

2024-2025 CITIZENSHIP REPORT

LEADERSHIP STATEMENT

Since 1991 Clarkston Consulting has pursued a mission to be the most effective and highly sought-after integrator of business solutions for our core clients, promoting business growth and market diversification, while providing a rewarding and stimulating environment for our stewards.

While the core tenets of that mission have remained unwavering, we have evolved our means for meeting the needs of our clients, business, and stewards. As the years have passed, we've adopted new strategies, technologies, and ways of working in order to remain an effective partner for our stakeholders both external and internal. As we look ahead to the future and change on the horizon, we continue to be humbled by the opportunity to further grow and evolve.

The mandate for corporate social responsibility has never been more clear. The world over, regulators, consumers, and business leaders are pushing organizations towards a future driven by both responsibility for one's own action, as well as responsibility for the world we leave for future generations. In that pursuit, the path ahead can appear daunting. Corporate social responsibility has evolved from simply "being green" to a complex orchestration of social, economic, environmental, and cultural needs that seem to continuously morph and evolve.

In working with our clients, regardless of the challenge ahead of them, our first step is often the simplest – start where your feet are. Understanding your unique circumstances and relative position in your industry and amongst your peers is critical to create a sustainable, scalable plan for transformation and growth. So, in pursuing our own goals around corporate social responsibility, we thought it was best to take our own advice.

As a professional services firm, we're dedicated to driving impact in corporate social responsibility where we are most effective in doing so. We are a people business and our focus is on human capital and the ideas, strategies, and execution capabilities our stewards create to benefit our clients. In assessing that ability to drive impact, we recognized that our value lies in a few key areas, including how we're able to serve our clients on their own CSR journeys, how we operate in delivering our services, and how we support diversity, equity, inclusion, and belonging with our own people. This is by no means a comprehensive or final approach to CSR as we recognize it's a continuous, ever-evolving journey. The 2024-2025 Citizenship Report highlights some of the key activities we've undertaken as a firm in our corporate social responsibility endeavors, including our 10-year Diversity, Equity, and Inclusion Goals, policy updates we've made to minimize our carbon footprint, and other ways we strive to be a better partner, constituent, and neighbor in our global community.

The challenges of today's world cannot be solved by any one person, organization, or entity. These challenges - be they social, economic, health, climate, or otherwise – require a comprehensive, committed approach by each and every organization in the position to drive impact.

In our work with clients and peers, we live by an ideal that permeates all we do – your purpose is our purpose. As a global community, the new demands for shared purpose have never been clearer. We are more committed than ever to supporting and partnering with our stewards, our communities, and our clients to realize sustainably-driven growth and development.



Tom Finegan
Chairman and CEO



Mike Hackett
President

TABLE OF CONTENTS

02 | **Leadership Statement**

04 | **Clarkston at a Glance**

07 | **How We Do Business**

10 | **Citizenship Report Strategy & Approach**

11 | **Our Stewards**

18 | **Our Community**

22 | **Our Clients**

24 | **Looking Forward**

25 | **About Clarkston**

CLARKSTON AT A GLANCE

WHO WE ARE







Clarkston Consulting is a global life sciences, consumer products, and retail consulting firm, headquartered in Durham, North Carolina, with stewards serving global companies. Since our founding, we have been adamant in the execution of our core values: brilliant client service, business focus, differentiated performance, diversity, entrepreneurial spirit, ethics and integrity, flexibility and adaptability, initiative, professionalism, and teamwork.

Our mission is to be the most effective and highly sought-after integrator of business solutions for our core clients, promoting business growth and market diversification, while providing a rewarding and stimulating environment for our stewards.



OUR ADJACENCY AND RELATED COMPANIES

Clarkston, through our family of companies, offers a full suite of strategy & implementation services and delivery models to help global companies innovate, execute, and manage business transformation projects.

| | | |
|---|---|---|
| <p>Consulting Services</p> |  | <p>Clarkston Consulting offers a broad set of consulting services for clients in the life sciences, consumer products, and retail industries.</p> |
| <p>Technology Solutions</p> |  | <p>An authorized Value-Added Reseller (VAR) of software solutions and maintenance for high growth and mid-size enterprises.</p> |
| <p>Technology Development</p> |  | <p>Clarkston Global supports our international clients, offering comprehensive services globally, including technical and outsourced services for 24/7 support, development, and maintenance of critical systems and functions.</p> |
| <p>Executive Advisory</p> |  | <p>A collection of industry veterans and executive VP's or general managers providing advisory services to Clarkston clients.</p> |
| <p>Capital & Investment</p> |  | <p>A private investment firm, focused on the development, sponsorship, and management of selected private equity investments.</p> |
| <p>Recruiting & Staffing</p> |  | <p>Full-service recruitment process outsourcing, and IT staffing focused on enterprise systems and project management.</p> |

97%

**24-Year
Client Satisfaction Rate**

84%

**Net Promoter
Score**

70%

**Repeat Clients
& Referrals**

HOW WE DO BUSINESS

STEWARDS

At Clarkston, we use the term “steward” instead of “employee,” as it reflects our commitment to serve others and the role that each person plays in the future of our firm. We think of the word “steward” in the nautical sense – a steward on a ship is responsible for the vessel and the direction in which it is going. All of us have ownership in our firm’s future and use the word “steward” to continuously and consciously remind ourselves of that responsibility.

CLIENTS

Our clients are more than just customers, they’re our partners. These clients are at the center of our universe. We aim to be trusted advisors for each of our clients and to build strong, long-lasting relationships with them.



OUR CORE VALUES

Our core values are a driving force in decision-making at all levels at Clarkston. From the people we hire to how we deliver our services to how we promote and develop our stewards, our core values are the scale by which we weigh each decision and path forward.

In support of our core values, we leverage an array of tactical and operational mechanisms to empower them in our jobs, our work, and ourselves. Upon joining Clarkston, each steward is designated a Partner Advisor to help them navigate their career at Clarkston.

This relationship provides a ready-made mentor for the steward and provides support to them in their client projects, their personal lives, and career decisions. As a leader in the firm, the Partner Advisor also serves as a voice for their advisees in the strategic direction of the business. This gives stewards a direct line of communication to Clarkston leadership and enables them to take ownership and agency in the firm's culture and future.

Having a strong company culture, one that reflects our core values and is shared by all our stewards, is extremely important to us. We host various firm building activities each year, such as our bi-annual company meeting, to bring our stewards together and re-align on our strategic plans and goals for the future.



CORE VALUES COMMITTEE

Our Core Values Committee (CVC) is dedicated to ensuring that our core values are integrated into how we do business every day. The committee’s mission is to remain steadfast in our pursuit of excellence and differentiation by addressing and maintaining topics that materially impact our employees and our culture. Some of their current key initiatives are around improving knowledge sharing, facilitating greater collaboration, and strengthening formal and informal internal recognition.

ACTIONS DRIVING OUTCOMES

Our Actions Driving Outcomes (ADO) committee is a cross-functional set of leaders from the partner group and serves as an operating committee. Their mission is to drive alignment of Clarkston’s services to the needs of the industries we serve, to provide guidance to the business’ transformation, and continuous improvement of the firm. They meet throughout the year to drive service innovation and to ensure professional development and knowledge sharing priorities align with the future of the business.

SERVICE COMMUNITIES

Our Service Communities operate in a similar model to a Center of Excellence. Their mission is to fully understand our evolving client market needs and position innovative methods to solve their challenges. They support our stewards, foster an environment of continual education, and innovate our services to support our clients as their industries change. Our Service Communities have four primary areas of focus:



Business
Development



Project
Delivery



Service
Development

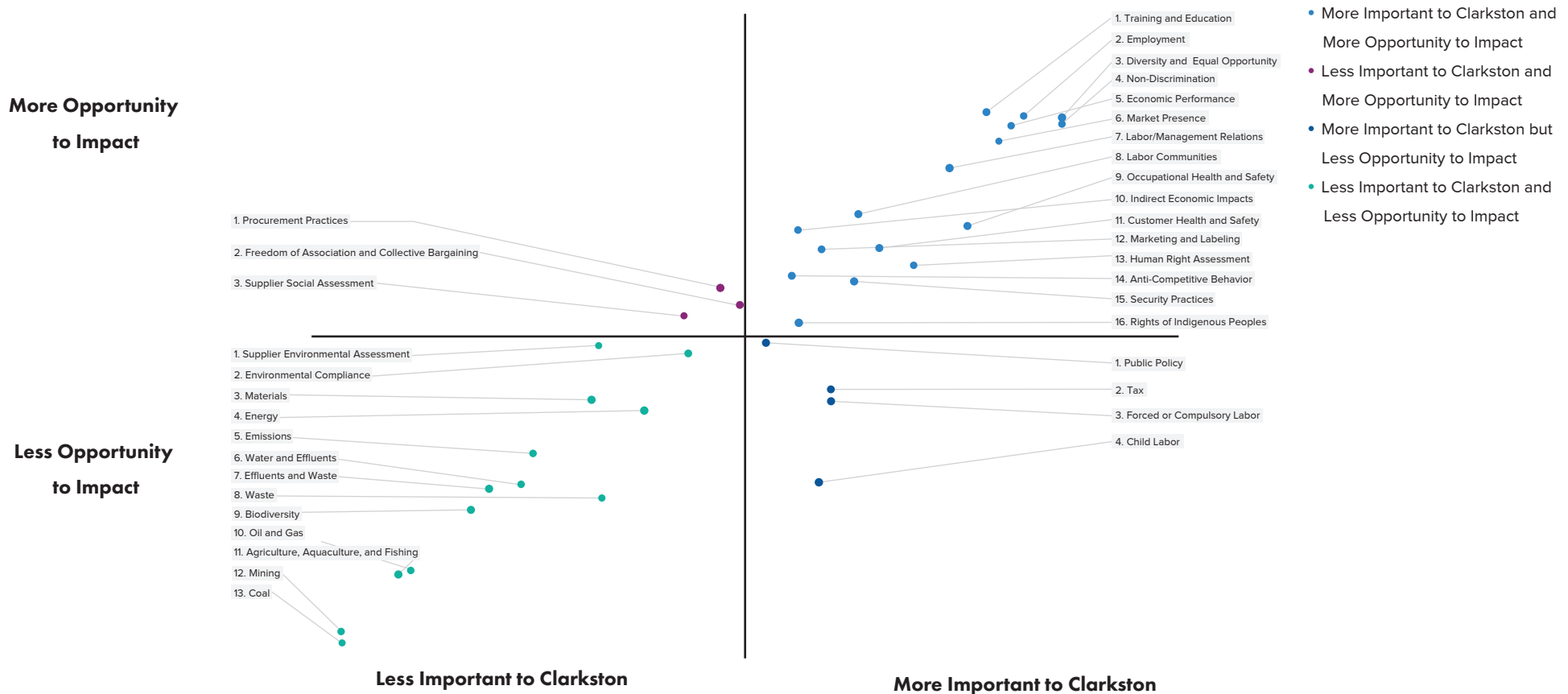


Professional
Development

CITIZENSHIP REPORT STRATEGY & APPROACH

At Clarkston Consulting, we've always been committed to doing the right thing. It's a mentality that we've embedded into how we do business every day, from how we work with our clients to how we help our stewards grow. Today, we are more committed to that mentality than ever. Putting together this report gave us the opportunity to reflect on the work we've done and the progress we've made. Throughout the following pages, we detail our progress and performance since our last report and outline our goals and commitments moving forward.

We believe doing the right thing means understanding what is important to our clients, our firm, and our stewards. As part of this report, we engaged relevant stakeholders through interviews and surveys and used that data to identify material topics. Guided by GRI principles, we've identified three main areas of focus for our firm: **Our Stewards, Our Communities, and Our Clients.**





OUR STEWARDS

We are defined by our people. We believe that our ability to repeatedly exceed our clients' expectations depends on the well-being of our stewards. To us, ensuring this wellbeing means that we must provide employee health and wellness programs, consistent and equitable career experiences, and ongoing training and education.

CAREERS

At Clarkston, we are proud to create more than just jobs, but to create long-term career opportunities for the stewards and people that drive our business forward. Our industry-leading retention rate (nearly double that of the industry-norm) reflects our broader organizational mindset towards employment – we believe in helping our stewards develop, grow, and progress to their fullest potential. Our leadership is largely organically grown, with the majority of partners and executives having served the firm and our clients for years before taking on leadership roles.

In 2023, Clarkston initiated a program to enhance career and performance management at Clarkston by creating more transparency and agency through the process to enable stewards to better direct their career path while still supporting broader firm goals. The program updates were developed and rolled out in October 2023, making 2024 the first full year under the new career and performance management system. In this system, stewards are able to be more strategic in their career development with enhanced tools, resources, and mechanisms. The program furthers efforts to ensure equitable career experiences in the firm while positioning ourselves to best fit the needs of our clients today and into the future.



STEWARD HEALTH & WELLNESS

Ensuring that our stewards are safe, happy, and healthy has always been a top priority at Clarkston. Launched in 2014, StayWell is our dedicated, steward-led wellness team, which helps build, implement, and promote programs that support our benefits strategy and overall health goals.

StayWell's mission is to promote a culture of health within the firm by providing opportunities for our stewards to engage and support each other's wellness goals, drive positive health outcomes, and mitigate rising costs of health plans. Our approach to wellness is holistic and based on our four pillars of wellness: physical, mental, financial, and social health. Every activity, tool, or resource we offer through StayWell falls under one or more of these pillars.

BENEFITS

We offer a robust, comprehensive benefits package to all of our stewards. These benefits include medical, dental, vision, life insurance, disability, 401(k), paid leave, and wellness to take care of our stewards' and their families' wellbeing. In recent years, Clarkston has also enacted the following benefits for stewards:

- Expansion of mental health benefits to include Teledoc
- Reintroduction of the Employee Assistance Program (EAP)
- Gender Affirming Care
- Bariatric surgery
- Four weeks of paid Parental Leave for all caregivers to include adoption; \$5,000 benefit for other family planning support including fertility, surrogacy, and adoption
- Increased dental benefits for more full coverage of preventative and basic services, including orthodontia

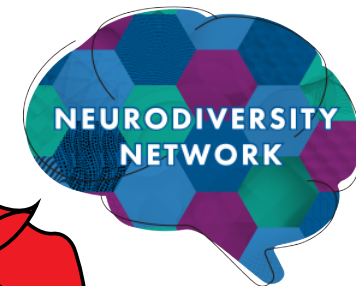


DIVERSITY, EQUITY, & INCLUSION

Diversity, equity, and inclusion are foundations upon which the firm has built its culture and oriented its future outlook. We are committed to ensuring our firm is rich in diverse skills, competencies, strengths, personalities, and cultures as well as fostering an inclusive environment that embraces and leverages these unique contributions of our stewards to further our purpose - because their individuality is not only welcomed but embraced. In support of our commitment to diversity, equity, and inclusion, Clarkston has designed organizational structures and goals to continuously grow and maintain an environment that champions a spirit of belonging.

- **10-Year Diversity, Equity, and Inclusion Goals:** Developed in partnership with the Diversity Council and senior leaders in the firm, the goals set robust objectives around the core areas of the business including leadership, recruiting, employee engagement, marketing, and more. More information about the goals, their structure, and how we are executing against them can be found here.
- **Clarkston Support Networks:** Clarkston supports a range of internal ERGs (Employee Resource Groups) offering a safe space for individuals who share a common identity, background, or experience. These groups are leveraged as a place for individuals to connect, interact, network, and build an authentic community within the larger firm. The ERGs work closely with Clarkston's Diversity Council to set their own priorities and objectives while influencing firm-wide initiatives and policies with impacts to their stakeholders.

The firm's commitment to diversity, equity, and inclusion cannot be summarized with just a few initiatives as it drives impact and influence through everything we do. Our people represent the best we have to offer our clients and ensuring each individual feels that sense of belonging is paramount to our success in any endeavor.



TRAINING & EDUCATION

In today's world, industries and technologies are constantly being disrupted and we aim to equip our stewards with the skills and knowledge necessary for today's market needs. We support each of our steward's learning goals and help them develop their talents through a variety of internal and external learning opportunities. Our learning programs include both core and elective skills; the former covers soft skills while the latter includes subject matter and technology training.

Supporting Early Career Growth

We support both formal and informal apprenticeship at our firm; we nurture an environment where less experienced stewards feel at ease to reach out to subject matter experts for support who are motivated and equipped to support their fellow stewards. Additionally, we also have a focused learning program for our stewards who are early in their career (less than 3-4 years of experience). Within this program, we work with each individual steward to develop a learning plan and partner them with a mentor who can help them reach their learning goals.

Bootcamp

For incoming college recruits, the firm offers an intensive five-week training program that focuses on developing key skills necessary for future consulting roles. The program completely immerses the new stewards into Clarkston by providing them key consulting skills, such as relationship building, conflict resolution, presentation skills, as well as other technical skills. To simulate client work, bootcampers are given a real client project for which they have to gather requirements, work out a problem, and present to an executive team.



Academy

In 2014, we launched our Academy program, created to onboard new stewards that come from industry roles. The Clarkston Academy is a four-week training program for industry professionals with 3-7 years of experience. It maintains an immersive learning environment but is focused towards a more experienced audience and covers the core consulting skills as well as Clarkston's services and methodologies.

Leadership Experience

The Leadership Experience (LE) is a 9-month program designed to promote and accelerate the growth of our stewards who are currently demonstrating the highest leadership potential. This blended learning program includes participant-led discussions, expert lectures, external training, self-study, and action-based learning (ABL) activities. Unlike many leadership development programs, this program is open to stewards at all levels.

Learn & Grow Micro-Learning Series

In 2023, we launched a micro-learning series called Learn & Grow. The series features 30–45-minute training focused programs designed to introduce stewards to new concepts or strategies, discuss topics like diversity or wellbeing, and quickly build new skills. An example of some of the topics covered include Promoting a Healthy Home Office, The Power of Sleep, LinkedIn and Social Media Best Practices, and Writing Thought Leadership.

General DE&I Training

Clarkston provides a range of DE&I training programs across critical topics including unconscious bias, inclusive leadership, allyship, and inclusive language. These trainings, offered to clients and required of our stewards, are designed to breakdown organizational silos and enable reflection, connection, and action. The programs are designed to be interactive and empathy-driven to ensure that each attendee feels seen, heard, and understood in their DE&I journey.

JumpStart

Clarkston's JumpStart program aims to help driven and talented individuals with 2-3 years of work experience accelerate their consulting journey through a robust training program that develops the critical competencies and skills necessary to be an impactful consultant. Led by existing Clarkston consultants, the JumpStart program focuses on communication, collaboration, project management, and industry training to ensure our stewards are optimally prepared to best serve our clients from day one.

Manager Training

Clarkston's manager training is a series of modularized project management training for both new and seasoned managers. The program helps to grow and develop management skills focused on the "Clarkston Way" to ensure continuity and consistency across projects and teams. Through the program, individuals learn higher-level tactical concepts around project phases, schedules, and planning while also learning to understand more about project financials, reporting, and effective client relationships.





OUR COMMUNITY

We are dedicated to creating policies and programs that support our diverse stewards' efforts to positively influence the communities they live in ways that are important to them. As a firm, we are committed to promoting philanthropic service in our communities.

MATCHING CHARITABLE CONTRIBUTION PROGRAM

We also encourage our stewards to be involved with local organizations in their own communities and offer Charitable Matching of up to \$1,000 per individual, per fund, per calendar year. The firm has established the two funds to match charitable donations made by our stewards:

- **Education Fund** - for contributions to education institutions
- **Charity Fund** - for charitable donations

FALL INTO SERVICE PROGRAM

As a firm, each steward has 8 hours each quarter to volunteer at a local charity. Stewards are able to volunteer at an organization of that is important to them or can participate in office-led and organized events. Some events from 2023 include:

- **RDU Office** – Diaper Bank of North Carolina, Ronald McDonald House of Durham, PRIDE
- **Atlanta Office** – Atlanta Community Food Bank
- **Roanoke Office** – Community Clean-up at the Presbyterian Community Center

THE KRISTINE PETTONI FOUNDATION

Clarkston is also proud to serve as a corporate sponsor for the Kristine Pettoni Foundation. The Kristine Pettoni Foundation (KPF) was formed to honor the late Kristine Pettoni, a former Parter with Clarkston, and her dedication to supporting and strengthening women in the workplace. An Atlanta-based non-profit organization, KPF is dedicated to improving the lives of hard-working mothers and support their re-entry into the workforce, career progress, and ultimately financial stability.



PRO-BONO CONSULTING

In 2023, Clarkston created a pro-bono consulting program that was design to open our firm’s experience and resources to support project-based consulting for community-based non-profit organizations and small businesses that are either minority-owned, women-owned, or share in the firm’s vertical focus. Our aim is to support worthy organizations in advancing their mission — by solving business problems focused on people, process, and technology.

Services Offered

We offer strategy and operations, technology, and program and project management consulting services in a virtual capacity.

Our services include:

Strategy & Operations Assessment

We partner with the organization to help them understand where they are and help them develop breakthrough strategies to solve their challenges and help them better serve their communities.

Technology Assessment

We help support our clients’ IT strategies, help them prepare for adopting new technologies, help them leverage their data, and align their technology strategy to their overall strategy and mission.

Program & Project Management

We are able to provide our clients with recognized project management leaders to provide best practices, tools, and methodologies to help organizations execute projects more efficiently.



CLARKSTON SCHOLARS

The mission of the Clarkston Scholars program is to create equitable access and opportunities for low- income, first-generation college students with the intention of developing a future Clarkston steward. The Clarkston Scholars Program will provide one sophomore attending a four-year college/university undergraduate program at a qualifying school a \$10,000 scholarship award (\$5,000 per year for junior and senior year). The Clarkston Scholars Program is more than just a monetary award; it is designed to combine the financial rewards of a scholarship with the mentoring and networking opportunities available through our diverse steward and client network. The Clarkston Scholar will participate in a mentorship program with Clarkston stewards to gain exposure to the professional world and help refine their strengths and interests.



ENVIRONMENT

As a professional services company, our environmental footprint mostly consists of the greenhouse gas (GHG) emissions we generate through travel and the consumption of energy at our various office locations. Since 2021, Clarkston has developed a value-based travel policy that enables our clients and stewards to reap the benefits of both in-person interactions and virtual collaboration. As part of this process, we review the needs and priorities of the client against both the firm and stewards' individual needs and priorities, while balancing the impacts of travel. As such, we are continuously looking for opportunities to reduce travel intensity and minimize our environmental impact.





OUR CLIENTS

As we dedicate ourselves to corporate social responsibility across a myriad dimensions within Clarkston, we are especially proud to support our clients through their own CSR journeys and sustainability initiatives. Our services specifically around CSR and sustainability have been recognized multiple times in Gartner's Market Guide for Supply Chain Sustainability Consulting Services, including in the most recently published report in October 2023.

Targeted CSR and sustainability initiatives are often critical to help organizations address specific pain points in their CSR journey but as the industry has come to recognize – there is not singular effort that will adequately address the wide range of CSR challenges. It's critical that businesses embed long-term strategies, approaches, and competencies that promote CSR continuously. As the industry and consumer sentiment has evolved to recognize both the merits and realities of corporate social responsibility, we have continuously adapted our services and methodologies to best incorporate individual organizational needs and objectives around CSR topics.

CSR will continue to be an evolving topic and challenge for our clients in the life sciences, consumer products, and retail industries. As our clients realize their own CSR goals, we remain poised and committed to helping our clients actualize those goals and objectives through each and every project and partnership.

CLIENT QUOTES & TESTIMONIALS

We are consistently humbled and honored by the opportunity to work with the most innovative and leading companies in the life sciences, consumer products, and retail industries. Our work is measured in our client's satisfaction and partnership, and we're proud to share some of the feedback we've received from our clients.

"CLARKSTON TAKES A "CARE" APPROACH; THEY LISTEN; THEY SEEK THE BEST POSSIBLE OUTCOME; THEY EXPLAIN THEIR RECOMMENDATION; AND TEACH IN THE PROCESS. ITS NEVER A SALES PITCH OR PUSH. ITS A TRUE PARTNERSHIP TO ACHIEVE THE BEST RESULT."

"CLARKSTON HAS A VERY CUSTOMER CENTRIC, BUSINESS FIRST AND HANDS ON INTIMACY TO GET TO KNOW THE CLIENT. CLARKSTON HAS A VERY HIGH LEVEL OF EXPERIENCE WITH CONSULTANTS THAT ARE BOTH CONSULTING AND INDUSTRY TRAINED"

"THE HIGH QUALITY AND IN-DEPTH EXPERIENCE AT ALL LEVELS, THE HANDS-ON INVOLVEMENT OF MORE SENIOR INDIVIDUALS (WHO HAVE GREAT ANALYTIC SKILLS, PROJECT MANAGEMENT CAPABILITIES, AND CONSULTATIVE PROBLEM-SOLVING MINDSET). THEY OFFER THOUGHT PARTNERSHIP THAT LEADS TO CUSTOM-DESIGNED SOLUTIONS WHERE NEEDED, AND SIMPLE, STRAIGHT-FORWARD SOLUTIONS WHERE THAT IS THE RIGHT ANSWER."

To hear more from our clients, their work, and our partnership together, [click here](#).



LOOKING FORWARD

“Your purpose is our purpose.” This is an ideal that has led Clarkston’s leadership for over 30 years and will continue to do so well into the future. 2024 has brought a new level of change and disruption to businesses of every shape and size. While we are proud of the strides our firm has made, we are excited to build on and grow the initiatives outlined in this Citizenship Report, and to continue to partner with our stewards, our communities, and our clients to build a more sustainable and equitable world for all.

ABOUT CLARKSTON

Businesses across the life sciences, consumer products, and retail industries partner with Clarkston Consulting to enhance strategic decision-making, improve operational efficiency, implement new technologies, and promote business growth and market diversification. Leveraging deep functional and industry expertise, our people discover, design, and deliver solutions that fit your business, your goals, and your future.

At Clarkston Consulting, your purpose is our purpose.
www.clarkstonconsulting.com