

A large, dynamic wave is captured mid-break, creating a spray of white foam against a backdrop of a clear blue sky with scattered white clouds. A faint, thin-lined triangular frame is superimposed over the upper portion of the wave, centered vertically.

Managing ESG Risk for Guidehouse and its Clients

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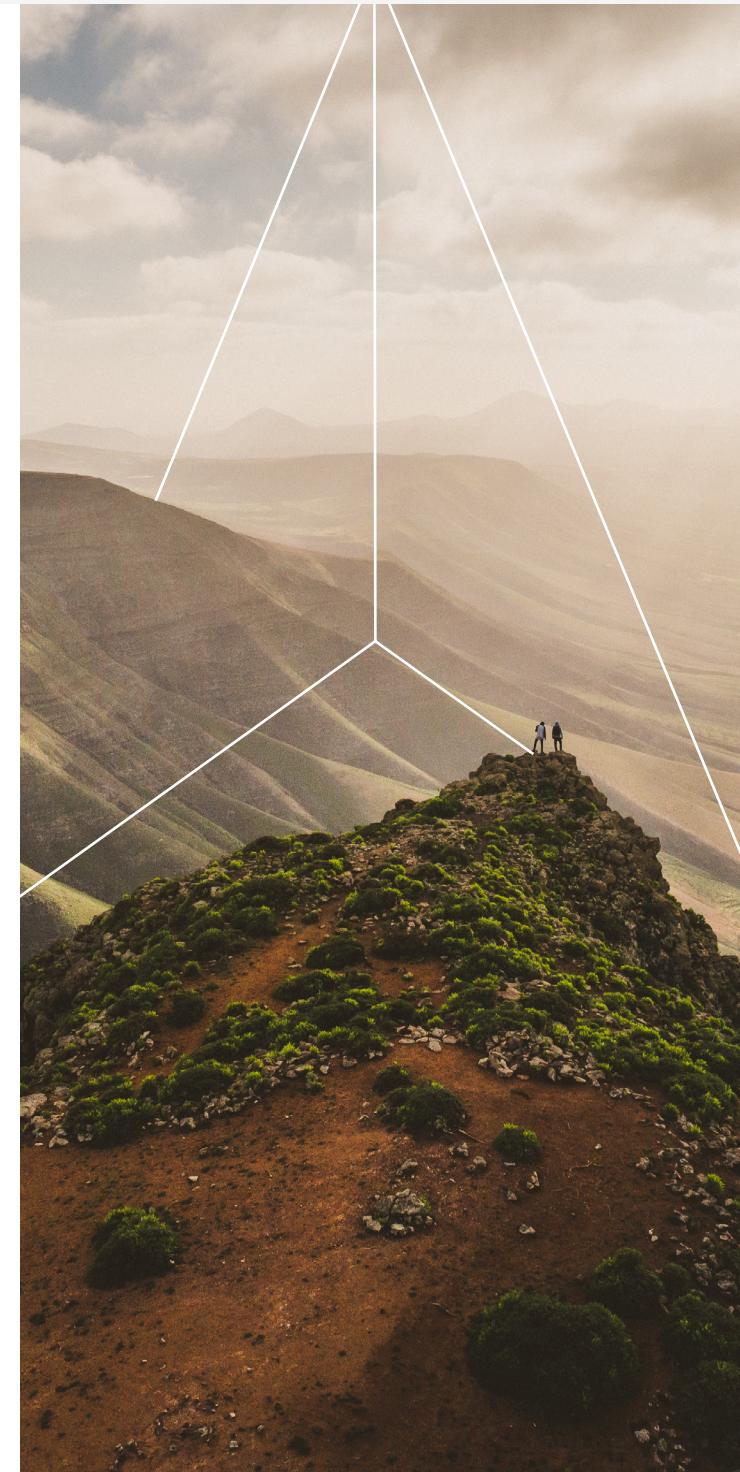
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Inspiring Action towards ESG Excellence

At Guidehouse, we seamlessly integrate expertise in the public sector and regulated commercial markets to solve the most complex issues of our day. The global challenges in health, financial services, national security and energy cannot be exclusively addressed by the regulator or the regulated. Such problem solving requires a new model of engagement – a model for which Guidehouse was uniquely built.

Guidehouse guides its clients to address their most complex challenges and navigate significant market dynamics (i.e. global pandemic resetting healthcare delivery, global recession stressing financial institutions, global national security concerns combined with human migration in both the northern and southern hemispheres, and global energy crisis precipitated by Russia's invasion of Ukraine and US reductions in petroleum-based refining) coupled with evolving regulatory pressures and macro market dynamics that require focusing on transformational change, business resiliency, and technology-driven innovation. It is within these complex business environments that environmental, social, and governance (ESG) risk has been injected into corporate risk management. In recent years, ESG mandates from the United Nations, international treaties, federal and state regulators have generated corporate obligations to report and manage to ESG metrics and unfunded mandates to invest and achieve decarbonization pathways in addition to increased transparency in diversity reporting and social stewardship.

With our expanding international business footprint, particularly across the highly regulated industries of healthcare, financial services, energy, infrastructure, and national security we believe it is our responsibility to lead our clients by example through this changing ESG risk landscape. As such, we are taking actions internally to refine the company's operating model to achieve greenhouse gas reductions (for example) while also delivering innovative, technology-enabled solutions across the government and commercial sectors with a rising focus on ESG risks in the context of omnipresent industry risks in the markets we serve, and most notably, by launching a dedicated team focused specifically on sustainability and enterprise risk management.



This Guidehouse 2022 ESG Report highlights our continued efforts to respond and mitigate ESG risks through unprecedented macro market challenges in professional services as well as those regulated industries the company serves.

We evolved each of our four Environmental, Social, and Governance (ESG) pillars, including:

- Trailblazing initiatives to promote environmental sustainability and decarbonization pathways—both at Guidehouse and at our client organizations;
- Expanding our comprehensive corporate social responsibility (CSR) platform to include a Pro Bono Consulting Program to support underrepresented demographics and minority-owned businesses in under-served communities;
- Globally expanding our Diversity, Equity, and Inclusion (DEI) program with the goal of moving beyond western thinking and fostering a global work environment where everyone is empowered to thrive;
- And strengthening our rigorous governance infrastructure through continued refinements to our ethics, compliance, and risk management strategies that translate into improved outcomes for our clients, our employees and our investors.

2022 was another year that began with the pandemic — and more than ever, supporting the health and well-being of our employees, their families, and our clients has been our top priority. Our internal team of passionate experts and leaders worked to transition away from pandemic protocols and responsibly re-open our operations and client support around the globe by:

- Guidehouse supported several new client initiatives in Sustainable Cities and Communities through its support of ten federal financial assistance programs distributing more than \$500B, impacting more than 400,000 families via emergency rental assistance programs at the state level, and supporting the digital transformation of national mortgage lenders improving access to affordable home ownership;

- Affordable and Clean Energy and Climate action remain hallmarks of our efforts. For one utility provider alone we identified more than \$6B in energy savings which benefits consumers in the form of lower rates. To date, Guidehouse has improved over 350 U.S. utility customer programs – helping over 50M utility customers save energy and reduce the carbon footprints of their homes and businesses. For one provider alone, the greenhouse gas reduction was equivalent to removing all vehicles from a major US city for five years. On a national level, Guidehouse guided one European government's strategy to accelerate its move from fossil-based fuels to hydrogen and renewables to achieve a net zero economy by 2045; and
- In the area of Good Health and Well Being, Guidehouse has offered a broad set of capabilities to supports its clients: in the area of suicide prevention of at-risk populations, we guided the integration of machine learning to predictive analytics to identify the most vulnerable allowing for interventions in advance of crisis; we guided post-pandemic care providers back to financial stability by applying operational restructuring and care delivery transformations that improved patient access and outcomes at lower costs; and through our joint venture with the Poarch Band of Creek Indians (Summome Native Ventures) we are undertaking the transformation of the US Organ Procurement and Transplantation Network (OPTN) to improve organ use and improve equitable access.

These efforts are only the beginning of what lies ahead. We invite you to join us as we work to build a next generation professional services firm that seeks to create a **safer, healthier, more inclusive and compassionate world** by virtue of the clients it serves and the services it offers.

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A Word From Scott

We are immensely proud that in the span of four years, what began as a startup business has grown into a multi-billion dollar premier global consultancy that has expanded tenfold in staffing with integrated capabilities across the government and private sectors. Our mergers with Navigant Consulting, Grant Thornton Public Sector and the Dovel Technologies Family of Companies allowed us to create an organization positioned to meet our clients' needs in management consulting, digital technologies, and managed services.

Our ESG journey has taken two distinct paths: One focused on our core operations and another focused on risk and resiliency for our clients. For our core operations, we confirmed decisions to move to a cloud-enabled corporation, integrate hybrid work models, expand and redefine our diversity programs, and adopt collaboration technologies allowing us to reduce our carbon footprint supporting a decarbonization pathway while improving operational resiliency. We discovered the classification of our employee based by gender and ethnicity did not represent the broad tapestry of our workforce – single parents, first generation college graduates, veterans and former government services executives, those caring for elderly parents at home, those pursuing advanced degrees, licensed clinicians still committed to healthcare delivery but needing a break from the bedside. Our base diversity metrics have improved each year and our affinity network topics expanded beyond ethnicity and race to address the work-life balance and professional needs of such a global workforce which translated into new engagement models with clients as we returned to the office.

Supporting our clients, we are guiding many on their initial reports and interpretations while each navigates significant market dynamics (e.g., global pandemic resetting healthcare delivery, global recession stressing financial institutions, global national security concerns combined with human migration in both the northern and southern hemispheres, and global energy crisis precipitated by Russia's invasion of Ukraine and US reductions in petroleum-based refining) coupled with evolving regulatory pressures and macro market dynamics.

For many we are co-developing their unique decarbonization pathways, improving resiliency due to multiple climate change scenarios, and supporting others in estimating decarbonization investments to determine long term economic viability. We have worked with dozens of companies (including some of the world's largest utilities, quick service restaurant firms, and life sciences firms) to develop actionable strategies and drive public ESG disclosures, including ESG/sustainability reports and targeted investor and stakeholder disclosures. We are also engaging state and local governments in crafting frameworks for the rollout of congestion pricing in areas like Los Angeles, California and Harris County, Texas that include equity economics for regulator pricing considerations.

Our progress and impact both in the context of company operations and in the services we offer our clients in managing enterprise risk and resiliency in general and ESG risk in particular throughout 2022 are sources of tremendous pride. By improving workforce diversity, we offer solutions and leadership inputs with more diverse viewpoints. By reducing our carbon footprint and aligning to science-based targets for reductions, we play a part in lessening the impact of climate change for future generations.

Building on our past efforts, we continue to put ESG in context around **enterprise risk, resiliency, and workforce opportunity** for our business as well as the markets, industries, and clients we serve.



Scott McIntyre
CEO, Guidehouse

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RI²SE Values

Respect > Be a Beacon

WE RISE BY illuminating the diversity each person brings, ensuring all can shine.

Integrity > Be the Compass

WE RISE BY being courageously ethical and charting the right course.

Innovation > Ignite Change

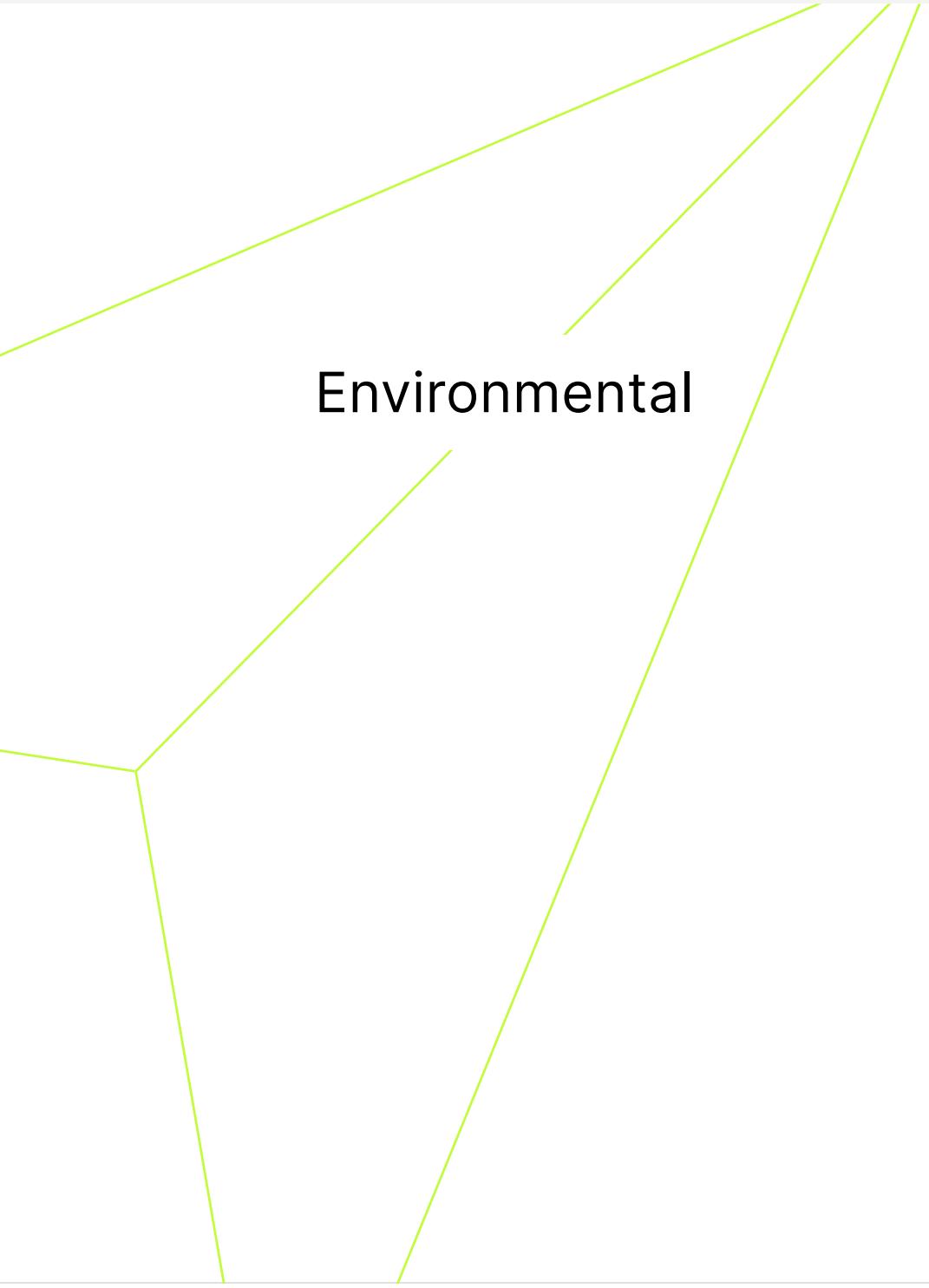
WE RISE BY combining deep expertise with boundless creativity, delivering outstanding results.

Stewardship > Be a Guardian

WE RISE BY helping our people grow, our business succeed, and communities thrive.

Excellence > Pursue Perfection

WE RISE BY being committed, refusing average and constantly evolving.



Environmental

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Working toward a more sustainable world

Sustainability for Clients

Our Energy, Sustainability, and Infrastructure team partners with global organizations across various industries to confront the realities of climate change by creating holistic approaches to sustainability, decarbonization, and environmental, social, and governance (ESG).

With deep expertise across a broad range of sectors and knowledge of industry, geography, and specific client needs, we have gained a reputation as a leader in sustainability, decarbonization, and ESG, and have developed methodologies for leading sustainability protocols and standards for organizations such as the Science Based Targets initiative (SBTi), the Partnership for Carbon Accounting Financials (PCAF), and the World Business Council for Sustainable Development (WBCSD).

Guidehouse consciously restructured its sustainability services to proactively address the rising need, expanding across all our business segments and creating new solutions:

- Climate Resilience
- Decarbonization Platform
- Low Carbon Pathways
- ESG Solutions

By bringing our sustainability services together as one, collaborative global team of experts and managing consultants, Guidehouse will accelerate our sustainability expertise and offerings to create a significant and global impact.



Our involvement across global sustainability initiatives includes:

- The Partnership for Carbon Accounting Financials (PCAF), a global consortium of banks with over \$100 Trillion in assets working on climate impact accounting and target setting protocols.
- Gas 4 Climate which consists of a group of seven major European gas TSOs and two biogas associations to scale up the production of renewable gas.
- The Supplier Leadership on Climate Transition (S-LoCT), a program developed in cooperation with MARS, PepsiCo, and McCormick to mobilize suppliers to reduce climate impacts in line with Science-Based Targets.

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Sustainability for Guidehouse

Environmental Climate Change

We believe a sound sustainability strategy does more than transition an organization toward a sustainable, low carbon society - It drives broader business impact by improving the company's operational resiliency and informing the company's investment thesis.

Our clients are making strides in their sustainability journeys and Guidehouse is taking equally bold steps along with them.

We are working to reduce our energy and Greenhouse Gas (GHG) emissions footprint by:

- Implementing a hybrid work model for our Consulting and Digital Service lines allowing the company to reduce its real estate needs
- When replacing offices, choosing facilities that are LEED/BREEM certified with access to public transport
- Implementing digital collaboration technologies that allow for enriched user experiences and to avoid commercial air travel
- Extending our historical procurement practices that considered small and disadvantaged businesses to our newly acquired businesses
- Changing behaviors and practices to reduce the company's carbon footprint per employee – not simply relying on the purchase of renewable energy credits

GHG Footprint

We developed the Guidehouse carbon footprint to meet the relevant standards of the GHG Protocol; namely, the GHG Protocol Corporate Standard and the GHG Protocol Corporate Value Chain Accounting and Reporting Standard. Our GHG footprint includes our offices, business travel, and purchased goods and services.

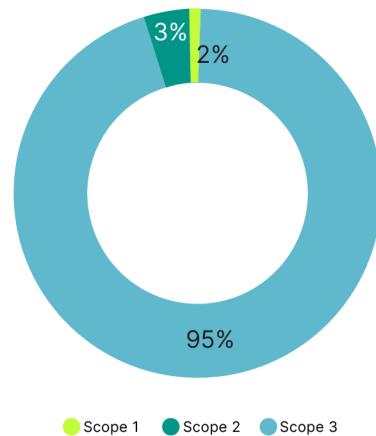
The company's 500% growth in five years is reflected in the year over year growth of its GHG emissions. That said, the active work to address Scope 1 and 2 GHG emissions has shown a 40% reduction year over year

Guidehouse is committed to doing our part to meet the Paris Agreement and reducing our climate impact. Aligned to expectations of the Science Based Targets Initiative and other global standards, we focus first on reduction of emissions. And that focus is paying off in real tangible reductions in Scope 1 and 2 emissions.

We acknowledge there is more to be done - we aren't all the way to climate neutrality yet. That's why, for 2022, we invested in high quality carbon credits that equal our Scope 1 footprint and renewable energy credits that equal our entire Scope 2 electricity footprint. The credits are related to onshore projects in refrigerants management and are certified by the American Carbon Registry (ACR). In 2023, we turn our attention to Scope 3 and the opportunities for further reductions with goods and services.

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2022 Guidehouse Emissions Overall Overview



Scope 3 dominates the GH footprint, accounting for 95% of the total emissions, followed by Scope 2 (Purchased Energy) that is 3%, while Scope 1 contributes to 2%.

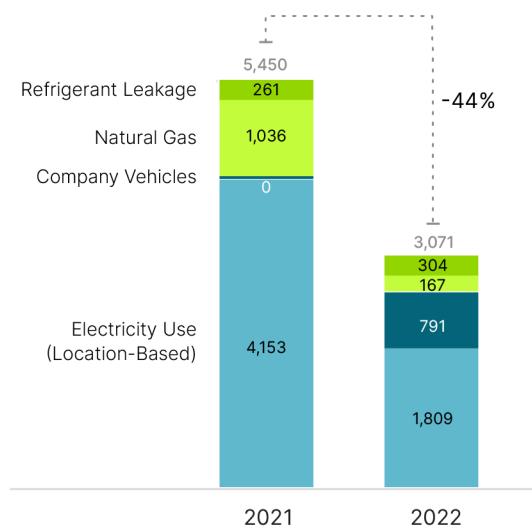
Scope 1	1,261 MT CO2e
Scope 2 Market-based	1,908 MT CO2e
Scope 3	62,342 MT CO2e
Total	65,342 MT CO2e

Guidehouse 2021/2022 Scope 1+2 Comparison (Location-Based)

Scope 1+2

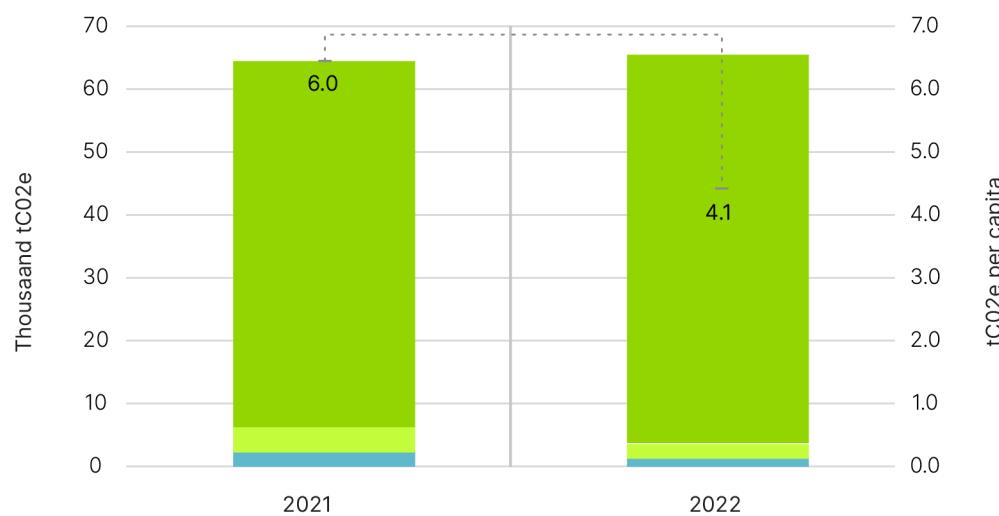
A 44% decrease in location-based emissions primarily reflects:

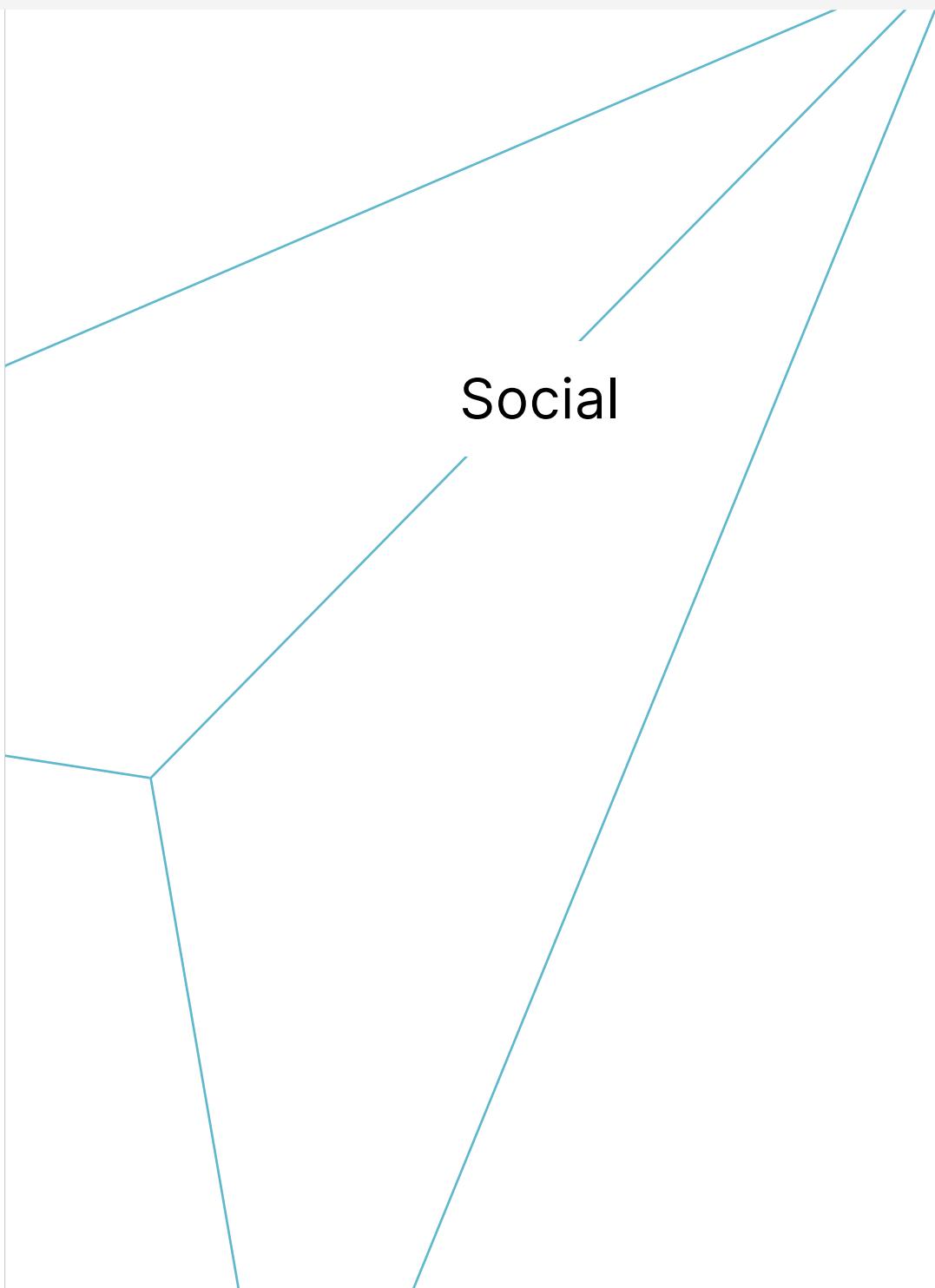
- Application of more precise gap filling methodologies for electricity
- Change in gap-filling methodology for natural gas, assuming consumption in only 5 states, and
- Addition of company vehicles emissions data



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Location Based GHG Emissions Per Capita





Transforming the community through action

Corporate Social Responsibility

Corporate social responsibility, like ESG, is a hallmark of our culture at Guidehouse. We believe that it is our responsibility to give back to society by supporting charitable organizations, facilitating meaningful volunteering opportunities, and actively taking steps to build a more diverse firm.

At Guidehouse, we have a dedicated CSR Council to support our mission to engage, inspire, and empower our professionals to solve big problems and to make a positive impact on our communities where we work and live. We are committed to creating avenues for our passionate employees to have a positive, meaningful, and ongoing impact across local communities globally. We foster a culture that enables our employees to devote time, expertise, and financial resources to expand their individual and our community footprint.



CSR by the Numbers

FIRM-WIDE CONTRIBUTIONS IN 2022

- We have raised more than **\$593,350** USD
- **\$124,950** USD through company match and volunteer rewards
- **\$264,350** USD in corporate donations and sponsorships
- **1,246** non-profit organizations supported through giving & volunteering
- Volunteer Hours totaling over **10,496**

INDIVIDUAL CONTRIBUTIONS TO THE ENVIRONMENT

- Saved **47,970 gal.** of water—the equivalent of 363,177 bottles of water
- Avoided **351 lbs.** of waste—the equivalent of 666,879 plastic bags
- Reduced **99,738 lbs.** of CO₂—the equivalent of planting 8,457 trees
- Reduced **214,345 kWh** of electricity—the equivalent of 39,329,381 cell phone charges

Bringing our passion to communities and witnessing the impact.

Volunteering

At Guidehouse, we have an established Volunteering Program where we partner with local, national, and global nonprofit organizations to support meaningful efforts. We manage our internal volunteerism through a robust online portal that allows employees to effectively promote, access, and track participation across countless opportunities. We encourage and incentivize volunteerism by awarding credits that employees can use to make nonprofit contributions.

Spotlight Stories

BOULDER CREST FOUNDATION

The Boulder Crest Foundation is a nonprofit dedicated to improving the mental, physical, financial, and spiritual health of struggling veterans, first responders, and their families as they rediscover hope, purpose, and a belief in a future that is truly worth living. The Boulder Crest staff provides training, skills, and support science of post-traumatic growth to help guide participants through a proven process of transformation.

Guidehouse volunteers beautified the Boulder Crest Virginia facility in Bluemont, Virginia. Volunteers cleaned windows, washed floors, weeded the shrubs and landscaping, collected leaves, and provided overall landscaping maintenance to improve the beauty of this remarkable facility.



CITY BLOSSOMS EARTH DAY EVENT

City Blossoms is a 501(c)3 nonprofit organization that cultivates the well-being of our communities through creative kid-driven gardens. On Earth Day, Guidehouse volunteered at the City Blossoms Studio Garden in Washington D.C. to prepare their garden and learning space for the summer season. This was the first planned event conducted by City Blossoms since the onset of the COVID-19 pandemic, thus, a lot of effort was needed to restore the garden. Our volunteers (pictured above) spent time pulling out weeds, preparing mulch beds, clearing garden space, and planting new seedlings. The event raised \$750 for City Blossoms and helped create an educational atmosphere for more than 50 children.

EVERYBODY WINS DC

Everybody Wins DC (EWDC), a local nonprofit in the Washington, DC, area, believes that when a child shares a reading experience, it can change their life for the better. To promote shared reading at home, the EWDC Book Project delivers free books to families across the DC area. The Guidehouse Public Sector Financial Services (PSFS) team hosted the 2nd Annual EWDC Virtual Book Drive, donating approximately 54 books.

MERCY CARE ATLANTA OUTREACH

Mercy Care is a federally qualified health center and Atlanta's only healthcare for the homeless. Mercy Care core values include compassion, commitment to the poor, excellence, integrity, justice, stewardship, and reverence for the dignity of each person. The Guidehouse Center for Disease Control and Prevention (CDC) Account Team supported Mercy Care by purchasing, packing, and donating 50 bags for homeless and unstably housed patients around Atlanta. These bags were developed as "summer care bags," including reusable water bottles, sunscreen, and personal sanitation and hygiene items. This initiative highlighted the magnitude of individuals experiencing homelessness in the Atlanta metropolitan area, thus fostered an ongoing partnership between the Mercy Care and Guidehouse CDC Account Teams.

USO OF METRO DC – TURKEYS FOR TROOPS

The USO is the leading organization serving the men and women in the U.S. military, and their families, throughout their time in uniform. USO of Metro DC - Baltimore is one of the largest USO chapter. Guidehouse donated \$30,000 to the USO of Metro DC - Baltimore to further drive their mission and initiatives. Additionally, ten Guidehouse volunteers supported the chapter at their annual Turkeys for Troops events in Fort Belvoir, Virginia, packing and distributing Thanksgiving dinner boxes. Turkeys for Troops provides these boxes to Junior-Enlisted Service Members and families to ensure they enjoy the Thanksgiving holiday in the U.S.

RICHARD'S HOUSE CHILDREN'S HOSPICE

Guidehouse supports Richard House Children's Hospice, a charity based in East London. The hospice provides palliative care to children with life-limiting and life-threatening conditions, currently supporting over 300 families across London. Guidehouse London raises money for the charity through several events, Abseils, raffles, bake sales and other campaigns throughout the year. In 2022 these initiatives raised approximately £4,600 including matched funding from Guidehouse. Also, in 2022 a group of 10 Guidehouse volunteers spent the day at Richard House, helping their resident gardener with the maintenance of the 1.7 acres of woodlands, gardens and grass banks, this helped to boost staff morale and engage in team building across our difference practice areas.

RESURGO/SPEAR PROGRAMME

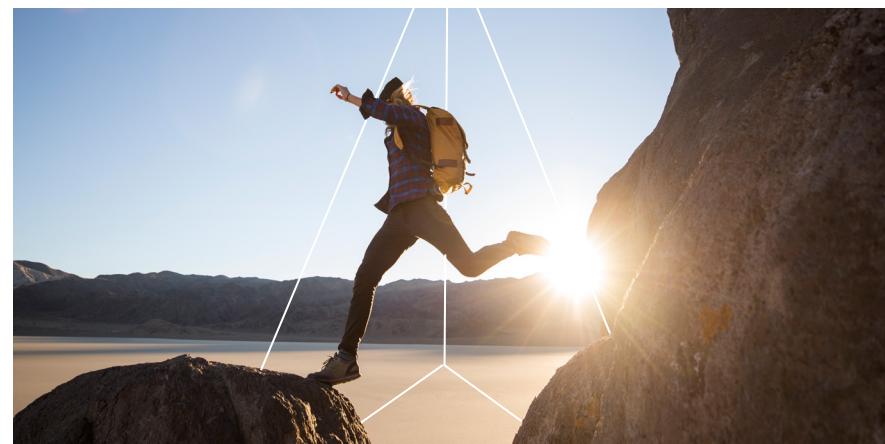
Guidehouse is a Corporate Partner with Resurgo, a London based charity, working on the Spear Programme, an employment support program that helps 16-24-year-olds realize their potential, by equipping them with the confidence, motivation and the vital skills they need to succeed in long-term employment, it inspires our staff to volunteer their professional skills helping the candidates with mock interview sessions, career Q&A panel session and hosting a company visit. In 2022 8 Guidehouse volunteers participated in the program.

AMERICAN RED CROSS

This year, a significant increase of trauma cases, organ transplants, and elective surgeries requiring blood products have depleted the nation's blood inventory, prompting the American Red Cross to declare a Blood Emergency! Guidehouse's Defense Segment, Public Health Segment, and Veteran Affinity Network sponsored the 3rd Annual Virtual Blood and Platelet Drive to support the American Red Cross and local blood banks throughout the United States in this moment of crisis. 59 Guidehouse employees participated in 2022!

UKRAINE RELIEF

When Russia invaded Ukraine, Guidehouse donated \$25,000 to the American Red Cross and various other relief organizations working to help people in Ukraine who had to flee to neighboring countries and face unimaginable challenges. In addition, our people donated over \$24,500 in donations and Guidehouse matched 50% of that total.



WREATHS ACROSS AMERICA (WAA)

Wreaths Across America (WAA) is a non-profit organization started in 1992, which donates and lays wreaths at national cemeteries every December to promote Veterans' remembrance during the Holiday Season. These ceremonies are an excellent way to honor and pay special tribute to the men and women of our Armed Forces who have given the ultimate sacrifice for our country. Saturday, December 17, 2022, is National Wreaths Across America (WAA) Day. On that day, thousands of volunteers will remember and honor veterans by placing holiday wreaths at gravestones in Arlington National Cemetery and over 1,600 cemeteries nationwide.

Guidehouse is one of this year's corporate sponsors and donated \$5,000. In addition, Guidehouse volunteers laid wreaths at 15 locations nationwide.

BOULDER SHELTER FOR THE HOMELESS (BSH)

Although best known for providing up to 160 beds each night and warm meals to its clients, the Boulder Shelter for the Homeless is also Housing Focused and has become committed to the idea of leveraging its efforts and resources to effect as many exits from homelessness for our clients as possible. Housing Focus is an approach that prioritizes breaking the cycle of homelessness by focusing on any available assistance and intervention that leads to a stable place to live. Between. Throughout 2022, 7-8 of our Boulder and Denver-based team members actively volunteered at the Boulder Shelter for the Homeless (BSH), serving breakfast twice per month and dinner once per month to the local clientele.

MISSING MAPS MAPSWIPE

Each year, disasters around the world kill nearly 100,000 people and affect or displace 200 million. Many of the places where these disasters occur are literally 'missing' from digital maps, so first responders lack the information to make valuable decisions about relief efforts. Missing Maps is an open, collaborative project—co-founded by the American Red Cross—that empowers volunteers to map areas where humanitarian organizations are working. In partnership with the American Red Cross and MapSwipe, Guidehouse volunteers successfully completed 70,334 tasks that involved looking at satellite imagery to help provide information to first responders delivering lifesaving aid to people impacted by disasters.

Volunteers participated either in-person at the Guidehouse Tysons Corner office in Virginia or virtually on their mobile devices.

JUBILEE HOUSING ANNUAL BACKPACK DRIVE

Jubilee Housing's mission is to build diverse, compassionate communities that create opportunities for everyone to thrive. We envision a city and a world where access to basic resources and opportunities are available to all people and where people live out these opportunities in the context of supportive community. Our contribution is to create and sustain a segment of this larger vision in our local neighborhood community in the Nation's Capital, and from this grounded experience, influence change more broadly. Members of our National Security team hosted a month-long volunteer/donation event in partnership with Jubilee Housing for their Annual Backpack Drive. Guidehouse exceeded our goal of 25 backpacks for the drive! Together we donated: 10 Filled 3rd-5th grade back packs; 15 Filled High School Back Packs; 8 Partially Filled Back Packs; Excess supplies including notebooks, protractors, notebook paper, pencils, and pens; and a cash donation were also donated.



Guidehouse India Provides Aid to Those in Need

Throughout 2023, the team at Guidehouse India joined together to bring much-needed aid to charitable organizations, schools, and at-risk youth.

DIFFERENT ARTS CENTRE, AN INITIATIVE FROM THE ACADEMY FOR MAGICAL SCIENCES

Different Arts Centre provides music, art, dance, and theater training to differently-abled children. To help the institution work toward their mission of creating a world-class arts center for children with a range of intellectual and physical abilities, Guidehouse India donated therapy equipment to benefit 90 students and help them get the exercise they need.

DAFFODILS, HELPING HANDS ORGANIZATION

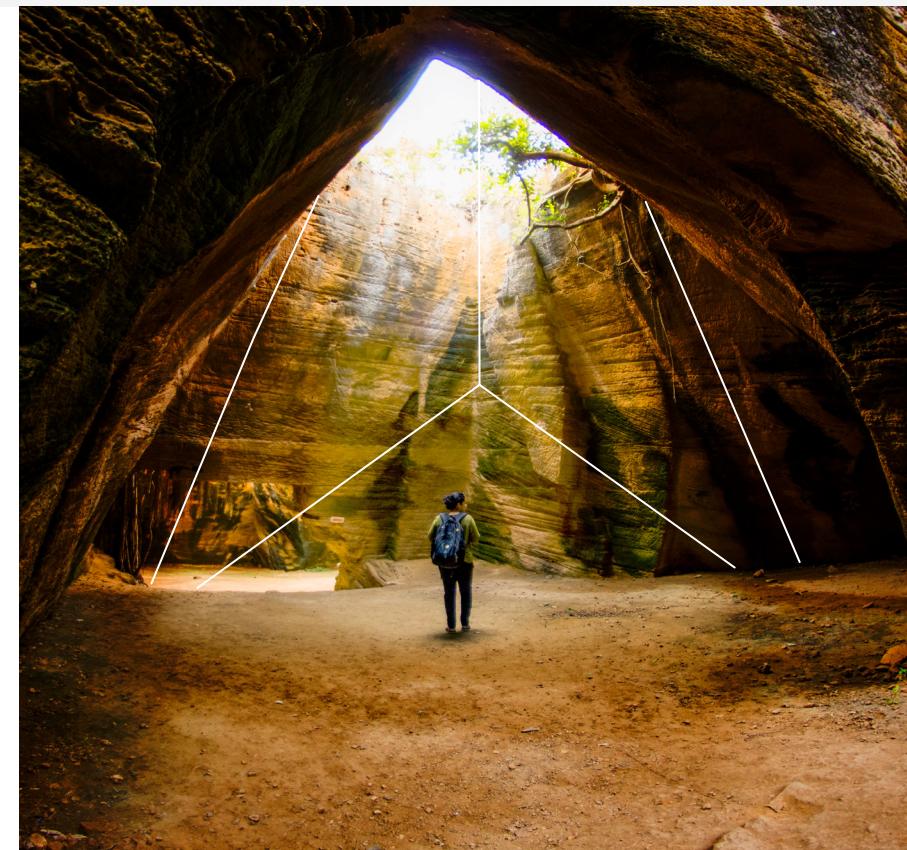
Students of different abilities require specialized learning spaces to help them receive instruction that truly meets their needs. Guidehouse India helped set up Structured Teaching Rooms designed to promote better learning outcomes for 78 students.

CHEST DISEASES HOSPITAL

Located in Pulayakorta, Chest Diseases Hospital provides much-needed care to the surrounding community, free of charge. As a show of support and appreciation, Guidehouse India donated a ventilator that will help the hospital continue to expand its capacity.

MAKING SCHOOL A BETTER PLACE TO BE

In its continued efforts to support local schools throughout India, Guidehouse worked with various government schools to provide much-needed technology upgrades, classroom furniture and campus infrastructure development, benefiting more than 3,000 students.



PROVIDING SAFE SPACES FOR THOSE MOST AT RISK

- Mangayar Mangalam — Dejaswee provides support and housing for young women and girls experiencing housing insecurity. In support of the essential work they provide, Guidehouse India donated a generator to provide electricity during power outages.
- Cancer Remedy Assistance Bureau offers financial assistance and support services for people diagnosed with cancer and their caregivers. Our India team donated a new PA system and podium to be used to help better communicate with visitors, patients, staff, and volunteers.

Pro Bono Consulting

2022 Pro Bono Consulting—ESG Report

In 2022, we expanded our Guidehouse Pro Bono Consulting Program by focusing on projects spanning social and racial justice, homelessness, youth engagement, mental health, education, and international aid. Our Pro Bono core leadership team evolved the program infrastructure, implementing enhanced frameworks, processes, and resources to drive greater success and impact.

We launched our second and third cohorts, where we focused on twelve engagements. Over 80 Guidehouse colleagues participated in these projects, volunteering over 2900+ hours of expert services spanning strategy, analytics, funding, planning, and change management.

Cohort Two and Three: Pro Bono Projects

INTERNATIONAL AID & ANALYTICS

Azadi Project

Guidehouse evaluated the recently launched project supporting Ukrainian refugees in Poland. The project facilitated on-site workshops to enhance refugee women and girls' voice by providing digital and multimedia storytelling skills as well as psychosocial support. The project assessment sought to measure performance and outcomes by collecting and analyzing quantitative and qualitative data in collaboration with on-site facilitators and psychologists. Using the evidence collected in our evaluation (including the perspectives of the refugees themselves), the Azadi Project can use our recommendations to improve future projects for Ukrainian refugees and other projects working with refugee populations. The Azadi Project will be able to showcase their successes included in the findings of the evaluation report to donors to secure funding opportunities and expand programming to reach more refugees.

ENERGY & GOVERNANCE

MI Greenpower Community Impact Pilot: Guidehouse was selected by Michigan Public Service Commission Staff, DTE Energy (DTE), and Vote Solar to serve on the Low-Income Solar Council (LISC) as a subject matter expert (SME). Launched in 2021, this program is focused on bringing community solar projects to three under-served communities in Michigan: Detroit, Highland Park, and River Rouge. The program goal is to connect income-qualifying customers in these communities with sustainable energy resources, subscribing selected residents to 100% renewable energy and providing an associated bill credit. Guidehouse developed and finalized a Council Charter that outlines the objectives, responsibilities, and governance of the LISC which will oversee the pilot program. Also, we established a Community Engagement Plan to outline how to raise project awareness, and solicit broader community input (e.g., community representative selection, site selection, and project selection).

HEALTHCARE & MARKETING

ElevateMeD: ElevateMeD is committed to diversifying the field of medicine by providing financial support, enhancing cultural competencies and mentorship to the next generation of future physicians to improve representation among clinicians. Guidehouse developed a detailed project plan for operational growth and built out a preliminary marketing "placemat." Due to these efforts, ElevateMeD saw increased visibility on social media growing their networking opportunities and increasing funding streams to drive greater impact in the medical community. Guidehouse was brought back for another round of support where the team developed a two to five --year Strategic Plan (including fundraising, operations, marketing, and social media) using insights from subject matter experts (SMEs), building on accomplishments from the first cohort. Following Guidehouse support, ElevateMeD has experienced increased engagement with social media posts, donor pools, and confidence in fundraising, operations, marketing, and social media impact strategies.

EDUCATION & COMMUNICATION

Elizabeth Seton High School: Guidehouse was contracted to assist Seton High School's "Reimagining Seton" vision, launching the release of their new strategic plan to increase academic and professional opportunities for students and build awareness of the school's successes with "Seton Sisters" of yesterday, today and future leaders of tomorrow. Guidehouse expanded pre-career program sustainability, enhanced their social media strategy to increase brand awareness, and built alliances with new organizations and sponsors. Guidehouse also assisted with establishing partnerships with Association for Enterprise Opportunity, Marriott International, Howard Community College, Black Girls CODE, and more.

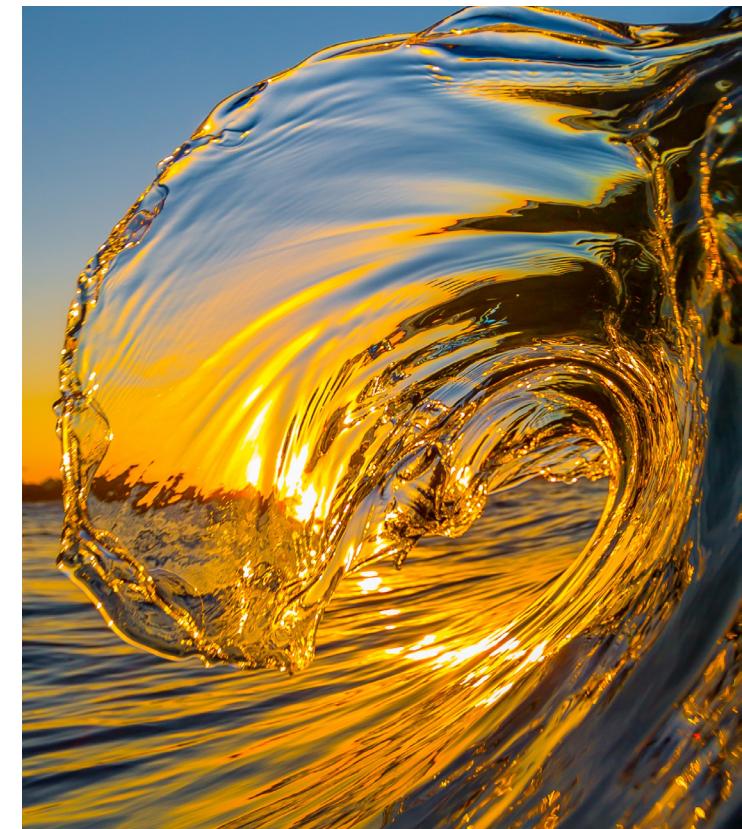
COMMUNITY & STRATEGIC POSITIONING:

Y-USA Boys & Young Men of Color (BYMOC): Y-USA's BYMOC initiatives currently being focused in 24 cities, with the aim to be embedded in 100 cities by 2026. The program focuses on programs that address the financial, academic, social-emotional, and physical health needs of BYMOC program participants. Guidehouse was selected to develop the Strategic Roadmap for the BYMOC Program to build the infrastructure to effectively scale from 24 YMCA locations to over 100 in the next three years. The team conducted program data analysis, voice of the customer interviews, defined a RACI partnership matrix, and continued to support the BYMOC program by implementing recommendations through 2022. This expanded impact strategy serves over 10,000 boys and young men of color by improving their education, college & career readiness, character development, belonging/community building, and health & wellbeing.

ARTS & DIVERSITY

Studio Theatre: Since 1978, Studio Theatre has been Washington's premiere venue for contemporary theatre. As part of Studio Theatre's commitment to anti-racism, leaders are dedicated to creating a space that better welcomes BIPOC (black, indigenous, and people of color) theatre-makers and makes them central to the work. Further, Studio Theatre sought to share an understanding of systematic racism and deploy anti-racism policies to dismantle barriers while infusing diversity in its Board of Directors and staff. Guidehouse developed a partnership engagement plan to help implement marketing and recruitment activities to diversify Studio Theatre's Board of Trustees and better reflect the rich diversity of the Washington, DC region.

We are excited to launch our largest cohort in March 2023, which is our fourth cohort. Guidehouse will have over 80 volunteers dedicated to fifteen projects spanning the **Youth, Community Engagement, Education, Energy, Medicine, and International** industries.

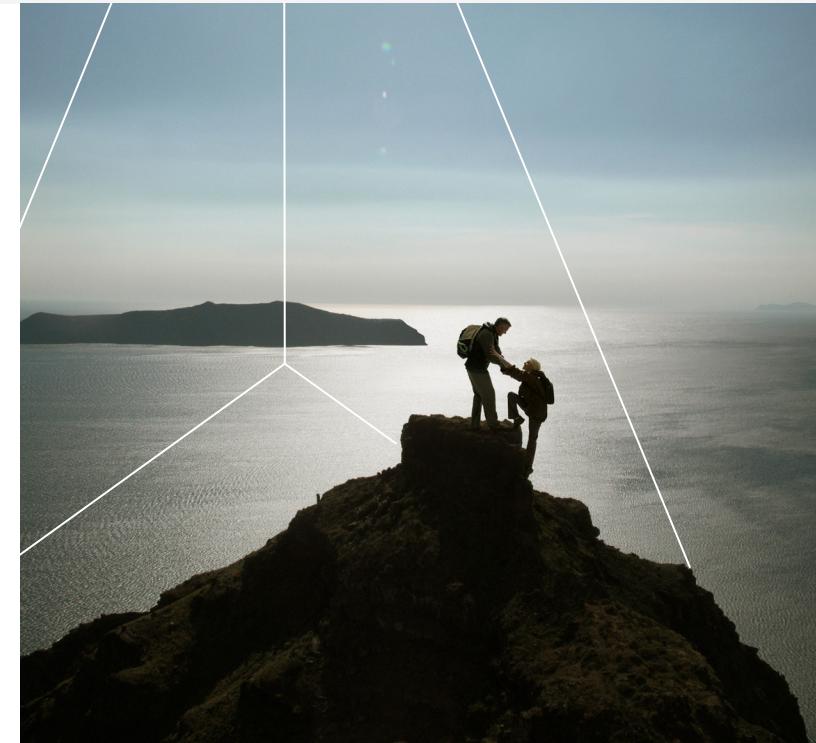


Positioning leaders to help navigate an evolving landscape

Signature Program

The Signature Program focuses on giving children across the United States in schools and non-profit organizations greater access to STEM (science, technology, engineering, and math) learning opportunities. The Signature Program offers coding classes based on the Code.org curriculum. Guidehouse volunteers are oriented to and trained on the platform, then are grouped into teams to co-teach the courses. Each course consists of a series of lessons and each lesson lasts 45-minutes to an hour once a week. These learning sessions were delivered virtually, and have included children in family homeless shelters, Title I and other elementary schools, and combined boy and girl scout sessions.

Our goal is to provide free training to a diverse population of students who do not readily have access to STEM, and especially coding-based programming. In doing so, we are introducing children through fundamental concepts, lessons, games, and the young students' development of their own computer games to the immense opportunities that exist across STEM careers. We are also seeking to introduce children and instructors to, some of the teaching opportunities and skills used in these fields, particularly related to learning and teaching the basic concepts of coding, and through these lessons and the students' learning and excitement, to making a positive difference in our communities.



Giving

The Guidehouse giving program positions our company and employees to have a tangible impact on organizations, communities, and individuals globally. We have sustained and evolved the following areas:

- Charitable contribution company match program
- Recurring employee donation capabilities
- Awarding giving credits for employee volunteerism
- Supporting and launching dedicated giving and fundraising campaigns

As reflected in the CSR By The Numbers section, our giving program continues to have a positive impact across hundreds of organizations.

Creating a sense of belonging in a time of uncertainty

Guidehouse Inclusion Networks

Our DE&I program offers seven inclusion networks: Pan-Asian, Black, Latinx, OPEN (LGBTQ+), Women, Veterans, and Young Professionals. Our networks develop and host programming and initiatives throughout the year to engage our members and any employees expressing interest in participating. Our membership is active across the globe, and we are continuing to build and evolve our DE&I efforts in Europe and the Middle East.

1. PAN-ASIAN INCLUSION NETWORK

The Guidehouse Pan-Asian Network (PAN) promotes an inclusive work environment for Asian and Pacific Islander colleagues and allies. PAN engages employees with a variety of enlightening and fun programs that promote professional development, cultural awareness, corporate responsibility, and philanthropy. PAN provides members with insights, interpersonal connections, and opportunities to help them excel within the company, on client engagements, and in the community alongside non-profit organizations such as Ascend and the Association of Asian Pacific Community Health Organizations.

2. BLACK INCLUSION NETWORK

The Guidehouse Black Inclusion Network (BIN) supports and advises its members—and Guidehouse as a whole—through cultural awareness and understanding that promotes hiring, retention, professional growth and development, and career advancement of Black, African, and African American professionals. BIN strives to be an inclusive network and premier resource and champion for Black, African, and African American professionals at Guidehouse. BIN enables internal and external networking opportunities through professional development and connectivity events and

by supporting and partnering with external organizations that contribute to the development of Black and African American communities and professionals. In 2022, Guidehouse partnered with the National Association of Black Accountants (NABA) and the National Association of Health Services Executives (NAHSE) and sponsored several delegates to attend their national conventions. The network also partners with our Talent Acquisition team to support diversity recruiting events across the country, with a specific focus on institutions included in our Historically Black College and University (HBCU) strategy.

3. LATINX INCLUSION NETWORK

The Guidehouse Latinx Inclusion Network (LIN) provides professional and social networking for employees of Hispanic/Latinx heritage and employees who want to learn more about the culture. One of the primary goals of LIN is to strengthen the recruitment and retention of diverse employee, including those of Hispanic or Latinx heritage; the network aims to support our employees in their career development at Guidehouse providing opportunities for professional growth and mentorship. LIN helps to foster connections across the firm—geographically and across practice areas—to build individual relationships, share ideas, and assist in professional and personal development. LIN also strives to develop and maintain external partnerships with professional and social organizations that have similar goals; in 2022, Guidehouse, on behalf of the LIN, became a signatory to the Hispanic Promise, an initiative focused on encouraging inclusive environments that support comprehensive Hispanic advancement.

4. OPEN INCLUSION NETWORK

The Guidehouse OPEN Inclusion Network is a community for lesbian, gay, bisexual, transgender, and queer (LGBTQ+) employees and allies to share knowledge and personal experiences that foster a culture where people can bring their whole selves to work. Guidehouse is consistently among organizations listed on the Human Rights Campaign Foundation's Best Places to Work for LGBTQ individuals and for 14 years has earned a 100% rating on their Corporate Equality Index. Throughout the year, the OPEN Inclusion Network provides education and awareness around dates and events meaningful to the community such as National Coming Out Day, LGBTQ+ History Month, International Transgender Day

of Visibility, and World AIDS Day. Members participate in LGBTQ+ recruiting events with Reaching Out and Out & Equal and engage with community service providers such as Point Foundation, PFLAG, Whitman-Walker Health and SMYAL.

5. WOMEN'S INCLUSION NETWORK

The Guidehouse Women's Inclusion Network (WIN) provides an inclusive, multidimensional environment to support the connection and development of female employees and their allies. Members of WIN connect regularly to discuss industry hot topics, personal and professional development opportunities, and to network. Our Women's Inclusion Network Leadership Teams organize programming focused on the three (3) strategic pillars of purpose, growth, and community to further the personal and professional development of the membership. In 2022, a key focus was amplifying members' impact to our company and clients. The WIN hosted a marquee workshop focused on progressing women's careers: Establishing Your Leadership Presence. In addition, the Women's Inclusion Network leadership team hosted quarterly coffee chats focused on key topics of interest including giving feedback, career advancement, and mentorship.

In the EME region (Europe/Middle East), local office leads across all 7 EME locations organized regular local (in-person) and virtual EME wide events to further their professional development and built their Guidehouse internal networks. Highlights included a multi-session female leadership program run by a Dutch executive leadership coach, a virtual speaker event by a UK-based executive leadership coach on overcoming the imposter syndrome, several events in the Lithuania office to bring the female team members together and discuss career development, an in-person workshop held in the Berlin office on inclusive leadership and a number of virtual EME wide sessions during which the teams shared traditions, norms and cultures for the different regions in which Guidehouse operates to raise cultural awareness and support good business conduct.

6. VETERAN AFFINITY NETWORK

The Guidehouse Veterans Affinity Network (VAN) is committed to the recruitment and development of U.S. veterans, in addition to giving back to the veteran and military family communities.

Guidehouse values the skills and experience that veteran and military professionals bring to the workforce and is dedicated to providing a community where veterans can grow their careers, share their experiences, and become thought leaders. Guidehouse and VAN have various partnerships with veteran organizations, including FourBlock. FourBlock helps transitioning veterans go beyond traditional programs by helping them re-imagine and develop new careers, achieve their potential, and become future corporate leaders. Guidehouse supports veterans through charitable contributions, sharing facilities and providing training, resume reviews, mock interviews, and assisting with job searches. Guidehouse is an integral part of multiple FourBlock cohorts annually.

7. YOUNG PROFESSIONALS NETWORK

The Guidehouse Young Professionals Network (YPN) is dedicated to the continued development of young professionals through networking opportunities, knowledge sharing, mentoring, CSR, and increased exposure to leadership to open new avenues for employees to elevate their experience and invest in their professional growth. Young Professionals at Guidehouse are invited to participate in company-wide programming opportunities in-person and/or virtually designed to invest in their professional development and help create connections to expand their network beyond their client and non-client engagements. In 2022, the Young Professional Network saw several strong programming initiatives that increased our reach and strengthened our scope; The Guidehouse Executive Leadership series brought leaders from across the firm to share their career trajectories and offer professional development insights in virtual panel discussions. Virtual Trainings on Mental Health and Wellbeing and Burnout Management brought in expert guests equip colleagues with tools and solutions to create a better work-life balance and optimize their performance; The Professional Development Book club continued to partner with I&D networks to facilitate free-flowing conversations and gain insights from expert guests. The Young Professionals Network also partnered with the newly created Neighborhood program for an inaugural networking event in the D.C. office with over 80 colleagues attending.

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Honoring culture throughout the year

FEBRUARY

Black History Month

The Black Inclusion Network (BIN) commemorated Black History Month (BHM) through local and firm-wide events to celebrate the culture. The BIN hosted a fire-side chat with our CCIDO, toured the Obama Portraits in Atlanta, GA and sponsored a virtual webinar on the evolution of the black corporate experience

MARCH

International Women's Day

The Women's Inclusion Network celebrates Women's History Month and International Women's Day with firm-wide activities as well as office-based programming. WIN hosted a trivia hour and orchestrated a firm-wide campaign for Girls Who Code and Women and Girls in Science. Additionally, the network spotlighted women from across the organization to recognize and celebrate the women at Guidehouse throughout the month.

MAY

Asian-Pacific American Heritage Month

In celebration of Asian American and Pacific Islander Heritage Month (APAHM), The Pan-Asian Inclusion Network (PAN) hosted an Asian culture and history focused trivia night event that included an icebreaker activity so event attendees could network with each other and learn about PAN's events and initiatives this year.

PAN also hosted a Mental Health Mukbang where participants watched a portion of the first episode of the Mental Health Mukbang series from the Asian Mental Health Collective (AMHC) and had open discussion regarding mental health. . PAN Members in Boston gathered for an in-person picnic to network, connect, and discuss family and cultural traditions. Additionally, PAN launched a giving campaign benefiting The Association of Asian Pacific Community Health Organizations (AAPCHO), a not-for-profit national association representing community health organizations primarily serving Asian Americans, Native Hawaiians, and Pacific Islanders (AA & NHPIs) in the United States.

JUNE

National Pride Month

OPEN celebrated National LGBTQ+ Pride Month with networking and awareness activities. The network members participated in the DC Capital pride parade, hosted webinars focused on LGBTQ+ mental health and wellbeing, held fundraisers benefiting LGBTQ+ organizations and organized local office events to celebrate Pride.

SEPT 15 - OCT 15

Hispanic Heritage Month

Latinx Inclusion Network (LIN) members showcase their cultural interests and connected with fellow employees through geography-based activities.

Celebrations focus on music, dance, food, trivia, and more. LIN also hosted book club, as well as a Spanish-speaking social hour.

ONGOING

Veteran & Military Observances

The Veteran Affinity Network recognized U.S. veteran and military professionals on key days of observance, such as, Memorial Day and Veterans Day, allowing network members and all employees to honor and recognize service and sacrifice. Additionally, our colleagues participated in an Honor Flight in Washington, D.C. and produced our eighth annual "Wall of Heroes," a video montage created to honor veterans in the lives of our employees.

The Neighborhoods Program

Launched in March 2022, the Neighborhoods Program is an employee engagement initiative aimed at creating connections by forming local, hybrid (virtual and in-person) communities for employees to reinforce our values across diverse geographic localities and improve engagement and overall employee experience. The program consists of 21 Neighborhoods, 12 in the US and 9 located internationally. Programming focuses on networking and connectivity, health and wellness and philanthropic initiatives. The program supported over 70 events across the globe in 2022 and continues to grow and evolve with the organization to meet the needs of our employees.

Our People

Guidehouse is a firm of more than 16,000 colleagues, living on four continents (North America, Asia, Africa, and Europe), spanning four generations representing a broad range of ethnicities and customs that form a rich tapestry of human experience we bring to one another – and our clients – every day.

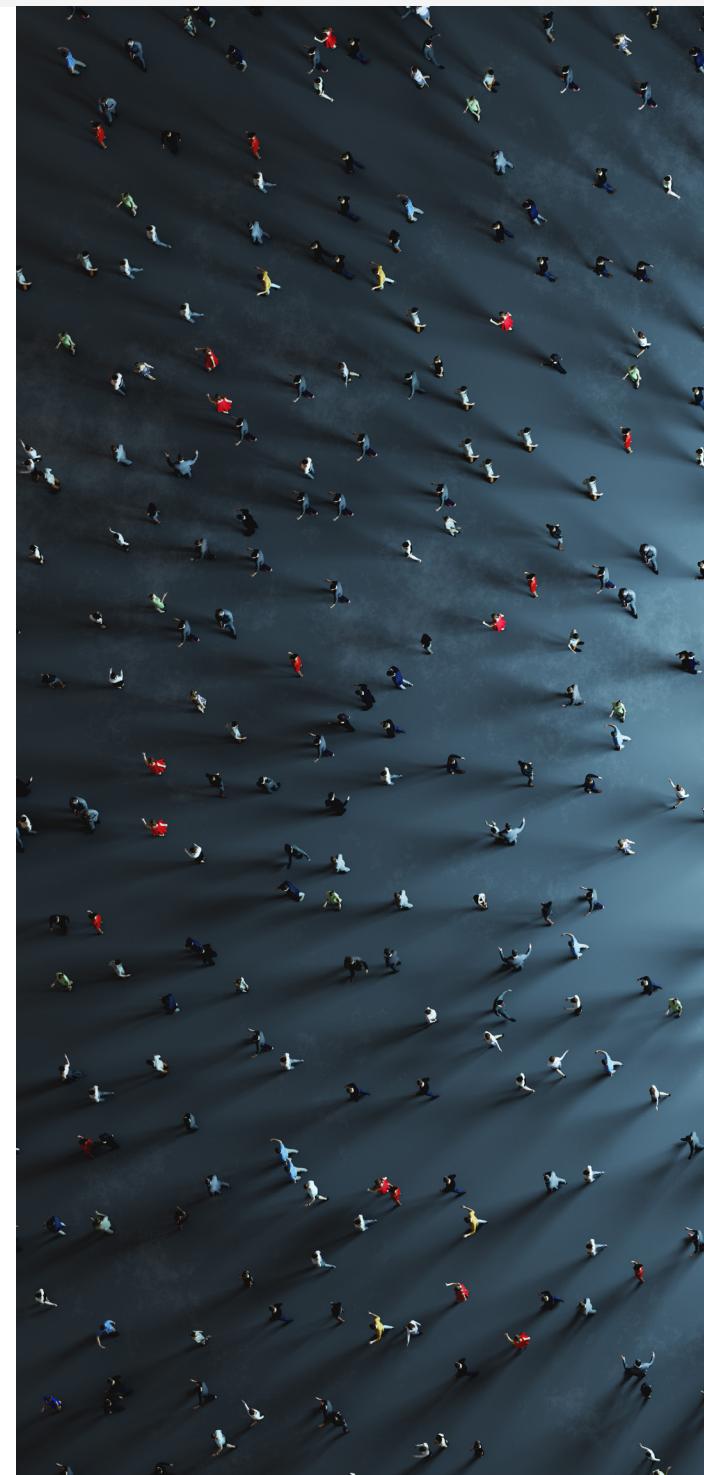
Guidehouse conducts a comprehensive annual workforce analysis to assess our progress in and commitment to building a more diverse, equitable, and inclusive firm. This entails reviewing our entire workforce, all employees, by job level and business segment, both globally and by country. The complete analysis outcomes are included in workforce composition analysis attached as [Appendix B](#) of this report.

Our workforce reflects the larger global workforce with increased gender representation and continued opportunities to increase race/ethnicity representation. Guidehouse remains committed to leveraging internal talent development and external recruitment strategies to sustain our growth, as well as improve opportunity areas. Several key measures indicate the company's progress in expanding its leadership roles to be more inclusive:

- Partner ranks have grown from 179 in 2020 to 246 in 2022. Female representation of Partners grew from 24% in 2020 to 30% in 2022 and representation by people of color increased from 16% to 20%;
- Gender representation for Directors (64%/36%) and Associate Directors (58% / 42%) stayed largely constant during the period (2020-2022) while representation by people of color increased from 19% to 24% for Directors and 25% to 32% for Associate Directors;
- Among the Leadership team, female representation increased from 34% to 37% while representation of people of color increased from 12% to 30%.



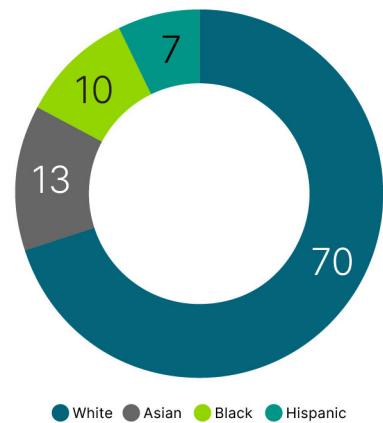
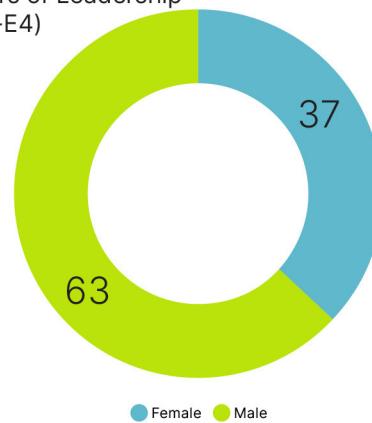
The data above reflects the workforce as of mid-October 2022. The numbers shown in the following pages represent percentages.



U.S. Workforce Composition

The United States makes up the largest percentage of the Guidehouse workforce. In accordance with applicable legal standards, and in contrast to other countries, Guidehouse collects race/ethnicity data, as well as military veteran status for the US workforce, in addition to gender data. This additional data enables Guidehouse to conduct analyses by race/ethnicity, as well as gender for the US workforce.

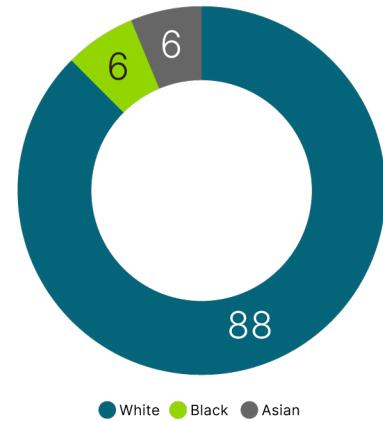
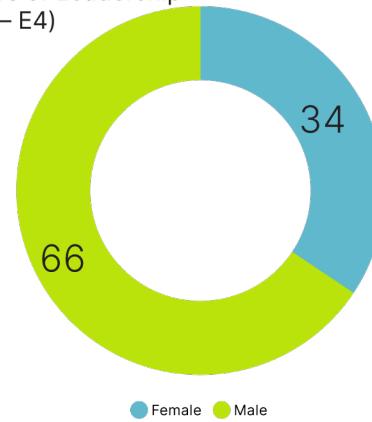
U.S. Leadership 2022 – Gender and Race
30 Members of Leadership
(Levels E2-E4)



Leadership

The charts to the right demonstrate firm leadership had a 3% increase in female representation and an 18% increase in race/ethnicity representation from 2021 to 2022. Leadership data is as of January 1, 2023.

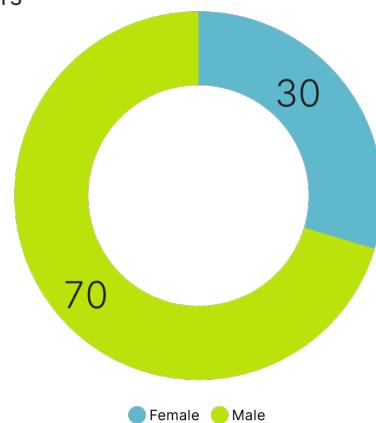
U.S. Leadership 2021 – Gender and Race
32 Members of Leadership
(Levels E2 – E4)



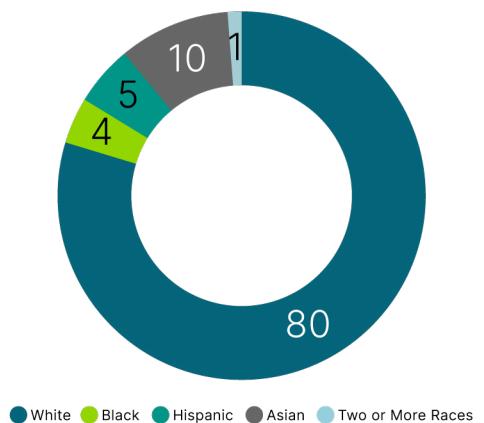
U.S. Partners

Guidehouse remains committed to advancing gender and race/ethnicity representation at our partnership level. In late 2022 into early 2023, Guidehouse promoted 22 individuals into Partner roles within the U.S. 50% of those promotions were females. 32% of those promotions were minorities. Both figures represent an increase year over year.

U.S. Partners 2022 – Gender and Race
246 Partners

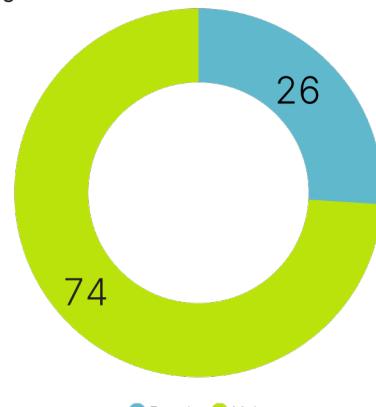


Female Male

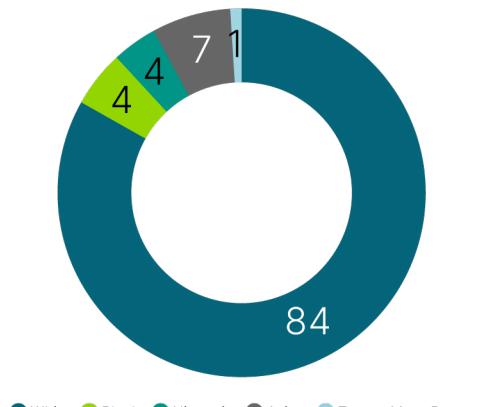


White Black Hispanic Asian Two or More Races

U.S. Partners 2021 – Gender and Race
181 Partners



Female Male



White Black Hispanic Asian Two or More Races

2022 U.S. Workforce Composition

The US workforce increased by a factor of 1.78 from 2020 to 2022. Through a combination of acquisition and organic hiring, the US workforce composition became more balanced in terms of minority representation from 40% in 2020 to 45% in 2022. Retention of minorities in advance of mid-career promotions to management continues to be our number one opportunity for addressing long running industry challenges to minority representation in senior leadership roles.

U.S. Workforce



All Job Levels 2022 – Race and Gender



2022 India Workforce Composition

India has the second-largest concentration of Guidehouse employees. In 2022, female representation in India increased by 1% year over year- to 47%.

India



● Female ● Male

All Job Levels 2022 – Gender

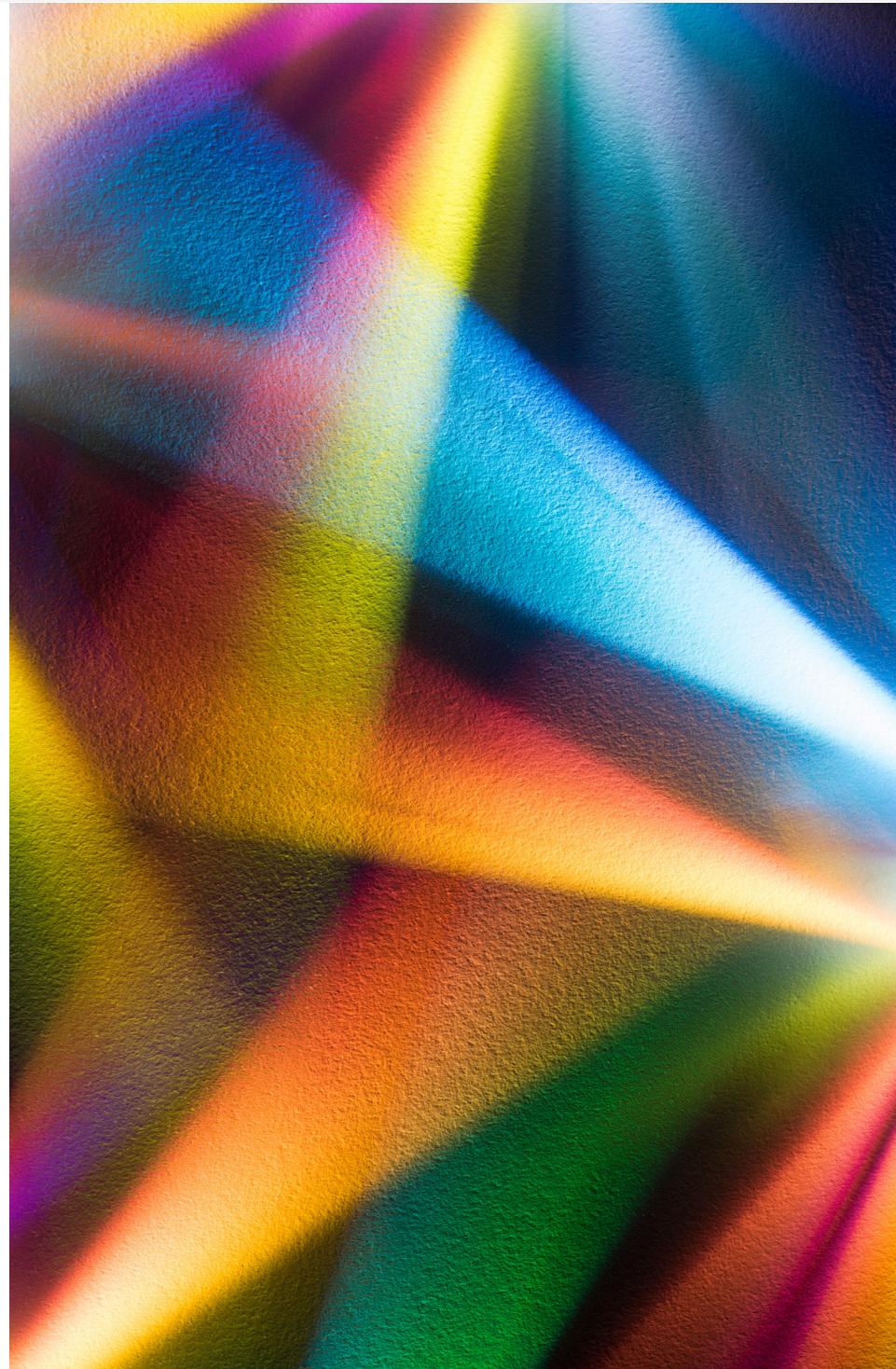
47% of Our Workforce in India is Female



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Other Diversity Statistics of Note

- In 2022, 55% of all placements into Director or Partner roles were the result of internal promotions (as measured against all placements- internal and external, excluding acquisitions). This represents a 16% increase over 2021.
- Guidehouse continues its proud tradition of employing Veterans. Veterans made up 4.7% of the total United States workforce at year end 2022.
- Representation in our Employee Resource Groups (ERGs) was made up of 65% females and 45% minority employees in 2022.



Helping people continue to reach their potential

Employee Training & Development

Guidehouse is committed to providing ongoing opportunities to support career development across all levels. Our comprehensive Training and Development program provides a diversified portfolio of offerings for employees to leverage to support their professional growth.

2022 Statistics

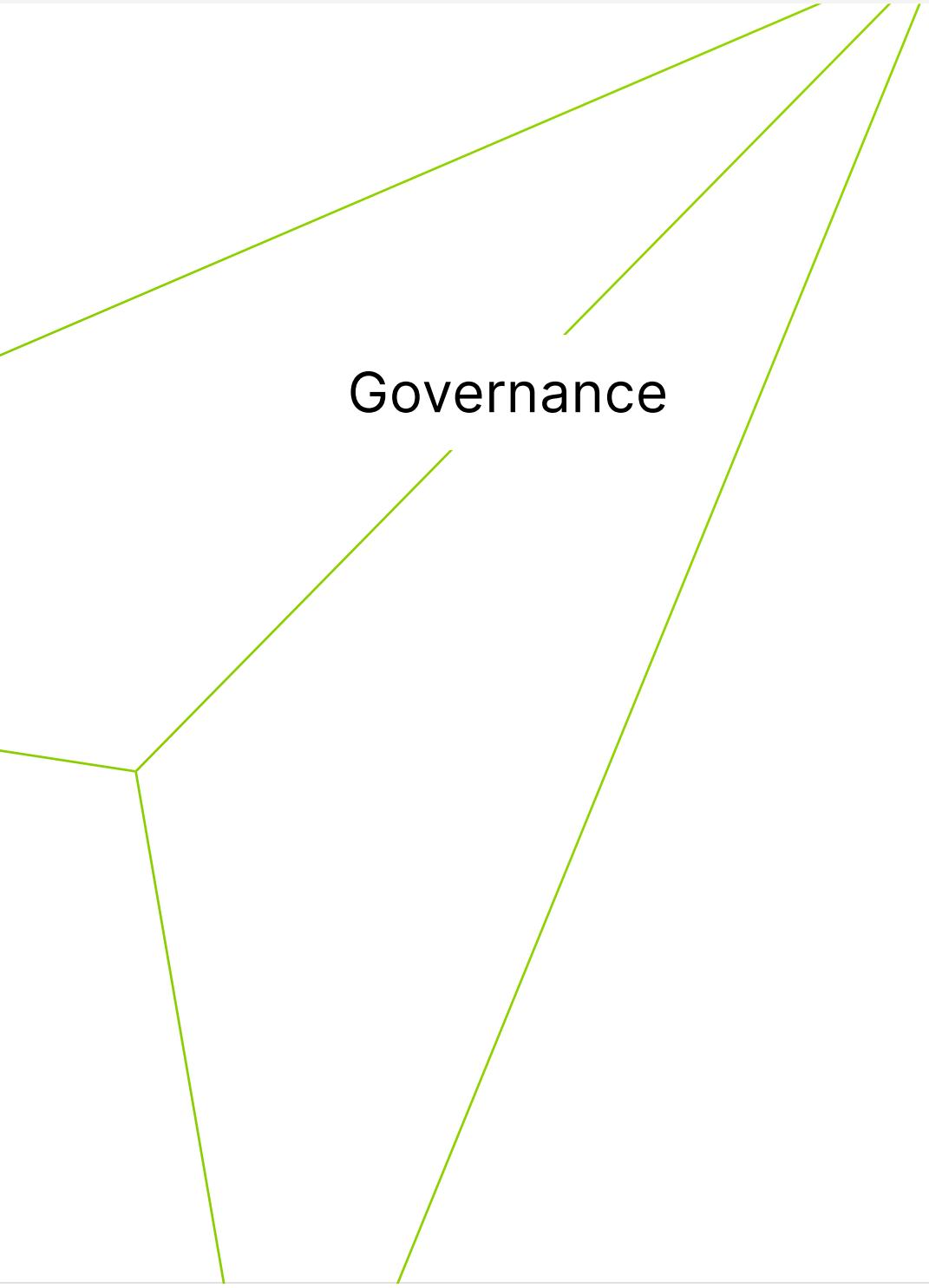
- Over 315 seats trained through in-house & vendor-led certification preparation for industry-leading certifications. In addition to this, employees obtained over 170 new certifications in 2022 while working at Guidehouse.
- More than 6,700 seats training through in-house virtual training for critical skill-building.
- More than 10,000 seats trained through curated Professional Fundamentals and Top Learning Paths learning tracks.
- Employees completed over 241,000 courses, including 5,000 unique courses.

Key Training & Development Highlights and Outcomes

- Saba learning management system, a robust platform used by half of the Fortune 100 companies.
- LinkedIn Learning and Skillsoft content libraries—delivering two of the international leaders in web-based training to our people.

- Includes over 12,000 web-based trainings, books, audiobooks, certification practice exams, and virtual sandboxes.
- Custom leadership courses utilizing gold-standard vendors such as Ken Blanchard.
- Global Tuition assistance program for employees completing undergraduate and graduate degrees—More than 150 employees in 2021.
- Guidehouse continues to employ a highly educated workforce, with over 2,800 employees possessing advanced degrees.
- Global Supplemental learning to support external training, certification, and conference opportunities to provide growth opportunities for individuals with a supported business case – More than 930 employees in 2022
- All employees* (100%) receive formalized feedback within their first 15 months of employment at Guidehouse, which continues on an annual basis.
- Depending on their position in the company, employees complete between 8.5–10.5 hours of annual training, including security, ethics, rules of behavior, anti-harassment, unconscious bias, and inclusion and diversity.
- Healthcare professionals receive extensive training on Health Insurance Portability and Accountability Act laws and other privacy laws applicable to their positions.

*Excludes project and professional hourly employee



Governance

In a challenging arena, we lead by example

How we conduct our business is as important as the services we provide. Our governance system and processes reflect the highest standards of ethical behavior, with a particular focus on corporate social responsibility, risk management, sustainability, and diversity.

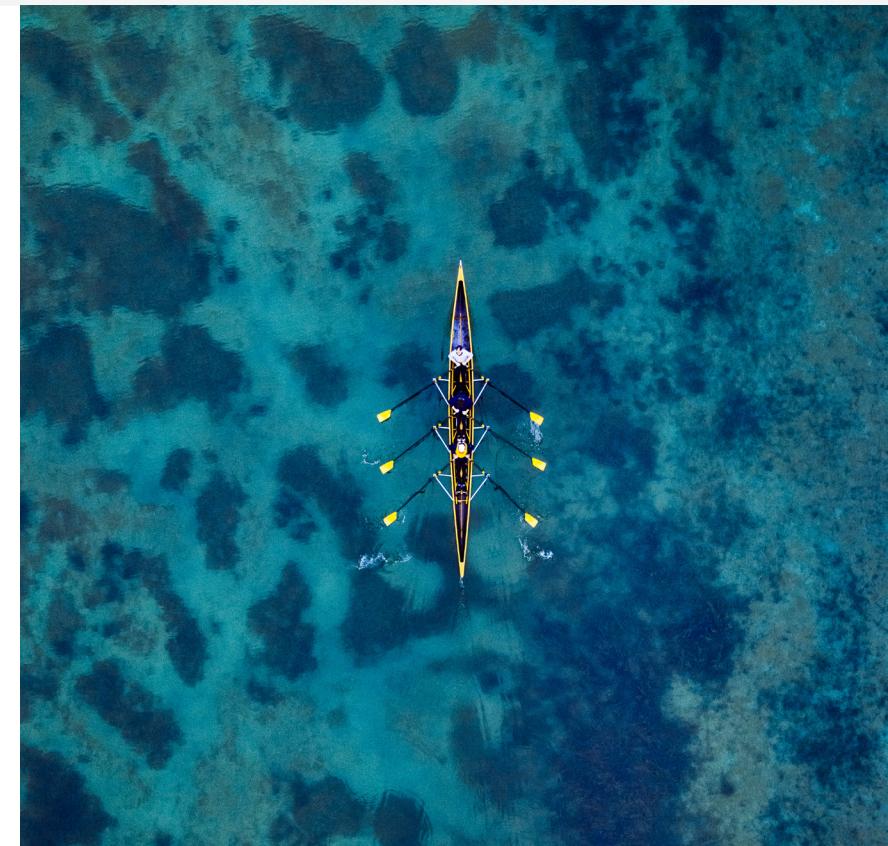
Ethics and Compliance Programs

We are committed to demonstrating our values by conducting our business with integrity and excellence. We have a dedicated Ethics & Compliance team, led by our Chief Ethics & Compliance Officer, that is focused on continually improving our compliance program, building our culture of integrity, and helping our teams make ethical decisions.

We encourage a speak-up culture, and take all ethical concerns raised through any channels seriously. We operate an Ethics Hotline through a third-party vendor, which allows for anonymous reporting (where permitted by law) 24 hours a day, seven days a week. Our Ethics & Compliance team monitors our reporting data to identify any trends and translates those insights into action—whether it be increased training in a certain area, or a policy or process improvement.

Key Policies

- **Code of Conduct:** the foundational element of our compliance program is our Code of Conduct, which guides employees on critical policies and regulations that impact our business operations. We expect all employees, regardless of location or role, to abide by our Code. All employees receive training on our Code during onboarding, we require mandatory ethics and compliance training each year.



- **Anti-Corruption:** We will not tolerate bribery or any form of corruption, and we require our employees and vendors to comply with all anti-corruption laws that apply where we do business, such as the US Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and Canada's Corruption of Foreign Public Officials Act. All employees receive training on our anti-corruption policy.
- **Anti-Harassment:** We are committed to providing a respectful and inclusive work environment and have a zero tolerance for any form of harassment. All employees receive Workplace Harassment Prevention Training on an annual basis, tailored to geographical location and staff level.
- **Vendors:** We are committed to partnering with vendors who share our values, and we require our Vendors to abide by our Code of Conduct.



Commitment to Human Rights

We are committed to respecting and promoting internationally declared human rights of all people. As detailed in our Global Human Rights Statement, as a company we are committed to:

- Investing in our people by providing development opportunities and encouraging continual learning.
- Promoting a culture that fosters workplace flexibility and work/life balance.
- Not tolerating harassment or discrimination in our working environment.
- Providing fair wages and benefits.
- Recognizing the right of our people to form and join all types of associations consistent with applicable laws and regulations.
- Protecting the health and safety of our people at work and promoting their well-being.
- Providing a secure working environment.
- Not tolerating forced, bonded, or involuntary labor, or any instances of child labor.

Our Modern Slavery Statement provides more information about our efforts in this area, and our employees are also required to comply with our Anti-Human Trafficking Policy. Our commitment in this area extends to our interactions and dealings with clients and vendors and is included in our Vendor Code of Conduct.

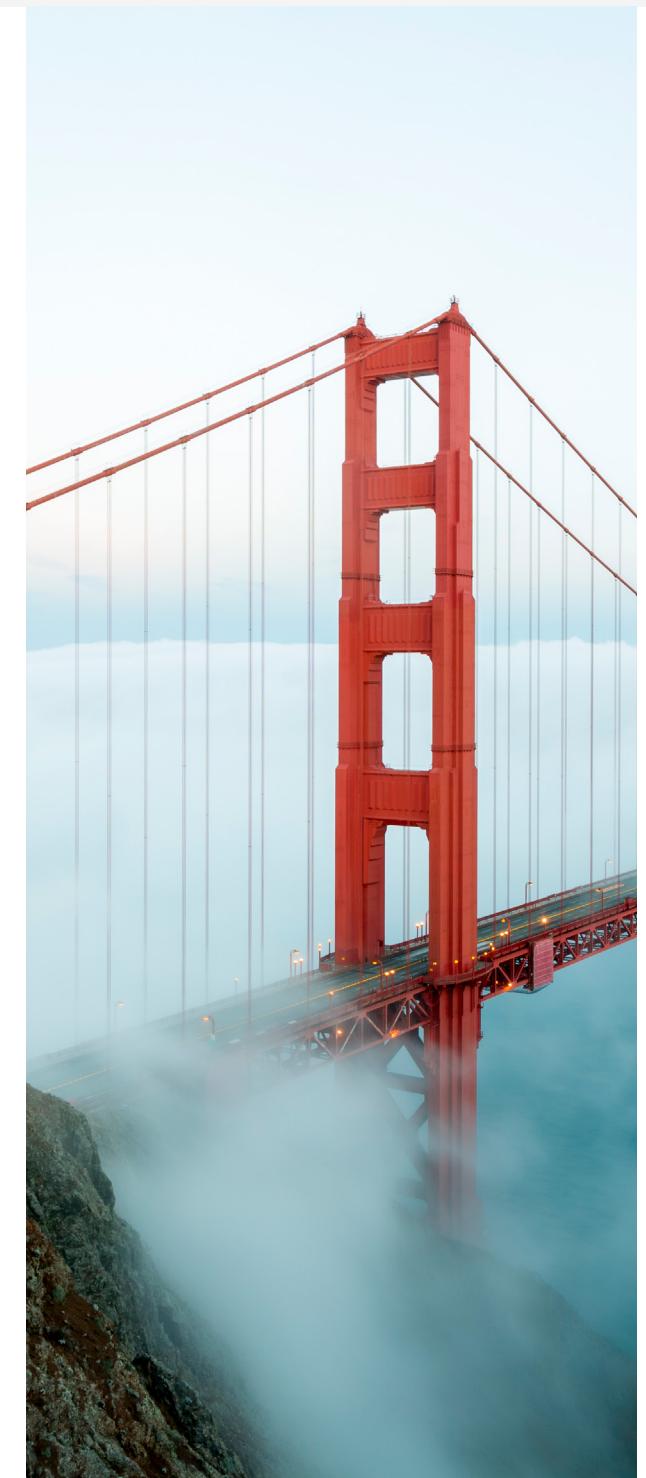
Management Structure

In 2022, Guidehouse's board of directors was composed of eight members, including three outside directors. One of the directors is female, one is African American, and two of the other directors are of Asian descent. Chaired by the Guidehouse CEO, the board of directors meets at least quarterly and provides oversight of the Guidehouse management team. The board is responsible for approving the company's annual budget and other material items. Guidehouse management provides regular ESG-related updates during quarterly board of directors meetings.

Guidehouse's leadership team is composed of the company's corporate officers, C-suite executives, business segment leaders and practice area leaders. In addition, the company formed a series of management committees that assist the leadership team with its decision-making processes. Those committees include:

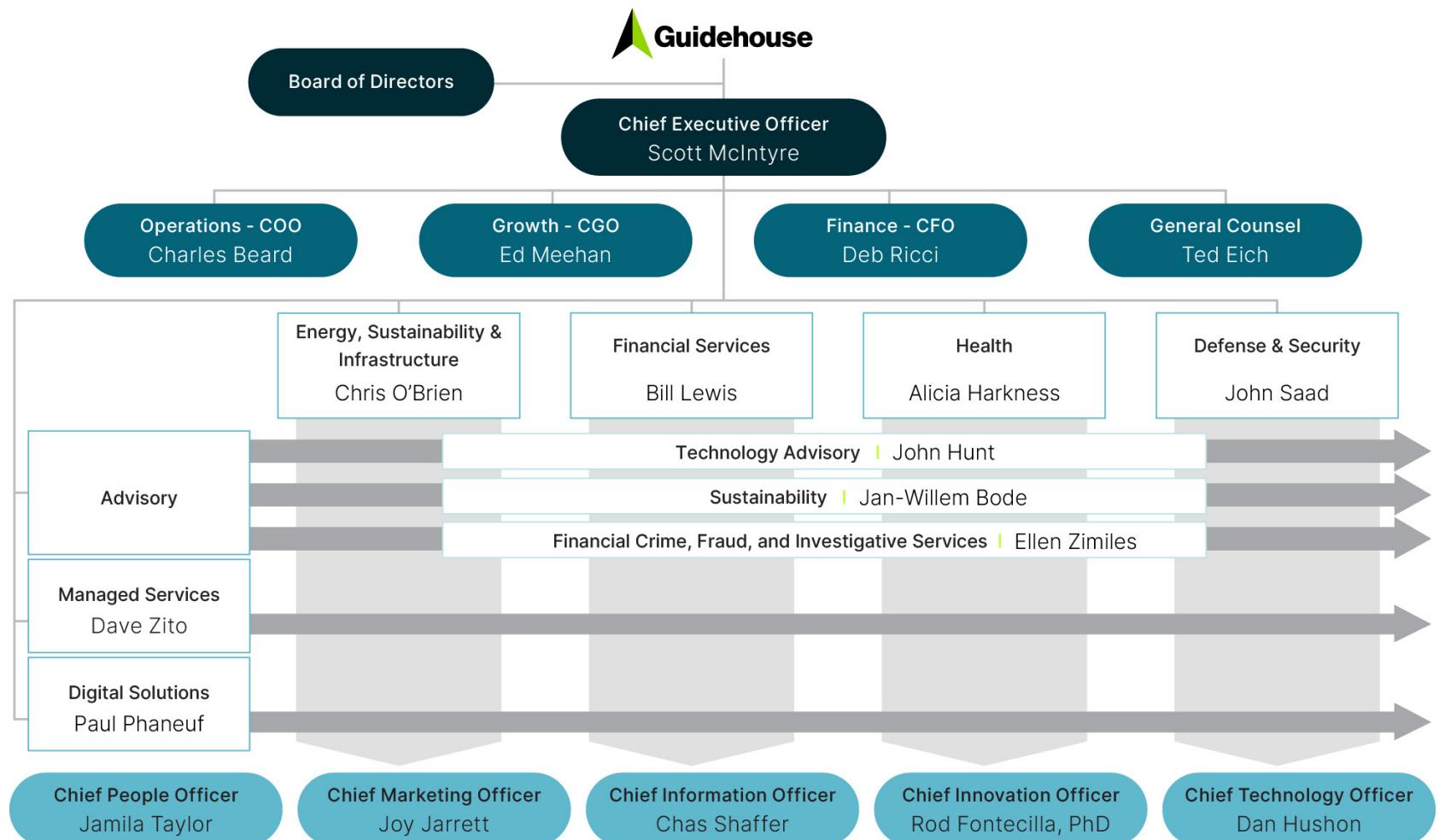
1. Compensation and Benefits Committee, chaired by the chief people officer and supported with independent outside advisors;
2. Investment Committee, chaired by the chief financial officer and supported with independent outside advisors;
3. Conduct Committee, chaired by one of the practice area leaders and supported by the Corporate Ethics and Compliance team;
4. Risk Committee, chaired by one of the business segment leaders and aligned to the COSO standards and part of the companies ISO-9001 Quality Management System;
5. Partner Promotion Committee, co-chaired by two Guidehouse partners.

The company's partners, directors, associate directors, and managers lead the delivery of services to Guidehouse's clients with the support of our senior consultants, and staff. Teams are aligned across Guidehouse's three lines of service: Advisory, Digital, and Managed Services. Guidehouse goes to market through the following industry verticals: Defense & Security; Energy, Sustainability & Infrastructure; Financial Services; and Health. The Advisory business is further supported by horizontal teams specifically focused in the following areas: Financial Crime, Fraud, and Investigative Services; Sustainability; and Technology. The Guidehouse organizational structure and governance is outlined in the following image.



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Risk Management Approach

Guidehouse's Enterprise Risk Management Program Mission

Guidehouse's Risk Management Program is COSO-based and provides management with a decision-making framework to align risk management capabilities and priorities with the enterprise mission and strategy. The program helps the organization identify and adapt to emerging risks, and evolve with industry trends and requirements to ensure effective risk management across Guidehouse, whereby the company is:

- Actively identifying and managing its risks;
- Taking the right risks and the right amount of risks;
- Appropriately monitoring and modifying, as necessary, its risk response strategy.

Guidehouse's Risk Management Objectives

- Apply a consistent method for identifying, analyzing, prioritizing, managing, monitoring, and communicating risks associated with any activity, process or function;
- Coordinate and align risk management activities throughout the organization;
- Improve risk awareness and knowledge transfer;
- Provide greater transparency and flexibility in the risks that are taken, execution of strategies, allocation of resources, and ability to drive efficiencies through an appropriate measure of risk and risk outcomes;
- Embed risk management into business processes and planning, whereby it is seen as a critical management capability, resulting in risk ownership and accountability.

Guidehouse's Risk Management Process

The Guidehouse Chief Operations Officer oversees day-to-day risk management activities, supported by a dedicated Risk Management team.

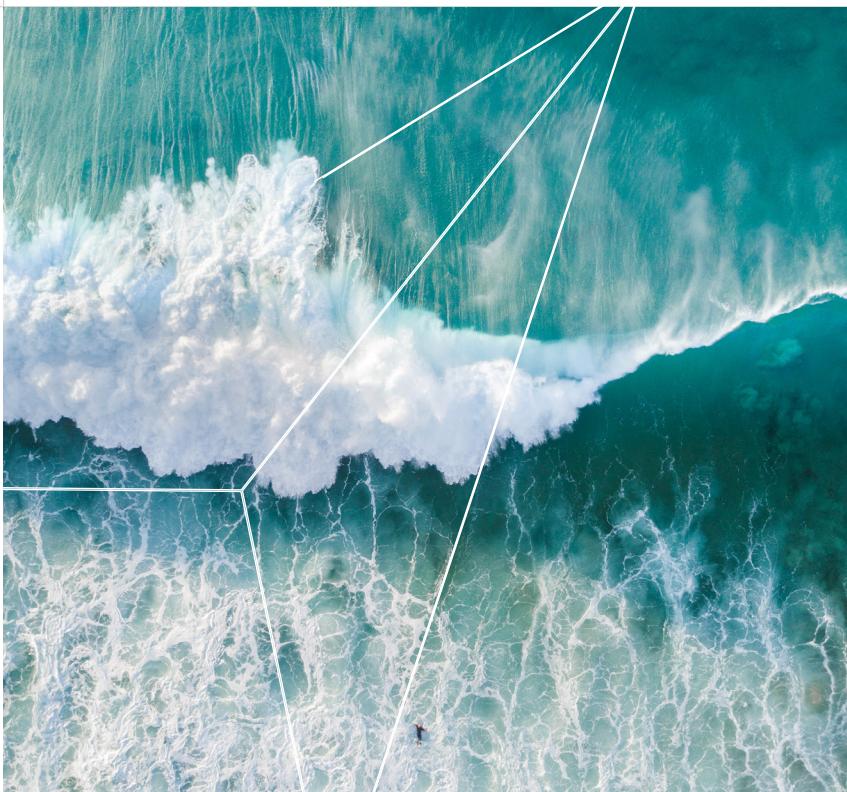
A Risk Committee meets at least quarterly and is chaired by a Segment Leader and composed of the Corporate Officers and other representatives from the firm to broaden the focus of risk management from engagement risk of the individual segments to enterprise risks at the corporate level. ESG risks to include the company's ability to measure and mitigate its greenhouse gas emissions are included in the company's enterprise risk management reporting.

The Enterprise Risk Management (ERM) department is dedicated to monitoring, recording, and mitigating risk across the enterprise, as well as consulting on a variety of risk triggers to mitigate risk at the engagement level. The ERM department is led by the Director of ERM and along with the ERM team has the authority to raise risks to the Chief Operations Officer, corporate leadership, or the Risk Committee. Risks are reported to the Board of Directors and the Risk Committee through the firm's Enterprise Risk Register. The multiple levels of reporting and the dedicated nature of the ERM Team allows for more independence of the function. The Enterprise Risk Register is reviewed regularly with the corporate officers and enterprise risk operational "owners." They report to the Risk Committee.

Engagement-level risks are identified prior to client engagement using the Risk Identification and Consultation (RIC) process. Each engagement opportunity at Guidehouse requires the pursuit team to complete a RIC form to note potential risks across various risk categories (i.e., Client, Cross-Border, Data Security Engagement, Export Control, Execution, and Financial). Through this process, Guidehouse reviews opportunities to allow teams to mitigate risk and work with internal resources to consult on potential risks and mitigation strategies.

Conclusion

Managing and Mitigating ESG risks for Guidehouse – and its clients



The baseline metrics and annual measurements confirm Guidehouse is not a large emitter of greenhouse gases. Accordingly, while the company should do all it reasonably can to decarbonize and not to rely substantively on offsets and credits to achieve its goals, the important work we do for government and commercial clients in identifying decarbonization pathways and improving operational resiliency for the foreseeable future can have an even greater impact.

Our workforce is incredibly diverse and the pipeline of talent moving into leadership roles with increasingly diverse backgrounds will enrich the company and the clients we serve for generations to come.

Corporate social responsibility is local and not specifically tied to any one goal. Empowering young women in Chennai with fundamental sanitation, unlocking communication with the mentally impaired through different forms of art, supporting veterans who see suicide as the only way to stop the visions of war that haunt them every day and night are prioritized and supported by Guidehouse employees in their local communities.

Similarly, Guidehouse supports its clients in many of the largest social change programs undertaken in their communities. Whether it is providing a new level of automation to provide safety for children in welfare, provide rental assistance to those unable to meet their basic needs in an effort to avoid homelessness, expand healthcare delivery options to rural communities that can least afford such services, providing services to support recovery efforts following natural disasters – the Guidehouse portfolio of engagements can often be measured in delivering on the hope that is promised and the impact few can imagine.

Appendices

APPENDIX A

Reporting

Third party scoring of company ESG reports is an evolving service and Guidehouse clients and suppliers often want independent reports for ESG in total or one focused on greenhouse gas (GHG) reporting. To assist our clients and trading partners, Guidehouse submits its annual ESG reports to Ecovadis to score our efforts (Environment, Labor and Human Rights, Ethics and Sustainable Procurement) and the Carbon Disclosure Project (CDP) to focus more specifically on the company's GHG accounting and decarbonization pathway.

Guidehouse is committed to setting science-based emissions reduction targets through the Science Based Targets Initiative (SBTi). Through its commitment to SBTi, Guidehouse joins other leading companies that agree to set emissions reduction targets in line with climate science.

We were instrumental in developing the Sectoral Decarbonization Approach (SDA) for the SBTi and serve as a member of the Technical Advisory Group led by the SBTi.

Guidehouse has also joined the World Business Council for Sustainable Development and has committed to purchasing 100% renewable energy for its offices around the world. Most recently, Guidehouse received a "C" on the CDP Report and have plans to continue to improve our rating.

Guidehouse submits its ESG Report to Ecovadis and CDP for independent scoring. Once completed, reports will be available from those agencies.

APPENDIX B

Workforce Composition Analysis

APPENDIX B - WORKFORCE DATA

Gender Representation: Global Workforce

Global Workforce



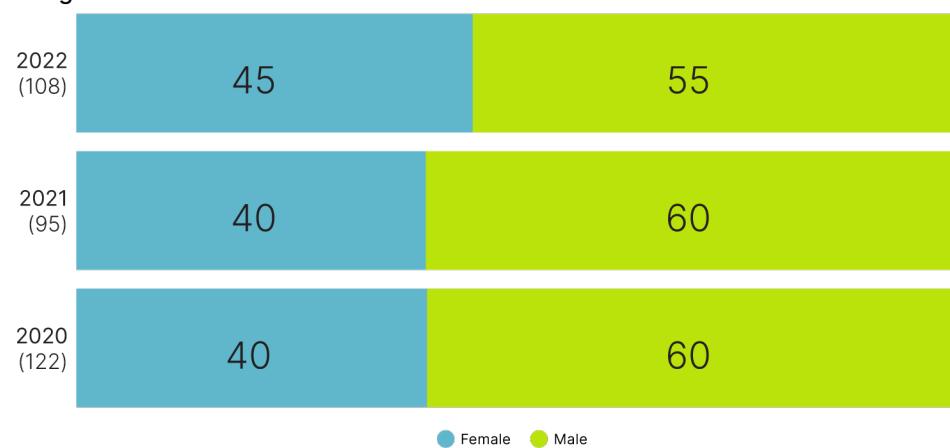
India



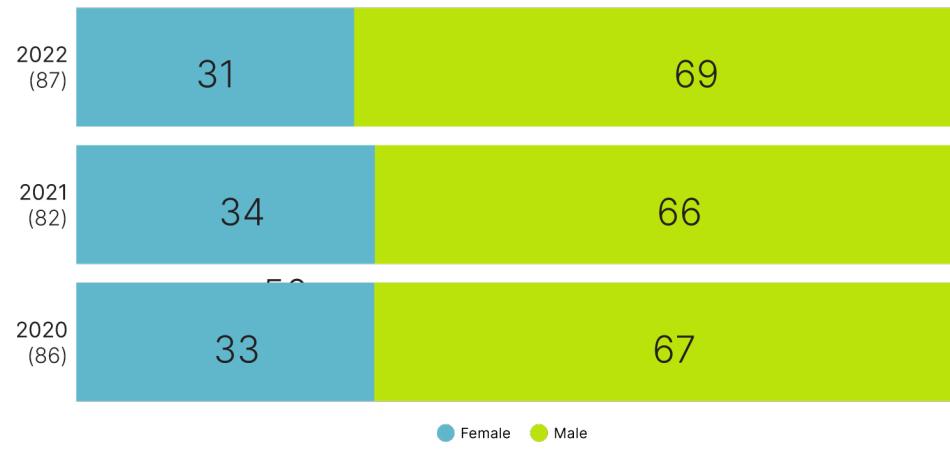
APPENDIX B - WORKFORCE DATA

Gender Representation: Global Workforce

United Kingdom



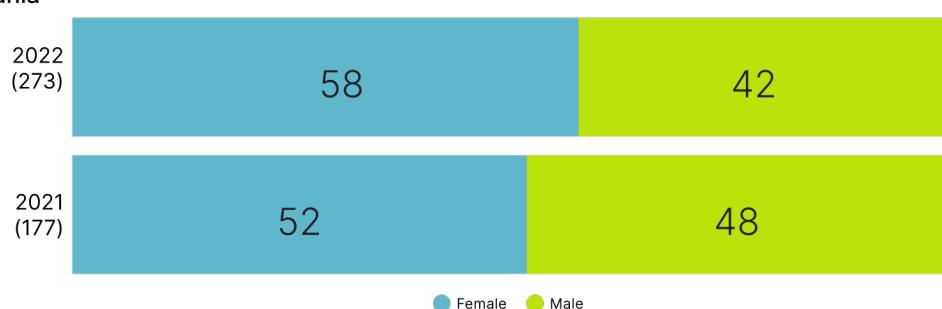
Germany



APPENDIX B - WORKFORCE DATA

Gender Representation: Global Workforce

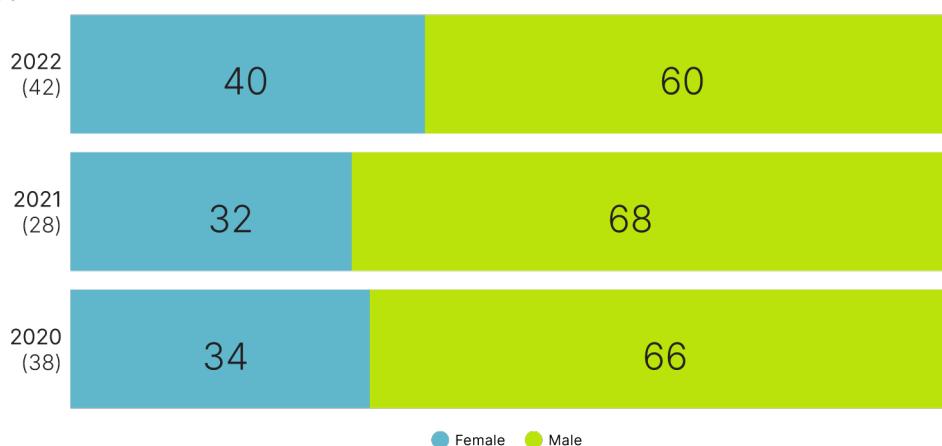
Lithuania



Netherlands



Canada



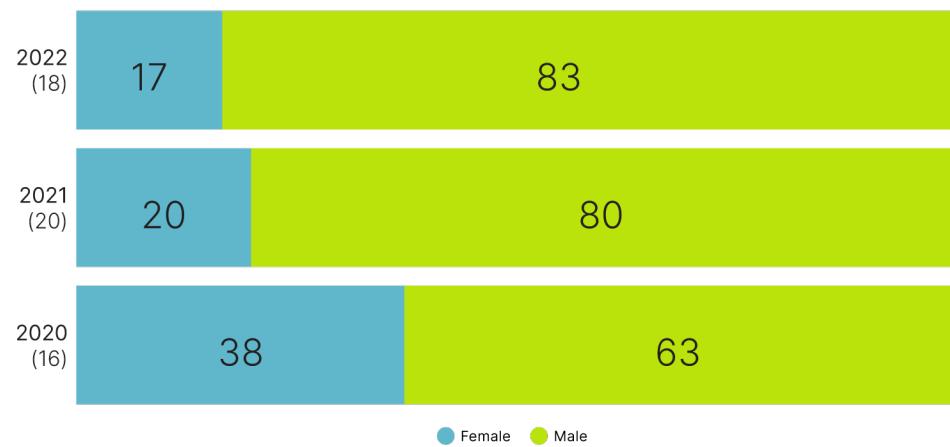
APPENDIX B - WORKFORCE DATA

Gender Representation: Global Workforce

South Africa



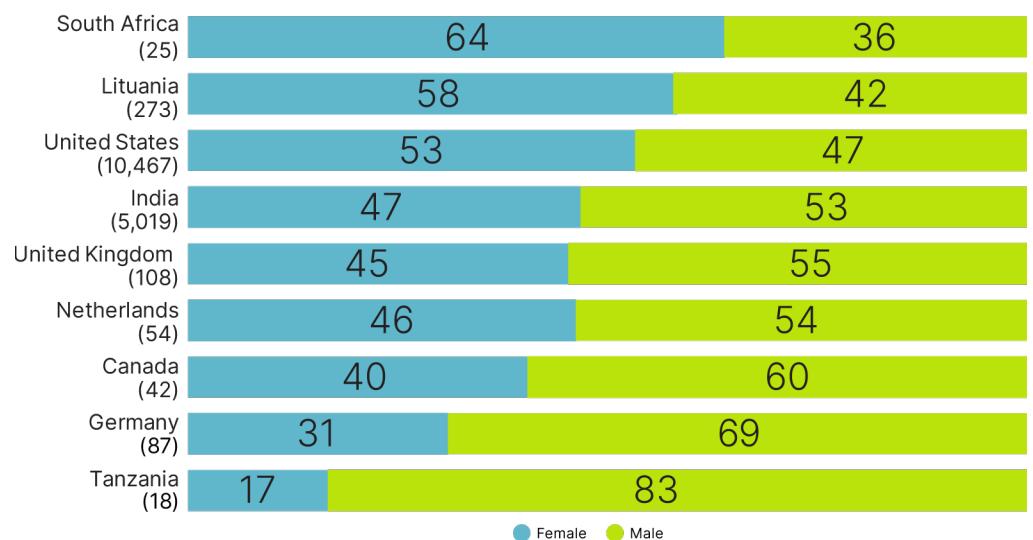
Tanzania



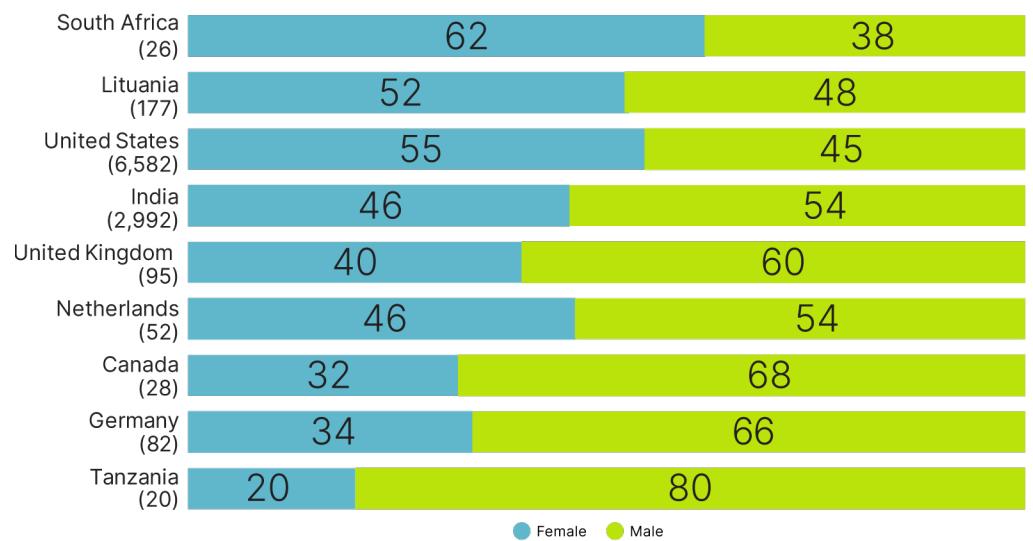
APPENDIX B - WORKFORCE DATA

Gender Representation: Global Workforce

Global Workforce 2022



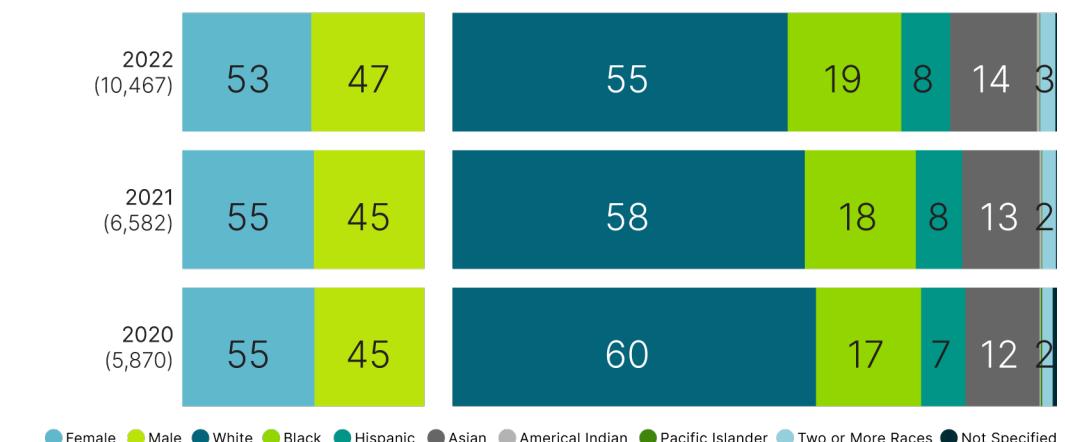
Global Workforce 2021



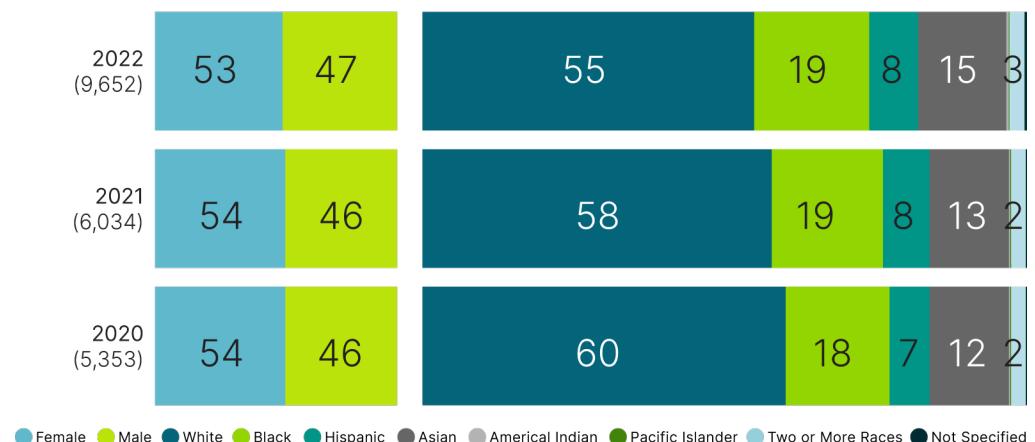
APPENDIX B - WORKFORCE DATA

U.S. Workforce, Client, & Corporate Services

U.S. Workforce



U.S. Client Services



APPENDIX B - WORKFORCE DATA

U.S. Workforce Client & Corporate Services

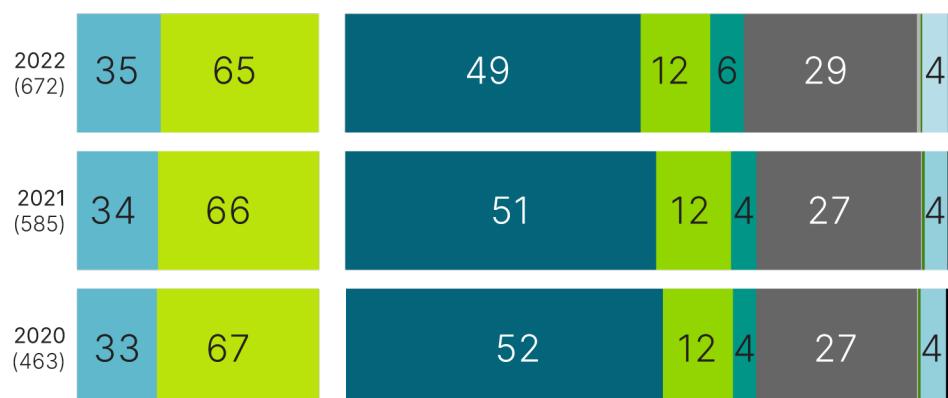
U.S. Corporate Services



APPENDIX B - WORKFORCE DATA

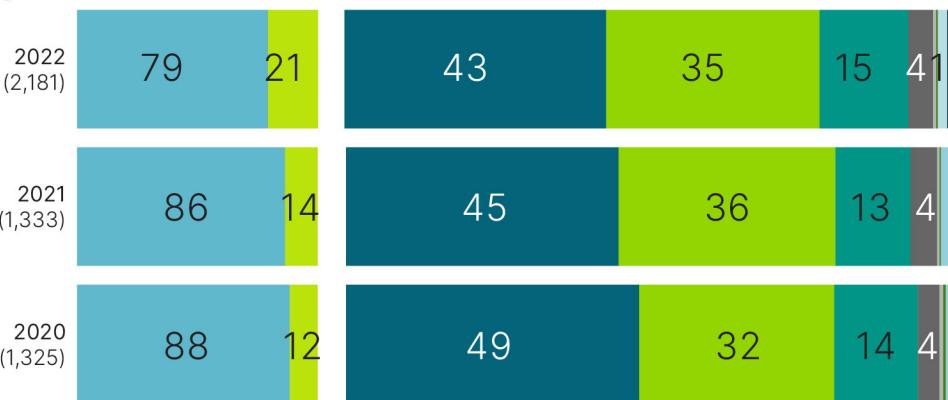
U.S. Workforce By Segment

Advanced Solutions



● Female ● Male ● White ● Black ● Hispanic ● Asian ● American Indian ● Pacific Islander ● Two or More Races ● Not Specified

Managed Services



● Female ● Male ● White ● Black ● Hispanic ● Asian ● American Indian ● Pacific Islander ● Two or More Races ● Not Specified

APPENDIX B - WORKFORCE DATA

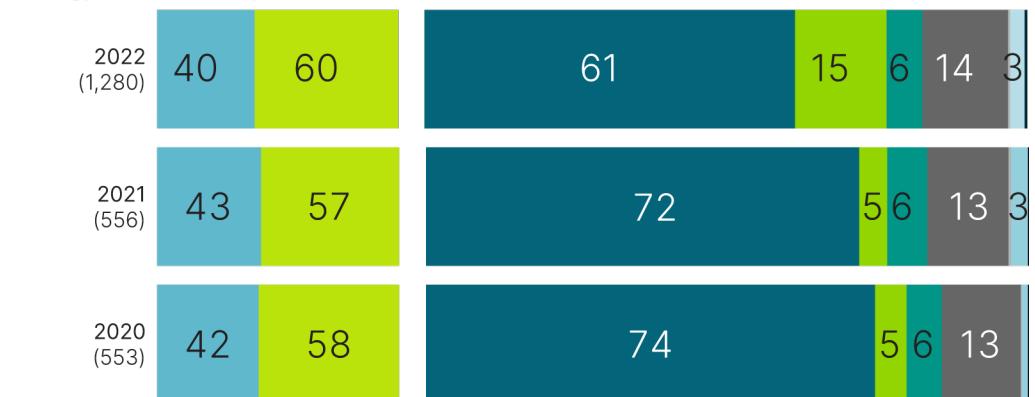
U.S. Workforce By Segment

Defense



● Female ● Male ● White ● Black ● Hispanic ● Asian ● American Indian ● Pacific Islander ● Two or More Races ● Not Specified

Energy, Sustainability & Infrastructure



● Female ● Male ● White ● Black ● Hispanic ● Asian ● American Indian ● Pacific Islander ● Two or More Races ● Not Specified

APPENDIX B - WORKFORCE DATA

U.S. Workforce By Segment

Financial Services



Health



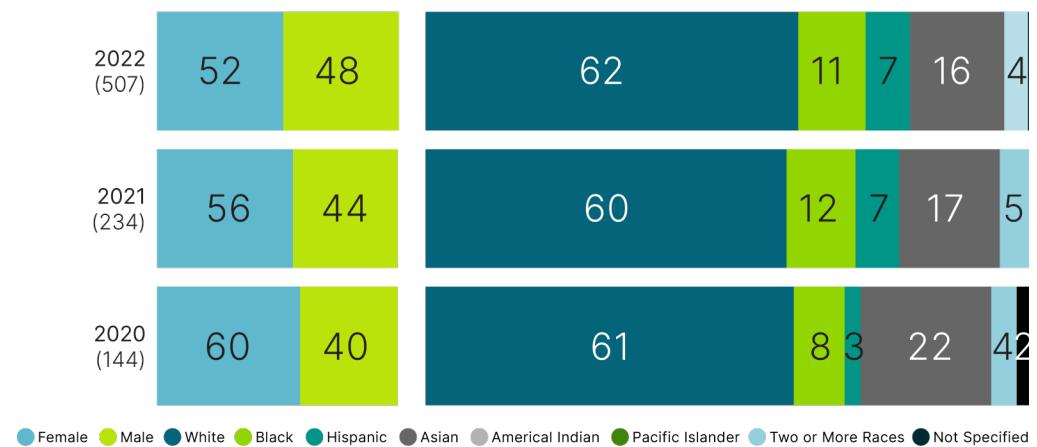
APPENDIX B - WORKFORCE DATA

U.S. Workforce By Segment

National Security



State & Local Government



APPENDIX B - WORKFORCE DATA

U.S. Workforce By Segment

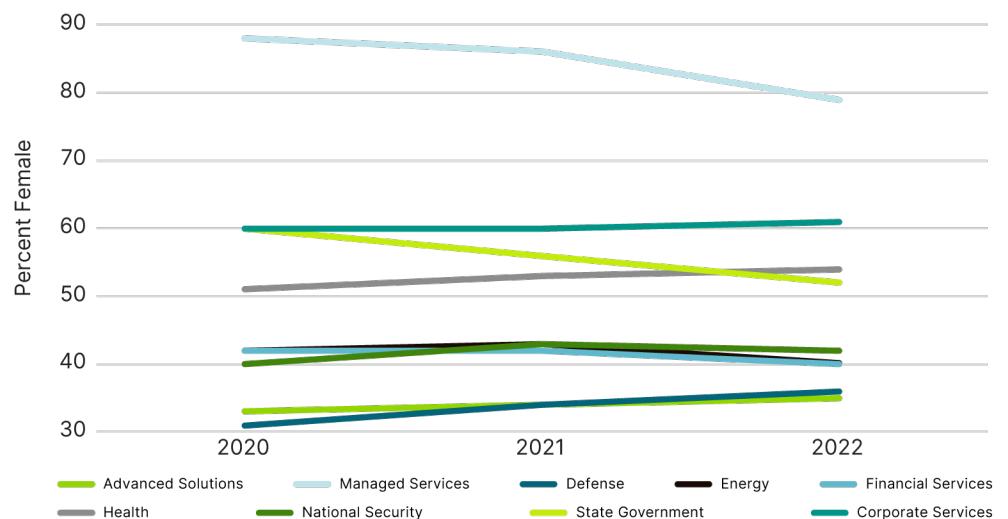
Corporate Services



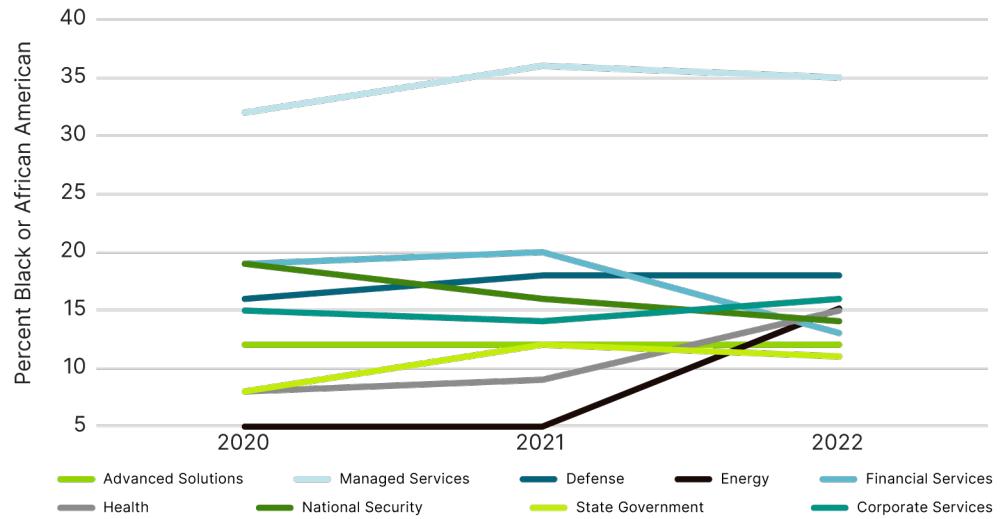
APPENDIX B - WORKFORCE DATA

U.S. Workforce Segment 3 Year Treadlines

Female Representation in US Segments
Female - 3YR US Segments Trend



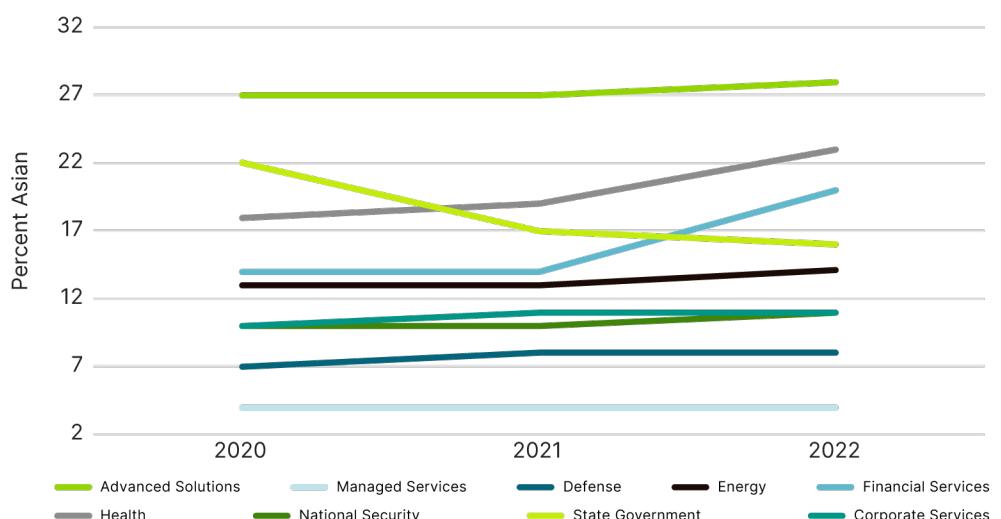
Black Representation in US Segments
Black or African American - 3YR US Segments Trend



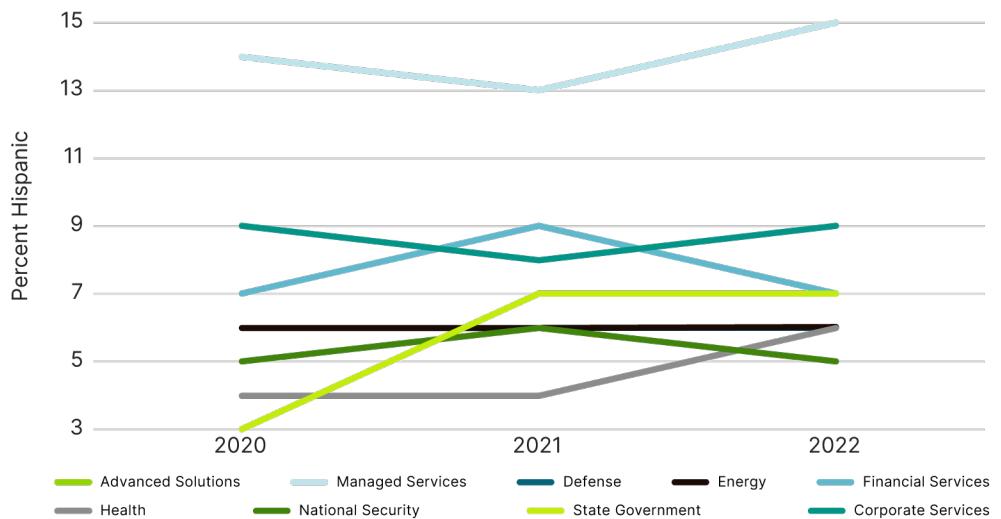
APPENDIX B - WORKFORCE DATA

U.S. Workforce Segment 3 Year Treadlines

Asian Representation in US Segments
Asian - 3YR US Segments Trend



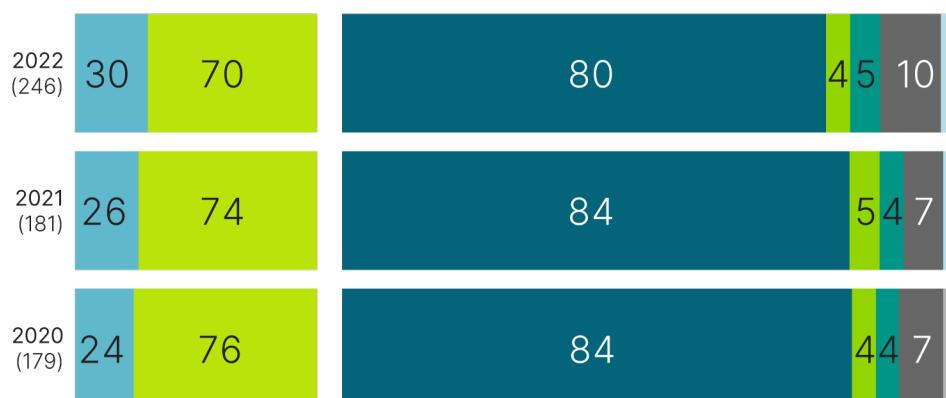
Hispanic Representation in US Segments
Hispanic - 3YR US Segments Trend



APPENDIX B - WORKFORCE DATA

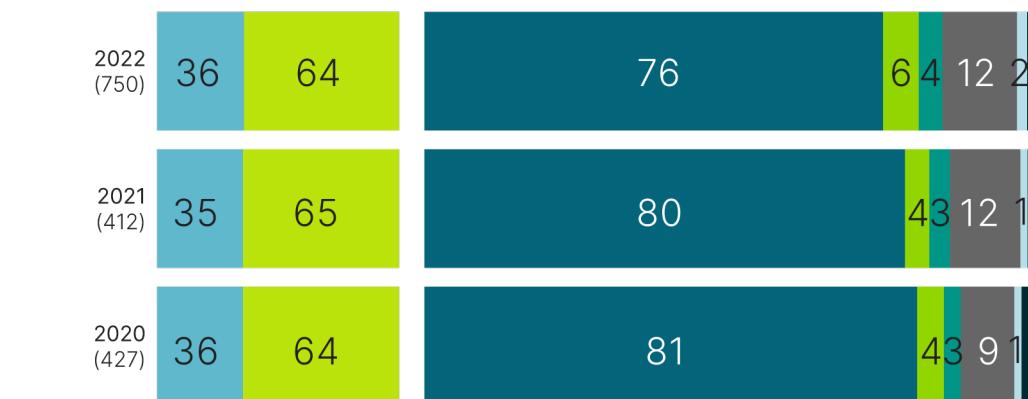
U.S. Workforce By Job Level

U.S. Partners



● Female ● Male ● White ● Black ● Hispanic ● Asian ● American Indian ● Pacific Islander ● Two or More Races ● Not Specified

U.S. Directors



● Female ● Male ● White ● Black ● Hispanic ● Asian ● American Indian ● Pacific Islander ● Two or More Races ● Not Specified

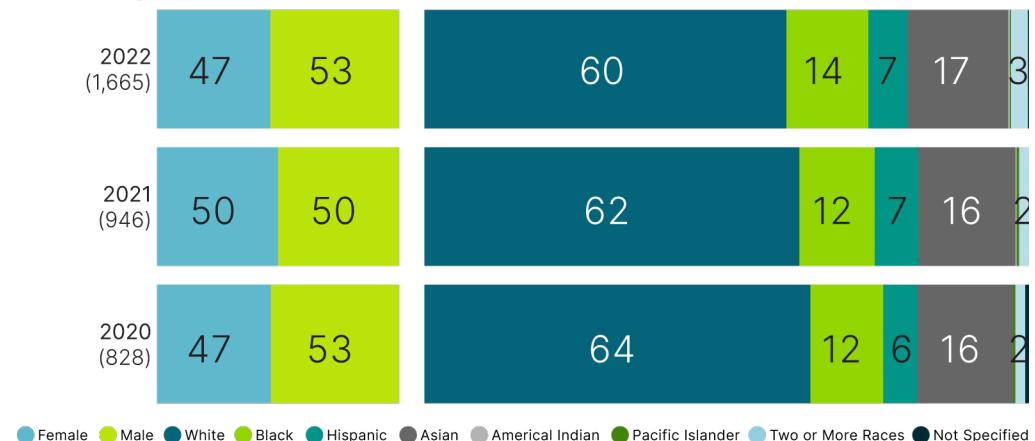
APPENDIX B - WORKFORCE DATA

U.S. Workforce By Job Level

U.S. Associate Directors



U.S. Managers



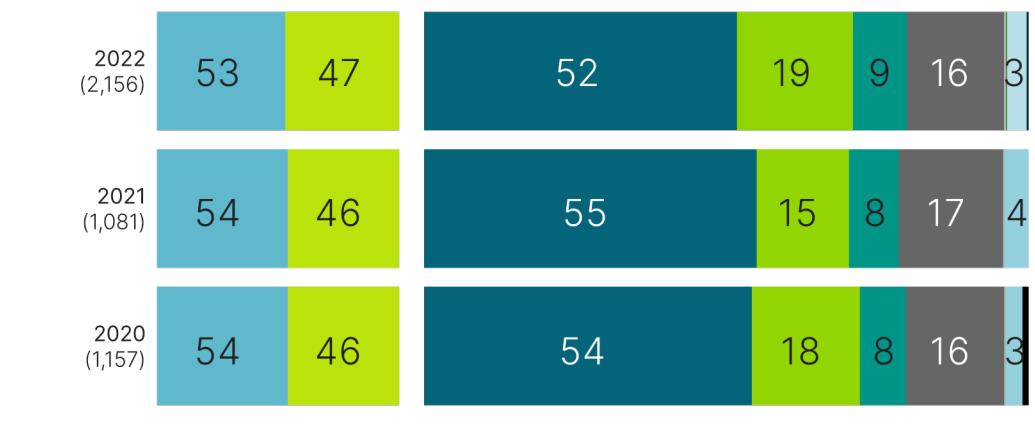
APPENDIX B - WORKFORCE DATA

U.S. Workforce By Job Level

U.S. Senior Associates/Senior Consultants



U.S. Associates/Consultants



APPENDIX B - WORKFORCE DATA

U.S. Workforce By Job Level

U.S. Analyst/Support



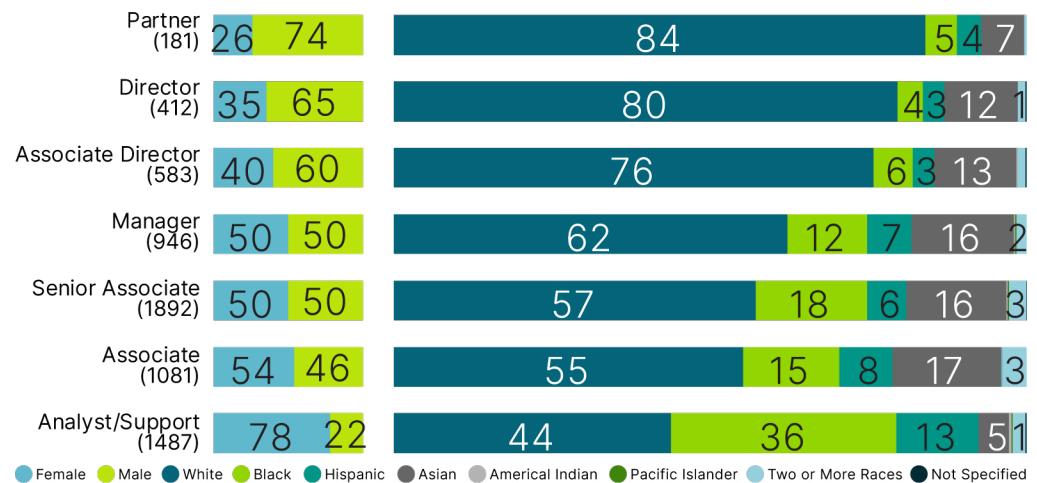
All Job Levels 2022 – Race and Gender



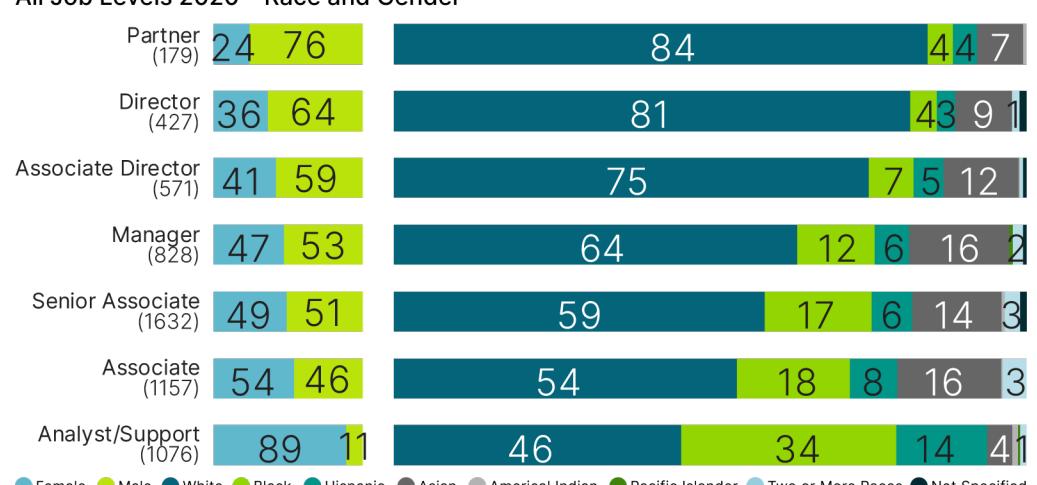
APPENDIX B - WORKFORCE DATA

U.S. Workforce By Job Level

All Job Levels 2021 – Race and Gender



All Job Levels 2020 – Race and Gender



APPENDIX B - WORKFORCE DATA

India Workforce By Job Level

All Job Levels 2022 – Gender

47% of Our Workforce in India is Female



All Job Levels 2021 – Gender

46% of Our Workforce in India is Female



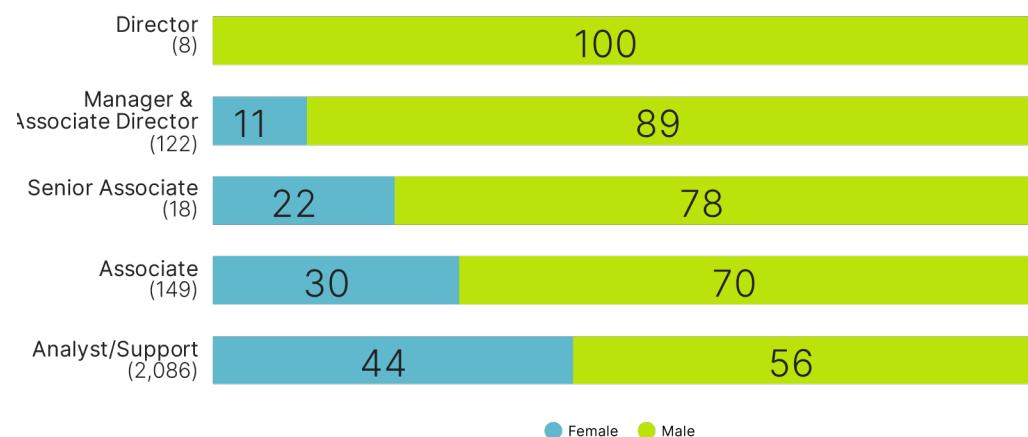
● Female ● Male

APPENDIX B - WORKFORCE DATA

India Workforce By Job Level

All Job Levels 2020 – Gender

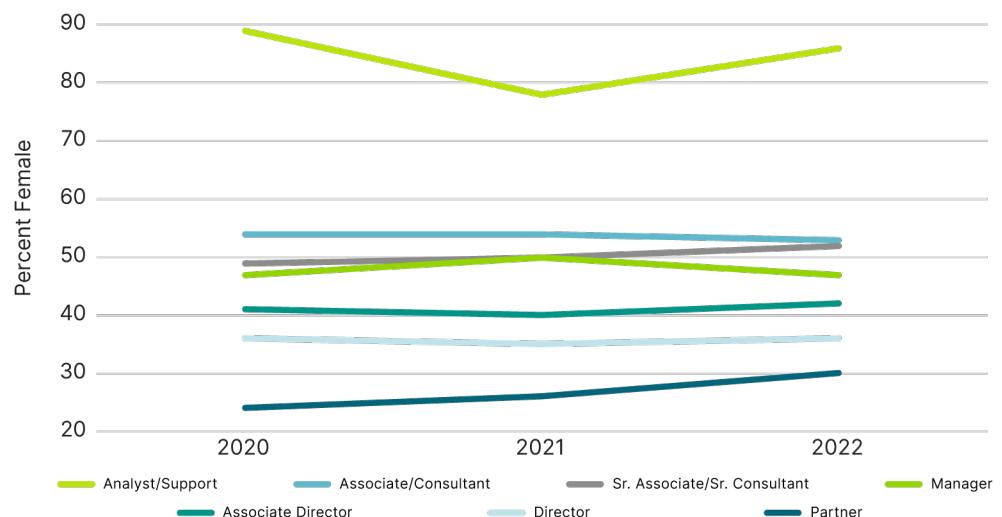
41% of Our Workforce in India is Female



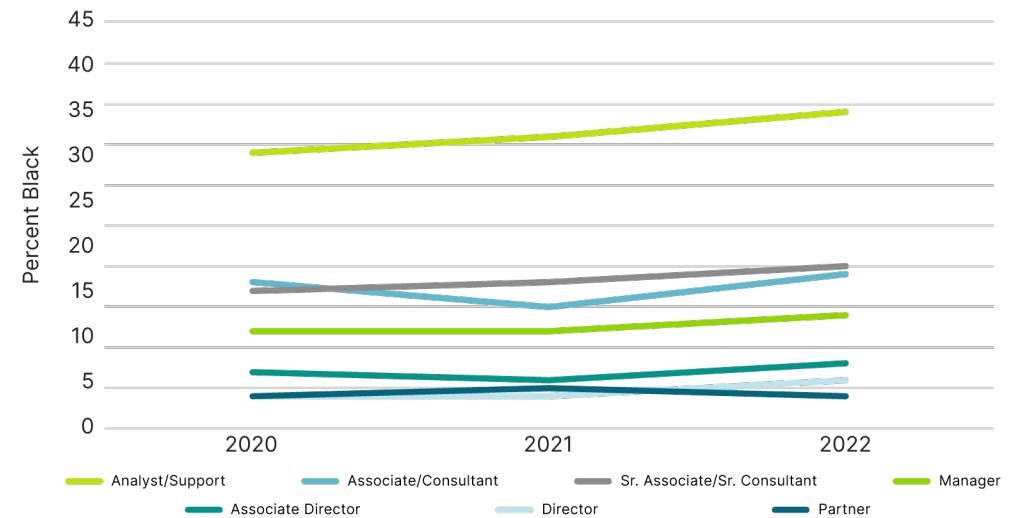
APPENDIX B - WORKFORCE DATA

U.S. Workforce Job Level 3 Year Treadlines

Female Representation in Job Levels
Female - 3YR Job Level Trend



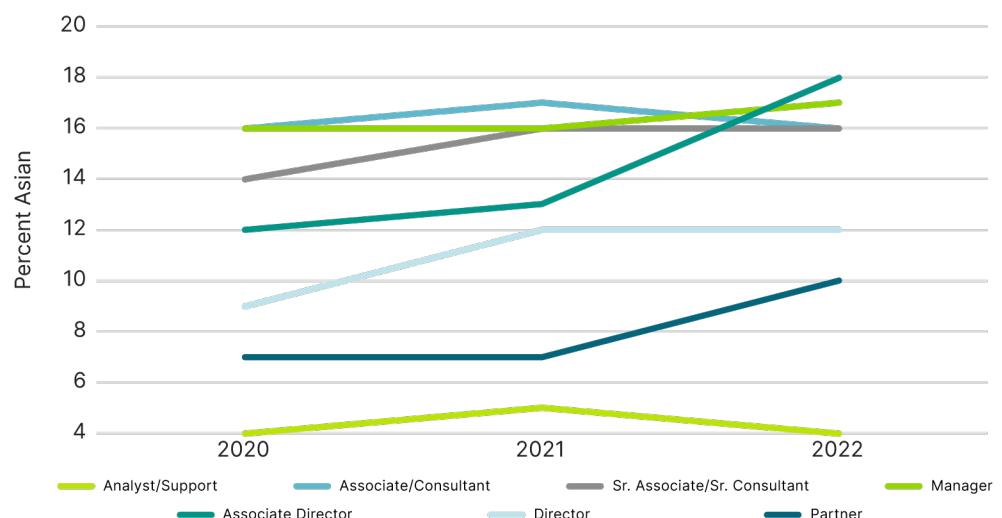
Black Representation in Job Levels
Black - 3YR Job Level Trend



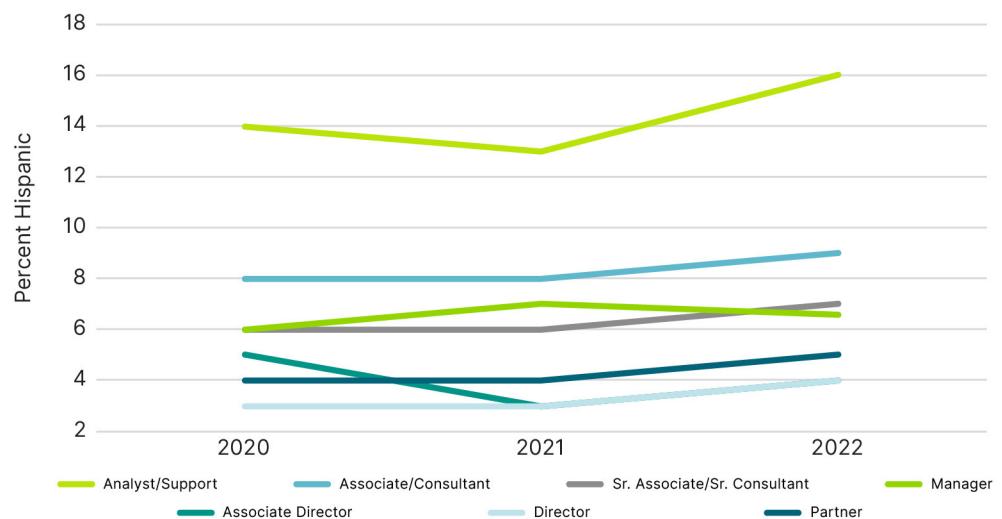
APPENDIX B - WORKFORCE DATA

U.S. Workforce Job Level 3 Year Treadlines

Asian Representation in Job Levels Asian - 3YR Job Level Trend



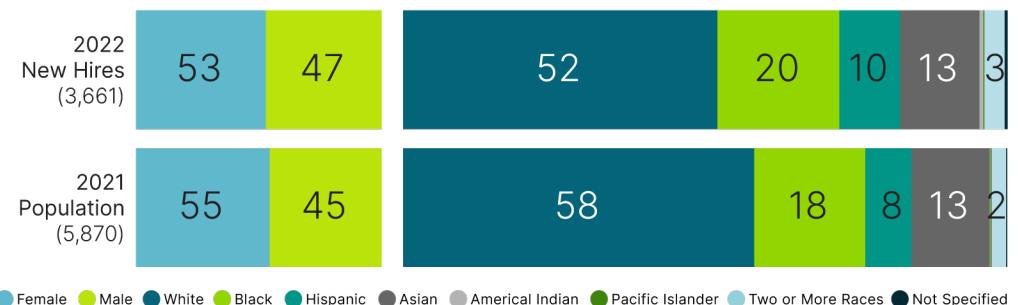
Hispanic Representation in Job Levels Hispanic - 3YR Job Level Trend



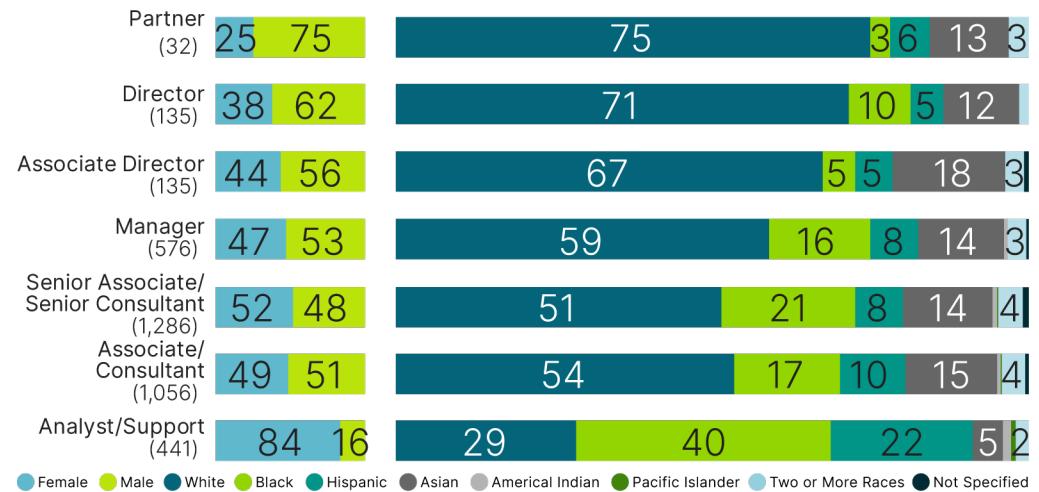
APPENDIX B - WORKFORCE DATA

Analysis of 2022 New Hires

US New Hires - Overall Employees with Latest Hire Date in 2022



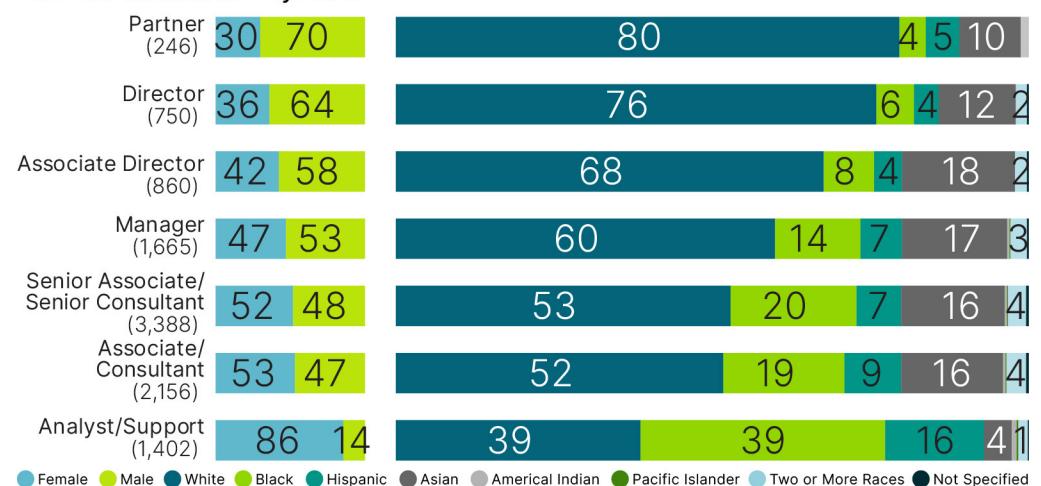
US New Hires – By Level Employees with Latest Hire Date in 2022



APPENDIX B - WORKFORCE DATA

Analysis of 2022 New Hires

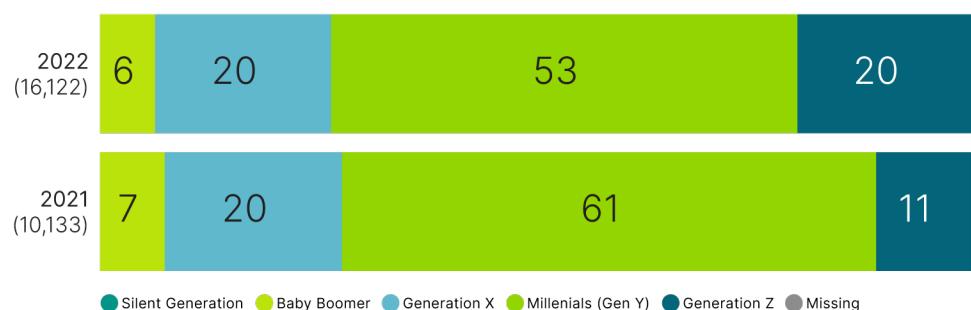
2022 US Workforce – By Level



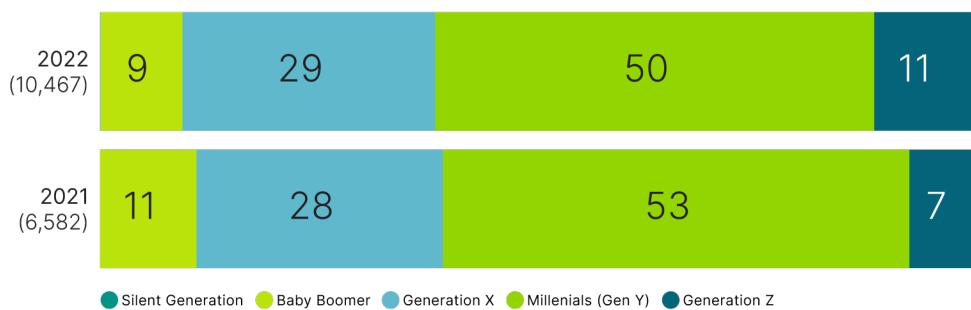
APPENDIX B - WORKFORCE DATA

Generation Representation Overall, U.S. Only by Job Level & Segment

Global Workforce



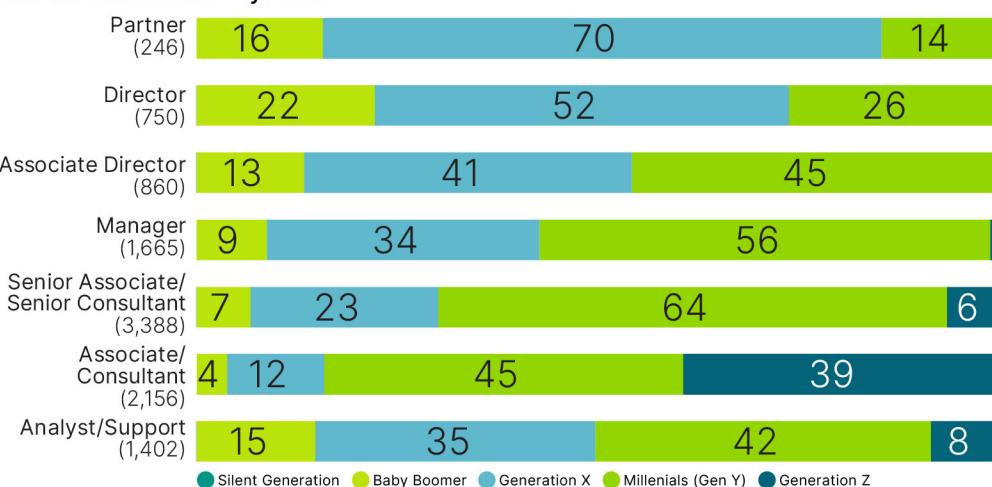
US Workforce



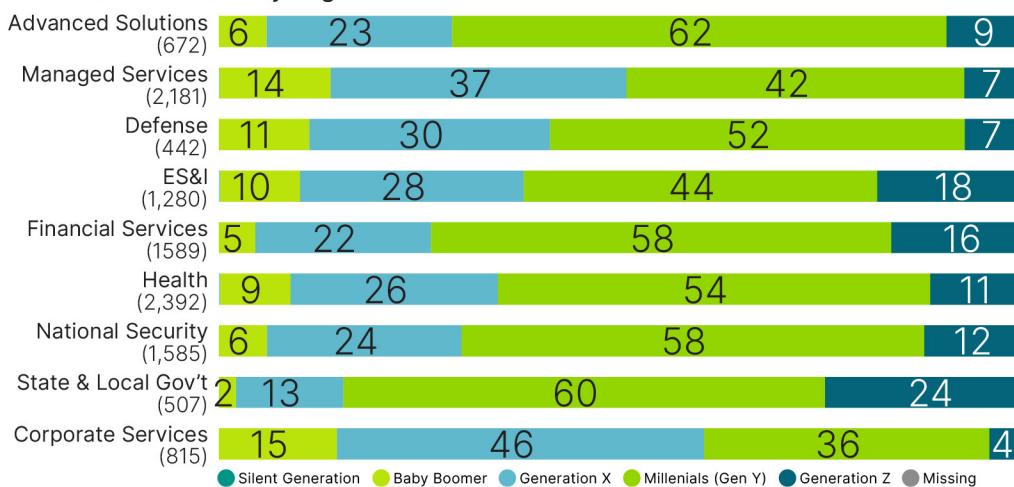
APPENDIX B - WORKFORCE DATA

Generation Representation Overall, U.S. Only by Job Level & Segment

2022 US Workforce – By Level



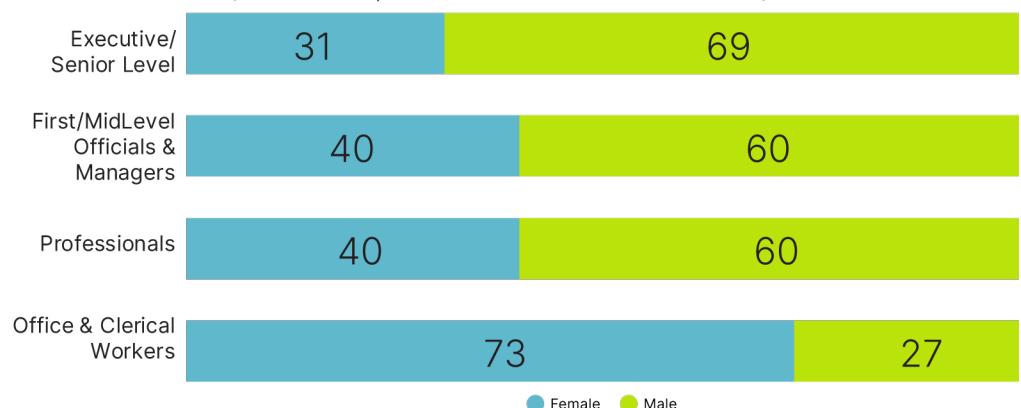
2022 US Workforce – By Segment



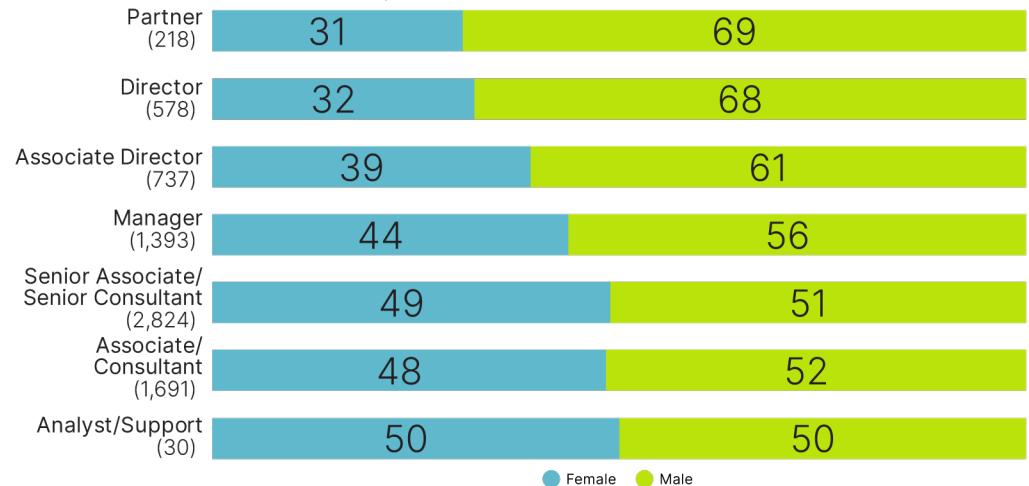
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Gender
NAICS-3 Code 541 (Professional, Scientific and Technical Services)



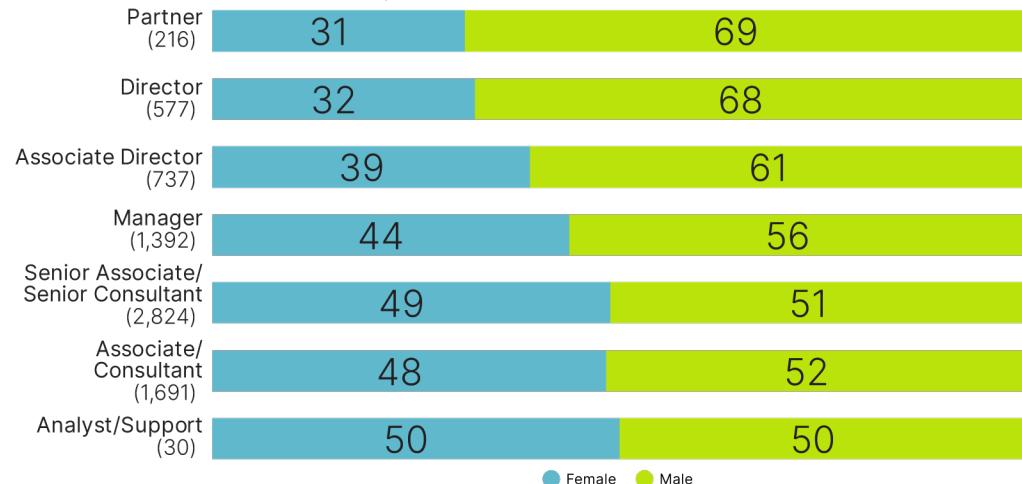
Advisory - Gender
NAICS-3 Code 541 (Professional, Scientific and Technical Services)



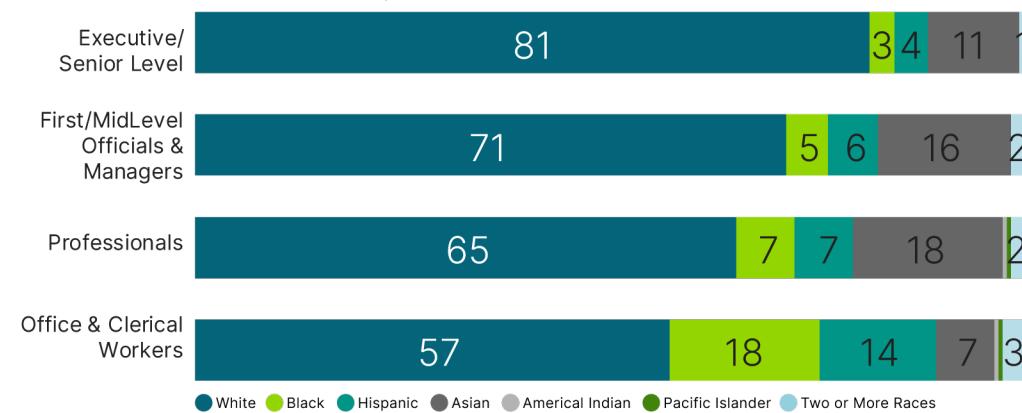
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

NSS, ESI, Healthcare, SLG, Defense, FS, AS, Sustainability- Gender
 NAICS-3 Code 541 (Professional, Scientific and Technical Services)



EEO-1 2020 - Race
 NAICS-3 Code 541 (Professional, Scientific and Technical Services)



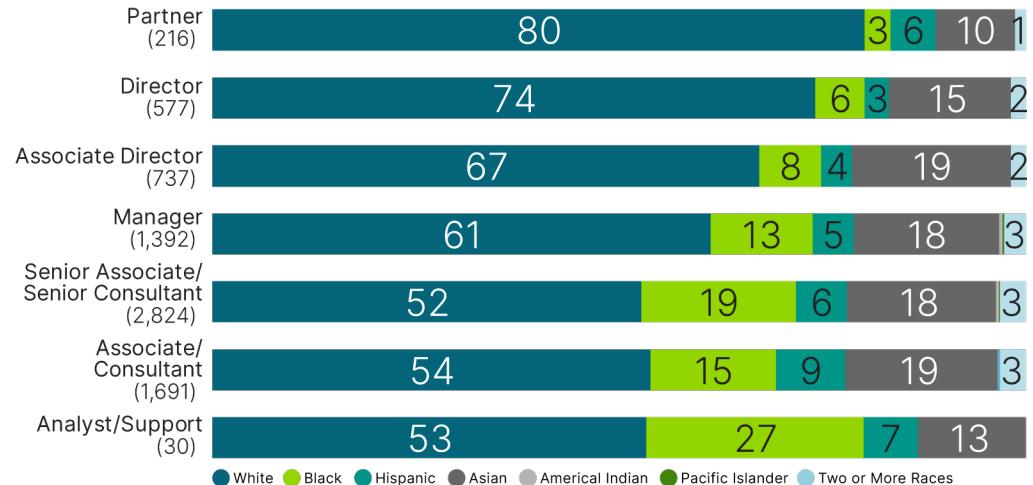
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

Advisory - Race NAICS-3 Code 541 (Professional, Scientific and Technical Services)



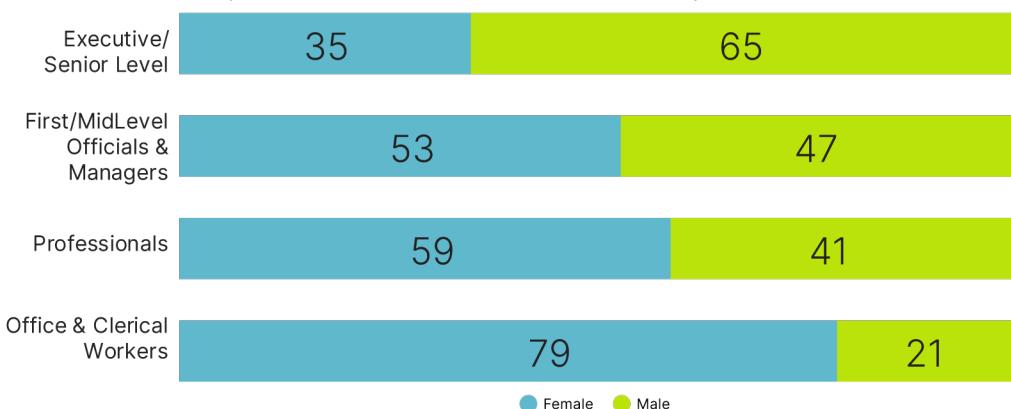
NSS, ESI, Healthcare, SLG, Defense, FS, AS, Sustainability - Race NAICS-3 Code 541 (Professional, Scientific and Technical Services)



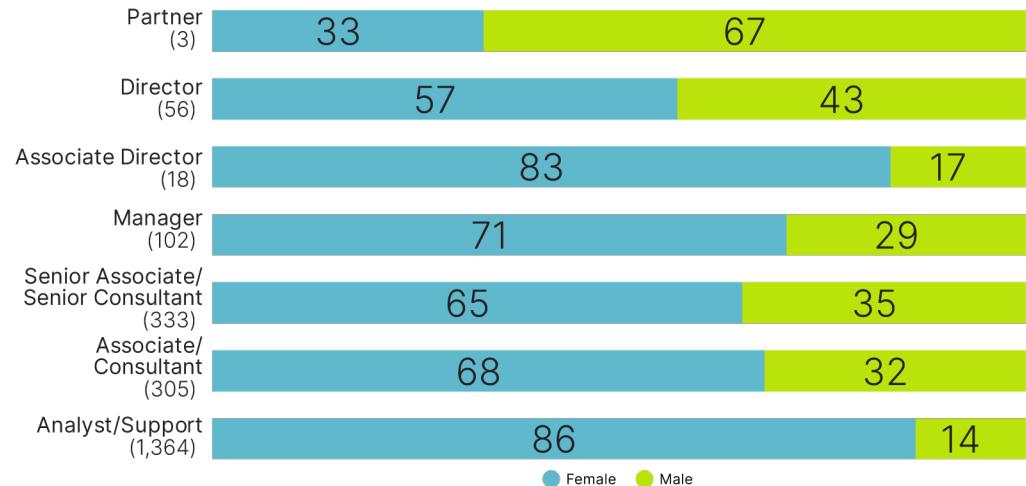
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Gender
NAICS-3 Code 524 (Insurance Carriers and Related Activities)



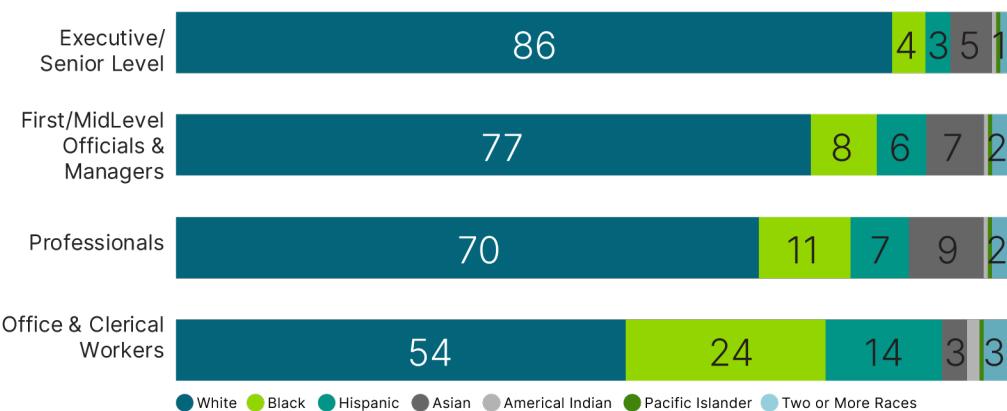
Managed Services - Gender
NAICS-3 Code 524 (Insurance Carriers and Related Activities)



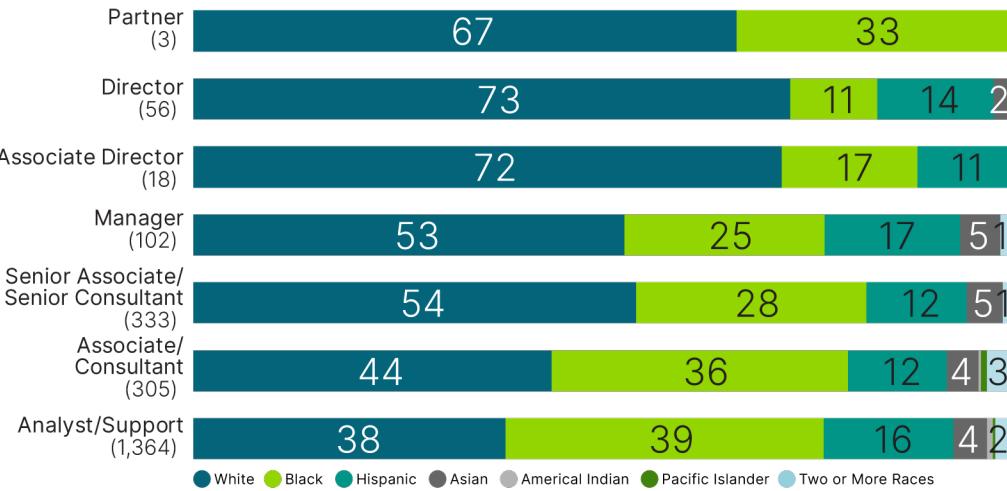
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Race
 NAICS-3 Code 524 (Insurance Carriers and Related Activities)



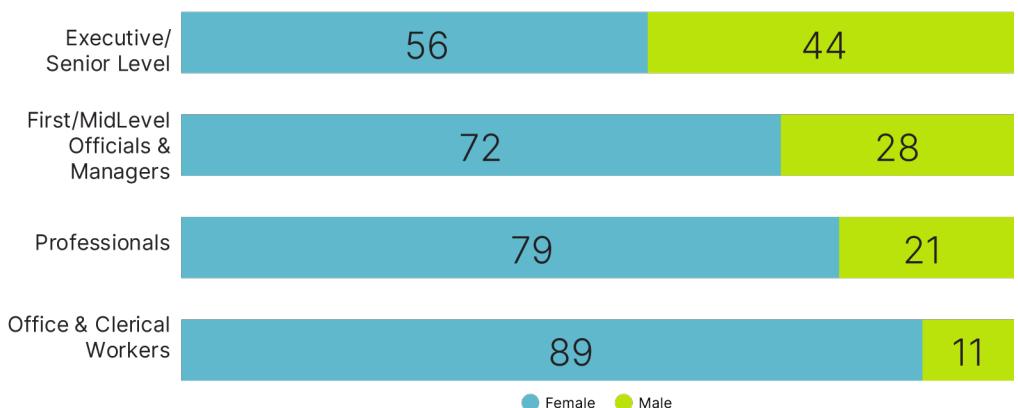
Managed Services - Race
 NAICS-3 Code 524 (Insurance Carriers and Related Activities)



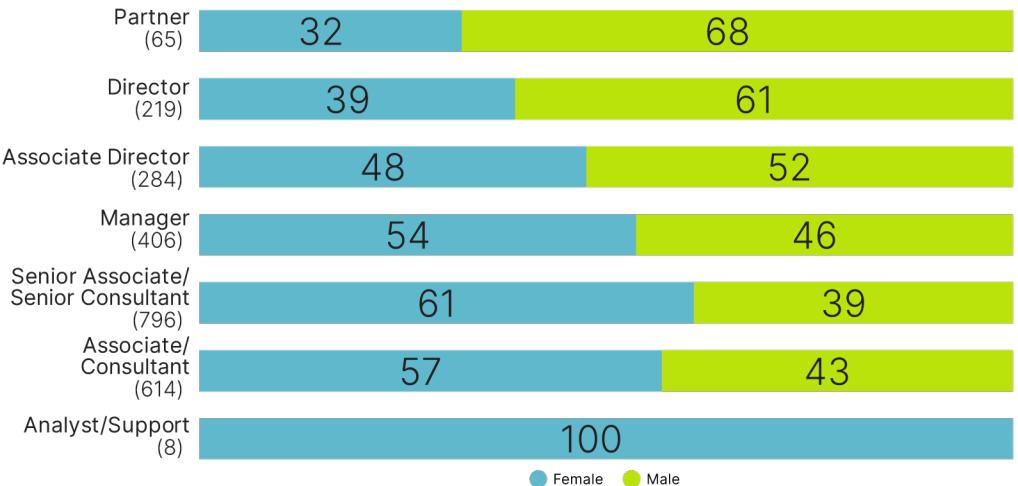
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Gender
NAICS-2 Code 62 (Health Care and Social Assistance)



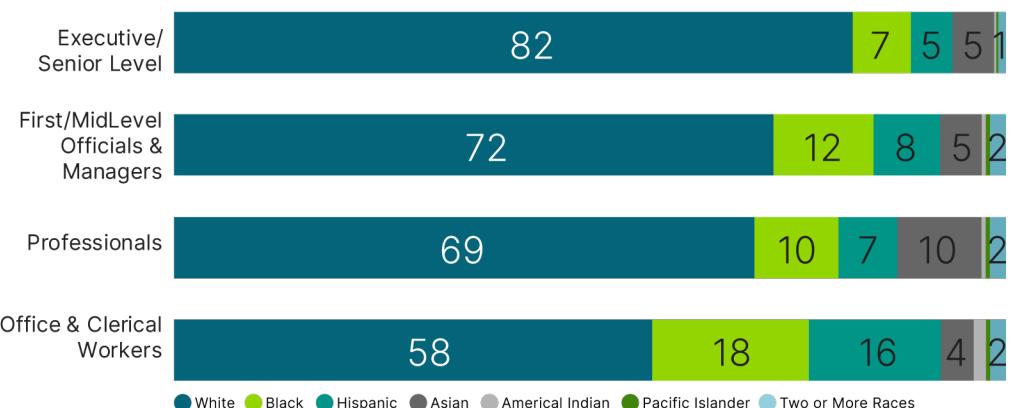
Healthcare Segment - Gender
NAICS-2 Code 62 (Health Care and Social Assistance)



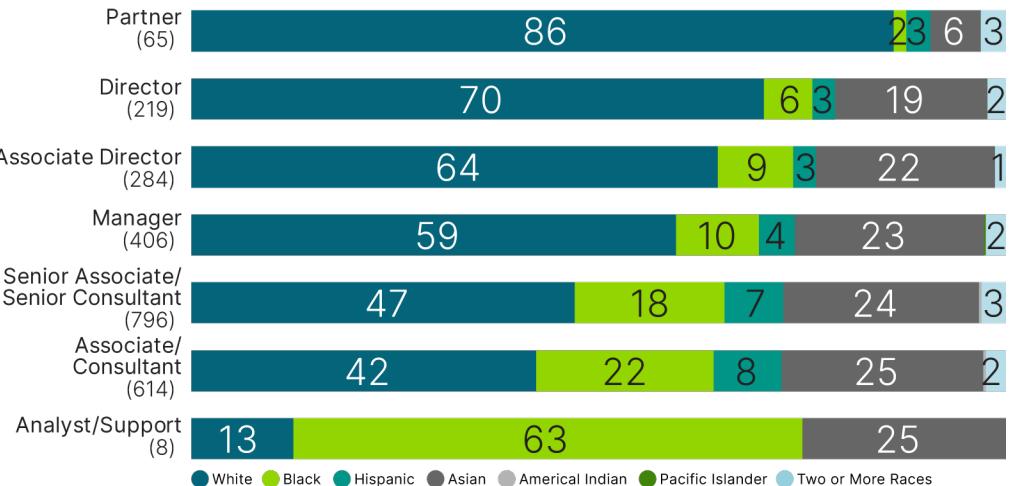
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Race
 NAICS-2 Code 62 (Health Care and Social Assistance)



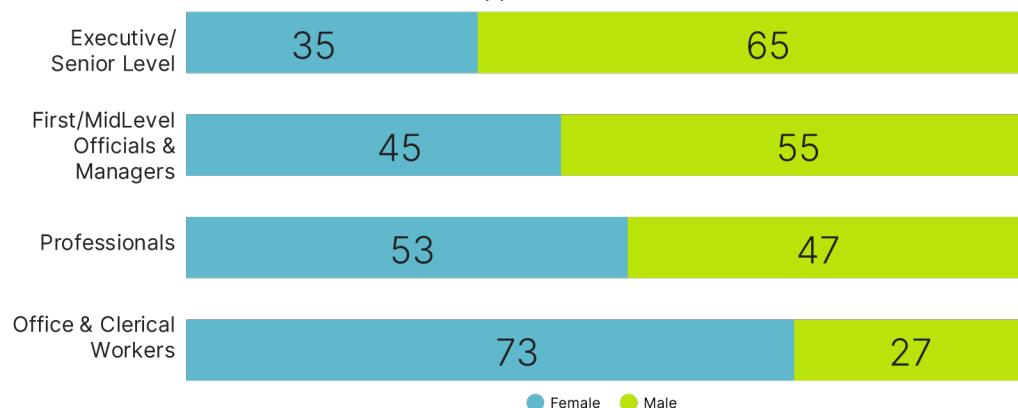
Healthcare Segment - Race
 NAICS-2 Code 62 (Health Care and Social Assistance)



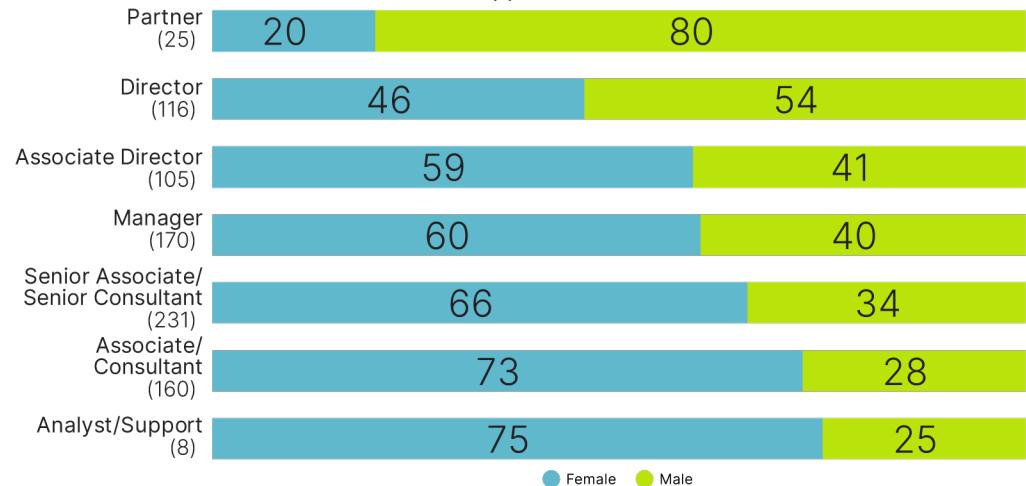
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Gender
NAICS-3 Code 561 (Administrative and Support Services)



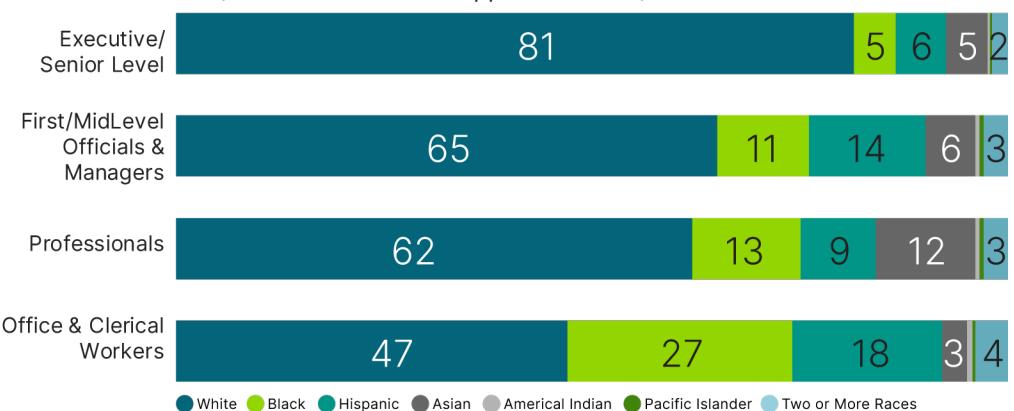
Corporate Services - Gender
NAICS-3 Code 561 (Administrative and Support Services)



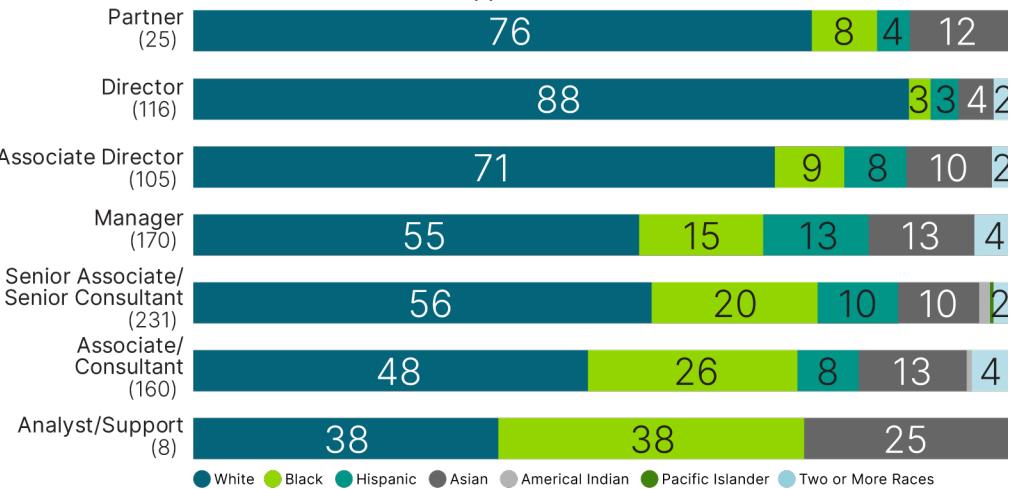
APPENDIX B - WORKFORCE DATA

Gender and Race National Benchmark

EEO-1 2020 - Race
 NAICS-3 Code 561 (Administrative and Support Services)



Corporate Services - Race
 NAICS-3 Code 561 (Administrative and Support Services)



APPENDIX B - WORKFORCE DATA

National Benchmark Comparison

NAICS-3 Code 541
 (Professional, Scientific and Technical Services)



EEO-1 Category Mapping

EEO-1 Category	Guidehouse Job Level
Executive/Senior Level	Partner
	Director
First/Mid-Level Officials & Managers	Associate Director
	Manager
Professional	Senior Associate/ Senior Consultant
	Associate/ Consultant
	Analyst/Support
Office & Clerical Workers	

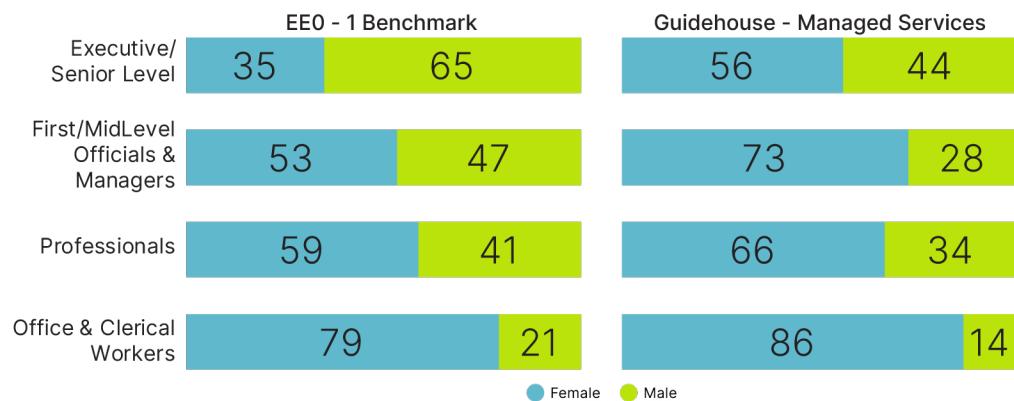
NAICS-3 Code 541
 (Professional, Scientific and Technical Services)



APPENDIX B - WORKFORCE DATA

National Benchmark Comparison

NAICS-3 Code 524
(Insurance Carriers and Related Activities)



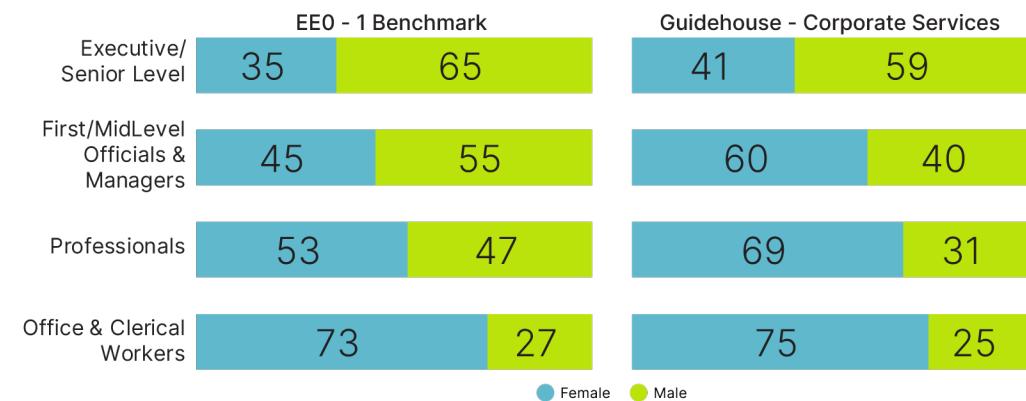
NAICS-3 Code 62
(Health Care and Social Assistance)



APPENDIX B - WORKFORCE DATA

National Benchmark Comparison

NAICS-3 Code 561
(Administrative and Support Services)



[Introduction](#)[Environmental](#)[Social](#)[Governance](#)[**Appendices**](#)

About this report

- This annual report serves as a benchmark for our performance. This report covers January 1, 2022 to December 31, 2022.
- This report was prepared referencing the Global Reporting Initiative (GRI) Standards.
- In this report, any references to "we," "our," "us," and other such pronouns refer to Guidehouse.