



OUR SOCIAL IMPACT

Annual Review 2021



Simon Freakley
Chief Executive Officer

Letter from our CEO

For forty years we have been helping companies respond to the rhythms of change. Disruption is accelerating the pace of change, and the very forces that are driving greater disparities between the top and bottom performers across industries are also widening inequalities within society.

Disruption can reshape or wipe out entire businesses and companies. It can displace entire communities, or send countries into an economic or social spiral. It can also empower individuals to call for the changes they wish to see.

Our firm grew up advising clients on how to transform their governance, eliminate waste and steward resources, protecting against the forces that can capsize companies, and people's lives and communities.

In today's interconnected world, a shared outcome can extend beyond any one business and their stakeholders, supporting societies and communities by building a long-term and sustainable future for many through the virtuous cycle of innovation, job creation, and economic growth. In December 2021, AlixPartners signed the United Nations (UN) Global Compact, just one of the shared efforts we are proud to undertake.

At a personal level, I think about the world I want my children to be part of. I ask myself, what more can I and my family do to create positive impact?

As a business leader, I ask our people to consider the same. What is our social responsibility? Of equal importance are the pace at which we can drive change, and the depth of our people's engagement towards collective impact.

I am proud to wake up every day knowing that our colleagues around the world remain committed to perpetuating a values-based, client-centric, people-focused firm. Aligned around helping our clients, and our partners in society, we work to tackle the challenges of multifaceted disruption.

Our work is not done.

All best,

A handwritten signature of Simon Freakley in black ink.

Simon Freakley

ENACTING OUR VALUES

When I joined AlixPartners in 2009, I was struck then by the deep commitment of the firm's leadership to do the right thing, to stand side by side with our clients helping them with their most complex challenges.

This ideal runs deep. We were founded on the principle that others can count on us. That we can help them to achieve an outcome, but not at any cost. Our founder, Jay Alix, also asked each of us here to be a good citizen of the firm.

I have watched hundreds of our team-members contribute to the long and careful process of defining areas of social responsibility, environmental stewardship, and strong governance where we collectively can make our biggest impacts.

Many of our efforts have been seeded and grown through the entrepreneurial spirit of our people across the globe, who build local teams, drive action, and power the firm's progress.

We have undertaken this step-change as we do every part of our work, taking on a full assessment of actions and impacts, setting precise goals and holding ourselves accountable.

Like for many, the hyper-intensity of the past year saw our firm considering the changing needs and expectations of our people and the world around us. As we look to the future, it is hard not to feel that we need to do more, faster.

We know that we do our best work when we do it together, creating solutions with the people in the room who represent the beneficiaries of the outcomes.

LET'S CONTINUE.

Cindy Godwin (she/her)
Head of Social Responsibility



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ABOUT THE FIRM



AlixPartners has worked with clients around the world for more than forty years, helping businesses respond to challenges when everything is on the line—from urgent performance improvement to complex restructuring, from risk mitigation to accelerated transformation.

The way we work—with our clients, as well as each other—is as much a part of who we are as what we actually do. It's what makes us different—and the partner of choice for some of the world's most successful as well as some of the most challenged companies, **WHEN IT REALLY MATTERSSM**.

1981 YEAR
FOUNDED

2,330 EMPLOYEES
As of 2021

1.5bn ANNUAL
REVENUE (\$)

34:16 MEN TO
WOMEN
Gender ratio
among staff

120 NON-PROFIT
ORGANIZATION
PARTNERS
WORLDWIDE


8 EMPLOYEE RESOURCE
GROUPS (ERGs)
Representing 64% employee participation

CARBON FOOTPRINT

(tonnes CO2e)

	2021
SCOPE 1	0.00
SCOPE 2	966.10
SCOPE 3	26,574.80
Total	27,540.89

26 OFFICES
WORLDWIDE
Physical
operating footprint



A woman with long dark hair, wearing a white collared shirt under a light grey V-neck sweater, is smiling and looking towards a man on the left. The man has dark hair and a beard, and is wearing a blue sweater. The background is a plain, light-colored wall.

OUR CORE VALUES



COMMITMENT

We dedicate ourselves to assist our clients in reaching their objectives and will do whatever is reasonably required in an ethical, professional, and cost effective manner. We are committed to the success of our clients, our firm, and each other.



PROFESSIONALISM

We adhere to the highest professional standards in providing each of our clients with high-quality services delivered competently and promptly. We believe the essence of professionalism is rooted in advanced technical knowledge, capability, integrity, intellectual honesty, and confidentiality. We will observe principles of objectivity, independence, and due care. We establish and maintain all of our relationships based upon mutual trust, and we focus on the needs of our clients, our associates, and the firm.



TEAMWORK

We believe that optimum results are achieved by individuals working together in a cooperative, organized group. We recognize the complementary nature of our individual qualities, technical skills, and personal expertise and the superior results that are produced when we work in concert to bring all our capabilities and experiences to our clients' situations.



COMMON SENSE

We concentrate on finding creative, yet practical and realistic, solutions in every situation. We work to simplify rather than complicate issues. We exercise our best judgment in the development, evaluation, recommendation, and implementation of various courses of action.



PERSONAL RESPECT

We value the unique differences among us. We recognize that each of us has our own personal and career goals. We will consider and respect each other's personal values and will strive not to impose arbitrary or unreasonable demands on each other while still meeting the needs of the firm and our clients.



COMMUNICATION

We communicate clearly and often among ourselves and with our clients, other professionals, and parties of interest in a straightforward manner that fosters a common understanding, mutual respect, rapid progress, and the appreciation of all points of view.

OUR FOCUS AND COMMITMENTS



OUR FOCUS AND COMMITMENTS

In December 2021, AlixPartners signed the United Nations (UN) Global Compact. This commits us to abide by the UN's Ten Principles, and joins us in the growing coalition of businesses and municipalities working to progress the UN's 17 Sustainable Development Goals (SDGs). This report has been submitted to the **UN Global Compact** in satisfaction of the Communication of Progress (COP) reporting requirement set forth by the UN.

We recognize that businesses have a responsibility, beyond profits, to leverage their size and resources to contribute meaningfully to their communities. As a global consulting firm, AlixPartners is committed to enhancing the communities in which we operate, to safeguard the planet for future generations and ensure that all people are able to enjoy peace and prosperity.



AlixPartners has submitted information to EcoVadis for assessment since 2019, and has achieved rising scores each year.



AlixPartners has been certified carbon neutral via offsets since 2019.

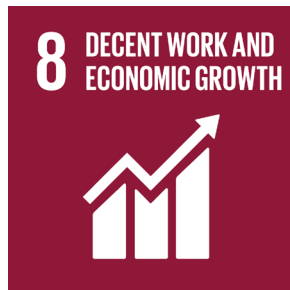
AlixPartners has chosen to focus its efforts on the following nine SDGs in an effort to target and maximize the firm's impact.

These priority SDGs, which focus on economic prosperity, equity, well-being, and environment, are core to the firm's values. They are exhibited in the way that we operate internally, the way that we advise clients, and the way we engage with communities.

WELL-BEING



ECONOMIC OPPORTUNITY FOR ALL



EQUITY



ENVIRONMENT



IMPACT THROUGH COLLABORATION



OUR JOURNEY IN 2021



STEP BY STEP TOWARD A STRONG APPROACH



ENVIRONMENTAL

- Carbon-neutral since 2019
- Commitments to net-zero target by 2050
- Partnered with World Economic Forum on the Climate Justice Uplink Challenge



SOCIAL

- 64% of staff participation in Employee Resource Groups
- Partnerships and giving to drive change
- Looking out for our people through Well@Work



GOVERNANCE

- Robust review of risk and regulatory environments
- 100% of staff trained on Ethics and Compliance
- 42% of CEO direct reports are women and under-represented minorities



ADVISING OUR CLIENTS

While AlixPartners has always advised clients on issues that fall into the realm of ESG, since 2020 we took steps to formalize and drive these efforts. Building on our strengths, we continue to expand the ways we advise our clients to the value creation of addressing environmental, social and governance initiatives. Leveraging our core expertise and skills—our Quickstrike™ methodology and focus on efficiency, transparency and transformational leadership— we've helped clients operationalize and measure the impacts of these initiatives. These efforts meet a market need and continued to gain momentum in 2022.

RESPONSIBLE APPROACHES TO EMERGENT ISSUES

RESPONSE TO COVID-19

COVID-19 continued to be a disruptive force in 2021. Leveraging our crisis management skills, AlixPartners remained steadily flexible and adaptable to the ever-changing situation.

SUPPORTING OUR PEOPLE

Flexible work arrangements; paid time off for COVID-19 care; resources for physical, emotional and mental wellness.

MOBILIZING FOR OUR COMMUNITY

Doubled charitable donations for completion of annual training to help local organizations that needed urgent assistance.

SUPPORTING OUR CLIENTS

COVID-19 Business Restart and Resilience resource for business leaders, looking at how to create stability and resilience, protect value for recovery, and weather the storm.

"The driving force of the economy is changing. Driven by a growing range of technological and other forces, the pace of disruption has accelerated, and its impact has magnified. It is today the primary strategic challenge confronting business and society as a whole."

DISRUPTION INSIGHTS, ALIXPARTNERS

IMPACT STORY: COVID-19 CRISIS IN INDIA

Bringing medical supplies for essential care to 120 cities

Situation: In Spring 2021, India was hit by its devastating second wave of COVID-19. Hospitals lacked access to supplies to treat patients.

Approach: Sudeep Suman, a Director in our Procurement practice, worked pro bono, using his knowledge of contracting and contacts in the industry, to procure and distribute life-saving supplies—oxygen concentrators, cylinders and regulators—to state and nonprofit networks in India.

Outcomes:

- Delivered more than 250+ oxygen concentrators and oxygen cylinders
- Bringing essential supplies to more than 120 cities in India
- Standing up an emergency supply chain that has since been streamlined and incorporated into state efforts to save lives



"When we started working on sending COVID supplies overseas, we quickly realized the situation was more severe than we had thought and knew we had to do something fast."

SUDEEP SUMAN

Director, Performance Improvement-Sourcing and Procurement Transformation, AlixPartners

IMPACT STORY: HER JUSTICE

Harnessing technology to expand the reach of a legal services nonprofit serving women

Situation: As the COVID-19 pandemic began, this nonprofit, who provide legal advice to women living in poverty in New York City, needed help to transform how they could continue to provide support.

Approach: In February 2021, AlixPartners contracted pro bono with Her Justice to conduct a rapid assessment of the nonprofit's information technology to expand their capabilities.

Outcomes:

- Leveraged tools and technologies to allow attorneys to provide support remotely during the COVID-19 pandemic
- Integrated systems for a more seamless and productive process
- Resulting in increased legal support for more than 6,000 women and their children in the ensuing months of 2021



"As a result of the remote environment caused by the pandemic, we needed to rethink how we were using technology to reach our partners and serve our beneficiaries. This team, with the right digital experience and connections, conducted a rapid assessment of our IT capability and opportunities and outlined a pragmatic improvement plan for our people, process, and technology."

AMY BARASCH

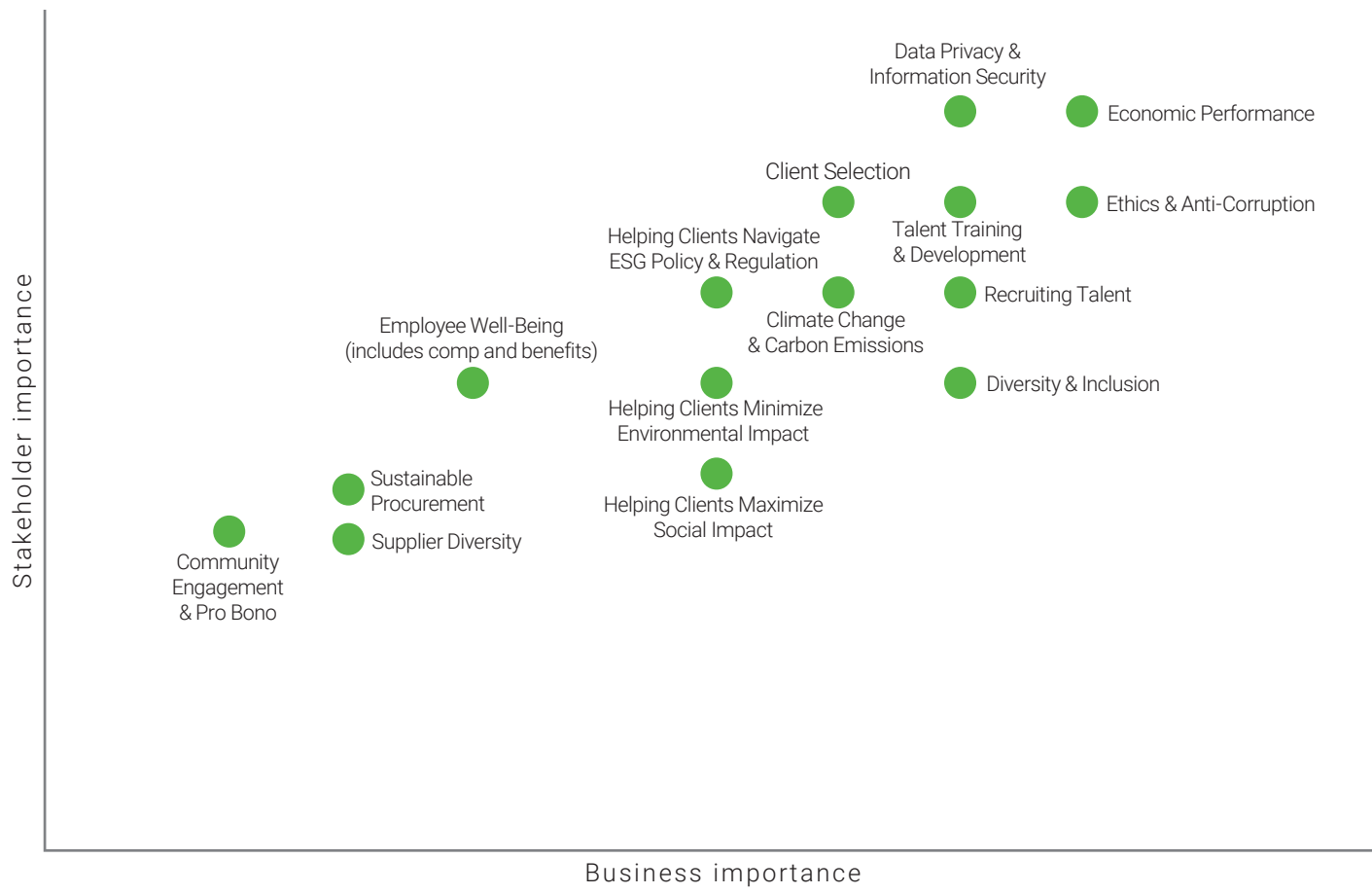
Executive Director, Her Justice

STAKEHOLDER ENGAGEMENT AND MATERIALITY ANALYSIS

MATERIAL TOPICS

Our stakeholders work with us, cheer us on and keep us true to a shared vision. In our commitment to that valuable process, we listen to different groups in different ways, and collate their feedback on vital topics.

Their feedback repeatedly shows us how the issues that are most important to our business resonate with these audiences, and what they value most. This chart shows our analysis of this feedback in 2021.



HOW WE LISTEN

We trust our primary stakeholder groups to report with candor on what issues matter most to them at the current time. We use their insights to focus our work and strengthen our strategy.

Stakeholder group	Areas of engagement
AlixPartners leadership	<ul style="list-style-type: none"> • Regularly scheduled All-Firm Town Halls • Annual firm meetings • Leadership e-communications of firm-wide updates • Inclusion diagnostic survey
AlixPartners employees	<ul style="list-style-type: none"> • Various employee surveys throughout the year, including those following events • Performance management process • Regularly scheduled Town Halls • Call to action to focus on diversity in teaming and recruiting • Exit interviews • Fishbowl and Glassdoor
Clients	<ul style="list-style-type: none"> • Deal communication • Disruption Insights • CEO listening tour • Client surveys
Prospective clients	<ul style="list-style-type: none"> • Annual Disruption Index • Thought leadership • Speaking engagements on ESG, diversity and sustainability
Prospective talent	<ul style="list-style-type: none"> • On campus recruiting • LinkedIn and other recruitment platforms • Recruiters
Communities	<ul style="list-style-type: none"> • Pro bono engagements • Charitable donations and partnerships • Volunteering
Suppliers	<ul style="list-style-type: none"> • Supplier diversity platform • Supplier Code of Conduct
Investors	<ul style="list-style-type: none"> • Monthly meetings • Information requests

WHAT WE HEAR

Priority issue	Issue description	Category	Responses
Diversity & Inclusion	Diversity and inclusion are fundamental to our core values, embracing the unique differences among us. We recognize the value diversity brings both to our personal experiences in the workplace and to the quality and strength of the advice we bring to our clients.	Reducing Inequalities	Diversity and inclusion play a critical role in our ability to perpetuate the principles upon which our firm was founded, deliver against our strategic priorities, create balance in our workforce, and enable more fulfilling work experiences for our people. Our strategy is to enrich our inclusive culture so all team members feel a true sense of belonging, as well as dedication to attracting and retaining diverse talent.
Climate Change & Carbon Emissions	Climate change is the most urgent issue of our time. Anthropogenic climate change is impossible to ignore. As a global firm, we acknowledge our responsibility to limit further damage to the planet and develop solutions to safeguard and improve the quality of life on this planet—both through our own operations and the services we provide to our clients.	Protecting the Planet	AlixPartners has partnered with One Carbon World to measure, assess and offset its emissions since 2020 (for the 2019 calendar year). We've launched internal local groups within each office to focus on reducing consumption and reducing environmental impact most effectively. The pandemic has also accelerated the firm's adoption of various technology, reducing consultant's need to travel.
Helping Clients Maximize Social Impact	AlixPartners works to be a good citizen of the world. This governs not only how we conduct our own operations, but how we work to have indirect impact through our clients.	Ensuring Strong Governance	AlixPartners has engaged with various clients to advise on maximizing social impact. By building out the firm's capabilities in this area, including implementing key performance indicators, AlixPartners is able to more effectively help clients develop innovative solutions.
Helping Clients Minimize Environmental Impact	AlixPartners works to be a good citizen of the world. This governs not only how we conduct our own operations, but how we work to have indirect impact through our clients.	Protecting the Planet	AlixPartners has engaged significantly with clients to advise on minimizing environmental impact. By building out the firm's capabilities in this area, AlixPartners is able to more effectively help clients develop innovative solutions.
Helping Clients Navigate ESG Policy & Regulation	ESG policy and regulation have accelerated greatly in the last few years. Clients, particularly those with a multinational footprint, must navigate compliance and the future of their businesses. Helping clients navigate this everchanging environment is critical to support our clients' needs.	Ensuring Strong Governance	AlixPartners has engaged with many clients to advise on the everchanging ESG regulatory environment. By leveraging the firm's capabilities in this area, including expertise in anti-corruption, cyber, anti-money laundering, and other international regulatory areas, AlixPartners is able to guide clients through these critical changes.

Priority issue	Issue description	Category	Responses
Ethics & Anti-corruption	As a global firm, AlixPartners has a responsibility to operate ethically and know and comply with the laws and regulations present where we operate. Furthermore, our people must be educated on what constitutes ethical behavior and how to identify and handle instances of potential corruption.	Ensuring Strong Governance	We are a global consulting firm, doing work around the world and are committed to acting with integrity, due care and diligence with our clients and customers in every jurisdiction. As such, we are required to comply with, among other relevant laws, all applicable economic sanctions, anti-corruption, immigration and tax requirements. Further, all employees must annually complete CORE Training, our compliance training program which includes modules on ethics and anti-corruption. We attract renowned experts in anti-corruption who have served in international regulatory agencies.
Client Selection	AlixPartners requires that client engagements do not put us at odds with our values. Client selection procedures are necessary to ensure that we do not compromise what we stand for.	Ensuring Strong Governance	AlixPartners has an Enterprise Risk Management Committee (the RMC) that is staffed with Managing Directors that bring decades of experience to protect the firm. One of the RMC's sub-committees that addresses reputational risk has guidelines that communicate the types of engagements that we will not accept under any circumstances and others where the RMC must approve acceptance before moving forward. Examples of engagements that we will not accept include engagements on behalf of individuals charged with crimes such as human trafficking, narcotics trafficking, and child pornography. Potential engagements that the RMC must review and approve include opportunities that may impact our reputation because of association with either high profile or controversial individuals, groups, or activities.
Community Engagement & Pro Bono	As a global firm, AlixPartners has a responsibility to engage with the communities within which we operate.	Caring for our People	AlixPartners engages with the community via a number of partnerships with prominent organizations including the World Economic Forum, charitable contributions, and pro bono engagements. This work is integral to the culture of the firm.

Priority issue	Issue description	Category	Responses
Employee Well-being (including compensation & benefits)	AlixPartners is guided by the principle that employees are individuals first with values, emotions, goals, hopes and dreams that shape them. It is our duty to recognize and support that the whole person comes to work each day.	Caring for Our People	<p>In 2021 we launched our global approach to well-being called Well@Work. It is our firm's pledge to:</p> <ol style="list-style-type: none"> 1 raise awareness and acceptance of the challenges we all face; 2 come together to connect and celebrate along our well-being journeys and 3 support our people with offerings, programs and tools that meet diverse needs.
Recruiting Talent	AlixPartners' success is dependent on its ability to hire and retain a diverse workforce of top talent. We aim to be an employer of choice and to help individuals flourish in our fast-paced, entrepreneurial environment where we can share in our achievements together.	Caring for Our People	AlixPartners is dedicated to attracting and retaining a representative workforce. We host a scholarship program for MBA candidates and have partnered with a number of diversity and talent organizations. In addition, our hybrid working structure and virtual elements within the hiring process have reduced firm travel for candidates and employees.
Talent Training & Development	Developing distinctive talent with the AlixPartners' edge helps our people and the firm continue to grow and transform. It is critical that our people have both the support and autonomy to drive their development at the firm.	Caring for Our People	Within our high-performing culture, we know we must put development in the hands of our people to truly unleash their talents and realize their career ambitions. AlixPartners supports that through surrounding our people with a sophisticated people-centric ecosystem of talent development relationships, experiences, processes, and programs that enable continuous learning, development, and progress in the most accelerated and personalized ways possible. AlixPartners' culture of learning and development ranges from intentional modern apprenticeship on the job to world-class programs that accelerate skills and capabilities as well as relevant resources available as needed, when needed.

Priority issue	Issue description	Category	Responses
Supplier Diversity	AlixPartners is committed to maintaining an environment within its organization in which diversity and inclusion are valued and respected in all aspects of its operations as well as the operations of its partners and vendors. The firm believes that diverse businesses strengthen its ability to act on its commitment to diversity, inclusion and to increasing and sustaining the financial and social health of the firm.	Ensuring Strong Governance	AlixPartners will implement and maintain systems to track and report on the Vendor Diversity and Small Business status and certification of its total U.S. Vendors on a quarterly basis. AlixPartners will also be proactive in promoting Vendor Diversity status as criteria for Vendor selection in competitive events. The firm is committed to engaging with small and diverse businesses from all countries where it conducts business.
Sustainable Procurement	AlixPartners is committed to reducing its footprint wherever possible, including within its procurement activities. Engaging suppliers that align with the Firm's values with respect to responsible consumption is critical to achieving that goal.	Ensuring Strong Governance	AlixPartners has published a Supplier Code of Conduct which requires all suppliers to comply with all relevant environmental regulations in an effort to ensure the Firm is conducting business with responsible suppliers.
Economic Performance	As a consulting firm, creating sustainable value and driving economic performance for our clients through our work is of the utmost importance.	Ensuring Strong Governance	AlixPartners prides itself on its value of being client-centric. We create value for our clients through our various service offerings, ranging from turnaround & restructuring services, to enterprise improvement, and risk management, and our commitment to excellence.
Data Privacy & Information Security	AlixPartners is committed to protecting our clients' sensitive and confidential data. Complying with data-protection regulations, building secure delivery environments, and maintaining secure operations are critical to achieving this goal.	Ensuring Strong Governance	AlixPartners maintains ISO 27001 and SOC2 certifications, these are globally recognized benchmarks for cyber security. The firm is also exploring ISO 2770—the privacy equivalent to 27001. We attract renowned experts in privacy and info security, and there are there large initiatives planned for 2022 to further document and mature our data protection capabilities.

CARING FOR OUR PEOPLE



We cannot do what we do without caring for the people who do it.

Within the firm, we have focused on initiatives to support, develop and retain our people, and to honor diversity and inclusion as one of our greatest strengths.

Our sense of responsibility extends beyond the firm through external initiatives in the communities where we work.

WELL@WORK

At AlixPartners, we recognize that our employees are individuals, and the whole person comes to work each day. In 2020 the firm launched Well@Work, our people-centric firmwide approach to well-being for all employees.



It is our firm's global commitment and pledge to:



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



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



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



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



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

REDUCING INEQUALITIES

Personal respect has been a core value of our business from day one

When we started our current diversity and inclusion journey in 2015, we understood we would have to work hard to embed understanding of our goals among staff and reflect the expectation in our business practices, in order to achieve an inclusive and diverse workplace.

We invested resources to build our D&I Center of Excellence with experienced professionals, dedicated leaders and committed employees. We outlined our diversity & inclusion strategic pillars: Engage Leadership, Open the Culture, Expand the Employee Base, and Build Relationships.

When we expand equitable opportunities, and build on client, philanthropic and supplier relationships, we are well positioned to contribute to the reduction of inequalities that have plagued society and sectors of industry.

We recognize the 'speed to respond' to adverse societal events, and the demand for change has increased. Our Employee Resource Groups have served as catalysts to accelerate active change and raise awareness. Through their multi-year planning, they have built effective relationships with local and international charity partners.

We have more work to do and are pressing forward on what we can do for the firm, as well as what we can do right now to provide opportunity for underrepresented communities in our hiring markets around the world. Here we provide a snapshot of where we are, with key statistical trends and industry comparisons.

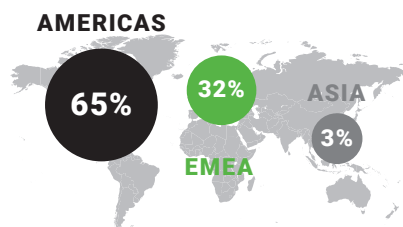
A GLOBAL FIRM

With nearly 2,500 employees across 26 offices, our willingness to become culturally competent has a direct impact on our business success. **Intercultural empathy** is an important skill we help our people to master and share with peers and clients.

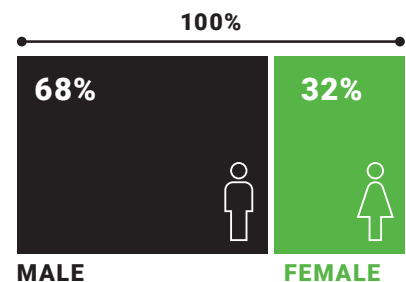
1. Data as of July 2021
2. At this time we only track this data for U.S. employees

WHO WE ARE¹

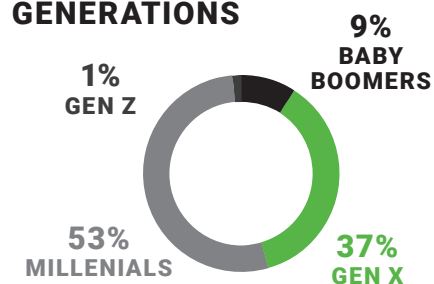
REGION



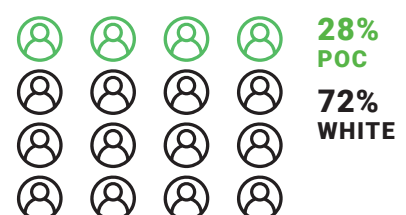
GENDER



GENERATIONS



U.S. RACE/ETHNICITY²



REPRESENTATION

Gender

Globally, our gender representation split is 68% men and 32% women. Market data show that mid-career is a critical point for development and exposure to networks and career growth. Since 2018, we have increased representation of women in mid-level positions by nearly 16%. Among employees at our most senior level, Managing Director, representation of women has grown slightly, by 1% over the same period. We remain diligent in our efforts to actively recruit diverse candidates from the market, while developing and retaining mid-career colleagues. Our gender split is available at the country level in the U.S., UK and France.

Generational representation

With four generations in the workplace, every day provides an opportunity for our teams to experience apprenticeship, reverse mentoring and a mix of unique experiences for colleagues and clients. It is an important factor as we look to enhance our inclusive culture, embrace innovation, and build the workforces of our firm and our communities of the future.

Currently 9% of our colleagues are classified as Baby Boomers and represent 25% of our Managing Directors. Millennials make up 53% of the firm, the result of an intentional effort to build more generational diversity into the firm structure.

Race and ethnicity

In 2020, we invited employees to opt in to share their personal data through a new HR tool, to capture the employee experience from a diversity perspective.

Currently, we are able to share both U.S. and UK statistics on race and ethnicity and will add more countries as available data and data-sharing laws allow.

Race and ethnicity representation (U.S.)	Averages among business management consulting firms (%) ³	AlixPartners staff (%) ⁴
People of Color (POC)	28%	31%
Underrepresented Minorities (URMs)	15%	8.5%

We launched the opportunity for self-reporting in the UK in 2021 and within the first three months, 53% of our employees had shared their information. We take this as a sign that our employees trust us to do the right thing with their data—use it to continue to build our diversity balance within an inclusive ecosystem.

Race and ethnicity representation (UK)	AlixPartners staff (%) ⁵	2011 UK census
People of Color (POC) (Black, Asian, Hispanic and other ethnic minorities)	7.9%	14%
Underrepresented Minorities (URMs) (People of Color excluding Asian)	3.6%	6.5%

To address the need for greater representation, we now use a comprehensive approach that accounts for every stage of an employee's career. For example, in late 2020, the D&I and Talent Acquisition teams established multi-year partnerships with four diversity feeder programs, which have led to an increased number of applicants from POC and URM backgrounds. These programs expand the diversity of our outreach through the recruiting process which achieved these results.

In 2021, we saw progress on attracting diverse candidates. Comparing internship data from 2020 to 2021, in 2021 25% more of our internship cohort was women, 33% more were people of color, and 8% more were underrepresented minorities in the U.S. at the MBA intern level.

Among our full-time hires in the United States in 2020 and in 2021, 19% more of our MBA hires in 2021 were women, and 9% more were underrepresented minorities.

Our recruitment efforts to attract diverse slates of early-career candidates are starting to pay off in 2022.

Intern applications (U.S.)	2020	2021
% Under-represented Minorities	17%	15%
% People of Color	61%	67%
% Women	31%	34%

3. Compared to Zippia.com's research of 30 million business management consulting profiles

4. AlixPartners data as of September 1, 2021 for U.S. employees. The firm does not track this data in other regions at this time

5. Based on 53% response rate from our UK based staff to our diversity data collection

EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) bring our D&I commitment to life.

The voluntary, employee-led and executive-sponsored networks promote an inclusive and supportive environment, support recruitment and retention of colleagues with diverse backgrounds, and enhance employees' professional and personal development.

ASIAN LEADERSHIP INSIGHTS & GROWTH NETWORK (ALIGN)

Empowers individuals who share a connection to the Asian community, addresses biases and stereotypes by developing an inclusive, multicultural team environment, and raises Asian cultural awareness.

BENEFITS

- Started a program that establishes contact with the firm's clients and potential clients, and collaborated on events with GM and Toyota. Expanding the program in 2022 and partnering with clients' Asian ERGs.
- Developed responses and programming around 'Stop Asian Hate', with various webinars and sessions to highlight colleague experiences and the myth of the model minority.
- Currently developing an ALIGN mentor/buddy program to help those new to the firm, as well as those looking for guidance on career advancement.

BLACK PROFESSIONALS NETWORK (BPN)

Enriching the professional and intellectual experience of our Black employee population and support the firm's strategic goals through unity and leadership.

BENEFITS

- Created ally toolkit for the firm, highlighting ways people can play everyday ally roles to the Black Community.
- Started the BPN Professionals forum, providing guidance with those looking to advance at the firm, as well, as discussing the black employee/candidate experience.
- Two of our MDs became board members on the MLK Memorial Foundation Board.

HISPANICS OR LATINXS OF ALIXPARTNERS (HOLA)

Enhancing diversity and inclusion at AlixPartners through recruiting efforts and through the personal and professional development of Hispanic/Latinx employees and their supporters.

BENEFITS

- Became a member/partner with the Hispanic Association for Corporate Responsibility, and working on participating with their Inclusion Index.
- Spearheaded dynamic cultural programming on topics such as Spanish for business, cooking, coffee chats, Hispanic/Latinx culture.
- Providing business development insights and resources for engagements in Latin America.

MILITARY AND UNIFORMED SERVICES TEAM (MUST)

Striving to foster a culture that recruits, transitions, develops and retains individuals with military/uniformed services affiliations as part of our essential leadership and employee community.

BENEFITS

- Supporting the UK Armed Forces Covenant and recognition as an MVAA Veteran Friendly Employer.
- Working on design of a broader veteran-to-corporate-life transition plan and offerings for veterans.
- Championing discussions of mental health and what veterans' experiences are in different parts of the world.

NEXTGEN

Promoting intergenerational exchange and a supportive work environment while developing both client-facing and corporate services leaders of tomorrow.

BENEFITS

Working on an internal program where NextGen members may participate in different senior level meetings to provide insight from the Millennial/Gen Z perspective.

- Working to highlight the value of employees' whole self and championing mental health.
- One of the largest and fastest growing ERGs at the firm, with over 600 members.

PRIDE MATTERS

Promoting an inclusive and supportive work environment for lesbian, gay, bisexual, transgender and questioning (LGBTQ) individuals and their allies, to strengthen their recruitment and retention and to enhance their professional and personal development.

BENEFITS

- The firm ranked for five consecutive years as an HRC Best LGBTQ Place to Work. Ranked number eight in Germany in the UHLALA Pride Index. Signatories in support the United Nations LGBTI Business Standards.
- Developed and launched Coming Out/Being Out initiative, providing support for those LGBTQ individuals being out and navigating careers.
- Expanding pronoun and gender neutral language use, and well as a focus on the spectrum of LGBTQ and self-identification.

WOMEN'S EMPOWERMENT MATTERS (WE MATTERS)

Working to ensure AlixPartners is a leading place for women to work and to develop and advance their careers.

BENEFITS

- Fostered the growing We Matters Tech subgroup.
- Working in partnership with Working Parents on a benefits analysis of what the firm offers globally, and areas we can provide stronger benefits for women and working parents.
- Developing an allyship program and education series for Managing Director and Director level staff, providing education and tools to help men to be stronger allies.

WORKING PARENTS

Working to identify, discuss, and address issues related to parental and caregiver responsibilities and obligations and to enhance the personal and professional development of AlixPartners' working parent employees.

BENEFITS

- Launched the New Parent Buddy Program, helping new parents understand benefits available and transition to/from parental leave.
- Created a program for nursing mothers, providing nursing pumps and breast milk shipping options for traveling moms, as well as for spouses of employees.
- Working in partnership with WE Matters on a benefits analysis of what the firm offers globally, and areas we can provide stronger benefits for women and working parents.

LIVING OUR VALUES

As a firm and as individuals, our social responsibility is toward people, communities and society. We leverage our people, our collective skills and our financial resources to tackle the most pressing challenges in the communities where we live and work.

The work we do directly impacts many, and indirectly impacts many more—the wellbeing of our own people, the inclusivity of our workforce, the organizations, workers and communities whose livelihoods we strengthen with our work, and the impact of our longstanding program of volunteering, pro-bono work and charitable giving.

The firm's three Guiding Principles are to be client-focused, people-centric, and values-based.

Our six Core Values guide us in how we tackle that responsibility:

Commitment, Professionalism, Teamwork, Common Sense, Personal Respect and Communication.

Diversity & inclusion

Diversity & inclusion (D&I) is fundamental to our core values, which begin with embracing the unique differences among us. We recognize the value that diversity brings both to our personal experiences in the workplace and to the quality and strength of the advice we bring to our clients.

Our strategic approach is to **open the culture** by creating an environment of affiliation, acceptance, and flexibility where our employees can reach their full potential; **engage leadership** to develop as role models that are accountable for ensuring their team's progress and development; **expand the employee base** to identify and hire diverse candidates with equal access to opportunities and exposure, and **build relationships** with commercial and philanthropic organizations to strengthen our communities, promote social justice, and endorse diverse suppliers.

We've achieved positive measurable outcomes in four primary areas:

- Promoting an inclusive culture
- Providing meaningful development and raised awareness of our senior leaders and individual contributors
- Supporting social and environmental improvements in our recruitment marketplace
- Focusing on improved diversity representation through our recruiting, staffing and retention efforts

We provide a global training program for all employees on personal respect. A team from the Diversity & Inclusion Center of Excellence (D&I COE) works closely with senior leaders and employees of the firm to embed best practices in how we recruit, develop, retain, and promote top talent while ensuring we abide by our core values.

The extent of firm engagement in D&I is evidenced by the grassroots success of our Employee Resource Groups. Starting with a single group in 2016, our ERGs now total eight, with nearly 65% of our employees serving as members and allies.

In 2017, the firm appointed a global head of Diversity, Inclusion and Social Responsibility to help embed D&I in the People Matters strategy for the firm. Likewise, the firm appointed a global ERG leader to facilitate the maturing of our ERG groups, building them into the fabric of our business growth.

We've continued to expand our D&I Center of Excellence with more dedicated staff and resources, which allow us to certify some annual data and expand our data collection to track progress. Our D&I strategy is now embedded in each of our critical processes i.e. recruiting, career development, performance management, learning, community outreach, and business development.

We recently launched the Global Sponsorship Program (GSP) to increase engagement, development, and retention of people from underrepresented groups in the roles of Senior Vice Presidents and Directors in our firm. The GSP selection process weighs multiple factors including a person's performance, tenure and their trajectory on their development journey.

"Being a sponsor has helped me to appreciate the importance of inclusion and the benefits that people with different perspectives, experience and background can bring to the firm."

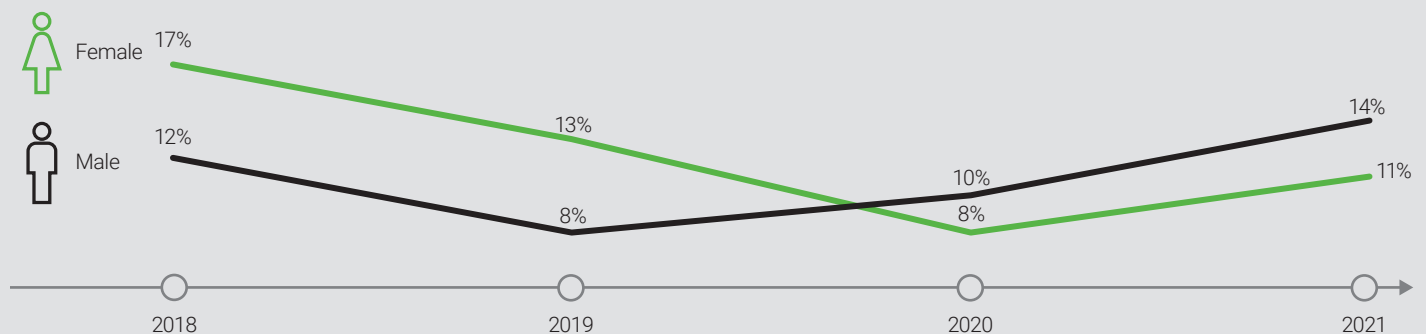
JAMES WORSNIP

Managing Director, AlixPartners

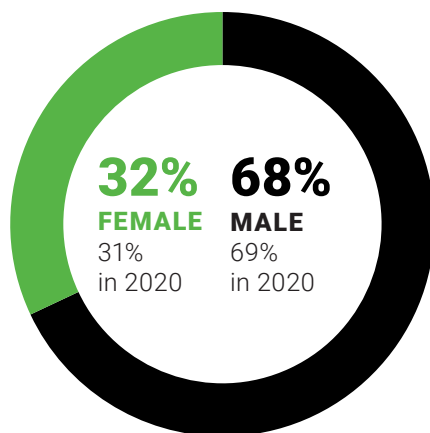
Spotlight: Gender representation and attrition

In 2021, AlixPartners improved the ratio of gender representation among employees, 2% of the workforce from 31% in 2020. This improvement was seen across all regions in which the firm operates, and particularly at higher levels of seniority. While female attrition at AlixPartners has outweighed male attrition since at least 2018, female attrition dipped below male attrition for the first time in 2020, with the gap continuing to widen in 2021.

ATTRITION



GENDER DIVERSITY IN 2021



GENDER DIVERSITY BY LEVEL

	2021		2020	
	Female	Male	Female	Male
MD	10%	90%	9%	91%
Director	19%	81%	17%	83%
SVP	34%	68%	32%	68%
VP	47%	53%	45%	55%
Consultant	46%	54%	47%	53%
Paraprofessional	23%	77%	52%	48%

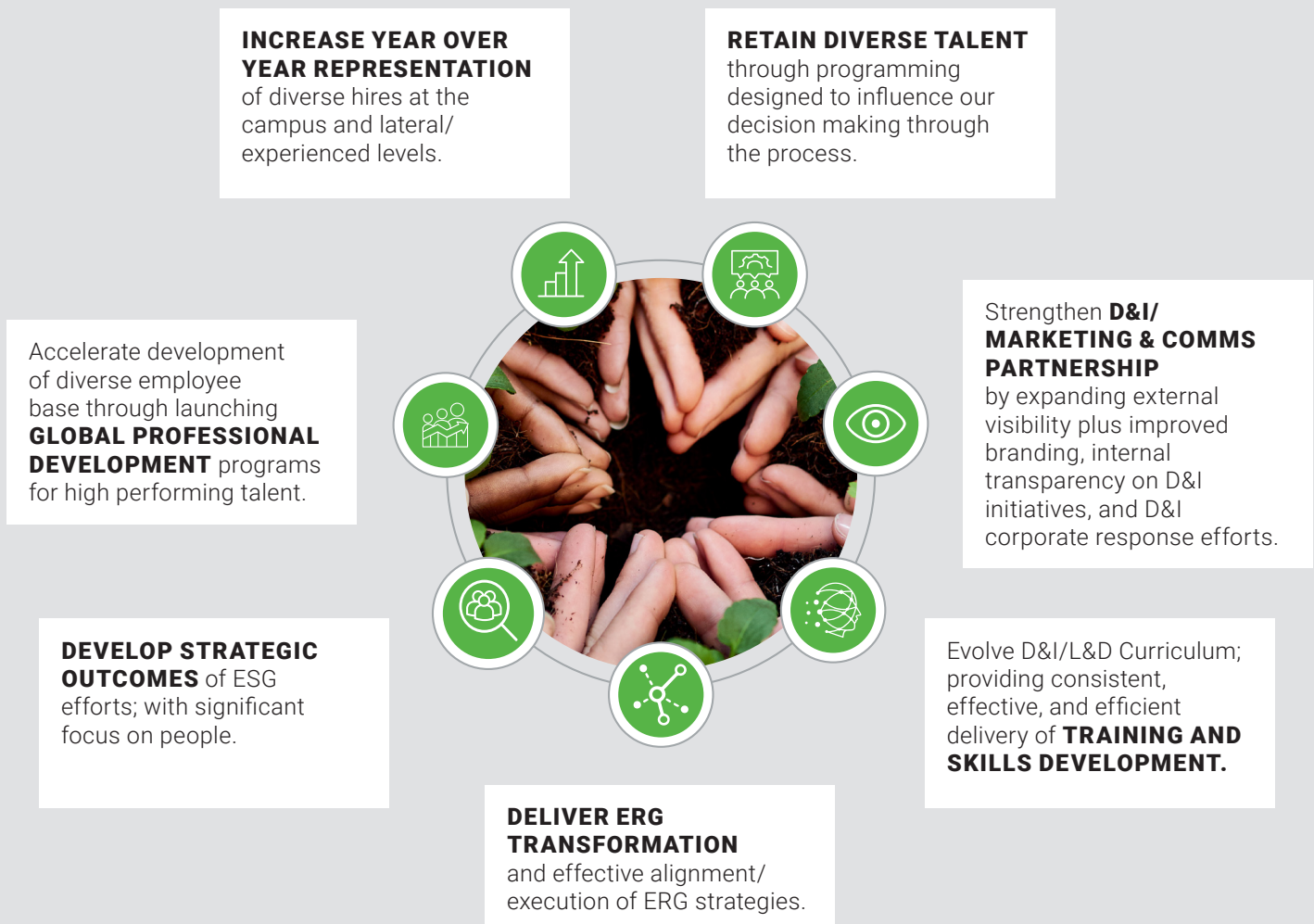
"The pace and magnitude of disruption also require a different composition to management teams and boards of directors. Increased diversity of thought, perspective, age, and background become more critical."

DISRUPTION INSIGHTS, ALIXPARTNERS

OUR GOALS

On diversity and inclusion, we have identified multiple goals for the current year and beyond.

Each goal works towards increasing our presence in the marketplace, promoting the development of our staff, enhancing the firm's culture, and increasing representation of our women, people of color and ethnic minorities at every level of the firm. These efforts will be achieved through our OneFirm mindset, staying aware of the business challenges and opportunities, and being intentional in how we build an inclusive workplace.



AlixPartners is also flexible with respect to funding external certifications that are additive to an employee's career progression. Employees are encouraged to continuously broaden their knowledge.

DRIVING COMMUNITY IMPACT

AlixPartners supports its local communities, regions and to global priorities in four ways: Through financial contribution; work-hours used for volunteering; our pro-bono work; and our people's presence on the boards of mission-driven organizations. Many of our Impact Stories illustrate our pro bono and board activities.

Our latest data on donations and volunteer hours appear below.

OUR ANNUAL GIVING

- More than 100 charities supported
- Doubled 2019 financial contributions in 2020 and held that level in 2021

In 2021, donations remained consistent with the previous year. Our 2020 figures for final disbursement below:

Food	\$90,475	17%
Inclusion	\$270,011	50%
Medical	\$107,939	20%
Sustainability	\$72,745	13%
Total	\$541,170	100%

DRIVING COLLECTIVE IMPACT

Across our 26 offices around the world, many colleagues belonging to our eight Employee Resource Groups, Well@Work, Office Management and Sustainability teams actively participate in social change initiatives.

During 2021, with the goal of collective social impact, these groups were brought together to create office level Social Impact plans that contribute to the nine United Nations Sustainable Development Goals that the firm focuses on.

Collaborating on a concentration of outcomes for each office based on the needs of that country provides them with the opportunity to pool their resources and focus on transformational impact for both the firm and our societal partners.

IN COMMUNITIES

AlixPartners is committed to creating impact in society through our client work and community initiatives. As an advisory business, we have the opportunity to help our clients positively impact the world every day. Beyond the work we do as consultants, AlixPartners team members work to support meaningful and sustainable change in the communities in which we live. Our AlixGives program allows and encourages employees to set aside office hours to volunteer within the community. In 2020 that allowance was further increased from eight to sixteen hours for that year.

PARTNERSHIPS

We've developed over 50 external partnerships globally, including ones that address the social justice issues experienced during the COVID-19 pandemic. Each partnership allows our employees to contribute to meaningful change within their communities.

Key partnerships at a glance



BLACK BRITISH BUSINESS AWARDS

In the U.K., AlixPartners has partnered with the Black British Business Awards organization and, for two years, has participated in their Talent Accelerator program. This offers a cross-company three-month career development and leadership program, spanning all sectors. Its goal is to accelerate the progression of high potential ethnic minority professionals from 'the middle' to the top of their organisations, enabling them to also become leading change-makers and role models beyond the workplace.

Further details of this external programme can be found here: **The Talent Accelerator | The Black British Business Awards (thebbbawards.com)**.



THE EQUAL JUSTICE INITIATIVE

The Equal Justice Initiative, established in 1989, is committed to ending mass incarceration and excessive punishment in the United States, to challenging racial and economic injustice, and to protecting basic human rights for the most vulnerable people in American society.

Our donation supports EJI's efforts to drive criminal justice reform and end reliance on over-incarceration.

The partnership led our Black Professional Network (BPN) to co-host the BPN/EJI Criminal Justice Reform Discussion, supported EJI's partner, DonorsChoose, in providing racial justice materials to teachers in underserved communities. We selected Bloomfield High School in Bloomfield, MI as our sponsored school.



UNITED NEGRO COLLEGE FUND (UNCF)

UNCF envisions a nation where all Americans have equal access to a college education that prepares them for rich intellectual lives, competitive and fulfilling careers, engaged citizenship and service to our nation. AlixPartners supports UNCF in recruiting and philanthropic efforts, and with financial support for scholarships.



GLOBAL DIGNITY

AlixPartners is partnering with the non-governmental organization (NGO) Global Dignity to co-create an action learning approach called Dignity in the Workplace, which equips employees to deliver Dignity Workshops to children and young people in their communities or with a company's charity partners. One element of this program includes the design of a Dignity Ambassador program. Over 200 of our colleagues have participated in interactive training sessions and in turn applied their skills to host workshops for their local youth centers, scout groups, charity partners and schools.



GENERATION SUCCESS

Generation Success is a not-for-profit organization dedicated to empowering young people of diversity in the UK to reach their career aspirations. AlixPartners is collaborating with Generation Success on:

- Inclusion webinars. Details of past webinars can be found here: www.alixpartners.com/careers/networked-event-series/
- A mentoring program where AlixPartners staff mentor graduates



WORLD ECONOMIC FORUM

As active members of the World Economic Forum, we are part of a multi-stakeholder, multi-generational approach to social and environmental change. We are amongst the founding members of the WEF group, Partnering for Racial Justice in Business, which brings the private sector into global and cross-industry collaboration with other relevant stakeholders to scale impact around racial justice initiatives, with the WEF platform as incubator and coordinator. This approach was further consolidated through our roles on the Council for Systemic Inequalities and Social Cohesion 2020 to 2021 and subsequently the Council for Equity and Social Justice and the Uplink Climate Justice Challenge.

TALENT DEVELOPMENT

Supporting our people with an ecosystem of relationships, experiences, processes, and programs

LEARNING & DEVELOPMENT

AlixPartners' culture of learning and development ranges from intentional modern apprenticeship to world-class programs that accelerate skills and capabilities and provide resources.

We develop people through on-the-job training and feedback approaches that enable the most meaningful and durable learning possible. Our data and insights ensure we generate learning programs and resources in technical, professional, and operational capabilities

Our proprietary platform, The Learning Space, hosts hundreds of internally produced and curated resources. We build programming for segments of our workforce with bespoke needs such as early career talent, leadership, D&I, and digital transformation focus areas. All Managing Directors, Directors, and SVPs receive strategic training as first-line leaders. We also deliver critical annual CORE training for all new hires and existing employees with 100% completion achieved across geographies.

AlixPartners' founder, Jay Alix, hosted a series of talks that offer meaningful insights into the firm's values, principles, and business goals and address personal development, expertise, retention and growth.

We offer financial support for our people to gain and maintain external certifications and degrees required or additive to their career progression.

MENTORING & COACHING

At AlixPartners, we believe in the value of mentorship and building relationships. We actively seek to reflect the diversity of our firm in the teams we build, the people we mentor, and the solutions we deliver. Through our efforts to grow our firm together, there are crucial opportunities to share expertise, as well as to build rewarding mentoring partnership with our peers.

Coaching at AlixPartners is a holistic development process intended to accelerate a leader's performance and effectiveness to drive business results, and increase employee engagement and retention. We partner with experienced, external executive coaches to support the development of select senior leaders on targeted objectives to unlock potential and transform their leadership style.

We instill a coaching culture through our AlixCoaches Program where select leaders are trained to coach others through challenges. The AlixCoaches Program is made up of interactive workshops, led by a master certified coach. Leaders develop new skills, including deep listening, insightful questioning, and delivering powerful feedback. These enhanced skills are beneficial in all roles and help to step change performance.

PERFORMANCE MANAGEMENT

The AlixPartners performance management philosophy is based on four pillars: self-identified career progression, development and long-term focus, high performance culture, and inclusive support and feedback. At AlixPartners, individuals own their careers and are encouraged to build their platforms based on personal passions and interests. Each employee is assigned a Performance Partner who guides the individual through regular check-ins over the course of the year. Ongoing goal-setting and feedback processes promote performance and development. Project staffing and on-the-job development supports tailored, experiential, and real-world apprenticeship-centered development.

EMPLOYEE RECOGNITION PROGRAMS

AlixPartners annually recognizes the contributions of individuals and teams making significant impact internally and externally through three distinct awards. 'Achievements in Excellence' award recipients are nominated by their peers and those in leadership. These individuals have made an exceptional and enduring contribution to the perpetuation of AlixPartners, and their contributions live beyond projects and clients to become part of the fabric of the firm.

ASSESSMENT SUPPORT

Since the firm's inception, Jay Alix has proudly endorsed the value of understanding oneself to better appreciate, empathize, and partner with each other and our clients. Upon joining the firm, each new hire is invited to reflect deeply on who they are, their natural strengths, drivers of their behavior, their workstyle preferences, and how they 'show up' to work through the lens of their assessments. They are also invited to consider what could get in their way and, through personalized conversations with an organizational psychologist, they can design actionable goals that are personally meaningful, measurable, and realistic. Support from this team continues in a myriad of ways, including individual insights, team comparisons, team building experiences, and assessment-based conversations as part of leadership development programs.

IMPACT STORY: RUNWAY OF DREAMS

Elevating accessible fashion and opportunities for all

Situation: Mindy Scheier, a fashion designer and mother of a child with a rare form of muscular dystrophy, wanted to make fashion accessible and inclusive for people with disabilities.

Approach: Drawing on his operational and retail-industry expertise, AlixPartners Managing Director David Bassuk supported Mindy in co-founding a Fashion Industry Council, supporting a collaborative approach to expand awareness of Mindy's vision of inclusion of people with disabilities (PWDs) in the fashion industry.

Outcomes: AlixPartners' involvement helps Runway of Dreams Foundation empower the population of people with disabilities and transform millions of lives through the fashion and beauty industry. With brand partners, Runway of Dreams facilitates adaptive clothing donations to a nation-wide network of schools, hospitals and non-profit organizations serving people with disabilities. The organization provides scholarships to the next generation of students advancing adaptive design, as well as scholarships to students with disabilities pursuing careers in fashion and Wardrobe Grants to partner organizations serving people with disabilities in economic need.



"Runway of Dreams breaks down barriers in the industry by raising awareness to the need for inclusion of people with disabilities—as everyone deserves to look and feel good, no matter their ability."

DAVID BASSUK

Managing Director, AlixPartners



IMPACT STORY: MAGIC BREAKFAST

Feeding UK children and combatting food insecurity so everyone has the energy to learn

Situation: Magic Breakfast works to provide healthy breakfasts to children living with food insecurity. During the pandemic, Magic Breakfast faced a significant increase in demand, with the number of schools in need of support rising from 480 to over 2,000. The charity's existing systems were not providing sufficient support, and the team faced particular challenges in identifying stock levels, tracking schools cost contributions and high levels of manual rework to handle data entry and integrity issues.

Approach: Magic Breakfast asked three AlixPartners consultants, Managing Director Brian Kalms, Director Paul Fanning and Senior Vice President Guy Kirby, to provide digital expertise about options for an affordable finance, procurement and stock management solution. Starting October 2020, the team completed a thorough assessment of software vendors against the key requirements to provide a set of modern, joined-up and scalable solutions. They suggested a SaaS-based ERP solution to remove the data integrity issues and provide full functional coverage, provided estimated costs, high-level plan and helped select an implementation partner.

Outcomes: The significant upgrade on their core finance, procurement and stock management systems gave Magic Breakfast the confidence to remove significant rework, easily handle the increased scale needed and provide ease of use through an up-to-date user interface.



"Once again thanks for all your great work that has enabled us to take this important investment forward—we would have struggled to do this without your help."

DEREK MORGAN
Chief Operating Officer,
Magic Breakfast

PROTECTING THE PLANET



Protecting the planet is the crucial issue of our time. As citizens of the world working globally, we cannot ignore the uptick in severe climate events over the course of the last several years.

As a firm, we acknowledge our responsibility to limit further damage to the planet and to develop solutions that safeguard and improve the quality of life on this planet for future generations both through our own operations and the services we provide to our clients.

Looking ahead, we have begun a partnership with Plan A, a software platform enabling companies to track carbon emissions, to calculate and report our GHG emissions with even more accuracy and account for the full impact of our vendors' commitments to the environment.

MEASURING AND MANAGING OUR CARBON FOOTPRINT

As a global consulting firm, AlixPartners' emissions are largely Scope 3, associated with travel. We are changing the way we work by maximizing the use of video-conferencing technology. In 2021 the firm committed to achieving both a 10% emissions reduction relative to 2019 levels by 2023 and net zero emissions by 2050.

The chart below shows reductions in emissions.

Key:

Scope 1: As a consulting firm, AlixPartners does not have any Scope 1 emissions.

Scope 2: AlixPartners' scope 2 emissions include related to electricity and heat purchased for our offices.

Scope 3: AlixPartners' scope 3 emissions include those related to client travel, and procurement activities, including purchases of supplies and services used in operations.

Tonnes CO ₂ e	2019	2020	2021
Scope 1	0.00	0.00	0.00
Scope 2	2,215.36	959.69	966.10
Scope 3	31,052.91	26,777.90	26,574.80
Total	33,268.27	27,737.58	27,540.89

Carbon footprint per employee

2019	15.96 tonnes CO ₂ e
2020	11.96 tonnes CO ₂ e
2021	13.04 tonnes CO ₂ e



AlixPartners' move to limit or manage carbon use began in 2016, when we established an internal Environmental Management System (EMS), including a baseline measurement of energy use in our largest leased offices.

All of our current renovation projects are implementing LED lighting, motion sensors, etc. to reduce energy use globally. We also consciously reduce our consumption of resources such as office consumables through waste recycling and other reduction initiatives, evaluating operations and maximizing efficiency. We have submitted assessments to EcoVadis since 2019, and continue to work toward further improvement.

In 2020, we increased the scope of our measurement to include travel and procurement activities, and partnered with One Carbon World to annually measure, report and offset our emissions through the purchase of validated carbon credits. Through these efforts, AlixPartners has been carbon neutral since 2019.

In 2021, these credits related to:

LA PITANGA

A reforestation project in Uruguay intended to convert degraded grassland with a long history of cattle grazing into beneficial forest plantations.

FUGITIVE GHG CAPTURE AND CONVERSION

This project in western India has developed and built facilities that capture hydrofluorocarbon (HFC) gases into substances with no or lower global warming potential.

IMPACT STORY: UNDAUNTEDK12

Transforming school environments to a net-zero standard across the U.S.

Situation: The U.S. public school system educates over 50 million students, owns over 100,000 buildings, and commands a fleet of over 480,000 buses. UndauntedK12 supports U.S. public schools to make the transition to zero carbon emissions.

Approach: In 2021, our team developed a county-level model of the U.S. school system that tracked emissions by school, local demographics, and a range of costs required to bring those schools to a net-zero ready emissions standard. The model helped UndauntedK12 get their arms around complex data sets to plan how to achieve their goals.

Outcomes:

- The firm's analysis allowed UndauntedK12 to create a strategic direction for each state, and leverage resources to drive targeted communications and action.
- UndauntedK12 has already had an impact on the K-12 system by providing guidance to 10 states, informing education policy, and focusing attention on the conditions that can make the biggest impact on performance and health for students.



"I love working with AlixPartners because they are really willing to roll up their sleeves and stand alongside us... on big strategic issues, on analytical work, on pitch decks and on thinking through the development of our organization. We are a startup and with only three of us there is no way we could be where we are without your support. With AlixPartners' help, UndauntedK12 is gaining momentum as we bring issues of climate change to our public schools."

JENNIFER MOSES

Co-founder, UndauntedK12

"The effect of climate change is already being felt in more extreme weather patterns in much of the world, with governments and many industries—including agriculture, insurance, tourism, and utilities—struggling to respond."

DISRUPTION INSIGHTS, ALIXPARTNERS

IMPACT STORY: SUSTAINABILITY TEAMS

Reducing waste and helping the community

Situation: In 2021, a network of local office Sustainability Teams coordinated our overarching plan to reduce our carbon footprint and other environmental impacts.

Approach: Each office team spearheads initiatives that meet the demands, best practices and realities of their respective cities.

Outcomes: Teams in Chicago and Detroit saw an opportunity to give some high-quality used furnishings a second life, diverting waste from landfills, when their offices were renovated in 2021. As a result of the teams' efforts, 25 desk/office sets, 75 chairs, 10 conference room tables, 23 storage/file cabinets/bookcases, and packages of AV and kitchen equipment were donated to four organizations in need in Chicago and Detroit.



"The Sustainability Teams take achievable action at the local level—and yield longlasting results."

AMY LONGHI

Global Services Real Estate and Facilities Director, AlixPartners

LOCAL INITIATIVES

The Munich office team successfully negotiated the installation of electric-vehicle (EV) charging stations on the premises with their landlord, promoting the transition to green transit options.

The Detroit office team led a server upgrade project resulting in elimination of server rack use across the firm's locations, and an emissions reduction of approximately 1 metric ton.

The Paris office built a bicycle rack on the premises to encourage employees to commute to work by bicycle.

The London office introduced a 'company bike' offering, allowing staff to borrow these for local journeys.

The German team successfully negotiated contracts with local car dealerships to enable EV leasing for the team. EV adoption rates among the team have grown to 40% of new requests. The team also amended its travel policy to encourage all trips under four hours in duration be made by train instead of plane. Finally, the team also made the BahnCard 50 (a one-year subscription with the German train system providing reduced price tickets) available to all team members upon request.

The Hong Kong office launched a 'Sustainability Bingo' game—instead of numbers, they will have challenges (inspired by the Drawdown Ecochallenge) which are randomly distributed across a confidential 'Bingo' sheet. Individuals must complete all the challenges in a row to have a 'Bingo'.

FIRMWIDE INITIATIVES

AlixPartners teams from around the world participated in the Drawdown Ecochallenge—focused on finding ways to draw down enough CO₂ to stay within the 1.5 degree Celsius global temperature warming limit recommended by the IPCC. Our team of 207 members is currently ranked first amongst 1,298 corporate teams.

We partnered with the World Economic Forum on the UpLink Challenge for Climate Justice, which called for applicants to

submit their business concepts designed to tackle climate justice. Experts from AlixPartners participated in both the application review and selection. AlixPartners will engage with the top nine innovators throughout 2022, mentoring and opening doors where possible, to help the most climate-impacted communities around the world get access to Forum resources to scale their innovative solutions for change.

We have reinforced our four-year partnership with ClimateForce, a charity that works to regenerate damaged land and ocean and encourage green recovery plans to create jobs, cut emissions, and protect biodiversity. Our 2021 contribution to ClimateForce included the planting of a small 'AlixPartners forest' in the Daintree rainforest in Australia, the world's oldest rainforest, which borders the Great Barrier Reef.

OUR GOALS

The firm is actively developing new goals and targets with respect to the environment. We believe that setting publicly available targets is critical to our accountability and growth, and while we expect these targets to continue to evolve over the coming years, it is important to start.



Reduce GHG emissions by 10% relative to 2019⁶ levels by 2023



Achieve Net Zero emissions by 2050



Collaborate with landlords to transition energy sources to renewables



Reduce waste sent to landfill



Eliminate the use of virgin paper in operations

IMPACT STORY: GREEN HACKATHON

Harnessing students' perspectives on green initiatives

Situation: In 2021, AlixPartners sponsored **ESCP Business School's first-ever Green Hackathon** to spur students at the pan-European business school to present practical ideas for a greener work environment.

Approach: 67 ESCP students at the Turin campus were challenged to offer both client-facing and in-house solutions to help AlixPartners build sustainability into the fabric of the firm's business and culture.

Their results were judged by a multi-generational panel of firm employees from the U.S., Germany and Italy and members of the winning team were awarded a mentoring session with the panel of judges.

Outcomes: As a result of the student's ideas, we are in the process of implementing a solution with an entrepreneurial tech platform which will enable us our employees and offices in different countries to manage their carbon footprint at a more granular level of detail.

6. AlixPartners has selected 2019 as our baseline year for environmental measurement as it is most indicative of what a 'normal' pre-pandemic year looks like at AlixPartners. It is key to note, however, that our measurement capabilities have improved since 2019, making our baseline understated. Unfortunately, the data does not exist to restate 2019 emissions.



"Seeing the decision-makers of the future present workable ideas for sustainability not only informed our firm's approach but inspired all of us to bold action."

MARIEKE OTTO

Vice President, Performance Improvement, AlixPartners

ADVISING OUR CLIENTS

AlixPartners has a responsibility to help its clients understand and improve their environmental impact. Where decisions lack strategic clarity, we see resources wasted and investments confined to short-term rather than long-term goals—all hallmarks of poor business positions and poor outcomes for the planet and its population.

The effect of climate change is already being felt in more extreme weather patterns in much of the world, with governments and many industries—including agriculture, insurance, tourism, and utilities—struggling to respond.

Our people are trained on decision-making to prioritize environmental outcomes in evaluating best courses of action. Often, these considerations arise within a full spectrum, where we can guide clients to how environmental goals and adoption of clean approaches can improve their business strategy.

Our firm has prioritized the development of specialized teams to address the most pressing challenges to our climate, such as carbon reduction.



IMPACT STORY: SHOULD-CARBON™

A rapid-action approach to help companies reduce carbon in their supply chains

Situation: A global Consumer Products client needed to deliver on a recyclable packaging commitment for one of its brands and reduce carbon in the supply chain while still delivering to their customers within agreed service-level agreements.

Approach: AlixPartners assessment and analysis pin-pointed the specific operational roadblocks and defined a cross functional roadmap combining a range of product, portfolio and operational actions. These enabled faster inventory turns and the adoption of lower shelf life recycled packaging material.

Outcomes:

- Defining and evaluating practical solutions helped cut across business areas and drive team work across multiple functions and countries to align on a practical plan to transition.
- The client's new packaging launched in market earlier this year.



"Should-Carbon™ takes a holistic approach to accelerating and operationalizing supply chain carbon. This project signposts a path for companies to act on their commitments."

ANNA DEL MAR

Director, Consumer Products,
AlixPartners

ENSURING STRONG GOVERNANCE



Governance touches every part of an organization—not just how its leaders lead, but every part of the whole.

As a firm that advises companies on strengthening their governance and practices, we at AlixPartners apply the same rigor to our own core leadership and processes.

Our firm operates a zero-tolerance policy for practices that are unethical or corrupt. We undertake vigilance to ensure compliance with all laws and regulations, and we ensure that all of our people are trained on these paramount issues every year.

Our Risk Management Committee led by our General Counsel oversees this scrutiny of our enterprise. To keep current with new external regulations, we implement a strict Ethics & Compliance Program, which ensures we abide by the laws and regulatory environments that apply to us and promotes an ethical organizational culture.

The firm adheres to a Code of Conduct which serves as a framework for making sound decisions and embeds our Core Values into our business activities. Our Ethics & Compliance Program consists of the recognized elements of effective ethics programs: Everyone in the firm is required to complete annual Compliance and Organizational Readiness and Effectiveness (CORE) Training. Topics include cybersecurity, anti-harassment, anti-discrimination, diversity & inclusion and anti-corruption.

We have had 100% completion of CORE Training since its launch in 2017. When each office reaches 100% completion, they celebrate by donating funds to up to three charities that are important to the communities in which we live and work.

IMPACT STORY: RISK ADVISORY TEAM

Guiding a client through disruption and instilling collective social responsibility

Situation: Leaders at a global design firm operating in a heightened risk environment realized that the company's global reach and international social media recognition created potential reputational threats and ethics challenges. The firm approached AlixPartners to address issues including the lack of mitigating controls such as continuous monitoring and ethics governance.

Approach: Our team performed risk and compliance assessments to identify the client's existing structure and tools, and to identify gaps and opportunities; we then prioritized the implementation of mitigating processes and tools.

Next, we supported the improvement of the client's ethics training, monitoring, and reporting, including integrating a framework for a corporate ethics and compliance program. We also reviewed public information that posed reputational threats to the client and supported strategic responses to those threats.

Outcomes:

- A reputational management engine and heat map to 'see around corners' and mitigate emerging risks.
- An increased bottom line due to remediated financial and reputational leakage and monitoring with metrics to results.
- An opportunity for the client to advertise a more socially responsible way of doing business, finding an untapped clientele who valued that same focus.



"Working with clients to improve governance can manage reputational challenges and perpetuate ethical behavior, enhancing a framework to address unpredictable effects of our disrupted global environment."

BROOKE HOPKINS

Managing Director, AlixPartners

"Leadership behavior is a crucial component to responding to disruption. It requires skills like pattern recognition across silos and industries, the ability to deal with ambiguity, and rapid reaction."

DISRUPTION INSIGHTS, ALIXPARTNERS

OUR PROCESSES

Ethics and anti-corruption

To combat the risks posed by corruption, our Anti-Bribery Compliance Program Framework addresses the Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and other global anti-bribery laws.

The program trains on the global prohibition against any request, authorization, payment, promise, or offer to give anything of value to a government official or to any other person, in order to improperly influence that person to act favorably towards them, AlixPartners or its client(s), or to act in a way they would not otherwise act.

Client selection

Our Risk Management Committee (RMC) is staffed with Managing Directors who bring decades of experience to protect the firm. One of the RMC subcommittees addresses reputational risk, and has guidelines on the types of engagements that we will not accept under any circumstances, and others where the RMC must approve acceptance before moving forward.

Examples of engagements that we will not accept include engagements on behalf of individuals charged with crimes such as human trafficking, narcotics trafficking, and child pornography. Potential engagements that the RMC must review and approve include opportunities that may impact our reputation because of association with either high profile or controversial individuals, groups, or activities.

Procurement

AlixPartners is dedicated to maintaining an efficient, effective and diverse supplier network which enables and enhances our professional services delivery. Our Finance Procurement team reviews and negotiates all contracts with suppliers to evaluate and negotiate costs and risks, and coordinating with legal, privacy and security teams as needed.

In 2021, the team reached two major milestones that enhance our supplier network.

- First, we published a Supplier Code of Conduct which outlines the requirements and expectations for our global suppliers.
- Second, we launched a Supplier Diversity initiative and registration portal for our U.S. supply base, allowing us to track and report the diverse ownership and small business status and of our suppliers.

Data privacy and information security

At AlixPartners, we take our confidentiality obligations with our clients very seriously. We do not disclose the name of a client or the nature of the work we are performing for a client without that client's permission.

AlixPartners employees and independent contractors are trained on and periodically reminded of our Client Confidentiality policy, and consult it through our Global Policy Resource Center on our company intranet.

Identifying compensation gaps

In our pursuit of top talent, we offer competitive compensation and work to identify and eliminate gender pay gaps. Our UK Gender Pay Gap Report and France Gender Pay Gap Report outline a multi-year view of our progress in these countries.⁷

Modern slavery

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labor and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain. AlixPartners, LLP and its subsidiaries are fundamentally opposed to modern slavery and we are committed to acting ethically and with integrity in all our business dealings and relationships. We will comply with all applicable disclosure obligations relating to modern slavery, including the Modern Slavery Act 2015 (UK). We expect the same high standards from our contractors, suppliers and other business partners.



7. We report pay information in countries where there is an external requirement to do so. We do not disclose pay information for all geographic locations

Anti-discrimination and anti-harassment

AlixPartners is committed to its Core Values and to providing a work environment that is free of discrimination and/or harassment. Discrimination or harassment is prohibited for any reason including, but not limited to a person's race, color, religion, belief, sex, gender, gender identity, age, sexual orientation, disability, marital or family status, or any other basis prohibited by applicable law.

Discrimination: Treating one individual or group of individuals differently from others, based on factors set forth above, rather than on individual merit.

Harassment: Words or actions that create an intimidating, hostile or offensive working environment. Workplace harassment may be based on, but is not limited to, an individual's membership in a group.

Sexual harassment: The firm has adopted the following definition of sexual harassment: unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or is used as the basis for employment decisions affecting such individual. All forms of sexual harassment involve unwelcome sexual conduct, meaning conduct that is not solicited or incited by the victim. This includes unwelcome sexual conduct, words or actions between people of different genders or of the same gender.

In order to facilitate such reports, AlixPartners has established the AlixPartners Integrity Line, an ethics hotline set up to receive reports by telephone or internet, operated by a third-party provider.

Board and management composition

10%

Representation of
**WOMEN AT
MANAGING
DIRECTOR
LEVEL**

29%

Representation of
**WOMEN IN
SENIOR
MANAGEMENT**

32%

Representation of
**WOMEN IN OUR
WORKFORCE**

Representation of minority or protected social group (racial or ethnic minority, veteran, disabled, LGBTQIA+, women) on Board of Directors or Non-Executive board: At this time, we do not collect this data but strive to have a diverse board of directors.

12.6%

Representation of
minority or protected
social group (racial or
ethnic minority, veteran,
disabled, LGBTQIA+)
**EXECUTIVES OR
EXECUTIVE BOARD⁸**

36.4%

Representation of
minority or protected
social group (racial or
ethnic minority, veteran,
disabled, LGBTQIA+)
**SENIOR
MANAGEMENT⁸**

8. We report our U.S. figures and not other geographic locations because of prevailing privacy laws, the underrepresented social group data reflects U.S. only



ADVISING CLIENTS

Since the firm's founding, guiding clients toward good governance has been at the heart of what we do. Our comprehensive expertise helps clients to confront governance issues at every stage of their improvement. As the next example demonstrates, gaps in governance structures can result in serious risks.

DISCLOSURES



GLOBAL REPORTING INITIATIVE

AlixPartners' 2021 Social Impact Report has been compiled with reference to the GRI Standards. To find all disclosures, refer to the table below. For more information about these standards, please visit the GRI website, www.globalreporting.org.

GRI

GRI #	Disclosure	2021 Response
General disclosures		
102-1	Name of organization	AlixPartners, LLP
102-2	Activities, brands, products and services	Please see 'About Us' section of www.alixpartners.com
102-3	Location of headquarters	Headquarters: 909 3rd Avenue, New York, NY 10022
102-4	Location of operations	AlixPartners has 26 offices across 12 countries. For more detail on location of operations, please refer to the 'Offices' section of www.alixpartners.com .
102-5	Ownership and legal form	AlixPartners is a Limited Liability Partnership wholly owned by AlixPartners Holdings LLP, which is owned by Lakeview Capital Holdings, Inc. and its affiliates, Caisse de depot et placement du Quebec, Public Sector Pension Investment Board, Investcorp Group, Managing Directors of AlixPartners, LLP and other individuals and trusts. No single investor holds a controlling interest in AlixPartners Holdings LLP. More information at www.alixpartners.com .
102-6	Markets served	<p>AlixPartners serves corporate clients across the globe. More information at www.alixpartners.com. Industries include: Aerospace, Defense & Aviation, Automotive & Industrial, Business & Consumer Services, Consumer Products, Energy & Process Industries, Financial Services, Healthcare & Life Sciences, Private Equity & Investors, Real Estate, Engineering & Construction, Restaurants, Hospitality & Leisure, Retail, Technology, Media & Telecommunications, Transportation & Infrastructure. More information at www.alixpartners.com/industries/.</p> <p>Services include: economics consulting, investigations, disputes & risk, mergers & acquisitions, performance improvement, technology & digital, transformational leadership, turnaround & restructuring. More information at www.alixpartners.com/services.</p>
102-7	Scale of organization	<p>AlixPartners' 2021 headcount: 2,330</p> <p>AlixPartners' 2021 revenue: \$1.5 billion</p> <p>AlixPartners' 2021 Social Impact Report – About the Firm, page 6.</p>
102-8	Information on employees and other workers	AlixPartners' 2021 Social Impact Report – Reducing Inequalities, page 23.
102-9	Supply chain	<p>AlixPartners' engages over 2,500 vendors in its day-to-day operations. These suppliers include software, hardware, and server providers, insurance, professional services and financial institutions, as well as airlines, hotels, and car services.</p> <p>AlixPartners' 2021 Social Impact Report – Our Processes, page 43</p>
102-10	Significant changes to the organization and its supply chain	There were no significant changes to AlixPartners' size, structure, supply chain, or ownership in 2021.

GRI #	Disclosure	2021 Response
102-11	Precautionary principle or approach	AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35. This section of the report outlines our commitments and efforts to reduce the firm's impact on the environment.
102-12	External activities	AlixPartners' 2021 Social Impact Report – Driving Community Impact, page 30. This section of the report outlines our initiatives and partnerships within the community.
102-13	Membership of associations	AlixPartners' 2021 Social Impact Report – Partnerships, page 31. This section of the report outlines a number of our key partnerships. Further information can be found on the Diversity & Inclusion Partnerships section of alixpartners.com .
102-14	Statement from senior decision maker	AlixPartners' 2021 Social Impact Report – Letter from our CEO, page 2.
102-16	Values, principles, standards, and norms of behavior	AlixPartners' 2021 Social Impact Report – Our Core Values, page 8. For further information please reference our Code of Conduct at www.alixpartners.com .
102-17	Mechanisms for advice and concerns about ethics	AlixPartners' 2021 Social Impact Report – Our Processes, page 44. For further information please reference our Code of Conduct at www.alixpartners.com .
102-18	Governance structure	AlixPartners' 2021 Social Impact Report – Ensuring Strong Governance, page 41.
102-40	List of stakeholder groups	AlixPartners' 2021 Social Impact Report – Stakeholder Engagement and Materiality Analysis, page 15.
102-41	Collective bargaining agreements	AlixPartners does not currently report on the percentage of employees subject to collective bargaining agreements.
102-42	Identifying and selecting stakeholders	AlixPartners' 2021 Social Impact Report – Stakeholder Engagement and Materiality Analysis, page 15.
102-43	Approach to stakeholder engagement	AlixPartners' 2021 Social Impact Report – Stakeholder Engagement and Materiality Analysis, page 15.
102-44	Key topics and concerns raised by stakeholders	AlixPartners' 2021 Social Impact Report – Stakeholder Engagement and Materiality Analysis, page 15.
102-45	Entities included in the consolidated financial statements	AlixPartners Holdings, LLP and all of its subsidiaries.
102-46	Defining report content and topic boundaries	AlixPartners' 2021 Social Impact Report – Stakeholder Engagement and Materiality Analysis, page 15.
102-47	List of material topics	AlixPartners' 2021 Social Impact Report – Stakeholder Engagement and Materiality Analysis, page 15.
102-48	Restatements of information	None
102-49	Changes in reporting	None
102-50	Reporting period	2021
102-51	Date of most recent report	This is our first Social Impact Report.
102-52	Reporting cycle	Annual

GRI #	Disclosure	2021 Response
102-53	Contact point for questions regarding the report	Deborah Praga ESG Manager, Senior Vice President Elton Ndoma-Ogar Managing Director, Head of Diversity & Inclusion Brooke Hopkins Managing Director, Risk Advisory Cindy Godwin Head of Social Responsibility sustainability@alixpartners.com
102-54	Claims of reporting in accordance with the GRI Standards	AlixPartners' 2021 Social Impact report has been prepared referencing the GRI Standards. All referenced disclosures that have been applied in the report are listed in this table.
102-55	GRI content index	This GRI content index table specifies each of the GRI Standards included in this report.
102-56	External assurance	Our reported GHG emissions have been independently calculated by One Carbon World. We have not sought external assurance of the full report.

Economic disclosures

GRI #	Disclosure	2021 Response
GRI 205		
Management approach		
103-1	Explanation of the material topic and its boundary	AlixPartners' 2021 Social Impact Report – Ethics and Anti-corruption, page 43.
103-2	The management approach and its components	AlixPartners' 2021 Social Impact Report – Ethics and Anti-corruption, page 43.
103-3	Evaluation of the management approach	AlixPartners' 2021 Social Impact Report – Ethics and Anti-corruption, page 43.
GRI 205: Anti-corruption		
205-2	Communication and training about anti-corruption policies and procedures	AlixPartners' 2021 Social Impact Report – Ethics and Anti-corruption, page 43.

Environmental disclosures

GRI #	Disclosure	2021 Response
GRI 305		
Management approach		
103-1	Explanation of the material topic and its boundary	AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.
103-2	The management approach and its components	AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.
103-3	Evaluation of the management approach	AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.
GRI 305: Emissions		
305-1	Direct (Scope 1) GHG emissions	0.00 tCO ₂ e AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.
305-2	Energy indirect (Scope 2) GHG emissions	966.59 tCO ₂ e AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.
305-3	Other indirect (Scope 3) GHG emissions	28,868.07 tCO ₂ e AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.
305-5	Reduction of GHG emissions	AlixPartners' 2021 Social Impact Report – Protecting the Planet, page 35.

Social disclosures

GRI #	Disclosure	2021 Response
GRI 403		
Management approach		
103-1	Explanation of the material topic and its boundary	AlixPartners' 2021 Social Impact Report – Well@Work, page 22.
103-2	The management approach and its components	AlixPartners' 2021 Social Impact Report – Well@Work, page 22.
103-3	Evaluation of the management approach	AlixPartners' 2021 Social Impact Report – Well@Work, page 22.
GRI 403: Occupational health and safety		
403-6	Promotion of worker health	AlixPartners' 2021 Social Impact Report – Well@Work, page 22.
GRI 404		
Management approach		
103-1	Explanation of the material topic and its boundary	AlixPartners' 2021 Social Impact Report – Training and Education, page 32.
103-2	The management approach and its components	AlixPartners' 2021 Social Impact Report – Training and Education, page 32.
103-3	Evaluation of the management approach	AlixPartners' 2021 Social Impact Report – Training and Education, page 32.
GRI 404: Training and education		
404-2	Programs for upgrading employee skills and transition assistance programs	AlixPartners' 2021 Social Impact Report – Training and Education, page 32.
404-3	Percentage of employees receiving regular performance and career development reviews	100% of employees receive regular performance and career development reviews through our Performance Management Process. AlixPartners' 2021 Social Impact Report – Training and Education, page 32.

FOR MORE INFORMATION CONTACT:

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Brooke Hopkins

Managing Director, Risk Advisory

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Head of Social Responsibility

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ABOUT US

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

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

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

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

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AlixPartners