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# CODE OF CONDUCT



Dear CEB Colleagues:

We dedicate ourselves to uncovering the drivers of corporate performance. Our research underscores the critical role that a culture of ethics and compliance plays in reducing risk and improving returns. The Code of Conduct is a foundational component in building such a culture, and we know that the best companies revisit their Code of Conduct with regularity to make sure it reflects their values, their growth, their environment, and their legal requirements. We hold ourselves to that same standard.

In January 2014, our Board of Directors approved a restated Code of Conduct (“Code”) for CEB. The Code applies to our directors, officers, and employees, as well as to our subsidiaries and offices around the world.

Together with our corporate values of Force of Ideas, Spirit of Generosity, Member Impact, and Stewardship of Exceptional Talent, the Code provides guidance for translating our mission into actions that meet our high ethical standards and comply with legal requirements.

Meeting these standards has earned members’ trust for more than 30 years, and the Code strengthens our ability to unlock the potential of organizations and leaders by advancing the science and practice of management. The new Code, which has been updated to incorporate best practices, is now easier to absorb, understand, and utilize.

The Code is available on Boardwalk and to our shareholders and the general public. This document cannot possibly anticipate every situation, so each of us is charged with the responsibility to ask questions whenever the proper conduct is uncertain.

To report a concern under the Code, please contact a manager, an HR Generalist, our Chief Administrative Officer, our Chief Compliance Officer, or access our Global Ethics Hotline.

Sincerely,

A handwritten signature in black ink that reads "Tom Monahan". The signature is fluid and cursive.

Tom Monahan  
Chairman and CEO

# Our Values

## Member Impact

We define ourselves by the achievements of those we serve and believe that advancement of member interest is the only route to our own success. We are effective stewards of members' contributions and confidences, and we relentlessly innovate to delight our current and future members.

## Force of Ideas

We believe that great ideas—acute insights rooted in microeconomics and informed by human behavior—are essential to those accomplishments that change the fortunes of an individual, an organization, or the world. We discover and create these ideas and enable members and colleagues to act on them by delivering them in timely, targeted, and memorable ways.

## Spirit of Generosity

We forge relationships with our members and with each other that go beyond the merely commercial. Our businesses center on generous exchange, both between professional peers and between our employees and our members. We derive honest joy from the opportunity to serve our members, our colleagues, and our communities.

## Stewardship of Exceptional Talent

Our ambitions demand that we invest unusual effort in recruiting, developing, and managing exceptional talent from diverse backgrounds. We foster an entrepreneurial culture that enables outsized individual and team impact, grows businesses, and creates compelling careers. We set aspirational objectives, measure outcomes, reward outstanding accomplishments, and readily reinvent how we work.

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# Our Responsibilities

Our Code applies to all employees, officers, and directors in all locations in which CEB does business. The Code incorporates CEB's values, policies, and legal obligations to guide how we interact with one another as well as with members, clients, and business partners. The Code helps us maintain our culture of integrity, which strengthens our ability to deliver on our strategic priorities and sustains our reputation as a trusted provider of insight that drives corporate performance.



We are expected to read and follow the Code, as well as all CEB policies and guidelines, which may vary by geography. These documents are available in CEB's Policy Manual and are on file with local HR Generalists. We are each responsible for recognizing ethical issues and doing the right thing in all CEB business activities.

## We Make Ethical Decisions

When engaging in business activities on behalf of CEB, we must ask ourselves the following questions:

- **What feels right or wrong about the activity?**
- **Is the activity consistent with the Code, our policies, and our high ethical standards?**
- **How will the activity appear to my manager, our executives, directors, members, clients, and shareholders?**
- **Would another person's input help me evaluate the activity?**

The Code and CEB's policies cannot anticipate every situation you may encounter during your work on behalf of CEB. There are times when local law and customs will conflict with our Code and policies. When that occurs, you must follow the most conservative standard and seek guidance from your HR Generalist or the Legal Department.

Our actions must be highly ethical regardless of whether the Code and CEB policies specifically address the situation. We also expect our vendors and third-party business partners to follow the applicable law and meet CEB's high ethical standard.

## We Speak Up

We are responsible for promptly reporting conduct that appears to violate our Code, policies, or local law or otherwise appears to be unethical or inconsistent with CEB's values. If you know about or suspect a violation of our Code, policies, governing law, or values, or something that is otherwise unethical, you must speak up about those concerns.

CEB provides several avenues through which you can raise concerns:

- **Concerns about general workplace matters should be raised with managers and local HR Generalists.**
- **Concerns about financial or audit matters should be reported to the Chief Financial Officer or the Global Ethics Hotline. The Global Ethics Hotline is available at [cebglobal.tnwreports.com](https://cebglobal.tnwreports.com), with the option of remaining anonymous where permitted by local law.**
- **Directors and officers with concerns about financial or audit matters should communicate directly with the chair of the Audit Committee.**
- **Employees can also voice concerns to our Chief Compliance Officer and our Chief Administrative Officer.**

CEB investigates reports promptly and thoroughly. To the extent possible, these investigations are confidential. If there are violations of the Code, policies, or the law, employees are subject to disciplinary action up to and including termination of employment. CEB reserves the right, if appropriate, to refer matters to the authorities.

## We Are Leaders

Managers are held to the highest standards under our Code and policies and on ethical matters. We expect our leaders to promote open and honest communications within CEB and to show respect for colleagues and business partners. Managers are expected to advise direct reports of their ethical obligations, work to prevent misconduct, and raise concerns about potential misconduct as appropriate. Managers are also expected to respond appropriately when employees raise concerns about potential misconduct to them.

## We Do Not Retaliate

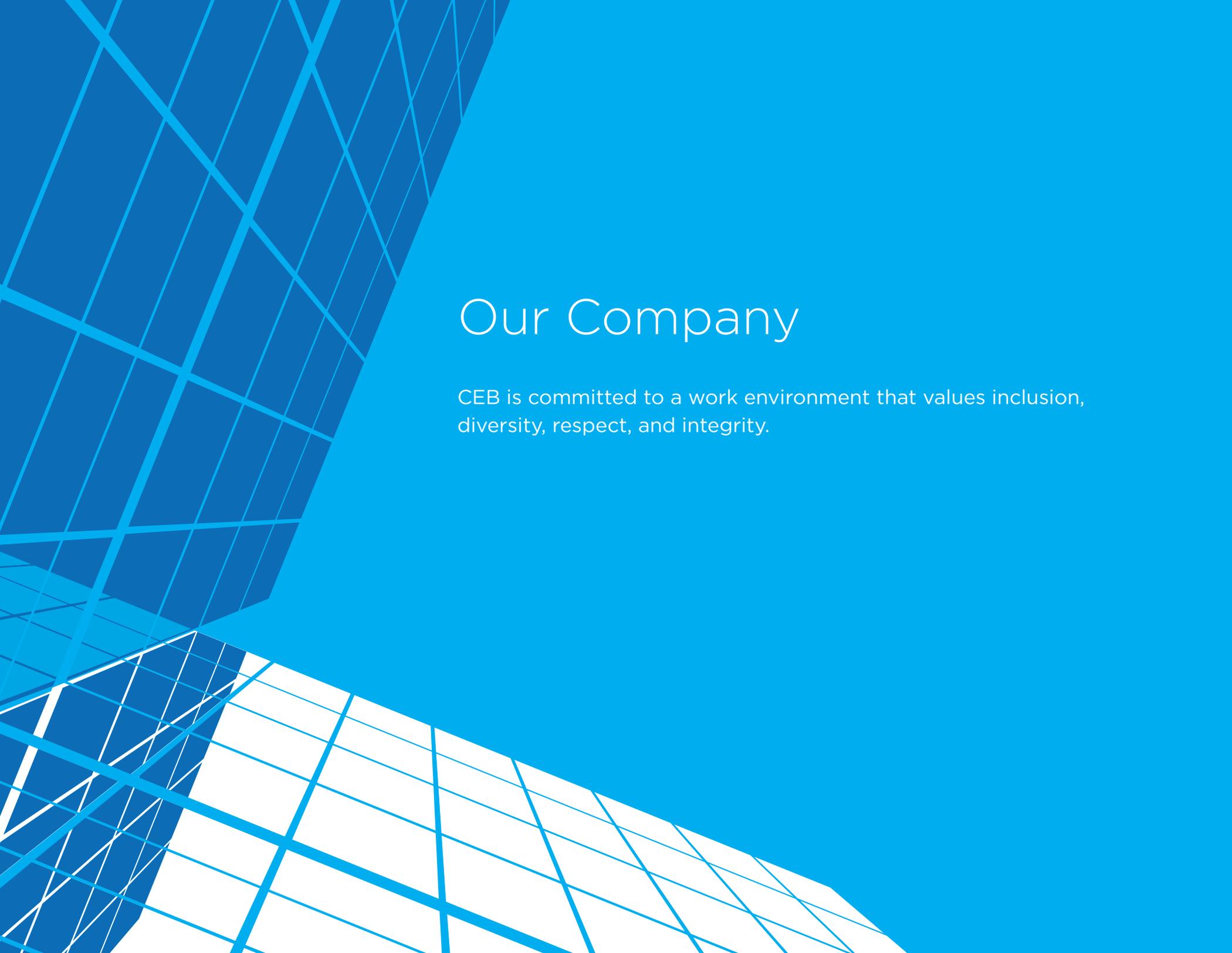
CEB prohibits acts of retaliation against anyone who, in good faith, reports violations or suspected violations of the Code, CEB policy, or applicable law or who assists in the investigation of a reported violation.

## Waivers

Generally, there should be no waivers to the Code. However, in rare circumstances conflicts may arise that necessitate waivers. A waiver of the Code may be made only by the Chief Compliance Officer (for employees) or the Board of Directors or its committees (for executive officers and directors). It should be promptly disclosed to the extent required by law (including SEC rules and New York Stock Exchange listing standards).

### APPLY THE CODE

- Know and follow the Code, policies, and applicable law.
- Make ethical decisions.
- Lead by example.
- Speak up when appropriate.
- Never retaliate.



# Our Company

CEB is committed to a work environment that values inclusion, diversity, respect, and integrity.

## Respect and Fair Treatment

CEB is an inclusive and diverse workplace. We support a workplace where business activities are conducted with respect and where treatment is fair. We do not tolerate discrimination or harassment.

We make employment-related decisions based on job-based qualifications and without regard to legally protected characteristics, which typically include age, sex, race, disability, religion, sexuality, or other personal characteristics. Protected characteristics may vary under local law.

All harassment is prohibited. Harassment can take many forms and may or may not be sexual in nature.

Employees are required to know and follow our Anti-Harassment and Discrimination Policy, which may vary according to local law.

### APPLY THE CODE

- Value CEB's diversity and treat all employees with respect.
- Promote a fair and equitable workplace.
- Speak up regarding any suspected harassment or discrimination.
- Follow local anti-harassment and discrimination policy.

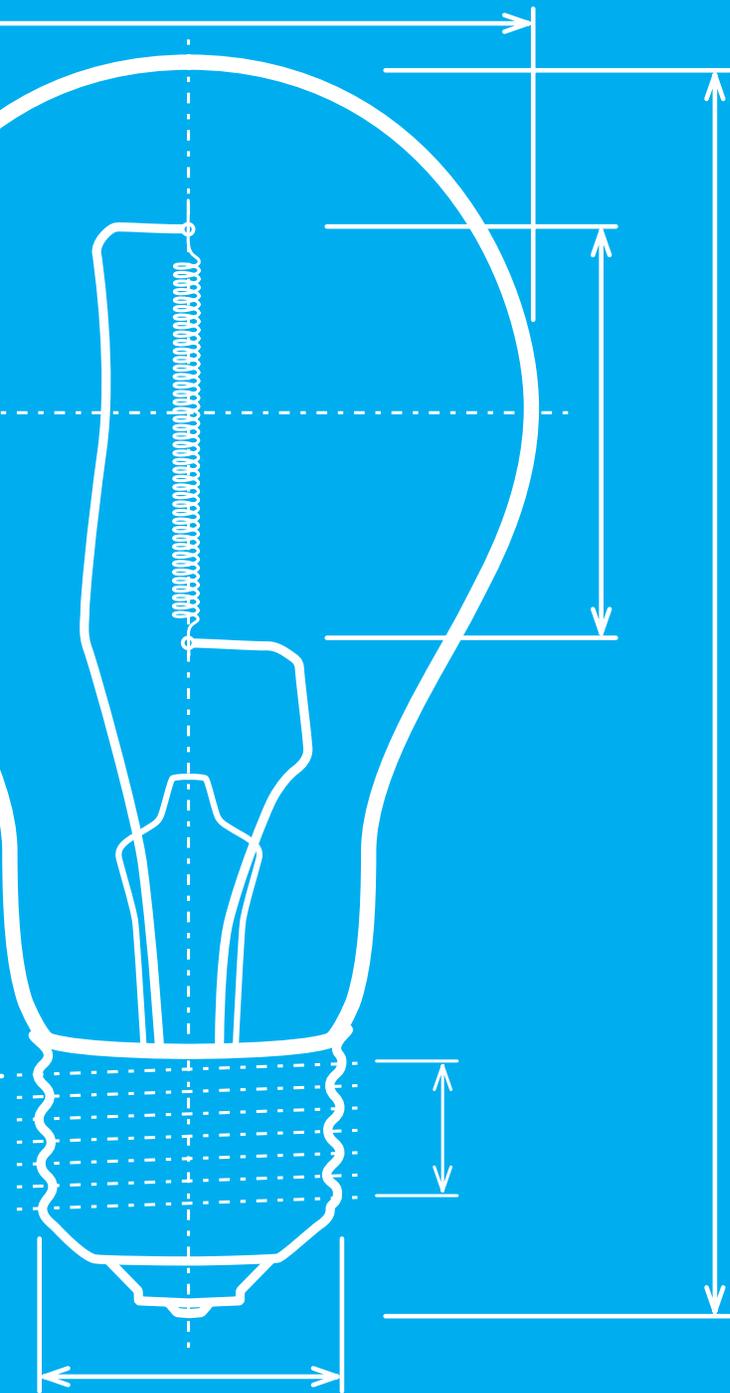
## Safety, Security, and Sustainability

CEB is committed to a safe and secure workplace. Employees are responsible for following CEB's policies on health and safety rules and practices, which may vary according to local law. CEB is a drug-free work environment and prohibits any illegal drug activity and the abuse of prescription drugs while conducting CEB business. CEB bans weapons on CEB property or when conducting CEB business.

We recognize the importance of sustainable business practices. We comply with applicable environmental laws and consider how business decisions affect the environment.

### APPLY THE CODE

- Do not conduct CEB work if impaired by medication, drugs, or substances—legal or illegal.
- Report threats, violence, or unsafe work conditions.
- Be aware of office emergency procedures and protocols.
- Follow local policies on drugs and controlled substances and safety and security in the workplace.



# Our Business

We equip senior leaders and their teams with insight and actionable solutions to transform operations. Our distinctive approach enables executives to harness peer perspectives and tap into breakthrough innovation without costly consulting or reinvention. This model depends on members and clients trusting us with their sensitive information. Protecting our confidential information and being a market leader in privacy and data security is integral to our business and reputation.

## Communications

We have a responsibility to communicate clearly, accurately, and comprehensively about CEB. Because CEB is a public company, only authorized spokespersons may speak to the media, investors, analysts, and public on CEB's behalf. All communications that relate to CEB, regardless of whether they are oral, written, or electronic, must comply with our public company obligations, our Code, and our policies.

Only employees authorized by our Chief Financial Officer may speak on CEB's behalf about our financial performance. During the two weeks before we announce CEB's financial results, we observe a quiet period and do not initiate communications with analysts, investors, or media about earnings and financial performance.

Only employees authorized by our Public Relations Department may speak on behalf of CEB to external audiences. Employees who are authorized to participate in social media on behalf of CEB must comply with all applicable policies. CEB inside and confidential information can never be posted on social media channels.

Employees should not speak to the media or other individuals, including through online sources, regarding potential violations of the Code, CEB policies, or conduct that appears to be unethical. CEB provides opportunities for raising these concerns within CEB.

### APPLY THE CODE

- Direct financial community inquiries to our Chief Financial Officer.
- Direct media inquiries to our Public Relations Department.
- Do not speak on behalf of CEB unless properly authorized, including about ethical concerns.
- Authorized communications must comply with other applicable policies.
- For further guidance, refer to our Global External Communications Policy and Social Media Guidelines.

## Confidential Information

Our confidential information is one of CEB's most valuable assets. We must protect this information to continue to grow and compete. We have a broad definition of confidential information, including all non-public information about CEB that might be useful to our competitors or harmful to CEB and our business partners if disclosed. Any questions about whether information is confidential should be resolved in favor of protecting the information from being disclosed.

Each of us has an obligation to protect CEB's confidential information. You must be sure that you do not disclose this information outside CEB unless you are specifically authorized by CEB or the applicable member or client, or required by law. In such cases, an approved confidentiality agreement or subpoena, reviewed by our Legal Department, is required in advance. We also must be sure that we restrict internal access to confidential information to those colleagues who have a business need to know the information. You are prohibited from accessing CEB confidential information after you leave CEB.

We must protect other companies' confidential information just as we protect CEB's. You are prohibited from accepting competitively sensitive information about our competitors.

Some examples of confidential information are listed below:

- **Member and client information, including personal information**
- **Employee information, such as compensation and benefits data and hiring plans**
- **Trade secrets, including survey questions and methodologies and algorithms**
- **Market and product research**
- **Product and strategy roadmaps**
- **Unpublished financial or pricing information**
- **Member/client, employee, and vendor lists**
- **Passwords, network diagrams, and other IT security information**

### APPLY THE CODE

- Protect confidential information both inside and outside CEB.
- Return all confidential information upon leaving CEB.
- Protect other companies' confidential information.
- For further guidance, refer to our data protection policies.

## Intellectual Property

We must protect CEB's proprietary intellectual property, even if it is public. This includes our trademarks, patents, copyrights, inventions, and other proprietary works.

CEB owns the copyright in works and the patent rights in innovations that are developed while you are working for CEB. You agree that anything you create, invent, or develop while at CEB is the property of CEB and that it is the result of a work-for-hire relationship. You also agree to assign all right, title, and interest in any such property to CEB.

Employees are expected to afford the same protections to the intellectual property rights of others. We must avoid the improper use and infringement of other companies' intellectual property.

### APPLY THE CODE

- Protect CEB's intellectual property.
- Always use our intellectual property in accordance with policy, including in how we share content externally and cite our work.
- For further guidance, refer to our Intellectual Property Policies.

## Information Technology Systems

CEB's information technology systems are designed to support our business. We have access to CEB information technology and data for legitimate business interests. Each of us is responsible for understanding which systems and data we are authorized to access while employees of CEB, and we understand that our access rights may change over time.

We may never use CEB's information technology systems to violate the Code, CEB policies, or the law. You are prohibited from using CEB's information technology systems to access, transmit, or store material that is defamatory, libelous, sexual, racial, offensive, indecent, harassing, or otherwise in violation of our Code, policies, and high ethical standards.

Because the information technology systems are CEB's property, you should not expect that your activity on those systems is private. CEB does have the right—to the extent permitted by local law—to monitor, search, review, and block any communications or data on these systems.

### APPLY THE CODE

- Our information technology systems belong to CEB and are for legitimate business activities.
- We should not expect privacy on those systems, to the extent permitted by local law.
- We are prohibited from accessing CEB's information technology systems after we leave CEB.

## Data Protection

CEB's business depends on our ability to collect, use, and handle member and client confidential information and data. To do this, we must earn and maintain member and client trust through our data security and privacy (together, "data protection") efforts. These efforts are vitally important to CEB.

We also have a responsibility to protect employee personal data as carefully as we protect member and client data. Employees who have access to employee personal data as part of their jobs are required to safeguard that data.

We comply with data protection laws in the jurisdictions in which we do business. We regularly commit to data protection requirements in our commercial activity, and some of these requirements may be stricter than local laws. Each of us is responsible for taking the appropriate steps to meet legal and contractual obligations.

A data breach, mishandled data, or contract violation can subject CEB to legal liability, reputational harm, and loss of business. Any breach or improper data use must be promptly reported to our Global Data Protection Officer.

### APPLY THE CODE

- Protect member and employee data, following all guidelines for storing, accessing, and downloading.
- Meet legal and contractual obligations for data use and management.
- Report data breaches or improper data use.
- Follow CEB Data Protection Policies.

## Business Records and Records Management

Business Records should communicate or document CEB business matters. They should be accurate and complete. They should never violate our Code, policies, local law, or high ethical standards.

CEB's financial books, records, and accounts must accurately reflect transactions and events and conform both to generally accepted accounting principles and to CEB's system of internal controls over financial reporting. No false or artificial entries may be made, no undisclosed or unrecorded funds or assets may be maintained, and no inaccurate or inflated expenses or work hours may be reported. When a payment is made, it only can be used for the purpose spelled out in the supporting document.

Making any unauthorized changes to Business Records is strictly prohibited. This includes altering, destroying, falsifying, or otherwise tampering with the records.

Employees who have accounting, record keeping, or auditing concerns should contact our Global Ethics Hotline. All employees are protected from retaliation for good faith reports.

In addition to having Business Records that are accurate and complete, CEB manages records according to our legal and business requirements. Local laws and CEB business requirements set forth requirements for how long certain records should be maintained and when and how they are properly destroyed.

In certain circumstances, you may be notified that records we possess are required to be held or produced in connection with litigation, an investigation, or an audit. You are required to follow the rules set forth in that notice. You are prohibited from altering, concealing, or destroying any records that are subject to such a request unless and until the Legal Department advises differently.

### APPLY THE CODE

- Create Business Records that are accurate and complete.
- Never alter or falsify Business Records.
- Manage Business Records according to CEB and legal requirements.

## Investigations and Audits

As an employee of CEB, you may be asked to participate in an investigation or audit. You are required to fully cooperate and provide truthful and complete answers. You are prohibited from taking any action to mislead or improperly influence an investigation or audit.

### APPLY THE CODE

- Cooperate with investigations and audits.
- Provide truthful and complete answers.

## Inside Information and Insider Trading

While working at CEB, you may become aware of material, non-public information (also known as “inside information”) about CEB or our members, clients, or business partners. Inside information is information that a reasonable investor would consider important before making a decision to buy, sell, or hold CEB stock. As a general rule, you should assume that non-public information you know about CEB is inside information.

Strict rules govern when and how we share inside information about CEB. We may never share inside information with anyone outside CEB or for our own benefit. Within CEB, we must safeguard inside information and not share it with anyone who does not have a need to know it. You cannot use inside information to trade in securities or to tip anyone else in trading securities.

You are prohibited from trading in CEB stock during the final two weeks of each quarter, until that quarter’s financial results are released, and as otherwise communicated by the Chief Compliance Officer. Detailed information about when we are permitted to trade in CEB securities and whether pre-clearance is required can be found in our Policy on Inside Information and Insider Trading.

### APPLY THE CODE

- Do not share CEB’s inside information outside CEB.
- Only share CEB’s inside information within CEB on a need to know basis.
- Consult our Policy on Inside Information and Insider Trading before trading in CEB securities.
- Immediately contact our Chief Financial Officer or Chief Compliance Officer if there is even the belief that material, non-public information has been shared.

## Fraud

CEB is committed to preventing fraud. Fraud damages our business, harms our shareholders, and hurts our reputation. Fraud can include submitting inaccurate expense reports and taking CEB property. We are expected to follow CEB's Finance policies, which may vary locally, as well as other policies that govern the proper use of CEB property, including intellectual property.

### APPLY THE CODE

- Follow proper Expense Reporting Policy.
- Protect CEB's property and assets, including intellectual property.
- Report any improper activities to a manager or local HR Generalist.

# Our Business Relationships

We represent CEB in a responsible manner and act with integrity in CEB business. We follow our Code, policies, values, and high ethical standards, and we take the more conservative position if local rules and customs are different.



## Anti-Bribery and Anti-Corruption

We act with a high ethical standard wherever CEB does business. We are prohibited from offering, promising, making, or authorizing any payment, bribe, or thing of value in connection with our business if the purpose or intent is to gain a business advantage. A thing of value can include cash, charitable donations, loans, travel expenses, gifts, and entertainment. We cannot ask a third party to perform an activity that we cannot do ourselves.

Anti-bribery and anti-corruption laws are complex, and the penalties for individuals and CEB can be severe. All persons doing business on behalf of CEB, including third parties, are required to comply with our Policy on Anti-Bribery. All employees are expected to recognize anti-bribery red flags and raise them to our Chief Compliance Officer as appropriate.

### APPLY THE CODE

- If local law is more conservative than CEB policy, follow local law after checking with the Chief Compliance Officer.
- Raise red flags for review.
- For further guidance, refer to our Policy on Anti-Bribery.

## Competition

We comply with the competition laws of the countries where we do business. These laws are complex and vary considerably from country to country, although they generally concern agreements with or among competitors, including price-fixing and allocations of customers or contracts, and the exchange of competitively sensitive information. If there are questions about whether a planned action or CEB business effort may violate or appear to violate competition laws, or if a member raises such a question, you must refer the question to the Chief Compliance Officer.

### APPLY THE CODE

- Review and comply with CEB's Policy on Antitrust and our Antitrust Checklist before engaging in research efforts that could raise competition concerns about CEB or the participants.
- Do not permit the exchange of competitively sensitive information by members and clients through CEB.

## Conflicts of Interest

Each of us is expected to act in the best interests of CEB and avoid situations in which there is even the appearance of a conflict of interest between your personal interests and the firm's. Some practices that may be customary or common globally are or may appear to be conflicts of interest under the Code. Follow the Code and seek guidance as appropriate.

It is not possible to describe every situation that could create a conflict of interest. Certain practices, such as business and employment interactions with family and friends, gifts and entertainment, and outside positions, are more likely to create a conflict of interest and require careful review in advance and disclosure upon discovery. You are prohibited from competing with CEB at any time.

CEB's conflict of interest rules govern members of an employee's family, including spouses, domestic partners, children, siblings, in-laws, and anyone else who shares an employee's home.

### APPLY THE CODE

- Avoid activities that may give rise to a conflict, or appear to conflict, with CEB interests.
- Contact a manager, HR Generalist, or the Chief Compliance Officer to discuss any potential conflicts of interest or to disclose existing conflicts.
- Officers or directors must seek Audit Committee approval before engaging in business transactions between CEB and family members, clients, or friends.

## Diverting Opportunities

Our professional duty is to CEB, and we are expected to advance CEB's business interests when the opportunity arises. As part of this responsibility, we also must not accept or pursue personal or business opportunities that come to our attention through the course of our work for CEB, including alerting friends or family members and clients to the opportunity. If you learn of a business opportunity, including investments, through the course of CEB business, you must consider that an opportunity for CEB. This includes opportunities that may arise from your work with current and prospective members and clients, vendors, competitors, and any other third parties.

### APPLY THE CODE

- Direct opportunities that arise during CEB work to CEB.
- Never use a CEB position for personal gain.

## Fair Dealing

CEB relies on the trust and confidence of thousands of members, clients, and business partners around the world for our business and reputation. Although CEB competes vigorously, we compete fairly and honestly. It is prohibited to conceal material facts, abuse privileged or confidential information, or misrepresent who we are. We are truthful in our marketing and promotion activities, and we do not make untrue statements about competitors.

Competitive information allows CEB to understand and manage our markets, products, and services so we can better meet member needs. We must acquire competitive information lawfully and ethically. Questions should be directed to a manager, HR Generalist, or the Chief Compliance Officer.

### APPLY THE CODE

- Compete fairly and honestly.
- Be truthful and ethical in all business activities.

## Gifts or Other Benefits

It is customary to exchange gifts, items, or entertainment of nominal value with business partners. CEB has a Corporate Gifts Policy, which governs gifts to and from third parties, including members and clients, vendors, and other business partners. You are expected to follow the policy, which requires consideration of who the giver is, who the recipient is, what the gift is, and what the timing of the gift is. Gifts should not be given or received while a commercial transaction is pending. Gifts must not be given to government officials without prior approval from the Chief Compliance Officer. Local practice may require a more conservative approach to gift-giving, and you are expected to seek guidance from your HR Generalist or the Chief Compliance Officer to be sure you comply with local rules.

### APPLY THE CODE

- Assess whether it is appropriate to give or receive a gift based on the Corporate Gifts Policy.
- Gifts of cash or the equivalent (including gift cards) are prohibited.
- Determine whether CEB's US\$250 annual gift limit applies or whether there is a lower local limit.
- Do not provide any gifts to government representatives without prior approval from the Chief Compliance Officer.
- For further guidance, refer to our Corporate Gifts Policy and local guidelines.

## Purchasing Practices

We make purchasing decisions based on CEB's best business interests and in accordance with our purchasing practices and policies. We take reasonable steps to disclose relationships with vendors; use preferred suppliers; obtain competitive bids; apply strategic sourcing principles; coordinate with Procurement on requests, negotiations, and contracting; and otherwise comply with CEB's Procurement and Finance policies.

### APPLY THE CODE

- Obtain advance budget approval for purchasing activity, including materials and services.
- Properly document purchasing agreements and all material terms.
- Conduct a conflicts of interest analysis as appropriate, and seek approval if selecting a vendor or other business partner in which a former colleague or family member of a current or former colleague has an interest.
- Complete vendor due diligence as appropriate.

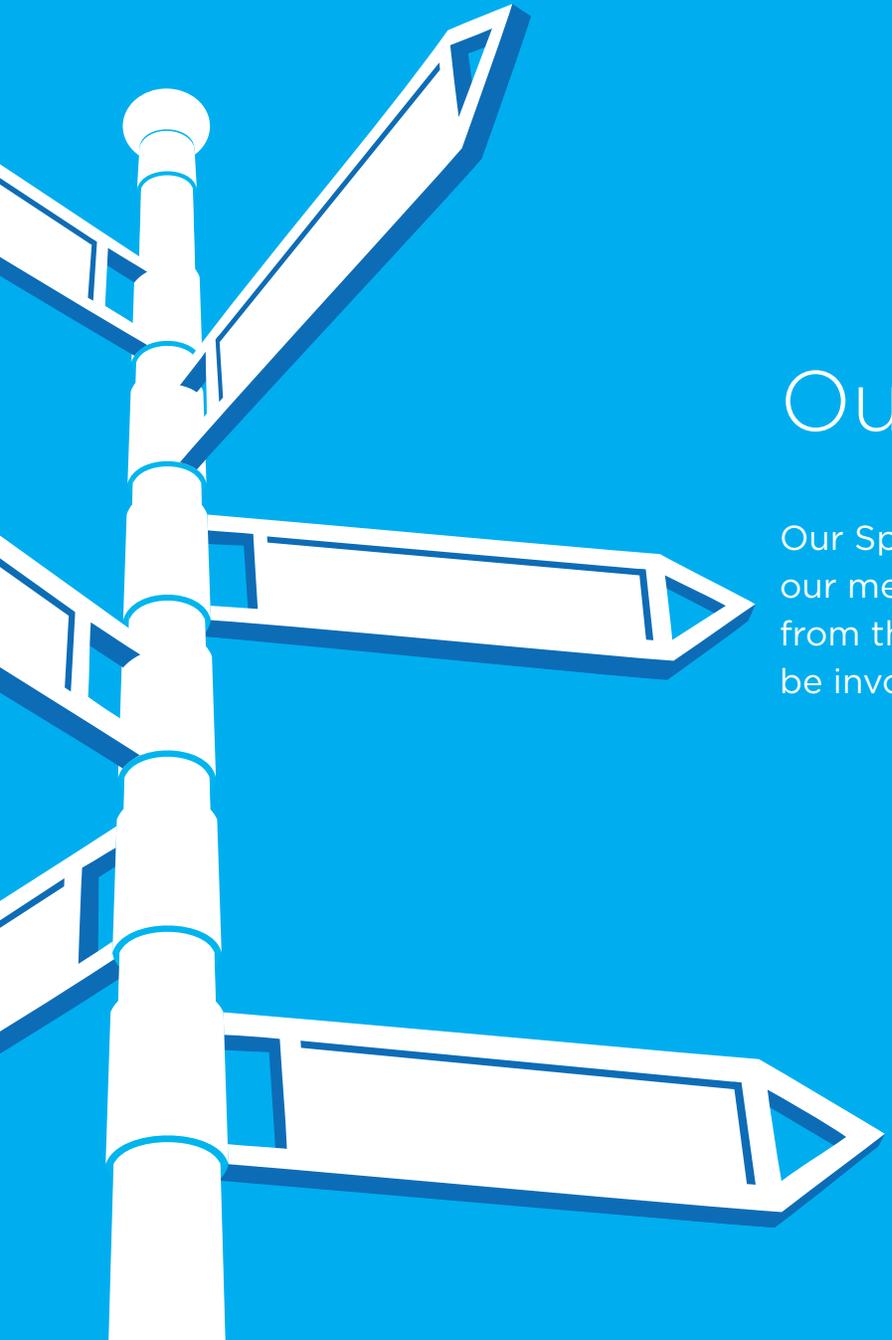
## Trade Sanctions

The United States government imposes trade sanctions against certain countries, entities, and individuals that act contrary to US national security and foreign policy. CEB employees, no matter where they are located or where they are doing business, as well as all third parties doing business on behalf of CEB, are required to comply with CEB's Trade Sanctions Policy.

Penalties for violating US trade sanctions requirements are significant and do not depend on whether a violation was deliberate. In addition to possible civil and criminal penalties, CEB may subject responsible employees to disciplinary action up to and including dismissal.

### APPLY THE CODE

- Do not market or sell products and services to companies headquartered in US-trade sanctioned countries.
- Do not provide products or services to individuals based in US-trade sanctioned countries.
- Raise questions and issues for review and resolution by the Chief Compliance Officer.
- For further guidance, refer to our Trade Sanctions Policy.



# Our Community

Our Spirit of Generosity guides how we interact with one another, our members, clients, and communities. We derive honest joy from the opportunity to serve, and CEB encourages each of us to be involved in the communities where we live and work.

## Community Activities

We are free to support community and charitable causes of our choice. You are expected, however, to make clear that your views and actions are yours and not CEB's, and you should not make contributions of time or money in a way that might appear to be an endorsement or contribution by CEB. You may not pressure another employee to express a view that is contrary to a personal belief or to contribute to or support political, religious, or charitable causes. Your efforts should not interfere with your job performance.

### APPLY THE CODE

- When participating in or contributing to causes of choice, ensure it is clear CEB is not being represented.

## Political Activities

We are free to participate in and contribute to causes we choose. You may not, however, make any political contribution on behalf of CEB or use CEB's name, funds, property, equipment, or services for the support of political parties, initiatives, committees, or candidates without the prior approval of the Chief Compliance Officer. Lobbying activities or government contacts on behalf of CEB, other than sales activities, should be coordinated in advance with the Chief Compliance Officer.

### APPLY THE CODE

- When participating in or contributing to candidates of choice, be clear that CEB is not being represented.
- Before engaging in political activities while in the office, check with the Chief Compliance Officer.
- Do not expense political contributions.
- Obtain approval from the Chief Compliance Officer before engaging in any activity that may be considered lobbying.

## Service on Boards of Directors

Serving on a board of directors or a similar body for another company or government agency requires the advance approval of the Chief Administrative Officer or Chief Compliance Officer. Serving on boards of nonprofit or community organizations is encouraged and does not require prior approval, unless that organization has a business relationship with CEB.

### APPLY THE CODE

- Ask a manager or HR Generalist if it's unclear whether approval is required for serving on a board.

# Resources

## Who Oversees the Code?

The Nominating and Corporate Governance Committee of the Board of Directors oversees our Code and our compliance program. Pamela Auerbach, CEB's Chief Compliance Officer, manages our compliance program across CEB.

## Who Can Answer Questions on the Code?

Raise questions with a manager, our HR Generalists, the Chief Compliance Officer, or the Chief Administrative Officer.

### **HR Generalists:**

[generalist@cebglobal.com](mailto:generalist@cebglobal.com)

### **Chief Compliance Officer, Pamela Auerbach:**

[pauerbach@cebglobal.com](mailto:pauerbach@cebglobal.com)

### **Chief Administrative Officer, Melody Jones:**

[melodyjones@cebglobal.com](mailto:melodyjones@cebglobal.com)

## How Do We Speak Up?

CEB offers a 24-hour Global Ethics Hotline to report violations or suspected violations of the Code, policies, and applicable law. We are obligated to speak up.

Log on to the CEB Global Ethics Hotline site ([cebglobal.tnwreports.com](http://cebglobal.tnwreports.com)). Click on “report” to complete a customized web form or click on “dialing options” to speak to a professional interview specialist. Your concern will be relayed to a CEB official for review and follow up. All reports are handled promptly, thoroughly, and discreetly.

# Speak Up

Global Ethics Hotline

[cebglobal.tnwreports.com](http://cebglobal.tnwreports.com)