

Code of Good Practices on Gender Diversity Management in Executive Search Firms

The firms and organizations entering into this voluntary agreement on a Code of Good Practice aim at promoting and encouraging the submittal of balanced lists of competent candidates for top decision-making on executive and board positions, by taking the following steps:

- 1. Diversity Goals:** Disseminating within our organizations and among our clients the principles driving us to recruit and include more diversity into organizations, raise awareness on gender balance, and avoid bias in search and hiring processes;
- 2. Succession Plans:** Providing advice to clients in developing succession plans that enable the identification and achievement of an effective balance of experience, competence, and diversity to favour business sustainability in Board assignments and in C-level positions.
- 3. Definition of Briefs of Duties:** Providing advice in drafting positions profiles that promote the inclusion of relevant skills, underlying competencies, personal capabilities, and not just proven career experience, so as to broaden candidate pools;
- 4. Presentation of Longlist:** Proposing a broad scope of companies and objective briefs for a greater chance of considering, and including in longlists, women that are qualified for the relevant positions, trying that at least 25% of the candidates are women, or otherwise, expressly explaining to clients why there is no availability of female options for the relevant openings;
- 5. Candidate Support:** Proving support, guidance and advice to female candidates during the application process;
- 6. Support to Candidate Selection:** Promoting heterogeneity in candidate lists, integrated by male or female candidates that are the most competent for the corresponding positions, without using gender as either an inclusion or exclusion criteria; ensuring a proper balance of relevant skills, underlying competencies, personal capabilities, together with thorough work references, over the valuation of conventional professional careers, and as needed, providing guidance and tools to clients, so that they can run their interview processes in a manner that avoids any gender bias;
- 7. Onboarding:** Providing advice to clients on the best practice in onboarding, facilitating the integration of new executives and Board members.
- 8. Best Practices:** Documenting, disseminating, and providing to clients, information on best practices in support of gender diversity, as well as keeping an internal track record of the gender makeup of submitted shortlists, to be able to monitor progress on this matter;
- 9. Evaluation of Leadership Capabilities on Gender Diversity:** Evaluating the gender-diversity management capabilities of both male and female candidates, making sure that such leaders are aware of the importance of promoting diversity as contributing value to organizations, a competencies including: flexibility, influencing skills based on credibility and trust, valuation of differences, empathy, good communication skills, and
- 10. Signalling this Commitment:** The AESC member search firms listed below hereby commit to support gender diversity through various dissemination media: websites, marketing initiatives, seminars, etc.