

# Guiding through Changing Landscapes

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**2021 ENVIRONMENTAL, SOCIAL,  
AND GOVERNANCE REPORT**



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# Changing the Global Landscape

**At Guidehouse, we seamlessly integrate expertise in the public sector and regulated commercial markets to solve the most complex issues of our day.**

As we help our clients address their most complex challenges and navigate significant regulatory pressures — focusing on transformational change, business resiliency, and technology-driven innovation — environmental, social, and governance (ESG) has rapidly become a driving force in our responsible corporate decision-making. In recent years, ESG opportunities have generated a global movement across the corporate landscape, focused on transformation, transparency, increased investments, and greater community impact.

With our expansive business footprint, particularly across the highly regulated industries of healthcare, financial services, energy, infrastructure, national security, and aerospace and defense, we believe it is our responsibility to lead our clients by example through this changing ESG landscape. As such, we are paving the way, delivering innovative, technology-enabled solutions across the government and commercial sectors with a rising focus on ESG, and most notably, by launching a new horizontal, focused specifically on ESG and Resilience, in 2022

**The Guidehouse 2021 ESG Report highlights our continued efforts to advance ESG amidst unprecedented global challenges.**

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

- **Trailblazing initiatives to promote environmental sustainability** — 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 under-served communities.
- **Globally expanding our Diversity, Equity, and Inclusion (DEI) program** driving greater diverse representation and fostering a work environment where everyone is empowered to thrive.
- **Strengthening our rigorous governance infrastructure** through continued refinements to our ethics, compliance, and risk management strategies.

2021 was another year defined largely by the pandemic — and more than ever, supporting the health and wellbeing of our people, their families, and our clients has been our top priority. Our internal team of passionate experts and leaders have worked to:

- Frequently review and update our safety protocols
- Create flexible work arrangements
- Send personalized care packages to colleagues directly impacted by COVID-19
- Provide vaccine access to our colleagues in India during the Delta variant outbreak

These efforts are only the beginning of what lies ahead. We invite you to join us as we work to advance an ESG agenda that improves the landscape to create a safer, healthier, more inclusive and compassionate world.



**“Sustainability, in all its facets, is central to our identity as a responsible corporate citizen.”**

**Scott McIntyre**  
CEO, Guidehouse



# Letter from the CEO

**Environmental, Social, and Governance (ESG) is a complex, ever-evolving agenda that affects the lives of everyone, everywhere—and at Guidehouse, we are deeply committed to moving the needle.**

We are immensely proud that, in the span of three years, what began as a fledgling US public sector business has catapulted into a premier global consultancy with integrated capabilities across the government and private sectors. Our mergers with Navigant and Dovel Technologies Family of Companies have positioned us to create an organization at the forefront of innovative client solutions, well-positioned to meet our clients' needs beyond our traditionally provided services.

Today, clients regularly seek our unique and evolving ESG expertise, allowing us to further deliver against our mission of "solving big problems, building trust in society, and empowering our clients to shape the future," and positively impact communities around the world. We ultimately strive to serve as trusted advisors for creating sustainable, resilient communities and infrastructures. Additionally, our client work further encompasses a full range of ESG engagements, from financial reporting to shareholder rights, to diversity, equity, and inclusion.

As examples, we've 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

marginalized communities to ensure an equitable process for the rollout of congestion pricing in areas like Los Angeles and Harris County, Texas. Finally, with a constant eye toward the future, we are providing green job training to individuals within disadvantaged communities.

We proudly hold numerous recognitions and certifications that reflect our customer service orientation. With an unwavering commitment to process excellence, Guidehouse was the first large professional services firm to receive the Malcolm Baldrige National Quality Award, the nation's highest presidential honor for performance excellence that recognizes US organizations for superior quality and world-class results. In 2021, we also successfully obtained the ISO 9001:2015 certification of our Quality Management System for the design and delivery of advisory services to US government clients. This distinction came on the heels of Guidehouse India completing the ISO 27001 certification audit, the international gold standard for managing information security. Finally, since 2017, the Dovel Technologies Family Companies has held an ISO 14001 Environmental Management System (EMS) certificate for its EMS pertaining to IT services.

ESG is truly a hallmark of our identity, naturally aligning to our corporate RI<sup>2</sup>SE values (Respect, Integrity, Innovation, Stewardship, and Excellence). It directly impacts virtually all aspects of our business—including the workplace culture we foster. To further solidify our ESG commitment and drive greater culture impact, Guidehouse appointed its first Chief Culture, Inclusion, and Diversity Officer in June of 2021.

Our progress and impact throughout 2021 are sources of tremendous pride. We look forward to our continued partnership with colleagues and clients to make a positive impact across society and our planet. By building on our past efforts, we can help put ESG in the spotlight as a cornerstone for elevating corporate culture, improving ethical decision-making, and building a more resilient world where all lives are valued and nurtured.

**Scott McIntyre**  
CEO, Guidehouse







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# 12,000+

Subject Matter Experts

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# 10+

Local Market Presence

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# 50+

Locations Globally

\*12,000+ includes Dovel, whose data we treated separately throughout the report



## Our Mission & Values

# RI<sup>2</sup>SE

**Our Mission** at Guidehouse is to solve big problems, build trust in society and empower our clients to shape the future. As we work side-by-side with our clients to solve these problems, we confirm our mission's importance and bring it to life for the benefit of generations to come.

**Our Vision** is to earn a seat at the table for our clients' most complex issues, creating limitless opportunities and meaningful impact.

### **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 to deliver 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.



# Memberships, Awards & Recognitions

We are recognized globally as a leading workplace.







# Environmental



# 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.**



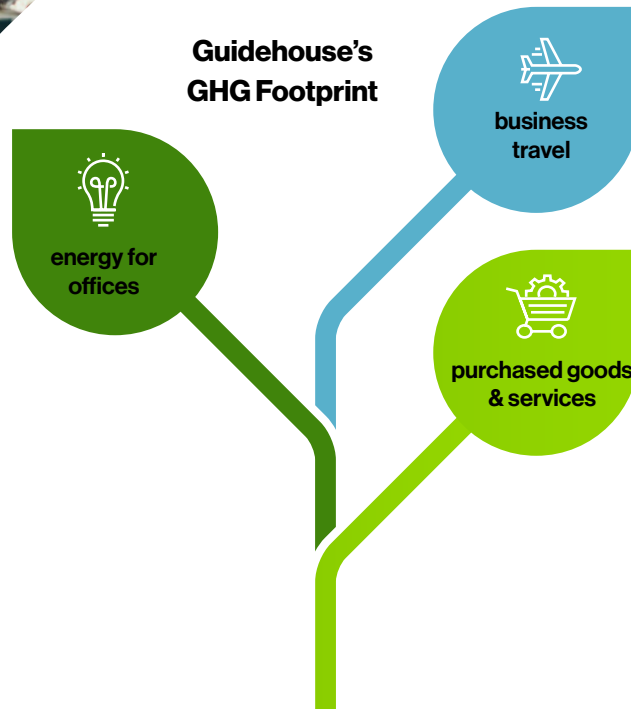
**The Supplier Leadership on Climate Transition (S-LoCT), a program developed in cooperation with MARS, PepsiCo, and McCormick to mobilize suppliers to reduce climate impacts in line with science-based targets.**



In addition to these important collaborations and initiatives, we have several case studies that you can access [here](#).



### Guidehouse's GHG Footprint



## Sustainability for Guidehouse Environment 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 positioning companies as responsible corporate citizens.

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:

- Selecting efficient office spaces
- Promoting the use of public transportation
- Strengthening our procurement practices to include a focus on sustainability
- Reducing our reliance on the purchase of renewable energy credits
- Taking actions to physically reduce our scope 2 emissions
- Further leveraging opportunities for virtual meetings
- Reducing travel to clients by 25%
- Promoting climate reduction activities through volunteer-based Green Teams (see [CSR Council](#) section)





## 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 visual to the right displays the estimated GHG savings attributable to just one of our service offerings: helping companies develop, validate, and meet science-based targets.

## Waste

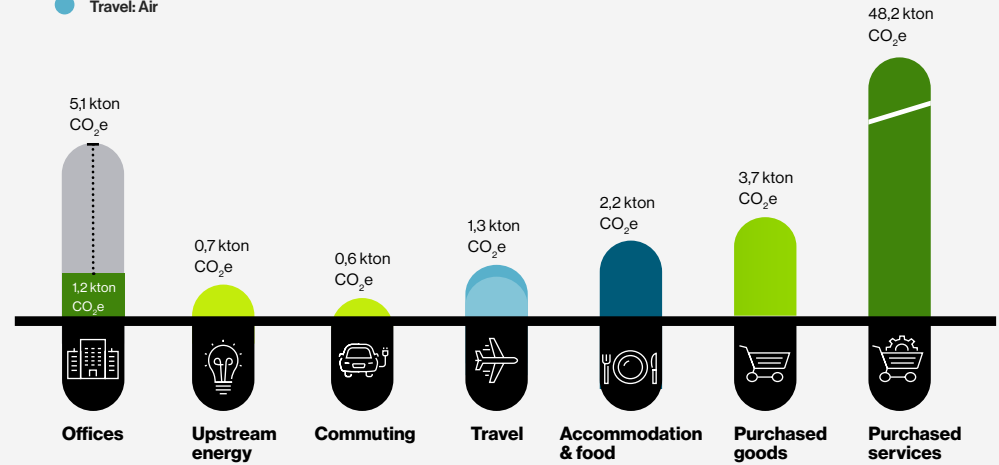
Waste reduction remains an important priority for Guidehouse and our people. We continue to monitor our local waste-reduction. This includes the purchase of recyclable office products, leveraging reusable drinkware and silverware, and intentionally separating waste and recyclables.



**results based off a selection of Guidehouse clients' science-based targets**

- Offices: Electricity RECs
- Offices: Gas/Refrigerants
- Travel: Car/public
- Travel: Air

kton CO<sub>2</sub>e  
\* 1 kton = 1,000 metric tonnes. Our electricity use is 0 kton when using a market-based approach and 5 kton when using a location-based approach.



### Notes:

- Our Scope 1-2 emissions are based on metered energy use as well as estimates based on average regional energy use.
- Our electricity is 100% renewable by the purchase of RECs for all our estimated electricity use.**
- Pandemic: Due to the pandemic our emissions of travel as well as accommodation and food dropped significantly. We assumed a reduction of our commuting emissions in line with the reduction of business travel.
- Guidehouse works with selected partners. We estimated the emissions of these partners based on the so-called input-output approach (EPA). We also used this method to estimate the emissions relating to purchased goods.



# Social

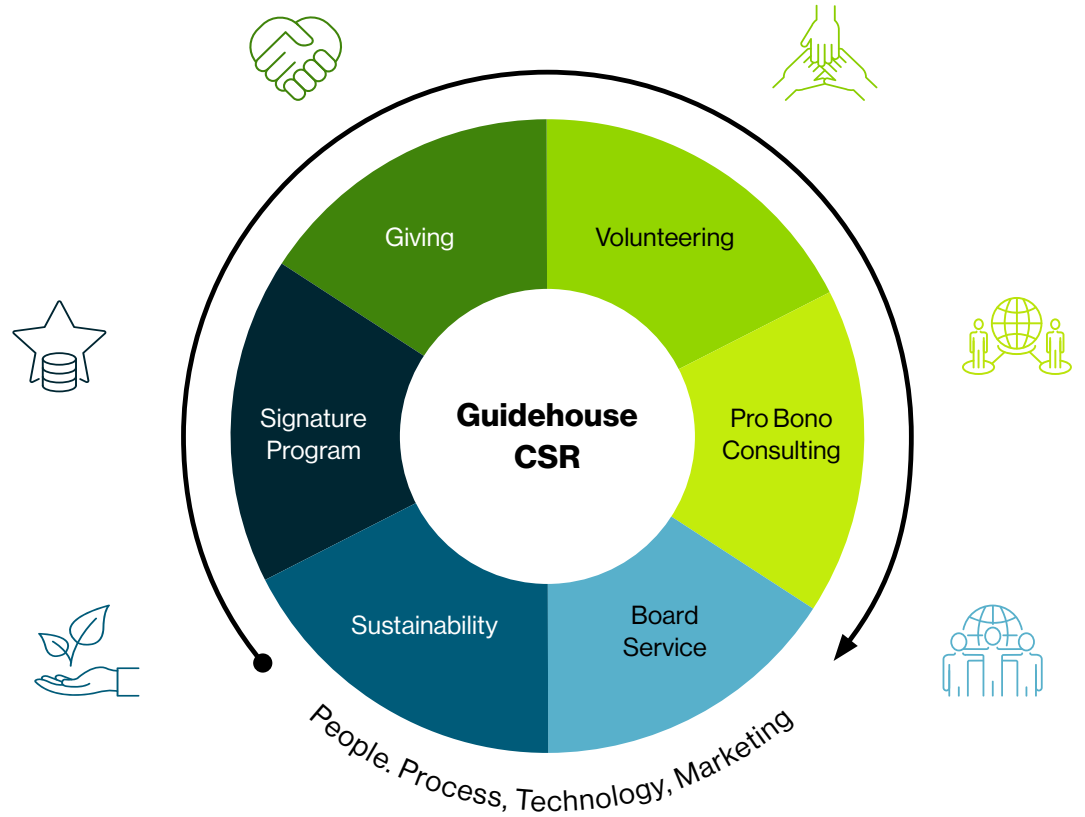


# Transforming Community through Action

## Corporate Social Responsibility

In a challenging landscape, giving back matters more than ever. 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, pursuing strategic partnerships, advancing social justice programs, and actively taking steps to build a more diverse and equitable 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 make a positive impact on our communities where we work and live. We are committed to creating avenues for our passionate colleagues to have a positive, meaningful, and ongoing impact across local communities globally. We foster a culture that enables our people to devote time, expertise, and financial resources to expand their individual and our community footprint.







# CSR At-A-Glance



## Firm-wide contributions in 2021

**\$678,000+**  
USD raised in firm-wide donations

**\$142,000+**  
USD through company match and volunteer rewards

**\$153,000+**  
USD in corporate donations and sponsorships

**994**  
non-profit organizations supported through giving & volunteering



# CSR At-A-Glance



## 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

“ I’m proud to be a part of a company that **delivers on its promise of equality.**”

**Fiona Turner**  
Consultant, National Security







# 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 our people to effectively promote, access, and track participation across countless opportunities. We encourage and incentivize volunteerism by awarding credits that our colleagues can use to make nonprofit contributions through our online portal.

### Spotlight Stories

DEFENSE SEGMENT

#### 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 team uses the science of Posttraumatic Growth to train participants through a proven process of transformation.

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

ENERGY, SUSTAINABILITY

& INFRASTRUCTURE SEGMENT

#### 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.

FINANCIAL SERVICES SEGMENT

#### 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.

HEALTHCARE SEGMENT

#### 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.

NATIONAL SECURITY SEGMENT

#### 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 chapters. 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.





## Pro Bono Consulting

In 2021, we expanded our Guidehouse Pro Bono Consulting Program by focusing on projects spanning social and racial justice, homelessness, youth engagement, and mental health and education. 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 first cohort in February, where we focused on nine 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 One: Pro Bono Projects

- **Treatment and Learning Center** - Guidehouse team members conducted a market analysis and presented a comprehensive SWOT analysis and strategic considerations document to help the Treatment and Learning Center's executive team understand the landscape for building a special education school in Northern Virginia. Estimated Hours Volunteered: 200
- **Starfish Greathearts Foundation** - Guidehouse team members identified diversified and validated revenue streams for the Foundation to optimize and operationalize its strategic decision-making capabilities. This included development of advanced dashboards to support leadership decision-making. The scope spanned their operations in the UK, South Africa and the US. Estimated Hours Volunteered: 950
- **Teens Run DC** - Guidehouse assisted Teens Run DC in maturing their social media and marketing approach to gain wider visibility and attract major funders. Estimated Hours Volunteered: 200
- **Pine Street Inn** - Guidehouse worked with the Pine Street Inn to identify a bridge approach for the organization to utilize as they transitioned from focusing predominantly on their COVID-19 response efforts to reorient on their long-term strategy for permanent housing for their guests. Deliverables included quantitative tools for capacity planning and assessment. Estimated Hours Volunteered: 500
- **After School All Stars-DC** - Guidehouse assisted with budget management process improvements and recommendations to help the organization more effectively manage funding throughout the year. The team delivered standard operation procedures and updated financial documents to enable more accurate insights and timely decision-making. Estimated Hours Volunteered: 120
- **Family Resource Center of Northwest Ohio** - Guidehouse worked to help build a more effective approach to project management and change leadership leveraging Guidehouse's (re)Vision methodology. Estimated Hours Volunteered: 250
- **Project Green Schools** - Guidehouse supported Project Green Schools' management of their website and social media presence, optimizing the analytics of their website, and fully building-out content to tell a more compelling story to convert website visits into action. Estimated Hours Volunteered: 200
- **California Efficiency and Demand Management Council (CEDMC)** - Guidehouse worked with the CEDMC to implement diversity, equity, and inclusion (DE&I) priorities into its charter, mission, and purpose by developing a strategy roadmap and researching funding opportunities for CEDMC to pursue to foster greater DE&I commitment within the energy industry. Estimated Hours Volunteered: 320
- **The Georgia Budget and Policy Institute (GBPI)** - Guidehouse improved GBPI's sub-grant selection and awarding process through enhancement of the MoU process and GBPI's ability to continuously monitor and evaluate subgrantees. Estimated Hours Volunteered: 250

We launched a second Pro Bono cohort late in 2021, with nearly 70 volunteers dedicated to ten projects spanning the arts, after-school youth programs, energy projects, healthcare, and sports. Upon completion in early 2022, we will launch a new cohort.



# Positioning leaders to help others navigate an ever-evolving landscape

## Board Service

Our Board Service program helps match colleagues with external board opportunities across nonprofit organizations. We provide thought leadership, key resources, and best practices to position them for these volunteer leadership roles.

## Signature Program

The Signature Program focuses on giving children in local communities 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. Due to the global pandemic, these learning sessions were delivered virtually.

Our goal is to provide training to a diverse population of students who do not readily have access to STEM-based programming. In doing so, we are introducing children to the immense opportunities that exist across STEM careers, teaching skills used in these fields, and making a positive difference in our communities.

## Giving

The Guidehouse giving program positions our company and people 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 colleague donation capabilities
- Awarding giving credits for colleague volunteerism
- Supporting and launching dedicated giving and fundraising campaigns

As reflected in the CSR At-A-Glance section, our giving program continues to have a positive impact across hundreds of organizations.

## Sustainability

In addition to our formal sustainability work stream and other efforts across the firm to drive further impact, we have a dedicated, internal-facing sustainability pillar within our CSR Council. This pillar is intended to better position Guidehouse to align on and achieve science-based targets, as well as engage our colleagues to identify, promote, and facilitate sustainable business activities to improve the environmental impact of our firm and communities.

Globally, we remain committed to community volunteerism and strategic partnerships. Through volunteerism, our people are supported in leveraging their passion and commitment to drive meaningful sustainability outcomes across local communities.

Furthermore, we continue to establish strategic external partnerships, thoughtfully collaborating with sustainability leaders and organizations to positively contribute to this critical element of the collective ESG movement.

Our Sustainability pillar team supports annual carbon foot-printing efforts and disclosure to the CDP (See Appendix A), as well as carrying out abatement efforts and identifying GHG reduction measures. The team also helps to manage other ESG matters, materiality, and external reporting. These efforts help to inform our corporate strategy in relation to mitigating our carbon footprint and becoming a greener company across our operations. Collectively, we leverage our knowledge, contributions, and impact to further demonstrate our commitment to and leadership across corporate sustainability.

## Earth Day

Our sustainability pillar volunteers assist in creating a sustainable environment for Guidehouse and drive positive change. They focus on both physical office spaces and local communities, engaging in activities ranging from purchasing reusable dishware to teaching children at high schools the roots of clean energy and the energy transition. The global pandemic impacted our activity this year. Nonetheless, volunteers continued to drive impact through focusing on 'home' offices. To stimulate and facilitate sustainable home offices, we launched an Earth Day Challenge. The objective was to implement at-home sustainability initiatives to reduce environmental impacts. Our colleagues across the globe participated, reducing over 173,000 pounds of CO<sub>2</sub>, 6,000 pounds of waste, and 43,000 gallons of water!





**41%**

Racially Diverse (U.S.)

**30+**

Languages Fluently Spoken

**51%/49%**

Female/Male Ratio Globally



# Solving great challenges requires an open, collaborative, and inclusive culture where every voice is heard.

## Diversity, Equity, and Inclusion

Guidehouse was formed with the intent to create a platform that embraces and celebrates diversity in all areas of humanity, cultures, and societies. Creating such a platform enables markets, companies, communities, and individuals to thrive and succeed.

The Guidehouse Diversity, Equity, and Inclusion (DE&I) program is a foundational component of our company's culture. We seek to embrace the uniqueness of our colleagues, foster a fair and equitable environment, and focus on driving inclusivity across our growing workforce. Our programmatic efforts center around creating awareness, providing ongoing learning and engagement opportunities, and leveraging our core values and collaborative culture to drive meaningful outcomes. Our program enables our people to grow their internal and external networks, develop a greater affinity for diverse experiences, and enhance cultural competency to support their global business acumen.

Two core execution elements of our DE&I program in 2021 were the CEO Blueprint and the Inclusion Networks.

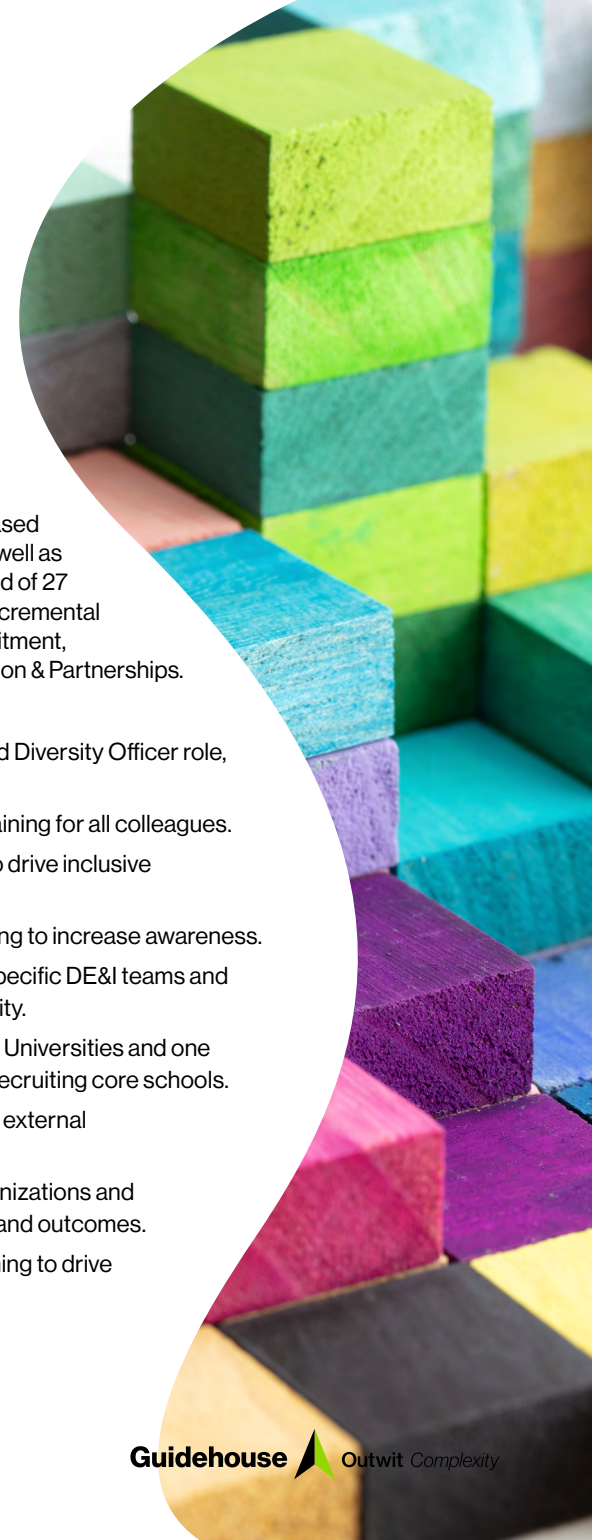
### The CEO Blueprint

#### Envisioning a world where hate, discrimination, and injustice have no place.

To elevate our commitment to DE&I, in 2020, Guidehouse launched our Listen, Learn, and Act (LLA) initiative in support of driving racial and social justice and equity. This initiative better positioned us to thoughtfully convene, align, and collaborate across the firm to drive meaningful impact. As a direct outcome of LLA, we developed and implemented the CEO Blueprint.

The CEO Blueprint further represents our commitment to DE&I, particularly through increased time, leadership, and financial commitments, as well as firm-wide accountability. The Blueprint consisted of 27 carefully crafted initiatives, focused on driving incremental DE&I impact across four core categories: Recruitment, Retention, Governance, and Social Transformation & Partnerships. Our outcomes included:

- The creation of a Chief Culture, Inclusion, and Diversity Officer role, directly reporting to the CEO.
- Implementing required Unconscious Bias training for all colleagues.
- Conducting Partner-specific DE&I training to drive inclusive leadership behaviors.
- Creating an on-demand library of DE&I training to increase awareness.
- The creation or enhancement of segment-specific DE&I teams and leadership roles to drive greater accountability.
- Adding eight Historically Black Colleges and Universities and one Hispanic-Serving Institution to our campus recruiting core schools.
- Partnering with RippleMatch to increase our external diverse talent pipeline.
- Providing pro bono services to external organizations and institutions to support broader DE&I impact and outcomes.
- Expanding our Inclusion Network programming to drive greater colleague engagement.







# 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 colleague expressing interest in participating.

### 1. Pan-Asian Inclusion Network

The Guidehouse Pan-Asian Network (PAN) strives to promote an inclusive work environment for colleagues of Asian and Pacific Island heritage and help those individuals excel within the company, on client engagements, and in the community. PAN provides members with event programming and initiatives related to professional development, cultural awareness, corporate responsibility, philanthropy, recruitment, and retention.

### 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 and African-American professionals. BIN strives to be an inclusive network and premier resource and champion for Black and African-American professionals at Guidehouse. The network 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.

### 3. Latinx Inclusion Network

The Guidehouse Latinx Inclusion Network (LIN) provides professional and social networking for colleagues of Hispanic/Latinx heritage and others who want to learn more about the culture. LIN also provides its members with professional development opportunities and support. The network aims to foster connections across the firm—geographically and across practice areas—to build individual relationships, share ideas, and assist in professional and personal development. The Latinx Inclusion Network also strives to develop and maintain external partnerships with organizations that have similar goals.

### 4. OPEN Inclusion Network

The Guidehouse OPEN Inclusion Network is an internal global colleague network formed around the support of lesbian, gay, bisexual, transgender, and queer (LGBTQ+) communities. Guidehouse is among the Human Rights Campaign's Best Places to Work for LGBTQ+ Equality, and has earned a 100% rating for 13 consecutive years on the HRC's Corporate Equality Index. Throughout the year, the OPEN Inclusion Network provides support, education, and awareness around various notable LGBTQ+ dates, such as National Coming Out Day, LGBTQ+ History Month, Transgender Day of Remembrance, World AIDS Day, and many more. The network also actively participates in LGBTQ+ recruiting events such as Reaching OUT MBA and Out & Equal. Finally, OPEN partners with and supports LGBTQ+ organizations, including the 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 colleagues. Members of WIN connect regularly to discuss industry hot topics, personal and professional development opportunities, and to network. In 2021, the WIN hosted two marquee workshops focused on progressing women's careers: Storytelling as a Growth Driver and Transformative Leadership.

From speakers, to CSR events to book clubs and health and wellness events, the network offers a wide variety of programming to meet the needs of their diverse membership.

### 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 development of young professionals through networking opportunities, knowledge sharing, mentoring, CSR, and increased exposure to leadership to elevate the people experience. Young Professionals at Guidehouse are invited to participate in company-wide and geography-based programming, all designed to invest in their professional development and help create connections and networking opportunities. In 2021, the Young Professional Network hosted a Guidehouse Leadership series where various leaders across the firm participated in panel discussions to share their career backgrounds and offer professional development insights.





# Honoring Culture Year Round

Our inclusion networks celebrate culture by hosting events throughout the year.



## February

### Black History Month

The Black Inclusion Network commemorated Black History Month (BHM) through local and firm-wide events to celebrate the culture. The BIN published a BHM newsletter and hosted a firm-wide event featuring the NFL's Chief Inclusion & Diversity Officer Jonathan Beane.

## March

### Women's History Month

The Women's Inclusion Network celebrates Women's History Month and International Women's Day with firm-wide activities, as well as location-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

The Pan-Asian Inclusion Network hosted a firm-wide webinar providing an overview of Asian-Pacific American Heritage month, notable contributions to society by Asian and Pacific Islander Americans, and information on how our colleagues could get involved in the network. Additionally, PAN partnered with the other inclusion networks in a giving campaign benefiting Asian Americans Advancing Justice.

## June

### National Pride Month

OPEN celebrated LGBTQ+ Pride Month with networking and awareness activities. The network hosted important conversations with a specific focus on the effect of COVID-19, mental health and well-being.

## Sept 15 - Oct 15

### Hispanic Heritage Month

Latinx Inclusion Network members showcase their cultural interests and connected with fellow colleagues through geography-based activities. Celebrations focused 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 colleagues 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 colleagues.



## Guidehouse Workforce Composition

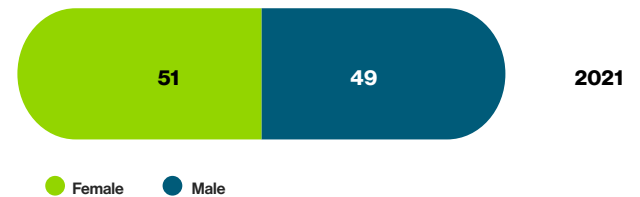
At Guidehouse, we are wholly committed to our people. Our firm is comprised of thousands of committed and passionate professionals who exemplify our RI<sup>2</sup>SE values and work tirelessly daily. We are proud of our non-traditional and highly diverse workforce. Whether it's gender, ethnicity, sexual orientation, veterans, generations, working and single parents, familial caregivers, first generation college graduates, first responders, and more, our firm is comprised of an amazingly diverse group of colleagues, each who bring tremendous value and are instrumental in ensuring we deliver against our mission.

Annually, Guidehouse conducts a comprehensive 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 people, by job level and business segment, both globally and by country. The complete analysis outcomes are included in workforce composition analysis available in [Appendix B](#) of this report.

In 2021, we increased diverse representation across our global workforce. Through our ongoing commitment to diversity, equity, and inclusion, we remain focused on continuing to identify opportunities to increase diverse representation, particularly at the Director and Partner job levels. Through dedicated strategies, task forces, and initiatives, such as our Talent Acquisition team continuing to address global disparities to ensure we sustain an equitable and inclusive hiring process, we are positioned to continue to drive favorable diversity outcomes. We recognize and remain keenly committed to preserving and further evolving our unique workforce tapestry.

*The data below reflects the workforce as of September 15, 2021. The numbers shown in the following pages represent percentages.*

**Guidehouse is a majority female firm.**







**“ Guidehouse ‘walks the walk’ by constantly opening up the conversation around equity, diversity and inclusion.”**

**Ricky Morris**  
Consultant, National Security





### U.S. Workforce Composition

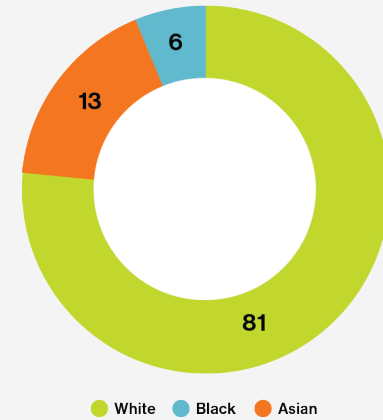
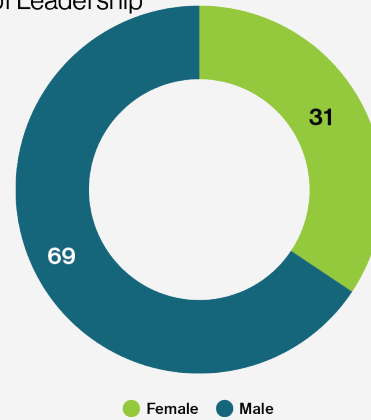
The United States comprises the largest percentage of the Guidehouse workforce. In accordance with applicable legal standards, and in contrast to other countries, Guidehouse collects and analyzes race/ethnicity data, as well as military veteran status for the U.S. workforce, in addition to gender data.

### Leadership

The charts to the right demonstrate firm leadership had an 9% increase in female representation and a 4% increase in race/ethnicity representation from September 16, 2020, to September 15, 2021.

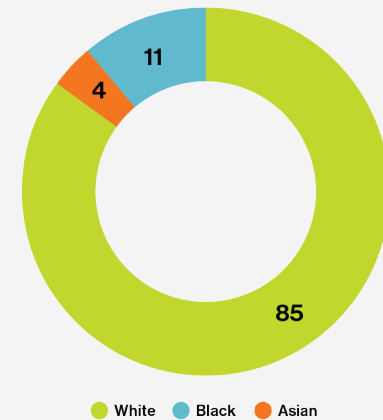
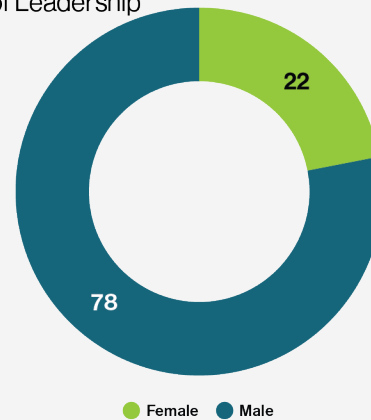
### U.S. Leadership 2021 – Gender and Race

32 Members of Leadership



### U.S. Leadership 2020 – Gender and Race

27 Members of Leadership



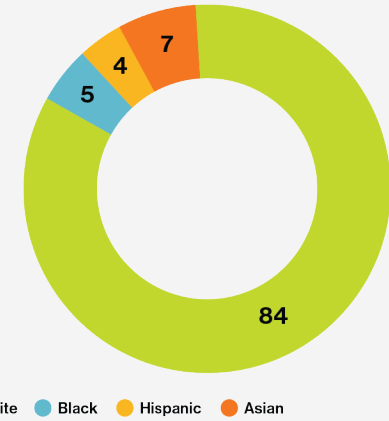
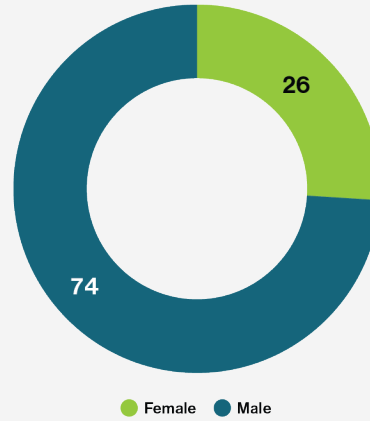


### U.S. Partners

Guidehouse remains committed to advancing gender and race/ethnicity representation at our Partner level. In late 2021 into early 2022, Guidehouse promoted 19 individuals into Partner roles. Forty-two percent (42%) of those promotions were females with twenty-six percent (26%) being minorities, a sizable increase year over year. (Refer to [Appendix B, page 15](#) for details.)

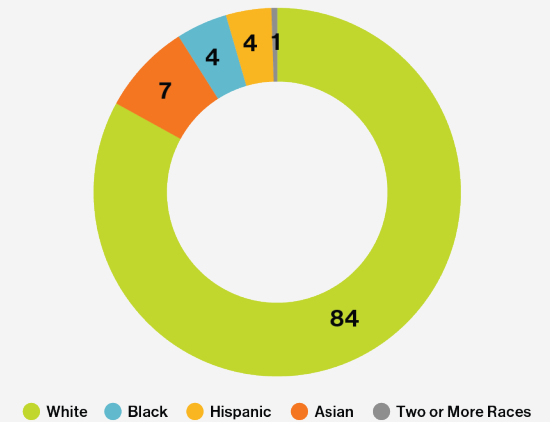
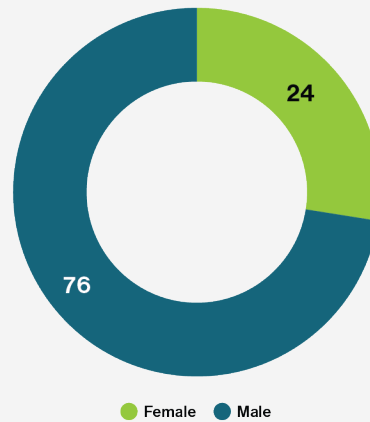
### U.S. Partners 2021 – Gender and Race

181 Partners



### U.S. Partners 2020 – Gender and Race

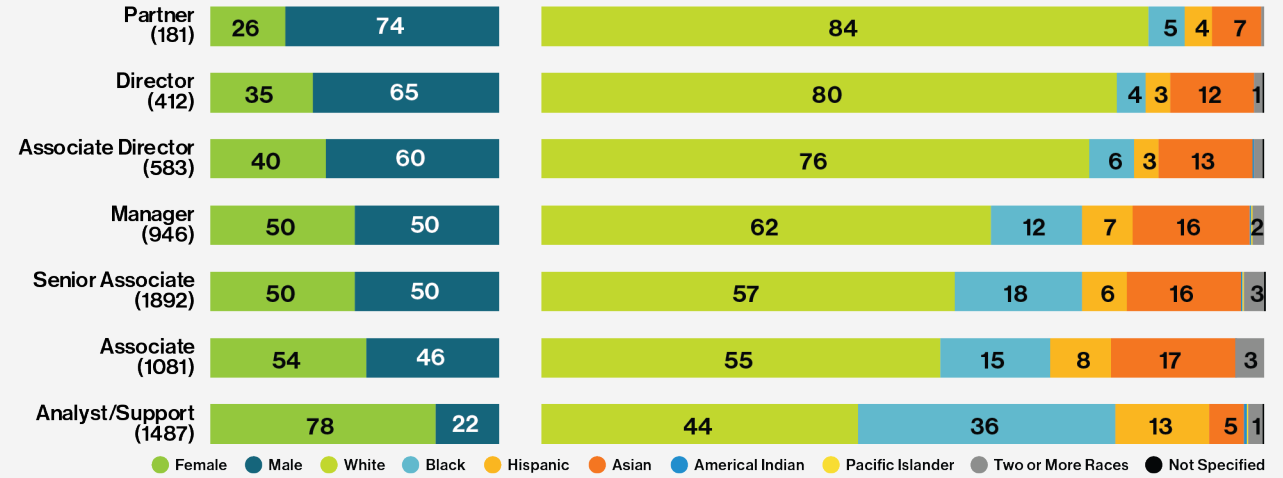
179 Partners



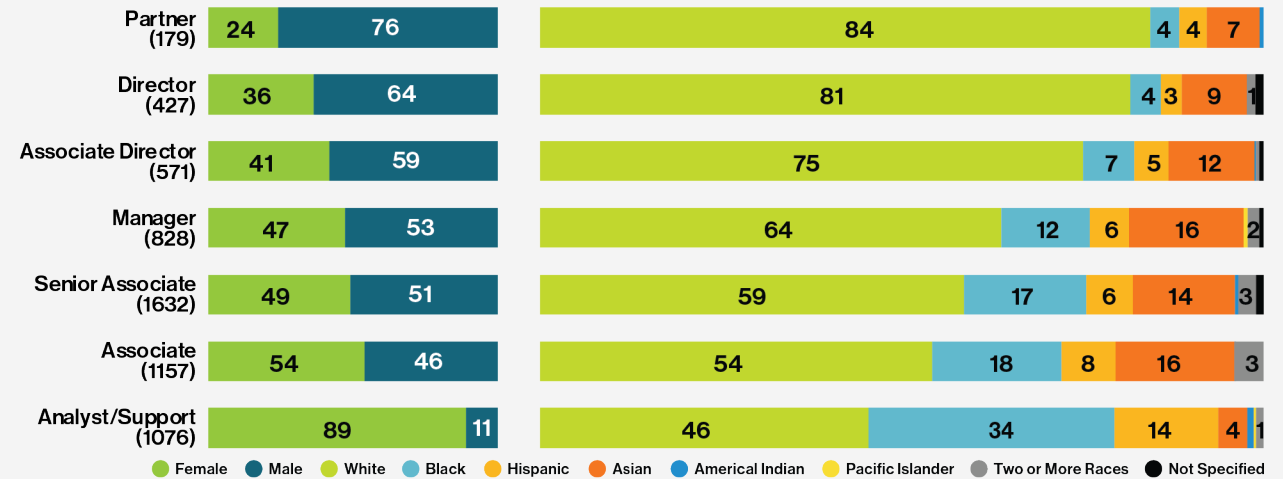


### 2021 U.S. Workforce Composition

#### All Job Levels 2021 – Race and Gender



#### All Job Levels 2020 – Race and Gender





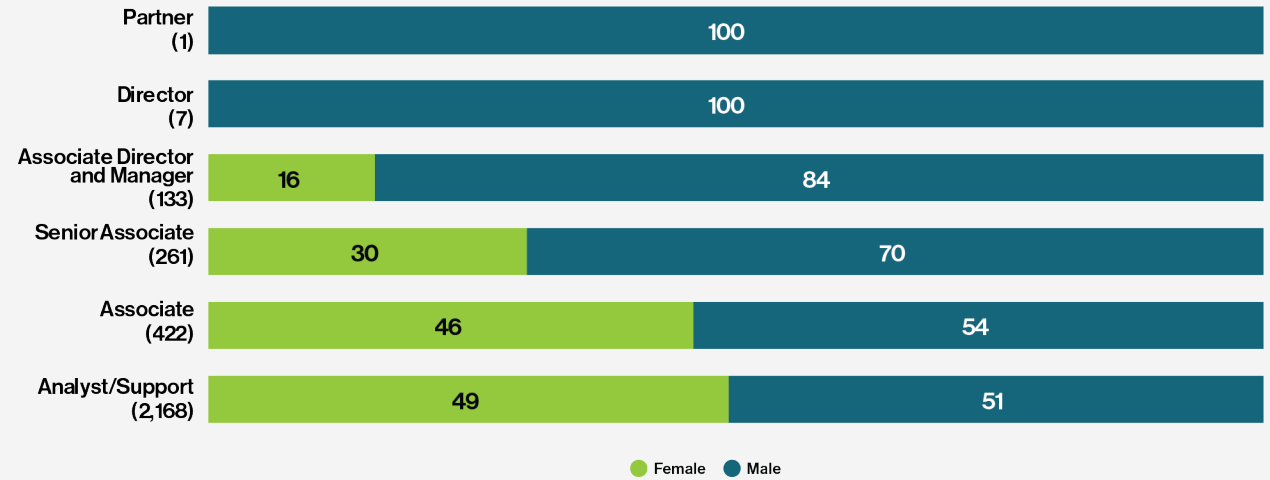


### 2021 India Workforce Composition

India has the second-largest concentration of Guidehouse colleagues. In 2021, female representation in India increased by 5% year over year.

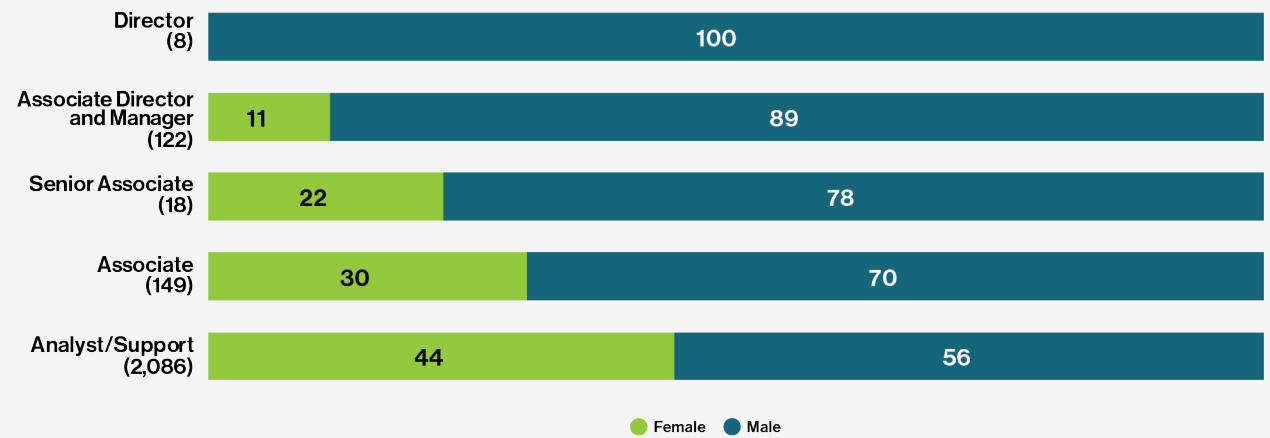
### All Job Levels 2021 – Gender

46% of Our Workforce in India is Female



### All Job Levels 2020 - Gender

41% of Our Workforce in India is Female





# Helping people continue to reach their potential.

## 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 our people to leverage to support their professional growth.



**2021**  
statistics



Over **300** seats trained through in-house & vendor-led certification preparation for **industry-leading certifications**



More than **5,000** seats training through in-house virtual training for **critical skill-building**



Our people have completed over **161,000** courses, including **790** 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 colleagues completing advanced degrees—More than 100 colleagues in 2021.
- Global Supplemental learning to support external training, certification, and conference opportunities to provide growth opportunities for individuals with a supported business case.
- All colleagues\* (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, colleagues 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 colleagues



# Governance





# In a challenging landscape, 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** (Appendix C), 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 anticorruption 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 **Vendor 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 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 **UK 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

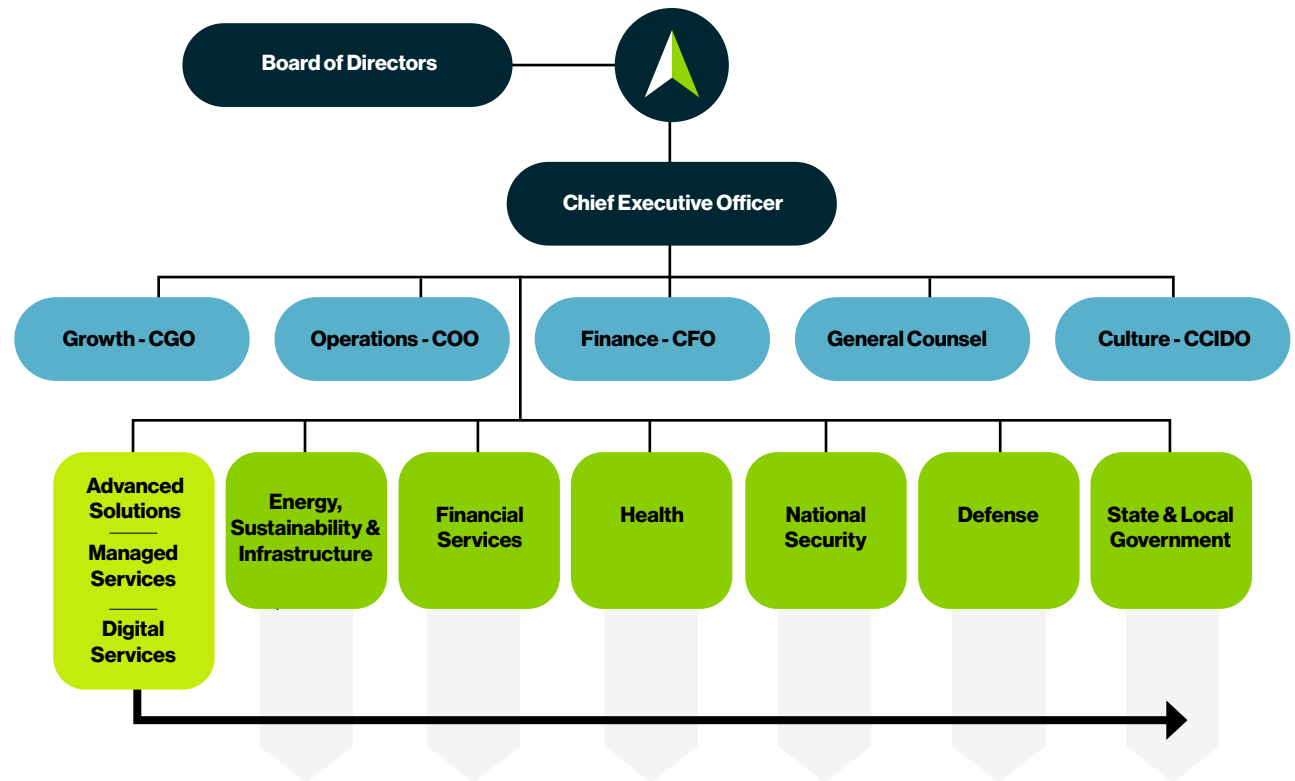
In 2021, Guidehouse's board of directors was composed of seven members, including two outside directors. One of the directors is female, and two of the other directors are of Asian descent. Chaired by the Guidehouse CEO, the board of directors meets at least quarterly and provides oversight of the Guidehouse 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 each quarterly board of directors meeting.

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 human capital officer.
2. Investment Committee, chaired by the chief financial officer.
3. Conduct Committee, chaired by one of the practice area leaders.
4. Risk Committee, chaired by one of the business segment leaders.
5. Partner Promotion Committee, co-chaired one of the business segment leaders and another partner.

The members of the management committees are Guidehouse partners and other subject matter specialists from within the company.

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 other staff members. Teams are aligned by industry vertical with cross-segment support from Guidehouse's Advanced Solutions and Managed Services horizontals. The Guidehouse organizational structure and governance is outlined in the below image .





## Risk Management Approach

### Guidehouse's Enterprise Risk Management Program Mission

Guidehouse's Risk Management Program provides a structure and process for management 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.

An Enterprise Risk Management committee has been formed 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, and to ensure independence.

The Risk Management department is dedicated to monitoring, recording, and mitigating risk across the enterprise, as well as consulting to mitigate risk at the engagement level. Consisting of a Director, Associate Director, and Risk Associate, the 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 Risk Management 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 through the use of the Risk Identification and Consultation (RIC) process. Each engagement opportunity at Guidehouse requires the 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.





# Another step forward in our ESG journey.



In October, Guidehouse acquired **Dovel Technologies Family of Companies**. This acquisition is a key strategic step in our journey to further strengthen our ESG platform, as both firms shared an unwavering commitment to advancing the health and well-being of society, while harnessing an educated, diverse, engaged, and empowered workforce.

## Overview

For more than 15 years, the Dovel Technologies Family of Companies supported agency missions to improve public health, strengthen research and IT capabilities, and optimize operational outcomes. The organization was dedicated to helping customers make insightful decisions to drive meaningful change in the world, while building an innovative and collaborative environment where domain experts worked alongside technologists for purpose-driven initiatives.

Former Corporate Values:

- **Integrity:** Insist on honesty and the highest ethical standards.
- **Innovation:** Encourage an entrepreneurial culture that harnesses our diversity.
- **People Growth:** Empower colleagues to share their perspectives, provide and embrace opportunities for career advancement, and reward outstanding performance.
- **Customer Success:** Strive to exceed customer expectations and provide the highest quality solutions.

## Diversity, Equity, and Inclusion (DE&I)

Dovel celebrated diversity. DE&I success was driven by the talents and committed efforts of their team members, who came from many backgrounds. The Dovel Diversity and Inclusion (D&I) Committee was focused on three key initiatives: Expanding Workforce Diversity, Fostering a Culture that Embraces Diversity and Inclusion, and Furthering the Fight Against Racism.

To support execution against the DE&I initiatives, Dovel established external partnerships including:

- National Society of Black Engineers
- Black Girls Code
- Historically Black Colleges and Universities
  - Bowie State University
  - Bluefield State College
  - Howard University
  - Morgan State University

## Being Part of the Community

Dovel believed in the importance of community impact. They established a dedicated Dovel Giving Back committee to drive participation in partnerships and programs throughout local communities. These efforts included:

- American Corporate Partners Program
- Prevent Cancer 5K
- Asian American Legal Defense and Education Fund
- Red Cross Disaster Relief
- Homes Not Borders

Dovel's 2021 Awards & Recognitions include:





# Making changes today to impact our business — and the world — long after tomorrow.

---

## Conclusion

**As we confront the realities of an ever-changing world, we are committed to helping our organization and our clients meet the challenges of the day. We are paving the way forward through our ESG efforts, strategic initiatives, and depth and breadth of knowledge.**

We believe that our people-first philosophy, supporting the health and wellness of our people through the trials of the pandemic, and providing opportunities for them to grow through volunteer work benefits the community at large.

Looking ahead to 2022, we will continue to expand our efforts in sustainability, social responsibility, diversity, and governance — and we encourage you to join us on the journey.



# Appendices





## Appendix A

# Carbon Disclosure Project Report

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 “B-” on the CDP Report and have plans to continue to improve our rating.

Please find Guidehouse's CDP Scores for 2021 [here](#).







Appendix B

# Guidehouse Inclusion and Diversity Metrics

Global Workforce Results  
2020 through 2021\*

\* Countries with fewer than 10 employees in the years 2020 and 2021 are not presented in the country-specific analysis while they are included in the global counts.

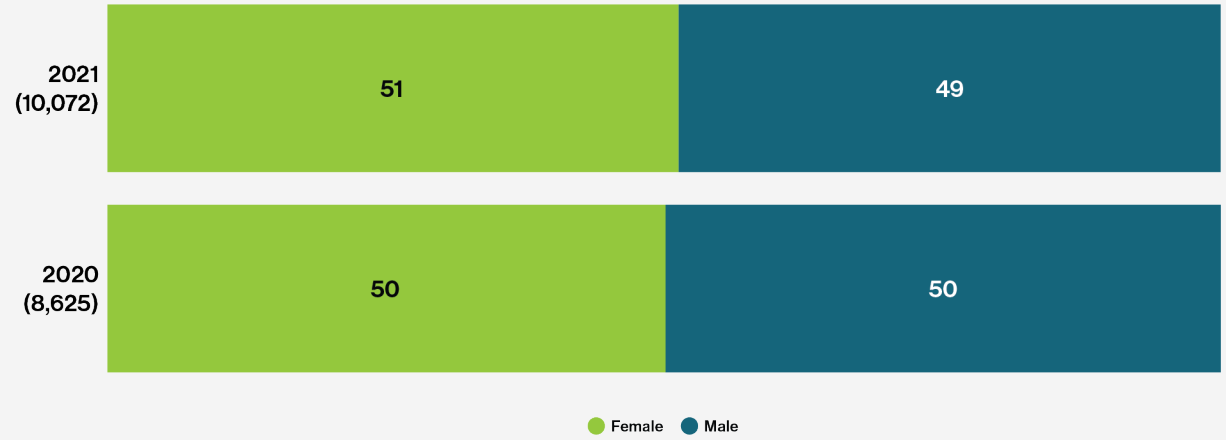




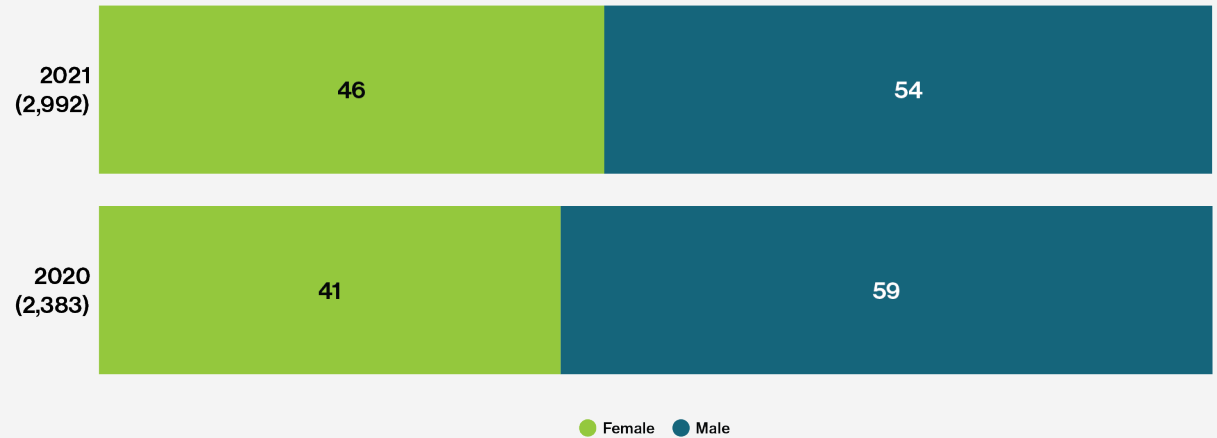
# Gender Representation Global Workforce

All graphs represent percentages.

## Global Workforce

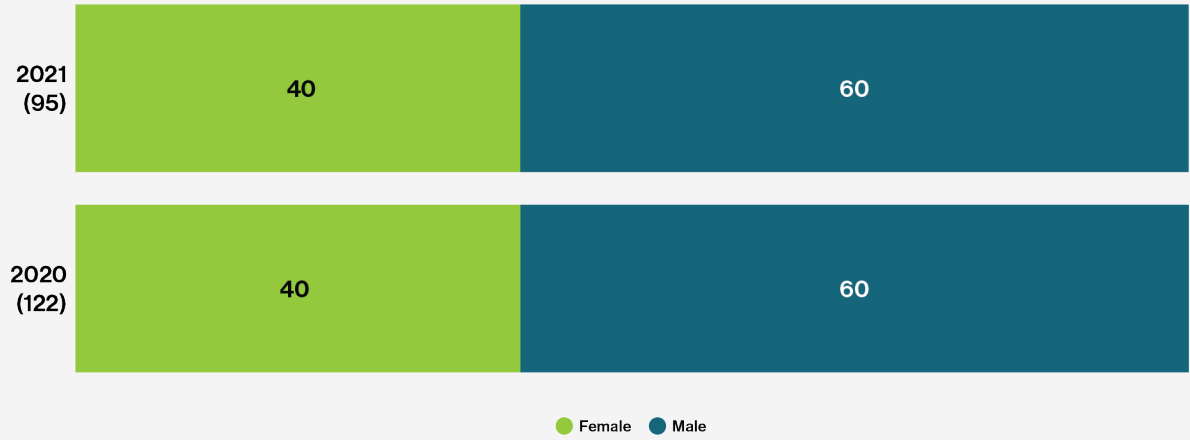


## India

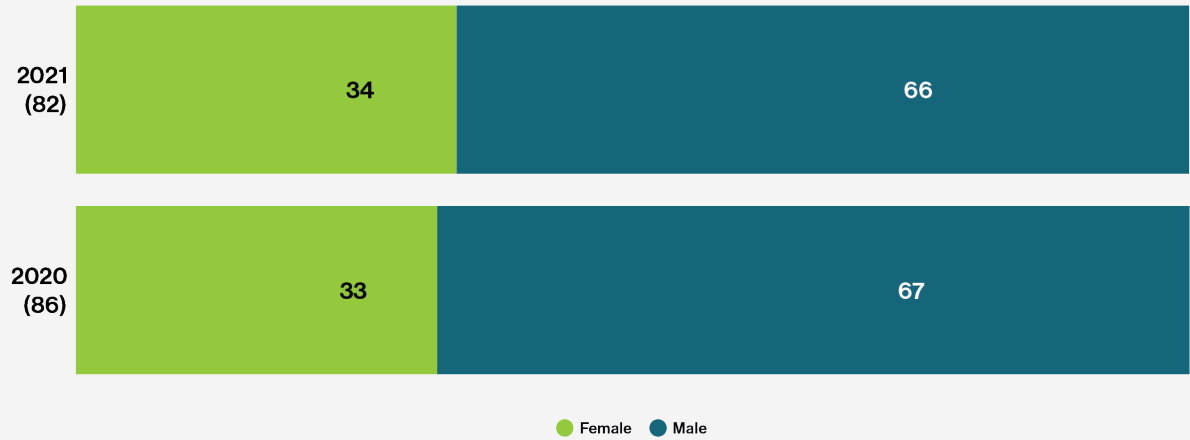




### United Kingdom

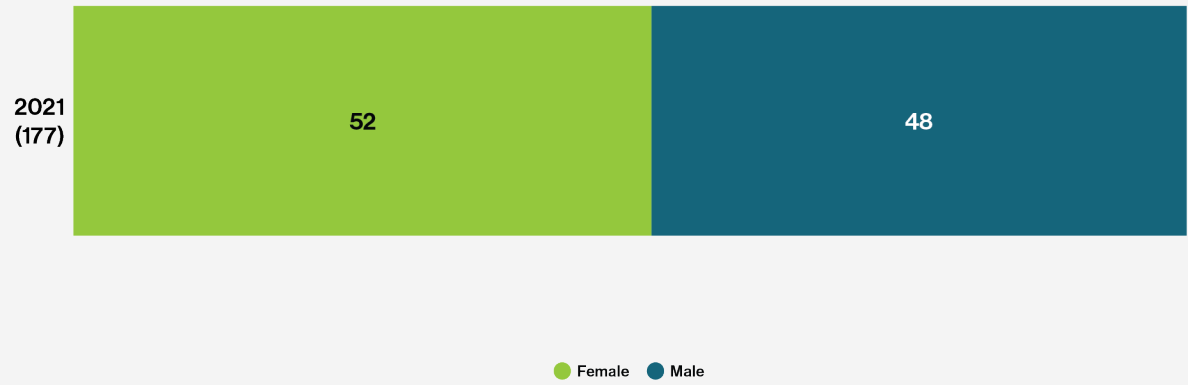


### Germany

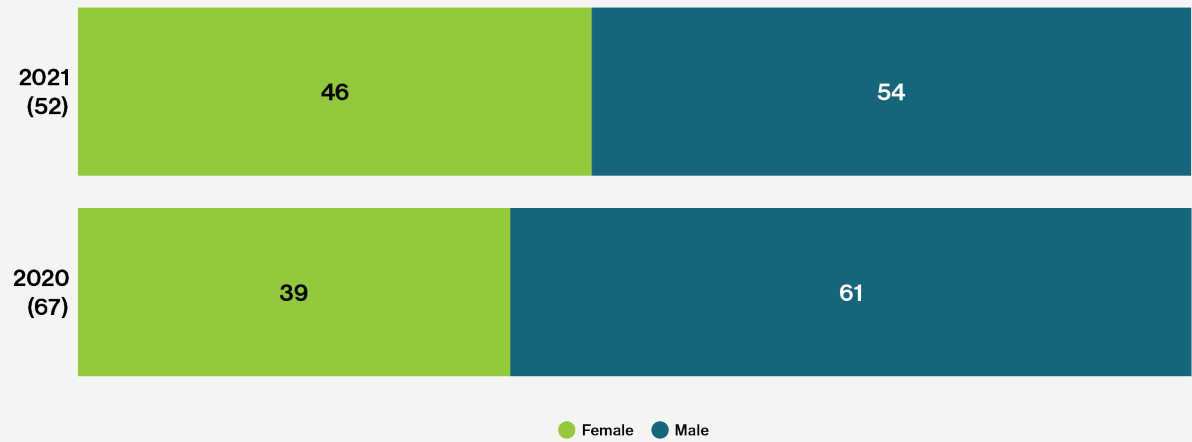




### Lithuania



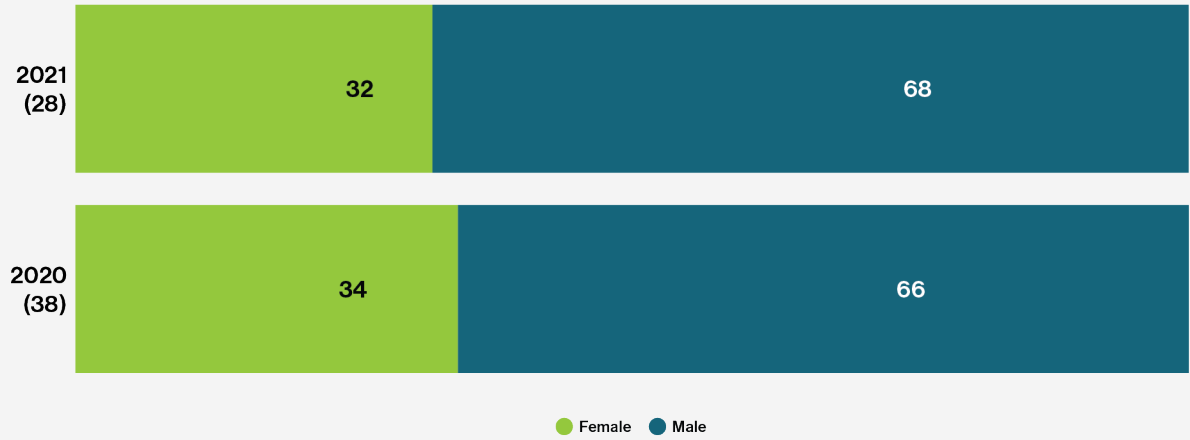
### Netherlands



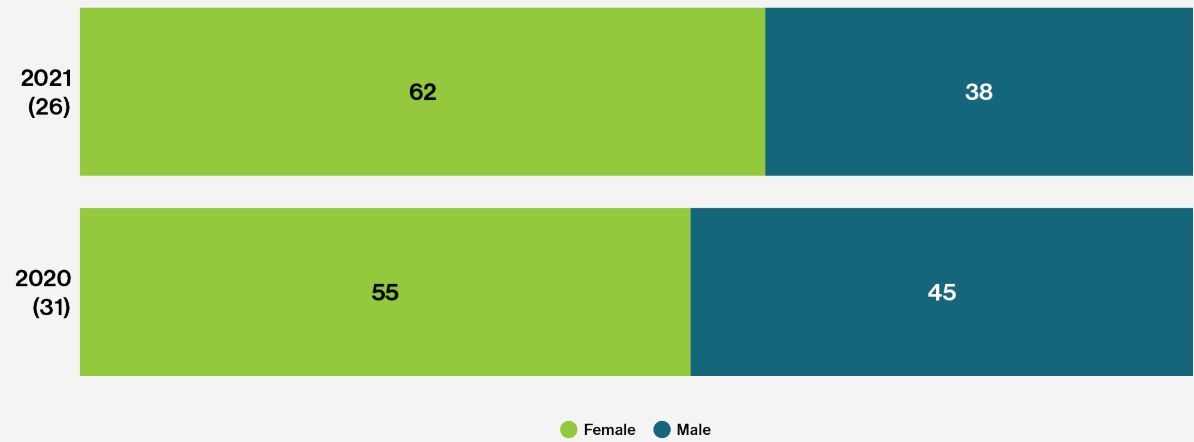




### Canada

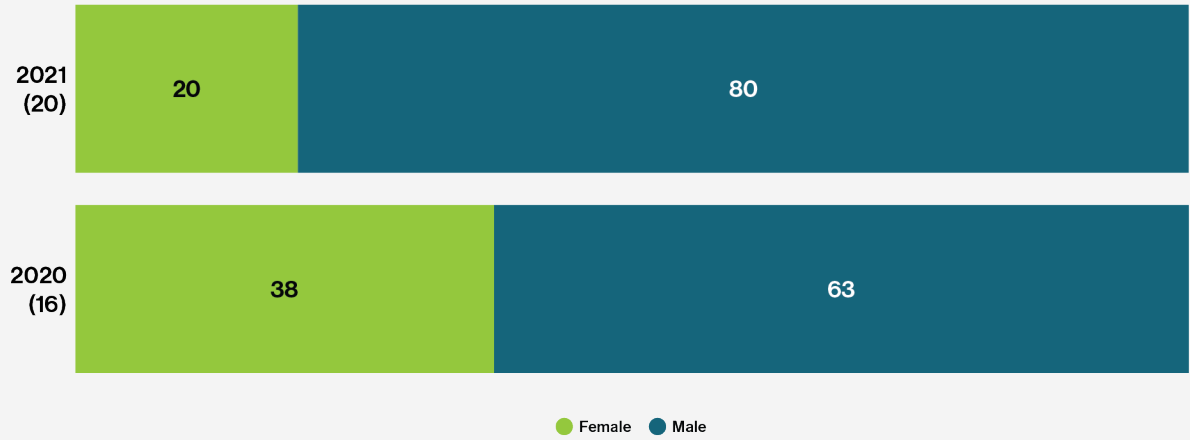


### South Africa



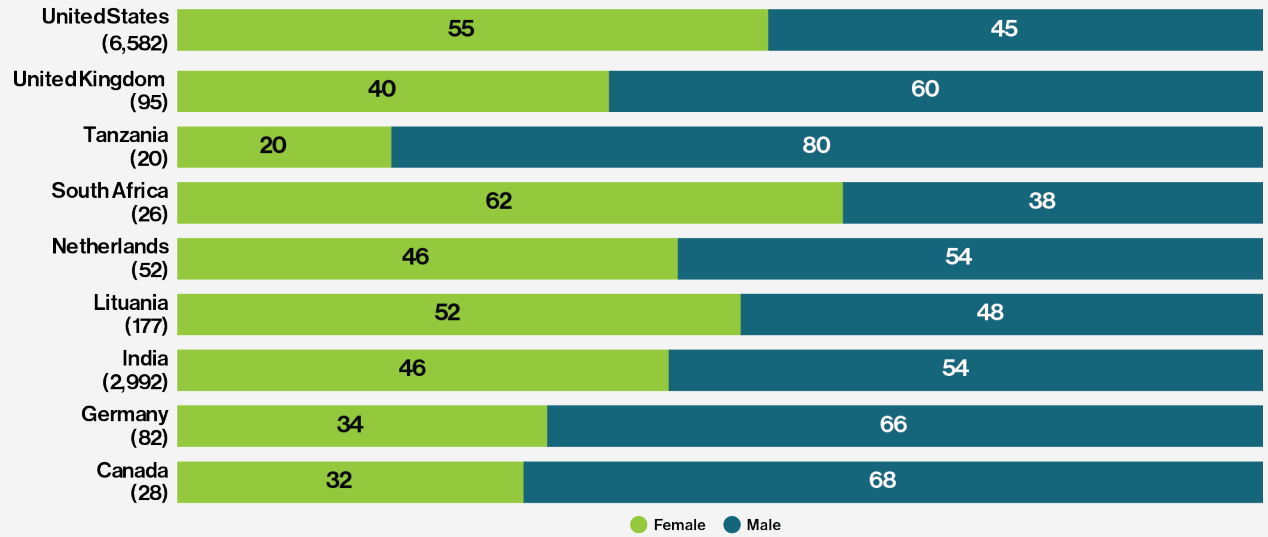


### Tanzania

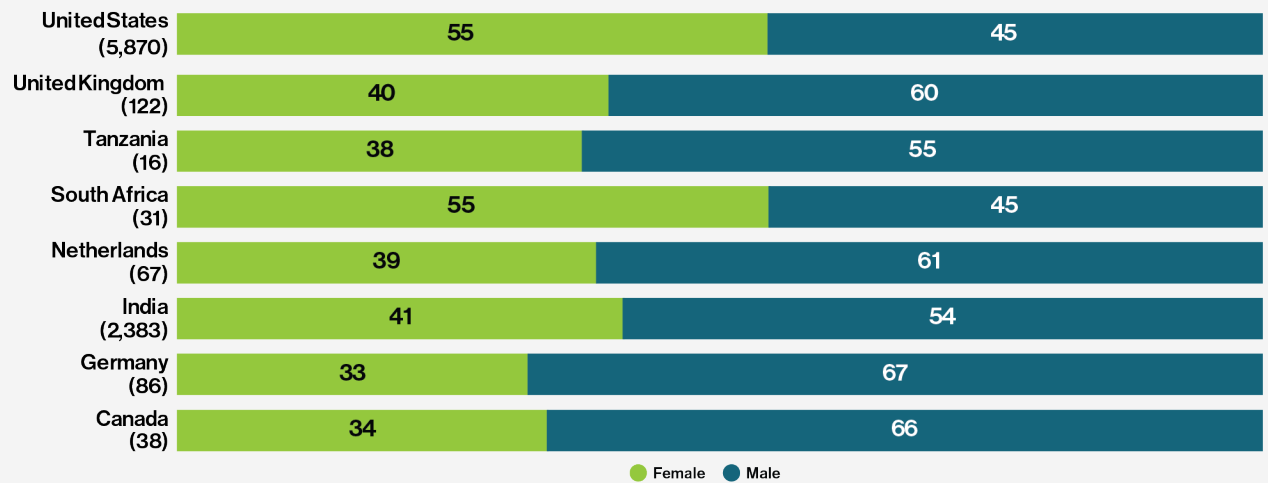




### Global Workforce 2021



### Global Workforce 2020



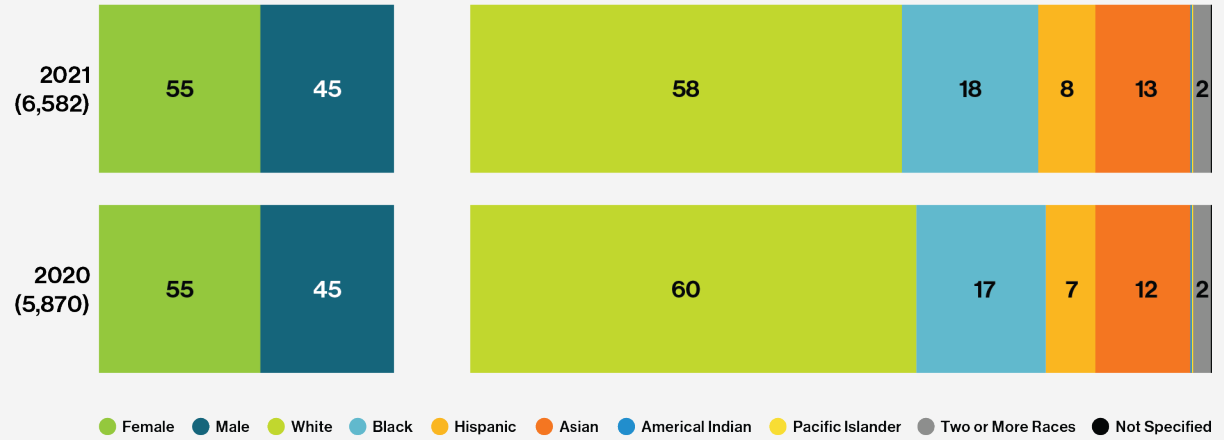


# Gender and Race Representation

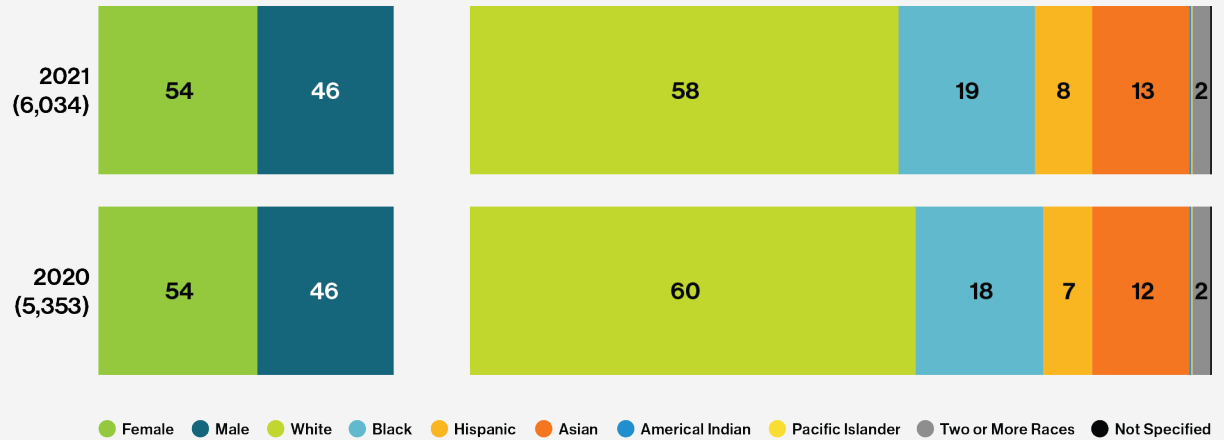
## U.S. Workforce Client and Corporate Services

All graphs represent percentages.

### U.S. Workforce



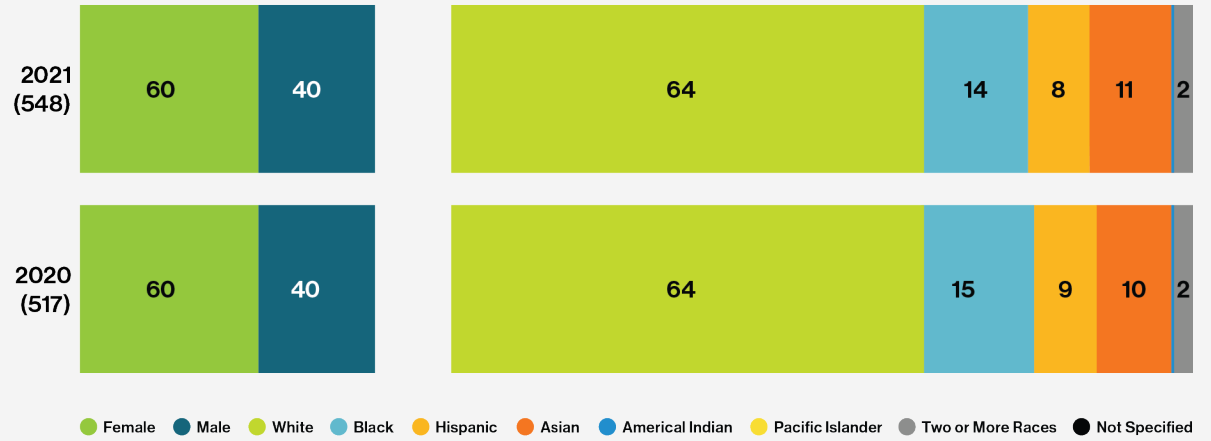
### U.S. Client Services







### U.S. Corporate Services



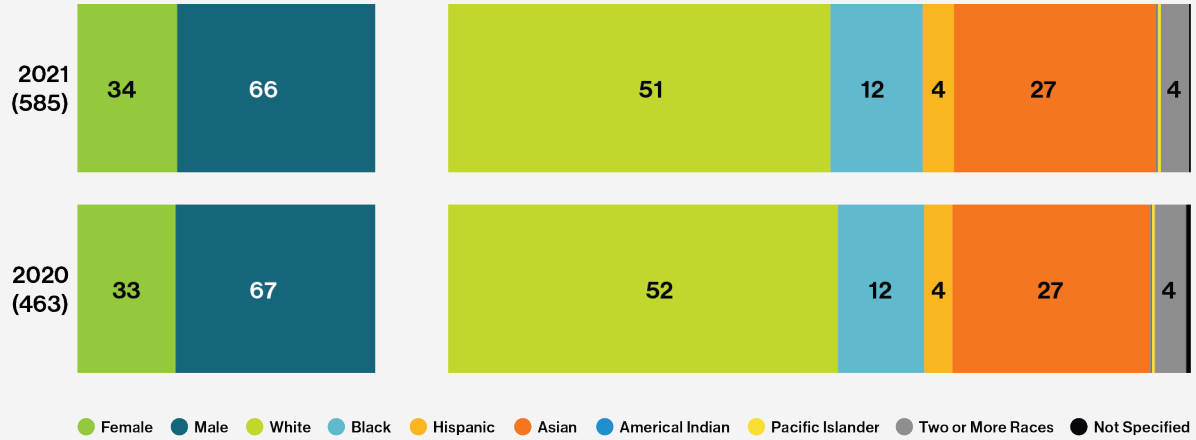


# Gender and Race Representation

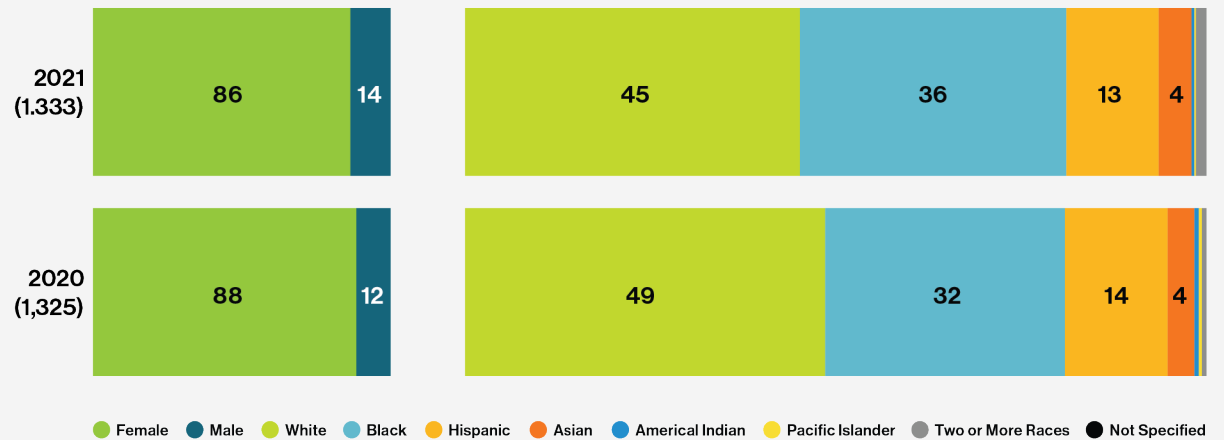
# U.S. Workforce by Segments

All graphs represent percentages.

## Advanced Solutions

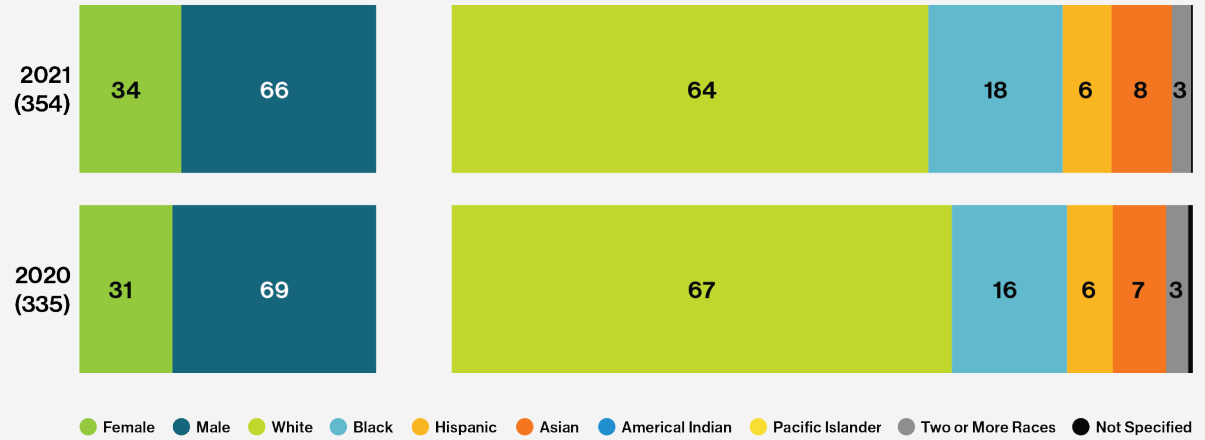


## Managed Services

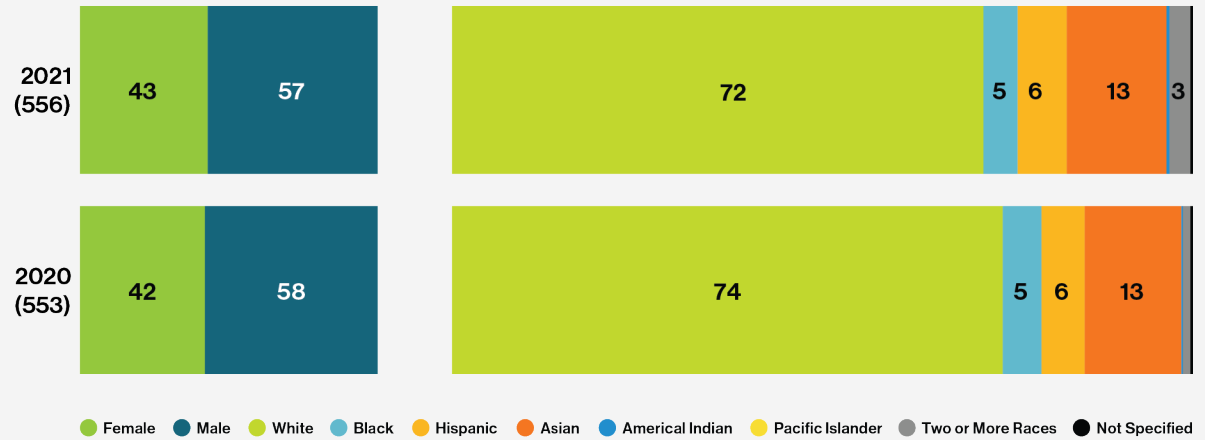




### Defense

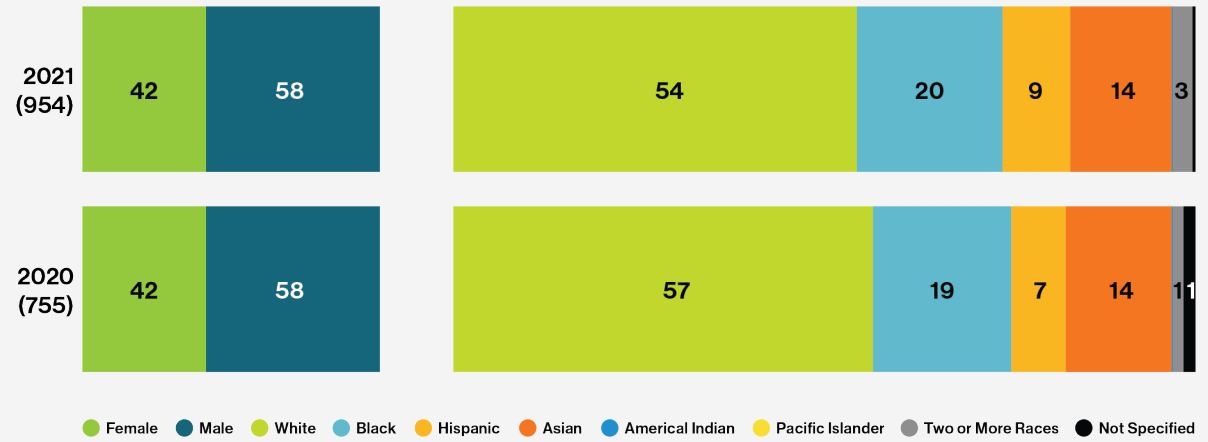


### Energy, Sustainability & Infrastructure

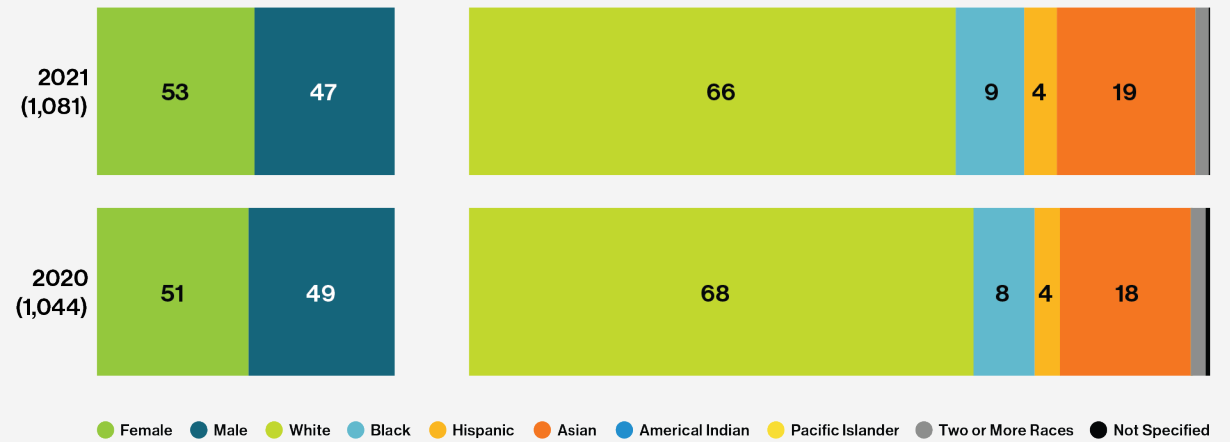




### Financial Services



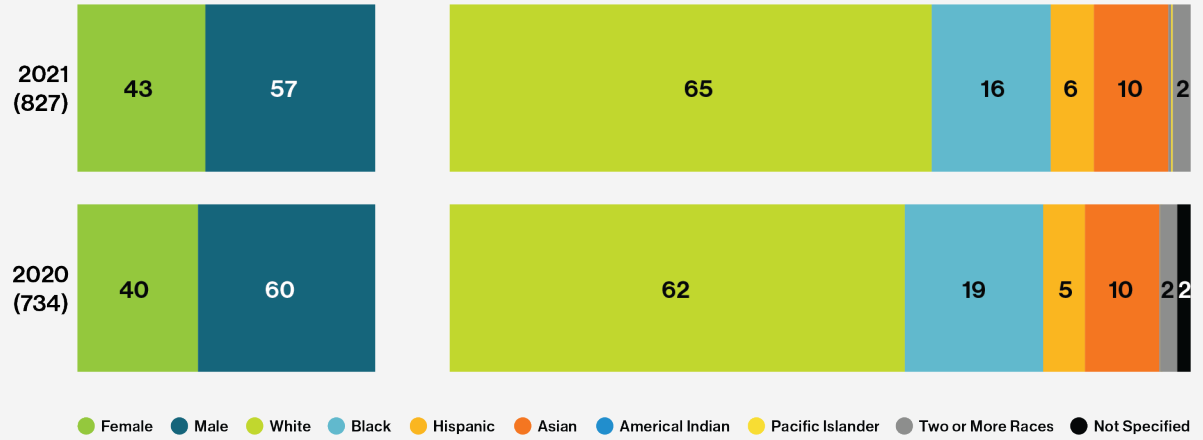
### Health



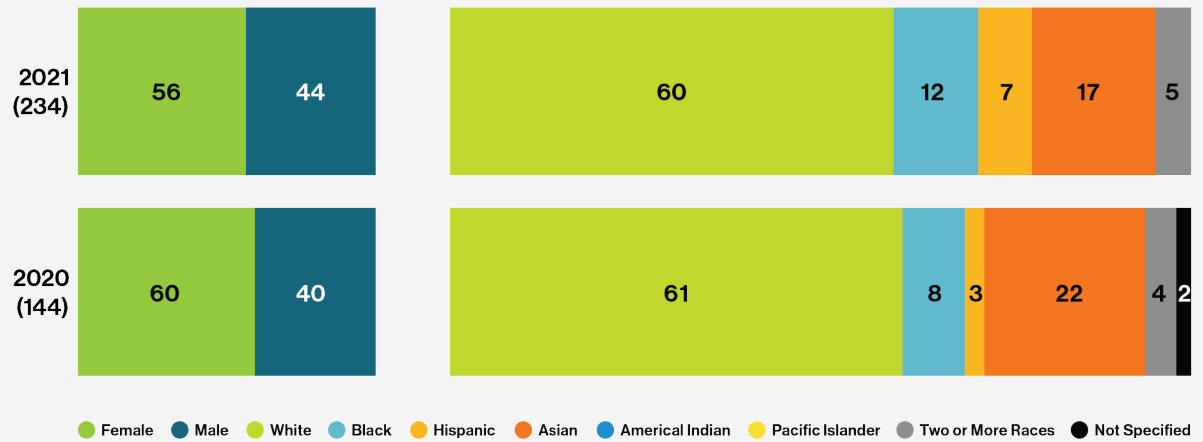




### National Security

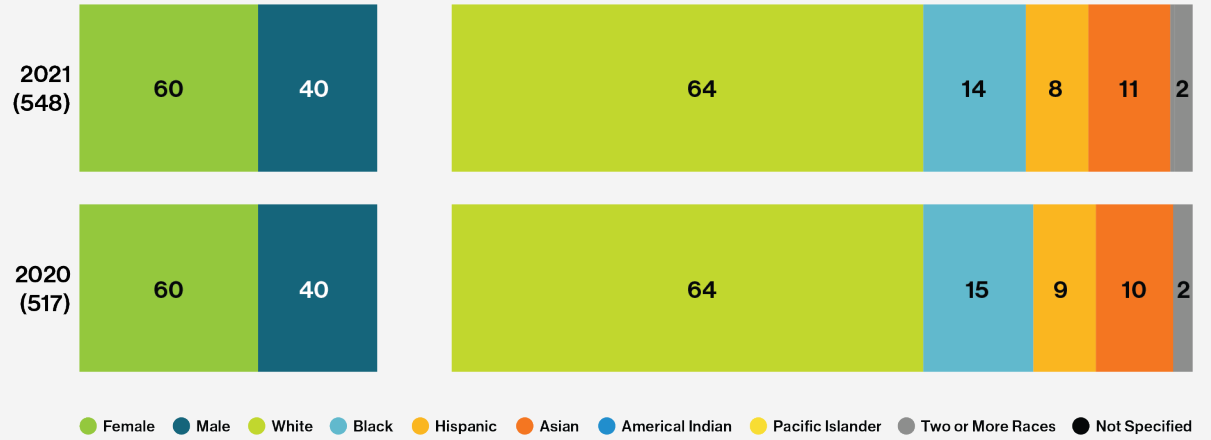


### State & Local Government





### Corporate Services





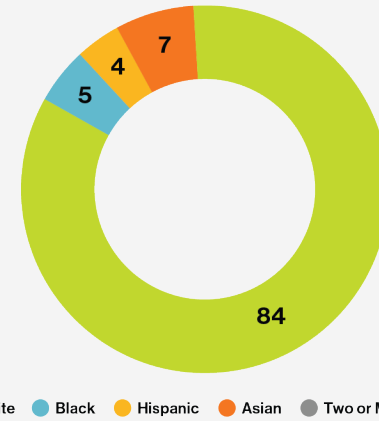
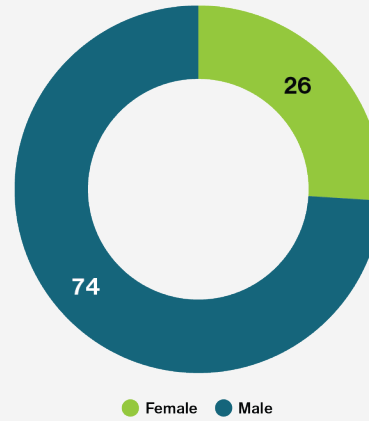
# Gender and Race Representation

# U.S. Workforce by Job Level

All graphs represent percentages.

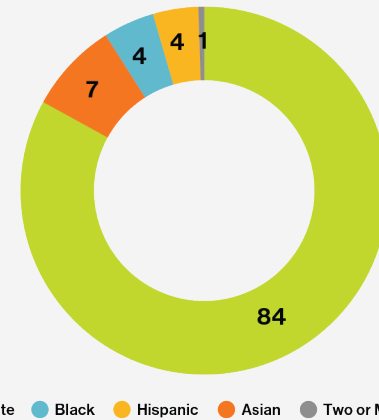
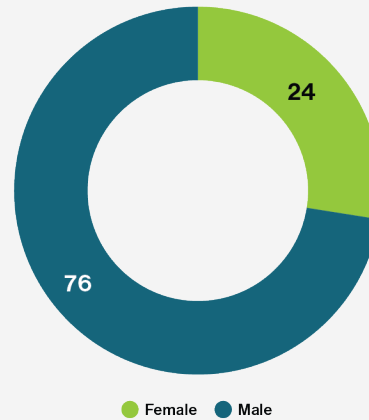
### U.S. Partners 2021 – Gender and Race

181 Partners



### U.S. Partners 2020 – Gender and Race

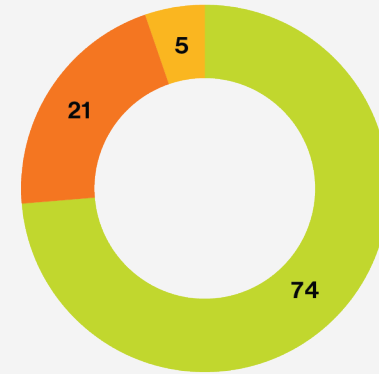
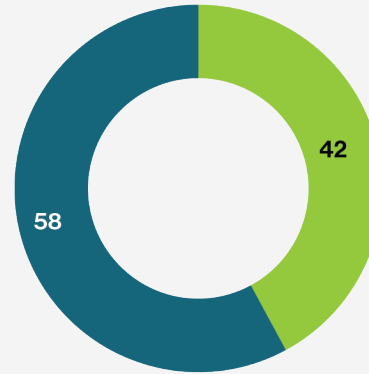
179 Partners





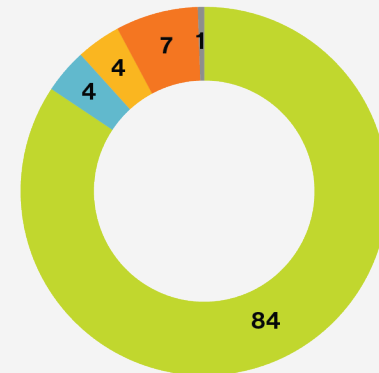
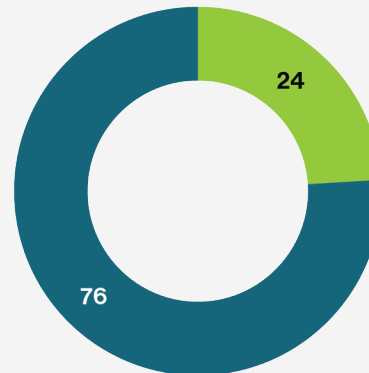
### U.S. New Partners 2022 – Gender and Race

19 Partners



### U.S. Partners 2020 – Gender and Race

179 Partners



Female Male

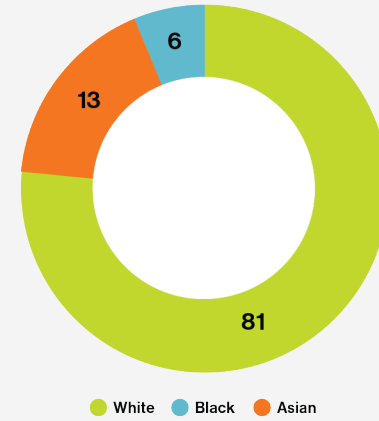
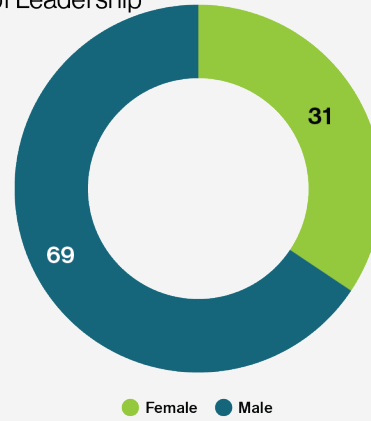
White Black Hispanic Asian Two or More Races





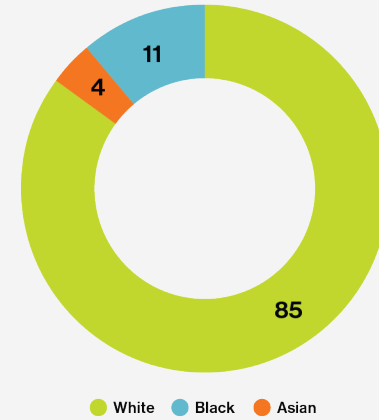
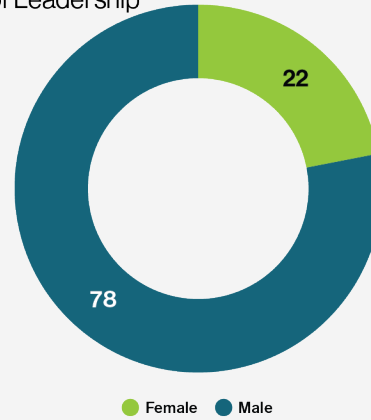
### U.S. Leadership 2021 – Gender and Race

32 Members of Leadership



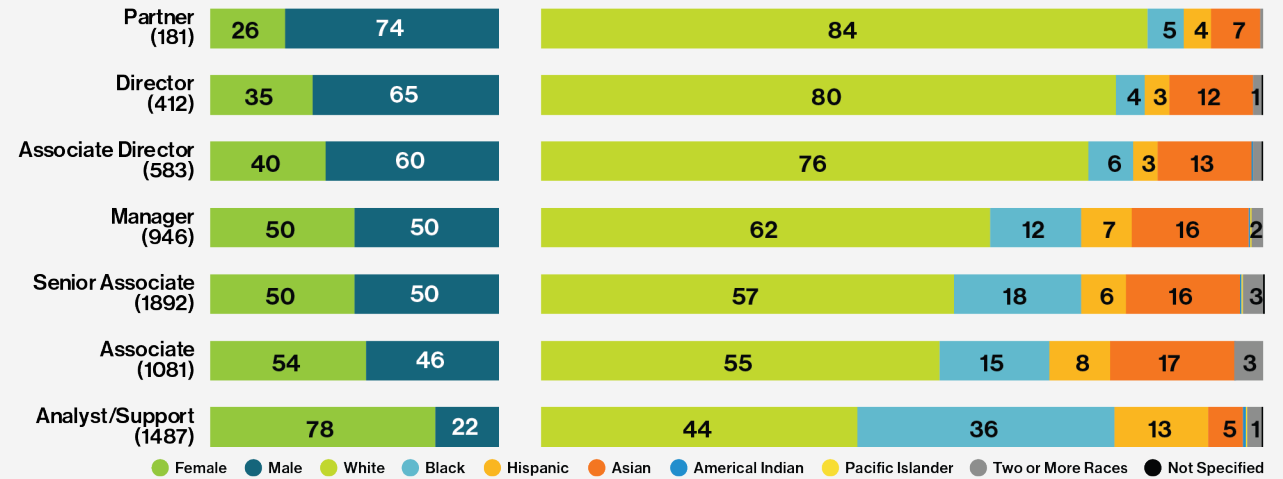
### U.S. Leadership 2020 – Gender and Race

27 Members of Leadership

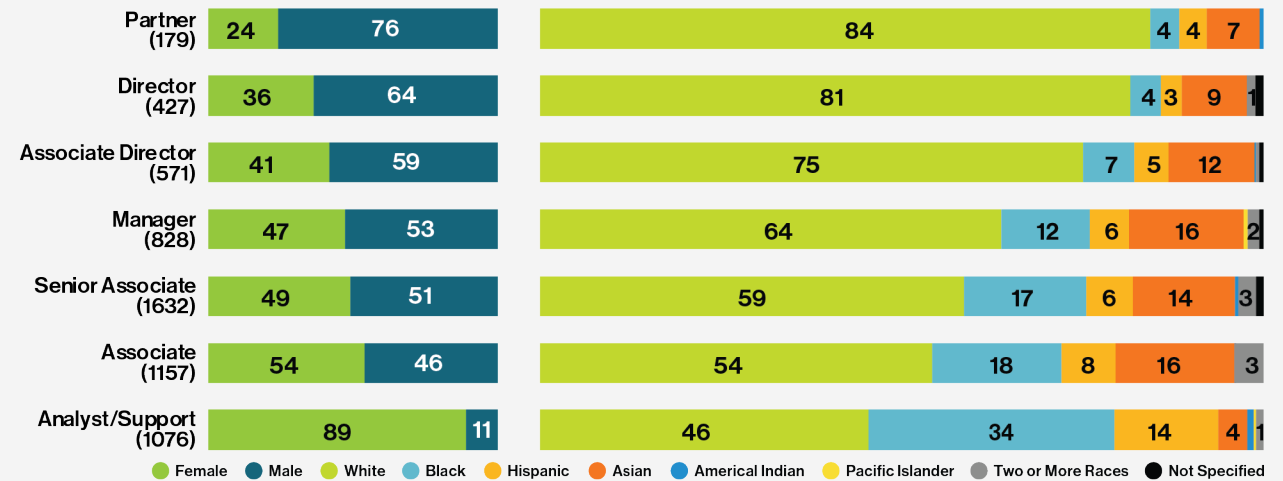




### All Job Levels 2021 – Race and Gender

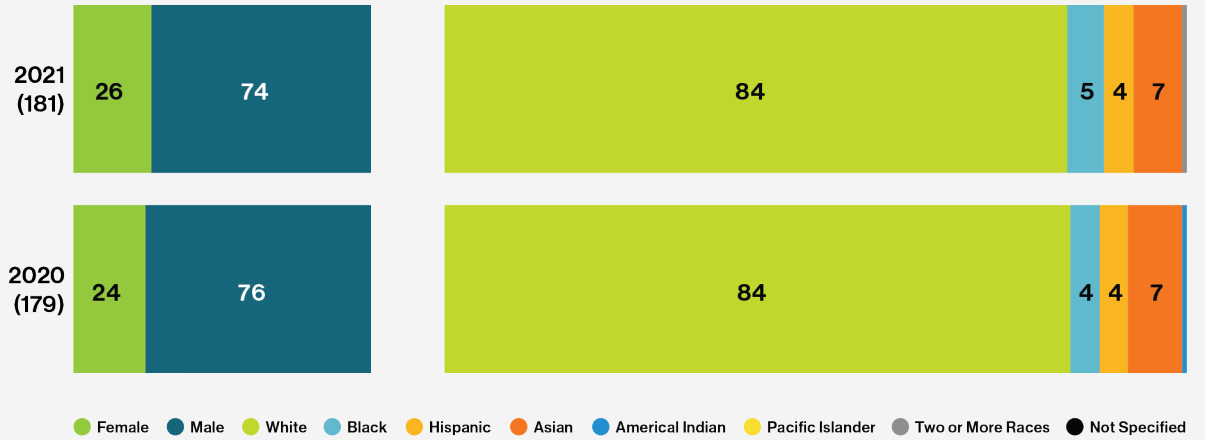


### All Job Levels 2020 – Race and Gender

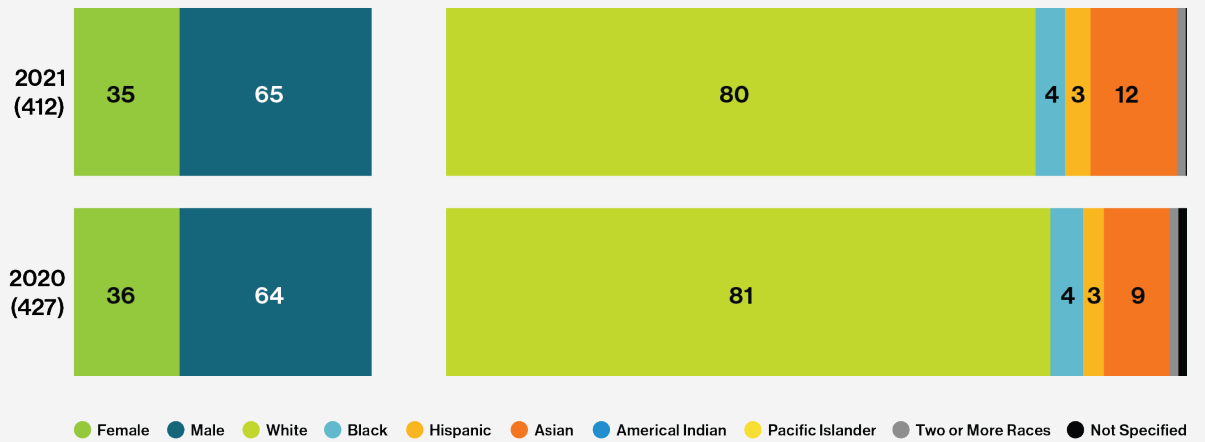




### U.S. Partners

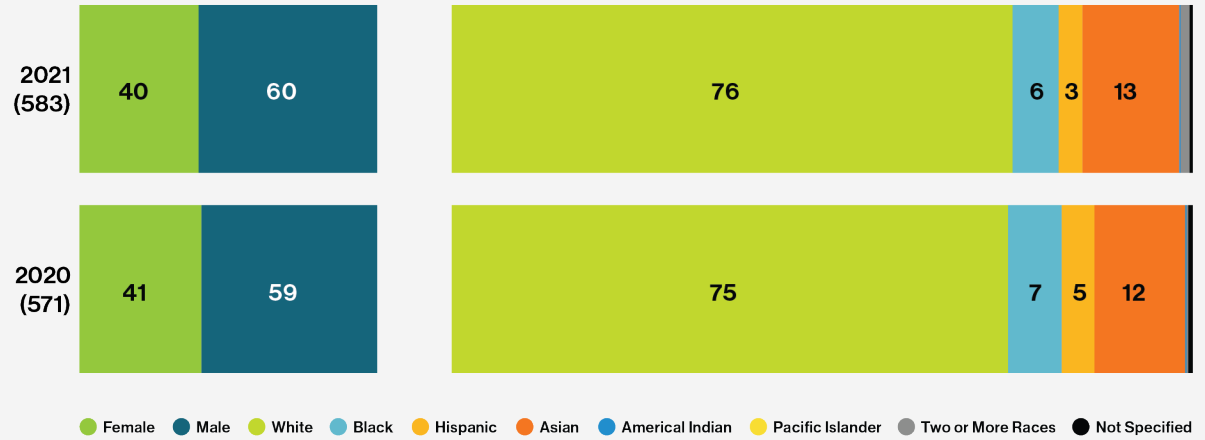


### U.S. Directors

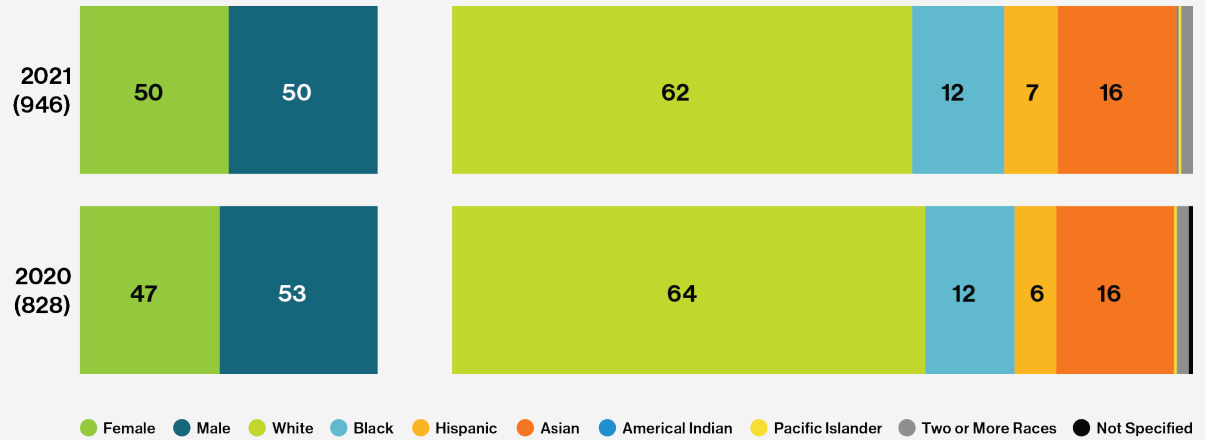




### U.S. Associate Directors

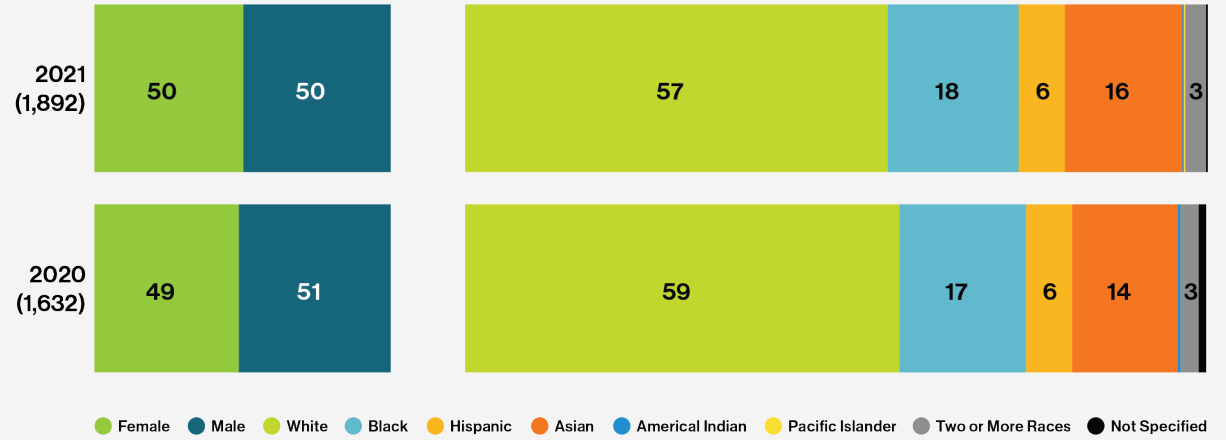


### U.S. Managers

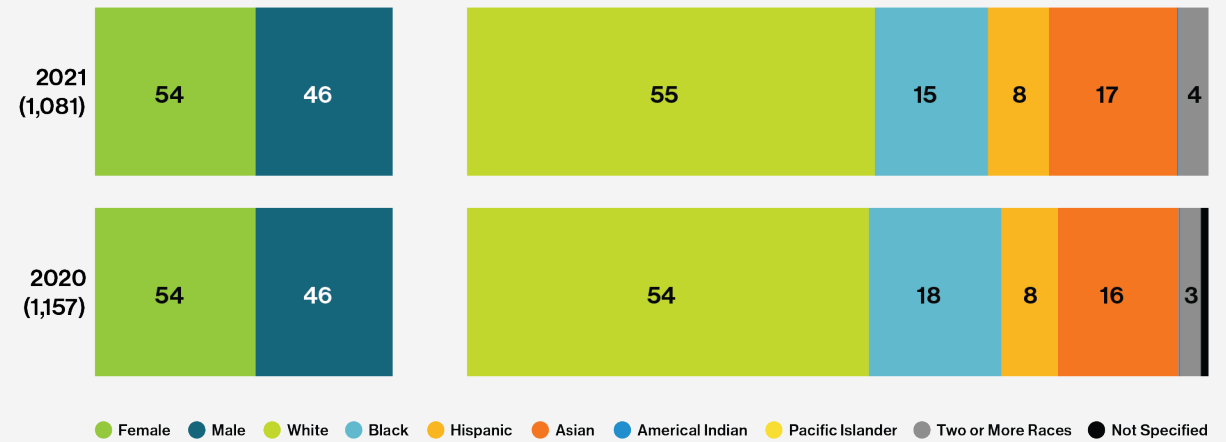




### U.S. Senior Associates



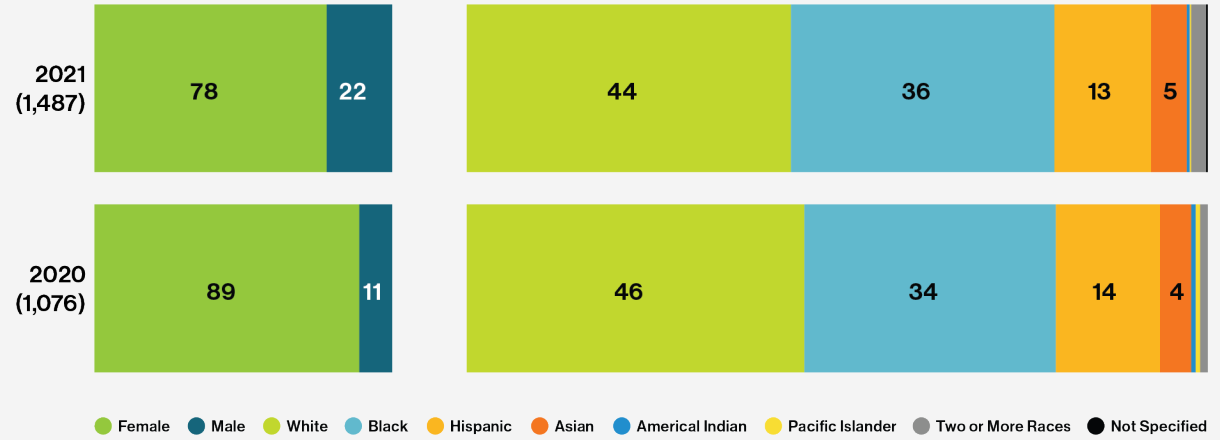
### U.S. Associates







### U.S. Analyst/Support

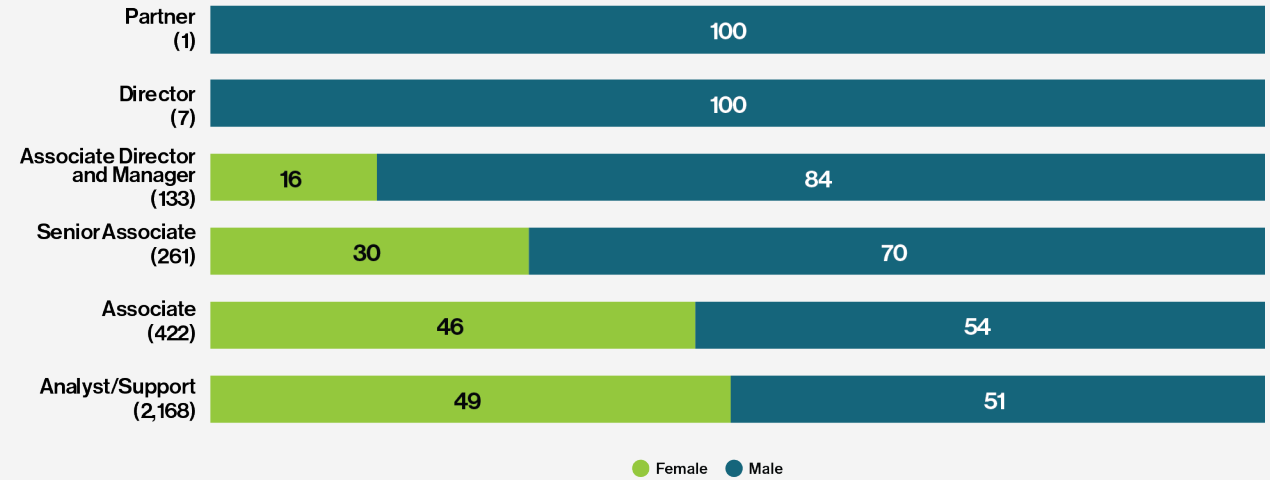




# Gender Representation India Workforce by Job Level

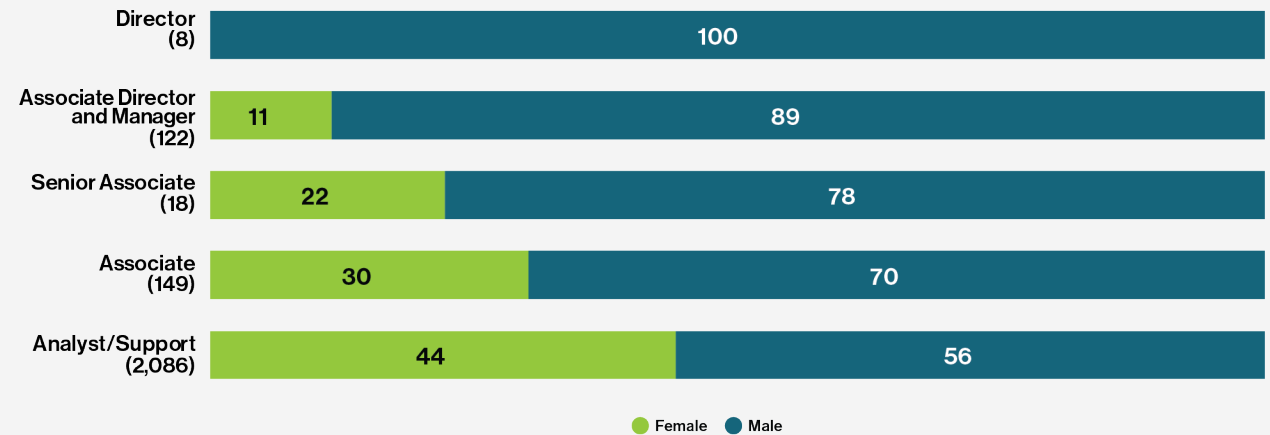
## All Job Levels 2021 – Gender

46% of Our Workforce in India is Female



## All Job Levels 2020 - Gender

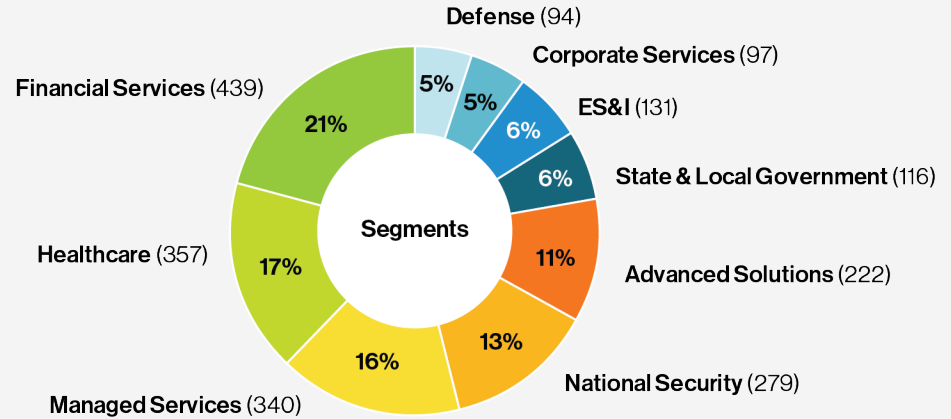
41% of Our Workforce in India is Female



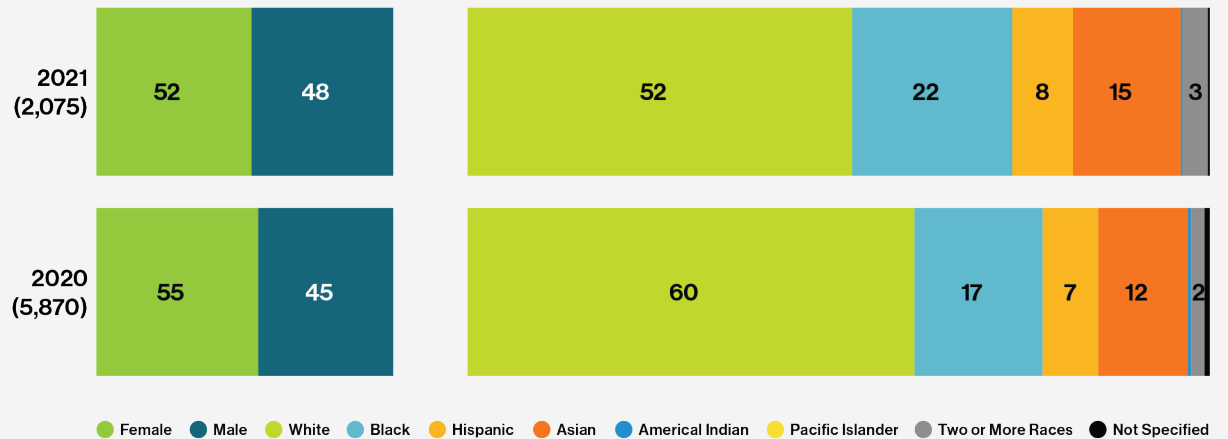


# Analysis of 2021 New Hires

### U.S. New Hires by Segment

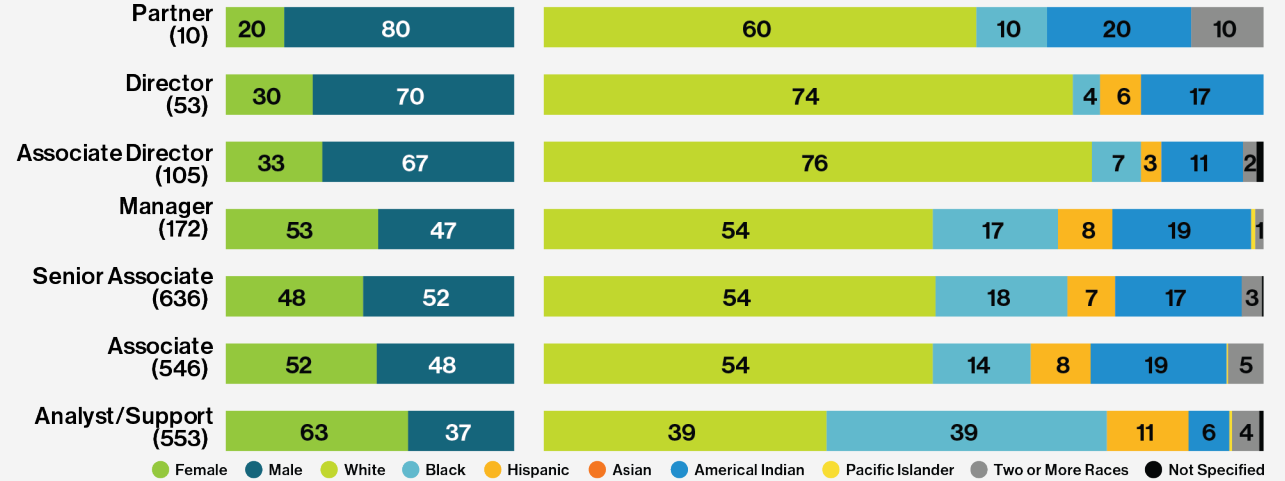


### U.S. New Hires - Overall

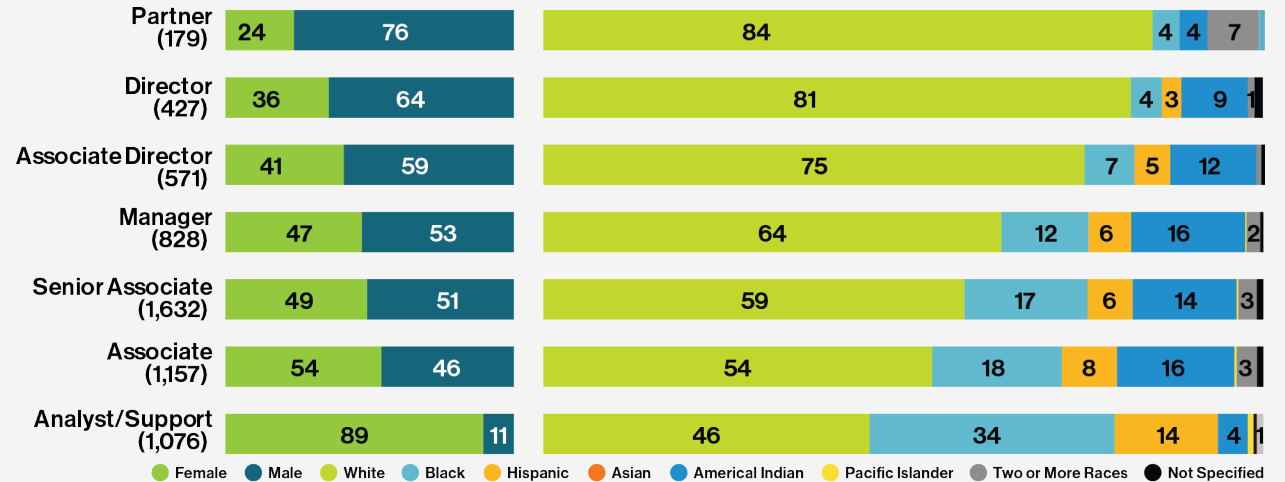




### U.S. New Hires – By Level



### 2020 U.S. Workforce – By Level





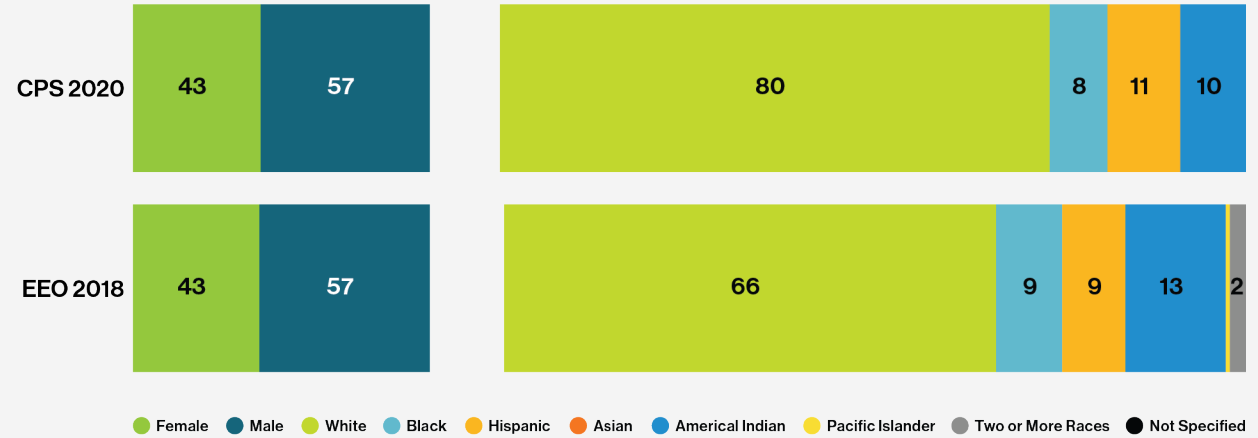
# Gender and Race Representation

# National Benchmarks 2018 and 2020

This is the latest available benchmark data.

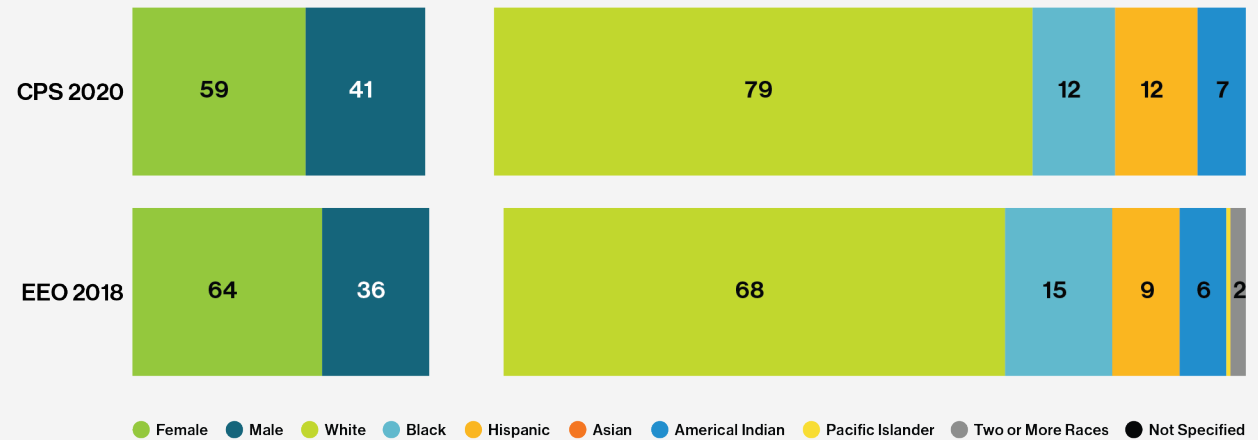
## CPS and EEO-1 National Aggregates

CPS: Management, scientific, and technical consulting services\*  
EEO: NAICS-3 Code 541 (Professional, Scientific and Technical Services)



## CPS and EEO-1 National Aggregates

CPS: Insurance carriers and related activities\*  
EEO: NAICS-3 Code 524 (Insurance Carriers and Related Activities)



\* Percentages do not sum to 100. Persons whose ethnicity is identified as Hispanic or Latino may be of any race.

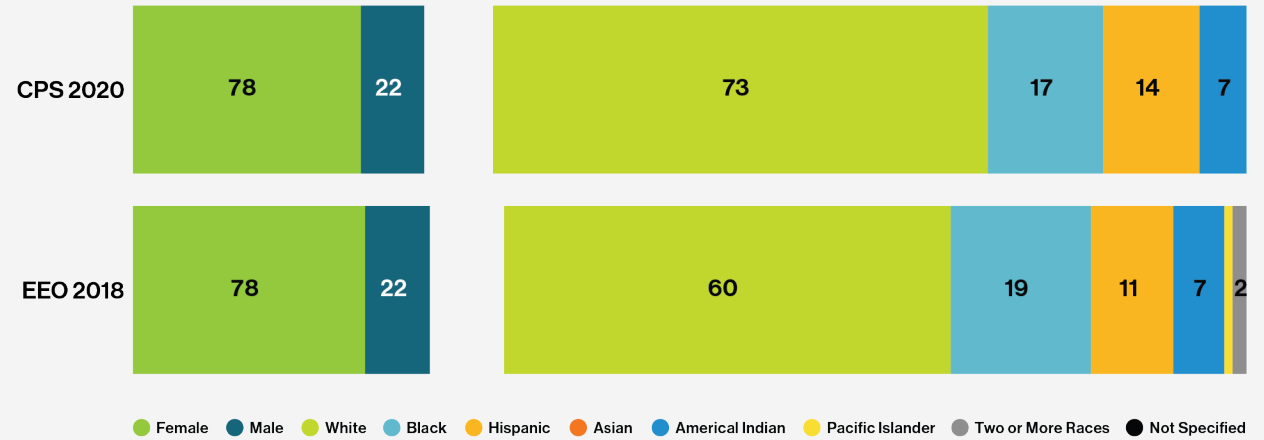




### CPS and EEO-1 National Aggregates

CPS: Health care and social assistance\*

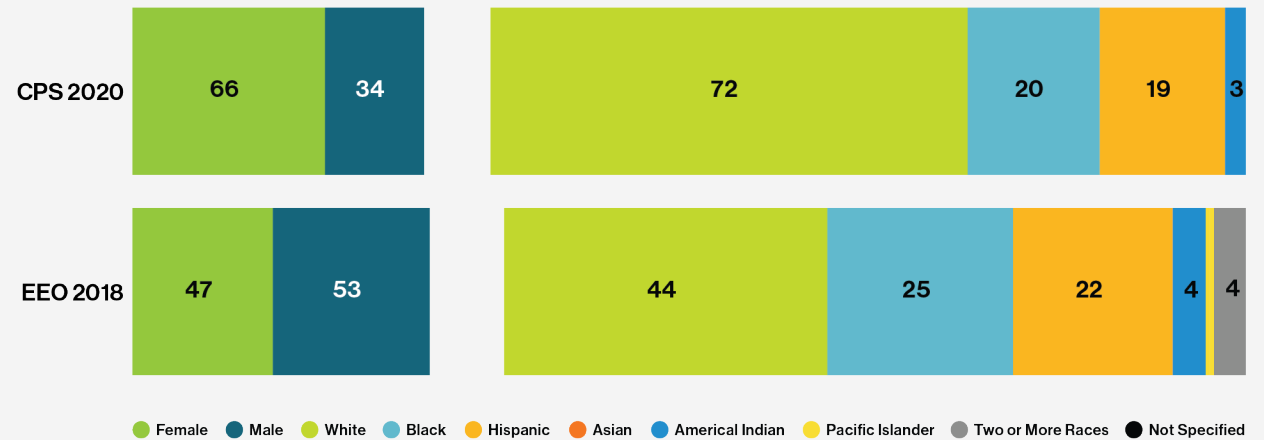
EEO: NAICS-2 Code 62 (Health Care and Social Assistance)



### CPS and EEO-1 National Aggregates

CPS: Business support services\*

EEO: NAICS-3 Code 561 (Administrative and Support Services)

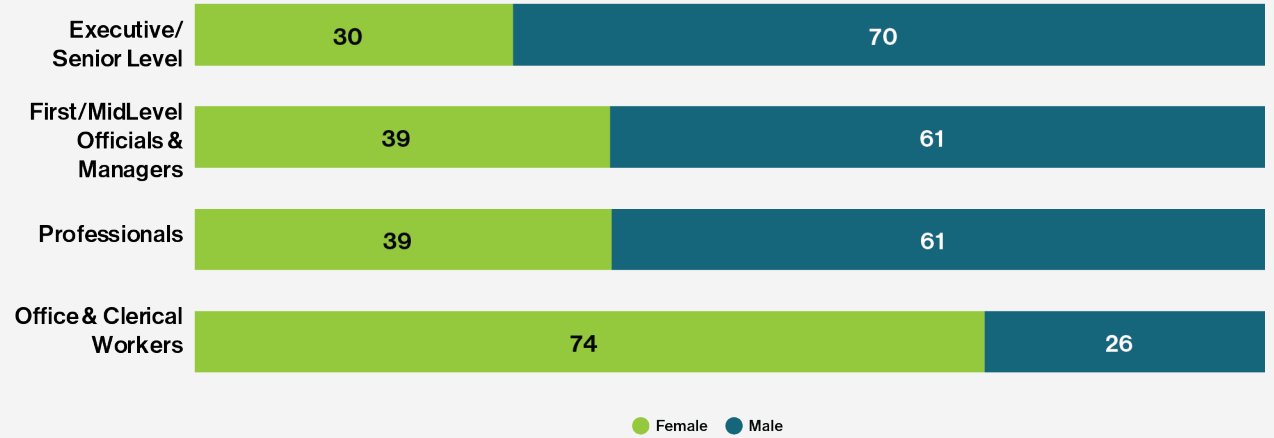


\* Percentages do not sum to 100. Persons whose ethnicity is identified as Hispanic or Latino may be of any race.



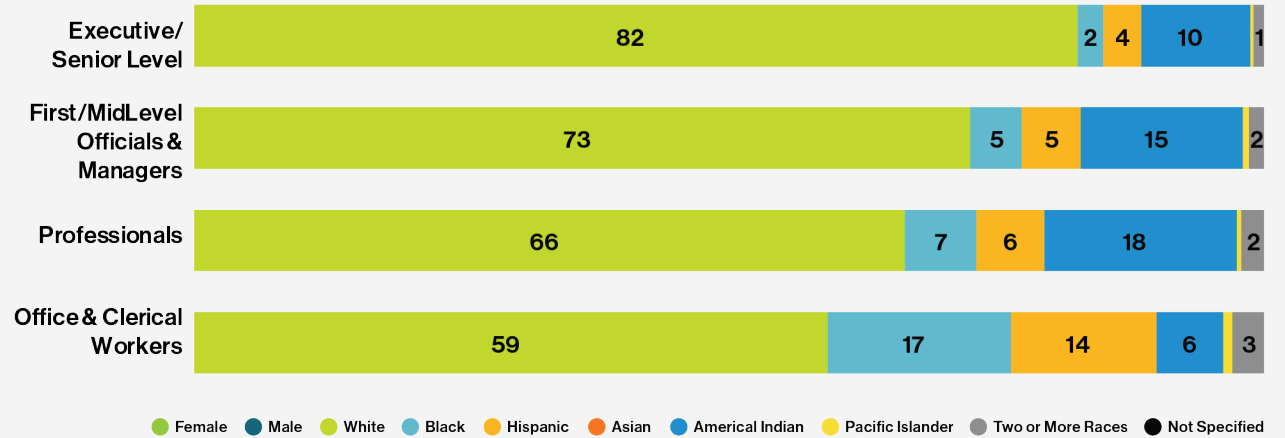
### EEO-1 2018 - Gender

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



### EEO-1 2018 - Race

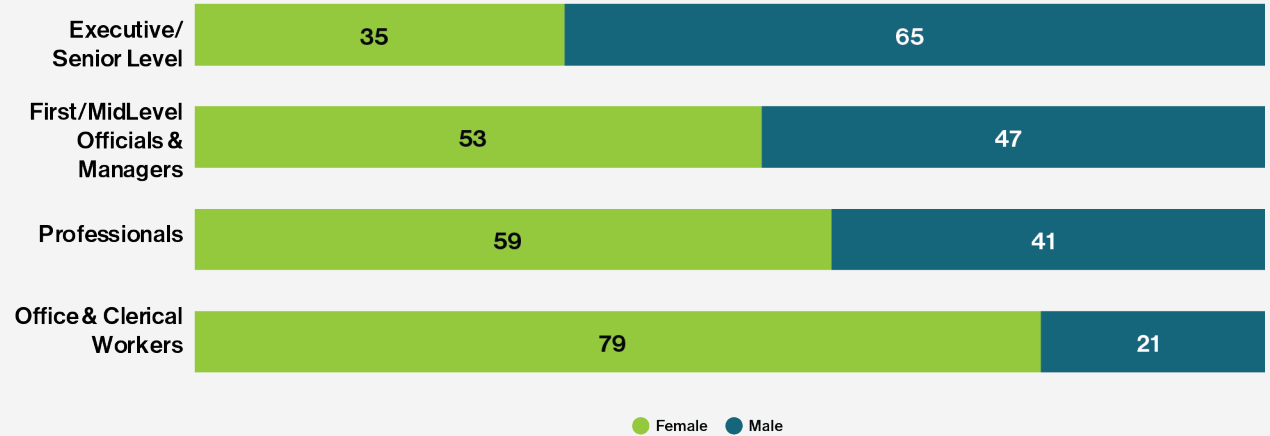
NAICS-3 Code 541 (Professional, Scientific and Technical Services)





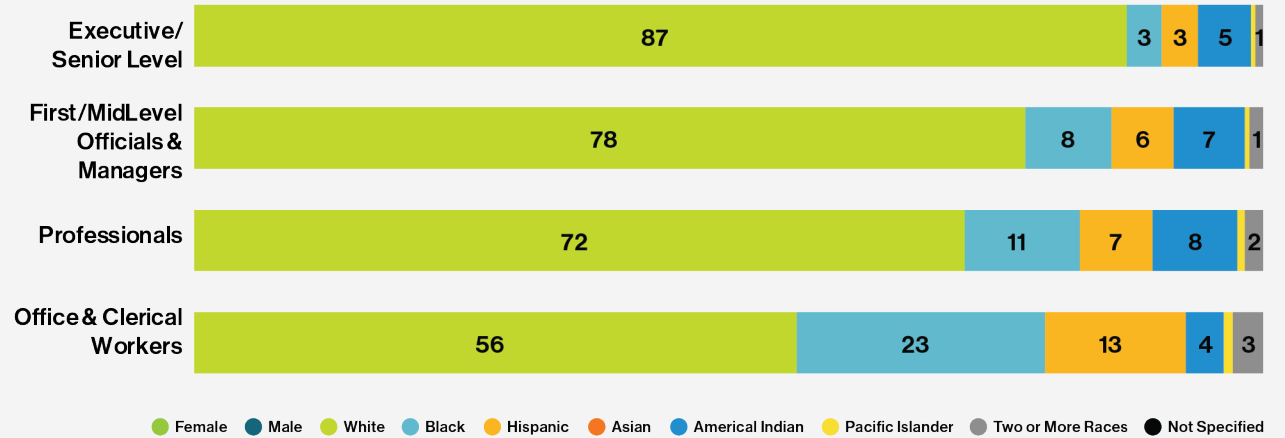
### EEO-1 2018 - Gender

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



### EEO-1 2018 - Race

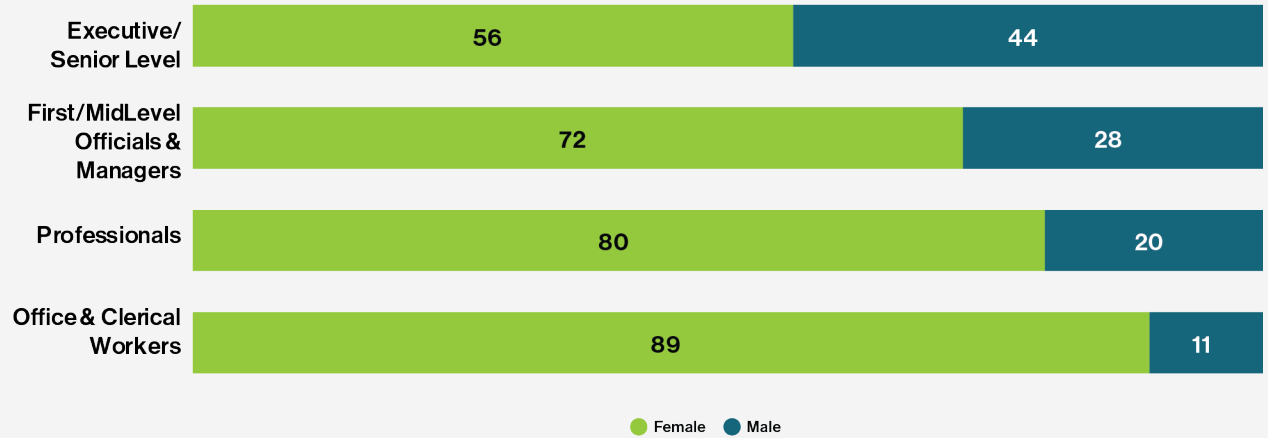
NAICS-3 Code 524 (Insurance Carriers and Related Activities)





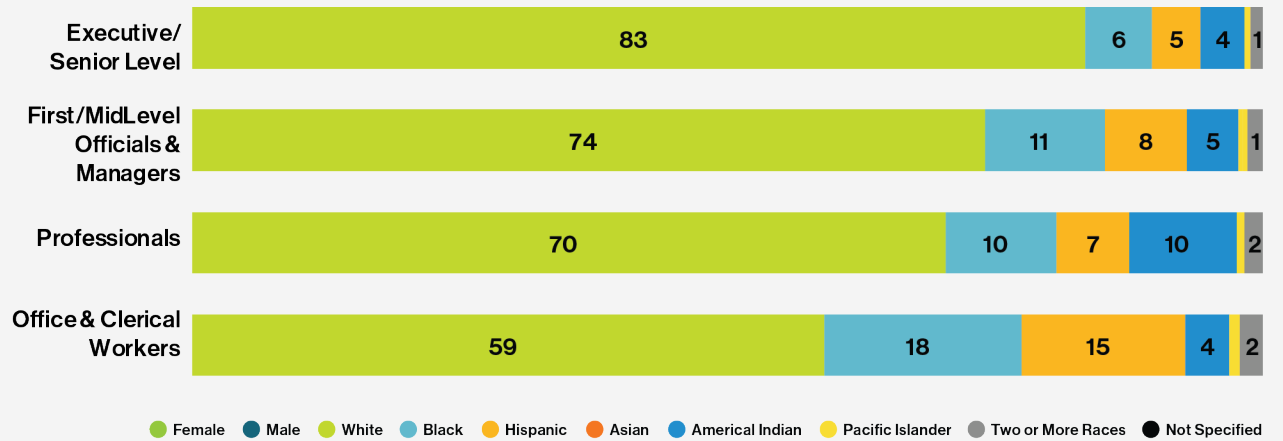
### EEO-1 2018 - Gender

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



### EEO-1 2018 - Race

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

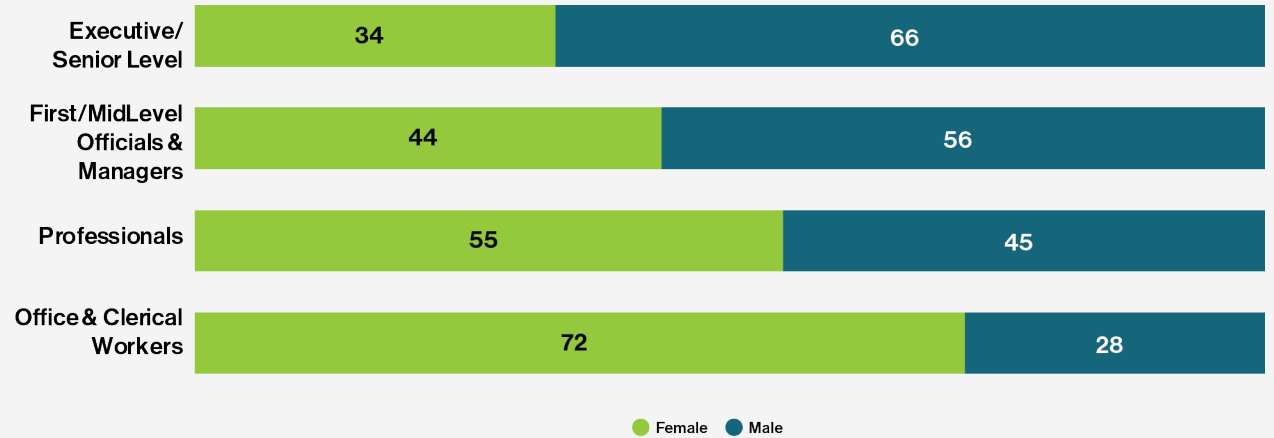






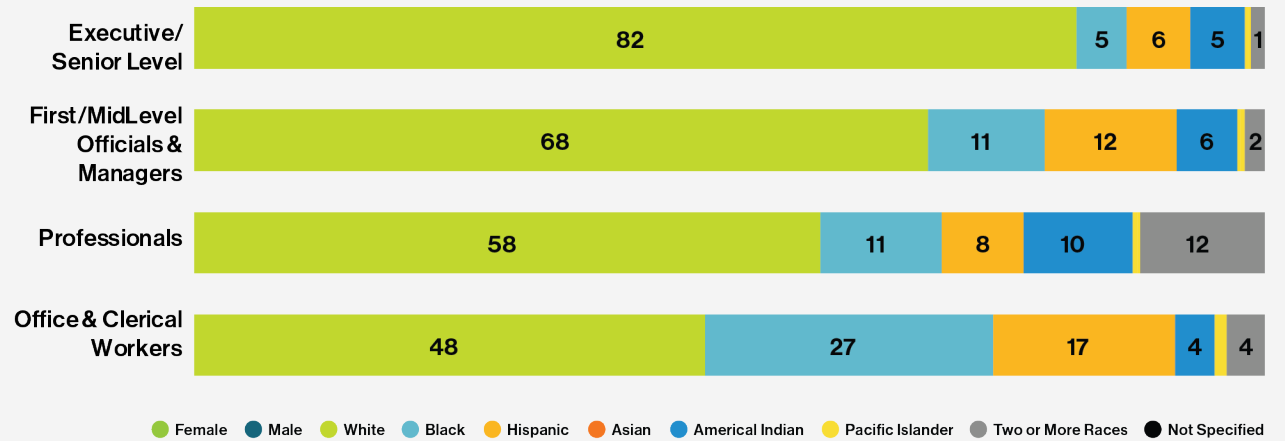
### EEO-1 2018 - Gender

NAICS-3 Code 561 (Administrative and Support Services)



### EEO-1 2018 - Race

NAICS-3 Code 561 (Administrative and Support Services)





Appendix C

# Dovel Inclusion and Diversity Metrics

Global Workforce Results for 2021



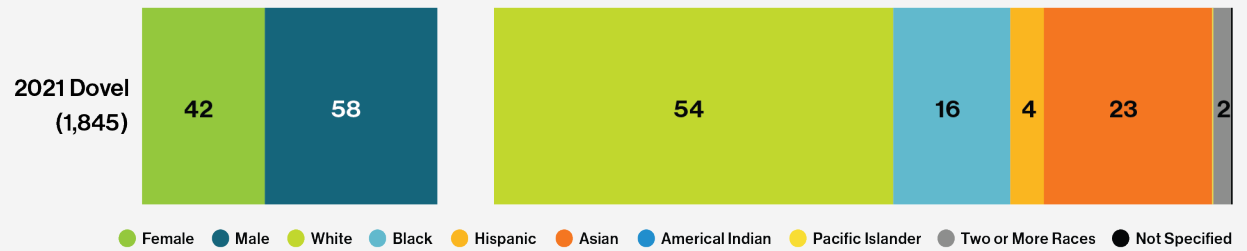


# Dovel

## Gender and Race Representation

### U.S. Workforce

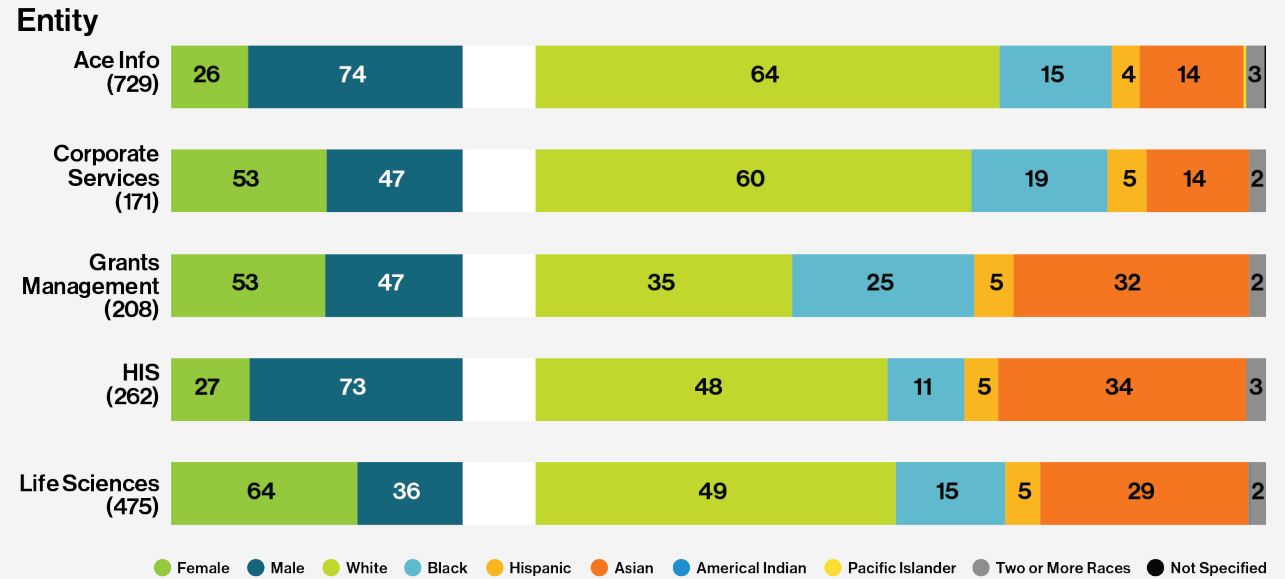
U.S. Workforce



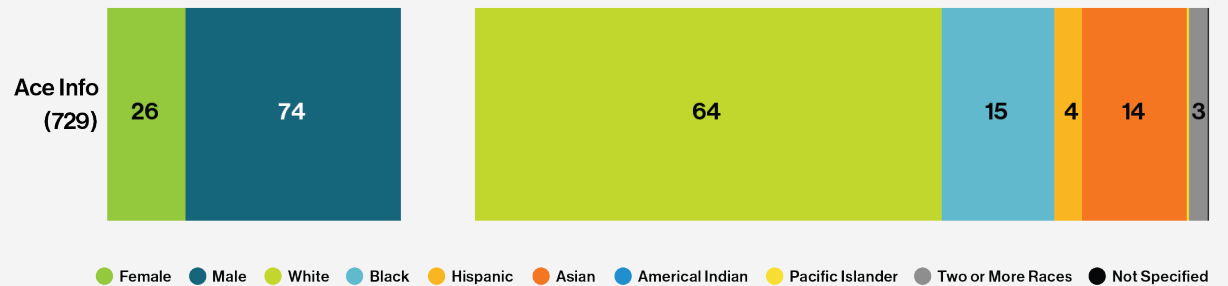


# Gender and Race Representation

# U.S. Workforce by Entity

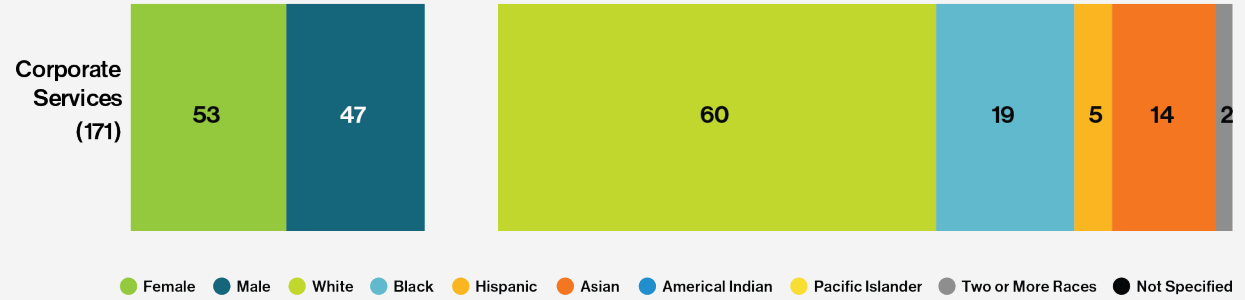


## AceInfo

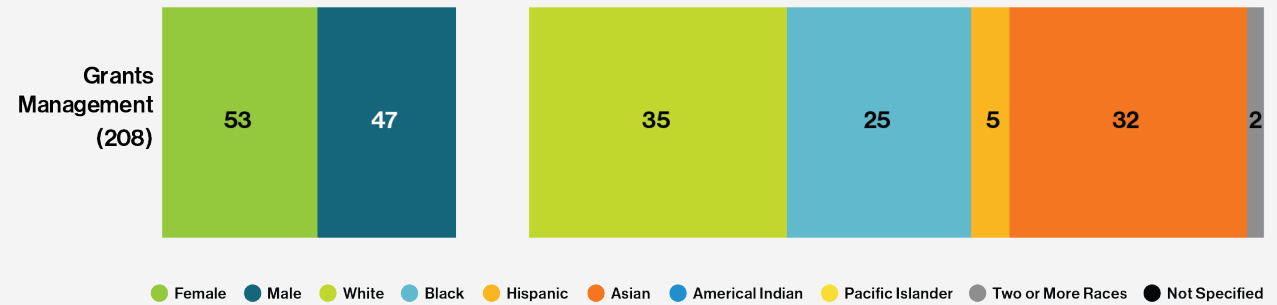




### Corporate Services



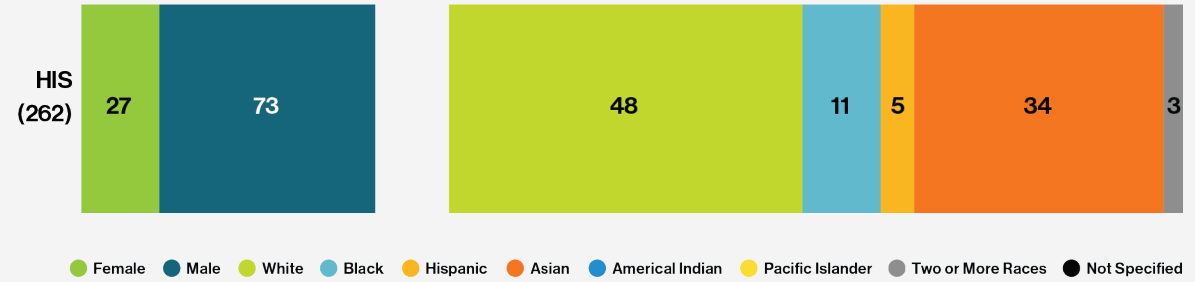
### Grants Management



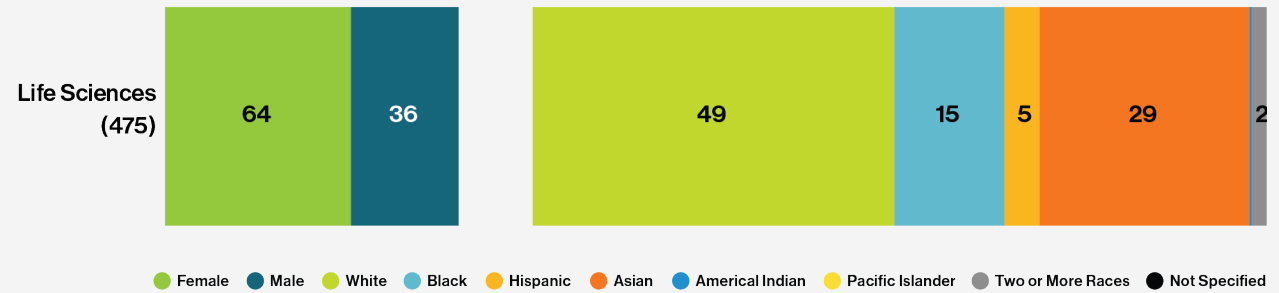




### HIS



### Life Sciences



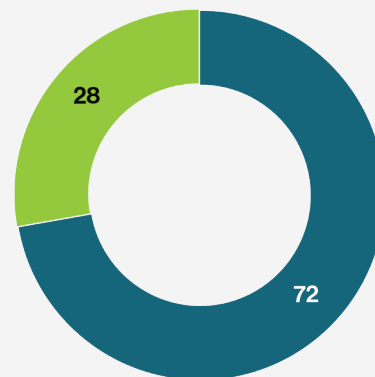


# Gender and Race Representation

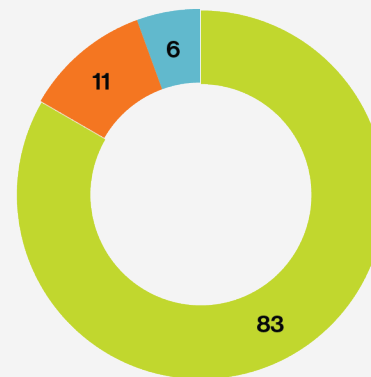
# U.S. Workforce by Job Level

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

18 Partners

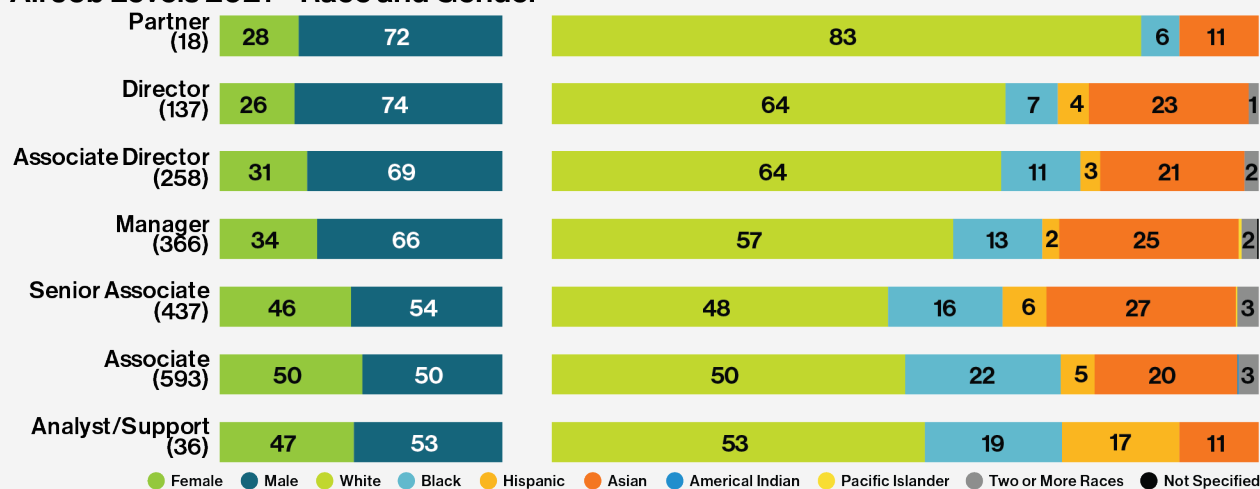


● Female ● Male



● White ● Black ● Asian

## All Job Levels 2021 – Race and Gender



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

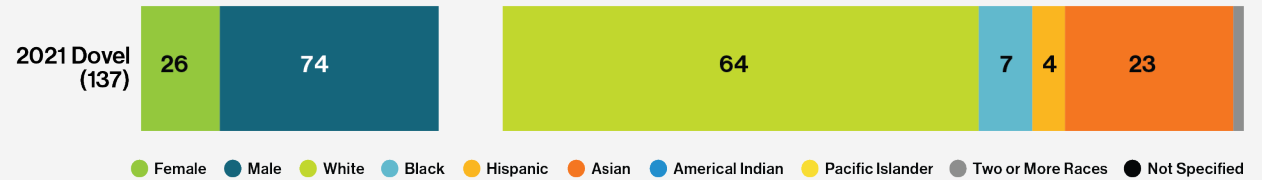


# Gender and Race Representation

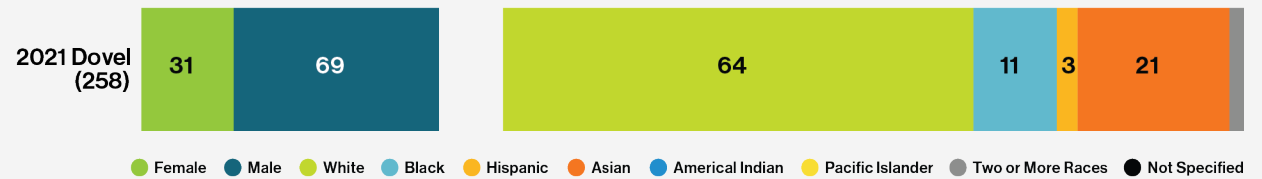
## U.S. Partners



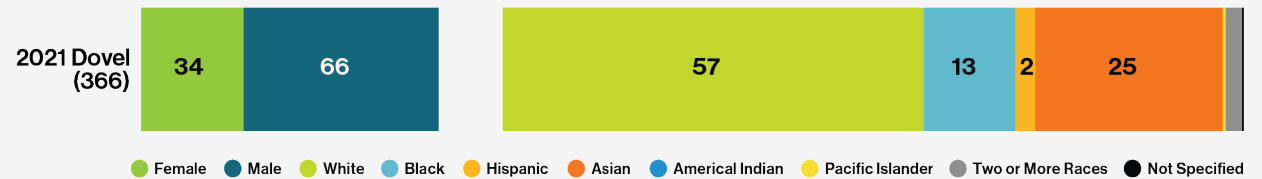
## U.S. Directors



## U.S. Associate Directors



## U.S. Managers

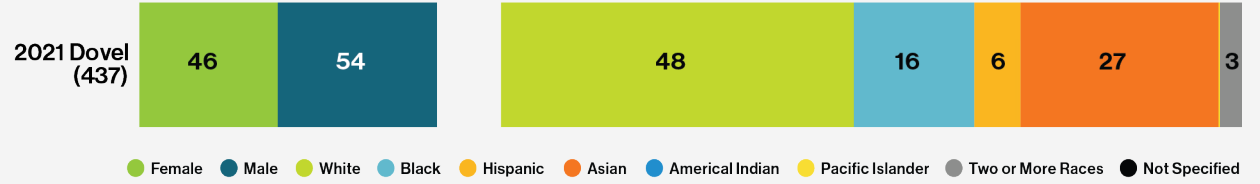




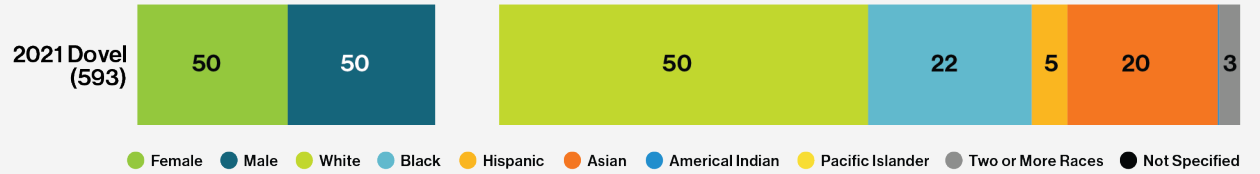
# Gender and Race Representation

# U.S. Workforce by Segments

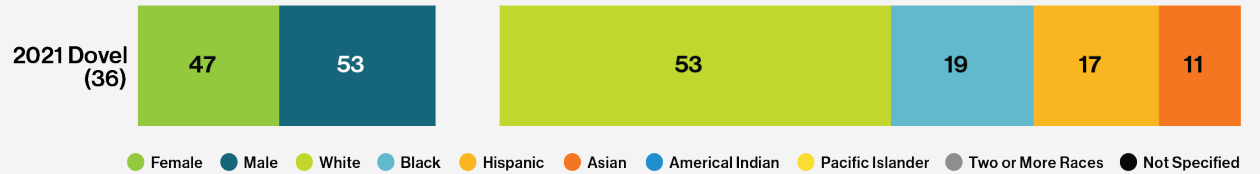
## U.S. Senior Associates



## U.S. Associates



## U.S. Analyst/Support





Appendix D

# Global Code of Conduct



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**3** A Message from Our President  
and CEO

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**4** We Report Ethical Concerns

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**6** We Conduct Business with Integrity

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**8** We Do Not Engage in Bribery  
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**10** We Comply with Export Control  
and Sanctions Laws

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Environmental Stewardship

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**12** We Safeguard the Information  
and Assets Entrusted to Us

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**13** We Protect the  
Guidehouse Reputation

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# A Message From Our President and CEO

At Guidehouse, our values of **Respect, Integrity, Innovation, Stewardship and Excellence** are the core to our culture and establish our standards of expected ethical behavior. The WAY we conduct our business is as important as the services we provide. We will not compromise our values to achieve our business objectives. By embodying these values into our business, we are helping to ensure our continued success and reputation.

This Code of Conduct provides guidance on critical policies and regulations that impact our business operations and where to go for help when the answer is not clear. We are all expected to abide by our Code and with the more detailed policies and procedures set forth in the Guidehouse Employee Handbook and other corporate policies. This Code is not intended to cover every applicable law or address every ethical issue that an employee may confront. Ultimately, no Code of Conduct can replace good judgement and responsible behavior, including knowing when to seek guidance on the appropriate course of action.

It is important to know that this Code applies to all Guidehouse personnel in every part of the business, level or area. In addition to our Code, our business partners and suppliers are subject to our Supplier Code of Conduct which is based on the same values as this Code.

If you are ever in doubt about the right course of action or observe an action inconsistent with our values or Code, I strongly encourage you to raise the issue with your supervisor or to any of the many other resources available to you. Know that Guidehouse will not tolerate retaliation against anyone for asking questions or raising concerns in good faith.

Thank you for your ongoing commitment to living our values every day. I am proud of all that we have accomplished together and know that, together, we'll continue to make a positive difference while building trust and preserving our reputation.



**Scott McIntyre**

## **Respect**

We rise by illuminating the diversity each person brings, ensuring all can shine.

## **Integrity**

We rise by being courageously ethical and charting the right course.

## **Innovation**

We rise by combining deep expertise with boundless creativity to deliver outstanding results.

## **Stewardship**

We rise by helping our people grow, our business succeed, and communities thrive.

## **Excellence**

We rise by being committed, refusing average and constantly evolving.

## We Report Ethical Concerns

We all have the obligation to speak up when something doesn't feel right. All personnel have the responsibility to report concerns about possible violations of the Code, company policies, laws and regulations. Guidehouse managers and supervisors are expected to lead by example, create a work environment that reflects our values, and hold their teams accountable for maintaining compliance. If you observe or suspect illegal or unethical behavior, you are expected to raise the issue to your engagement leader, sector leader, Human Capital representative, Ethics & Compliance, or the Office of General Counsel (OGC).

Always keep in mind that it's safe to speak up at Guidehouse.

- While Guidehouse offers these multiple channels to encourage open dialogue internally, you are also free to raise concerns or participate in an investigation by a federal, state or local agency or commission, as well as any self-regulatory authority.
- In addition, employees performing on U.S. Department of Defense (DoD) programs may contact the Department of Defense Inspector General Hotline at [www.dodig.mil/hotline](http://www.dodig.mil/hotline) to report issues related to fraud, waste, abuse, and mismanagement under the purview of DoD.

Retaliation against employees who raise concerns in good faith is strictly prohibited. If you report a concern, it will be handled with appropriate confidentiality and discussed with others only as needed or advisable under the circumstances.

Violations of this policy may result in disciplinary action depending on the nature and severity of the violation, up to and including termination of employment.

The Ethics Hotline is another resource for asking a question or raising a concern. All matters are taken seriously and handled confidentially. If you prefer, you may submit your report or concern anonymously. You can report your concern by phone or web at [www.guidehouse.ethicspoint.com](http://www.guidehouse.ethicspoint.com).

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com) with questions.

## We Maintain a Respectful, Inclusive, and Safe Work Environment

**Diversity, Equal Opportunity and Inclusion** — We bring together employees with a wide variety of backgrounds, skills and cultures. We value different ideas, opinions, and experiences and are committed to sustaining a culture of inclusion and diversity. Combining a wealth of talent and resources creates the diverse and dynamic teams that consistently drive outstanding results. Diversity alone is not enough. Inclusion leverages the power of our differences to achieve our goals.

**Equal Employment Opportunity** — Guidehouse is an Equal Opportunity/Affirmative Action employer and committed to providing Equal Opportunity in Employment to all applicants and employees regardless of race, color, religion, sex, age, national origin, military status, veteran status, handicap, physical or mental disability, sexual orientation, gender identity, genetic information or any other characteristic protected by law. This commitment must be followed in all aspects of employment and personnel practices.

**Promoting a Respectful, Harassment-Free Work Environment** — Treating each other with respect, courtesy, and dignity is as important as the quality of our interactions with clients and business associates. We do not tolerate harassment, discrimination or retaliation.

**Fair Dealing** — All Guidehouse personnel must endeavor to deal fairly and in good faith with the Company's clients, suppliers, competitors, shareholders and employees. No employee shall take unfair advantage of anyone through manipulation, concealment, abuse of privileged or confidential information, misrepresentation of material facts or any other unfair dealing practices.

**Workplace Violence** — Violent acts or threats of violence (whether directly or indirectly or made by words, gestures, or symbols) will not be tolerated. Workplace violence infringes on Guidehouse's ability to provide a safe, productive workplace. This applies to threats made on company or client property, anywhere on company business, or at company-sponsored events. If you have been the target of or learned of violence or threats of violence, please contact a Human Capital representative or the Chief Human Capital Officer.

If the situation is urgent and your personal safety is at risk, call 911 or your local law enforcement immediately and then alert Guidehouse Security and your local building security.

**Health and Safety Laws** — Guidehouse is committed to providing a healthy and safe work environment. To that end, we must comply fully with all federal, state and local health and safety laws, rules and regulations. It is your responsibility to prevent and report accidents by maintaining a safe work environment and following safe work procedures and practices.

It is our policy to forbid the possession and use of illegal drugs by any employee while engaged on company business or in the workplace. The responsible use of alcohol is not prohibited, provided that such use does not affect your work or your relationships with fellow employees and does not contravene otherwise applicable laws or client rules, for example when you are working at client locations.

Guidehouse prohibits the possession of a weapon or firearm while on company property or at a client's premises.

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com), [hr1@guidehouse.com](mailto:hr1@guidehouse.com), or [security@guidehouse.com](mailto:security@guidehouse.com) with questions.

## We Conduct Business with Integrity

Our commitment to deliver excellence in a competitive business environment presents challenges that we must meet with integrity. In all our business conduct we must adhere to both the letter and spirit of all applicable laws, regulations and company policies.

### Conflicts of Interest

Conflicts of interest can arise both from personal relationships and interests and through corporate-level activities which impair ability to give objective advice to our clients and create unfair competition.

- Personal conflicts of interest can arise from personal financial holdings, personal and professional relationships, outside activities and volunteerism, or through other market-facing relationships.
- Organizational conflicts of interest (OCI) can occur where the company has improper access to procurement sensitive information, has assisted the client in developing procurement requirements, or has an incentive based on other business relationships to provide biased advice.

Guidehouse policy requires immediate disclosure of any personal or organizational relationships that may create an actual, potential, or perceived conflicts of interest. Should a situation or relationship present a conflict, consult with the partner in charge of your engagement or business unit, an appropriate Human Capital representative, or by contacting Ethics & Compliance.

### Fair Competition

We promote our services through fair and accurate competitive comparisons. We exercise sound judgment and integrity, drawing the line between fair and unfair competitive practices. When gathering competitive data, we collect information from publicly available sources, and do not exchange sensitive information with competitors, such as pricing policies or salary data.

### Insider Trading Laws

We do not engage in insider trading or tipping others. Inside information is nonpublic information about a company that may be of significance to an investor. It is illegal to trade securities based on inside information or to advise others to do so based on information that you have obtained.

### Licensing and Credentialing

Many of us require licensure, certification or credentialing in order to provide services to our clients. We are each personally responsible for meeting all licensing, registration, and certification requirements wherever we provide services to clients.

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com) with questions.

## We Conduct Business with Integrity

### **Self-Reporting of Suspension or Debarment**

As a government contractor, the company makes certain certifications and has reporting obligations related to the suspension or debarment status of the company and our personnel.

All Guidehouse personnel must notify the Office of the General Counsel or Ethics & Compliance if they are notified of being subject to a potential suspension or debarment.

### **Accurate Record Keeping**

We comply with US laws and regulations as they relate to internal company operating and financial matters through:

- Accurate and proper completion of company reports, including time and expense reports, vouchers, bills, financial statements, payroll and service records, measurement and performance records, and other essential data.

- Advising clients and suppliers of any clerical or accounting errors as soon as they emerge, as well as promptly correcting errors through credits, refunds, or other mutually acceptable means.

### **Corporate Opportunities & Clients**

Guidehouse personnel are prohibited from (a) taking for themselves personally opportunities that properly belong to the company or are discovered through the use of corporate property, information, or position; (b) using corporate property, information, or position for personal gain; and (c) competing with the company during the period of their employment.

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com) or the Office of the General Counsel with questions.

## We Do Not Engage in Bribery or Corrupt Activities

All our interactions with third parties (whether clients, suppliers, or the government) will be free from any corruption.

### Gifts and Entertainment

Our commitment to deliver excellence in a competitive business environment presents challenges that we must meet with integrity. In all our business conduct we must adhere to both the letter and spirit of all applicable laws, regulations and company policies.

The exchange of modest gifts or entertainment can establish trust and strengthen important relationships. However, we must distinguish between activities that help build business relationships, and activities that are—or appear to be—excessive, inappropriate, or intended to influence decisions that should be based solely on business considerations.

In addition, federal, state, local, and foreign laws generally prohibit us from providing and accepting gifts, entertainment, or other items of value, to or from a government official or employee. We must avoid creating an actual or perceived conflict of interest. We are strictly prohibited from offering anything of value in exchange for an official act by a government official or employee. The company has zero tolerance for bribery and any other forms of corruption.

- Before offering or receiving anything of value to or from a government official or employee (or a relative of such government official or employee or other organization or individual because of their association with such government official or employee), Guidehouse personnel must obtain approval from Ethics & Compliance.

### Anti-Corruption

Trust and integrity are the foundation of our company. We have zero tolerance for bribery and any other forms of corruption. We do not bribe or engage in corrupt practices with any government official or commercial party.

- Foreign Corrupt Practices Act — The US Foreign Corrupt Practices Act (FCPA) makes it illegal to make or offer payments or anything of value (monetary or non-monetary) to foreign governments, foreign officials, foreign political parties, or candidates for foreign political office, directly or indirectly, to gain business or favorable government action.

### Anti-Money Laundering

We do not support or engage in any form of money laundering activity. All Guidehouse personnel are expected to remain vigilant in identifying red flags and escalating them for investigation.

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com) with questions.



## We Do Not Engage in Bribery or Corrupt Activities

### **Lobbying**

Guidehouse personnel that engage in lobbying activities on behalf of the company to influence legislative, regulatory, or policy issues, including efforts to obtain contracts for the company, must obtain pre-approval from Ethics. The company may be required to register personnel engaging in these types of activities as lobbyists under federal, state and local laws.

### **Political Activities**

The company encourages our personnel to be involved in the political process—to support candidates and parties of their choice, on their own time, with their own funds and resources. However, as a contractor to federal, state, and local governments, we cannot make campaign contributions using company funds or use company resources to support candidates or political parties.

Due to certain state and local legal requirements, there may be some restrictions and/ or disclosure obligations related to personal political contributions. Therefore, the company requires that before any partner, managing director, or Guidehouse Board member, their spouse/domestic partner or dependent children make a contribution to a political candidate that is to a current state or local official (even if running for a federal position) or someone running for a state or local position or committee, you must contact Ethics & Compliance to pre-clear contributions.

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com) or the Office of the General Counsel with questions.

## We Comply with Export Control and Sanctions Laws

While we must respect cultural differences and business norms, we cannot violate applicable laws or regulations in the US or any jurisdiction in which we work or reside. Violation of these laws can result in fines, criminal penalties, and reputational harm for both you and the company.

### **Export-Controlled Information**

We will comply with regulations administered by various government agencies (including the Department of Commerce and the Department of State) related to the export of certain goods, services, technology or related “export-controlled information” from the US.

### **Complying with Sanctions and Anti-Boycott laws**

Guidehouse will comply with all applicable economic sanctions and anti-boycott laws and regulations. Guidehouse has zero tolerance for non-compliance with such regulations.

### **Embargoed Countries and Restricted Parties**

Guidehouse will not conduct business with countries or parties subject to restricted or excluded status by the US government. Consult with Ethics & Compliance if you have any questions about the company's ability to do business in a country or with a person or entity.

- Since the lists of embargoed countries and restricted persons and entities change frequently, consult Ethics & Compliance if you have any questions about the company's ability to do business in a particular country or with a particular person or entity.

### **Cooperation with Boycotts**

We comply with US laws that prohibit cooperation with foreign economic boycotts of countries friendly to the US. If you receive a boycott-related request, whether orally or in a transaction document such as a contract or a request for proposal (RFP), you should not respond to the request in any way, and should immediately contact Ethics & Compliance.

Please contact [ethics@guidehouse.com](mailto:ethics@guidehouse.com) with questions.

## We Are Committed to Environmental Stewardship

We see environmental stewardship as critical to the long-term success and sustainability of our business and our clients' businesses. We will responsibly manage our natural resources to help minimize our impact on the planet.

### Employees

Guidehouse will encourage employees to participate in optional programs through which we can utilize our shared wealth of knowledge to improve upon our environmental performance. We will guide employees to make meaningful changes in their everyday life and move toward more sustainable behavior. Guidehouse also aims to help communities improve their environmental health through sustainability initiatives and volunteering.

### Energy & Emissions

Guidehouse is committed to pursuing activities which lower our climate impact. Currently, we do this by monitoring our comprehensive greenhouse gas footprint yearly and have committed to setting reduction targets in line with climate science through the Science Based Target Initiative (SBTi). In addition, we've committed to offsetting the impact of our global office-based electricity use (scope 2 emissions) with 100% renewable energy. Guidehouse encourages sustainable alternatives, such as telecommuting and reducing nonessential travel, which lessen our carbon emissions.

### Clients

Guidehouse leads our clients through the challenging, evolving topic of environmental sustainability through our offerings and by encouraging them to act on leading initiatives. We contribute to the global conversation by serving as a thought leader and innovator as well as partnering with important environmental organizations.

### Natural Resources

Guidehouse responsibly manages our use of natural resources. We reuse and recycle according to local waste management guidelines and encourage employees to reduce waste through sustainable procurement. We aim to reduce our water consumption wherever feasible, especially in high water risk locations.

### Supply Chain

Guidehouse recognizes that our environmental impact is broader than just our operational footprint, which is why we incorporate environmental criteria into the selection of our suppliers. We also evaluate new real estate options based on select environmental criteria and strive to move toward more sustainable choices. Guidehouse will strive to minimize the impact of our most significant supply chain emissions categories through efforts such as sustainable purchasing guidelines.

### Compliance

Guidehouse recognizes the importance of environmental regulations. We ensure continued compliance on all applicable environmental laws and legislations. We are committed to reviewing and updating our environmental policy when appropriate.

Please contact add [sustainability@guidehouse.com](mailto:sustainability@guidehouse.com) or [ethics@guidehouse.com](mailto:ethics@guidehouse.com) with questions.

## We Safeguard the Information and Assets Entrusted to Us

### **Sharing Only with Those Who Need to Know**

Unless authorized by clients or required by law, and in all cases only as permitted by law, regulation, contract or other agreement, we do not disclose the company's or our clients' private business affairs outside the company. Nor do we share confidential company or client information with Guidehouse personnel or others who do not have a legitimate business need to know. We are also cautious when discussing confidential matters in public spaces.

### **Information Security**

When collecting, transferring and otherwise handling information entrusted to Guidehouse, we must always follow the company's information security procedures, and use secure, approved technologies.

### **Intellectual Property**

We must protect Guidehouse's intellectual property and the intellectual property of others. Respect and comply with copyright, trademark and similar laws, and use such protected information in compliance with applicable legal standards.

These assets should not be used for anything other than a legitimate business purpose and in accordance with Guidehouse policies and any applicable contracts.

### **Use of Personal Devices and Accounts**

Personal computers and personal email, social media and Internet storage accounts must not be used for Guidehouse work. All mobile devices used for Guidehouse work must be registered and secured by Guidehouse.

Please contact [information.security@guidehouse.com](mailto:information.security@guidehouse.com) with questions.

# We Protect the Guidehouse Reputation

## Public Communications

You must seek approval from Marketing prior to developing any public communication, such as lectures, books, blogs, or thought leadership pieces.

## Social Media

We must take care that when engaging on social media, we appropriately safeguard the confidentiality and privacy of the company and its clients. You are expected to follow company policies and relevant laws in any social media activity representing or referencing Guidehouse.



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Please contact [marketing@guidehouse.com](mailto:marketing@guidehouse.com) with questions.


# About this report

This annual report serves as a benchmark for our performance. This report covers January 1, 2021 to December 31, 2021.

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.

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 [guidehouse.com](https://www.guidehouse.com)