Partner, People, New York

Representation

To achieve our ambitions as a firm, we must ensure that we reflect the world in which we live. Diverse representation expands our understanding of the world around us.

Over 300 people joined Brunswick in the last year. These colleagues — from a wide range of backgrounds with a wide range of experiences — are helping the firm bolster existing areas of expertise, develop new capabilities and build the infrastructure of our business — across practice groups, sectors and geographies.

Topline Goals committed to last year and Progress

- Achieve 25% underrepresented ethnicities¹ in the U.S. and U.K. by 2024
 - Achieved this goal two years ahead of schedule. We are now focused on the retention of our Black and Hispanic colleagues in the U.S. and Black colleagues in the U.K.

- Achieve 50% women in the global partnership by 2025
 - We have met or exceeded our goal of 50% women in the partnership in Asia-Pacific and South Africa. Globally, women now make up 37% of the partnership

Methodology

To establish goals for representation, we identified four key levers: growth, hiring, retention and promotions. We examined our internal data from 2018–2022 by region in these four categories and then benchmarked ourselves by region, and against our peers. Using this historical analysis, we projected workforce growth rates for each region, and for the two groups of Brunswick employees, client handlers (colleagues whose primary focus are external clients) and the core services teams, (colleagues whose primary focus are internal clients). This analysis produced targets which we refined through conversations with regional leaders.

Please note that unless otherwise stated the data in this report reflects progress between Q1 2021 and Q3 2022.

¹In the U.S., underrepresented ethnicities are defined as any person or group of individuals who self-identify as, Asian, African American/Black, Hispanic/Latinx and/or Native American/Alaskan Native, and Two or More Races. These categories are based on the Race and Ethnicity categories used by the U.S. Equal Employment Opportunity Commission (EEOC) that companies must report on annually. In the U.K., underrepresented ethnicities are defined as any person or group of individuals who do not self-identify as White.



“Diversity is the heart of what we do because we are here to advise our clients and to provide them with fresh perspectives. Having a diverse cohort of people who come from different countries, cultures, racial backgrounds, with different sexual orientations and gender identities, is absolutely critical to bringing new perspectives to the forefront and addressing the issues our clients face.

Omaima Afzaal

Account Director, New York

Representation

(continued)

Progress on Talent Acquisition

We are also committed to changing how we find, assess and integrate people into the firm. In practical terms, this has meant:

- Incorporating candidate demographics into our candidate tracking system, so we can report and review our progress against targets in real time for recruiting in geographies where it is possible to collect this information
- Expanding our global and regional recruitment teams and adding specific expertise with the intention of reaching wider, deeper pools of talent
- Enhancing equity by defining clearer competencies for each role to test for stated skills and behaviors necessary for the role in a structured and consistent way
- Creating a global hiring process with DEI check points on how candidate assessments and hiring decisions are made
- Mapping candidate markets to compile diverse candidate slates for all roles

Spotlight on the Development of our Talent Acquisition team in London

Our recruitment work in London illustrates the rapid evolution of our recruitment practices over the past eighteen months and provides a model for our firmwide efforts to attract a more diverse pool of candidates.

- We restructured the London, Europe and IMEA recruitment team, based in London, under new leadership and added two senior recruiters with expertise in diverse candidate research and mapping and capabilities in assessment
- We redesigned our recruitment policy to be fairer and more transparent, and to include our DEI commitments by:
 - Advertising hiring requirements internally, across the firm, to provide greater visibility and opportunity to all colleagues
 - Creating a consistent hiring process framework for all internal, lateral and external recruitment
 - Establishing role competencies and criteria for all hiring, setting out key criteria for assessment
- We began working with London's job centers and a broad range of higher education institutions to recruit interns for our intake program, focusing on candidates from diverse backgrounds including race, ethnicity, gender, and lower socioeconomic environments
- We further developed our internal talent and search function, recruiting a Head of Talent Research, who is focused on tracking, identifying and sourcing diverse leaders

Gender

Our goal is to have women comprise at least 50% of our total workforce, including those at the partner level of the firm.

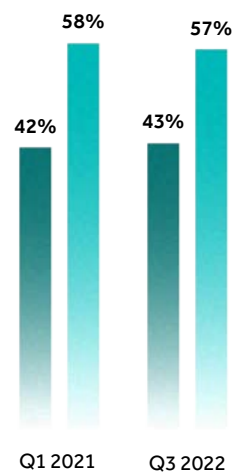
Across the firm, women make up 57% of our colleagues, a slight decrease from 58% last year.

We have met or exceeded our 50% goal for women representation across client handlers (colleagues whose primary focus is external clients) and core services (colleagues whose primary focus is internal clients) in most of our regions.

Presently, there are 97 women Partners at Brunswick, representing 37% of the partnership, a slight decrease from 38% last year.

Selected Gender Highlights Q1 2021 vs. Q3 2022

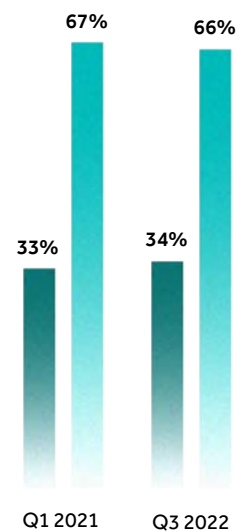
Total Workforce



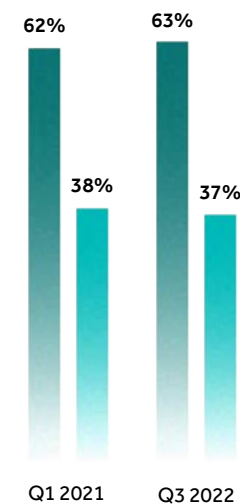
Client Handler



Core Services



Partners



Group Committee*



*Group Committee refers to the firm's global management committee.

Men Women

Gender

(continued)

Progress against regional goals

We have met or exceeded our 50% goal for women representation among the total workforce across all regions. When comparing Q1 2021 and Q3 2022, there were slight decreases in the number of women in Asia-Pacific, IMEA and the U.S., but each of those regions has still surpassed the 2024 gender parity goal. Among the partnership, all regions but Europe realized slight decreases of women partners in the region.

Region	Q1 2021	Q3 2022	% Change	2024 Goal
Total Workforce				
Asia-Pacific	71%	65%	-6%	50%
Europe	49%	52%	3%	50%
IMEA	68%	67%	-1%	50%
U.K.	52%	53%	1%	50%
U.S.	59%	57%	-2%	50%

Region	Q1 2021	Q3 2022	% Change	2024 Goal
Partners				
Asia-Pacific	46%	44%	-2%	50%
Europe	24%	31%	7%	35%
IMEA	35%	33%	-2%	45%
U.K.	38%	37%	-1%	45%
U.S.	42%	38%	-4%	50%

Looking ahead

We want to ensure that women are fully represented at the partner level of the firm. We will be conducting an assessment of the reasons why women leave the firm with a focus on how we can enhance our retention efforts. This effort will include plans to introduce opportunities to develop greater leadership skills, deepening networks, looking at our recruitment sources, as well as policies to support working caregivers.



“ We need to embrace the representation that exists outside Brunswick and reflect that inside our firm. Representation matters — it is broader than any one individual, but crucial if we are to bring about real and effective change.

Michelle Rajkumar-Clifford
Director of Recruitment for Europe, London,
and IMEA, London

Race and Ethnicity

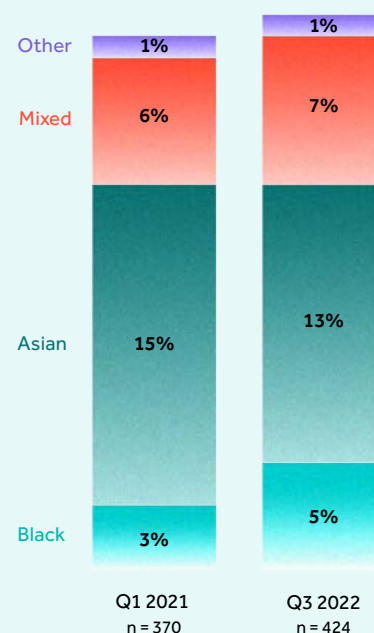
In this section, we present information from the regions where we are permitted to collect race and ethnicity data, specifically the U.S., U.K. and South Africa.

Last year we set a top line goal to have at least 25% of colleagues in the U.S. and U.K. come from underrepresented ethnicities². Our objective in setting that goal was to ensure that Brunswick reflects the diversity of the population in the geographies where we have offices and can collect this data. Now that we've surpassed that goal, our aim is to increase focus on Black and Hispanic colleagues in the U.S. and Black colleagues in the U.K.

Progress against race and ethnicity talent goals

U.K. Total Workforce Representation by Race/Ethnicity, Q1 2021 vs. Q3 2022

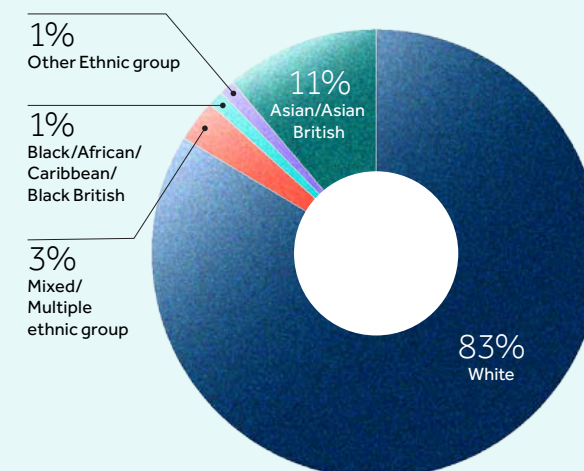
As of Q3 2022, the U.K. has made slight gains in the Black and Mixed demographics, moving from 3% to 5% and from 6% to 7%, respectively.



The "n" refers to the number of Brunswick colleagues who have self-identified.

U.K. Partner Representation by Race/Ethnicity — Q3 2022

Among the U.K. partnership, 1% identify as Black and 15% identify as Asian, Mixed or Other Ethnic backgrounds. We have progressed since last year by 1% and 3%, respectively. Getting closer to our 2024 goal of 3% Black partners and 17% partners from Asian, Mixed or Other Ethnic backgrounds.



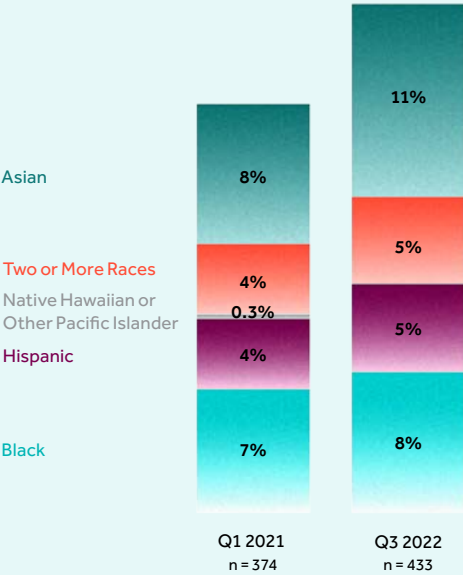
²In the U.S., underrepresented ethnicities are defined as any person or group of individuals who self-identify as, Asian, African American/Black, Hispanic/Latinx and/or Native American/Alaskan Native, and Two or More Races. These categories are based on the Race and Ethnicity categories used by the U.S. Equal Employment Opportunity Commission (EEOC) that companies must report on annually. In the U.K., underrepresented ethnicities are defined as any person or group of individuals who do not self-identify as White.

Race and Ethnicity

(continued)

Total U.S. Workforce Representation by Race/Ethnicity, Q1 2021 vs. Q3 2022

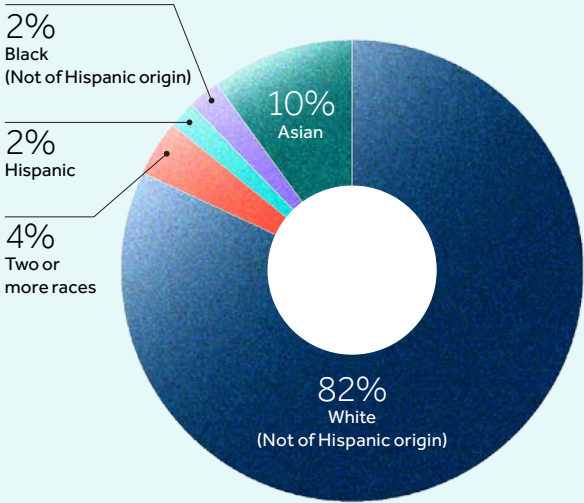
As of Q3 2022, the U.S. has made gains in nearly every demographic category for which we collect data.



The “n” refers to the number of Brunswick colleagues who have self-identified.

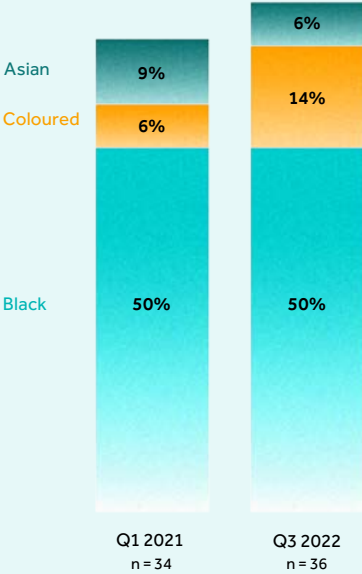
U.S. Partner Representation by Race/Ethnicity — Q3 2022

Among the U.S. partnership, 10% identify as Asian, up 2% from last year. The percentage of those who identify as Two of More Races remained the same at 4%, but those who identify as Black dropped from 5% to 2% and those who identify as Hispanic dropped from 3% to 2%.



Total South Africa Workforce Representation by Race/Ethnicity, Q1 2021 vs. Q3 2022

As of Q3 2022, South Africa has made slight gains among the Coloured³ demographic, moving from 6% to 14%, but the percentage of Asian colleagues dropped from 9% to 6%.



The “n” refers to the number of Brunswick colleagues who have self-identified.

³The Coloured demographic is a multiracial ethnic group native to Southern Africa who have ancestry from more than one of the various populations inhabiting the region, including Khoisan, Bantu, Whites, Austronesian, East Asian or South Asian.

Race and Ethnicity

(continued)

What we committed to last year

- Recruiting to increase diversity at all levels, with a focus on colleagues at the Partner level
- Bringing external expertise into the firm focused on DEI issues, whether as advisors and/or full-time colleagues
- Upgrading our data systems, incorporating socioeconomic diversity and expanding the recruitment team

Progress and next steps against those commitments

- We have met our goal of having underrepresented ethnicities make up at least 25% of our U.S. and U.K. workforce, with 29% of colleagues in the U.S. and 26% of our colleagues in the U.K. identifying as coming from an underrepresented ethnicity as of Q3 2022. We are now setting a goal to increase representation of our Black and Hispanic colleagues in the U.S. and our Black colleagues in the U.K.
- In the U.K., while there has been an increase in the hiring of Black and Mixed colleagues, we have had more attrition among Black colleagues
- While there has been an increase in the hiring of Black and Hispanic colleagues in the U.S., attrition is leading to limited net movement
- In South Africa, we have improved the representation of Black Partners by 18%, as well as Coloured colleagues by 7%

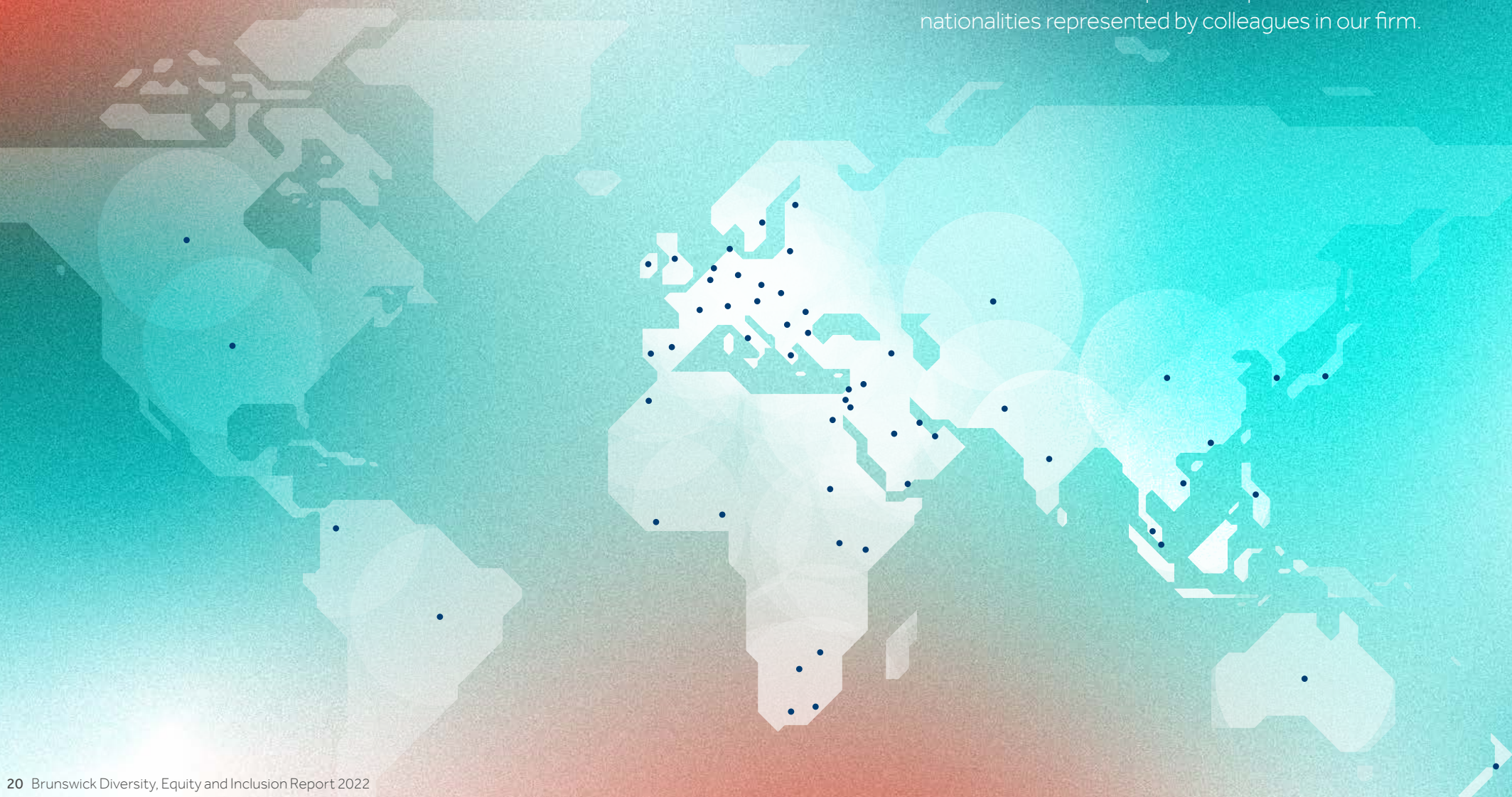
- Across the firm we have increased our focus and added dedicated personnel to improve the diversity of our candidate pools, from interns to partners
- We have established our first socioeconomic sub-committee as part of the London's Regional DEI Committee, who are exploring the development of a recruitment effort targeted at those from lower socioeconomic backgrounds

Key programs

- **Taylor Bennett Foundation — U.K.**
Partnership and annual program with an organization in London that encourages Black, Asian and other minority ethnic graduates to pursue a career in communications
- **ColorComm — U.S.**
Partnership with the leading platform in the U.S. for women of color addressing diversity & inclusion across the communications, marketing, advertising, media, and digital industries
- **Internship Programs — U.S. & U.K.**
Brunswick's internship programs are designed to build a creative and diverse workforce. Candidates from a wide range of backgrounds are actively encouraged to apply

Nationality

As a global organization with offices in 27 cities around the world, we are proud of the diversity our colleagues bring to the firm and subsequently the diversity of thought that is the bedrock of the work we produce for our clients. The map below represents the 58 nationalities represented by colleagues in our firm.



Nationality

(continued)

What we committed to last year

Last year we committed to increasing local talent representation broadly across regions, and specifically in IMEA and Asia-Pacific, we pledged to having more local talent at the partner level. By local talent we refer to colleagues who are nationals of the countries or regions where they work.

	Q1 2021	Q3 2022	% Change	2024 Goal
Asia-Pacific Total Workforce				
Local Talent ⁴	68%	81%	13%	—
Partners				
Local Talent	29%	63%	34%	60%

	Q1 2021	Q3 2022	% Change	2024 Goal
IMEA Total Workforce				
Local Talent	31%	32%	1%	43%
Partners				
Local Talent	35%	33%	-2%	38%

Progress and next steps against those commitments

- In Asia-Pacific, we increased the number of local talent across the total workforce by 13% to reach 81%. This was also reflected among the partners, where the number of local partners increased by 34% from 29% to 63%, meeting our goal of 60% of the partners who are nationals of countries in the region by 2024
- In IMEA, we increased our local talent representation to 32% representing some progress toward our goal of 43%, but there is an opportunity to improve representation at the partner level

Looking ahead

In IMEA and Asia-Pacific, our goal is to have better representation of local talent, especially among partners. Working with the talent acquisition team and external partners, we are continuing to find new ways to tap into local talent pools by widening recruitment channels and sources.

⁴Local talent is defined as being a national of a country in the region in which you work.



Advancement

Advancement is critical to the success of any DEI initiative. It is vital that we create fair and transparent processes for the development of our colleagues and measure ourselves accordingly.

Advancement

What we committed to last year

- Measuring Performance
 - Establishing more objective performance-oriented promotion criteria that are clear and well understood by all our colleagues
 - Reexamining our approach to appraisals, promotions, and retention through the lens of DEI
- Nurturing Development
 - Using resourcing teams more consistently so that employee development is core to how we staff client mandates
 - Evaluating the structure of the mentor program
 - Focusing on mentor training to ensure mentors can deliver developmental feedback effectively and are able to support the specific needs of employees better from a DEI perspective

Progress

- Measuring Performance
 - Launched an effort to refresh our annual R&P process, by utilizing a wide

range of inputs from colleagues around the firm to enhance transparency and equity

- Worked to eliminate the race/ethnicity promotion rate gaps⁵ identified in our DEI analysis provided quarterly, in the U.K.
- Held equity and inclusion workshops for the Remuneration and Promotion (R&P) Committee in the U.S. to identify and remove bias from our processes. We will roll these out globally for our other regional R&P committees in the 2022/23 R&P cycle
- Nurturing Development
 - Committed to providing more training for our mentors/managers, including through feedback workshops and new leadership skills training, with a module on Inclusive Leadership
 - Offered more secondments to colleagues to foster learning and development. As the pandemic receded in much of the world, this became easier — but it is something we are committed to doing on an ongoing basis

Spotlight on process

Until last year, resourcing in the U.S. was managed by client handlers on a rotational basis. We now have a full-time head of Resourcing in the U.S. who works across the region to ensure that colleagues are assigned to mandates based on their skill set and development goals. Setting the foundation that everyone has equal and fair access to opportunities to develop their careers at Brunswick. When we incorporate inclusivity into the Resourcing function, we ensure that everyone has an equal opportunity to develop their skill set. This in turn leads to increased opportunity for advancement. Our goal is that best practices developed here can be used throughout the firm.



If you are looking to build diversity, equity and inclusion in any firm, a few key areas include talent acquisition and on-boarding, resourcing and then performance review. Those are areas where it is easy to make or break an equitable environment.

Even if you know one person would work well on the team, what about everyone else? What will happen in a year or so when we have more mandates, and we need more people who know how to do this work? We are moving from a place of ease and efficiency in Resourcing to a place of more intention.

Justin Blyden
Senior U.S. Staffing Manager, New York

⁵Refers to a measurable difference in promotions between demographic groups (e.g., between men and women or between members of different racial groups).

Advancement

(continued)

“ Diversity on a leadership level is very important, especially for people that come up within the firm. It makes them feel encouraged that they too can get to leadership level. It makes it feel more attainable.

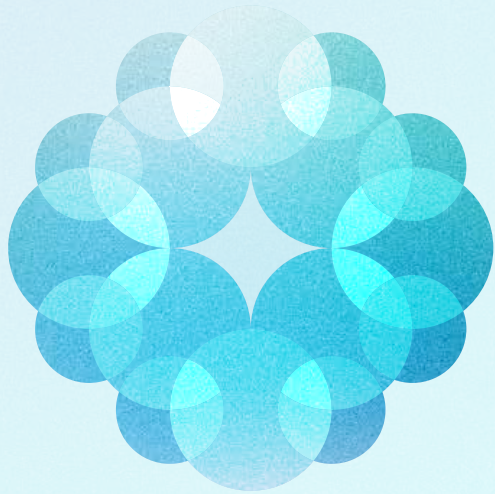
Kwanele Mdletshe
Associate, Johannesburg



“ The commitment on DEI is visible at a group level, but there is still a path to build to ensure that the representation and participation of different groups of people are equally promoted in all the countries where we are present. Initiatives such as the Continental European DEI Committee are a tangible sign of how we are progressing on our journey.

Elisa Lavagna
Director, Milan





Belonging

By developing a sense of acceptance, inclusion and identity we strengthen our sense of belonging. All our colleagues need to know they have a valued place in our firm, so they can bring their authentic selves to work.

Belonging

If DEI is to be considered everybody's business, it must be truly embedded into the culture of our firm. That culture is the product of inclusive leadership. It is one where, colleagues feel like they belong at work and their performance thrives. Creating genuine feelings of belonging for all is a critical factor in improving engagement and performance.

What we committed to last year

- Building communities and creating safe spaces in the firm where we can have open conversations with each other and learn from one another
- Living the values of an inclusive culture — how we treat each other and how we work together

Progress and next steps on those commitments

In Asia-Pacific, we conducted listening sessions to identify local and regional DEI needs and launched two ERGs *BrunsWomen* and *BrunsPride*. Through facilitated dialogues with each of these groups, colleagues have been able to share personal stories and raise issues most relevant to them, from the proper use of

pronouns to how women can network more effectively. We also launched a graduate hiring program focused on finding diverse talent.

In the Gulf our listening sessions including “covering⁶ sessions” with new joiners, to highlight the importance of bringing their true selves to Brunswick from the start. In the Gulf and South Africa, we prioritized mental health through specific wellness programs, by encouraging mentors and mentees to look out for early signs of stress as we emerged from the pandemic, and through team-building activities.

In the coming year, **our South Africa office** will focus on identifying personal biases among more senior colleagues, while more broadly across IMEA we will be paying close attention to the effect of our hybrid work model on DEI.

In the Americas, our ERGs have been particularly focused on meaningful programming, such as panels of colleagues who discussed their experiences parenting trans kids, collaborating across differences for Women's History Month and a look at the impact of George Floyd's death, two years later, to name a few. Our focus now is to

integrate DEI more fully into the People and Talent Acquisition functions and increase the sense of inclusion and belonging among new joiners, for example by implementing new hire check-ins between 30–60 days to ensure firm integration.

In Europe, we focused on an Allyship workshop series, supporting various underrepresented groups. These workshops were focused on the LGBTQ+ community, women in the workplace and race and ethnicity. We also organized our first two-day development program for women Directors in our European offices. In the coming year, we will be conducting a benchmark review of the caregiving/family policies in the market to understand best practices that can be incorporated to support our colleagues.

In London, we launched a Women's Network and a Neurodiversity Network and hosted an event to introduce employees to the full range of available networks and social clubs. The networks organized a series of external speakers on topics including dyslexia, networking, building meaningful relationships across teams and networks, and the future of work. We also



“ At Brunswick, I have found a very strong network of people who identify as LGBTQ and who have been super supportive throughout my career. Brunswick is a firm heavily invested in making people feel at home and comfortable being themselves. But I’ve also found that we are very self-critical. We know where the gaps are, we know what we need to improve, and we’ve been working on it, which I think is great.

Amir Beshay
Associate, New York

⁶“Covering is a strategy people use to downplay a stigmatized part of their identity,” Kenji Yoshino, *Covering* (New York: Random House, 2006).

Belonging

(continued)

launched a new internship program which is actively targeted to include candidates from underrepresented backgrounds. In the coming year, we are planning on piloting a program on leadership skills, engaging with the firm on allyship, and intersectionality and continuing with an active calendar of speakers on DEI matters.

Key programs

- Women's Development Leadership Program rolled out in London and Continental Europe targeted at Directors with plans to expand in the coming year
- Mentoring initiatives and programs launched through women's ERG's and networks across the firm e.g., WIN Connects in the Americas, Mentoring Circles in Europe and IMEA, and the mentoring program launched by the London Women's Network
- Initiatives and programs generated by the Global Women's Advisory Council, which is responsible for building on current progress, encouraging specific actions to support women across the entire firm, and making sure that the voices and experiences of women are heard and reflected in all firmwide initiatives and client work

- Rolled out new bereavement leave policy to include pregnancy loss and medical travel expenses after the Supreme Court ruling on the Dobbs v. Jackson's Women's Health Organization case in the Americas

Next steps

As we think about all the elements of difference that make up Brunswick, we will continue to support colleagues' interests in developing community through Networks, ERGs and Committees, like Global NextGen. In addition, we will raise cultural awareness through informational programming, training workshops, hosting firm-wide dialogues and those with leadership, and colleague spotlights, internally. Further, we will support efforts to enhance policies that will have a direct benefit to colleagues in underrepresented groups, such as working caregiver programs.

Networks & ERGs

The introduction and expansion of Networks and Employee Resource Groups (ERGs) across the firm over the last two years has had a significant impact on the development of inclusion and belonging at the firm. These groups, specific to the needs of each region, provide community, a platform for education and raise cultural

Spotlight on governance

We enhanced the oversight and management of our DEI efforts to ensure that the passion-driven, volunteer-led activities which reflect Brunswick at its best, have the institutional structure and support they need to thrive.

Our top-down/bottom-up approach is intended to give more responsibility to regional DEI committees to develop ERGs, Networks and other new programs, in close collaboration with the Global DEI Committee.

In the Americas, we created a DEI steering group to plan our strategic direction and advise the Americas DEI committee. We also established subcommittees focused on recruitment, retention and ERGs and have clarified the roles and responsibilities of each group.

In London, we reconstituted the DEI committee by appointing pillar leads on representation, advancement, belonging and inclusion, and impact. We also created new roles for Internal Engagement and DEI coordination, and invited leads from each DEI-focused Network, to be part of the committee given the intersectionality of DEI issues.

In Europe, we refreshed the DEI Committee with additional members for each of our offices and focused our work on recruitment, retention, advancement and inclusion.

In Asia-Pacific, we worked to raise the profile of DEI by strengthening our network of local DEI representatives, whose purpose is to expand understanding and engagement among their colleagues.

In IMEA, we created a group of DEI advocates to work alongside the IMEA DEI committee. Committee members have been assigned specific initiatives based on their areas of interest.

Belonging

(continued)

awareness through the collective voices and programming.

Our networks encourage sharing and learning, inspiration, and support, to elevate all our DEI work. To date our ERGs and Networks include:

Americas Employee Resource Groups (ERGs)

- Black Employees and Allies Together (B.E.A.T.)
- Women's Impact Network (WIN)
- Queers and Allies (Q&A)

London Employee Networks

- LGBTQ+ Network
- Women's Network*
- Neurodiversity Network*
- Race and Ethnicity Network
- Socio-economic Diversity Network

Asia-Pacific Employee Resource Groups (ERGs)

- BrunsPride*
- BrunsWomen*

Internal Programs

We have developed a series of internal programs around the firm to support colleagues across a range of topics including mentoring, training, benefits and policies.

IMEA

- Mental Health First Aid workshops for Partners, Directors, the People team and members of the regional DEI committee
- Mentoring Circles for NextGen women in IMEA and Europe
- Access to Headspace
- Menopause policy

Europe

- Review of market leading benefits and policies that are supportive of working caregivers for colleagues across Europe
- Recruiting workshop, with a focus on DEI, for Partners and Directors in Germany
- Allyship workshop series focused on race and ethnicity, women, and LGBTQ+ colleagues
- Women's Career Development Program for Directors

Asia-Pacific

- BrunsPride Dialogue session, pronoun education session and LGBTQ+ focused movie screening

- BrunsWomen Dialogue session on Finding Your Voice & Networking
- International Women's Day and International Men's Day programming
- Month-long mental health awareness activities

London

- Menopause policy
- DEI-focused recruitment policy
- Embedded R&P DEI Principles
- World Mental Health Day lunch and learn and a mindfulness session
- Neurodiversity Network launched along with a Neurodiversity toolkit for the workplace

Americas

- Headspace and Ginger launched to support mental health
- Fair workplace training for Office Heads and Sector Leads
- Added long-term disability and expanded short-term disability benefits
- Implemented new hire check ins to ensure colleagues were integrating into the firm
- Worked with NY Office Heads and U.S. Leadership on NYC Pay Transparency Law

Spotlight on Global NextGen Committee

The Global NextGen Committee is a diverse, representative group of Brunswick's rising talent globally comprised of client handlers and core services team members. The Global Committee works closely with the five regional committees to provide unique perspectives to the firm's leadership on global and local issues that matter to our clients and our people. We do this by tapping into fresh thinking, new ideas, and bold initiatives, thereby providing innovative, creative, and intelligent solutions to our clients and the broader firm.

One of their key programs in 2022 was The Mentoring Circles initiative, co-launched by the Global NextGen Committee and the Global Women's Advisory Council with the aim of ensuring that young women at Brunswick feel supported and encouraged to pursue a fulfilling career at the firm.

*Groups formed in 2022.

Belonging

(continued)



“When we decided to start the Neurodiversity Network it felt very natural to me because neurodiversity has been a part of my family for many years. I’m well aware of the challenges of autism but also ADHD, dyslexia, dyspraxia, dyscalculia amongst others. We realized there was a need for support and to articulate for those who couldn’t yet articulate for themselves to help implement necessary adjustments whilst also to capitalizing on the talent we already have.

Lily Bradshaw
Executive, London

“In AsiaPacific we launched BrunsPride in June 2022 to support LGBTQ+ colleagues. That’s been incredibly important to me. From my perspective, it’s been a massive success. Not only has it started to break down prejudices, but it’s really allowed far more dialogue around LGBTQ+ issues, and popular culture.

Nick Behringer
Director, Recruitment, Hong Kong



“I feel that Brunswick has made a huge leap forward in recognizing the need for diversity, equity and inclusion. The European Women’s Career Development Programme, held for the first time in Berlin in 2022, is a great example of the efforts made to support women and their careers at Brunswick, which will lead to more diverse leadership and management structures over time.

Jeannette Speicher
Director, Frankfurt



Belonging

(continued)

“ The ERGs have been meaningful to me because they curate opportunities to have the most authentic conversations I’ve participated in at Brunswick. It’s an opportunity to build friendships with people at the firm and engage in impactful efforts and programming like open forums, which have been safe spaces to talk about race, gender, orientation, ability and overall identity including the impact of societal factors and current events. Especially for NextGen colleagues, we’re able to have real conversations about what’s happening in our lives and feel supported.

Carissa Sweitzer

*Chief of Staff, Global Managing Partner, People,
New York*



“ I am leading the Brunswick Women’s Network in AsiaPac. My goal is to ensure that the voices of women are reflected in the regional strategies, and I want to ensure that women across all levels, whether core services colleagues or client handlers, feel they have the resources and support they need to ensure that they thrive in the workplace.

Yi Zhou

*Partner, Healthcare and Life Sciences
Asia-Pacific Lead, Hong Kong*

“ The Global Women’s Advisory Council was launched last year to further foster and advance gender equity at the firm. As a group, we’ve initiated and been involved in some terrific initiatives across R&P, recruitment, resourcing and mentoring. One good example is that in collaboration with the NextGen Committee, we’ve piloted a mentoring circles program in IMEA and Europe.

Helen James

Group COO, London





Impact

The impact of our DEI work extends beyond the firm and into the lives of our clients and communities.

We have committed to using our unique position and influence to advise our clients on DEI issues and to mobilize broader action through advocacy campaigns and partnerships.

Impact

What we committed to last year

Projecting ourselves externally, including how we provide best-in-class advice to clients and, more broadly, how the firm is a force for progress on matters of DEI.

Overview

In Brussels, we welcomed a youth group CAPITAL, an NGO that was set up with funding from the Belgian government, investment groups and the private sector to support less privileged youth of the city in their personal and professional development. The organization has created a start-up incubator and works to strengthen ties with business for school and university students.

In Milan, we joined Valore D, a pioneering, nationwide association of Italian companies which campaigns for gender equality and inclusion.

In Germany, we joined the “Charta der Vielfalt” (Diversity Charter), the leading corporate network in Germany committed to advancing DEI in the workplace. Also in Germany, Brunswick committed itself to the formal use of gender/transgender-inclusive German language terms in all its official German language publications, social media posts and internal communications.

In the Americas we joined ColorComm, the nation's leading women's platform addressing diversity and inclusion across the communications, marketing, advertising, media and digital industries. We also work closely with Management Leadership for Tomorrow (MLT), on diversity advisory.

In Asia-Pacific, we are involved in The Women's Foundation and the 30% Club, organizations committed to increasing gender diversity in business. We've also supported our communities by partnering with ImpactHK and Feeding Hong Kong to provide necessities for the needy and homeless.

In London, as a founding member, we hosted a C-suite reception for Change the Race Ratio, a business led campaign to increase the diversity of leadership in the FTSE 350. We continued our work alongside Open for Business helping them to launch the Open For Business City Ratings Report 2022, strengthening the connection between LGBTQ+ inclusion and economic competitiveness. We also renewed our partnership with Career Accelerator offering career support and mentoring to young people from underrepresented backgrounds.



“ Brunswick is committed to broad-based black economic empowerment (BBBEE) in South Africa, which forms the cornerstone of the country's efforts to redress the injustices of the past and ensure more equitable participation in the economy. Brunswick has a multi-pronged strategy including support for Black-owned suppliers and small Black-owned communications businesses, which we provide with serviced office space. We have also established an employees' trust for historically disadvantaged South African employees, which owns 10% of the South African business. These actions allow us to not only meet the country's empowerment requirements, but also ensure the sustainability of our business in the country.

*Diana Munro
Partner, Johannesburg*

Impact

(continued)

External Impact Programs

Programs where we are involved as partners, sponsors, or members

- Open for Business
- The Taylor Bennett Foundation
- The 30% Club
- Change The Race Ratio
- Stonewall
- ColorComm
- CAPITAL
- Valore D
- Charta der Vielfalt
- Cristo Rey Work-Study Program
- Community Business, Hong Kong
- Run in the Dark
- Student Sponsorship Program

Pro Bono Services

- NAACP
- Management Leadership for Tomorrow (MLT)
- Sister Mentors
- Hack the Hood
- Girls Leadership
- Chineke! Orchestra
- The Women's Foundation, Hong Kong
- ImpactHK
- Save the Children, China
- HandsOn Hong Kong
- Time Auction, Hong Kong (Recycling Community Leaders)
- People Service Centre, Hong Kong
- HELP for Domestic Workers, Hong Kong

Ongoing Commitment



Kisha Nunez
*Global Head of Diversity,
Equity and Inclusion*

The Journey Ahead...

This past year has provided us the opportunity to make advancements on the DEI commitments we made and in many cases, we've done just that. Notably, with respect to one of our goals to have at least 25% of colleagues in the U.S. and U.K. But DEI doesn't stop there; it's a journey that is full of winding roads, with starts and stops. And as we embark on this journey and achieve milestones, we understand that our goals and objectives will continue to change, and we must constantly improve our efforts. In so doing, we continue to promote diversity, dismantle barriers to inclusion and improve equity.

The four pillars set forth last year, Representation, Belonging, Advancement and Impact are the global priorities of our work. So, for the year ahead, we look forward to continuing with our impactful programming and introducing new workshops around allyship, inclusive leadership, racial stress, and anti-racism, among others. They will provide us more opportunities to encourage conversation about DEI issues and give us a framework and practical tools to action DEI in the workplace and beyond. We will also continue to refine our processes to ensure equity in our recruitment, R&P, retention and advancement efforts.

Finally, we will focus on supporting and standing up new ERGs and networks, investing in socioeconomic diversity; and progressing LGBTQ+ equality. We will also remain committed to engaging with our clients and our communities to advance shared DEI goals.

In order to accomplish all of this, we need all Brunswick colleagues to join us on this journey as active participants. We encourage you to share your ideas and feedback, as it is essential that all our voices are heard and that we collaborate in this important work. DEI is everyone's business!

Our DEI Committees

IN THIS SECTION

Global DEI Committee	36
Inclusion Focused Committees	37
Regional DEI Committees	38

Global DEI Committee



Name	Position	Office
Anthony Applewhaite	Partner	Washington
Brendan Riley	Partner	New York
Deepali Bagati	Partner	New York
Iris Sibanda	Partner — Head of Brunswick Johannesburg	Johannesburg
Jeehan Dahman Balfaqaih	Partner — Head of Brunswick Dubai	Dubai
Joudi Issa	Director	Dubai
Justine Harris	Partner	London
Kisha Nunez	Global Head of Diversity, Equity and Inclusion	New York
Miyelani Shikwambana	Director	Johannesburg
Mylene Mangalindan	Partner, Co-Head of San Francisco Office	San Francisco
Neal Wolin	Chief Executive Officer	Washington
Paul Raeburn	Partner	London
Preston Golson	Director	Washington
Qing Xi	Partner	Shanghai
Stefanie Chalk	Director	Frankfurt

Inclusion Focused Committees

Global Next Gen Committee

Name	Position	Office
Barbara Scalchi	Associate	Milan
Carissa Sweitzer	Chief of Staff to Global Managing Partner, People	New York
Catherine Kelly	Director	Chicago
Elena Fabritius	Associate	London
Farah Kurdieh	Associate	Abu Dhabi
Jess Hylander	Business Intelligence Manager, U.S.	New York
Nathalie Bockelt	Account Director	Berlin
Noam Safier	Account Director	New York
Sasha Reddy	Associate	Johannesburg
Vichol Xie	Associate	Hong Kong

Global Women's Advisory Council

Name	Position	Office
Deepali Bagati	Partner	New York
Farah Kurdieh	Associate	Abu Dhabi
Hanna Bilir (née Gustafsson)	Partner	Stockholm
Helen James	Group Chief Operating Officer	London
Jane Reiss	Partner, North America lead, Brunswick Creative	New York
Jayne Rosefield	Senior Partner	Chicago
Kate Cusick	Partner and Global Head of Marketing	New York
Kisha Nunez	Global Head of Diversity, Equity and Inclusion	New York
Lisa Foley	Asia-Pacific Managing Partner	Hong Kong
Liz Dahan	Partner	Washington
Louise Charlton	Co-Founder & Vice Chairman	London
Maria Gianoutsos	Global Managing Partner, People	New York
Marina Bidoli	Partner	Milan
Meaghan Ramsey	Managing Partner, Co-Head London	London
Sally Spenceley-Jones	Director (HR) EMEA – HR	London

Regional DEI Committees

Americas		
Name	Position	Office
Adam Carlson	Associate, Insight	New York
Anthony Applewhaite	Partner	DC
Barbara Anacleto	Account Director	São Paulo
Barton Lynch	Account Director, Insight	DC
Bobby Mainville	Executive Assistant	New York
Brandon Coleman	Recruiter, US	New York
Brendan Riley*	Partner	New York
David Bernal	Executive Assistant	New York
Hannah Watson	Human Resources Assistant	New York
Kisha Nunez	Global Head of Diversity, Equity, and Inclusion	New York
Monica Gupta	Director	Chicago
Mylene Mangalindan*	Partner, Co-Head of San Francisco Office	San Francisco
Preston Purchase	Executive Assistant	Chicago
Sarah Outlaw	VP People, Americas	San Francisco
Stacie Green	Account Director, Insight	Dallas
Talya Davidoff	Senior Producer	New York

Europe		
Name	Position	Office
Alexa von Dryander	Director	Frankfurt
Amelie Rausing	Associate	Stockholm
Andrea Möller	HR Manager	Frankfurt
Arne Lietz	Director	Berlin
Céline Bernaerts	Director	Brussels
Chaka Welch	IT and Office Assistant	Brussels
Elisa Lavagna	Director	Milan
Franziskus Honsig	Account Director	Vienna
Gabriel Jabès	Account Director	Paris
Hugues Boëton	Partner	Paris
Ioanna Poulou	Executive	Brussels
Mara Pricoco	Associate	Munich
Marie-Christine Knop	Associate	Berlin
Michelle Rajkumar-Clifford	Director, Recruitment London, Europe & IMEA	London
Nick Blow	Partner	Brussels
Philip Schröder	Associate	Berlin
Sally Spenceley-Jones	Director (HR) EMEA	London
Stefanie Chalk**	Director	Frankfurt
Susanna Sjödin	Associate	Stockholm

London		
Name	Position	Office
Aisha Farooq	Executive	London
Alexandra Worth-Moynihan	Business and Society Team Manager	London
Angela Paradise	Interim HR Director	London
Christopher Calvert	Director	London
Esmeralda Castrillo	Associate	London
Fanny Guesdon	Director	London
Justine Harris*	Partner	London
Kate Richards	Director, HR Projects	London
Maria Martin	Director	London
Michelle Rajkumar-Clifford	Director, Recruitment London, Europe & IMEA	London
Natasha Burroughs	Director, Business & Society	London
Paul Raeburn*	Partner	London
Serena Balachandra-Welch	Associate	London
Simon Leigh	Head of ARC	London
Tom McGivan	Associate	London
Zamzam Osman	Account Director	London

*Committee Co-Leads

**Committee Lead

Regional DEI Committees

(continued)

IMEA — Gulf		
Name	Position	Office
Ahmad Jarrar	Account Director	Dubai
Cecille Marie Asis	Associate	Dubai
Israa Husain	Executive	Dubai
Jeehan Dahman Balfaqaiah*	Partner, Head of the Dubai Office and Interim Head of the Abu Dhabi Office	Dubai
Joudi Issa	Director	Dubai
Khristine Cruz	Office Manager & Senior Executive Assistant	Dubai
Lulwa Rizkallah*	Director	Dubai
Pascale Youssef	Director, Digital	Dubai
Rosanna Conde	Office Manager & Senior Executive Assistant	Abu Dhabi
Sherri Chua	Associate	Abu Dhabi

IMEA — South Africa		
Name	Position	Office
Angela Parsons	Senior Executive Assistant	Johannesburg
Gordon Kgaugelo Letsoalo	Partner	Johannesburg
Iris Sibanda*	Partner — Head of Brunswick Johannesburg	Johannesburg
Jonathan Cole	Director	Johannesburg
Kea Molepe	Personal assistant	Johannesburg
Miyelani Shikwambana*	Director	Johannesburg
Nick Roodman	Associate	Johannesburg

Asia Pacific		
Name	Position	Office
Chloe Kwan	HR Manager	Hong Kong
Diane Murray	Director	Hong Kong
Nicholas Behringer	Director, Recruitment	Hong Kong
Qing Xi*	Partner	Shanghai
Katie Ma	Account Director	Hong Kong
Marcus Lam	Support Analyst ICT	Hong Kong
Max Low	Executive	Hong Kong
Nan Dong	Director	Hong Kong
Vincent Tang	Associate	Beijing
Danbing Liu	Senior Accountant	Beijing
Gavin Cross	Account Director	Shanghai
Cathy Wang	Account Director	Shanghai
Aakanksha Sinha	Account Director	Singapore
Jay Lim	Executive	Singapore
Ayumi Ban	Account Director	Tokyo
Juliana Yeh*	Director	Hong Kong

*Committee Co-Leads



BRUNSWICK