

Photo by Michaela Heseltoun
Kearney, London

Kearney Sustainability Report

2019

KEARNEY

Our commitment	1
Our business	8
Our people	12
Our planet	16
Our community	19
Appendix	22
UN Global Compact	22
Global Reporting Initiative (GRI) Content Index	27

Our commitment

Letter from leadership

Our founder, Tom Kearney, established the principle of “essential rightness” in how we operate, and because of that, we have worked to make a positive impact on the world. Through our client engagements, pro bono projects, and other firm initiatives, we work to be the difference in the societies in which we live. Our comprehensive approach addresses all areas of sustainability—environmental, social, and economic—and we are proud of what we have achieved in the past year, in line with our ongoing commitment to the UN Global Compact. We recognize that this is an ongoing journey, currently being reshaped by the global COVID-19 pandemic. However, we are dedicated to pursuing an even bolder ambition in 2020 and beyond.

We are proud to have been the first global management consulting firm to achieve carbon neutrality in 2010. Ten years on, we are now pledging our commitment to setting and achieving science-based emissions reduction targets, which are in line to meet the goals of the Paris Agreement. We are also working toward purchasing 100 percent renewable energy by 2030.

Sustainability and social impact are vital for our people—more than 90 percent of our colleagues around the world say it is important to them. As such, we are dedicated to creating opportunities for everyone to engage with sustainability through our clients, our local office initiatives, social impact externships, volunteering, and beyond. Not only is social impact and sustainability a core component of our expertise and skill set, it is a central path to joy for our people.

Our 2020 rebranding reaffirms the importance of sustainability in everything we do. We do not believe our people can apply expertise without empathy. Exercising this empathy means valuing the environment and communities in which we do work. Our new brand focuses on our people—not only in how we look, but also in the way we act, by ensuring our values of generosity and solidarity shine through our sustainability work. At this historic moment in our firm history, we celebrate our past accomplishments and have passion for future progress.



Alex Liu
Managing Partner and Chairman of the Board,
Kearney

May 2020

About this report

Kearney’s annual sustainability report presents an overview of our sustainability and corporate social responsibility for the 2019 calendar year. This report is our second in a series of comprehensive annual sustainability reports.

Kearney has always been dedicated to supporting the United Nations Sustainable Development Goals through our client engagements, thought leadership, and pro bono work. In March 2018, Kearney became a signatory of the UN Global Compact, a set of 10 principles covering the areas of human rights, labor, environment, and anti-corruption. The report will introduce Kearney’s efforts to show how we strive for a more sustainable world. We aim to create positive social impact not only through our client work, but also through our people and communities. Ultimately, this report will demonstrate our comprehensive approach to sustainability, an important part of our culture at Kearney.

Unless listed otherwise, all data, statistics, and information given are related to Kearney’s worldwide operations. Kearney made use of strong data collection controls and verification processes, including external validation from partners South Pole Group and Atmosfair, that assure the accuracy and completeness of the information in this report.

We are dedicated to learning more about the perspectives of our stakeholders concerning sustainability at Kearney. As such, we welcome you to provide us with feedback. Please do so by reaching out to our Global Director of Social Impact, Pei Yun Teng, at peiyun.teng@kearney.com.

Kearney locations



About Kearney

As a global consulting partnership in more than 40 countries, our people make us who we are. We're individuals who take as much joy from those we work with as the work itself. Driven to be the difference between a big idea and making it happen, we help our clients break through. Our global team is more than 3,600 people strong, with more than 20,000 people in our alumni network. The headquarters and origin of the firm are in Chicago.

Kearney is a partner-owned firm with more than 300 partners across the globe. Managing Partner Alex Liu, together with the rest of the Board of Directors, is responsible for guiding the long-term success and continuity of the firm, shaping its vision and strategy. Day-to-day management at a global level is overseen by the Operating Committee (OC) and supported by the Managing Partner Leadership Team (MPLT). In addition to the OC and MPLT, leadership teams are set up for each region, as well as industry and service practices, units, and functions.

At Kearney, our focus is on improving our clients, capabilities, and culture. We want to improve our client stewardship to make real progress in the marketplace and with our teams. Our second focus is to improve our capabilities and versatility by updating our practice model to require more cross-participation between industries, sectors, services, and solutions. Lastly, we are striving to enhance our culture by creating and living a culture that is open, flat, agile, collaborative, and joyful. Kearney's five core values are:



Generosity of spirit to care deeply about each other and our clients



Solidarity to be a winning team



Passion and presence to be our best self



Curiosity and drive to explore new ground



Boldness to be distinctive and break from the status quo

Our primary industries

Aerospace and Defense

Automotive

Chemicals

Communications, Media, and Technology

Consumer and Retail

Energy

Financial Services

Health

Industrial Goods and Services

Infrastructure

Metals and Mining

Private Equity

Public Sector

Transportation and Travel

Our primary activities

Analytics

Digital

Leadership, Change, and Organization

Mergers and Acquisitions

Operations and Performance

Procurement

Social Impact and Sustainability

Strategy and Top-Line

Transformation Services

Global Business Policy Council (GBPC)

Sustainability highlights

We seek to make a positive social impact in three primary areas—Kearney’s 3Es:

Economic development. We work to expand economic opportunities for people around the world.

Energy and sustainability. We help companies, nonprofits, and governments reap the rewards of becoming truly sustainable.

Education and workforce. We believe education is the path to a better society.

“Our success as consultants will depend on the essential rightness of the advice we give and our capacity for convincing those in authority that it is good.”

Andrew Thomas Kearney

Selected awards



>3,600 people

93% say social impact and sustainability is important to them and >60% have participated in social impact and sustainability activities



Offices in more than
40 countries,
with social impact teams in
>30 offices

>30 pro bono

consulting projects with both local impact organizations and Ashoka

Carbon neutral since **2010**

60% renewable energy usage
in offices, committed to reaching
100%




38% women across
the firm in 2019

UN Sustainable Development Goals (SDGs)

Kearney has always been dedicated to supporting the UN SDGs through our client engagements, thought leadership, and pro bono work. In March 2018, Kearney became a signatory of the UN Global Compact, a set of 10 principles covering the areas of human rights, labor, environment, and anti-corruption.

Sustainable Development Goals

Selected examples

<div>1</div> <div>NO POVERTY</div> 	<div>Goal 1</div> <div>End poverty in all its forms everywhere</div>	<div>Consulting engagements.</div> <div>We work with diverse businesses, governments, and nonprofits to address global poverty. For example advising a poverty-focused global venture fund on its portfolio and business models.</div>
<div>2</div> <div>ZERO HUNGER</div> 	<div>Goal 2</div> <div>End hunger, achieve food security and improved nutrition, and promote sustainable agriculture</div>	<div>Feeding America.</div> <div>We support the US's largest domestic hunger relief organization, a network of 200 food banks across the country, helping them find new sources of nutritious food for 46 million people including 12 million children and more than seven million seniors in need.</div>
<div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> 	<div>Goal 3</div> <div>Ensure healthy lives and promote well-being for all ages</div>	<div>Using data to predict Ebola's spread.</div> <div>Alongside the World Economic Forum, we developed models to predict the spread of disease.</div> <div>Enabling rural healthcare.</div> <div>We supported Healing Fields Foundation (India) to build health and hygiene awareness in rural India.</div>
<div>4</div> <div>QUALITY EDUCATION</div> 	<div>Goal 4</div> <div>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</div>	<div>Re-imagining the future of work and empowering youth.</div> <div>With Ashoka, we co-led a study with 30+ business and education leaders.</div>
<div>5</div> <div>GENDER EQUALITY</div> 	<div>Goal 5</div> <div>Achieve gender equality and empower all women and girls</div>	<div>Women entrepreneurs.</div> <div>We supported the NYC Small Business Services Department to accelerate programs for developing women entrepreneurs (funding, mentorship and networking, skills development, information, and infrastructure).</div>
<div>6</div> <div>CLEAN WATER AND SANITATION</div> 	<div>Goal 6</div> <div>Ensure availability and sustainable management of water and sanitation for all</div>	<div>Access to potable water in Mexico.</div> <div>We worked with Cantaro Azul to empower communities to access and own potable water.</div> <div>The call for clean water.</div> <div>We led a study on the effects of acid mine drainage on South African water sources and proposed solutions for neutralizing, stabilizing, and researching those sources.</div>
<div>7</div> <div>AFFORDABLE AND CLEAN ENERGY</div> 	<div>Goal 7</div> <div>Ensure access to affordable, reliable, sustainable, and modern energy for all</div>	<div>Kearney Energy Transition Institute.</div> <div>We provide leading insights on global trends in energy transition, technologies, and strategic implications for private-sector businesses and public-sector institutions.</div>
<div>8</div> <div>DECENT WORK AND ECONOMIC GROWTH</div> 	<div>Goal 8</div> <div>Promote sustained, inclusive, and sustainable economic growth, productive employment, and decent work for all</div>	<div>Revitalizing Fukushima.</div> <div>We partnered with Nishigo Village to create industry segments that led to job creation in post-earthquake Fukushima.</div> <div>Fruit2Work.</div> <div>We partnered with a fruit box delivery company providing transitional employment to former offenders.</div>
<div>9</div> <div>INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> 	<div>Goal 9</div> <div>Build infrastructure, promote inclusive and sustainable industrialization, and foster innovation</div>	<div>German Sustainability Award (DNP).</div> <div>Kearney is a founding member and methodology and assessment partner for DNP, Europe's most prestigious sustainability award, with more than 7,000 companies, cities, start-ups, and research projects participating since 2008.</div>

Sustainable Development Goals

Selected examples

 <p>10 REDUCED INEQUALITIES</p>	<p>Goal 10</p> <p>Reduce inequality within and among countries</p>	<p>Accelerating Mexico’s growth rate. We sought to increase economic development in Mexico in an initiative with nonprofit Centro Fox.</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Goal 11</p> <p>Make cities and human settlements inclusive, safe, resilient, and sustainable</p>	<p>Becoming a leader in energy efficiency. We worked with the NYC Economic Development Corporation to help the city develop a plan for becoming an energy-efficient leader.</p> <p>The “smart city” ecosystem. We produced thought leadership on the rise of “smart cities” and the need for robust digital infrastructure and its implications as an initiative for the UAE.</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Goal 12</p> <p>Ensure sustainable consumption and production patterns</p>	<p>Circular reset. We produced an enhanced CEO agenda offering based on circular economy concepts that attempt to keep materials at their highest value within the supply chain.</p>
 <p>13 CLIMATE ACTION</p>	<p>Goal 13</p> <p>Take urgent action to combat climate change and its impacts</p>	<p>Carbon neutrality. Kearney was the first global management consulting firm to become carbon neutral (2010). We have committed to setting and achieving science-based emissions reduction targets, which are in line to meet the goals of the Paris Agreement. We are also working toward purchasing 100 percent renewable energy by 2030.</p>
 <p>14 LIFE BELOW WATER</p>	<p>Goal 14</p> <p>Conserve and sustainably use the oceans, seas, and marine resources for sustainable development</p>	<p>Water and energy challenge. We published research on the state of freshwater resources and how to address stressors on this resource at a local level.</p>
 <p>15 LIFE ON LAND</p>	<p>Goal 15</p> <p>Protect, restore, and promote the sustainable use of terrestrial ecosystems, halt land degradation, and halt biodiversity loss</p>	<p>Deforestation-free supply chain for beef. We applied a methodology for quantifying the impact of sustainability to the beef value chain in a way that reduced both land usage and cost per pound.</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Goal 16</p> <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice, and build effective, accountable, and inclusive institutions at all levels</p>	<p>Reducing unnecessary incarceration in Chicago. We partnered with Civic Consulting Alliance to help Cook County create a more effective system for bond court, which currently leaves many poor people stuck in jail for minor crimes until they can post bond.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Goal 17</p> <p>Strengthen the means for implementation and revitalize the global partnership for sustainable development</p>	<p>The World Economic Forum (WEF). As one of the 100 leading global companies selected by the World Economic Forum as a strategic partner, we support the WEF’s mission to improve the state of the world.</p>

Our business

We make real progress with our client work

Sustainability strategy for BASF

We worked with leading chemicals company BASF to understand key sustainability trends and scenarios and drive sustainability for value creation and business growth. Our work generated more than 70 trends and more than 200 standards based on research from studies by academia, think tanks, and market analysts.



UAE happiness strategy

UAE aims to be among the happiest countries in the world. For a leading UAE utilities company, we developed the world’s first stakeholders’ happiness framework. The framework revolved around dimensions such as water preservation, transition to new energy sources, the water-food-energy nexus, and environmental sustainability. To put it into practice, we created a supporting strategy that 1) aligned both the nation’s and the client’s goals, 2) created clear accountability, and 3) built organizational momentum for implementation.

Sustainable packaging

For a major North American beverage client, we built a five-year sustainability strategy for PET plastic bottles across carbonated and non-carbonated beverages. Our work validated recycled PET (rPET) use for 50 to 100 percent in colored bottles and 25 to 50 percent in clear bottles across 30+ brands, and a supply strategy to ensure rPET availability in a largely competitive market. We also developed a long-term project pipeline of blue-sky initiatives including converting from plastic to aluminum, investing in chemical recycling, increasing bottle bill claim, and promoting active recovery.



We also drive impact through our thought leadership

The **Kearney Energy Transition Institute** is a nonprofit organization that provides leading insights on global trends in energy transition, technologies, and strategic implications for private-sector businesses and public-sector institutions. The Institute is dedicated to combining objective technological insights with economical perspectives to define the consequences in a rapidly changing energy landscape. It explores how businesses may both capture the opportunities that arise and address the challenges that face them in this complex and often uncertain shift. The Institute has developed deep insights in areas such as solar PV, hydrogen, negative emissions technologies, gas hydrates, carbon capture and storage, wind, smart grids, energy storage, water-energy nexus, and energy poverty and continues to address the most pressing emerging topics such as the impact of digitalization.

KEARNEY | Energy Transition Institute

Since 2015, Kearney has partnered with the World Economic Forum (WEF) to determine the **future of advanced manufacturing and production** and assess the implications resulting from such a rapid pace of change for businesses, governments, and broader society. In the latest report, *Reshaping Global Value: Technology, Climate, Trade—Global Value Chains under Pressure*, we collaborated with the UN Development Programme (UNDP) and WEF to explore the role of production during the Fourth Industrial Revolution, the climate emergency, and other trends that restructure the foundations on which global value chains have been built.

World Economic Forum—Reimagining the Future of Work and Empowering Youth

Today’s education model falls short: we must urgently do more to prepare the next generation to thrive in a changing world and create a better future. In Davos 2019, we hosted a discussion together with LEGO Foundation, Linklaters, Ashoka, Cisco, and Quartz on how businesses envision the future of work, and the implications for young people. This builds on our study with Ashoka, the first of its kind in Asia, interviewing 34 diverse cross-sectoral leaders representing business, education, social entrepreneurs, and young changemakers.

They participated in relevant conferences and events as keynote speakers (for example, Fabric of Change).



The **Global Business Policy Council** is a specialized foresight and strategic analysis unit within Kearney. The Council helps CEOs and government leaders anticipate and plan for the future. As one of the world's premier think tanks, it delivers thought leadership and advisory services on some of the world's most crucial social and environmental challenges. For example, *Resilience, Replacement, and Renewal* outlines the major trends that will dramatically shape the global outlook and operating environment, including global reskilling and climate-resilient infrastructure. In 2020, the Council's work will include a focus on the business implications of climate change, including a thematic section in the annual Foreign Direct Investment Confidence Index exploring the impact of climate change on investor decisions, and a dedicated Council Perspective exploring the broader economic impacts of climate change.

In 2020, the Council's work will include a focus on the business implications of climate change.

KEARNEY
Global Business Policy Council



We hold ourselves to the highest standards through policies and reporting

Code of Business Conduct. We expect our partners and employees to uphold the firm's core values of solidarity, generosity, curiosity, passion, and boldness. To this end, all our employees must certify each year to our Code of Business Conduct, which sets forth that all are personally responsible to exemplify the firm's core values and behave in a manner that is ethical, lawful, and professional. Our standards are further detailed in other Kearney policies such as the Equal Employment Opportunity & Sexual Harassment policy, the Antibribery policy, and the Global Sustainability policy (see Appendix for more details).

Supplier Code of Conduct. It is crucial that our suppliers and vendors recognize the roles they play in fulfilling our commitment to compliance and integrity. Our Supplier Code of Conduct sets forth the principles and ethical standards that we expect our suppliers to work toward throughout the course of our business relationship. Kearney can and will consider criteria reflecting these principles as part of any supplier assessment, contract award, or performance appraisal. We have also developed a Supplier Code of Conduct training for all colleagues interacting with suppliers and have trained buyers across key departments.

Global Ombuds Program. The Global Ombuds Program is one of several channels by which employees can report concerns. It is an informal, confidential, neutral, and independent resource for all employees to support discussion and resolution of any work-related issue. The Ombuds Program is available to any Kearney employee—regardless of the individual's department, position, office, or reporting relationship. Employees can contact any Ombudsperson globally.

Integrity Helpline. In addition to the Ombuds Program, the firm has contracted an independent company to provide another avenue for advice. The Integrity Helpline is a confidential way to report a concern, to report suspected misconduct, or to obtain information or advice regarding the application of laws or the firm's policies. The Integrity Helpline is operated by The Network, an independent company that helps businesses respond to concerns about integrity and compliance. The line operates 24/7.

Measurement and reporting. Our corporate social responsibility (CSR) performance is audited annually by EcoVadis, covering the themes of environment, labor and human rights, ethics, and sustainable procurement, for which we were certified Silver in June 2019. We also participate annually in the climate change questionnaire of CDP, a global nonprofit environmental disclosure platform. Our annual greenhouse gas emissions are measured and audited with the support of Atmosfair and South Pole Group. Kearney's Managing Partner Leadership Team and our Board of Directors have regular oversight over our sustainability performance.

Our people

Our people are passionate about social impact and sustainability

Ninety-three percent of our people globally say that social impact and sustainability are important to them. More than 60 percent of our people have participated in social impact and sustainability activities. We provide diverse internal and external learning and development opportunities, including social impact externships and sustainability courses and trainings.

Kearney’s managing partner and head of governance committee have ultimate responsibility for promoting and implementing sustainability across the firm. This includes regularly reviewing the effectiveness of Kearney’s sustainability-related policies, understanding sustainability-related opportunities and risks, setting clear objectives and targets, monitoring and measuring performance, communicating the results, and ensuring resources are made available for implementation. There is board-level oversight, where sustainability targets are incorporated into management performance objectives and linked to incentives. Our sustainability efforts are led by a global director of social impact, together with social impact teams across more than 30 offices.

Office team—Gurugram, India

For more than four years, our India unit has supported social organizations such as India Food Banking Network (IFBN), collaborated with large social platforms such as Ashoka, and contributed to thought leadership in select focus areas. They have worked on 10+ engagements with social entrepreneurs in the fields of education, health, and textiles. Select examples include Ekjut (reducing maternal and neonatal maternity rate in rural India) and Khushi (upliftment of underprivileged children with a focus on remedial intervention within primary schools). The team has also contributed publications on several topics including social innovation in the apparel industry, technology as a catalyst to scale social innovations, and community health mobilization. They participated in relevant conferences and events as keynote speakers (for example, Fabric of Change).



Internally, the India unit holds fundraising events to support its partner NGOs. Last year their annual offsite auction raised more than \$40,000 and has contributed \$140,000 over the past five years. The contributions help provide better education and living conditions for many children. The India unit has also focused on improving office sustainability with various initiatives, including reducing single-use plastic.

Diversity and inclusion

Kearney is an equal opportunity employer and is committed to nurturing a diverse and inclusive workforce by providing benefits, training, and career development and progression support for our employees. Kearney is regularly recognized by esteemed organizations and publications for our supportive culture, inclusive programs and networks, and diverse talent. Our culture is strengthened by a breadth of active diversity networks, including our Proud, Black@Kearney, and Women’s networks, which provide a space for our people to discuss and celebrate their unique backgrounds and identities.

We actively measure progress against our D&I goals and aspirations. For example, our representation of women across the firm was 38 percent in 2019. You can find more details on our efforts in the Appendix.

What social impact teams do

Local social impact teams have a variety of responsibilities and can shape their activities to the needs of their communities. Generally, all teams:

- 1** Engage the community via client work, pro bono work, volunteering, and fundraising
- 2** Implement sustainable practices in their offices such as recycling, utilities reduction, and purchasing ecofriendly supplies
- 3** Track and communicate their impact both internally and publicly



We have many opportunities to integrate social impact and sustainability with our careers

Kearney’s Social Impact Externship Program pairs colleagues passionate about creating a positive impact with social entrepreneurs, NGOs, or other innovative impact organizations. Externs can spend up to three months working directly with these organizations, providing an opportunity to contribute professionally to a meaningful cause, build new skills in a dynamic entrepreneurial environment, and gain firsthand experience in the social impact sector.

Kearney is regularly recognized by esteemed organizations and publications for our supportive culture, inclusive programs and networks, and diverse talent.

Elizabeth Clifton / Libertate

Elizabeth Clifton, a manager in our Chicago office, did her externship with Libertate, an organization in Argentina working to advance the economic inclusion of people with disabilities. Elizabeth worked with Libertate to define their vision, mission, and work processes. This has led to improved customer satisfaction, work quality, and communication.

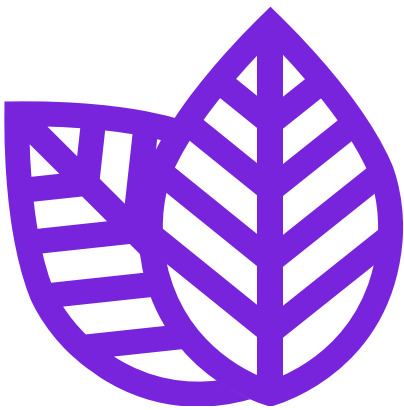
“Elizabeth’s support [...] was a ‘before and after’ in Libertate. Being part of the [externship program] allowed us to improve our methodology and quality of service this year and we were able to redefine our strategic plan to be more sustainable.”

Founder, Libertate



Social Impact Catalyst Fund

Kearney’s Social Impact Catalyst Fund provides seed funding for employee-led initiatives that create positive impact around the world—from within Kearney to our communities at large. We want to nourish ideas that take on important global and local challenges, create positive impact for local communities, foster global collaboration, and offer personal and professional growth opportunities. Our second round of finalists wrapped up their projects in 2019 and we are eager to launch 2020’s fund.



Idea Factory

As one of our Catalyst Fund finalists, our Istanbul office launched the Idea Factory, which aims to help integrate Syrian refugee children living in Turkey. There are currently more than four million Syrian refugees in Turkey, and education and integration are crucial issues for refugee children. Idea Factory is a competition event designed to capture impactful ideas from Turkish student clubs and non-governmental organizations to support these at-risk children. Winning ideas will assist with language barriers, cultural differences, and financial limitations, and Idea Factory aims to provide funding and strategic mentorship throughout the projects. One of our 2019 winners was Small Projects Istanbul, an NGO supporting integration of 100 Syrian children, in addition to supporting 50 Syrian families, through comprehensive educational workshops, therapies, summer camp activities, and more.



“[Kearney’s] experience in solving the strategic issues faced by businesses and institutions in so many sectors is so important for our growth and we know it will bring so many positive changes in Small Projects Istanbul.”

Programs Manager, Small Projects Istanbul



Kearney’s 2019 carbon offset portfolio

Huóshui Grouped Small Hydropower, China

This project consists of multiple small-scale hydropower plants generating renewable energy for rural Southwest China. It supplies clean hydroelectric power to the local grid, which displaces greenhouse gas emissions, helping to mitigate climate change and improve local lives.

Envira Amazonia Tropical Forest Conservation, Brazil

This project protects 39,300 ha of tropical forest from logging and encroaching cattle ranches. This preserves the area’s rich biodiversity and mitigates an average of more than 1.25 million tons of CO₂e per year. The project also fosters economic opportunities for local communities, promotes environmental stewardship, and provides health services and educational courses.

Our planet

Our commitment to carbon neutrality and reducing our emissions

Kearney was the first management consulting firm to become carbon neutral (2010). We measure our greenhouse gas (GHG) emissions, actively work across our offices in more than 40 countries to improve our environmental performance, and offset unavoidable emissions through carbon offsets.

As a professional services firm, most of our GHG emissions come as a result of air travel, offices, and hotel accommodations while serving our clients. By employing the nonprofit carbon usage monitor, Atmosfair, we track our travel details through use statistics and detailed studies. Maintaining this level of understanding of our footprint allows us to purchase carbon credits and track our balance annually. Going forward, we are dedicated to doing even better, as outlined in our Global Sustainability Policy. We are implementing a multiyear sustainability plan to further reduce our energy consumption and associated GHG emissions, boost our reduction and recycling of waste, and optimize our use of technology such as video conferencing to reduce our business travel.

2019 GHG emissions by scope

Total of 84,936 tons CO₂e

	Tons CO ₂ e	Total (%)
Scope 1	1,375	1.6%
Scope 2	3,762	4.4%
Scope 3	79,799	94.0%
Total	84,936	100.0%

Scope 1: Direct emissions from owned or controlled sources
Scope 2: Indirect emissions from the generation of purchased electricity, heat, or steam
Scope 3: Other indirect emissions (for example, business travel)

Source: South Pole Group

Our people work hard to improve our sustainability as a firm

Our 30+ social impact teams across our global offices work hard to improve the environmental sustainability of our work. Office efforts include reducing utility usage, sourcing reusable and ecofriendly supplies, sourcing local foods, improving recycling efforts, reducing travel-based emissions, and managing office events sustainably.

Circular Hub

The world is facing substantial environmental risk and a circular economy is emerging as a solution to address waste. Inspired by our client work and internal sustainability efforts (for example, the London sustainability initiative), a global team pitched an innovative idea—Circular Hub—and won the popular vote at Kearney’s Global Innovator Days!



Circular Hub brings together our clients, an ecosystem of partners, and the depth and breadth of our expertise to deliver environmentally and economically viable solutions. The Circular Hub consists of four core elements:

- 1. World Without Waste transformation playbook: a set of proven solutions we have successfully deployed for clients
- 2. Circular Accelerator: bringing together start-ups and clients to focus on circular economy challenges
- 3. New business models and circular consortia: bringing in multiple companies to create innovative comprehensive solutions
- 4. Kearney assets, supported by a broader ecosystem of capabilities internally and through partners

We measure office progress each year with the **Office Sustainability Index** (OSI). The OSI survey assesses office status on social impact and sustainability initiatives, including pro bono involvement, employee participation, events organized, green office practices implemented, and more.

In 2019, we also launched a **Sustainability 101** training to get our social impact teams up to speed on sustainability at Kearney and what they can do in their offices to make an impact.

Currently, more than 60 percent of the energy usage in our offices is **renewable**. One of our top priorities for the firm in 2020 is increasing the use of renewable energy in our offices. Our goal is to be at 80 percent renewable energy by 2025 and at 100 percent by 2030.

Continuing this effort, we are pleased to announce our commitment to setting **Science-Based Targets** (SBTs). Over the next two years, we will work to determine GHG emission reduction targets that are in line with what climate science says is necessary to meet the goals of the Paris Agreement—to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

Plastic-Free London

As a winner of seed funding from our Social Impact Catalyst Fund, our London office is leading the charge to reduce single-use plastic consumption. In less than six months, the team halved consumption of single-use plastic in the office through:

1. Engaging with our suppliers and reviewing sustainability in our procurement practices (ranging from printing and office supplies to food packaging)
2. Baselining our consumables (what we bring into the office) and launching reusables for use by the office community

The team has also launched a series of client and internal sustainability-themed events that have engaged clients and increased awareness among colleagues. The initiative will continue this year in London to drive even more impact and address other sustainability-related challenges (for example, recycling). The work done by the London team has been summarized in a playbook that is being rolled out to the sustainability teams in Kearney offices globally.



Our community

We create positive impact in our communities on both a global and local level



Ashoka partnership

Ashoka is the world’s largest network of social entrepreneurs—individuals with expertise to systemically address the world’s biggest challenges and entrepreneurial skills to transform those ideas into national, regional, and global social impact. For more than 35 years, Ashoka has supported more than 3,600 social entrepreneurs in 90 countries with solutions addressing society’s most pressing issues.

Kearney’s partnership with Ashoka aims to create and deliver innovative programs across multi-stakeholder groups to scale social innovation and create positive system change. This combines Ashoka’s strengths in social entrepreneurship with Kearney’s track record in being the difference for clients, employees, and society at large.

We are proud that our contributions have been recognized with Consulting magazine’s Excellence in Social and Community Investment Award.

Ashoka’s Globalizer program

Since 2016, our Kearney volunteers have successfully led pro bono projects with more than 25 Ashoka social entrepreneurs through Ashoka’s Globalizer accelerator program. The ambition is to help these social entrepreneurs scale up innovative solutions to social challenges and catalyze system change globally. The diverse projects range across healthcare, agriculture, technology, apparel, education, and youth empowerment.

We recently worked with Paradigm Initiative on their scaling and partnership strategy. Paradigm organizes digital skills curriculums of ~15 weeks for young people at five centers in Nigeria, Kenya, and Cameroon to give them better chances for employment.



Phoenix: sustainable development in Mexican communities affected by earthquakes

Because of the earthquakes that occurred in September 2017, Mexico City and surrounding communities lived a “state of emergency” for at least five weeks. After first-aid efforts, the reconstruction phase started. However, state funds were insufficient, and moreover, affected people were generally the least privileged. The reconstruction is not only rebuilding houses but rebuilding the economic and social lives of many.

Through collaboration with Ashoka, a Kearney team received funding from our Catalyst Fund and created Phoenix, a group formed by 10 core Ashoka fellows and organizations. Their mission is to “achieve a holistic and sustainable development in the Mexican communities affected by the earthquakes with the greatest needs, through the implementation of a joint action model.” Kearney guided the group in its formation, first defining a mission and a vision and following up on the group’s progress.

As a result, 80 houses have been built “Echale a Tu Casa” with innovative materials, funded 90 percent by private sponsors and 10 percent by the house owners. In addition, “Saber para la Vida,” an economic development organization that fosters women entrepreneurship, has already started identifying strengths and needs. This scalable model should be the pioneer in integrating different NGOs in a single intervention model.



Agence du Don en Nature

In 2019, our Paris colleagues won second place for the Pro Bono Professional Award of the Year by The Good Lobby for their work with Agence du Don en Nature. Agence du Don en Nature specializes in recovering unsold non-food products from manufacturers and giving them to local charities that target disadvantaged communities.

Kearney developed a full impact study to allow Agence du Don en Nature to better understand strategic implications of new text laws—which aim to prohibit new products from being destroyed—being discussed in French Parliament. As a byproduct we also provided lobbying and regulatory targeting advice, which helped Agence du Don en Nature to push for further changes vs. the initial draft of new text laws. Finally, we helped formalize a new strategic plan, with key recommendations to be implemented in the next few years.



“To have access to the insights and experience that Kearney brings allows us to accelerate the impact we have in helping vulnerable children. It also ensures that UNICEF Australia has a stronger and a more sustainable foundation to allow it to be successful in the future.”

Tony Stuart, CEO, UNICEF Australia

German Sustainability Award

The German Sustainability Award (DNP) is the leading European award for sustainability, with more than 7,000 companies, cities, start-ups, and research projects participating in the various categories over the past 12 years. The award is a multi-stakeholder initiative promoting the idea of sustainability with the objective to identify and applaud leaders in sustainability and share best practices across leaders in Germany. Stakeholders involved are from the federal government, German businesses, NGOs, and academia. Kearney is proud to be a founding member and methodology partner of the DNP since its foundation in 2008. We have been heavily involved in designing and updating the evaluation methodology and competition process throughout the 12 years of its existence.

Broad anchorage into the society is proven by honorary DNP price recipients including Ban Ki-Moon, António Guterres, Hans-Dietrich Genscher, Horst Köhler, Annie Lennox, Prince Charles, Achim Steiner, Queen Silvia of Sweden, Lord Norman Foster, Yusuf Islam (Cat Stevens), Volker Hauff, Jamie Oliver, and others.

UNICEF Australia

Along with Nigel Andrade being a non-executive director of UNICEF Australia, our Australian colleagues have been collaborating with UNICEF Australia to help drive a program of “innovation for impact.” This has taken the form of design research and innovation workshops to generate innovative ideas for transforming UNICEF’s fundraising model. These workshops were attended by most of UNICEF Australia’s marketing and fundraising team. Kearney consultants and Kearney PCE Labs continue to provide ongoing support following the workshops, including putting in place innovation capabilities to see these ideas through to results in 2020.

The German Sustainability Award is accompanied by an annual two-day conference which brings together about 500 thought leaders and practitioners to exchange their views on all aspects of sustainability. Topics covered have included climate change, biodiversity, circular economy, and many more.



Appendix

UN Global Compact

In March 2018, Kearney became a signatory of the UN Global Compact, a set of 10 principles covering the areas of human rights, labor, environment, and anti-corruption. This report serves as our annual Communication on Progress (COP) that summarizes our ongoing commitment to the initiative and its 10 principles.

Human rights principles

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses

Assessment, policy, and goals

Kearney is committed to respecting and supporting the Universal Declaration of Human Rights and other international standards. Our internal policies reflect our commitment to acting ethically and with integrity in all our business relationships.

Kearney is a leading global management consulting firm that focuses on strategic and operational CEO agenda issues facing businesses, governments, and institutions around the globe. Our supply chain involves contractors, professional advisory services, offices supplies and real estate, travel service providers, and IT and telecom equipment.

We expect our partners and employees to uphold the firm's core values of solidarity, generosity, curiosity, passion, and boldness. To this end, all our employees must certify each year to our **Code of Business Conduct**, which sets forth that all are personally responsible to exemplify the firm's core values and behave in a manner that is ethical, lawful, and professional. Recently, we have updated our code in two important areas: personal relationships and data privacy. The updates provide clear and realistic provisions around the disclosure of personal romantic or physical relationships. They also describe the role that all of us need to play in protecting personal data, particularly considering the GDPR and other new and upcoming privacy laws.

Implementation

In the main document, you will find details about our **Global Ombuds Program** and **Integrity Helpline**, which we use to ensure that human rights principles are upheld.

Through our social impact efforts, we are committed to assisting organizations outside of our own firm that promote human rights, including disaster relief, refugee support, hunger relief, education, and international development. Examples of the organizations we have recently supported include Red Cross, MercyCorps (UAE), Save the Children (Switzerland), and Feeding America (US).

Our Catalyst Fund finalist, Idea Factory, also executed an event promoting human rights. As profiled in the main document, their initiative funds projects aimed at integrating Syrian refugee children living in Turkey.

Measurement of outcomes

All Kearney employees have certified annually that they have read and understood the Kearney Code of Business Conduct.

Kearney has not been involved in any adverse legal cases, rulings, or other events related to human rights in the period.

Labor principles

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labor;

Principle 5: the effective abolition of child labor; and

Principle 6: the elimination of discrimination in respect of employment and occupation

Assessment, policy, and goals

Diversity and inclusion

Kearney is an equal opportunity employer and is committed to nurturing a diverse and inclusive workforce by providing benefits, trainings, and career progression support for our employees. Kearney is regularly recognized by esteemed organizations and publications for our supportive culture, inclusive programs and networks, and diverse talent. Our culture is strengthened by a breadth of active diversity networks, including our Proud, Black@Kearney, and Women's networks, which provide a space for our people to discuss and celebrate being part of an ethnic, cultural, or gender group.

Modern Slavery Act

Kearney maintains a longstanding commitment to respecting human rights and to continually improve our practices. We welcome the transparency that the Modern Slavery Act encourages to combat slavery and human trafficking. Kearney works hard to ensure there is absolutely no modern slavery or human trafficking occurring in our supply chains or any part of our business. Our internal policies reflect our promise to act ethically and with integrity in all our business relationships.

Through our social impact efforts, we are committed to assisting organizations outside of our own firm that promote human rights and actively work against modern slavery and human trafficking. We actively collaborate with diverse organizations, including nonprofits, businesses, and governments, that work to address these issues. Examples of our client engagements and pro bono projects include institutionalizing fair-trade practices across supply chains and encouraging transparency and empowerment for the millions working in the informal economy.

Implementation

Diversity and inclusion

We have had multiple diversity and inclusion achievements:

- We have had **client wins where diversity and inclusion were crucial deciding factors**. Clients are increasingly focused on diversity and inclusion and view diverse talent as a strategic and commercial imperative, as well as a differentiator in the market. We are often approached by clients with opportunities to advance thinking on this topic.
- We have promoted **workplace support programs** aimed at future leaders and employees returning from parental leave to strengthen our diverse employee base. We are improving retention to provide a compelling value proposition to candidates.
- **Success with Flex** facilitates part-time options and other alternate schedules, such as working fewer days or hours per week. It also supports working from home and job-sharing.
- **Pathway for Parents** offers many options to help ease the transition for caregivers returning to work, including the ability to take a six-month rotation in a family-friendly role, work part-time, or take a partially paid parental leave of absence.
- The **WorkSmart program** entails the effective use of technology, remote working arrangements, alternate travel schedules, and different work allocations to create more options within teams. A team can choose to participate in the program and develop a charter that balances team objectives and the personal goals of team members. Workload management is achieved by active dialogue throughout the project.
- The **Board of Directors Sponsorship initiative** connects strong contributors on track to be future firm leaders with a Board of Directors comprised of influential senior sponsors to help them think through their career paths and serve as an advocate for their interests—supporting their advancement and development within the firm.

- We have several **inclusion training programs** for both senior leaders and the overall employee that aim to increase awareness of unconscious biases and foster a sense of belonging in our workforce.
- **PARC (People Advocating Real Change)** builds awareness of how systemic advantage impacts behavior and relationships across the diversity spectrum (for example, gender, race, ethnicity, sexual orientation). In 2019, we held five in-person PARC Leadership Workshops across the globe, followed by 18 in-office PARC “teach out” sessions to engage in courageous conversation, build awareness, and create a more inclusive environment.
- **Conscious inclusion training** raises awareness of what unconscious bias is, its impact, why it happens, and how to recognize and mitigate it to build an inclusive work environment.
- We have **increased the firm’s diversity profile**, particularly global gender diversity, led by several key initiatives and active employee network groups. In addition, we have created insights for our clients and the wider business community in support of inclusion.
- **High-profile awards** including the Human Rights Campaign’s Corporate Equality Index (2020), Working Mother’s Best 100 Companies (2019), and Future Leader Award from Women Leaders in Consulting (2019) have recognized our commitment, but there is much more to be done.
- Kearney has officially signed on to the **CEO Action for Diversity and Inclusion** pledge to demonstrate our commitment to deepening conversations around diversity and inclusion, and to share best practices and learnings with the broader business community. And, we have signed the **HRC’s Business Statement for Transgender Equality**. This is part of the firm’s efforts to ensure our transgender and non-binary colleagues are respected in business and in law.
- Our **Social Impact Externships** also include organizations doing diversity and inclusion work. See the main document for details on the work Elizabeth Clifton did for Libertate to support inclusion of people with disabilities in Argentina.
- We have recently launched **ally programs** for both our Women’s and Proud networks. Both groups developed an ally pledge that colleagues could commit to and have been following on with ally programming and training.

Modern Slavery Act

Kearney will not tolerate any slavery or human trafficking in its business or supply chain. Amendments to our Code of Business Conduct now address supply chain issues specifically, stressing the need for those with whom we contract for goods or services to comply with human rights and employment laws (including equal treatment and freedom of association rules) and with our values. In order to achieve our zero tolerance goals, we started a program of due diligence with respect to our first-tier supply chain providers in IT, travel, real estate, employment, and affiliated consultants.

Further, we now require those key suppliers to commit contractually: 1) not to allow or procure any slavery or human trafficking in their organizations and supply chains; and 2) to maintain adequate records to allow Kearney to monitor their performance against our contracts, values, and international employment and human rights standards.

Health and safety

Kearney takes its employees’ health and safety very seriously and has a disciplined approach in place to increase Kearney’s readiness and response. A dedicated team and processes are in place to provide our employees with worldwide protection in partnership with the world’s leading security services firm, iSOS. A messaging system, Send Word Now (SWN), is in place to reach our employees in case of emergency.

Moving into 2020, we are prioritizing CARE, an initiative to support colleagues’ mental health and well-being, and have already begun to make an impact. As part of the “R U OK” movement, an Australian national day for mental health awareness and suicide prevention, our Australia team created fun activities that encouraged consultants to take a break from their busy days and meaningfully connect with each other. These included giving a flower and note to someone who needs encouragement, going to coffee with someone, and more. The event gave everyone in the unit a dedicated opportunity to have open conversations about the ups and downs of life, and for us to support each other more proactively.

Measurement of outcomes

All Kearney employees are certified annually on the Kearney Code of Business Conduct.

For 2019, our representation of women across the firm is 38 percent. Nine percent of our Board of Directors and 18 percent of our Managing Partner Leadership Team are women.

Environmental principles

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies

Assessment, policy, and goals

Kearney is proud to be the **first management consulting firm to become carbon neutral**. Since 2007, we have made efforts in our 60+ offices to reduce our carbon footprint. Since 2010, we have offset the remainder of our GHG emissions through the purchase of carbon credits. As a professional services firm, most of our GHG emissions come as a result of air travel, offices, and hotel accommodations while serving our clients. By employing the nonprofit carbon usage monitor, Atmosfair, we can track our travel details through usage statistics and detailed studies. Maintaining this level of understanding of our footprint allows us to purchase carbon credits and track our balance annually. Going forward, we are dedicated to doing even better by further reducing our energy consumption and associated GHG emissions, reducing and recycling waste, and taking advantage of technology.

We have committed to setting and achieving **science-based emissions reduction targets**, which are in line to meet the goals of the Paris Agreement. We are also working toward purchasing 100 percent renewable energy by 2030.

We have an **IT Sustainability Position and Strategy** outlining our continuing goal to make informed, intelligent, and impactful decisions regarding the design, operation, and delivery of global IT services and technologies. We aim to design and implement technical architecture that uses technologies in alignment with our sustainability goals by increasing operational efficiencies and reducing power and HVAC requirements.

Implementation

Our deep experience in strategy, operations, and sustainability positions us to change how organizations make an impact on the world. Across all industries, we see our clients facing complex social impact and sustainability challenges, and the changing role of business in society. With our clients, partners such as the World Economic Forum, and through our thought leadership, we are dedicated to solving some of the world's most important challenges. For example, our Kearney Energy Transition Institute provides leading insights on global trends in energy transition, technologies, and strategic implications for private-sector businesses and public-sector institutions. We have also worked with clients to launch sustainability initiatives, such as sustainable supply chain and improving energy efficiency.

We have implemented several actions across our own business, including:

- Awareness raising and training of employees on climate change and environmental protection
- Initiatives and programs to reduce waste materials (for example, recycling) and consumption of resources (energy, fossil fuels, water, electricity, paper, packaging)
- Activities aimed at improving the energy efficiency of products, services, and processes
- Development and diffusion of environmentally friendly technologies

As outlined in the main document, we have also developed two trainings promoting environmental sustainability. Sustainability 101 gives colleagues an overview of sustainability at Kearney and provides pathways for them to improve the sustainability of their offices and teams. Supplier Code of Conduct training helps buyers incorporate sustainability principles into their work with our suppliers.

See the “Our planet” section of the main document for more actions, including the initiatives of our Plastic-Free London team.

Measurement of outcomes

Our environmental and CSR performance is audited annually by EcoVadis. Kearney has not been involved in any legal cases, rulings, or other events related to environmental practices in the period.

We have trained buyers across key departments on the Supplier Code of Conduct.

Anti-corruption principles

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Assessment, policy, and goals

For more than 90 years, our brand—Kearney—has stood for excellence and integrity. And as we go about our work, each one of us holds this hard-earned reputation in our hands. We cannot succeed without the unconditional trust of our clients, partners, colleagues, and the broader communities in which we live and work. This is something we continue to earn each day.

In the main document, you can find details about our **Code of Business Conduct** and **Supplier Code of Conduct**, which we use internally and externally to uphold our commitment to compliance and integrity.

Implementation

All Kearney employees are required to **certify annually** that they have read and understood the Kearney Code of Business Conduct, and to reaffirm their commitment to our values and principles. US employees also complete a data privacy training module. Furthermore, we conduct additional employee training in higher-risk environments.

Kearney has also introduced our **Supplier Code of Conduct**. We expect each supplier to conduct its business in accordance with the highest ethical standards and to have controls in place that prohibit and detect the misuse of company assets, corruption, bribery, improper gifts, extortion, and embezzlement. Suppliers should similarly strive to prevent and avoid any conflict of interest, money laundering, or anti-competitive practices, and to adhere to industry standards regarding responsible marketing and information security. All suppliers' business dealings should be fair, legal, and honest.

In the main document, you can also find details about our **Global Ombuds Program** and **Integrity Helpline**, which we also use to ensure anti-corruption.

Measurement of outcomes

All Kearney employees have certified annually that they have read and understood the Kearney Code of Business Conduct. We have trained buyers across key departments on the Supplier Code of Conduct.

Kearney has appointed an external audit company, and its books and accounts are subject to statutory external audit every year. Kearney has not been involved in any legal cases, rulings, or other events related to corruption and bribery in the period.

Appendix

Global Reporting Initiative (GRI) content index

The Global Reporting Initiative Sustainability Reporting Standards (or GRI Standards) are designed for organizations to report about their impact on the economy, environment, and/or society; to enhance the global comparability on these impacts; and to show contributions toward the goal of sustainable development. Kearney is on a path of continuous improvement toward sustainability reporting in line with best practices.

GRI disclosure		Page number and comments
102: General disclosure		
Organizational profile		
102-1	Name of the organization	0, 1-3
102-2	Activities, brands, products, and services	3
102-3	Location of headquarters	3
102-4	Location of operations	3
102-5	Ownership and legal form	3
102-6	Markets served	3
102-11	Precautionary principle or approach	22
102-12	External initiatives	6-7, 22-26
102-13	Membership of association	8-10, 19-21
Strategy		
102-14	Statement from senior decision-maker	3
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	1, 3, 6-7, 11, 22-26
102-17	Mechanisms for advice and concerns about ethics	11, 22-24, 26
Governance		
102-18	Governance structure	3, 17-18
102-23	Chair of the highest governance body	3
Reporting practice		
102-46	Defining report content and topic boundaries	2, 8-10, 27-28
102-47	List of material topics	27-28
102-50	Reporting period	2
102-52	Reporting cycle	2
102-53	Contact point for questions regarding the report	2
102-55	GRI content index	27-28

Economic		
205: Anti-corruption		
103-1	Explanation of the material topic and its boundary	26
103-2	The management approach and its components	26
103-3	Evaluation of the management approach	26
205-3	Confirmed incidents of corruption and actions taken	26 – Kearney has not been involved in any legal cases, rulings, or other events related to corruption and bribery during the reporting period.
Environmental		
305: Emissions		
103-1	Explanation of the material topic and its boundary	16
103-2	The management approach and its components	16, 18
103-3	Evaluation of the management approach	16
305-1	Direct (Scope 1) GHG emissions	16
305-2	Energy indirect (Scope 2) GHG emissions	16
305-3	Other indirect (Scope 3) GHG emissions	16
Social		
404: Training and education		
103-1	Explanation of the material topic and its boundary	11-13, 18, 22-26
103-2	The management approach and its components	11-13, 18, 22-26
103-3	Evaluation of the management approach	11-13, 18, 22-26
404-3	Percentage of employees receiving regular performance and career development reviews	During the reporting period, 100% of our firm employees received at least one performance review, as part of their career development.
405: Diversity and equal opportunity		
103-1	Explanation of the material topic and its boundary	13, 23-24
103-2	The management approach and its components	13, 23-24
103-3	Evaluation of the management approach	13, 23-24
405-1	Diversity of governance bodies and employees	13, 24 – During the reporting period, Kearney had 38% women across the firm. Nine percent of our Board of Directors and 18% of our Leadership Team are women.
413: Local communities		
103-1	Explanation of the material topic and its boundary	12-15, 19-21
103-2	The management approach and its components	12-15, 19-21
103-3	Evaluation of the management approach	12-15, 19-21

Source: Consolidated set of GRI Sustainability Reporting Standards 2019

As a global consulting partnership in more than 40 countries, our people make us who we are. We're individuals who take as much joy from those we work with as the work itself. Driven to be the difference between a big idea and making it happen, we help our clients break through.

kearney.com

For more information, permission to reprint or translate this work, and all other correspondence, please email insight@kearney.com. A.T. Kearney Korea LLC is a separate and independent legal entity operating under the Kearney name in Korea. A.T. Kearney operates in India as A.T. Kearney Limited (Branch Office), a branch office of A.T. Kearney Limited, a company organized under the laws of England and Wales. © 2020, A.T. Kearney, Inc. All rights reserved.

