

KROLL

Annual Impact Report 2022



A Letter From the CEO

For so many, 2022 was a complex year of continued uncertainty.

As Kroll navigated our clients through the turbulence, providing clarity and support for mission-critical decisions, we found ourselves asking: How can we, as One Team, One Kroll, continue to define our Firm by our values and best use our collective power to enact change in our greater communities?

In this report, you will see how our workforce of over 6,500 global colleagues has brought together diversity of thought to challenge each other and work shoulder to shoulder for greater good. We have made meaningful impact investing in our communities, relationships and collective future, and I wholeheartedly believe that this is some of the most important work Kroll undertook in 2022—and will continue to push forward.

As we set our sights on the year ahead, I cannot help but look back with pride on what we accomplished in 2022. Using our core values as our compass, we reenergized our people and purpose and successfully integrated philanthropy into the fabric of our culture. We prioritized our inclusion and diversity efforts and reevaluated our ESG and thought leadership strategies—and in doing so brought inspiration and innovation into our business model and mindset. We see this work as critical in powering our teams to offer advanced solutions that help clients stay ahead of complex demands.

Finally, I'd like to share my overwhelming sense of pride and admiration for the people of Kroll—this is just the beginning and I look forward to the continued impact we are building, together.

With thanks to all of you,



Jake Silverman
Chief Executive Officer



A Letter From the Impact Office

2022 was a tremendous year for Kroll and the Impact Office.

From the launch of our Impact Office's mission, the creation of our global Inclusion and Diversity Council and our first ever Kroll Cares Month, we saw unprecedented engagement and collaboration amongst our colleagues and throughout the communities where we work, live and connect.

This year, we came together to rally around causes reflecting our values including humanitarian response, city-wide and personal fundraising and employee volunteerism. I am incredibly proud of the inclusive culture that we continue to build, brought to life by colleagues every day. Thank you to my Kroll colleagues around the world for coming together to make a difference.



As our workforce has expanded, so too have the opportunities for our colleagues to develop personally and professionally. This year we launched several local mentorship programs, pairing mentors and mentees across service lines and levels. We also redefined and re-activated our network of city leaders and regional board members to inspire collaboration and connection at the local level throughout the 35 countries and 85 cities with Kroll offices. The Global Inclusion and Diversity Council has worked with this network to organize events and programming to celebrate cultural moments and learn from one another. I have loved watching our teams come back together in person to share experiences and perspectives that inspire innovation and make a meaningful impact throughout our communities.

One of our key drivers of thought leadership and engagement this year has been the Kroll Institute. In 2022, the Institute brought renewed focus and engagement to our internal and external stakeholders, delivering thought leadership on timely, relevant subjects including the economy, Russia's war on Ukraine, ongoing geopolitical risks, public health, the impact of mid-term election results and many more. The Institute is dedicated to providing insights that help business leaders stay ahead of challenges as well as empower our internal teams to make more informed decisions.

As our teams engage around issues affecting our clients' most complex demands, one subject that our colleagues continue to demonstrate passion for is contributing to a more sustainable future. This is why we continue to take action to reduce our carbon footprint through emission reductions, global offset initiatives and employee-led conservation efforts. This year, we introduced the Kroll Cares Forest, a way for us to reflect our own workforce growth with meaningful action on the environment by planting a tree for every current employee and incoming new hire. Additionally, Kroll colleagues participated in a Sustainability Challenge, taking action to reduce our individual carbon footprints and rallying around various environmental cleanup efforts throughout our global locations.

Throughout this report, you will see how Kroll colleagues have come together as global citizens to unlock our collective potential. I'm incredibly proud of how we have woven philanthropy into the fabric of our culture and am thrilled to build on the momentum of this past year as we strive for sustainable growth and success throughout 2023 and beyond.

A handwritten signature in black ink that reads "Jill C Weise".

Jill Weise
Chief Impact Officer

Impact Office Mission Statement

Instilling passion, pride and purpose throughout our organization allows us to unlock the full potential of our people. As One Kroll, we seek to drive excellence by building and supporting communities where we work, live and connect.

Our Five Pillars



**Inclusion and
Diversity**



**The Kroll Charitable
Foundation**



The Kroll Institute



**Environmental, Social
and Governance**



**Leadership
Development**

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Kroll Cares

Kroll Cares

Doing Good as One Team, One Kroll

Kroll Cares

For us, Kroll Cares is more than just a phrase—it’s a promise. A promise that care toward our colleagues and communities drives our decisions, informs our actions and shapes our shared purpose. To make a positive and ongoing impact as an organization, Kroll supports our communities and the causes most aligned to our values through the Kroll Charitable Foundation and colleague-directed philanthropy. This includes donating, volunteering, working on pro bono projects and giving in-kind donations, such as gently used laptops. Since its launch in 2018, the Kroll Charitable Foundation has distributed millions of funds to nearly 250 charities worldwide. The Kroll Charitable Foundation is committed to nurturing innovative ideas, impacting economic and social issues and enabling progress in underserved communities around the globe.

We support non-profit organizations that:

- Align with the Firm’s core values
- Support inclusion and diversity
- Address critical needs or disaster response in areas where Kroll employees live and work
- Promote financial literacy and opportunity

This year, the Kroll Charitable Foundation introduced the Kroll Cares program to empower our colleagues to donate and take action in support of causes they care most about. To amplify our impact, Kroll is proud to offer an open choice one-to-one matching program, allowing our colleagues to multiply their gifts to the charities that matter to them. In 2022, we collectively supported 400+ causes, donated \$1 million+ and volunteered 10,000+ hours of our time.

Volunteering Hours



Total Causes Supported

Total Donated



Kroll Cares Month

To embody our commitment to care, we launched our first Kroll Cares Month—a dedicated month-long volunteering initiative across our global offices—this past September. We worked closely with our local city leaders and Corporate Social Responsibility (CSR) Champions to provide our colleagues with opportunities to participate in local, in-person volunteering opportunities. Kroll Cares Month volunteering initiatives ranged from making over 20,000 sandwiches to feed those facing hunger in Texas (and breaking a Guinness World Record for longest sandwich line!); biking,

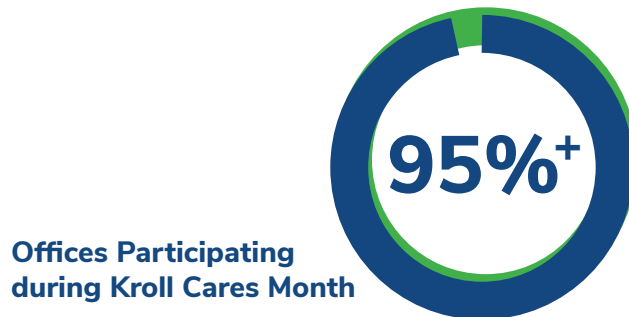
running and walking across EMEA offices to raise money for dozens of charities; and planting hundreds of saplings in India.

After the past two years of primarily virtual volunteering activities, Kroll Cares Month not only provided a chance to support our local communities, but also a chance to reconnect with one another and build new relationships across our organization. In September alone, we supported over 90 causes, had 95%+ participation across our global offices and volunteered more than 8,500 hours.



“ I was so proud of all of our people who took part in Kroll Cares Month. It inspires me hearing stories from our charitable partners of how our efforts have made a big difference in the communities that Kroll supports. ”

Anne O'Dwyer
Managing Director, Global Restructuring Advisory;
EMEA Management Committee Chair; and Kroll
Charitable Foundation Board Member



Not only was Kroll Cares Month an opportunity to volunteer and raise money, but it was also a chance to work with one of our favorite suppliers, Spectrum Designs Foundation. Spectrum Designs creates meaningful and inclusive employment opportunities for people on the autism spectrum. We are proud to have worked with them to custom print the shirts worn during our inaugural Kroll Cares Month.



Josh Berkowitz
Spectrum Employee



“Kroll Cares Month really enforced the importance of giving back. This banding together is of paramount importance, as it helps build camaraderie and trust within the team.”

Srividya Gopal

Managing Director and Southeast Asia Leader, Valuation Services; APAC Management Committee Chair; and Kroll Charitable Foundation Board Member

Making a Difference Around the World



Amsterdam



Mumbai



Mexico City



Munich



Luxembourg



Boston



Atlanta



Taiwan

Charity Partners

As a Firm, we believe that caring includes a responsibility to respond to world events in real time, which is why this year the Kroll Charitable Foundation distributed three emergency grants:



Nova Ukraine

In response to Russia's war on Ukraine, we've backed Nova Ukraine, a non-profit organization providing critical humanitarian aid to the people of Ukraine. In March, we had the privilege of hosting a live webinar with Nova Ukraine Co-Chairman Ostap Korkuna, who described their relief efforts and shared first-hand commentary about what they were seeing on the ground. We're honored to support their model of care in attending to those most vulnerable and raising awareness on a global scale.



Sandy Hook Promise

We're committed to helping shape a world that is safe and free from violence, which is why we supported the work of Sandy Hook Promise, an organization founded and led by family members whose loved ones were killed at Sandy Hook Elementary School in Connecticut in 2012. Sandy Hook Promise is dedicated to preventing gun violence before it begins by empowering communities with targeted prevention programs in the areas of mental wellness, early-identification and interventions, social and emotional development and firearm safety and security.



Americares Hurricane Ian Fund

To help those directly impacted by Hurricane Ian this past September, Kroll made a grant to the Americares Hurricane Ian Fund to support its efforts to provide impacted communities with urgently needed medicines and relief supplies. Americares deployed an emergency response team on the ground in Florida, working hand-in-hand with local partners to restore access to health services in the hardest hit communities.

Charity Partners

The Kroll Charitable Foundation partnered with a number of additional foundations in its commitment to doing good. Some of our partners include:



In-Kind Giving Highlights



Led by Ross Hostetter, Global Head of Alternative Asset Advisory Services and Kroll Charitable Foundation Board Member, we partnered with SEO Career, a non-profit organization supporting education, mentorship and peer-to-peer networking to propel human potential. We provided students with repurposed laptops to fuel their educational needs. Both SEO and its students share our values of excellence, ambition, inclusion and courage, and we look forward to continuing to partner with this innovative organization as it propels its interns.

Our team in Gibraltar partnered with the EV Foundation and the Gibraltar Digital Skills Academy to donate laptops to students undertaking their national exams and cannot afford a laptop.



We also gifted laptops to the Center for Sustainable Development Studies Hanoi to support underprivileged students as they prepared for their upcoming school year. The computers helped lessen their financial burden and allowed them to focus on their studies.



Pro Bono Efforts

Kroll supported many pro bono efforts throughout the year, using the expertise and core capabilities of our teams to make a lasting impact for causes that might not otherwise be able to afford such services. From the work done examining equity in the education system, to preserving ocean health with the Blue Marine Foundation and bringing justice to those wrongly convicted through The Innocence Project, we are proud of the many pro bono efforts our teams worked tirelessly to support.

2022 Pro Bono Highlights

Blue Marine

On a project led by Benedict Hamilton, our Forensic Investigations and Intelligence practice partnered with the **Blue Marine Foundation**, a charity dedicated to restoring the ocean's health by addressing overfishing—one of the world's biggest environmental problems. Kroll supported this effort through a forensic examination of tuna overfishing in the Indian Ocean, providing critical data and analysis to inform a report used by the Indian Ocean Tuna Commission.

“I’m very proud of the way our team has stepped up to make a pro bono contribution to help conserve yellowfin tuna in the Indian Ocean. As a diver, it’s a cause close to my heart. It’s rewarding to see the difference our technology and techniques can make for the hardworking Blue Marine team.”



Benedict Hamilton,
Managing Director, Forensic Investigations
and Intelligence, London

Innocence Project

Kroll also continues to collaborate with the **Pennsylvania Innocence Project** and its partners. Led by Senior Managing Director Bill Nugent, our forensic experts support the Innocence Project to free the innocent; prevent wrongful convictions; and create fair, compassionate and equitable systems of justice for everyone.

“As a former Assistant United States Attorney, I am passionate about the sacred duty of our government to achieve equal and impartial justice in criminal prosecutions and I am proud to have the opportunity through Kroll to support the Pennsylvania Innocence Project. Kroll’s work with the Innocence Project has been energizing not just only for me, but for my team as well—it’s deeply gratifying to see how many of my colleagues raise their hands to work on these cases. As One Team, we are honored to be able to use our professional skills to help bring justice to prisoners convicted who are actually innocent.”



Bill Nugent,
Senior Managing Director,
Forensic Investigations and Intelligence

In addition to caring for people in our communities, we care for each other, too. Across Kroll, we inspire each other to plan engaging events, such as empowering lecture series or group meditations in the office. It’s this community-oriented spirit of care that brings value to every aspect of the Kroll experience. For our people, giving back is part of our collective identity that fundamentally enhances the quality of our client work and deepens our sense of belonging and pride. At any level, in any office, we operate with a deliberate sense of who we are: One Team, One Kroll.

The Kroll Charitable Foundation Board of Directors



Jill Weise
Chief Impact Officer and Kroll
Charitable Foundation President



Kevin Braine
Managing Director,
Compliance Risk and Diligence



Sharon Davies
Managing Director,
Valuation Services



Srividya Gopal
Managing Director and
Southeast Asia Leader,
Valuation Services; APAC
Management Committee Chair



Ross Hostetter
Global Head of Alternative
Asset Advisory Services



Aviral Jain
Managing Director, Valuation
Advisory Services



Tadashi Kageyama
Managing Director, Forensic
Investigations and Intelligence



Scott Oblow
Chief People Officer and Kroll
Charitable Foundation Secretary



Anne O'Dwyer
Managing Director,
Restructuring Advisory and
EMEA Management
Committee Chair



Cem Ozturk
Managing Director, Forensic
Investigations and Intelligence



Jessica Stamelman
President,
Kroll Business Services

Inclusion and Diversity

Inclusion and
Diversity

Creating a More Inclusive Kroll

We are committed to advancing our Inclusion & Diversity (I&D) practices and believe that creating an inclusive, diverse and supportive workplace is critical to empowering our colleagues to reach their full potential.

Through the work of our Inclusion and Diversity Council, we bring together diverse viewpoints, backgrounds, cultures and experiences to take action throughout our communities, both in and out of the office. Together, we drive inclusive partnerships and recruiting initiatives, celebrate key moments and empower our teams to deliver exceptional results for our clients.



William Rolack, Sr.

William Rolack, Sr. is Kroll's Chief Inclusion and Diversity Officer. With over 20 years of experience leading diversity and inclusion strategies, human capital management and mobility management, William brings visionary leadership and a track record of success to I&D at Kroll. Over the past year, William has worked closely with Kroll leadership and other stakeholders to develop strategic programs aimed at accelerating inclusion and diversity in the workplace.

“**The Platinum Rule: We must treat others how *they* want to be treated, not by our own standards.**”

William Rolack, Sr.
Chief Inclusion & Diversity Officer

Building Belonging at Kroll



“The vision is to have inclusion and diversity woven into every fiber of our business to ensure all Kroll employees feel respected, supported and celebrated.”

Donnice Peterson
Global Inclusion & Diversity Manager

Our goal is to filter all strategic decisions through a lens of inclusion, belonging and equity. Our inclusion strategy is represented and prioritized across the five key pillars and their objectives as outlined below:

<p>1 Inclusive Leadership</p> <p>Improve leadership capabilities to express cultural, business and emotional intelligence to advance team performance.</p>	<p>2 Workplace Culture</p> <p>Create a company culture that reflects total inclusion: a core differentiator to attract and retain top talent; drive performance in global employees and create organic business growth.</p>	<p>3 Workforce</p> <p>Develop a strategic alliance partnership plan to deliver diverse talent pipelines for the benefit of our colleagues and clients.</p>	<p>4 Social Responsibility</p> <p>Provide a global framework and tools to enhance team member contributions to charitable community-based organizations.</p>	<p>5 Marketplace</p> <p>Leverage Inclusion and Diversity initiatives as a business enabler across our service and product offerings around the world.</p>
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We prioritize these pillars not just within I&D, but in each aspect of our business around the world. Every day, we’re inspired by how our people create meaningful change together.

Employee Network Groups

Our employee networks elevate underrepresented voices and provide an environment of connection and community. Networks are voluntary groups of employees that are organized based on a primary diversity dimension (e.g., ethnicity, race, gender, sexual orientation, age, disability, veteran status, etc.). These individuals work together to advance a diverse and inclusive work environment. Currently, our active networks at Kroll include:



We launched our newest employee network this year, The Veterans Employee Network. The group embraces our proud community of employee veterans and individuals who are dedicated to supporting and encouraging each other through shared experiences, veteran recruitment, career development, strategic alliance engagement, professional growth and retention.

Inclusion and Diversity Council

In 2022, Kroll launched its Inclusion and Diversity Council to help steer strategies and create a more inclusive, supportive workplace. The I&D Council is comprised of representatives from across the business that have chosen to lend their time to tackle key Firm initiatives. It includes over 500 Kroll colleagues—from analysts to C-suite executives across 22 countries—working together in a uniquely collective model. Working through impact driven task forces which are paired with relevant business leaders, the I&D Council works to drive results and create value across the Firm.

The Council truly embodies One Team, One Kroll—all are empowered to share ideas, thoughts and expertise. The work of the Council maps across four strategic pillars: Workplace Culture, Workforce, Social Responsibility and Marketplace.



This past year, the Council organized several events to empower and educate colleagues across the Firm. The events celebrated a variety of identities and cultures: women, veterans, members of the LGBTQIA+, Black and African American, Asian, Hispanic and Latin heritage communities.

A Reflection on the History of Juneteenth

In honor of Juneteenth—the U.S. holiday commemorating the end of slavery—the Black Employee Network joined the I&D Council to host a fireside chat with Dr. Opal Lee, the “Grandmother of Juneteenth.” In conversation with William Rolack, Dr. Lee discussed her childhood, her historic walk from Fort Worth, Texas, to Washington D.C. to bring national attention to Juneteenth and the history of that now famous date, June 19, 1865. Dr. Lee is a true inspiration embodying the Kroll values of courage, ambition and inclusion.



A Conversation on Active Allyship

The Kroll Pride Network hosted a virtual discussion with actor and activist Busy Philipps on the power of LGBTQIA+ allyship. Kroll matched donations made to organizations identified by the Pride Network to provide meaningful support and practical assistance to the LGBTQIA+ community.



A Discussion on the Power of Mentorship

Jill Weise sat down with Kroll Board Member Nicole Lamb-Hale for an inspiring discussion on mentorship and Lamb-Hale’s career journey as a Black woman in the C-suite.

A Panel with Our Veterans

After launching the Veterans Network this year, we were proud to host a panel with our veterans in honor of November’s observance of service members across the globe, including Veterans Day in the U.S. and Remembrance Day in the U.K. Our panel included seven Kroll colleagues—men, women, veterans and military families alike—spanning different ages, backgrounds and branches of service. The group spoke openly about how their experiences have impacted their everyday lives.



Our Partnerships

At Kroll, we aim to build and develop a diverse cohort of colleagues at every level; by doing so, we are investing in our current and future Firm leadership. This year, to strengthen and diversify our talent pipeline at the entry level, we have built partnerships with SEO, the Thurgood Marshall College Fund, and Howard University to bring students to Kroll whose background and identities are traditionally underrepresented in the workforce. We are excited to partner with these institutions and students as the scholars enter the professional world, and we are committed to amplifying and honing their leadership skills.



We are thrilled to partner with world-class organizations such as SEO, the Thurgood Marshall College Fund and Howard University which all share our value of inclusion and commitment in support of building a more equitable global workforce for the future. Through these internship partnership programs, I have no doubt that students will emerge prepared for the workforce and future success at Kroll.

Paul Koppel
Impact Office Director

Awards

While there is still much to do, we are proud of the progress the Firm has made in its commitment to inclusion—a core value at Kroll.



We have achieved a **90/100 ranking** in the **Human Rights Campaign's Corporate Equality Index**—the national benchmarking tool on corporate policies, practices and benefits pertinent to LGBTQIA+ employees.



In 2022, Kroll was also **ranked first on Exelon's Diversity & Inclusion Honor Roll** in recognition of its achievements, building on the momentum of its 2020-2021 recognition as "Most Improved."



Our Kroll Leaders Sharon Dhall, Jill Weise, Christina Pullo and Anne O'Dwyer were each named **Women Worth Watching by Diversity Journal**.

Inclusion & Diversity is imperative to the well-being of our people, our clients and our business. But I&D without a thoughtful, global strategy is an empty promise. That's why this year, we brought in visionary leadership, introduced our Council framework, strengthened our employee networks and celebrated our people to create a more inclusive workplace for everyone. Kroll is powered by the diversity of its people—to be the best that we can be—it's essential that every voice is respected, heard and valued.

Environment

Environment

Building Sustainable Roots

Kroll and the Environment

As our Firm grows, so does our responsibility as good corporate citizens. This is more than a box we check, it's an essential part of how we do business around the world. This year, we've continued to make strides across our environmental efforts, taking action today for a more sustainable tomorrow.

Reducing Our Carbon Footprint

As the first step of a long-term strategy to reduce our carbon footprint and emissions, we've pledged a multi-year commitment to being a CarbonNeutral® company, certified in accordance with The CarbonNeutral Protocol. This means we've reduced our emissions globally to zero through a combination of internal efficiencies and offsets.

These initiatives have spanned the globe. In India, we've invested in electric railways. In Seneca Meadows, U.S., we've reduced the environmental impact of landfill through methane capture and electricity generation. In Australia, we've undertaken a project to help manage the Savanna fires. And in Mexico, we've provided fuel-efficient wood-fired cookstoves to reduce harmful greenhouse gas emissions.

Led by Paul Eakins and our Facilities Team, we're also working smarter, incorporating efficiency considerations in our day-to-day office impact. The Kroll Workplace strategy is designed to help reduce our consumption of energy and encourage employees to recycle and compost waste. This starts at the design and development stage of any new buildout and continues throughout the time we occupy a space. 70% of Kroll employees work in **LEED**



The Morristown office volunteered with **The Urban Farm** to help harvest their products, all grown using sustainable practices with origins rooted in indigenous cultural growing methods.



The Singapore team volunteered with the **Public Hygiene Council** to clean up discarded waste at the East Coast Beach Park.

(Leadership in Energy and Environmental Design) or **BREEAM** (Building Research Establishment Environmental Assessment Method) certified buildings, designed to prioritize energy efficiency, and we are actively working toward ensuring we only work in LEED, BREEAM, or equivalent spaces. These certifications ensure workspaces are constructed to reduce energy and water usage, promote better indoor air quality and reduce the environmental impact of construction materials and waste.

We also hold a **WELL** Health-Safety Rating, a verification of our facilities' operational policies, maintenance protocols and emergency preparedness.

Some of our current office environmental efficiency programs include: recycling, tracking and reducing waste, reducing energy usage and upcycling other assets such as office furniture.



“Kroll believes that it is of paramount importance that we occupy office spaces that are in line with low-carbon and high-efficiency principles—and act as responsible environmental stewards during our occupancy. The Kroll Workplace strategy, our strategy on how we use our offices, is designed to be agile so that we can work to reduce our global environmental footprint while continuing to grow as a business.”



Paul Eakins
 Managing Director,
 Global Head of Corporate Services



The Kroll Cares Forest

We began a partnership in May with Tree-Nation to launch the Kroll Cares Forest—a forest in India where 15% of our people live. Trees were planted for all Kroll colleagues, and we continue to plant a tree for every new hire since. Colleagues can plant their roots at Kroll and make a tangible, sustainable impact at the same time. So far, we've planted over 7,000 trees, which will save the equivalent of over 4,000 tons of carbon dioxide. We look forward to following the growth of the Kroll Cares Forest as our workforce continues to expand around the world.

7013 Trees

Total Planted

2.44 Hectares

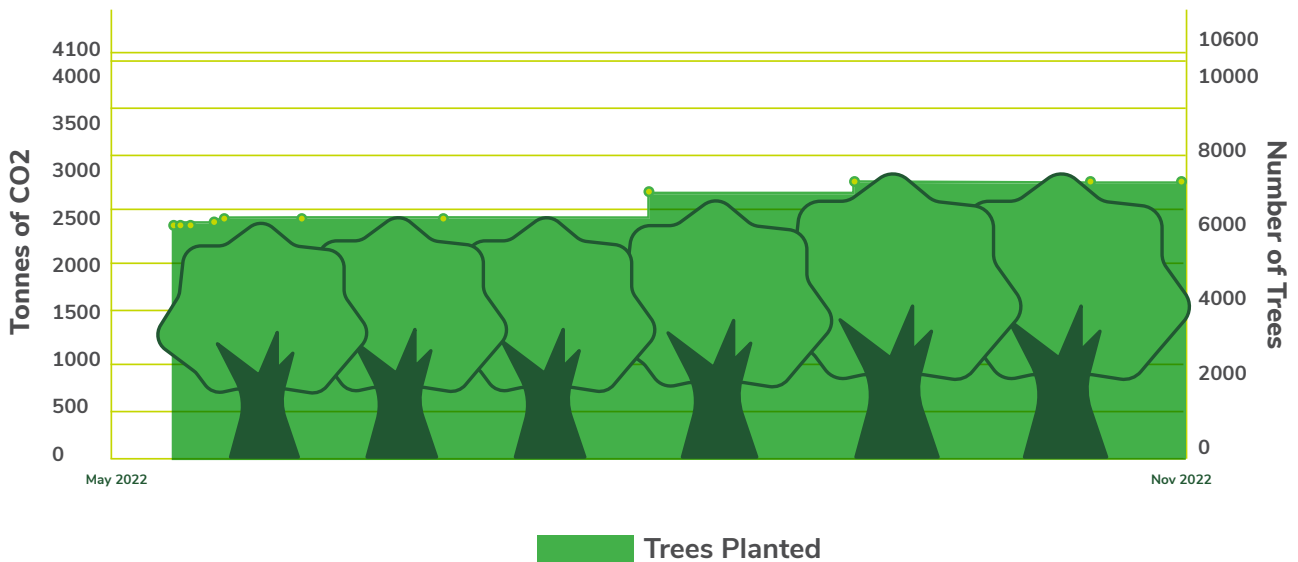
Total Reforested

4009.44 tonnes

Total CO2



Evolution of No. of Trees Planted and CO2 equivalent



Sustainability from the Ground Up

Our colleagues are an important part of our commitment to a more sustainable future. In honor of Earth Day in April, we launched the Kroll Cares Sustainability Challenge, a 30-day competition across our offices, to empower our people to take action in reducing their carbon footprint. People at every level had the opportunity to make simple lifestyle changes, like conserving water, commuting smarter and

eating more mindfully to reduce emissions and lower their carbon footprint. As a result of these efforts, together we saved the equivalent of 1.65 million plastic water bottles and over 1.1 million plastic bags—all in one month. As part of the Inclusion and Diversity Council, our Green Team taskforces have kept the momentum up, ideating and actioning on ways all our office spaces can be greener.

1.65M
Plastic Water
Bottles



1.1M
Plastic
Bags



We cannot grow our business without planting healthy, sustainable roots in the environments we operate. From small lifestyle changes on an individual level to ambitious commitments on a company-wide scale, we recognize our responsibility to be part of the solution to an ongoing climate crisis problem. This is an exciting start. We're continually looking to unlock opportunities that reduce our carbon footprint and grow our sustainable impact, together.

**Leadership
Development**

Leadership
Development

Leading the Way Forward

Leadership Development

We believe continued leadership and growth opportunities are critical to the professional development of our people and to Kroll’s values of excellence and ambition. This is why we’ve expanded our mentorship programs, developmental resources and leadership opportunities to provide our colleagues with the tools to grow confidently in their careers.

Leadership at the Local Level

At Kroll, we care deeply about the professional and personal development of our people. Our local leaders buoy this development by driving value across three pillars: cross service-line collaboration, community-building and strategy implementation. In 2022, Kroll placed additional emphasis on collaboration and community-building through its city leadership. Comprising approximately 100 leaders across 85 offices in 35 countries, these distinguished city leaders are tasked with leading the Firm’s localized efforts. We are proud to have leaders who not only drive financial value as market leaders in their practice, but also drive interpersonal and cultural value in their efforts to create a collaborative culture where all colleagues can thrive.

“One of the greatest strengths of our leaders is that they listen to our people and genuinely care. They are regularly reviewing survey results and holding group discussions to hear from their colleagues and action localized strategies to drive change that is most meaningful to their colleagues.”



Fernanda Barroso
 Managing Director,
 Forensic Investigations and Intelligence;
 LATAM Management Committee Chair

Supporting Career Growth

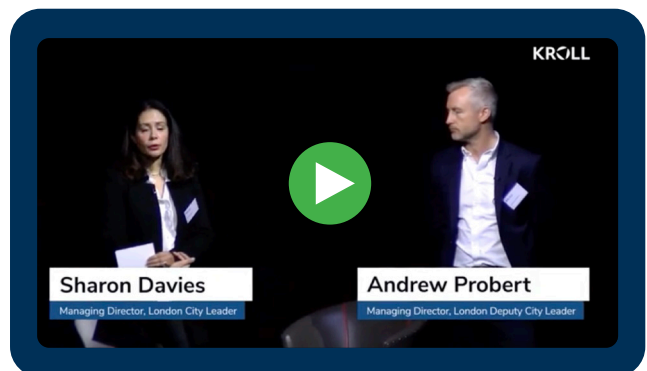
To support our leaders of tomorrow, our London office piloted the first Director Strategy Day. Hosting 140 Directors from across our UK offices, the event included networking opportunities, as well as discussions and trainings on Firm strategy, commercial skills, communication skills and strengthening team and Firm culture. We look forward to expanding this program to help our people further develop critical skills, make connections and learn from one another as One Team, One Kroll.

“Our people are our most valuable assets and we must do everything we can to attract and retain our best talent. Director Day provided the perfect forum to support the development of our future leaders and show Kroll’s appreciation for them. We are thrilled with the feedback from colleagues and look forward to similar programs in the future.”

Sharon Davies
 Managing Director, Valuation Services;
 Kroll Charitable Foundation Board Member;
 London City Leader



Andrew Probert
 Managing Director, Growth Team;
 London Deputy City Leader



Launching A Cross-Service Line Mentorship Program

Mentorship is of the utmost importance to Kroll. All Kroll personnel are assigned a career advisor to support them in their career endeavors at Kroll from day one. In addition, this year, Kroll launched an innovative cross-service line mentorship program to provide another avenue for Kroll's people to receive career and life advice from colleagues they do not work with on a day-to-day basis. Kroll personnel of all levels joined the program, including the Firm's Global Leadership Team. Mentor and mentee pairs met monthly to discuss business and personal growth opportunities, and to expand their knowledge of our business. The program is a proven success and has built positive relationships across the organization. We look forward to expanding this unique program to even more Kroll offices.

Learning at Kroll

Kroll adopted LinkedIn Learning this year, a leading e-learning platform designed to empower colleagues to advance their careers and foster personal growth. With over 6,000 courses to choose from spanning numerous developmental areas—professional, communication, leadership and commercial—the platform has enabled our colleagues to unlock valuable skill sets driven by their own interests.

In addition to the personalized learning experiences offered through LinkedIn Learning, we are excited to share that the Learning and Organizational Development team is launching new career development and growth opportunities under the umbrella, **Kroll University**. Kroll University will now encompass all the learning programs throughout the Firm including our new comprehensive learning experience, **Kroll Blueprints**, launching in early 2023.

“It has been incredible to get a new perspective and connect with a leader outside of my immediate team. Jessica has been so open in sharing what's worked for her professionally and personally. I've really loved the opportunity to make new connections and to have a new resource to bounce ideas off.”

Lauren Baldwin

Vice President, Global Communications paired with Jessica Stamelman, President Kroll Business Services



Mentor/mentee pair Jessica Stamelman and Lauren Baldwin



Mentor/mentee pair Sharon Dhali and Hannah Danziger

“For me, the mentoring program has helped me understand and remember earlier career challenges and consider these within my own team.”

Julie Pearce

Chief Compliance Officer paired with Yuhan Zhang, Senior Associate, Valuation Services

Kroll Blueprints will provide a centralized learning structure, mapping development pathways that will allow colleagues to learn and grow at their own pace. The Blueprints will be an evolving learning experience, allowing us to customize and tailor individual learning paths as we further develop them.



“**This renewed focus on the growth and development of our workforce is a priority to the Firm and comes as a direct response to feedback we’ve received in recent pulse surveys: colleagues are looking for ways to continue to learn, grow and develop skills that will help them build their careers at Kroll.**”

Scott Oblow
 Chief People Officer and
 Kroll Charitable Foundation Secretary

We’re excited by the progress we’ve made this past year to provide our colleagues with direct opportunities to enhance their professional careers as well as their personal growth. The Firm looks forward to continuing this progress in 2023 with the introduction of its revamped new hire onboarding experiences. Ambition is one of our core values and we are excited to further support our colleagues’ personal and professional growth as we strive toward excellence together. With ongoing programs for every stage of development, we continue to stay ahead together, unlocking the best path forward for our people and business.



**The Kroll
Institute**

The Kroll
Institute

Building the Firm of the Future

The Kroll Institute

To tackle our clients' most complex challenges, we recognize the need to stay ahead of industry trends, global risks and an ever changing regulatory environment. Since 2018, the Kroll Institute has delivered insights, conducted research and led interactive forums that help business leaders manage multidimensional challenges related to risk, governance and growth.

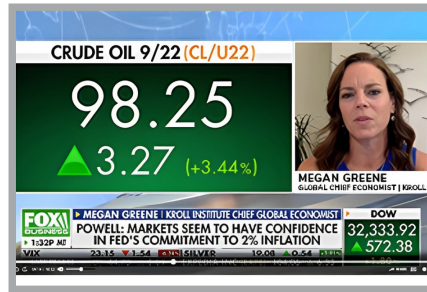


The efforts of the Kroll Institute are powered by our Fellows: influential experts, who bring diverse viewpoints and deep experience to inform the business challenges faced by senior decision-makers at the world's leading organizations. Our Fellows' expansive knowledge is translated into actionable insights through six focus areas:



Engaging Our Clients and Colleagues

Our Fellows serve as thought leaders for both our clients and our people, conducting briefings, webinars and Q&A sessions about current issues. They speak at client webinars or events, hold private conversations at the request of our clients and consult on engagements for the Firm. This year alone, we've held several events, spotlighting topics ranging from the current state of the economy to Russia's war on Ukraine to mental health.

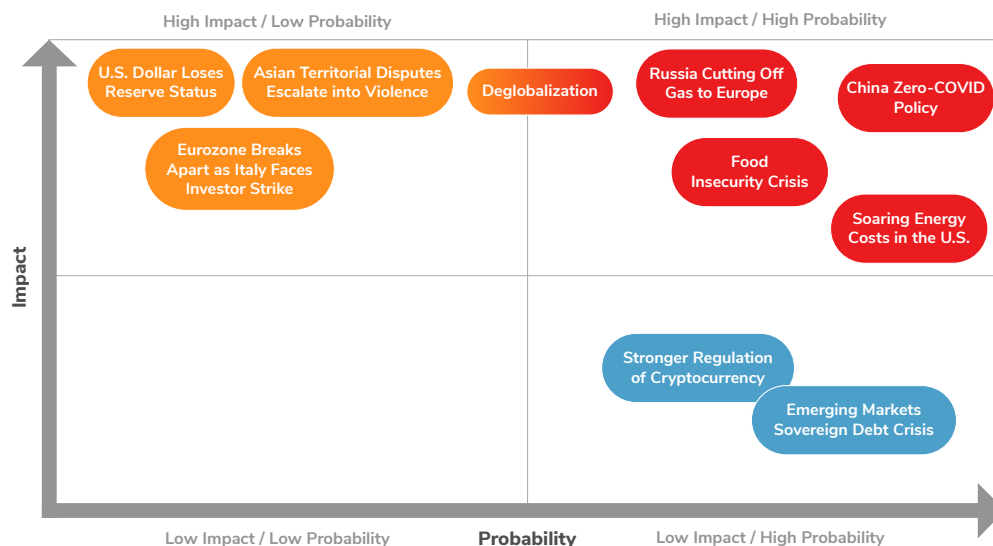


Sharing Insights on Pressing Topics

The diverse range of expertise and backgrounds of our Fellows allow them to identify and tackle risks from all angles. Our 13 Fellows came together to proactively identify the most material risks and trends that impact the global business environment. This year, the Institute published two long form thought leadership pieces that tackled key client concerns:

- **10 of the Biggest Geopolitical Risks by Likelihood and Impact:**

Geopolitical risk is a constant, but in the midst of a pandemic, a war in Europe and a climate transition, geopolitics, economics and business have become fundamentally linked. Institute Fellows Megan Greene and Jordan Strauss co-authored this article “to inform our colleagues and clients about risks such as soaring energy costs, deglobalization, cryptocurrency regulation, food insecurity, Asian territorial disputes, among others, and their potential impact.



- **10 Trends to Watch Heading Into 2023:**

The global economy faces a critical juncture with a number of parallel and related crises. 2023 promises to be a tougher ride for most businesses, investors and consumers globally, but there is always opportunity in volatility. Our Fellows identified issues such as the emerging markets sovereign debt crisis, global trade tensions, increased cyber and social media concerns, ESG, developed markets in recession, among others, as significant business factors in 2023.



In addition to thought leadership, we expanded our reach by regularly appearing in broadcast and print media such as Bloomberg TV, CNBC, the New York Times, USA Today, BBC and TD Ameritrade and took part in industry conversations around today's most pressing issues.

As a Firm, we know that we unlock our full potential when we seek opportunities to learn and grow, together. The Institute continues to deepen Kroll's distinctive spirit of curiosity and collaboration, by bringing impactful and diverse viewpoints that enrich our everyday experience at the Firm. Through expanding our networks of Fellows this past year, we continue to foster an environment of innovation to propel Kroll forward. We're proud to work with the best and brightest minds in the industry, empowering our clients, our people and the business community to stay ahead with Kroll.

Our Fellows



John Bennett
 Managing Director, Cyber Risk
 Area of expertise:
 Cyber / Crypto / Tech
 and Risk / Geopolitics



Alan Brill
 Senior Managing Director,
 Cyber Risk
 Area of expertise:
 Cyber / Crypto / Tech



Chris Campbell
 Chief Policy Strategist
 Area of expertise:
 U.S. Regulatory / Fiscal
 Policy / Economy



Efraim Chalamish
 Senior Advisor
 Area of expertise:
 Israel / Middle East / Energy



Megan Greene
 Global Chief Economist
 Area of expertise:
 Global Economy / Macro Policy



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 Managing Director, Financial Services
 Compliance and Regulation
 Area of expertise:
 Governance / Regulatory



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 Area of expertise:
 Governance / Valuation



Daniel Linskey
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 Security Risk Management
 Area of expertise:
 National Security / Leadership



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 and Regulation
 Area of expertise: Governance



Carla Nunes
 Managing Director, Valuation
 Advisory Services
 Area of expertise:
 Governance / Economic
 Outlook / Growth



Jordan L. Strauss
 Managing Director, Governance
 and Risk Advisory
 Area of expertise:
 National Security / Geopolitics



Joshua Tucker
 Senior Advisor
 Area of expertise:
 Geopolitics / Social Media



Dr. Jay Varma
 Chief Medical Advisor
 Area of expertise:
 Public Health



We are incredibly proud of the ways our colleagues came together and partnered across Kroll to create meaningful impact— weaving philanthropy, inclusion, diversity and responsible global citizenship further into the fabric of Kroll’s culture. We believe the work we have done this year as One Team, One Kroll will allow us to increase the scale, depth and reach of the impact we have in 2023 and beyond; we are just getting started!





About Kroll

As the leading independent provider of risk and financial advisory solutions, Kroll leverages our unique insights, data and technology to help clients stay ahead of complex demands. Kroll's team of more than 6,500 professionals worldwide continues the firm's nearly 100-year history of trusted expertise spanning risk, governance, transactions and valuation. Our advanced solutions and intelligence provide clients the foresight they need to create an enduring competitive advantage. At Kroll, our values define who we are and how we partner with clients and communities. Learn more at kroll.com.

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