



# Corporate Social Responsibility Report

EMPOWERING EVERYONE'S NEXT MOVE

A stylized, colorful illustration of a landscape. It includes a white house with a grey roof and orange accents, a dark blue house with a white roof, and several trees in teal and dark blue. A large orange sun is in the upper right, and a grey cloud is in the upper left. A dark blue horizontal bar with the year '2023' in white is positioned in the middle right. Below this bar are more houses and trees. The bottom left shows teal wavy lines representing water or hills.

2023



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All information included here within is as of December 31, 2023 and has not been updated to reflect events occurring after the end of the year.





# Empowering Everyone's Next Move



*Ryan Schneider*

**Ryan Schneider**

Chief Executive Officer and President

**ANYWHERE HELPS PEOPLE MAKE THE MOVES THAT MATTER.** Whether it's buying a new home or selling an old one, opening the door to a new real estate business, or unlocking a lifelong professional career, Anywhere is here to move you to what's next.

**WE ARE THE LEADERS SHAPING THE FUTURE OF REAL ESTATE.** As a leader in real estate with national scale; trusted brands; a deep network of expert agents; integrated title, mortgage, and relocation services; and powerful technology leadership; we are in a unique position to shape the future and lead the world on a better journey home.

**OUR WORK MAKES DREAMS POSSIBLE, AND WE TAKE THAT SERIOUSLY.** We continue to advocate for progress in real estate to remove barriers to homeownership, make the process more integrated and streamlined for all, and embrace new possibilities that we believe will make the future brighter. And we do so with a sharp focus on building trust with those we serve and operating with integrity, inclusion, and innovation.

## **HERE ARE JUST A FEW OF THE MOVES TOWARD PROGRESS THAT WE MADE IN 2023:**

- **Integrity:** Anywhere continues to lead with integrity, earning trust with our high ethical standards and the actions to back them up. In 2023, we were designated as one of the World's Most Ethical Companies for the 12th consecutive year – an honor uniquely held in our industry.
- **Community and Culture:** In 2023, we embraced transparency and authenticity as part of our people-first culture with new employee-empowering events and initiatives. We also launched a new partnership for our Anywhere Gives charitable foundation with Covenant House, a non-profit organization that shares in our mission to help get more people into homes.
- **Leadership Recognition:** Anywhere is consistently recognized as a workplace leader and top employer for our powerful talent and culture. We have been designated a Great Place to Work six years in a row, honored on the Forbes list of World's Best Employers three years in a row and - new in 2023 - named among America's Most Innovative Companies by Fortune and featured on the inaugural TIME World's Best Companies list.
- **Inclusion:** The future of homeownership is more diverse than ever, which is why driving representation of underrepresented groups across our Anywhere network is a business imperative. This year, we expanded our Real Career Connections employee mentorship program and grew our franchisee base with our Inclusive Ownership program.

I continue to be incredibly proud of the work our employees, affiliated agents, and franchisees, do to support us in our mission of empowering everyone's next move.



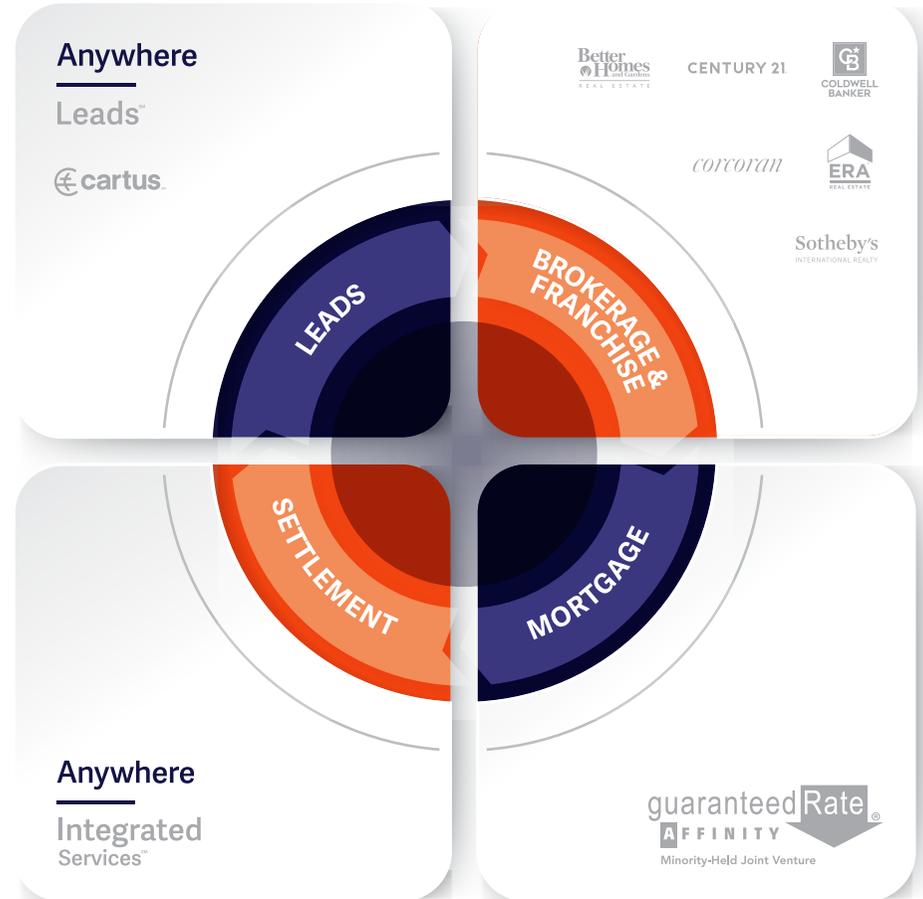
# Welcome to Anywhere<sup>SM</sup>

**OUR PURPOSE IS TO EMPOWER EVERYONE'S NEXT MOVE.**

We are a leader in integrated residential real estate services with a relentless focus on **helping more people get into more homes**. We strongly believe that everyone should have access to a more seamless, integrated, and simplified home buying and selling experience.

We combine the world's most extensive agent network, industry-leading brands, integrated services – franchise, brokerage, relocation, title and settlement services and nationally scaled mortgage origination and underwriting joint ventures – and innovative product and technology capabilities, to create a better transaction that enables consumers to focus on **what matters most: the joy of homeownership**.

ANYWHERE REAL ESTATE INC.  
**(NYSE: HOUS)**





## We are a global leader in residential real estate services

**322,000+**

AFFILIATED BROKERS AND AGENTS WORLDWIDE

**~2,000**

FRANCHISEES ACROSS THE UNITED STATES

**~8,000**

EMPLOYEES WORLDWIDE ACROSS BUSINESS UNITS AND BRANDS

**~19,000**

AFFILIATED REAL ESTATE OFFICES SPANNING SIX WORLD-CLASS BRANDS





# What Makes Us Anywhere

We are inspired every day to make dreams possible, achieve excellence, and do what's right in every area of our business. We understand our responsibility as a leading enterprise to move toward a better future for our industry, consumers, and employees. Here's where we focus our efforts to move our world to what's next:



**ETHICS & INTEGRITY**



**COMMUNITY & CULTURE**



**INCLUSION**



# Integrity

Anywhere is committed to high standards of integrity in all we do. It's how we earn the trust and respect of our affiliated agents, franchise owners, consumers, and one another – leading with honesty, transparency, and authenticity.





# Board Engagement

Our [Board of Directors](#) oversees the management and ethics functions for Anywhere. We hold an annual Investor Outreach Program that allows the Board to engage directly with our stockholders on key topics – strategy, leadership, governance, compensation – giving the Board a direct line to stockholder perspectives to make meaningful change.

Our Board has adopted Corporate Governance Guidelines that, along with the charters of the Board Committees, Director Independence Criteria, Code of Ethics for Employees and Code of Business Conduct and Ethics for Directors, provide the framework for our governance. Our Directors also complete a biennial ethics training course.



## OUR BOARD OF DIRECTORS BY THE NUMBERS:





## GOVERNANCE PRACTICES TIMELINE





# Anywhere Leads with Integrity

## THE ANYWHERE CODE OF ETHICS AND CORE VALUES SERVE AS:

- Our guiding principles to treat people with respect and dignity
- How we hold ourselves accountable for our actions
- The ways we operate transparently and honestly

Our commitment to integrity differentiates us, helping define who we are and where we want to go. We operate with uncompromising standards of excellence, ethics, and accountability. We uphold our comprehensive Code of Ethics and companion Key Employment Policies while evolving with the ever-changing nature of the real estate industry and the business world at large.

Our Code of Ethics Line is accessible by phone or online at any hour of the day, seven days a week. The Code of Ethics is also translated into the following five languages consistent with our global operations: Brazilian Portuguese, French Canadian, Hindi, Traditional Chinese, and Simplified Chinese.

## CODE OF ETHICS KEY AREAS OF FOCUS INCLUDE:



**CLARITY**  
around  
harassment and  
discrimination



**INCREASED**  
transparency around  
the Code of Ethics  
Line and investigatory  
process



**STATEMENT**  
on the company's  
commitment to  
Diversity, Equity,  
& Inclusion (DE&I)



**REINFORCEMENT**  
of manager  
responsibility  
for ethics and  
compliance



**DECISION-MAKING**  
process to help  
employees navigate  
the right course  
of action





## We Embrace High Ethical Standards

Our employees operate with our Code in mind and further build our company’s ethical reputation in every interaction. It’s mandatory for every local operating company, brand, and subsidiary to adopt our Code of Ethics and Key Employment Policies. Each year, employees are required to complete ethics and compliance training regardless of job function. **We had 100% completion of all-employee Code of Ethics training.**

### IN OUR 2023 EMPLOYEE ENGAGEMENT SURVEY:

**91% OF EMPLOYEES** felt they can report instances of dishonest or unethical practices to the appropriate level of authority without fear of reprisal, which is nine percentage points above the U.S. norm.

Outperformed the U.S. norm in overall ethics engagement with a combined favorable **RATING OF 88%**

**85% OF EMPLOYEES** believe all employees are held to the same standards of ethical behavior, which is seven percentage points above the U.S. norm.

### POLICY AGAINST HUMAN SLAVERY AND TRAFFICKING

Anywhere is committed to ensuring that slavery and human trafficking do not exist in any part of our business or in our supply chain. We believe in operating with the highest ethical standards and respect for human rights everywhere and anywhere. We understand that, despite universal laws condemning the practice, modern slavery and human trafficking still occur and that every company must do its part to ensure that slavery does not play a role in its products or services.

### INDUSTRY ADVOCACY

With more than 322,000 affiliated agents and unmatched reach and scale at Anywhere, our collective voice is powerful and far-reaching. Together, we can make a difference when it comes to the policies affecting real estate as we build a better future for our industry and all those we serve. Our Government Affairs and Industry Relations functions lead the charge to drive positive change for the real estate industry, support our affiliated agents and franchisees so they can best serve their clients, and empower home buyers and sellers to make informed decisions with choice, clarity, and transparency.

# 12 YEARS

Designated a World’s Most Ethical Company for **12 consecutive years**, and the only residential real estate company to be included on the 2023 list.





# CHAPTER 1 - SUMMARY

## BOARD OF DIRECTORS

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Avg. Board Member Tenure	<b>~7 years</b>
Avg. Board Member Age	<b>48 to 72</b>
% women on Anywhere Board of Directors	<b>33%</b>
% ethnic diversity on Anywhere Board of Directors	<b>33%</b>
% independent board members on Anywhere Board of Directors	<b>92%</b>

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## ETHICS & COMPLIANCE

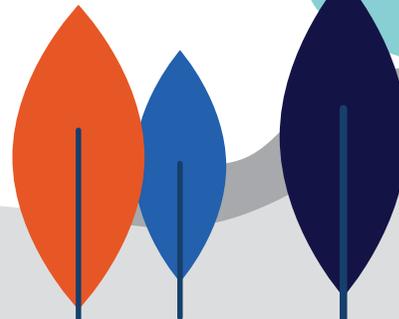
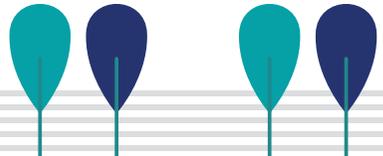
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% of employees who completed Code of Ethics training	<b>100%</b>
% of employees who feel they can report dishonest or unethical practices per Employee Engagement Survey	<b>91%</b>
Overall ethics engagement combined favorable score in Employee Engagement Survey	<b>88%</b>
% of employees who believe all employees are held to the same ethical standards per Employee Engagement Survey	<b>85%</b>
Years as World's Most Ethical Honoree	<b>12</b>



# Community & Culture

Anywhere is home to a people-first culture that thrives on empowerment, innovation, and collaboration as we keep moving the world forward, together.





## The Anywhere Way

As part of our transformation to Anywhere, in 2022 we launched a new company purpose, along with inspirations and Winning Behaviors. The Anywhere Way tells the story of who we are, what motivates us, and how we can continue to win. Specifically, the four Winning Behaviors help guide employees in their work every day, encouraging them to accelerate both their professional growth and that of the company as, together, we lead the real estate industry to what's next.



# 01

## OUR PURPOSE

Empower Everyone's Next Move

# 02

## OUR INSPIRATION

Make Dreams Possible  
Excellence  
Do What's Right

# 03

## OUR WINNING BEHAVIORS

### Obsess About Growth

Focus every day on making a big impact and accelerating growth. Prioritize the most important things that create value for customers and shareholders. Aim high and take big swings informed by data.

### Relentlessly Focus On Talent

Be the reason we attract and keep phenomenal people. Expect and perform with uncompromising standards of excellence, ethics, and accountability. Empower yourself and others to continually learn, improve, seek diversity, and thrive.

### Always Find A Better Way

Explore and embrace what's possible. Always make things better, faster, simpler. Be candid, curious, and agile. Challenge the status quo and pressure test assumptions.

### Achieve Exceptional Results

Take decisive action and deliver on your commitments. Move with speed, plan for the unexpected, overcome barriers, and be resilient. Leverage facts and the wisdom of others to get the best results.



## A Celebrated Culture

Anywhere is consistently recognized for our leadership and culture rooted in innovation, inclusion, and integrity, earning honors from reputable organizations.





# How Anywhere Doubles Down on Employee Development

We believe that when our employees grow, the company grows. We are relentlessly focused on ensuring employees are supported to continually learn, improve, and thrive by providing them with game-changing learning and development opportunities. **Here's how:**

## LEAD

**NEW!** Our first-ever leadership development experience for people managers launched in 2023, designed to help anyone who manages others to hone their skills as a leader as they champion our people-first culture. **96% of Lead first-wave participants reported putting skills immediately into action**

## EXECEDGE

**NEW!** Our first-ever leader-led executive development program that connects members of the Anywhere extended leadership team to the executive committee, empowering the company's senior-most leaders to expand their leadership capabilities and embrace and amplify our strategy. **ExecEdge 2023 participants reported being connected to the business challenges of 5X MORE THAN their peers compared to before the program**

## RISE & LEVELUP

Cohort-based development journeys for select mid-level management designed to **BOOST ENGAGEMENT** with our company and its strategy. Both experiences offer selected employees the opportunity to broaden understanding of the enterprise, learn from and collaborate with leaders, and enhance their leadership skills.

## Ascend

One-of-a-kind program with a winning legacy built on **8+ YEARS PREPARING LEADERS** who are ready to ascend into next-level executive roles. To date, there have been **NEARLY 300 GRADUATES FROM THE PROGRAM.**

## LinkedIn Learning

Helps employees extend knowledge and skills with online courses, audio podcasts, and videos – all from experts in their fields, and it's free to all Anywhere employees. **More than 20,000 CLICKS and constantly growing**



# People-First: An Uncompromising Focus on Talent

Anywhere is focused on attracting and retaining phenomenal talent. This year, we advanced our talent support in three new ways:

Reinvigorated our **Employee Referral Process** by implementing a new referral hub. For the first time ever, Anywhere is able to receive general referrals of top talent from our employees even if there is not a current position available for them.

Continued **Internal Mobility Momentum** by offering employees opportunities throughout the year to advise them on career pathing and assist them with making their next move at Anywhere. The opportunities include conversations where employees receive feedback on their resumes, learn how to setup job alerts, and attend working sessions/workshops. We also launched a new Career Empowerment site on our intranet to provide a one-stop-shop for employees seeking to grow.

Embedded our **Winning Behaviors** throughout the recruitment process starting with interview questions by updating communication materials and remaining throughout a candidate's employment. We also launched a new employee recognition program based on our Winning Behaviors, called Winning Moments.

**3,900+**

EMPLOYEE REFERRALS SUBMITTED TO THE  
NEWLY LAUNCHED REFERRAL HUB

**23%**

OF TOTAL HIRES IN 2023 WERE THROUGH  
INTERNAL MOBILITY OPPORTUNITIES

**1,300**

EMPLOYEE NOMINATIONS THROUGH THE WINNING  
MOMENTS PROGRAM SINCE LAUNCH.





## We Take Employee Engagement to the Next Level

### FOCUS ON FEEDBACK

The annual Employee Engagement Survey, administered to all employees, provides Anywhere with priceless feedback directly from people who keep the company moving. With new questions centered on our Winning Behaviors, the survey found:

**84%**  
Response Rate

**2,600+**

2,600+ comments from employees providing additional feedback.

Leadership improved three points across all Anywhere businesses year over year and is **15 POINTS HIGHER** than the US Norm and seven points higher than the Global High Performing Company Norm.

**88%**

Engagement Score, meaning employees feel proud to work here and what we stand for.

**17** OUT OF **17**

Scored higher in 17 out of 17 categories as compared against other US companies including **Collaboration, Change Readiness, and Leadership.**

### KEY FAVORABILITY SCORES:

**94%**

Goals & Objectives

**91%**

Winning Behaviors

**91%**

Reimagining Work





## FOCUS ON CONNECTION

Anywhere employees have direct and candid access to leadership through two, newly launched conversation series: Next Now Strategy Talks and Winning Together CPO conversations. Through these monthly events, employees get a closer look at the initiatives driving our strategy and influencing our culture. Each event is led by an executive and welcomes employees to ask questions live.

### nextNOW

Candid strategy talks with senior leaders covering key strategic priorities from Business Integration to AI Innovation.

**Over 1,700 virtual and in person attendees.** According to the 2023 Employee Engagement Survey results, employee response improved by +2 points in the Strategy & Direction category – one of our highest performing categories for 2023.



*Sue Yannaccone, President and CEO of Anywhere Brands and Anywhere Advisors, and Charlotte Simonelli, Anywhere Chief Financial Officer, host a Next Now session on how to identify business opportunities.*

### WINNING TOGETHER

Transparent culture conversations with our chief people officer on topics like leaning into change and developing a growth mindset.

**Over 1,400 virtual and in person attendees.** According to the 2023 Engagement Survey, employee response improved by +3 points in the Leadership category, going up across all businesses and showed improvement in overall engagement score, proving that we are helping employees feel proud of and valued at our company.



*Employees gathered at the Madison Hub in New Jersey for Winning Together CPO Conversations with Anywhere Chief People Officer Tanya Reu-Narvaez and a variety of employee guest speakers.*



# At Anywhere, Wellness is Part of Our Culture

Our comprehensive approach to wellness means that we offer services to support employees' diverse needs for health, wealth, and self. Our wellness program initiatives:

- Inspire employees to adopt healthier lifestyles
- Increase employee knowledge of health-related issues
- Increase employee energy
- Keep employees engaged while working in a hybrid environment
- Encourage positive interactions among each other
- Maintain competitive health care costs

We're proud to offer a selection of great benefits that give our employees options they can access anytime and anywhere. In 2023 we enhanced these offerings:

**HEALTHY REWARDS WITH NAVIGATE** – a more holistic approach to employee physical and mental wellbeing that allows employees to pick from different wellness activities that are important to them – like getting a physical, dental, or vision exam, or even participating in a wellness coaching program to help set personal goals. Each activity completed earns points that add up to reach a 400-point annual target to earn \$400 for their HRA or HSA.

**PAID FAMILY LEAVE** – our new Paid Family Leave Policy offers full- and part-time Anywhere employees 12 weeks of job protection in a 52-week period to care for an immediate family member or bond with a newly born/adopted/foster child within the first year of birth/placement, with 80% of their weekly pay.

**ENHANCED FAMILY PLANNING** – we also began offering enhanced fertility and family-building benefits through **KINDBODY**, a robust telehealth platform in person at state-of-the-art women's health and fertility clinics, in the workplace, and at home.

# \$400

EARNING POTENTIAL FOR EMPLOYEE  
HRA OR HSA

# 12 WEEKS

OF PAID FAMILY LEAVE



**AWARD-WINNING BENEFITS:** Anywhere received the Gold Level Cigna Healthy Workforce Designation for demonstrating a strong commitment to improving the health and vitality of our employees.



# Wellness from Home to Hub

## iThrive

iThrive is a portion of our Wellness Program managed by **Navigate** designed to incorporate, consolidate, and supplement the many preventive care and wellness benefits already in place at Anywhere through monthly newsletters and programs featuring information about nutrition, fitness, health, mental health, and more.



**Step Into Spring** – is one of the most popular employee challenges. It encourages employees to get away from their desks and walk around accumulating steps. More than 300 employees took part in the challenge and accumulated over 73,500,000 steps, a 127% increase in steps.

300

MORE THAN 300 PARTICIPANTS TOOK PART IN STEP INTO SPRING

+127% YOY  
OVER 73.5 MILLION STEPS

## Exos

Anywhere employees have access to a complimentary virtual gym with Exos at Home, in addition to a free gym within our Madison Hub in New Jersey. With Exos, employees can access free, virtual fitness classes, health consultations, mindfulness meditation sessions, cook-along events, and more.

500+  
NEW MEMBERS

9,100+  
APP ENGAGEMENTS THIS YEAR

1,240+  
APP-BASED CHALLENGE SIGN UPS

280+  
ONLINE COACHING SESSIONS



## Wellness from Home to Hub (cont.)

When it comes to the wellbeing of our employees, we believe it's important to support and nourish wellness beyond physical health. That's why we offer access to a broad collection of virtual behavioral and mental health services, for both convenience and confidentiality.

### Cigna

The **Cigna Total Behavioral Health Program** is a comprehensive program provides help with life events, dedicated support, lifestyle coaching, and online tools – and is available 24/7. The program includes:

- **Talkspace** online therapy
- **Ginger** behavioral health coaching program
- **iPrevail** an on-demand coaching and personalized learning platform
- **Happify** resources of science-based activities and games for stress and worries
- **Behavioral Specialty Coaching & Support Services** for a broad range of conditions including autism spectrum disorder, eating disorders, intensive behavioral case management, opioid and pain management, and substance use





# Employee Benefits at Anywhere

CHOICES TO ENHANCE YOUR LIFE

# 3

## Medical & Dental Plan Options

Medical plan options include company contributions up to 50% of the deductible toward your HSA or HRA to cover qualified healthcare



## Discounted Vision Services 25,000+ participating providers



### Life Insurance

and AD&D,  
Short &  
Long-term  
Disability



### Extra Coverage Options

Voluntary  
Accident, Hospital,  
and Critical Illness  
Insurance



## Expert Medical Opinion

Virtual expert medical consultation and navigation service



## Comprehensive Wellness Programs

- Virtual Physical Therapy
- Diabetes Management
- Family Building
- Virtual Selfcare Programs



## Employee Assistance Program

Supports a wide variety of concerns, from family and financial issues to substance use, emotional health, and stress

# 401k

60% company match on up to 6% of eligible pay



### PAID TIME OFF



### TUITION REIMBURSEMENT



### PET CARE INSURANCE



### IDENTITY PROTECTION



### LEGAL SERVICES



## Paid Family Leave

# 12 Weeks @ 80% Salary

Available to US employees



## Remote-First: Advancing the Future of Work

Anywhere employees operate with a range of work styles, in person at our title and brokerage offices all over the country, in hybrid roles, and some even fully remote. We fully embrace the future with a remote-first philosophy focused on flexibility and connection.

To create a more balanced and efficient way of working across the company, we created our “Go Further Today” guidelines to help us be successful in any kind of workplace. Some highlights from these guidelines include:



**FOCUS FRIDAYS** – Our company is committed to no internal meetings on Fridays so employees can use the time to focus on strategic projects, heads-down work, or their own growth and development.



**MAKE MEETINGS MATTER** – To help alleviate meeting fatigue, we guide employees to have specific goals for every meeting, set and send an agenda in advance, and ask themselves before scheduling a meeting: does this need to be a meeting?



**EXHALE, THEN EMAIL** – To combat meeting overload, we also guide employees to ask themselves: could I quickly call or chat with someone one-on-one for help? We encourage them to consider and observe email quiet hours (early mornings, evenings, weekends) and schedule emails to arrive during work hours.



## Home to Hub

Our “Home to Hub” work environment gives corporate employees the freedom and flexibility to determine where and how they work to achieve exceptional results, including our newly renovated headquarters, located in Madison, New Jersey also known as the Madison Hub. Beyond our remote-first corporate employees, agents and franchisees both near and far are welcome to stop into the Madison Hub as they please and utilize its:

- **TECH-ENABLED COLLABORATION SPACES**, along with training and learning studios and event spaces for deepening employee and stakeholder connections.
- **DEDICATED ANYWHERE BRANDS SPACES**, showcasing their unique values and visual identity for franchise sales prospects, affiliated brokers and agents, and employees.
- **GRAB-N-GO CAFÉ AND COFFEE BAR**, wellness facility, technology services counter, and outdoor social space.



The building interior in Madison, N.J., is LEED Gold certified (and has been since 2013) and the building’s exterior is LEED Silver certified by the U.S. Green Building Certification Institute.

## Relocation Services Relocated

In 2023, Cartus celebrated the grand opening of its new hub in Danbury, Connecticut. The collaborative and energy-efficient space offers a new home base for employees to gather how and where they choose as we continue delivering an exceptional client experience. **Boasting a presence in eight global hubs and leveraging our hybrid working model, Cartus promises uninterrupted client support and a commitment to providing world-class facilities for our employees.**



Cartus employees joined CEO Matt Tebbe to celebrate the Danbury Hub grand opening with a ribbon cutting ceremony.



# Environmental Impact in a Hybrid World

Given our footprint and industry, we believe our environmental impact is limited; however, we understand our operations can affect the environment and are always aspiring to find a better way to effectively mitigate our impact.

Substantially, all of our properties are leased commercial space; we do not own any material real estate. From 2019 to 2023, we decreased our leased-office footprint by approximately 46%.

Our decreased office footprint has resulted in a significant reduction in GHC emissions.

The Anywhere Facilities Advisory Board made up of members across our business units and corporate functions continues to meet quarterly to discuss sustainability best practices and goals.

## WE ARE PROUD OF OUR ACTIONS TO ADDRESS OUR LIMITED ENVIRONMENTAL FOOTPRINT



WE MADE STRATEGIC DECISIONS TO CONSERVE ENERGY AND RECYCLE MATERIALS THROUGH OUR MADISON HUB REDESIGN.



OUR SHIFT TO REMOTE WORK AND STREAMLINED OFFICE FOOTPRINT HELPS REDUCE ENERGY CONSUMPTION AND COMMUTER EMISSIONS.



MOVING OUR DATA TO THE CLOUD AND AWAY FROM ON-PREMISES DATA CENTERS HAS ALSO DECREASED OUR ENVIRONMENTAL IMPACT.



HONEYBEE HIVE THAT SUPPORTS LOCAL FLORA AT THE MADISON HUB.

ELECTRIC VEHICLE CHARGING STATIONS IN NUMEROUS LOCATIONS IN OUR MADISON HUB PARKING LOT.



LED LIGHTING, CENTRALIZED TRASH COLLECTION AND ENERGY EFFICIENT FAUCETS THROUGHOUT MADISON HUB.





## Cartus Commitment to Sustainability

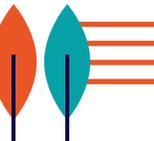
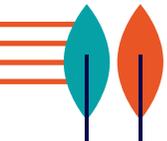
Cartus is committed to sustainability and partners clients through the Home Sweet Home “Discard and Donate” program, a service for participating relocation clients that aims to cut down the carbon footprint associated with moving.

Cartus is one of the few relocation companies that joined the Science Based Targets initiative (SBTi) with near-term reductions and net zero commitments. This is an important step to hold ourselves accountable to reduce our carbon emissions and help protect this planet we all call home.

The Cartus Sustainability Task Force, an employee-led internal group, is a driving force responsible for implementing formal company policies that reduce Cartus’ impact on the environment, introducing measures that are practical, economical, and environmentally beneficial.

## SUPPLIER MANAGEMENT

Additionally, Cartus conducts a Supplier Global Citizenship Award among its Global Supplier Network. The winner is awarded based on their impact on the local or global community in sustainability, volunteerism, and diversity. In 2023 Frank Webers (of Collins Brothers Moving Corporation) was the Platinum award recipient, who started Swim Across America Long Island Sound Swim, which has **raised over \$24 million since its inception.**





# Doing What’s Right in Communities around the World

**Anywhere Gives**, our charitable foundation, provides fundraising coordination and guidance to our employees and affiliated agents who volunteer their time in local chapters across the country and for humanitarian crises around the world. **In 2023, we opened a fundraising campaign for the Middle East Humanitarian Crisis with the Red Cross raising over \$28,000.**

Anywhere Gives includes the Anywhere Disaster Relief Fund (ADRF) for the purpose of providing direct assistance to our family of employees, franchisees, and sales agents who have been affected by federally declared major disasters. **The ADRF raised over \$38,000 to help our colleagues tragically impacted by the Maui wildfires this year.**

In addition to Anywhere Gives, employees can give back in their own ways including:

- VOLUNTEER TIME OFF
- CHARITABLE MATCH PROGRAM
- PAYROLL DEDUCTION PROGRAM

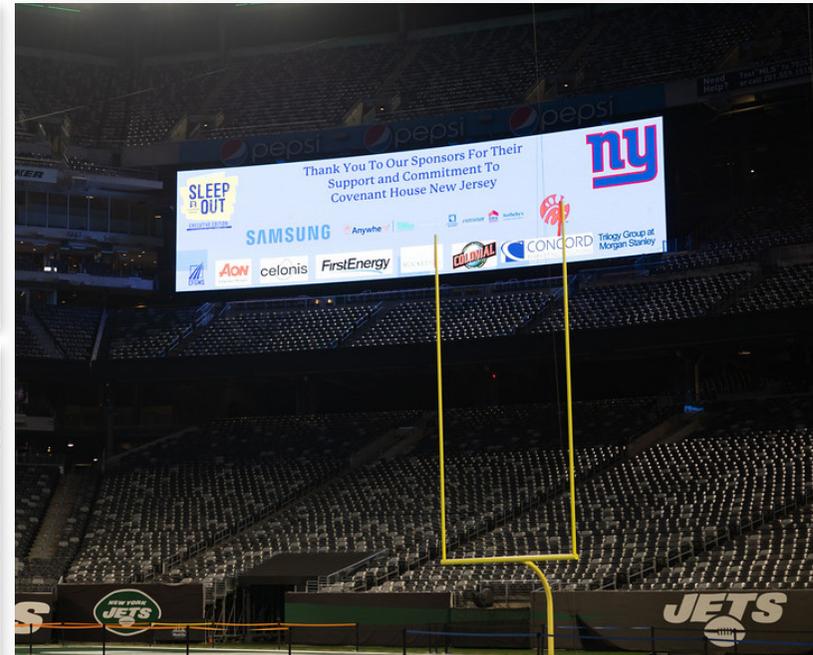
*UNICEF added this year as part of the program*

## Anywhere Gives and Covenant House

This year, Anywhere Gives kicked off a new partnership with Covenant House, an organization which understands the importance of home and does incredible work to shelter young people in need and help get them on a path to stability and independence.

Through the partnership, Anywhere employees slept outside for one night to support Covenant House New Jersey’s annual SleepOut fundraiser.

**ANYWHERE GIVES RAISED NEARLY \$30,000 FOR THIS YEAR’S SLEEPOUT.**





# Brands and Businesses that Give Back

Our industry-leading brands and business units share our drive to give back to the communities in which they serve. They each support charities that are especially meaningful to them, which they help through the fundraising efforts of affiliated agents, franchisees, and employees across the country.



During the CENTURY 21 International Week of Giving the brand raised over \$60,000 for its philanthropic partner, Easterseals.



Coldwell Banker continued its partnership with St. Jude Children's Research Hospital® and donated over \$569,000 in 2023.



Anywhere Integrated CARES hosted its annual CARES Carnival where employees helped fundraise for various charities while enjoying food, games, and each other's company for a great cause.



Better Homes and Gardens Real Estate Central's Annual Kickin' Cancer fundraising event celebrated the resilience and unity in the fight against cancer.



Members of team ERA at one of many Toys for Tots drop off locations. In total the brand collected nearly 7,500 toys for children in need.



Home is where your flag flies! For the second year in a row, Corcoran proudly participated in the 54th NYC Pride March.



Members of the Anywhere Talent Acquisition and Planning team used their volunteer time with Habitat for Humanity.



Sotheby's International Realty raised nearly \$300,000 to complete a 60-home community in Haiti and build homes in Mexico.



# CHAPTER 2 - SUMMARY

## EMPLOYEE DEVELOPMENT

% of Lead first-wave participants who put skills into action	<b>96%</b>
Graduates of the Ascend Program	<b>~300</b>
Years of the Ascend Program	<b>8+</b>
LinkedIn Learning Clicks	<b>20,000+</b>

## TALENT

# of employee referrals submitted to the new Anywhere Referral Hub	<b>3,900+</b>
% of total Anywhere hires in 2023 through internal mobility opportunities	<b>23%</b>
Winning Moments employee nominations since launch	<b>1,300+</b>

## ENVIRONMENTAL

% of office lease space decreased from 2019-2023	<b>~46%</b>
\$ raised for Swim Across America Long Island Sound Swim	<b>\$24,000,000+</b>

## EMPLOYEE ENGAGEMENT

Employee Engagement Survey response rate	<b>84%</b>
Comments from employees in the Employee Engagement Survey	<b>2,600+</b>
Leadership score on the Employee Engagement Survey	<b>+15 vs. U.S. norm +7 vs. Global norm</b>
Employee Engagement Survey score	<b>88%</b>
Employee Engagement Survey Key Favorability Scores: Goals & Objectives	<b>94%</b>
Employee Engagement Survey Key Favorability Scores: Winning Behaviors	<b>91%</b>
Employee Engagement Survey Key Favorability Scores: Reimagining Work	<b>91%</b>
Total Next, Now employee engagement event attendees	<b>1,700+</b>
Strategy and Direction category improvement in the Employee Engagement Survey	<b>+2</b>
Total Winning, Together employee engagement event attendees	<b>1,400+</b>
Leadership category improvement in the Employee Engagement Survey	<b>+3</b>

## WELLNESS

\$ earnings potential for employee HRA or HSA	<b>\$400</b>
Weeks of Paid Family Leave	<b>12</b>
% of pay for Paid Family Leave	<b>80%</b>
% increase of steps during Step Into Spring Challenge from 2022 to 2023	<b>127%</b>
Exos virtual gym new members	<b>500+</b>
Exos App engagements	<b>9,100+</b>
Exos virtual gym challenge sign ups	<b>1,240+</b>
Exos virtual gym coaching sessions	<b>280+</b>

## PHILANTHROPY

Funds raised by Anywhere for Middle East Humanitarian Crisis	<b>\$28,000+</b>
Funds raised by Anywhere Disaster Relief Fund for victims of the Maui wildfires	<b>\$38,000+</b>
Funds raised by Anywhere teams for Covenant House New Jersey	<b>~\$30,000</b>
Funds raised by CENTURY 21 for Easterseals	<b>~\$60,000</b>
Funds raised by Coldwell Banker for St. Jude donation in 2023	<b>~\$569,000</b>
Toys donated to Toys for Tots by ERA	<b>~7,500</b>
Funds raised for NewStory by Sotheby's International Realty	<b>~\$300,000</b>



# Inclusion

We strive to empower everyone – anywhere – to own their future and secure a place to call home.





# Creating Opportunities for All

Anywhere prides itself on being a champion for inclusion, in real estate and in our own employee community. Our very purpose – to empower everyone’s next move – is rooted in driving progress and inclusivity in real estate.

## EMPLOYER IMPACT

It starts at our house. We are committed to fostering a sense of belonging for all by increasing representation in our employee community and developing an inclusive culture that helps our employees build richer, more meaningful careers. It’s how we continue to attract and retain the best and brightest who move our industry forward.

Representation is one of the first and most important steps to get us there, and we’re proud of the representation we’ve fostered in our own Board of Directors, Executive Committee, and Top Leadership roles.

## EXTERNAL IMPACT

When it comes to real estate, the industry has a uniquely meaningful ability to drive progress in the fight for equality. Recent data from the Urban Institute projects that future new homeownership growth will be driven by communities of color. Given our scale, brands and business model, Anywhere is uniquely poised to support those communities in their journey to homeownership.



# 20%

OF OUR  
EXECUTIVE  
MANAGEMENT  
COMMITTEE ARE  
PEOPLE OF COLOR



# 50%

OF OUR  
EXECUTIVE  
MANAGEMENT  
COMMITTEE  
ARE WOMEN





## Welcoming Unique Perspectives Through Our Doors

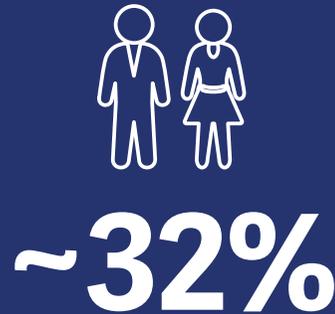
We are relentlessly focused on attracting and retaining phenomenal people. Our Talent Acquisition & Planning (TAP) team works every day to ensure that Anywhere remains a top destination for all talent in a way that is inclusive, expansive, and accessible.

In a recent study, Benevity found that 95% of candidates compare an employer's DEI efforts when choosing between similar job offers. We are passionate about welcoming and retaining diverse talent with actions including:

- Proactively broadening employee candidate sourcing channels
- Providing Unconscious Bias and DEI training as required courses for all employees
- Offering strong support of and collaborative partnerships with real estate associations that promote diversity and inclusion



OVERALL COMPANY  
FEMALE HIRING  
YEAR OVER YEAR  
SAW A 1.1% INCREASE



OF TOTAL HIRES IN  
2023 WERE FROM  
UNDERREPRESENTED  
COMMUNITIES





## Development for All is Not One-Size-Fits-All

One of the most impactful and important ways we bring our relentless focus on talent to life is by investing in our people to set the stage for our next generation of leaders. Our goal is to empower our employees to continually learn, grow, and thrive. Some of our inclusion-focused development in 2023 included:

**REAL CAREER CONNECTIONS** is a 12-week structured mentorship experience that paired 25 influential members of our employee resource groups (ERGs) with 25 senior leader mentors, allowing them to broaden their support networks, formulate career goals, and work through professional challenges. We achieved a nearly 20% increase in our Mentorship Engagement Index and a 100% satisfaction rating of the program.

**ACCELERATE, POWERED BY ASCEND** is a leadership development program open to participants from the Inclusive Ownership Program. Participants enrolled in twelve, 4-hour sessions over the course of six months. This year, 17 participants across our brands joined the program, bringing the total participation to 49 over the first two years.

~20%

INCREASE IN  
MENTORSHIP  
ENGAGEMENT  
INDEX

49

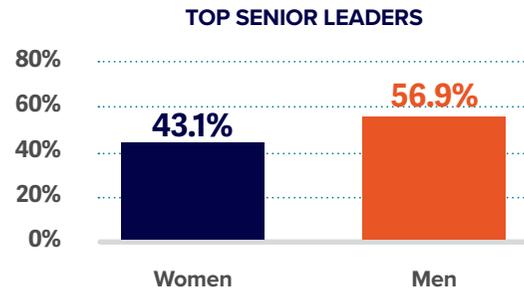
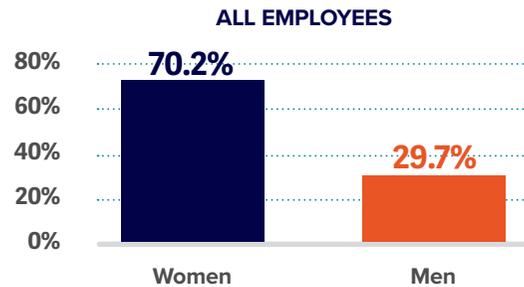
PARTICIPANTS IN THE  
ACCELERATE LEADERSHIP  
PROGRAM OVER THE  
FIRST TWO YEARS.





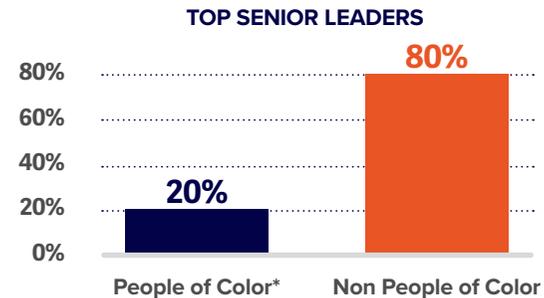
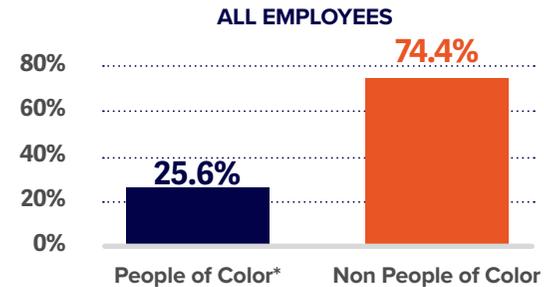
# A Closer Look at Employee Representation

## Global Gender Diversity

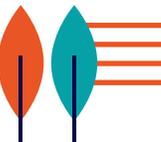
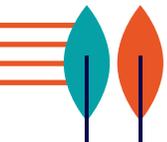


As of 12/31/2023. Global data. Based solely on employee self-identification as men, women, or non-binary; less than 0.1% of employees made non-binary election. Excludes temporary employees, paid interns, and employees who elected not to disclose their gender. Top Senior Leaders include the executive leadership team, plus leaders Anywhere defines as Level 2 (L2) who are mostly direct reports of the executive management committee or who are in large scope roles in the organization.

## U.S. Racial/Ethnic Diversity



As of 12/31/2023. U.S. data. Based solely on employee self-identification. People of Color designation above includes anyone who has self-identified in one or more of the following options: Hispanic or Latinx of any race, American Indian or Alaska Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, or Two or More Races. Excludes temporary employees, paid interns, and employees who elected not to disclose their race/ethnicity. Top Senior Leaders include the executive leadership team, plus leaders Anywhere defines as Level 2 (L2) who are mostly direct reports of the executive management committee or who are in large-scope roles in the organization. Given international privacy and data regulations, we are only able to report racial/ethnic diversity for our U.S. employees.





# Speaking Up to Spark Progress

Our Employee Resource Groups (ERGs) play an incredibly important role as the heartbeat of our inclusion philosophy. Together, our eight ERGs promote an inclusive culture throughout the company, focusing on career development, education, and networking. They lead the way with honest, authentic, and necessary conversations with the support of employee members and business leader sponsors.

Approximately **1,370 OF OUR EMPLOYEES** are ERG members and in 2023, our ERGs have collectively hosted close to **150 EVENTS**.



Employees at the Madison Hub during the Asian & Pacific Islander Alliance ERG hybrid Diwali celebration.



REALPRIDE co-chairs at one of the many Pride Month events the ERG organized for employees.



Members of the African-American Caribbean Employee Resource Group (ACE) with Anywhere CEO and President Ryan Schneider at their first-ever hybrid Juneteenth Celebration at the Madison Hub. The event was attended by 270 people, both virtually and in-person.



ANYWHERE PRESENTS:

# A Week of Understanding

With what started as a Day of Understanding four years ago, in 2023 we expanded one of the most important events at our company to an entire week.

The very first **WEEK OF UNDERSTANDING** featured inspiring activities, rich content, and real conversations focused on the Power of Human Connection. Anywhere welcomed affiliated agents to participate in the week's events for the first time. Over **4,300 ATTENDEES** joined the **12 EVENTS**, which took place over **3 DAYS**.

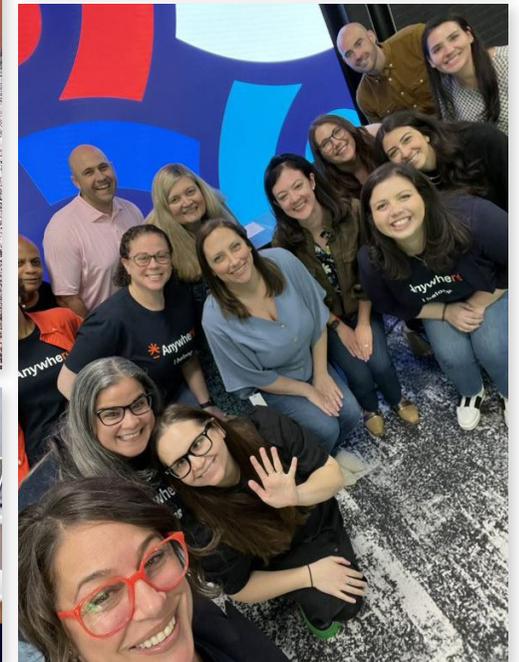
It was a special time for employees to press pause, focus on development and lean into authentic conversations across the entire company featured by various leaders, ERGs, partners and a few external special guests to strengthen our culture of inclusion and connections at Anywhere.

**4,300 ATTENDEES**

FOR THE WEEK OF UNDERSTANDING EVENT

**12 EVENTS 3 DAYS**

12 EVENTS OFFERED OVER 3 DAYS





# Amplifying Our Impact on the Industry

We continue to serve as champions of inclusion in our industry and beyond with a number of programs and initiatives designed to create meaningful change:

**THE INCLUSIVE OWNERSHIP PROGRAM BY ANYWHERE** is an industry-first initiative where brokerage owners who qualify and affiliate with an Anywhere brand can take advantage of financial incentives that help open doors and strengthen representation in the industry.

**WHAT MOVES HER** is open to all of our brands and is trailblazing campaign that supports the growth of women in real estate.

**THE AGENTS OF CHANGE PROGRAM** is a forum for our local companies to engage with and celebrate diverse agents and attract outside agents, in partnership by Freddie Mac. Approximately 1,600 agents and employees attended 11 events both virtually and in person.

**THE CENTURY 21 BRAND** is home to the most Hispanic franchise owners across all Anywhere brands. Leading Latina agents from the brand were featured on the cover of the **RISMEDIA December issue** in a story about Latina powerhouses in real estate.

**8,000**

**WHAT MOVES HER** has ~8,000 participants to date

**400**

**THE AGENTS OF CHANGE PROGRAM** had nearly 400 agents were engaged through four events



**CENTURY 21 AGENTS** featured on the cover of RISMEDIA magazine



## Leaders Take Action

Sue Yannaccone, president and CEO of Anywhere Brands and Anywhere Advisors, led the industry by speaking out and calling for action to drive meaningful change.



**Sue Yannaccone** • 2nd

President & CEO at Anywhere Brands (NYSE: HOUS)  
3mo

I was very disturbed to read The New York Times report on the brazen attitudes and alleged behaviors of leaders at the National Association of Realtors. Given our predominantly female industry, I am incredibly disappointed by the reporter's allegations as NAR is supposed to be a guidepost for our industry.

*After media coverage of sexual harassment allegations within the real estate industry came to surface, Sue Yannaccone took a stand on her LinkedIn account to address these concerns and call for change. [READ FULL POST HERE](#)*

OPINION

### Sue Yannaccone: Time to get the house in order

President and CEO of Anywhere Brands Sue Yannaccone writes that this is the time for leaders to find and use their voices so that the industry reflects the values it promotes

*Following Sue's LinkedIn post, she further demonstrated her leadership by contributing an op-ed piece in a prominent real estate trade magazine to further iterate the importance of speaking out against sexual harassment in the industry. [READ FULL ARTICLE HERE](#)*



*Sue Yannaccone, president and CEO, Anywhere Brands and Anywhere Advisors speaks at an industry conference.*



# Industry Leadership

## OUR AFFILIATED AGENTS TOP THE CHARTS

- On the **LGBTQ+ Real Estate Alliance Top Producers List**, 30% of the Individual Sales Volume category and Individual Sides categories were Anywhere-affiliated agents.
- 39 Anywhere affiliated agents represented on the NAHREP TOP 250 Latino Agents list.
- On the **AREAA A-List Top Producers** for 2023 list, 47 Anywhere-affiliated agents were recognized for their Individual Volume.



## SIX ANYWHERE LEADERS HONORED AS 2023 HOUSINGWIRE WOMEN OF INFLUENCE INCLUDING:

- Tanya Reu-Narvaez**, Chief People Officer, Anywhere
- Liz Gehringer**, President and Chief Executive Officer, Anywhere Franchise Brands
- Kamini Lane**, President and Chief Executive Officer, Coldwell Banker Realty
- Jennifer Battista**, President, Operations and Insurance, Title and Settlement Services, Anywhere Integrated Services
- Jennifer Lind**, Regional President, West, Coldwell Banker Realty
- Kelly Mack**, President, Corcoran Sunshine Marketing Group



Tanya Reu-Narvaez



Liz Gehringer



Kamini Lane



Jennifer Battista



Jennifer Lind



Kelly Mack



# Inclusion at Cartus

Cartus’ commitment to inclusion extends fully and actively to our network of supplier partners through continuous sourcing, monitoring, and measurement. With over 250 diverse suppliers in our networks, we can help our clients reach their goals without compromising cost or quality.

## 2023 Diversity Supplier Spend:

**Cartus spent over \$78 million with minority and women-owned businesses. When including all underrepresented community categories categories, that number climbs to more than \$155 million, representing over 33% of Cartus’ overall spend. Over the last five years, Cartus spent \$569 million with diverse suppliers.**

Cartus made a tremendous push internally, with our clients and our supplier partners, to bring an inclusive lens into our ways of working and creating global mobility programs and policies that ultimately impact relocating employees and their families in a positive way by investing in DEI training. Cartus also offers a team of DEI Mobility experts who share knowledge and findings with the industry, including thought leadership collateral, formal speaking engagements, and hosting workshops and roundtables that anyone can join, even our competitors. **IN 2023:**

**Cartus Workshops and Coaching Solutions** were created as an industry-first coaching product that targets Selection and Receiving Managers, ensuring both groups become more inclusive with the shared goal for relocating employees and their families to say, “They knew I was coming” and “I belong.”

**Hosted regular client roundtables** – both virtual and in-person – providing a safe and inclusive space for like-minded HR and mobility professionals to inform us of their DEI goals and the barriers preventing them.

**Cartus podcast series “Mobility Matters”** has included many episodes dedicated to DEI.

**Cartus continued capturing DEI Mobility data from the industry.** In our most recently published survey, 44 companies participated.

**Asked supplier partners to make progress on their internal initiatives to hire more diverse talent** and to develop and share with us ways they are evolving that will impact our clients’ relocating employees directly.



**\$78M**

Spent over \$78 million with minority and women-owned businesses

**\$155M**

When including all underrepresented community categories, that number climbs to more than \$155 million

**\$569M**

Over the last five years, Cartus spent \$569 million with suppliers from underrepresented communities



# CHAPTER 3 - SUMMARY

## CREATING OPPORTUNITIES FOR ALL

% of executive management committee who are people of color	<b>17%</b>
% of executive management committee who are women	<b>50%</b>

## TALENT ACQUISITION AND PLANNING

% increase of female hires year over year in 2023	<b>+1.1%</b>
% of total hires from underrepresented communities in 2023	<b>32%</b>

## DEVELOPMENT PROGRAMS

% increase in Real Career Connection Membership Engagement Index	<b>~20%</b>
Real Career Connections Satisfaction Rating	<b>100%</b>
2023 participants of Accelerate	<b>17</b>
Total participants of the Accelerate program	<b>49</b>
What Moves Her participants	<b>~8,000</b>
Agents of Change participants	<b>~1600</b>

## EMPLOYEE REPRESENTATION

% of executive management committee who are people of color	<b>20%</b>
% of executive management committee who identify as women	<b>50%</b>
% of employees who identify as women	<b>70.2%</b>
% of employees who identify as men	<b>29.7%</b>
% of employees who identify as non-binary	<b>&lt; 0.1%</b>
% of senior leaders who identify as women	<b>43.1%</b>
% of senior leaders who identify as men	<b>56.9%</b>
% of employees who are people of color	<b>25.6%</b>
% of employees who are not people of color	<b>74.4%</b>
% of senior leaders who are people of color	<b>20%</b>
% of senior leaders who are not people of color	<b>80%</b>

## EMPLOYEE RESOURCE GROUPS AND EVENTS

Employees who are ERG members	<b>~1,370</b>
Total events hosted by ERGs in 2023	<b>~150</b>
Juneteenth celebration attendees	<b>270</b>
Week of Understanding Attendees	<b>4,300+</b>
Week of Understanding Events	<b>12</b>

## INDUSTRY REPRESENTATION

% of Anywhere affiliated agents on the LGBTQ+ Real Estate Alliance Top Producers by Individual Sales and Individual Sides list	<b>30%</b>
Anywhere affiliated agents on the NAHREP Top 250 Latino Agents list	<b>39</b>
Anywhere affiliated agents on the AREAA A-List Top Producers	<b>47</b>
Anywhere leaders on the 2023 HousingWire Women of Influence	<b>6</b>

## INCLUSION AT CARTUS

Supplier spend on minority and women-owned businesses	<b>\$78,000,000+</b>
Supplier spend on all diverse categories	<b>\$155,000,000+</b>
% diversity supplier spend is of Cartus' overall spend	<b>33%</b>
Total spent over last five years with diverse suppliers	<b>\$569,000,000</b>



# 2023 Corporate Social Responsibility Report

