

2024 REPORT



“We are a culture of meritocracy. We seek the best talent and ensure all associates have the support and opportunities to excel.

As chief people leader, I focus on implementing programs that strengthen our talent pool and drive measurable impact across our global locations while adapting to local needs and market dynamics.

This is a long-term commitment. We continue to expand recruitment, attract top talent, and foster an inclusive environment to enhance performance and deliver better outcomes for our clients.”

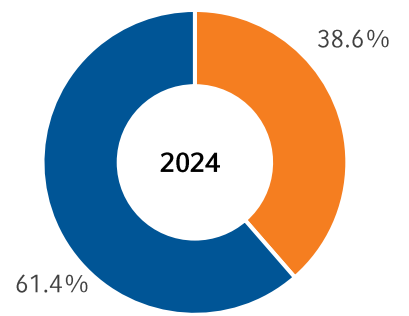
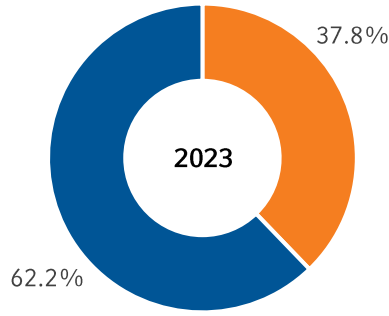
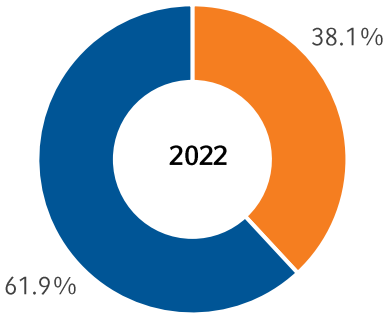
*Jenny Proctor, Chief Human Resources Officer and
Veteran's Associate Resource Group Executive Sponsor*

Associate gender

Russell Investments collects gender (male/female) information on all associates globally.

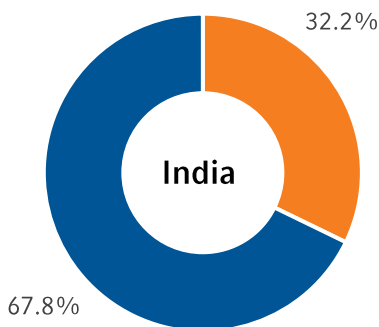
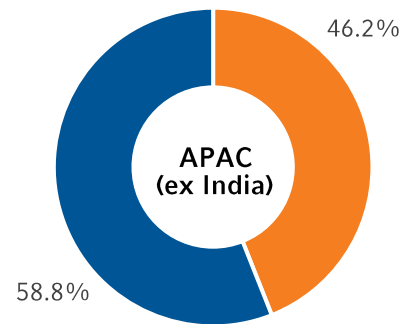
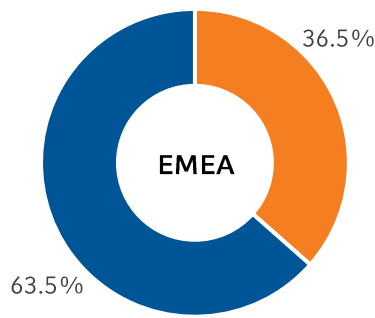
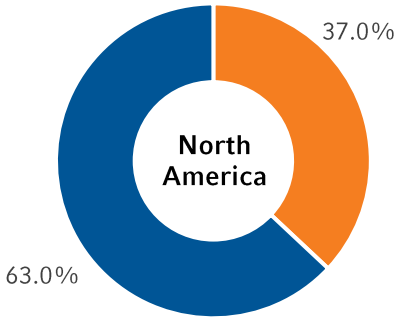
Global existing associates - excluding India

■ Male ■ Female



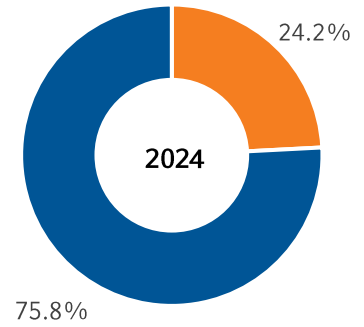
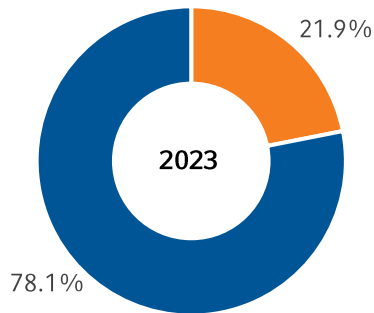
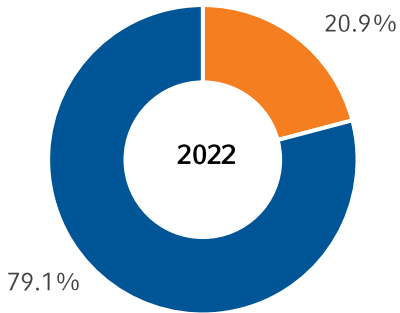
Regional existing associates

■ Male ■ Female



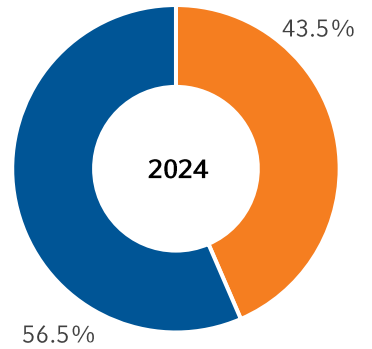
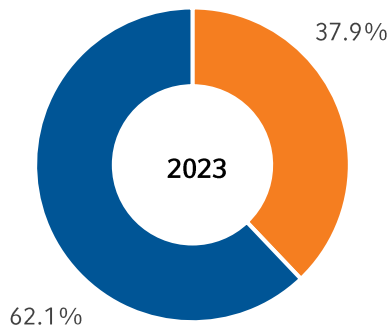
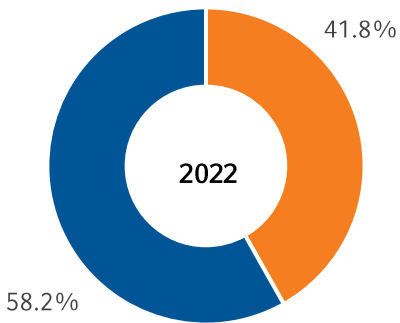
Global investment professionals¹

■ Male ■ Female



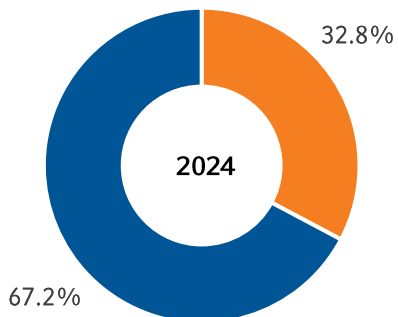
Global new hires – excluding India

■ Male ■ Female



India new hires

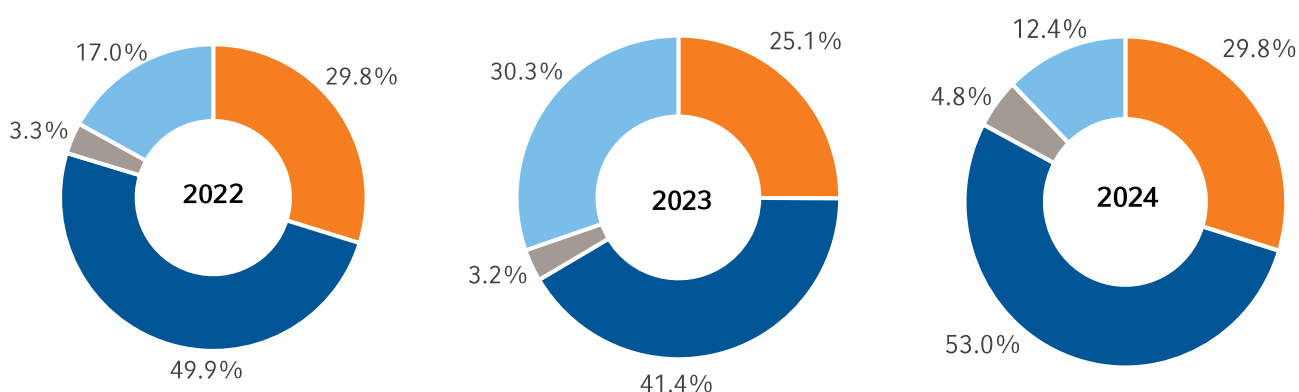
■ Male ■ Female



¹ Note, there were no investments professionals hired in India by 31 December 2024.

Global applicants - excluding India²

■ Male ■ Female ■ Prefer not to say ■ Undisclosed



Associate race/ethnicity (United States)

In the U.S., Russell Investments collects voluntarily self-reported race and ethnicity data of our associates, which is in line with government regulations.

Due to regulations and local practices, race/ethnicity is not collected for associates in our Asia Pacific, European and Middle Eastern regions.

U.S. associates	2022	2023	2024
American Indian or Alaska Native	0.6%	0.6%	0.7%
Asian	17.1%	17.6%	17.7%
Black or African American	2.7%	2.5%	2.1%
Hispanic or Latino	2.3%	2.2%	2.9%
Native Hawaiian or Other Pacific Islander	0.3%	0.3%	0.2%
Two or More Races	3.9%	4.1%	3.7%
White	73.1%	72.7%	72.7%

U.S. investment professionals	2022	2023	2024
American Indian or Alaska Native	1.1%	1.1%	1.2%
Asian	17.4%	17.7%	18.6%
Black or African American	1.6%	1.7%	1.7%
Hispanic or Latino	3.1%	3.3%	3.5%
Two or More Races	3.1%	3.3%	2.9%
White	73.7%	72.9%	72.1%

² Please note, we do not collect applicant gender data in India.

U.S. new hires	2022 (92)	2023 (111)	2024 (78)
Asian	22.5%	22.2%	20.6%
Black or African American	2.7%	1.6%	5.1%
Hispanic or Latino	2.7%	3.2%	5.1%
Native Hawaiian or Other Pacific Islander	0.9%	0.0%	0.0%
Two or More Races	5.4%	7.9%	5.1%
White	65.8%	65.1%	64.1%

U.S. applicants	2022 (5932)	2023 (7858)	2024 (11943)
American Indian or Alaska Native	0.3%	0.4%	0.5%
Asian	43.9%	44.7%	43.2%
Black or African American	5.6%	5.8%	6.2%
Hispanic or Latino	4.8%	5.0%	5.9%
Native Hawaiian or Other Pacific Islander	0.2%	0.2%	0.2%
Two or More Races	3.1%	4.2%	4.2%
Undisclosed	12.2%	10.7%	12.7%
White	29.9%	29.0%	27.1%

All data source: Russell Investments as of 31 December 2024.

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