



**AlixPartners**

**DIVERSITY AND  
INCLUSION JOURNAL  
2019**



## Simon Freakley

Chief Executive Officer

For nearly 40 years, AlixPartners has helped businesses around the world respond quickly and decisively to their most critical challenges. We thrive under pressure and tackle situations when everything is on the line. Our action-oriented approach extends beyond client work. It is embedded in our culture and how we manage our business. We set ambitious goals, maintain the highest standards, and measure progress to ensure success.

This is certainly the case as we build a more inclusive and diverse workplace. We call on attributes that reflect our core values and which enable us to provide best-in-class service to our clients, and are vital to our firm's strategic priorities.

We will continue to invest in an inclusive culture and hold ourselves and our colleagues accountable. We now have a solid foundation in place to ensure our people feel a true sense of belonging at AlixPartners, and for this to drive greater diversity across our firm.



## Cindy Godwin

Head of Diversity,  
Inclusion and Social Responsibility

Welcome to the first publication of our Diversity & Inclusion Journal in which we highlight our strategy and celebrate our commitment to be a *Top Place to Work*. Our D&I strategy is focused on developing inclusive leaders, engaging all employees, and serving the communities in which we work.

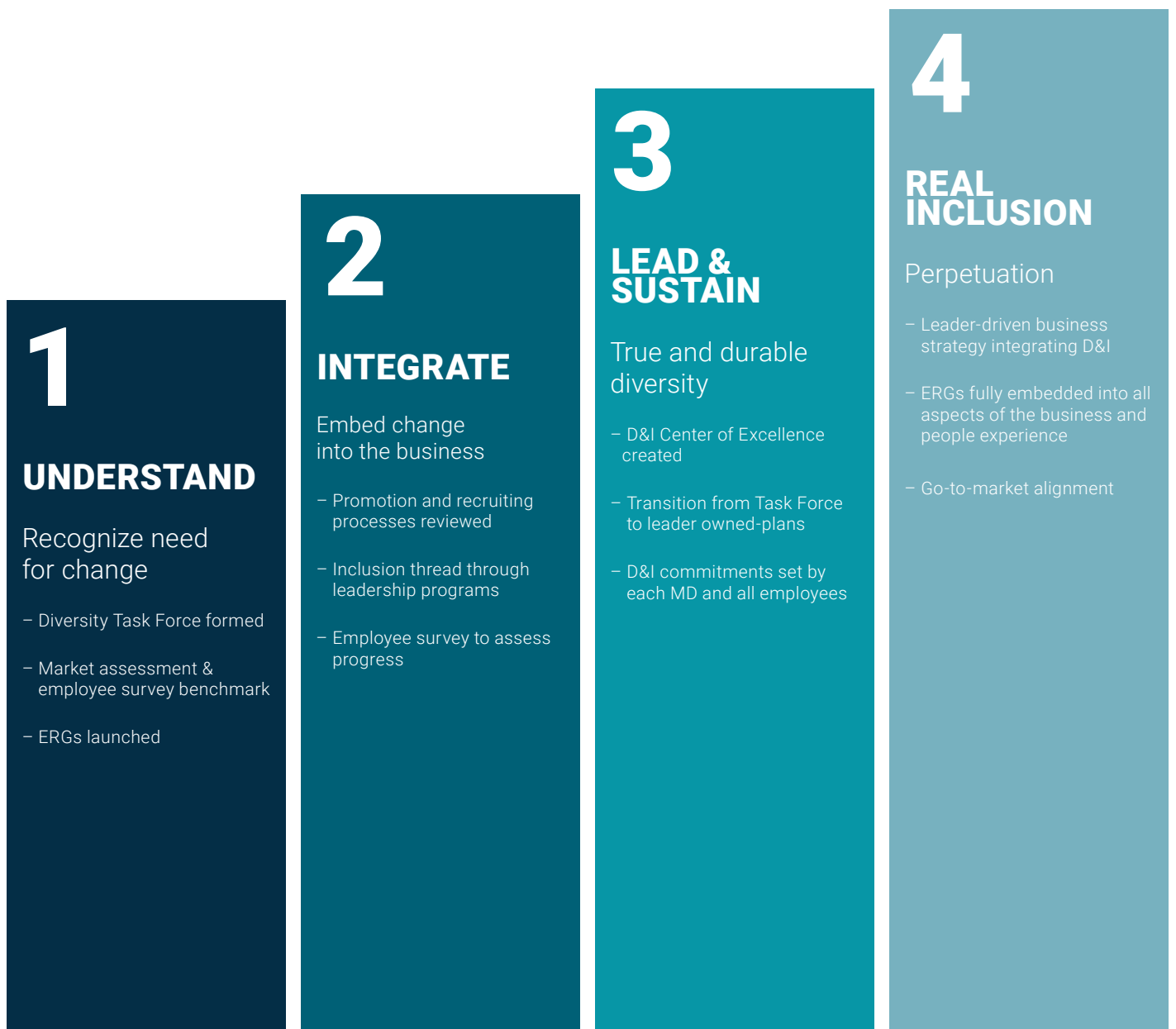
What has always inspired me about our firm is how our people go straight to the heart of the problem or opportunity. I am proud of the progress we have made in less than five years since we started our D&I journey. We increased gender and minority representation on our Board. We updated our Managing Director recruiting and promotion processes, two of the biggest levers we have for increasing diversity at senior levels in the firm. We have designed metrics to accurately track our progress on both diversity and inclusion and have updated our performance management processes to increase leader and individual accountability on diversity and inclusion goals.

We have invested in our culture to foster an inclusive and respectful workplace. Our Employee Resource Groups (ERGs) play a critical role in bringing this to life and identifying ways to build diversity into our business processes. We are proud that nearly 50% of the firm is engaged with at least one ERG. Membership develops understanding and helps us to continually evaluate the way we work and how we do things. Please do consider joining one if you are not already involved.

# THE YEARS AHEAD

## Our strategy at a glance

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.



# WHAT WE'VE DONE

## 2014

While the underpinnings of diversity and inclusion have been in our firm since its founding, the focused journey to become a more inclusive firm began in 2014. Our CEO at the time appointed one of our senior Managing Directors to serve as ambassador for D&I. That Managing Director formed a task force of volunteers from across the firm who conducted a competitor and best-in-class review of diversity practice and set out the initial steps for our D&I journey.

## 2015

The Task Force engaged a D&I specialist consulting firm to work with us to assess the perception of our people regarding diversity and inclusive behaviors at our firm. Through a survey and focus groups they helped us to understand where we were doing well and what we needed to prioritize next. This year is also when the first Pulse Survey was launched. We entered into external affiliation partnerships to participate in forums with like-minded organizations on topics related to diversity and inclusion.

## 2016

Internally many changes and advances were made. We rolled out live and online unconscious awareness training and started making changes to our annual performance review and compensation process. Changes were made to HR policies, such as the introduction of flexible work options. We launched the concept of Employee Resource Groups (ERGs).

## 2017

This year brought increased women and minority representation on our Board of Directors. Our ERGs had grown to seven and worked to integrate further into the fabric of our firm, as indicated by their work on recruiting and high profile/high impact marketing efforts. A full-time diversity leader was appointed.



## 2018

Embedding D&I into our performance management, learning, and development was the focus during 2018. We piloted Inclusion Matters roundtables, several new programs to enhance our offerings around gender and cross-generational learning, and created new unconscious bias coaching sessions for our MD promotion sponsors and the promotion committee. We launched a toolkit to help each MD develop a D&I commitment in their DPP, meaning that from the next review cycle, each MD will be able to self-assess their personal contribution to diversity and inclusion. We collaborated on the design of the Director Leadership Program, where Directors from across the Firm are brought together for a week of intensive training, including inclusion as a thread throughout the program. In addition, our firm engaged a specialist firm to do a survey of our inclusion efforts to gauge progress made since our 2015 survey. Our efforts to build an inclusive environment were recognized by AlixPartners receiving a 100% rating on the Human Rights Campaign equality index for the first time in 2018, and again in 2019.

## 2019

This year began with the launch of a new D&I Center of Excellence in the People Function. We concluded a big piece of work around implications for D&I related to MD recruiting and have launched an MD Inclusion Champion recruiting and onboarding program. For all other recruiting, we implemented an AI tool that helps us to create gender neutral job descriptions. Our assessments team worked with an external D&I specialist to review our process as it relates to diversity; further D&I enhancements to our recruiting and learning have begun rolling out. Our CEO formally added a D&I mandate to Leadership team responsibilities. Working with a common set of KPIs and a common framework, each Leader, together with their People Business Partners has contributed to a firm-wide plan.

Our Business and Function D&I plans assess the extent that each group has stepped up against firm markers, as well as these goals:

### **ENGAGE LEADERSHIP**

Hold leaders accountable for modeling inclusive behaviors and updating processes to support opportunities for individual and team growth. Demonstrating progress against metrics which assess the group's diversity balance and inclusive environment.

### **OPEN THE CULTURE**

Create an environment of affiliation, acceptance, and flexibility that enables all employees to feel respected and sponsored through their career.

### **EXPAND THE EMPLOYEE BASE**

Reach beyond usual sources to identify and hire diverse candidates, and provide all employees with equal access to opportunities for assignments and exposure to help them to develop and progress their careers within our firm.



# CORE VALUES CORE COMPETENCIES AND INCLUSION

Our core values underpin all that we do at AlixPartners and are inextricably linked to the idea of Inclusion. Most important among the Core Values is Personal Respect, which calls on us to value the unique differences among each of us. Thus, to be a good firm citizen is to be open to and supportive of an Inclusive environment and diverse people.

The core values and core competencies are closely aligned. Our Competency Model describes the skills and behaviors necessary for us to deliver value, grow the firm, and develop our careers. Recently, there have been changes to the AlixPartners Competency Model to reflect our dedication to diversity and inclusion and becoming a *Top Place to Work*. The change was to add a new behavior to *Be a Good Citizen of the Firm* prong of the model. Specifically, the new behavior addresses fostering diversity and inclusion in our firm:

Recognizes the mix of individuals in our Firm and seeks to understand their unique characteristics and experiences. Actively seeks to include the diversity of our Firm and clients in the teams we build, the people we mentor, and the solutions we deliver. Contributes to a climate in which individuals feel they are involved and empowered.

Taken together our Core Values and Core Competencies work to set the framework that allow employees to thrive in an inclusive environment.

## COMMITMENT

We dedicate ourselves to assisting 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 our firm.

## TEAMWORK

We believe that optimum results are achieved by individuals working together in a cooperate, organized group. We recognize the complimentary 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 the creative, yet practical and realistic, solutions in every situation. We work to simplify rather than complicate issues. We exercise our best judgement in the development, evaluation, recommendation, and implementation of various courses of action.

## PERSONAL RESPECT

We value the unique differences among us. We recognise 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 our 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.



# EMPLOYEE RESOURCE GROUPS

## Supporting our Business and Engaging our People



The stronger the sense of belonging our people feel, the higher their engagement and the more likely they are to stay and develop their careers at AlixPartners. AlixPartners' ERGs are voluntary, employee-led, and executive-sponsored networks that promote an inclusive and supportive environment, support recruitment and retention of colleagues with diverse backgrounds, and enhance employees' professional and personal development.

Whether it be developing mentorship networks and providing coaching on community specific challenges, establishing new strategic relationships with external partners, or helping AlixPartners update its policies and practices, our ERGs play a vital role in helping us execute our strategic priorities to be the *Top Place to Work* in the industry.





# ASIAN LEADERSHIP INSIGHTS & GROWTH NETWORK (ALIGN)

“The emergence of ERGs has been one of the most positive and exciting developments at AlixPartners. Each has accomplished much in a short time, and we are especially proud to be sponsors for ALIGN. Its impact inside and outside our Firm has been tangible and significant – all due to the dedication of the ERG’s leaders and the participation of many others.”

**YOGESH BAHL**, Managing Director, ALIGN Executive Sponsor  
**JAY MARSHALL**, Managing Director and Chief Learning Officer, ALIGN Executive Sponsor

## 2019 PRIORITIES

- Open dialogue with our firm on the Bamboo Ceiling challenge
- Network with Asian ERG leaders at corporate and law firms
- Provide coaching to members and allies for addressing workplace challenges
- Develop Executive Insight case studies in conjunction with Ascend

## HIGHLIGHTS

### Career

- Held “Managing the Bamboo Ceiling” discussion series to tackle barriers faced by Asian Americans in corporate settings

- Hosted internal and external professional networking and knowledge-sharing events
- Sponsored and participated in the 2018 Ascend National Conference

### Culture

- Celebrated Lunar New Year, Festival of Lights, and Asian Pacific Heritage Month by uniting colleagues of all backgrounds in cultural learning and sharing

### Community

- Presentation from Korean American Family Service Center highlighted the issue of domestic violence and rallied support for victims
- Apex for Youth tutoring volunteer event gave professionals an opportunity to help underserved youths in NYC with arts & crafts and STEM projects



# BLACK PROFESSIONALS NETWORK

"We are proud to be a part of the transformation taking place at AlixPartners and to be a bridge from past to future. Our inclusion and diversity efforts and the work of the Black Professionals Network allows us to grow diverse talent within our firm that mirrors the clients we serve and the communities where we work and live."

**STEVE AMBORT**, Managing Director, Global Co-lead, Financial Advisory Services, BPN Executive Sponsor  
**LARRY YOUNG**, Managing Director, BPN Executive Sponsor

## 2019 PRIORITIES

- Strengthen Executive Leadership Council (ELC), Minorities in Restructuring & Alternative Investments (MRAI), and National Black MBA Association (NBMAA) affiliations to access talent and commercial opportunities
- Develop a mentorship network and provide leadership opportunities for members
- Enhance cultural and technical training opportunities

## HIGHLIGHTS

### Career

- Developed pilot program to enhance MBA recruiting at tier-one business schools
- Attended and participated in the National Black MBA Association Conference, the EVE Programme

- Conference in Dakar, Senegal, and the Minorities in Restructuring and Alternative Investments (MRAI) networking event
- Established relationship with Minority Supplier and Development Council

### Culture

- Hosted events to promote awareness, discussion, and learning, including the inaugural 'Diversify' client dinner with June Sarpong; a cultural bias presentation with former Dallas Cowboy, Greg Ellis; and Black Panther film screening with clients and external employee groups

### Community

- Celebrated Black History Month firmwide
- Hosted American History Museum event, featuring retrospective on the 1967 Detroit riots and attended "Jeffery Robinson's Who We Are: A Chronicle of Racism in America" in New York

# HISPANIC OR LATINOS OF ALIXPARTNERS (HOLA)



“HOLA has provided its members a platform to express and share their diverse cultural backgrounds and roots with both internal and external stakeholders. HOLA has been instrumental in showcasing our firm’s diversity and inclusion strategy while also showcasing our capabilities and achieving specific business objectives.”

**LOUIS DUDNEY**, Managing Director, Global Leader, Investigations, Disputes & Risk, HOLA Executive Sponsor  
**DAVID HEAD**, Managing Director, HOLA Executive Sponsor

## 2019 PRIORITIES

- Continue focusing on recruiting
- Build upon existing strategic partnerships - both internal and external - and enter new ones
- Continue to increase our base of members and allies

## HIGHLIGHTS

### Career

- Represented our firm as external ambassadors at multiple recruiting events in coordination with our firm’s talent acquisition and recruitment teams
- Partnered with other ERGs to offer members the ability to network internally

### Culture

- Led our firm’s global celebration of Hispanic Heritage Month in September and October, involving offices from across the Americas, Europe, and Asia, hosting events to showcase and embrace Latino and Hispanic traditions

### Community

- Partnered with leading external organizations focused on Hispanics and Latinos in the workplace, including ALPFA and Prospanica
- Volunteered with the Food Bank for New York City and participated in the North Texas Food Bank food drive, where HOLA members collected donations that made a difference to those most in need

# MILITARY & VETERANS ADVOCATE NETWORK



“In its second year, the Military and Veterans Advocate Network continued to grow and increase support for our service members and veterans across the globe. The internal and external outreach, events, and awareness programs have enabled our employees to shine a light on and support those that serve or have served. I am proud of the focus we are putting on recruiting and onboarding more exceptional talent with military experience. The background and skillsets of our veterans are true to our ‘When It Really Matters’ philosophy.”

**RICHARD WALLACE**, Managing Director, Americas Leader, Digital & Technology Transformation, Military Executive Sponsor

## 2019 PRIORITIES

- Increase community engagement initiatives
- Create more meaningful interactions with people both inside and outside our firm

## HIGHLIGHTS

### Career

- Reorganized the ERG’s leadership structure to spur more involvement, creativity, and participation
- Entered the UK Armed Forces Covenant, a pledge to support employment of veterans, support families of those who serve/ have served, and promote AlixPartners’ armed forces-friendly policies
- Sponsored and attended recruiting events and job fairs focused specifically on military veterans

### Culture

- Led our firm’s celebrations of important days of remembrance, notably Veterans and Remembrance Day in the US and ANZAC Day in the UK
- Partnered with other ERGs to host internal talks and activities at AlixPartners

### Community

- Partnered with Operation Gratitude in the US to donate Halloween candy and write gratitude letters to the military community
- Volunteered with local charities to prepare meals for homeless veterans
- Raised funds for Combat Stress & ABF, The Soldiers Charity

# NEXTGEN



“NextGen establishes a platform to foster understanding of generational differences and to drive cross-generational communications. Launched in April 2019, we are excited to build a diverse membership base representative of all geographies, communities and functions. We serve as a strategic partner for the firm in addressing inter-generational exchange and developing the future leaders of tomorrow.”

**ANDREW BERGBAUM**, Managing Director, NextGen Executive Sponsor

**ANDREW CSICILA**, Managing Director, NextGen Executive Sponsor

## 2019 PRIORITIES

- Foster inter-generational exchange between NextGen members and Firm Leadership
- Drive in-office culture and knowledge exchange among the NextGen peer group
- Support professional relationship development to build the future lead pipeline
- Encourage community impact and engagement through partnerships with local professional organizations and non-profits
- Provide educational programming in support of existing work-life effectiveness effort by the Firm

## Community

- Partnered with Helping Hands of Las Vegas to provide necessary toiletry kits to seniors dependent on government aid

# PRIDEMATTERS



“We are committed to making AxiPartners a place where everyone can bring their true selves to work, freely able to share who they are regardless of their sexual orientation or gender identity. We strongly believe people prosper and are happier when they can be themselves.”

**GIACOMO CANTU**, Managing Director, Co-lead, Tech, Media & Telecom, PrideMatters Executive Sponsor

**STEVE DEEDY**, Head of Partnership Matters, PrideMatters Executive Sponsor

**ROB HORNBY**, Managing Director, Chief Digital Officer, PrideMatters Executive Sponsor

## 2019 PRIORITIES

- Continue to build supportive and inclusive work environment across all regions
- Sponsor select external events to support the community and align with AxiPartners’ values
- Support PrideMatters members and new hires

## HIGHLIGHTS

### Career

- Achieved benefits parity for opposite-sex and same-sex couples in the US
- Launched joint initiative with Out & Equal to create an advisory panel dedicated to the study of LGBTQ self-identification
- Helped the firm strengthen its recruiting processes for diverse candidates

### Culture

- Sponsored the Out & Equal Workplace Summit and Executive Forum, Reaching Out MBA Conference, The Economist Pride & Prejudice, among others
- Members presented and spoke at the Out & Equal Workplace Summit on self-identification and bisexuality in the workplace
- Continued supporting the onePULSE Foundation, with Chad Schwarz appointed to the Board of Directors
- Sponsored several office events to educate on LGBTQ issues, such as Harvey Milk and Cookies global exhibition, National Coming Out Day, and Anti-Bullying Awareness WebEx panel discussions.

### Community

- Partnered with Human Rights Campaign, Out & Equal, Stonewall UK, Affirmations, Ruth Ellis Center, Gay Men’s Health Crisis, Opening Doors, Reaching Out MBA (ROMBA), National Center for Transgender Equality, Lambda Legal, Trevor Project, Schwules Museum, onePULSE Foundation



“It is a privilege to co-lead the WE Matters ERG globally. The group has grown rapidly across all of our business units and geographies, and has achieved a great deal, thanks to the energy and enthusiasm of all the people involved. We will continue to welcome new members and allies in 2019 and to focus on activities that will help to empower all of our women to reach their full potential at AlixPartners.”

- CARRIANNE BASLER**, Managing Director, WE Matters Executive Sponsor
- KATHRYN BRITTEN**, Managing Director, WE Matters Executive Sponsor
- LISA DONAHUE**, Managing Director, Global Co-lead, Turnaround and Restructuring, WE Matters Executive Sponsor

## 2019 PRIORITIES

- Focus on getting more women into the leadership pipeline
- Provide more opportunities to cultivate meaningful conversations
- Further partnerships with other ERGs

- Natalie Koenig appointed to the Board of the Women in eDiscovery Dallas Chapter
- Sponsored and participated at top events focused on women in the workplace, including Booth Women's Connect Conference, Grace Hopper Celebration Conference, and the Global Female Leadership Summit
- Hosted educational roundtable sessions on topics including retention and flexible work options

## HIGHLIGHTS

### Career

- Helped refine the firm's strategies for recruiting and retaining women, resulting in a firm-wide push to promote women
- Lisa Donohue was inducted into the Turnaround Management Association Hall of Fame; Carianne Basler elected to the IWIRC Executive Board; Carina Niles awarded 'Top 40 Under 40' managers in Zurich;

### Culture

- Secured a WE Matters chapter leader in each office
- Collaborated with other ERGs to host several successful events, both internal talks at the Firm and external events/exhibitions

### Community

- Partnered with Girls Inc. and Catalyst
- Supported clothing drive for Dress for Success and Suited & Booted charity organizations



# WORKING PARENTS



The Working Parents ERG continues to identify, discuss, and address issues related to parental and caregiver responsibilities and obligations for AlixPartners' employees. It is my privilege to work with this dedicated team on ensuring colleagues are provided resources and policies that help them manage the complexities of career and family.

**KATHY KOORENNY**, General Counsel, Working Parents Executive Sponsor

## 2019 PRIORITIES

- Office-specific events that let employees and their families come together for fun events at/with AlixPartners
- Apply for Working Parents' 'Best Place to Work' designation

## 2018 HIGHLIGHTS

### Career

- Led the push to have AlixPartners offer emergency back-up care as a benefit in the US, UK, and Germany
- Extended our breast milk shipping program externally to employees' partners
- Developed the Parental Leave Toolkit
- Launched a new speaker series, with ~400 participants

### Culture

- Co-hosted events with other ERGs, including PrideMatters
- Led the Firm's celebrations of National Working Parents Day
- Hosted several events for employees and their children, both in the office and in fun venues

### Community

- Hosted events and volunteered time for children-focused organizations and causes, including:
  - America Operation Backpack
  - Supporting a school supplies drive with the Dallas Children Advocacy Center
  - Co-hosting an afternoon of volunteering at the Food Bank for New York City
  - Hosting a benefit for the Lurie Children's Hospital of Chicago
  - Hosting a Parents Gym/Moments Matters event in London to help working parents tackle common life and career challenges

