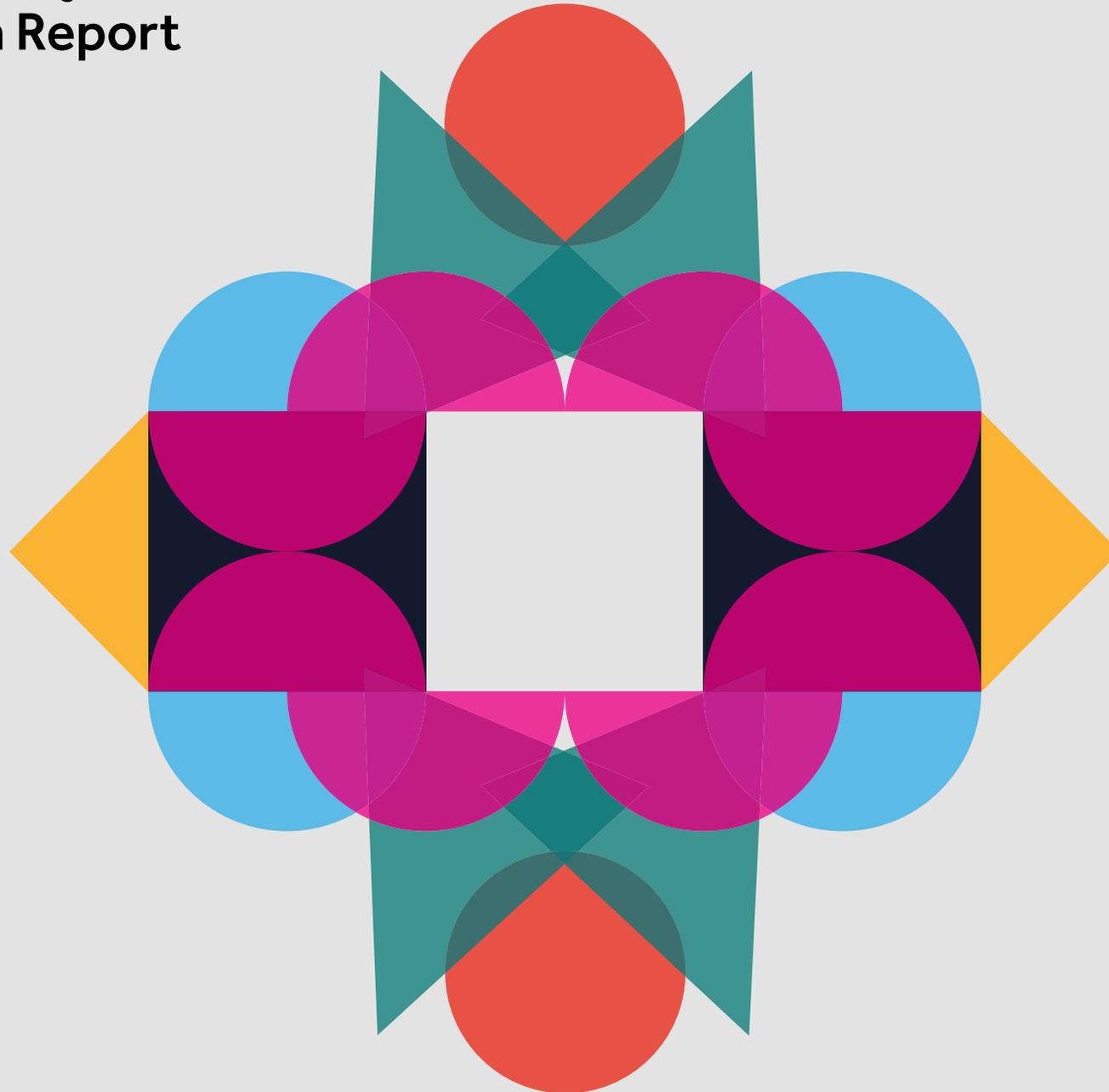


Diversity, Equity and Inclusion Report 2021



BRUNSWICK

Welcome to Brunswick's first annual Global Diversity, Equity and Inclusion (DEI) Report.

In this report, we reflect on where we currently stand on important DEI dimensions, our commitments to moving forward and our goals. We highlight the progress we have made already, where we have more to accomplish and how we will seek to advance.

We hope you find this inaugural report informative and feel inspired to continue our DEI journey together.



Q&A

Global Head of Diversity, Equity and Inclusion, Nicole Reboe, interviews Chief Executive Officer, Neal Wolin.



Neal Wolin
CEO



Nicole Reboe
Global Head of
Diversity, Equity and
Inclusion and Head
of U.S. Recruiting



There are two things at the center of Brunswick's universe: our clients and our people. If we fail to take the lead on diversity, equity and inclusion, we fail them both. We must never fail our clients and we must never fail our people."

Neal Wolin
CEO

Q. *What does diversity, equity and inclusion mean to you? Can you explain your personal commitment to DEI and why you are putting resources behind it at Brunswick?*

A. I grew up in a community that was extremely diverse — racially, ethnically and socio-economically. There was a strong sense of community, but it was also true that broad-based equity proved elusive despite that fact. DEI-related issues were not theoretical or kept under the rug. The conversation about how to think about people of different backgrounds was open. And the need to make progress on several fronts at the same time was clear then — as it is now. That experience shaped my view of the world from a very early age. I want to be part of a firm that takes these issues extremely seriously and commits to progress on them. There are two things at the center of Brunswick's universe: our clients and our people. If we fail to take the lead on diversity, equity and inclusion, we fail them both. We must never fail our clients and we must never fail our people.

Q. *This is the first time Brunswick has shone a light publicly on DEI. Why now?*

A. DEI is an important priority at Brunswick — a priority on which we need to make further progress. It is critical to who we are as a firm, to who we want to be as a firm and to delivering our best advice to clients. We can't say DEI is a priority and not take stock and report where we are and where we are going. Writing it down is not as important as actual progress. But it is part of making sure our commitments are clear and we can follow our progress.

Q. *What are your thoughts on how to approach DEI in a firm like Brunswick, which has a strong culture but is globally dispersed?*

A. The principles of diversity, equity and inclusion are universal. However, while some DEI issues have human and therefore global relevance, others show up in different ways in different places. Finding a path that balances the need to make progress globally while applying actions in ways that are responsive to local issues is incredibly important.

Q. We often hear “it’s a journey” in the context of DEI in the corporate world — that it takes time to make incremental changes that move an organization forward. On the other hand, we also know there are systemic changes that need to happen in many organizations to accelerate progress. How do you think about this dynamic for Brunswick?

A. I believe we need to be clear and unambiguous about the firm’s commitment to making progress on DEI. But it is also critical to bring along all our colleagues. We need to have the right mix of impatience and patience about progress.

“

... it is critical to bring along all our colleagues. We need to have the right mix of impatience and patience about progress.”

Neal Wolin
CEO

Q. Client views and actions on DEI have changed over the last year. What have you heard and learned from your clients and, as a CEO, what have you learned from your own experience?

A. Many CEOs I’ve talked to about these topics have felt the urgency of needing to give DEI issues a lot more attention and emphasis. Whether they were focused on DEI previously or not, the events in the U.S. in the summer of 2020 had a global impact and highlighted clearly these issues are extremely important to their employees and to broader society, the country and the world.

Q. What are the most important things to focus on in the next 12 months for Brunswick — what’s next?

A. I think of it in two dimensions. First, making sure all our colleagues feel valued and included, that their perspectives matter and that they have opportunities to move forward in their careers. Second, becoming increasingly well-positioned to give the best possible advice to our clients and to make a positive contribution to the world on these issues. The two are closely interrelated.

To advance toward our goals, we need to make progress on our four DEI pillars: representation, belonging, advancement and impact. In some cases, we can quantify progress on representation, for example and on others we will continue to work closely with our external advisors and our DEI Committees to track our trajectory. We are committed to continuing to survey so we understand our own colleagues perceptions of progress. The bottom line is: making real progress on DEI in the next year is non-negotiable.

“

The bottom line is: making real progress on DEI in the next year is non-negotiable.”

Neal Wolin
CEO

Our Actions

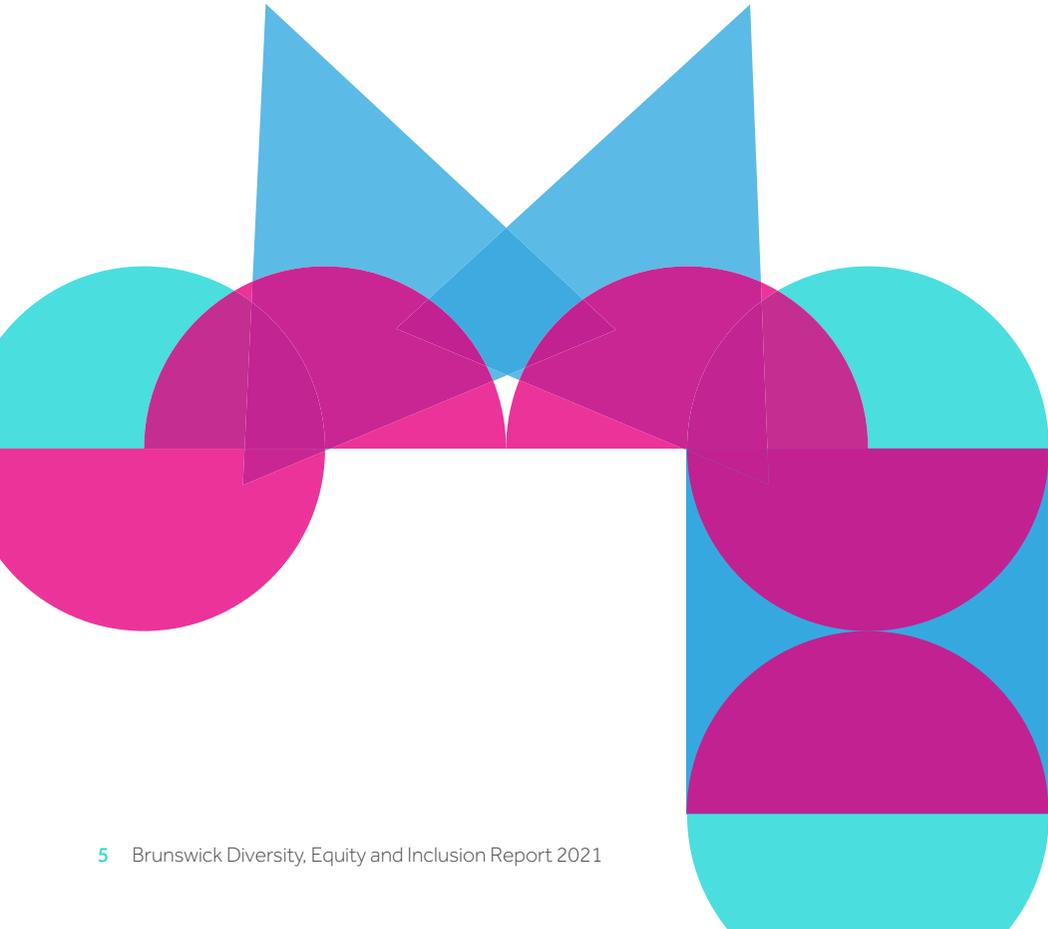
Twelve months ago, we committed to moving forward with pace, intention and determination on matters of diversity, equity and inclusion. Since then, we have advanced a series of important actions.

For the first time ever:

- We appointed a **Global Head of DEI**, Nicole Reboe.
- We reconstituted our **Global DEI Committee**, adding new members and laying out its mission and governance. We have empowered our Regional DEI Committees, appointing new leaders, and we have made sure connectivity between global and regional efforts is strong.
- We established a global **NextGen Committee**.
- We conducted a **Global DEI Survey** and acted on the results, creating a series of regional focus groups and **Partner training sessions** on DEI leadership principles.
- We created a number of new **Employee Resource Groups**, which aim to provide safe spaces for members and their allies.
- We brought the outside in and embarked on a new set of relationships with **external DEI advisors**.
- We appointed Partner, Deepali Bagati, to **advance our DEI client offer**.
- We have begun work to make critical changes to how we **recruit and develop talent**, including aligning our recruitment processes with DEI best practices.
- We have established a **Global Women's Advisory Council** to further advance gender equity within the firm.
- We are placing greater emphasis on **accountability**, which is critical to our continued progress. Every colleague's actions on DEI issues will be taken into account in annual appraisals.

Our Ambition

We aim to be the most diverse, equitable and inclusive advisory firm in the world.



We have a set of pillars and commitments that serve as our roadmap to create an environment that unlocks our collective potential — for ourselves and for our clients.

We are unequivocal in our support for all our colleagues, regardless of race, ethnicity, socio-economic background, sexual identity, gender expression, neurodiversity or disability.

All our colleagues are accountable for the progress we want to make.

We are setting ambitious but achievable goals along several DEI dimensions, which include:

By end of 2024, underrepresented ethnicities* will be

25%+

of the combined U.S. and U.K. workforce

By end of 2025, women will be**

50%

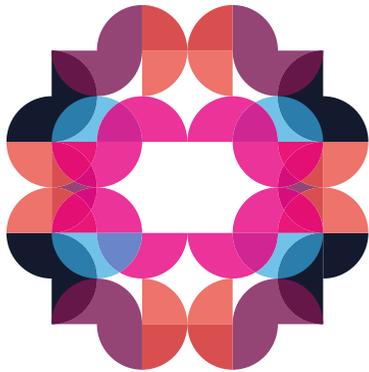
of the global partnership

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

** Based on hiring levels, expected attrition and the actions we are putting in place to advance.

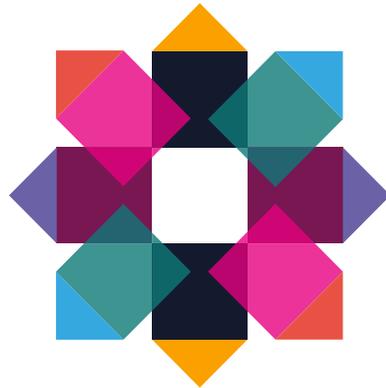
Our Approach

Our approach is focused on four pillars:



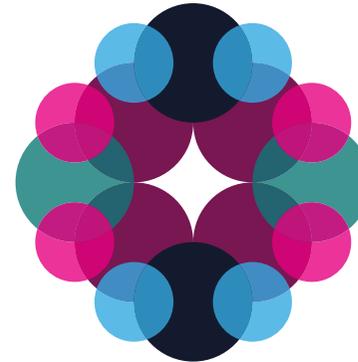
Representation

Who we have
at the firm



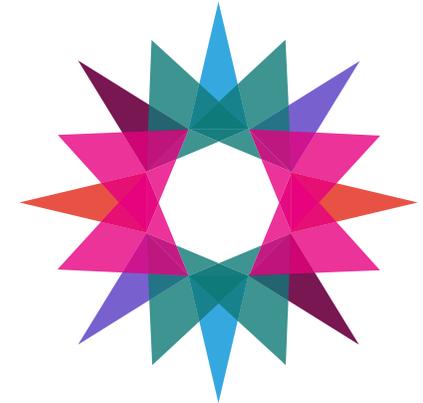
Advancement

How we progress through
our roles and careers



Belonging

Being able to bring our
full selves to work



Impact

How we are progressing
equity in the world
for ourselves and
our clients

Our Approach

We have made six commitments:

1

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

2

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

3

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

4

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

5

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

6

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

Representation

To achieve our broader ambitions as a firm, we must ensure that we reflect the world we live in.



Representation is a key part of our efforts to build a more inclusive firm. It is important to our employees and our clients. We want to be bold.

Why representation is important

Our ability to deliver the best advice to our clients is linked to our understanding of the world around us. Ensuring that our teams are representative of our regions and communities enables us to better understand and anticipate the issues our clients face.

Overview

We are looking more intentionally for candidates from communities where we have not always been visible. Our aim is to attract highly talented individuals from all walks of life. And, when colleagues are at Brunswick, we want to improve opportunities for everyone — especially groups that are underrepresented.

Actions this year

Sharing our employee data

Transparency, combined with data, will enable our progress toward better representation. For the first time in our firm's history, we are sharing a significant volume of employee data. It is important to note that the data available to us differs across jurisdictions for legal reasons.

We are sharing race and ethnicity data in the geographies we are legally allowed to do so: the U.S., the U.K. and South Africa.

In the U.S., we adhere to national requirements. In the U.K., we undertook a voluntary self-identification campaign to gain a more accurate picture of race and ethnicity. In South Africa, our approach supports Broad Based Black Economic Empowerment (BBBEE), which is integral in this market. In our other three regions, Europe, IMEA and Asia-Pacific, we plan to launch similar campaigns within the relevant legal frameworks. Gathering a full picture of our current and historical data has helped us to set ambitious representation goals, both globally and regionally.

Improving our approach to talent

We reviewed historical and current employee data. To further align with DEI best practices, we are making important changes across the entire recruitment lifecycle: we are improving our approach to workforce planning, upgrading our sourcing and candidate cultivation capabilities, and revamping our evaluation processes and criteria. We have assembled a working group focused on these issues, which by the end of 2021 will deliver substantive changes to how we find, assess and integrate candidates. The recruitment working group has completed a global audit of our recruitment practices in all five regions and is now creating a global standard for recruitment, aligned to DEI best practices.



“

Engaging and listening to multiple voices — representative of different backgrounds, perspectives and lived experiences — is critically important to developing successful solutions and outcomes for our clients. It is imperative that we have diversity represented in our population. Anything less than that is letting down our people and, ultimately, our clients.”

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 Maria Gianoutsos
 Global Managing Partner, People

Next steps**Upgrading our systems**

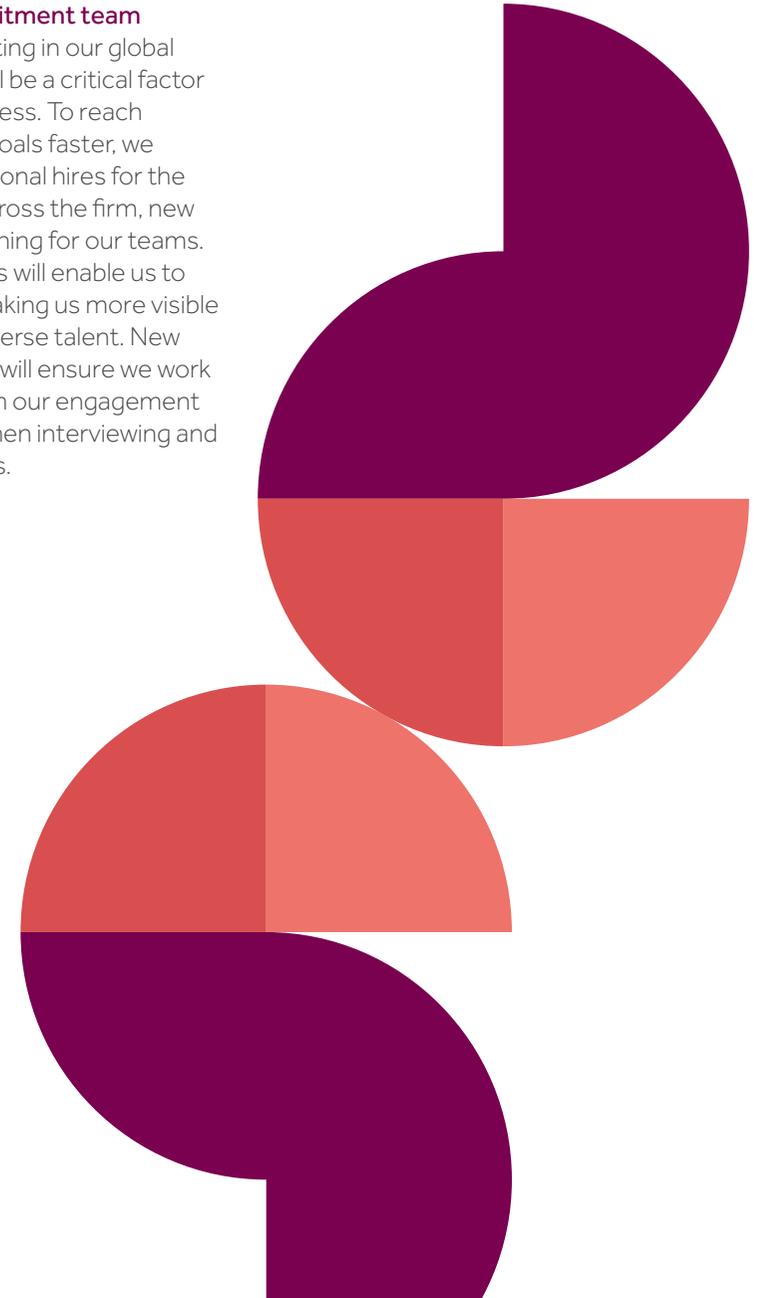
Data plays an important role in our efforts to advance on DEI matters. The way we collect, analyze and understand data informs the decisions we make. We will continue to improve our data collection and usage to make sure we have the best possible information with which to take action.

Incorporating socioeconomic diversity

Ensuring that our colleagues represent a range of socioeconomic backgrounds is a priority for the firm and we have been exploring how best to address this. We can leverage our experience in South Africa, where for years as part of BBBEE, we have tracked a number of socioeconomic metrics. Experts in this space have not yet reached consensus on how organizations can most effectively track the socioeconomic backgrounds of candidates and employees, or advance representation in this area. While we do not have measurable goals to share on this diversity measure at the moment, we continue to actively engage with experts on this issue and look forward to incorporating goals on socioeconomic background into this report in future.

Expanding our recruitment team

Expanding and investing in our global recruitment team will be a critical factor in helping us to progress. To reach our representation goals faster, we are investing in additional hires for the recruitment team across the firm, new partnerships and training for our teams. Our new partnerships will enable us to extend our reach, making us more visible to a wider array of diverse talent. New training for the team will ensure we work to eliminate bias from our engagement process, including when interviewing and assessing candidates.



Gender

Global data

Gender parity has been surpassed in our workforce for a number of years already, meaning we have more women than men working at Brunswick. We have created a new Global Women’s Advisory Council focused on developing a set of meaningful actions to advance gender equity further at the firm. In 2020, membership of our leadership body, Group Committee, increased to 55 percent women. In addition to making visible and measurable commitments, we want to push beyond the numbers and ensure the lived experiences of women at our firm reflect our values.

Globally, 67 percent of our Business Services¹ colleagues are women. 53 percent of Client Handlers are women. 38 percent of our Partners are women — a figure we aim to move to 50 percent by the end of 2025.

We have set global representation goals based on ambitious but achievable improvements in the hiring, retention and advancement of women.



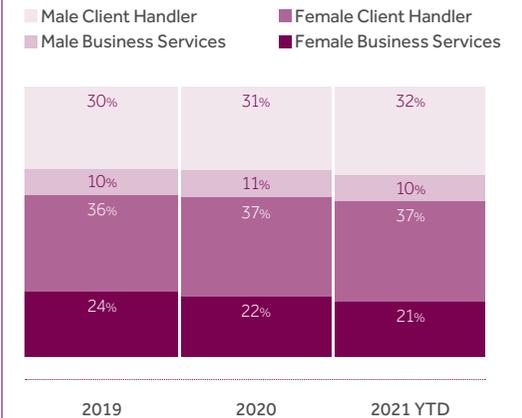
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Gender empowerment is about unleashing everyone’s potential. An environment where we can all thrive, where no one’s potential is cut short due to their gender or background, is a powerful force — not just for Brunswick, but also our clients and the wider societies in which we live.”

Marina Bidoli
Partner, Head of Office,
Johannesburg

¹ People and Recruitment, Finance, ICT and Security, Business Intelligence, Legal, Clearance and Fees, ARC, Internal Comms, Facilities, Assistants, Brunswick Design, Marketing (and Events), Content

Gender split by function: Globally, the gender split among client handlers remained relatively unchanged.



Market data spotlights

Asia-Pacific

46 percent of Partners in Asia-Pacific are women — we want to move this to 50 percent by the end of 2024.

Europe

24 percent of Partners in Europe are women — we want to move this to over 35 percent by the end of 2024.

IMEA

35 percent of Partners in IMEA are women — we want to move this to over 45 percent by the end of 2024.

U.K.

38 percent of Partners in the U.K. are women — we want to move this to 45 percent by the end of 2024.

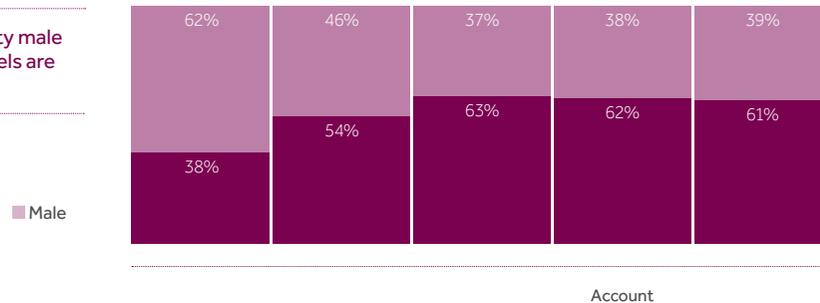
U.S.

42 percent of Partners in the U.S. are women — we want to move this to 50 percent by the end of 2024.

Regional Gender Goals

	Female representation in the workforce		Female representation among Partners	
	Today	2024	Today	2024
Asia-Pacific	71%	50%+	46%	50%+
Europe	49%	50%+	24%	35%+
IMEA	68%	50%+	35%	45%+
U.K.	52%	50%+	38%	45%
U.S.	59%	50%+	42%	50%

Gender: Globally, the Partner level is majority male while the other Brunswick client handler levels are majority female (2021).



Race and Ethnicity

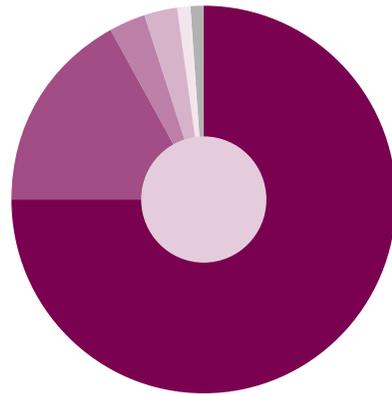
U.K.

In the U.K., 75 percent of our employees self-identify as White. Overall, 3 percent of our U.K. workforce is Black, while 23 percent of our colleagues are Minority Ethnic.²

Our Business Services teams are more racially and ethnically diverse than Client Handlers, with over 30 percent of our Business Services colleagues identifying as Minority Ethnic. This compares with 18 percent in our Client Handler population.

We have no Black Partners in the U.K., while 12 percent of Partners identify as Minority Ethnic. We aim to increase those groups to 3 percent and 17 percent, respectively, by the end of 2024.

Race and ethnicity: 75% of employees in the U.K. identify as White* (2021).



* This chart represents 88 percent of the London population. A data gathering project in Q3 2020 closed a large gap in the race and ethnicity data; however, 12 percent of London-based colleagues chose not to participate in the request to self-identify. Does not sum to 100 percent due to rounding.

² Minority Ethnic is defined as any persons or group of individuals who self-identify as not White British.

U.S.

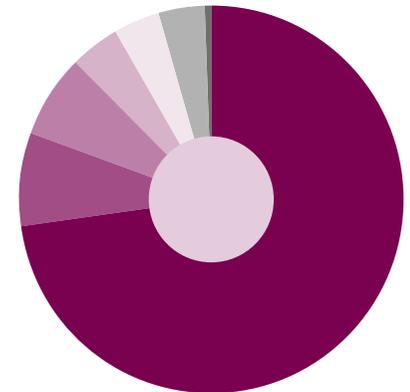
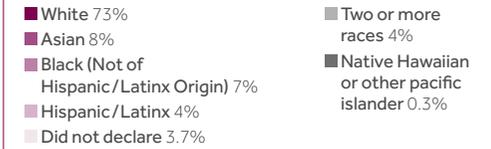
73 percent of our U.S. workforce identify as White, with 23 percent identifying as ethnic minority talent**.

Between 2019 and 2020, we increased the number of ethnic minority colleagues in the U.S. but have seen a decrease so far in 2021.

Amongst Partners in the U.S., underrepresented and ethnic minority talent dropped from 2019 to 2020 but increased in 2021 to levels higher than in 2019.

Our Business Services teams are more diverse than Client Handlers, with 35 percent of Business Services colleagues identifying as racially and/or ethnically diverse³ vs. 22 percent of Client Handlers.

Race and ethnicity: 73% of employees in the U.S. identify as White (2021).



** c. 4 percent of our colleagues chose not to identify.

³ Defined by U.S. EEOC codes: White (Not of Hispanic Origin); Black (Not of Hispanic Origin); Hispanic; Asian; Two or more races; Native Hawaiian or Other Pacific Islander.

Race and Ethnicity categories used in this deck (e.g., Black) reflect U.S. Equal Employment Opportunity Commission (EEOC) definitions that companies are required to report on annually. Along with many other companies, the Firm uses these EEOC categories to track employee race/ethnicity.

Nationality

Global data

As a firm, we provide opportunities for colleagues to move overseas, whether through secondments or longer-term arrangements. However, in some regions, it is clear that we want to attract more domestic nationals. Globally, 22 percent of our staff are foreign nationals in the country where they work.

Market data spotlights

8 percent of colleagues in the Americas are foreign nationals.

16 percent of colleagues in the U.K. are foreign nationals.

22 percent of colleagues in Europe are foreign nationals, though the proportion differs significantly by office. For example, in Brussels, 84 percent of colleagues are foreign nationals.

50 percent of our Partners in Asia-Pacific are nationals and 43 percent are Asian, a figure we aim to increase to 60 percent by the end of 2024.⁴

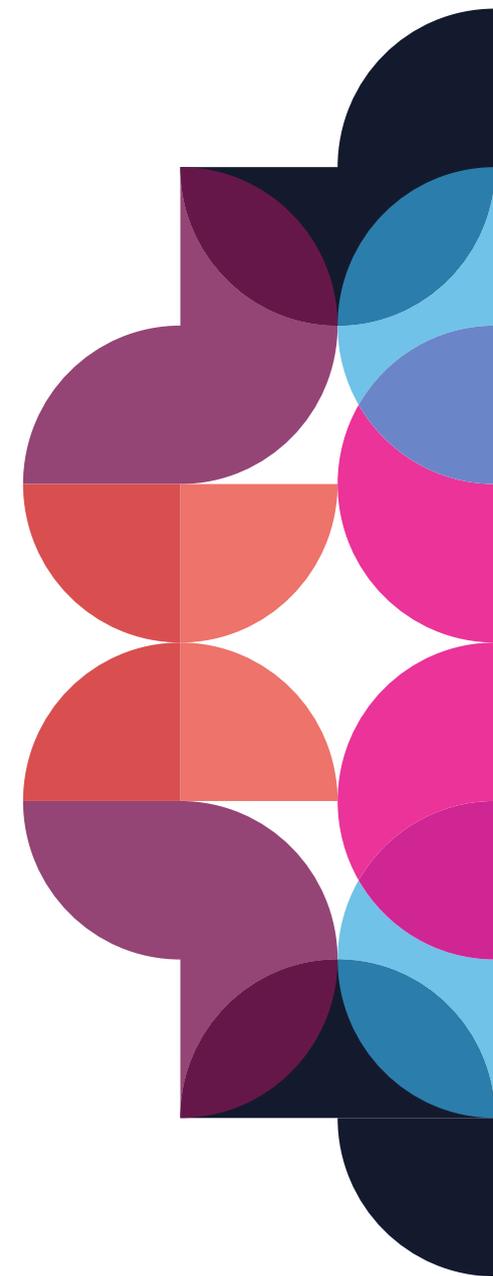
69 percent of colleagues in IMEA are foreign nationals, with a particularly high proportion in the Gulf.

⁴ In this context, Asian is defined as those colleagues for whom their region of origin is Asia.

Next steps

In total, 56 nationalities are represented in our firm. We will continue to focus on increasing local representation where it makes sense for our clients and our firm.

In IMEA and Asia-Pacific, we want local talent to represent more of the senior levels of the firm. Working with recruitment and external partners, we are finding new ways to tap into local talent pools.



We believe sharing a clear and accurate picture of who we are now will help shape our future ambitions and enable us to track our progress against projected goals. In the following pages, we have aggregated and shared the data which underpins our global and regional goals.

Global Three-Year Gender Goals

	Workforce		Business Services		Client Handler Groups		Partners	
	Today	2024	Today	2024	Today	2024	Today	2024
Women	58%	50%+	67%	50%+	53%	50%+	38%	45%+

Regional Three-Year Goals

U.S.

^A Race and Ethnicity categories used in this deck (e.g., Black) reflect U.S. Equal Employment Opportunity Commission (EEOC) definitions that companies are required to report on annually. Along with many other companies, the Firm uses these EEOC categories to track employee race/ethnicity.

^B Today represents end of Q1 2021.

^C Ethnic Minority may be defined as any person or group of individuals who self-identify as, but not limited to, Asian, African American/Black, Hispanic/Latinx and/or Native American/Alaskan Native, and Two or More Races.

	Workforce		Business Services		Client Handler Groups		Partners	
	Today ^B	2024	Today	2024	Today	2024	Today	2024
United States ^A								
Black, Hispanic/Latinx and Native American	12%	20%	26%	25%+	7%	15%	8%	15%
All Ethnic Minorities ^C	23%	35%	35%	35%+	22%	33%	19%	26%
Women	59%	50%+	67%	50%+	56%	50%+	42%	50%

U.K.

^A Minority Ethnic is defined as any persons or group of individuals who self-identify as not White British.

	Workforce		Business Services		Client Handler Groups		Partners	
	Today	2024	Today	2024	Today	2024	Today	2024
United Kingdom								
Black	3%	6%	4%	7%+	2%	6%	0%	3%+
Minority Ethnic ^A	23%	26%	31%	30%+	18%	21%	12%	17%
Women	52%	50%+	57%	50%+	49%	50%+	38%	45%

Regional Three-Year Goals

Europe

	Workforce		Business Services		Client Handler Groups		Partners	
Europe	Today	2024	Today	2024	Today	2024	Today	2024
Women	49%	50%+	76%	50%+	39%	45%+	24%	35%+

Asia-Pacific

^A In this context, Asian is defined as those colleagues for whom their region of origin is Asia.

	Workforce		Business Services		Client Handler Groups		Partners	
Asia-Pacific	Today	2024	Today	2024	Today	2024	Today	2024
Women	71%	50%+	76%	50%+	68%	50%+	46%	50%+

	Partners	
Asia-Pacific	Today	2024
Asian ^A	43%	60%+

Regional Three-Year Goals

India, Middle East and Africa (IMEA)

^A Regional talent defined as those who are Emirati or GCC nationals, second generation residents, or of Arab origin who have settled in the UAE for more than 20 years.

	Workforce		Business Services		Client Handler Groups		Partners	
IMEA	Today	2024	Today	2024	Today	2024	Today	2024
Regional Talent ^A	32%	43%+	36%	45%+	31%	42%+	35%	38%+
Women	68%	50%+	79%	50%+	63%	50%+	35%	45%+

South Africa^A

^A We are a Level 4 BBBEE contributor and follow the BBBEE reporting guidelines in terms of race. However, to be able to track race on an international basis we have demonstrated this in line with other countries and regions.

^B Black is defined as Black South African and Black African colleagues.

^C Ethnic Minority is defined as any person or group of individuals who self-identify as non-White.

	Workforce		Business Services		Client Handler Groups		Partners	
South Africa	Today	2024	Today	2024	Today	2024	Today	2024
Black ^B	50%	65%+	44%	60%+	52%	60%+	20%	55%+
Ethnic Minorities ^C	65%	80%+	78%+	75%+	60%	70%+	20%	55%+
Women	71%	50%+	100%	50%+	60%	50%+	57%	50%+

Advancement

We are committed to our firm being a true meritocracy.



Overview

Why advancement is important

All of us need to have an equitable chance to progress at the firm. It is crucial for increasing diverse representation at senior levels and will help us retain our diverse talent.

Overview

There is room for improvement in our global appraisal and promotions processes. We have reviewed those processes and identified improvements that can be applied across the firm.

To ensure equitable advancement, we not only need clear and replicable processes, we need to make sure that subjectivity and bias never play a role in how we appraise and promote our people.

Gender Pay Gap

In compliance with the U.K.'s Equality and Human Rights Commission we have been reporting our gender pay gap since 2017. Our latest report will be published in Q3. In our London office, the pay gap exists largely as a result of the structural imbalance between men and women and the roles they hold within the business. We are using the

reporting as one driver for developing our female talent pipeline and moving more women up into senior positions across our business.

Actions this year

Our actions are designed around the following two dimensions:

1. Process enhancements

These include:

- Establishing more objective performance-oriented promotion criteria that are clear and well-understood by all our colleagues.

- Using the resourcing teams more consistently so that employee development is core to how we staff mandates.
- Evaluating the structure of the mentor program. For example, improving mentor preparedness by reviewing how mentors are trained and making enhancements where warranted.

2. People support measures

In the first half of 2020, everyone in the firm completed unconscious bias training for the first time. Building on this foundation, we will now focus on mentor training to ensure mentors can deliver developmental feedback effectively and are able to support the specific needs of employees better from a DEI perspective.

Next steps

Following the review and analysis of our advancement processes, we have focused on redesigning our promotion and resourcing processes. The next phase involves training all mentors across the firm and communicating the updated promotion and staffing processes to all colleagues.



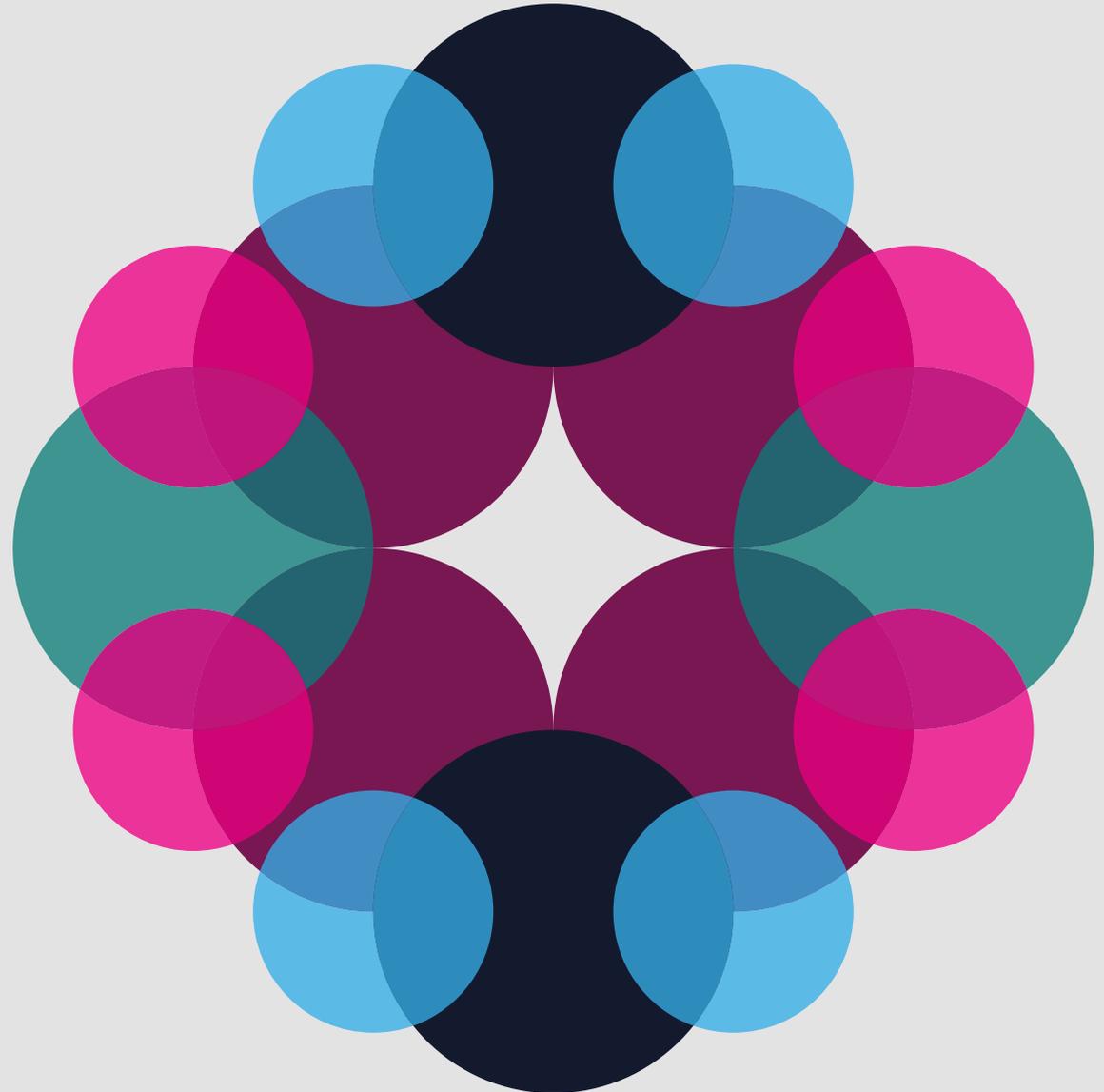
“

Brunswick in Asia-Pacific is fostering an environment where colleagues have the opportunity for continued growth as we have built a consciousness around creating a fully diverse team. We respect different identities, experiences and perspectives, which leads to better discussions and decisions. This is key to our growth as a business.”

*Xiaolu Zhao
Partner and Office Head, Shanghai*

Belonging

All our colleagues need to know they have a valued place in our firm.



In a highly challenging year for everyone, we worked hard to maintain a strong sense of culture and belonging. This was even more critical as we moved to a prolonged period of working from home, and more broadly, when important questions of inclusivity and belonging were being asked in the world around us.

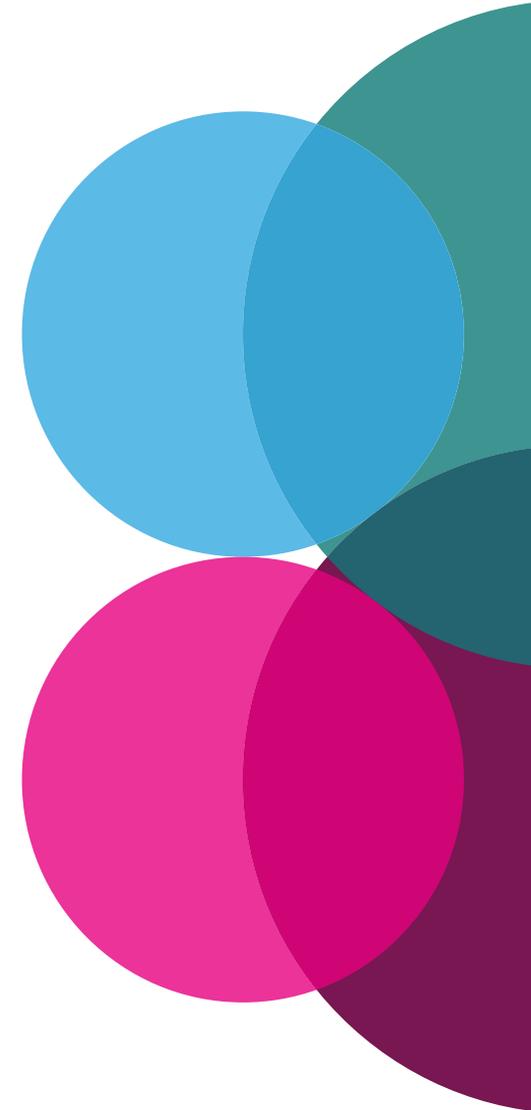
Why belonging is important

It is critical to ensure that we all feel a sense of belonging within the firm, meaning that we believe we are safe to be our true and authentic selves without fear of judgement or reprisal. We are stronger when we can bring the full diversity of our lived and learned experiences to bear on the problems we face, both internally and externally.

Throughout the COVID-19 pandemic, we focused on maintaining our sense of culture and belonging. This was so important during a period of working from home and when important questions of DEI were being asked in the world around us.

Overview

We have appointed external advisors to host training sessions for colleagues, including Partners. We have held global employee listening sessions focused on our Global DEI survey data. We will use this feedback and these insights to help close the gaps in lived experiences at the firm. Where regardless of gender, socioeconomic status, sexual identity or expression, race and ethnicity, cognitive and physical ability, all colleagues will feel supported, respected and connected.



The feeling of belonging cannot be forced. It is created through trust, reliability and open-mindedness toward others. Joining Brunswick during the pandemic, it's incredible I was able to experience all this with so many great colleagues. It confirms how extraordinary and unique it is to work here."

*Julia Claren
Head of Operations, Germany*

Employee Resource Groups



The LGBTQ+ Network is an informal, safe space for LGBTQ+ Brunswick colleagues and their allies. It's a place to socialize, connect and collaborate across offices to support the firm in creating a more inclusive workplace culture for LGBTQ+ staff and clients. We act as a sounding board for any client teams that need advice on LGBTQ+ issues, and organize events throughout the year aiming to inspire, educate and celebrate the LGBTQ+ community."

*Chris Calvert
Director, Brunswick Arts, London*

Employee Resource Groups (ERGs)

In September 2020, we officially launched our Employee Resource Groups (ERGs). These are voluntary, employee-driven groups organized around a particular shared interest or experience.⁶

For us, ERGs are dynamic hubs of leadership, mentoring, business development, organizational change, recruitment and retention. ERGs create a psychologically safe space where members and allies come together to offer support and advance meaningful change. Our groups have grown organically, through informal employee networks across the firm. In the Americas, we have three new ERGs and in the U.K. two well-established networks: the LGBTQ+ Network and Race and Ethnicity Network. We have already seen great content in the form of speakers, events and intellectual capital come out of our existing groups and we look forward to more in the year ahead.

⁶ For further information, please consult the Brunswick Group Employee Resource Groups Policy.

The Americas

In February 2021, the Americas' DEI Committee conducted an ERG survey, gauging colleagues' interest in joining three existing groups or creating others. We are pleased this effort resulted in the creation of the following:

- The Black Employee Resource Group — B.E.A.T. — Black Employees and Allies Together
- The Women's Employee Resource Group — W.I.N. — Women's Impact Network
- The LGBTQ+ Employee Resource Group — Q&A — Queers and Allies

B.E.A.T Mission Statement

To foster an inclusive and equitable workplace that empowers Black employees within Brunswick Group and connects them and their allies in an authentic, safe space. The B.E.A.T. (Black Employees and Allies Together) focuses on giving all Black employees and allies an avenue to build awareness of their lived experiences and to influence the direction of the firm. Together, we will raise our voices to celebrate Black culture, inspire each other and cultivate relationships and community.



The B.E.A.T. is important because it provides Black employees an opportunity to speak about their lived experiences inside and outside of the firm. It's just getting started, but I hope that our ERG can be a space where Black employees can be their full selves and allies can build deeper relationships with their Black colleagues."

*Travis Malone
Associate, Insight, Dallas*

W.I.N. Mission Statement

We are an employee resource group for women and allies in the Americas who are devoted to fostering an inclusive work environment that enables the equitable advancement of women at Brunswick.

Our goals are to:

- Foster an inclusive environment by creating and encouraging an open exchange of ideas and experiences among women at Brunswick
- Strengthen the strategic relationships of women across Brunswick and between senior and junior women
- Build an inclusive community where all women at Brunswick enjoy equitable access to opportunities and clear paths to advancement at the firm
- Cultivate non-identifying allies who challenge gendered assumptions and empower and support female colleagues
- Provide the tools for women to succeed

Queers and Allies Mission Statement

Our goal is to create a community for LGBTQ+ identifying people and allies within Brunswick and to support LGBTQ+ community organizations outside of Brunswick through pro bono partnerships, community advocacy initiatives and volunteer opportunities.



W.I.N. is here to provide the tools for women to succeed at Brunswick and beyond. We are working to strengthen the strategic relationships of women across Brunswick and cultivate nonidentifying allies who will help us challenge gendered assumptions and empower and support female colleagues.”

*Liz Dahan
Director, Washington D.C.*

NextGen Committee

NextGen

Of our circa 1300 employees, we have over 850 colleagues who are NextGen,⁷ where the average age of this group is 32. There is a substantive opportunity to unlock the potential of this group — empowering our NextGen talent is an important focus for the firm.

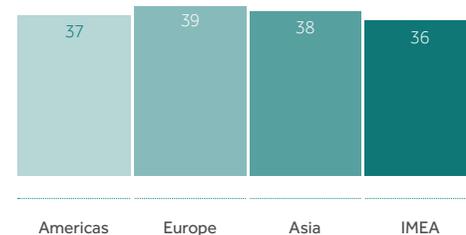
In September 2020, we formed the global NextGen Committee to tap into fresh thinking, new ideas and bold initiatives, providing innovative, creative and intelligent solutions to our clients and the broader firm. The Committee's mission is to enrich our colleagues' experiences and foster their full development potential to unlock an array of new opportunities for the firm.

⁷ NextGen is defined as Client Handlers: From Executive to Associate Level; Business Services — all levels apart from Partners; MerchantCantos — all levels up and including Senior Professional.

NextGen survey results

In our 2021 NextGen Survey, DEI was selected as a top 3 priority by 41 percent of colleagues — with race and ethnicity, sexual orientation and lifestyle highlighted as key themes. Colleagues acknowledged the firm's DEI commitments made throughout 2020 while highlighting the need for more action. There was also recognition that while important to focus internally, we must ensure diverse talent and thinking are central to every client engagement.

Age: The average age continues to be lowest in IMEA at 36 years and highest in Europe at 39 years.



Next steps for NextGen

For the year ahead, the NextGen Committee is focusing on increasing internal connectivity across the firm, so that colleagues feel they can be open and transparent with one another about their personal and professional experiences. The Committee is also focused on capturing NextGen colleagues' client-facing ambitions by engaging a more diverse group of external networks and potential clients.



Brunswick's next generation has been instrumental in ensuring DEI is top of the agenda for leadership. This is critical both internally and also for our clients, who increasingly look to us for advice in this area. Our committee supports the firm in delivering a Global DEI strategy that enriches our colleagues' experiences and fosters their full potential to unlock an array of new and exciting opportunities."

Toni Adeola
Associate, London

Impact

We want to have an increasingly far-reaching and positive impact in the world around us on DEI issues.



We are already catalyzing real progress in business on DEI issues. We want to do more.

We believe that purposeful, responsible actions by companies are a key driving force of important social change. We will use our position within the business world to mobilize even more action through advocacy campaigns and partnerships.

Why impact is important

It takes collective action to make meaningful advancements on DEI issues within societies across the world. Brunswick is privileged to advise companies on a range of DEI issues. We help them take actions that count within their organizations. And we support campaigns focused on catalyzing change on DEI issues in the wider world around us.

Overview

We are proud to have been a founding member of the Open for Business coalition in support of LGBTQ+ rights globally, a co-founder of the Change the Race Ratio initiative in the U.K. and an early supporter of the 30% Club supporting gender diversity in the workplace. Brunswick is a founder and long-term supporter of the Taylor Bennett Foundation, which encourages and enables minority ethnic graduates in the communications industry. Brunswick is also a Stonewall Diversity Champion, the U.K.'s leading employers' program for ensuring all LGBTQ+ colleagues are accepted without exception in the workplace.

In the U.S., we helped to launch — and are signatories of — MLT's Black Equity at Work Certification program. This is a first-of-its-kind comprehensive, rigorous, but achievable standard for what "good" looks like with respect

to Black equity. The plan approval process helps employers develop robust, comprehensive plans to achieve Certification in one to three years.

In South Africa, we have created an enterprise hub to support and help grow small Black-owned, non-competing firms. We have also aligned ourselves with organizations, some of whom have set aggressive and quantifiable goals to increase multivariate diversity.

In Asia-Pacific, for the year ahead we are focused on gender equality and women's rights, socio-economic access and inclusion, and LGBTQ+ inclusion. We are deepening our existing affiliations in various offices in the region with a variety of organizations.

However, there is clearly more work to be done. Our purpose at Brunswick is to help our clients play their role in society more successfully — and creating diverse, equitable and inclusive workplaces is an important part of playing a successful role in society. We will strengthen our work with clients, peers and the business community to deliver real-world impact that will improve DEI in the workplace, and in the wider world.



An effective advocacy campaign needs strong strategic communications and campaign planning — as well as a striking name and brand — and as a founding partner, Brunswick was able to help the initiative get off to a strong start.”

*Lord Karan Bilimoria
President,
Confederation of British Industry,
Founder of Change the Race Ratio*

Examples of our advocacy work:



Change the Race Ratio is a campaign to increase racial and ethnic participation in business leadership. Companies are asked to commit to targets for diversity at Board level and within senior leadership. Launched in October 2020, the campaign has strong momentum, with over 100 signatories.

Brunswick is proud to be a founder of Change The Race Ratio, working with the U.K.'s Confederation of British Industry, alongside Deloitte, Linklaters, McKinsey & Company, Microsoft, Unilever and others. The ambition is to get all FTSE 350 businesses to sign up.

We provide ongoing end-to-end support for Change the Race Ratio. As well as ongoing strategic positioning and campaign planning, Brunswick developed the name, identity and design for the initiative, and supports with media engagement and social media activation.



Open For Business

Open For Business is a coalition of 39 global companies working together to advance LGBTQ+ inclusion around the world, focusing on countries where LGBTQ+ people face hostility. It presents the data which shows that open, inclusive and diverse societies are better for business and better for economic growth.

Founded by Brunswick partner Jon Miller in 2015, Open For Business has a broad range of highly respected coalition partners — including Google, IKEA, IBM, MasterCard, McKinsey & Company, Microsoft, PWC and Unilever. All of them are committed to taking real action for most LGBTQ+-inclusive societies. The coalition is focused on making a real impact, with live programs in the Caribbean, Eastern Europe and East Africa, and a major new initiative is planned in the ASEAN region in 2021. The campaign is successfully mobilizing the voice of local business leaders as advocates for inclusion.

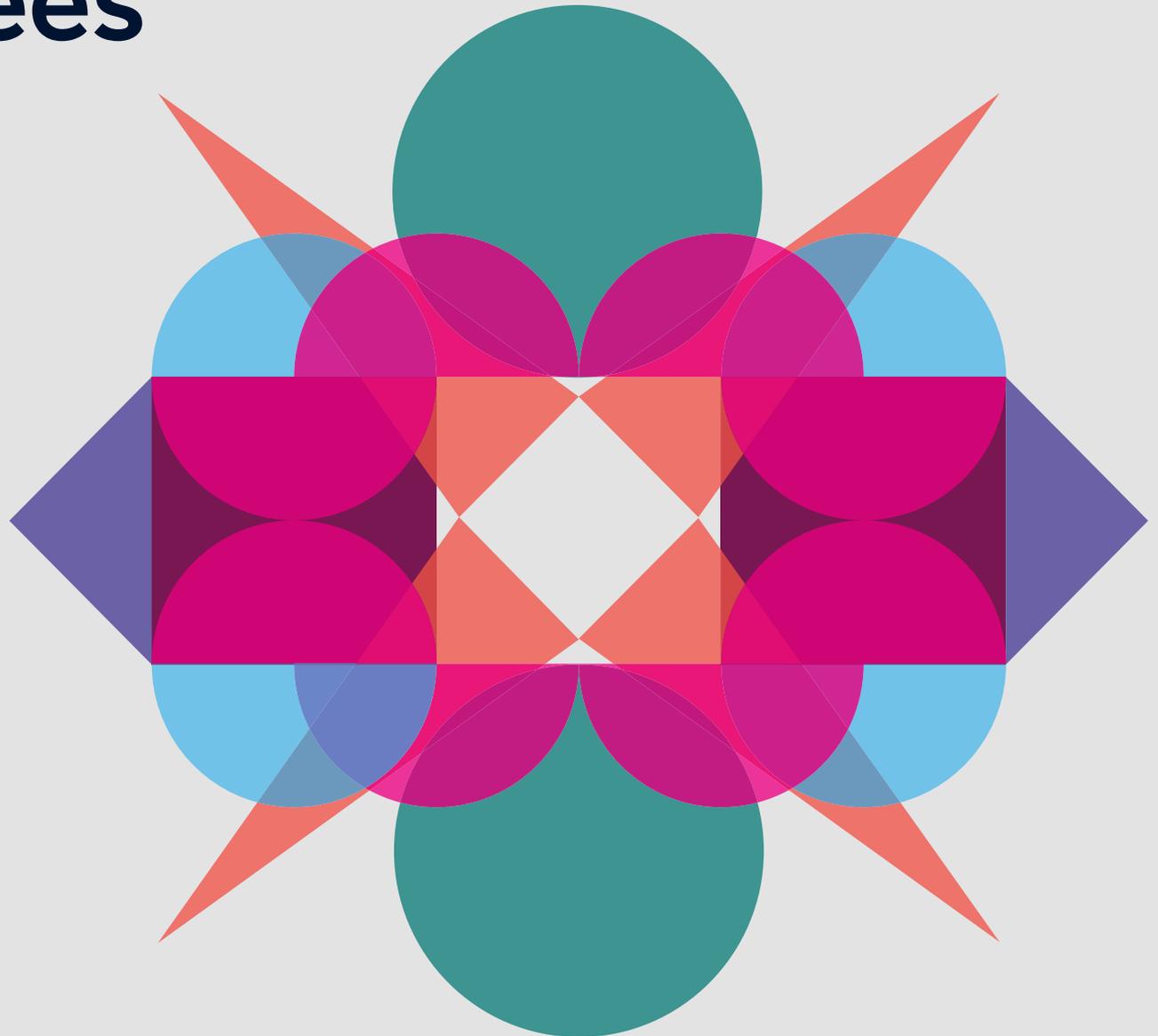


Brunswick's backing of Open For Business has helped to unlock effective, data-driven business advocacy on LGBTQ+ inclusion — even in countries where this is a really contentious subject.”

*George Perlov,
Executive Director,
Open For Business*

DEI Committees

Our global communities.



Our DEI Committees

Achieving our DEI goals goes beyond getting the numbers right; it is fundamental to our business strategy and success. To ensure we meet our targets, we have developed clear guidelines and will provide support across functions and areas of leadership. We will continue to conduct our annual internal DEI survey and report on progress in our annual DEI report.

Global DEI Committee

Americas

Anthony Applewhaite
Partner, D.C.

Brendan Riley
Partner, N.Y.

Deepali Bagati
Partner, N.Y.

Maria Figueroa Kupcu
Partner and Office Head,
N.Y.

Mylene Mangalindan
Partner, S.F.

Neal Wolin
Chief Executive Officer,
D.C.

Nicole Reboe
Global Head of Diversity,
Equity and Inclusion and
Head of U.S. Recruiting

Preston Golson
Director, D.C.

U.K.

Jon Miller
Partner, U.K.

Justine Harris
Partner, U.K.

Paul Raeburn
Partner, U.K.

Europe

Stefanie Chalk
Director,
Frankfurt

IMEA

Iris Sibanda
Partner,
Johannesburg

Miyelani Shikwambana
Director,
Johannesburg

Jeehan Dahman Balfaqaih
Partner and
Office Head, Dubai

Lulwa Rizkallah
Director, Dubai

Asia-Pacific

Cara O'Brien
Partner, H.K.

Dana Yu
Director,
Shanghai

Lisa Foley
Asia-Pacific
Managing
Partner, H.K.

Americas

Leads:



Mylene Mangalindan
Partner, S.F.



Brendan Riley
Partner, N.Y.

Committee:

Adam Carlson
Associate, Insight, New York

Amy Koch
Director, San Francisco

Anthony Applewhaite
Partner, Washington D.C.

Barton Lynch
Executive, Insight, Washington D.C.

Brandon Coleman
Recruiter, New York

Chelsea Hogan
Vice President, Head of People
Americas, New York

David Bernal
Executive Assistant, New York

Gabriela Kivitz
Account Director, Sao Paulo

Lissette Marcelo
Legal Director, New York

Maria Figueroa Kupcu
Partner and Office Head, New York

Mark Robichaux
Head of Internal Communications, New
York

Monica Gupta
Director, Chicago

Stacie Green
Account Director, Insight, Dallas

Talya Davidoff
Producer, MerchantCantos, New York

Wendy Wei
Recruitment Coordinator, New York

IMEA — Gulf

Leads:



*Jeehan
Dahman Balfaqaiah
Partner, Head of
Brunswick Dubai*



*Lulwa Rizkallah
Director, Dubai*

Committee:

*Cecille Marie Asis
Account Director, Dubai*

*Dominic Whiting
Partner, Abu Dhabi*

*Fariha Salman
Research Executive, Dubai*

*Khristine Cruz
Senior Executive Assistant, Dubai*

*Laila Kifayeh
Senior Designer, MC, Dubai*

*Maria Saud
Associate, Dubai*

*Rosanna Conde
Office Manager and Executive
Assistant, Abu Dhabi*

*Runi Adhikary
Receptionist, Abu Dhabi*

*Sherri Chua
Associate, Abu Dhabi*

IMEA — South Africa

Leads:



*Iris Sibanda
Partner*



*Miyelani
Shikwambana
Director*

Committee:

*Angela Parsons
Executive Assistant*

*Bianca Nkomo
Account Director*

*Jonathan Cole
Director*

*Kea Molepe
Executive Assistant*

*Kgomotso Hlakudi
Account Director*

*Sasha Reddy
Account Director*

U.K.

Leads:



Justine Harris
Partner



Paul Raeburn,
Partner

Committee:

Anuska Mahendran
Account Director

Christopher Calvert
Director, Brunswick Arts

Emma Townsend
Associate

Esmeralda Castrillo
Associate

Fanny Guesdon
Associate, Brunswick Arts

Hannah Griffiths
Director, Sustainability
Strategy, MC

Inez Bartram Vilar
Associate

Jas Kaur
Account Director

Jessica Atkins
Executive

Kate Richards
Director, HR, MC

Melissa Ward
Partner, Head of U.K. Operations

Oriane Fievet
Office Manager

Paula Fiorini
Account Director

Ria Barnes
Director, HR London

Scott Durant
Associate

Simon Leigh
Head of ARC

Sonal Patel
Partner, MC

Europe

Lead:



Stefanie Chalk
Director, Frankfurt

Committee:

Amelie Rausing
Associate, Stockholm

Celina Burian
Executive, Vienna

Hugues Boeton
Partner, Paris

Mara Pricoco
Account Director, Munich

Natasha Aleksandrov
Director, Milan

Philip Schroder
Associate, Berlin

Asia-Pacific

Leads:



Cara O'Brien
Partner, Hong Kong



Dana Yu
Director, Shanghai



Lisa Foley
Asia-Pacific Managing
Partner, Hong Kong

Committee:

Chloe Kwan
HR Advisor, Hong Kong

Diane Murray
Associate, Hong Kong

Elizah Adam
Associate, Singapore

Nicholas Behringer
Director, Talent Acquisition,
Hong Kong

Yanling Xu
Account Director, Shanghai

Katie Ma
Account Director, Hong Kong

Marcus Lam
ICT Support Analyst, Hong Kong

Max Low
Executive, Hong Kong

Nan Dong
Director, Hong Kong

Jessica Wang
Associate, Beijing

Zoe Mou
Executive, Beijing

Gavin Cross
Executive, Shanghai

Xiaozhu Xiao
Associate, Shanghai

Aakanksha Sinha
Executive, Singapore

Enka Siu
Office Manager, Tokyo

BRUNSWICK