GARTNER, INC.

PRINCIPLES AND PRACTICES OF THE BOARD OF DIRECTORS OF GARTNER, INC.

Effective: July 1, 2024

Mission

The Board of Director's primary mission is to oversee management of the Company, perpetuate a successful commercial enterprise, optimize corporate profits and enhance shareholder value on a long-term basis. The Board recognizes that the long-term interests of shareholders are advanced by responsibly addressing the concerns of other stakeholders including employees, customers, suppliers, government, and the public.

Board Responsibilities

To fulfill this mission, the Board is responsible for:

- Knowing the Company's business
- Creating a successful management team by attracting top leadership talent
- Establishing high, realistic standards and measurable, articulated performance goals for senior management
- Against these goals, monitoring and evaluating the performance of the management team, especially the Chief Executive Officer ("CEO"), and holding management accountable
- Overseeing the management team's operation of the Company's business in a legal and ethical manner
- Overseeing the development of long-term corporate strategy and decision-making
- Reviewing financial plans, goals and performance in light of adopted corporate strategy
- Advising management in matters of planning, policy and other significant issues facing the Company
- Creating management compensation plans that motivate management and reward outstanding performance
- Developing a management succession plan
- Overseeing the Company's processes for assessing and managing risk
- Engaging in succession planning for the Board and key leadership roles on the Board and its committees
- Nominating the Company's director candidates and appointing committee members
- Shaping effective corporate governance
- Performing such other functions as are required by law

Board's Role in Strategic Development

While management is responsible for formulating, proposing and implementing corporate strategy, the Board approves the strategic direction proposed by management and evaluates performance results. The Board should engage in an ongoing dialogue with senior management regarding strategic direction and may invite members of senior management to attend and participate in corporate strategy discussions at Board meetings. Likewise, the CEO may invite members of senior management to attend and participate in Board meetings where appropriate.

At least once each year, the Board will adopt and/or revise the long-range financial and strategic plan developed by management with Board input, and approve budget and performance targets for the upcoming fiscal year. The Board may adjust these targets during the year as necessary.

During the year, the Board will review and approve: changes to long-range strategy, including resource allocation; capital expenditures in excess of the annual budget; changes in long-term capital structure and financing; entry into a new line of business; all acquisitions, divestitures and financial commitments above thresholds delegated to management from time-to-time; issuances of securities; all other material transactions and arrangements; and all matters as are required by applicable law.

Board Size, Composition and Succession Planning

The Company's Bylaws currently provide that the Board shall be comprised of not less than nine (9) nor more than thirteen (13) directors, as set from time to time by resolution of the Board or shareholders. The Board can change this range by amending the Bylaws, as it deems appropriate.

The Board will have a majority of directors who meet the criteria for independence established from time to time by the New York Stock Exchange ("NYSE"). In addition, directors' fees are the only compensation a director may receive from the Company. The Board will make an annual determination regarding the independence of its existing Board members and proposed Board members, and will make necessary adjustments so that a majority of the Board is independent at all times. Any previously independent director may be required to tender his or her resignation from the Board if he or she is no longer independent under these Principles and Practices, or any applicable rules or regulations governing the independence of directors. The purpose of this policy is to allow the Governance/Nominating Committee to determine whether the change in independence brings the Company out of compliance with this independence requirement, or creates a conflict of interest or other issues that render the incumbent director's continued service to the Company undesirable.

The Governance/Nominating Committee engages in succession planning for the Board and key leadership roles on the Board and its committees. In connection with the Board's annual assessment, the Board considers the appropriateness of the qualifications of existing directors given the Company's current needs. In addition, the Governance/Nominating Committee regularly reviews the composition of the Board in light of the current and anticipated needs of the Company, the assessment of Board and committee performance, and the input of stockholders and other key stakeholders.

The Governance/Nominating Committee is responsible for identifying, screening and recommending to the Board candidates for Board membership. In carrying out this function, the Committee will consider the qualifications, skills, expertise, qualities, diversity, age, gender, availability and experience of all candidates that are presented to it for consideration. The Governance/Nominating Committee looks for certain common characteristics in all nominees, including integrity, strong professional experience and reputation, a record of achievement, constructive and collegial personal attributes and the ability and commitment to devote sufficient time and effort to Board service. In addition, the Governance/Nominating Committee seeks to include on the Board a complementary mix of individuals with diverse backgrounds and skills that will enable the Board as a whole to effectively manage the array of issues it will confront in furtherance of its duties. The Board utilizes a concept of diversity that extends beyond race, gender and national origin to encompass the viewpoints, professional experience and other individual qualities and attributes of candidates that will enable the Board to select candidates who are best able to carry out the Board's responsibilities and complement the mix of talent and experience represented on the Board.

The Company does not impose a retirement age or term limits on its directors.

The Governance/Nominating Committee considers potential Board nominees from many sources, including shareholders. Any such nominations, together with the information described in the annual proxy statement, should be submitted to the Chairman of the Governance/Nominating Committee, c/o Corporate Secretary, Gartner, Inc., 56 Top Gallant Road, P.O. Box 10212, Stamford, CT 06902-2212.

The Board may appoint a director or former director who has served the Company with distinction as a Director Emeritus for a term ending at the next annual meeting of shareholders, subject to re-appointment. This individual is not a member of the Board, but a consultant. The Board may also appoint the former Chairman of the Board as a Chairman Emeritus, who also is not a member of the Board, but a consultant. Anyone so designated may attend Board meetings only at the invitation of the Chairman of the Board.

Resignation Policy for Directors Upon Change in Primary Employment

A director must tender his or her resignation from the Board if his or her primary employment changes. The purpose of this policy is to allow the Governance/Nominating Committee to determine whether the change in employment or other relationship creates an actual or potential conflict of interest, lack of independence, or other issues that render the incumbent director's continued service to the Company undesirable and, accordingly, gives the Board the option to accept the resignation and avoid a removal process or to reject the resignation.

Service on Other Boards

Ordinarily, directors may not serve on the boards of more than four public companies, including the Company's Board. Directors who are chief executive officers of public companies may not serve on the board of more than one other public company, in addition to the Company's Board.

In addition, directors should advise the Chairperson of the Governance/Nominating Committee in advance of accepting an invitation to serve on the board of another for-profit organization.

Director Elections

Any incumbent nominee for director who is not elected in accordance with the Company's Bylaws shall promptly tender his or her resignation to the Board following certification of the shareholder vote. The Governance/Nominating Committee shall consider the resignation offer and recommend to the Board the action to be taken with respect to the offered resignation. In determining its recommendation, the Governance/Nominating Committee shall consider all factors it deems relevant. The Board will act on the Governance/Nominating Committee's recommendation within 90 days following certification of the shareholder vote. The Board will publicly disclose its decision with respect to the director's resignation offer and the reasons for rejecting the resignation offer, if applicable.

Any director who tenders his or her resignation pursuant to this policy shall not participate in the Governance/Nominating Committee's recommendation or Board action regarding whether to accept the resignation offer. If each member of the Governance/Nominating Committee is required to tender his or her resignation pursuant to this policy in the same election, then the independent directors of the Board who are not required to tender a resignation pursuant to this policy shall consider the resignation offers and make a recommendation to the Board.

To the extent that one or more directors' resignations are accepted by the Board, the Board in its discretion may determine either to fill such vacancy or vacancies or to reduce the size of the Board within the authorized range.

Board Leadership

At each Annual Meeting of the Board, the Board will review its leadership structure and will select a Chairman of the Board. If the CEO is designated as Chairman or if the Chairman is not independent, the independent directors will designate one of the independent directors as the Lead Independent Director, who will assume the responsibility of chairing "executive sessions" (discussed below) and meetings of the Board or other Board responsibilities that the Chairman is unable to lead due to a conflict of interest or other reasons. The specific responsibilities of the Lead Independent Director will include: (i) being contactable directly by stockholders in a manner disclosed in the Company's proxy statement (as provided below in "Shareholder Communications"); (ii) working with the CEO and the Chairman, management and committee chairs to ensure meeting agendas cover appropriate topics and that schedules for Board and committee meetings permit sufficient time for discussion of all agenda items (discussed below in "Board Information"); (iii) presiding over separate executive sessions of the independent directors following the executive sessions presided over by the Chairman (discussed below in "Executive Sessions"); (iv) preparing annual feedback to the CEO based on input from other directors; (v) acting as the Board's designee to negotiate any amendment or renewal of the CEO's employment agreement (in each case, subject to the approval of the Compensation Committee or the Board, as applicable); and (vi) calling special meetings of the Board as needed.

The Company will disclose in its proxy statement the name of the Lead Independent Director and the manner by which shareholders may communicate directly with the Lead Independent Director or with non-management directors as a group.

Executive Sessions

The non-management members of the Board will conduct regularly scheduled executive sessions (meetings in which the CEO and other members of management do not participate). Generally, an executive session will be held immediately following each regularly scheduled Board meeting. All such sessions will be considered a part of the Board's deliberations and activities. Following each executive session, the Chairman of the Board, or, if the Chairman is not independent, the Lead Independent Director, will communicate the results of executive session deliberations and any recommendations to the full Board. To the extent the non-management directors include directors who are not independent under the NYSE criteria, then the independent directors must conduct at least one executive session a year at which only independent directors are in attendance. The Chairman of the Board or, if the Chairman of the Board is not independent, the Lead Independent Director, will preside at such sessions.

Board Performance Evaluation

On an annual basis, the Governance/Nominating Committee will evaluate the effectiveness of the Board as a whole, and of each Committee of the Board, by soliciting feedback from each director utilizing Board and Committee performance evaluation forms or such other processes as the Governance/Nominating Committee will determine, and will share the results and recommendations of these evaluations with the entire Board. This process should identify, among other things, recommendations for improved Board and Committee practices and processes. All directors are encouraged to make suggestions to improve these practices at any time.

Based upon this annual evaluation process, the Governance/Nominating Committee will recommend to the full Board any needed changes in the Principles and Practices of the Board, and will utilize information obtained in determining whether a director should be nominated for re-election to the Board or new candidates should be identified.

Committees

The Company's Board of Directors has three standing committees: the Audit Committee, the Compensation Committee and the Governance/Nominating Committee. Each committee has adopted a Charter. These Charters are posted on the Company's website. The Company will notify shareholders in its annual proxy statement that these Charters are available on its website and are also available in print to any shareholder who requests them.

The Board may constitute ad hoc committees or additional standing committees from time to time.

The committees typically meet immediately prior to, or within two weeks prior to, the regularly scheduled Board meetings and more frequently as appropriate. The committee chair, in consultation with committee members, determines the frequency and length of committee meetings. Generally, an executive session will be held immediately following each regularly scheduled committee meeting. All such sessions will be considered a part of the committee's deliberations and activities. At each regular Board meeting, each committee chair will make a presentation to the full Board of that committee's current and proposed activities. Committee chairs may invite the CEO and Chairman to attend any committee meeting, provided the presence of such individual does not constitute a conflict of interest or otherwise impair the committee's ability to act.

Each Committee must review its charter on an annual basis and update or revise it, if necessary. Additionally, each Committee must evaluate its performance at least annually.

Board Information

The Chairman and the CEO are charged with overseeing adequate and complete information flow to all directors, including draft copies of financial statements and filings with the SEC, earnings and press releases, minutes of previous Board meetings, and other documents and information necessary for effective Board and committee deliberations.

Management should work with the Chairman, the committee chairs and the CEO to create and distribute "Board Books" prior to each meeting of the Board and each committee, containing an agenda and written information important to understanding presentations, discussions and issues to be covered at such meeting. The Chairman and CEO will see that directors receive the right kind and amount of information from management in sufficient time to prepare for meetings. The Lead Independent Director will work with the CEO and Chairman, management and committee chairs to ensure meeting agendas cover appropriate topics. Directors may request that items be added to the agenda, or suggest changes to the type or format of the information provided, and the Chairman will make reasonable efforts to comply with these requests.

Directors may have access to management to discuss particular matters from time to time so long as the director first informs the CEO in advance of such meeting. Care must be taken not to undermine the normal lines of management authority or to occupy significant amounts of management time. The Board of Directors, and each of its standing committees, may engage outside consultants and advisors as it deems necessary and appropriate.

Director Orientation and Continuing Education

The Board will establish an effective orientation program to familiarize new directors with the Company's strategic plans, its significant financial, accounting and risk management issues, its compliance programs, its conflict policies and other controls, its principal officers, its internal and independent auditors, and its governance practices.

The Board encourages directors to participate in education programs to assist them in performing their responsibilities as directors.

Board Meetings; Annual Meeting of Shareholders

The Board of Directors will hold four regular meetings each year following the end of each fiscal quarter to review the Company's results of operations for that quarter and the year to date, approve major decisions requiring Board action, discuss corporate strategy with members of senior management, receive reports of the Board committees, provide advice to management and consider other matters relevant to its responsibilities. Board and committee meetings usually will be held at the Company's headquarters in Stamford, Connecticut beginning in the early morning and ending by mid-afternoon, or at such other times and places as the Board may determine. The Annual Meeting of the Board of Directors is the next regularly scheduled Board meeting held immediately following the Annual Meeting of Shareholders (which is typically held in the spring) or as soon thereafter as practicable. Special meetings of the Board of Directors will be held when appropriate and may be called as provided pursuant to the Bylaws.

Directors are invited, but not required, to attend the Annual Meeting of Shareholders.

Board Compensation and Stock Ownership

The compensation package for directors may include a mix of cash, equity and other benefits. The level of director compensation generally should be competitive with that paid to directors of other corporations of similar size in the United States; however the actual compensation and the mix of the compensation package will vary depending upon the time commitment required of the directors, the compensation awarded to directors of other companies similarly situated, the need to align the directors' interests with those of the shareholders and the long-term prospects of the Company. With the assistance of the Governance/Nominating Committee, the Compensation Committee is responsible for recommending the director compensation package, or any changes to the package, to the full Board for its approval. Directors who are also employees and directors who are appointed at the request of another entity because of a relationship between the Company and that entity receive no compensation for their services as directors.

The Board believes that directors should have a financial stake in the Company. Accordingly, each director is required to own shares of the Company's common stock with a value of at least five (5) times the Annual Board Retainer Fee. Directors are required to achieve the guideline within three years of joining the Board. In the event a director has not satisfied the guideline within the three year period, he/she will be required to hold 50% of net after-tax shares received from the Company until the guideline is achieved. Unvested annual restricted stock units and common stock equivalents may be counted towards this requirement.

Director Responsibilities

The fundamental role of the directors is to exercise their business judgment to act in what they reasonably believe to be the best interests of the Company and its shareholders. In fulfilling that responsibility directors should be able to rely on the honesty and integrity of the Company's senior management and expert legal, accounting, financial and other advisors. The directors should have the benefit of directors' and officers' insurance paid by the Company, indemnification to the fullest extent allowed under Delaware law and the Company's Bylaws, and exculpation as provided by Delaware law and the Company's certificate of incorporation.

Board members are expected to rigorously prepare for, attend and participate in all Board and applicable committee meetings, and to spend the time needed and meet as often as necessary to properly discharge their obligations. Board members are expected to review all information that is distributed prior to meetings, so that Board meeting time may be conserved and discussion time focused on questions that the Board has about the materials. Finally, Board members are obligated to hold all matters discussed at Board meetings, as well as all meeting materials and information, in the strictest confidence at all times.

Management Succession Planning

The Governance/Nominating Committee is responsible for developing and proposing management (especially CEO) succession plans and policies, and coordinating the discussion and adoption of these policies with the full Board. The Governance/Nominating Committee will work with the CEO to keep current with all management succession issues and management development activities and will keep the full Board informed as to any significant developments in this area. At least annually, the Governance/Nominating Committee, together with the CEO, will review the performance and potential of the entire executive and senior management team, including the CEO, and the succession plans currently in place for these employees. The Committee will report to the Board annually on succession planning and will recommend to the Board adoption of adjustments to existing succession plans or the implementation of additional plans.

The succession planning process includes consideration of both ordinary course succession, in the event of planned promotions and retirements, and planning for situations where the CEO or another member of senior management unexpectedly become unable to perform the duties of their positions.

Board Interaction On Behalf of the Company

The Gartner, Inc. Regulation Fair Disclosure Policy is applicable to all directors. In general, the Company's management should speak for the Company in all communications with institutional investors, the press, customers, securities analysts, shareholders and the public at large. Directors may speak on behalf of the Company after consultation with the CEO or other designated members of management.

Shareholder Communications

The Board values shareholder input. Shareholders and other interested parties can contact any director, including the Chairman of the Board and the Lead Independent Director, if any, by writing to the director c/o Corporate Secretary, Gartner, Inc., 56 Top Gallant Road, P.O. Box 10212, Stamford, CT 06902-2212.

Conflicts of Interest

On an on-going basis, if an actual or potential conflict of interest exists between a member of the Board of Directors regarding a matter being considered by the Board or any of its committees, then (consistent with applicable law and the practices of the Board) the conflict should be disclosed to the Board, the Governance/Nominating Committee or the committee involved in the issue, as the case may be. The member with the conflict should recuse himself/herself from that portion of the meeting of the Board or committee at which the matter is addressed to permit independent discussion and the member with the conflict should abstain from voting on any such matter.

Each director must bring any actual or potential conflict of interest issues or other potentially "sensitive" issues concerning management or the Board immediately and directly to the attention of the Board of Directors. The Governance/Nominating Committee will act promptly to resolve any conflict of interest issue brought to its attention and will have the power to request the Board of Directors to take any appropriate action, up to an including a request for the involved director to resign from the Board. The

Audit Committee will review any related party transaction and ascertain the appropriateness of disclosure, on advice of counsel if requested.

Insider Trading

Federal law prohibits corporate insiders from trading securities (including options) while in possession of material nonpublic information. Violations of these laws can lead to severe civil and criminal penalties. The Gartner, Inc. Insider Trading Policy is applicable to all directors. Prior to entering into any transaction involving any Company securities, each director will obtain pre-clearance from the General Counsel.

Code of Conduct

The Gartner, Inc. Code of Conduct is applicable to all directors. At least annually, each director and each member of senior management will complete an Affirmation of Compliance with the Code of Conduct. Any waiver of the Code for executive officers or directors may be made only by the Board or by the Governance/Nominating Committee and will be disclosed to shareholders as required by applicable regulations. The Code of Conduct is posted on the Company's website. The Company will notify shareholders in its annual proxy statement to shareholders that the Code of Conduct is available on its website and is also available in print to any shareholder who requests it.

Compliance with NYSE Listing Standards and Certifications to the NYSE

At least annually, the Company will review its compliance with NYSE listing requirements. Further, the Company and the CEO must make written annual certifications, as well as interim certifications under certain circumstances, to the NYSE with respect to the Company's compliance with the NYSE corporate governance listing standards. The Board must assist the Company and the CEO in their respective responsibilities with respect to these certifications.

Periodic Review and Availability

The Board will review and modify these Principles and Practices periodically, but not less than annually, upon the recommendation of the Governance/Nominating Committee and in any case as the Board deems appropriate. These Principles and Practices are posted on the Company's website. The Company will notify its shareholders in its annual proxy statement that these Principles and Practices are available on its website and are also available in print to any shareholder who requests them.