



Our ESG Commitment

Belonging, Impact, and **Responsibility**

CrossCountry Consulting is committed to operating a socially and environmentally responsible business grounded in Environmental, Social, and Governance (ESG) standards that help drive the success of our operations and the impact we have on our global business communities. As part of our business strategy, we have analyzed and will continue to monitor annually the relevant aspects in which ESG may be crucial to our industry from a materiality perspective.

Our sustainability values

We strive to positively impact our stakeholders by prioritizing key performance indicators (KPIs) aligned with our values of belonging, impact, and sustainability. This involves fostering employee engagement and diversity, equity, and inclusion (DEI) efforts, while implementing processes and policies to safeguard internal systems and uphold business ethics.

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Our people

We strive to provide a safe environment for growth, development, and advancement for all of our employees. Our commitment is to attract, develop, and retain our talent in a culture that promotes belonging and trust. As part of this effort, we measure KPIs that foster our goals, which include:



Employee Engagement

We conduct an annual survey to gauge employee sentiment, feedback, and engagement, guiding our decisions to strengthen our culture of belonging. Our goal is a 92% participation rate to gather valuable insights from the majority of employees, fostering candid feedback for informed decision-making and continuous improvement as we scale and grow.



Employee Retention

We prioritize every employee's contribution, emphasizing a supportive onboarding and employee lifecycle experience firmwide. Employee retention is vital for our short and long-term success, assessed monthly and targeted at 85% or higher on a yearly basis.



Pay Equity Efforts

We annually review employee pay to align with market demands, ensuring fair compensation. Internal pay equity assessments are conducted to guarantee equitable distribution and alignment with local standards.

Building **Inclusive Culture** at Every Level

We are committed to fostering a culture that celebrates authenticity, provides equitable opportunities, and embraces diverse perspectives among employees, clients, and stakeholders. We intentionally embed DEI through community building, awareness, training, philanthropy, and ongoing support through the following initiatives:



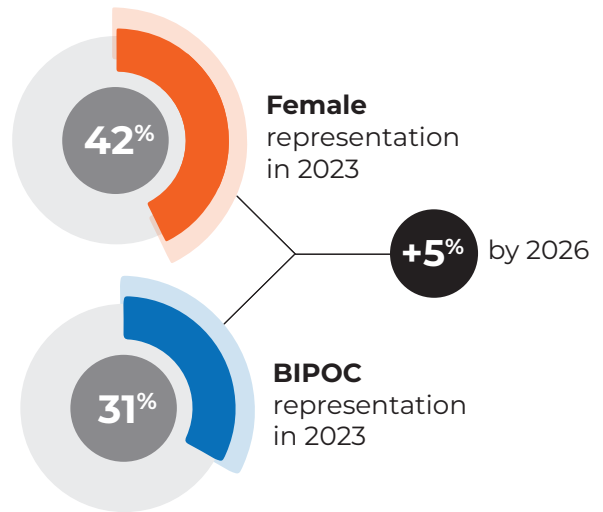
Employee Resource Groups (ERGs)

Voluntary, employee-led groups at CrossCountry foster a workplace of respect, inclusion, opportunity, and community. These Employee Resource Groups (ERGs) are organized around common interests, shared identities, or experiences. CrossCountry hosts 8 ERGs, including the Network of Women, Black Employee Network, BOLD, PRIDE, Network of Asian Professionals and Allies, Foreign Nationals and Immigrant Allies, Parents and Guardians, and ADAPT(ability).



Diverse Workforce

Our intentional objective is to increase female and BIPOC representation by at least 5% by the end of 2026. This will be accomplished by expanding our talent pipeline through ERGs and partnerships, training our hiring teams, and reviewing content and processes in our employee lifecycle to support the retention and advancement of BIPOC and female employees.



Training and Development

We implement ongoing DEI learning opportunities and facilitate training for our employees. Our DEI education includes a robust curriculum covering unconscious bias, cultural competence, and Inclusive Leadership training. Through these initiatives, we make intentional impacts, enhance cultural awareness, and foster a culture that promotes equity and belonging across the organization.

We also encourage our team members to thrive and aim to provide the right tools for them to develop and advance at CrossCountry, including:

- A coaching culture that promotes feedback, development, and opportunities.
- A robust performance management process that provides ongoing feedback, a detailed competency framework, and promotion opportunities.
- Quarterly core value awards to employees who embody the core values of the company.
- Comprehensive courses in technical, functional, consulting, and leadership for all levels, with advanced development cohorts for Managers and Associate Directors.



Our **community**

We acknowledge the importance of assessing the impact our business has on both the community and the environment. This strategic awareness not only informs but propels our commitment to establishing and upholding elevated standards in our day-to-day operations. Our conscientious approach extends beyond compliance, proactively identifying the opportunities where we can make meaningful contributions to the communities with whom we engage. In alignment with our corporate responsibility, we actively seek and implement diverse initiatives aimed at fostering positive community and environmental impact. Some noteworthy actions in this endeavor include, yet extend far beyond, the initiatives highlighted in the next page.



Sustainability Committee

Our internal Sustainability Committee, launched in April 2023, is dedicated to promoting environmental stewardship and maintaining excellence in all aspects of our business. We are committed to environmental responsibility, reducing our carbon footprint, and fostering a culture of sustainability in our company and community.

Hybrid Workplace

Our hybrid workplace approach of working from home and the office has allowed for fewer environmental impacts from daily commuting. To encourage the use of public transportation, we offer commuter FSA plans to allow employees to set aside tax-free dollars to reimburse or pay for mass transit or parking associated with their commute to work.



LEED Certification

All CrossCountry offices are LEED certified and have implemented a formal recycling program for paper / plastics / cans / glass. Where possible in our office spaces, we have instituted motion activated lights to conserve energy and allow for lights to automatically turn off when the space is not in use.

Greenhouse Gas Emissions

We have begun tracking our greenhouse gas emissions by working to obtain the data from all of our landlords and analyzing the information and ways to improve. This information will be shared with key stakeholders on an annual basis.

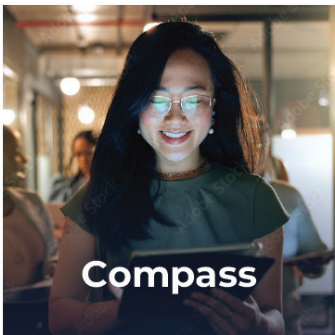
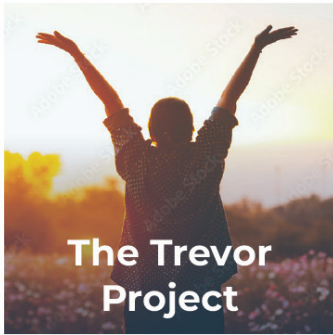


We actively look for opportunities to partner with organizations to leverage our talent, our time, and our intent to give back to causes that are important to CrossCountry thereby making an impact on our communities.



Giving Back

In our ongoing commitment to support local communities and various causes, we've forged partnerships with organizations dedicated to addressing hunger, promoting education, championing LGBTQ+ rights, advancing heart health, and supporting cancer research. Through initiatives such as our annual Day of Service, giving campaign, employer donor match, and community service events, our employees contribute their time and financial support to a wide array of causes and organizations.





Governance

At CrossCountry, corporate governance sits at the center of our business and our industry. Per our materiality analysis, business ethics and privacy & data security are two key pillars that allow us to be a trusted partner to our clients and our investors. We abide by our business policies and practices, and we continue to enhance them as needed in order to ensure they capture the relevant aspects that businesses are exposed to as new challenges emerge.

At a minimum, a thorough internal review of our policies is conducted annually by both our HR policy team and ESG committee, which is led by members of our C-Suite. Our Board also has the opportunity to review our ESG practices and policies annually to ensure full alignment. External guidance further enhances our ongoing development, and we have utilized independent third parties to assess key ESG metrics, including the evaluation of our greenhouse gas output, cybersecurity, and practices.



Business Ethics

In order to ensure alignment across every member of the team, we provide annual training on business ethics and live our value of “doing the right thing” for our clients and our people.



Security

We protect the integrity of our data and our systems through processes and a security awareness training program related to privacy and data security risks, including the following courses:

- Password Security
- Authentication and Authorization
- Email Security
- Mobile Security
- Ransomware Protection
- Web Browsing Security
- Social Engineering



Compliance

We also continue to monitor local and federal regulations, as well as industry best practices to ensure that we meet our commitments with our stakeholders at CrossCountry and in the market.

We are a distinctly different type of advisory firm, founded on a core set of values and an unwavering commitment to provide a better experience for our people. We attract and retain the best talent in the industry, who provide exceptional service to our clients. With solutions spanning accounting and risk, technology-enabled transformation, and transactions, we partner with our clients to solve today’s challenges and deliver present and future value. We are committed to socially and responsibly influencing everyone within our business community, aiming to leave a positive impact on individuals, clients, investors, and communities.

About CrossCountry

With integrated solutions serving the CFO, private equity sponsors, and other corporate leaders, we partner with you to solve today's challenges and unlock tomorrow's success.

2011

Founded by former Arthur Anderson executives

850+

Professionals, mostly from Big 4 and large consulting firms

800+

Active engagements across the country

6

Offices in Washington, D.C.; Boston; Chicago; New York; San Francisco; and Seattle

International Locations

Ireland
South Africa
Canada
Philippines

Core values

Excellence

We strive to exceed our clients' expectations and our own.

Energy

We are dynamic, enthusiastic and driven.

Collaboration

We believe in the power of working together to achieve success.

Impact

We seek to leave a positive mark on our clients, our community and our firm.



2020, 2021 & 2023 WINNER



crosscountry-consulting.com