Guidehouse

2020 Environmental, Social, and Governance Report

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About this Report

Introduction

Guidehouse is a leading global provider of consulting services to the public and commercial markets with broad capabilities in management, technology, and risk consulting. We help clients address their toughest challenges with a focus on clients facing transformational change, technology-driven innovation and significant regulatory pressure. Across a range of advisory, consulting, outsourcing, and technology/analytics services, we help clients create scalable, innovative solutions that prepare them for future growth and success. The company has more than 8,000 professionals in more than 50 locations. Guidehouse is led by seasoned professionals with proven and diverse expertise in traditional and emerging technologies, markets and agenda-setting issues driving national and global economies.

Our 2019 combination with Navigant Consulting created a unique consultancy with unparalleled scale in commercial end markets, as well as, with public sector organizations that regulate those end markets. The combination significantly deepened the industry expertise that Guidehouse delivers to our clients, across both the commercial and government sectors, in the highly regulated industries of healthcare, financial services, energy, national security, and aerospace & defense. 2020 represented Guidehouse's first year as a combined firm of this size.

Guidehouse has also been forging a new path amid the COVID-19 pandemic and a time of global attention to racial injustice.

Facing an unprecedented time and concomitant operating challenges with COVID-19, our primary concern is and will continue to be the health and wellbeing of our employees, their families, and our clients. Guidehouse has convened a panel of internal experts in public health, clinical medicine, disaster response and emergency preparedness to advise our company and our clients in managing their response to this pandemic. Our business continuity plan can be found **here**. On March 20, 2020 Guidehouse implemented its Level 2 Response in nearly all offices around the globe, which included directing employees to work remotely and restricting non-essential domestic and international travel. The pandemic and Guidehouse's response to it have affected the ways we can contribute to society (e.g., limiting in-person volunteering opportunities) and the impact we have on the environment (e.g., significant reduction of office energy usage and greenhouse gas emissions from business travel). Our commitment to sustainability and social responsibility is stronger than ever, as evidenced by the specific actions and transparency documented in Guidehouse's first environmental, social, and governance report.

We also share in the responsibility to create a future where hate, discrimination, and injustice have no place, ever again. At no time in our corporate history have we had more opportunity to live our mission and impact change. This issue will require the unification of public authorities working across the table with community groups and commercial industries to tangibly advance equity and justice for all so everyone can find trust in society once more. At Guidehouse, we launched a phased Listen. Learn. Act. (LLA) initiative in June 2020 with the intent of advancing racial justice, building a more diverse, equitable, and inclusive firm, rethinking career paths to provide models to emulate, reimagining leadership roles and driving positive change in the communities we serve. You can read more about our efforts in the Culture, Inclusion & Diversity section of this report.

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

Scott McIntyre
CEO, Guidehouse

Letter from the CEO

At Guidehouse, we committed to a bold mission and distinct role where we can be a trailblazer for change – to solve big problems, build trust in society, and empower our clients to shape the future. In partnership with our talented and diverse professionals, we serve as stewards of change and share in the responsibility to create a sustainable future.

We are committed to our RI²SE values: Respect, Integrity, Innovation, Stewardship and Excellence – which provide clear, actionable, and uncompromising standards for how we must treat one another and serve our communities at large.

Sustainability, culture, inclusion & diversity, and corporate responsibility are central to our corporate identity. Through our first two years as an organization, we have made significant strides, including:

- Establishing a Corporate Social Responsibility (CSR) Council leading the way across six pillars: Volunteering, Pro Bono Consulting, Board Service, Sustainability, a Signature Program focused on STEM education, and Giving.
- Committing to a sustainable future for our environment by setting a science-based target for greenhouse gas reductions, purchasing 100% renewable electricity offsets for our global offices, establishing Green Teams, engaging in our local communities, reporting in line with Global Reporting Initiatives (GRI), and completing a full CDP climate change response for 2020.
- Partnering with clients to build a more sustainable future through policy, technology, and strategic planning.
- Creating our LLA initiative and focused efforts on areas of our business to address processes, training, advancement, and impact in new ways including improved recruiting practices, new career and mentoring pathways, focused leadership roles, and community programs to drive positive social change inside and out.
- Receiving a perfect score on the Human Rights Campaign Corporate Equality Index and being named a Best Place to Work for LGBTQ Employees for 12 consecutive years and counting, and named on the Top 50 list of Noteworthy Companies for 2020 by Diversity Inc. We have also signed onto the Business Coalition for the Equality Act.

We look forward to co-creating the future with our people and our clients and making a positive impact in our local communities and across the globe.

Scott McIntyre
CEO, Guidehouse

Guidehouse At-A-Glance

Committed to our People, our Clients, and Communities

Our Company

8,000+ employees

50+ locations globally

Guided by our values:

RI²SE

- Respect
- Integrity
- Innovation
- Stewardship
- Excellence

4 consecutive years on Forbes Top Employers

Forbes | 2019 AMERICA'S BEST MID-SIZE EMPLOYERS

Malcolm Baldrige National Quality Award Recipient

Public Sector ISO 9001:2015 CERTIFIED SMITHERS QUALITY ASSESSMENTS

Vault 2019 Best Consulting Firm for:

#8 Energy Consulting

8x Best In KLAS

Our People

33 languages fluently spoken

46% hold professional certifications

38% have advanced degrees

Commitment to Inclusion, Diversity and Belonging

12 consecutive perfect scores with Human Rights Campaign

HUMAN RIGHTS CAMPAIGN BEST PLACES TO WORK 2021 for LGBTQ Equality 100% CORPORATE EQUALITY INDEX

37% racially diverse

50% female & **50%** male

Great Place To Work. Certified AUG 2020–AUG 2021 USA — Great Place to Work

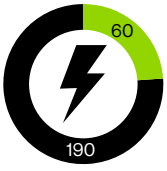
6 generations of professionals

7 employee affinity groups

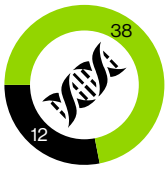
6% Veteran & Active Duty

Our Clients

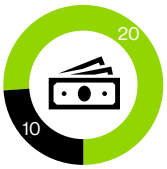
Healthcare: 7 of the top 10 hospital systems (by Member Hospital Beds)*



Energy: 60 of the world's largest electric and gas utilities***



Life Sciences: 38 of the top 50 pharmaceutical companies**



Financial Services: 20 of the 30 Largest Global SIB Banks

Our Communities

$1,400,000 in employee and corporate donations

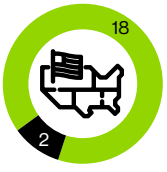
Purchased **100%** renewable energy credits for our global offices

Committed to **Science-Based Targets** to reduce our greenhouse gas emissions

Public Sector

5 branches of military service

15 out of 15 departments of the Federal Government



18 of **20** largest states

* Data Source: Definitive Healthcare

** Data Source: based on 2020 data from PharmExec

*** Data Source: 2020 S&P Global Platts Top 250 Global Energy Company Rankings®

Our Mission & Values

Together, We Rise

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 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.

Our Memberships, Awards, and Recognition

Environmental

Our Approach to Sustainability

Sustainability for Clients

Service Offerings

Guidehouse's Energy, Sustainability, and Infrastructure team supports clients in the pursuit of decarbonization, sustainability, and circularity. We partner with energy providers, investors, large corporations, the public sector, and non-governmental organizations to help them navigate a rapidly changing regulatory environment and incorporate climate risk and opportunities into strategic planning. For more information, case studies are available **here**.

Among broad clean energy services such as energy efficiency, renewable energy, and grid modernization, Guidehouse's team offers four main climate and sustainability solutions: Climate Resilience, Decarbonization Platform, Low Carbon Pathways, and Environmental, Social, & Governance (ESG) Solutions.

Climate Resilience

Our managed climate resilience service helps clients evaluate and respond to risks and opportunities caused by climate change. We enable clients to identify vulnerabilities, prioritize risks, and evaluate adaptation opportunities by developing scenarios and indicators. We develop response strategies that prioritize investment strategies and development of tracking tools. We then implement identified opportunities.

Sustainability as a Service

Guidehouse offers comprehensive energy and greenhouse gas (GHG) management and implementation solutions. These include onsite management coupled with offsite access to Guidehouse's sustainability expertise, a digital platform – **Guidehouse Papaya™**, technical expertise to deliver carbon reduction targets, and innovative finance constructions to reduce investment costs.

Low Carbon Pathways

We leverage our deep knowledge of low carbon technologies to offer comprehensive modeling and evaluation of low carbon pathways for clients across industries. Our experts develop or adapt existing low carbon scenarios and pathways, identify and prioritize new risks and opportunities, develop enhanced decarbonization roadmaps and strategies, and support the implementation of strategic planning.

Environmental, Social & Governance Solutions

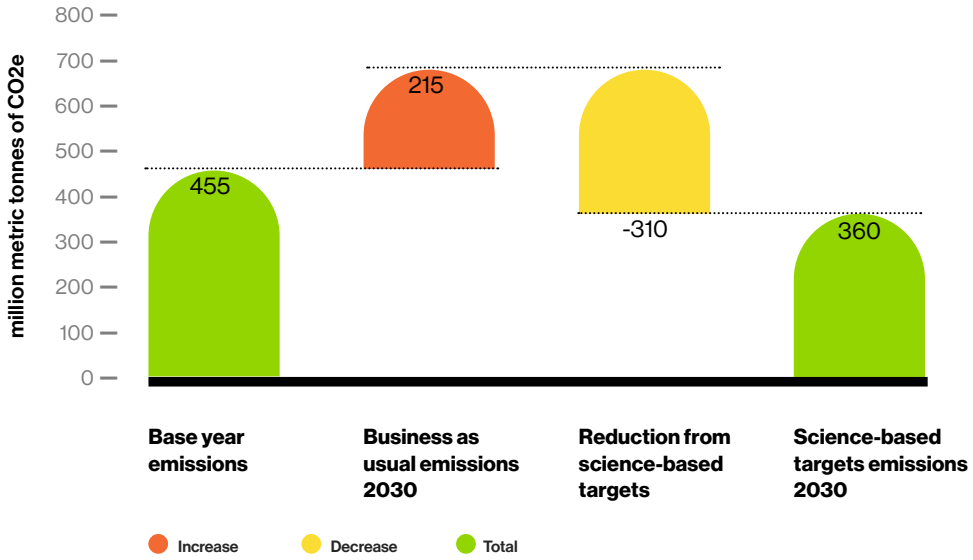
ESG has become a boardroom issue for organizations as they strive to meet growing demands for sustainable products. Companies with strong ESG ratings are increasingly rewarded by stakeholders and investors. We help clients develop and implement ESG strategies and provide tracking and monitoring services to measure progress toward ESG objectives.

Estimated Impact

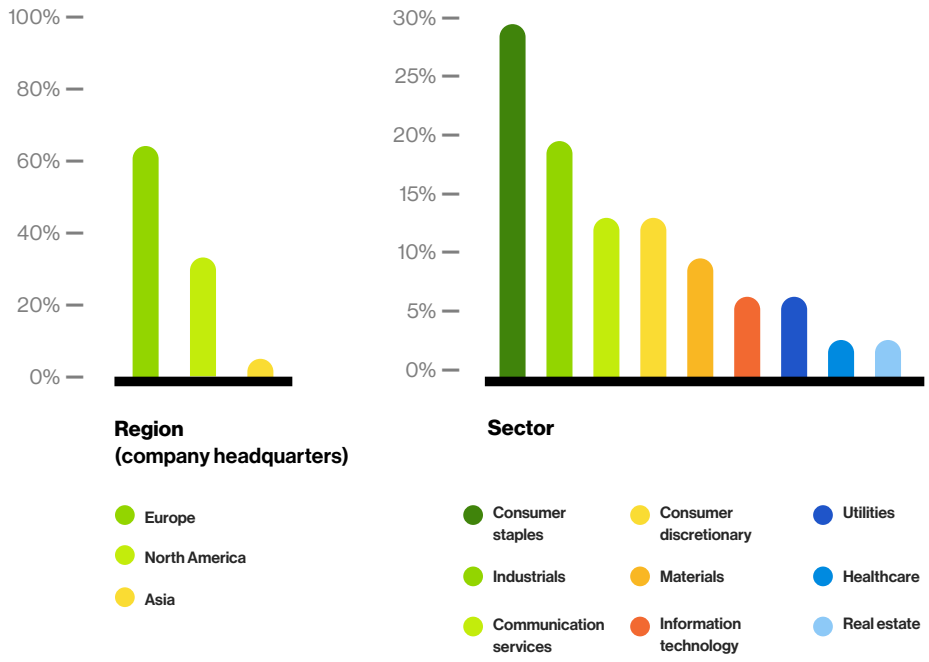
Below, we show the estimated GHG savings attributable to just one of our service offerings: helping companies develop, validate, and meet science-based targets.

We are in the process of evaluating the total impact we've had on clients' energy usage and GHG emissions. We expect to share the full scope and magnitude of these impacts in next year's report.

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



distribution by region and sector

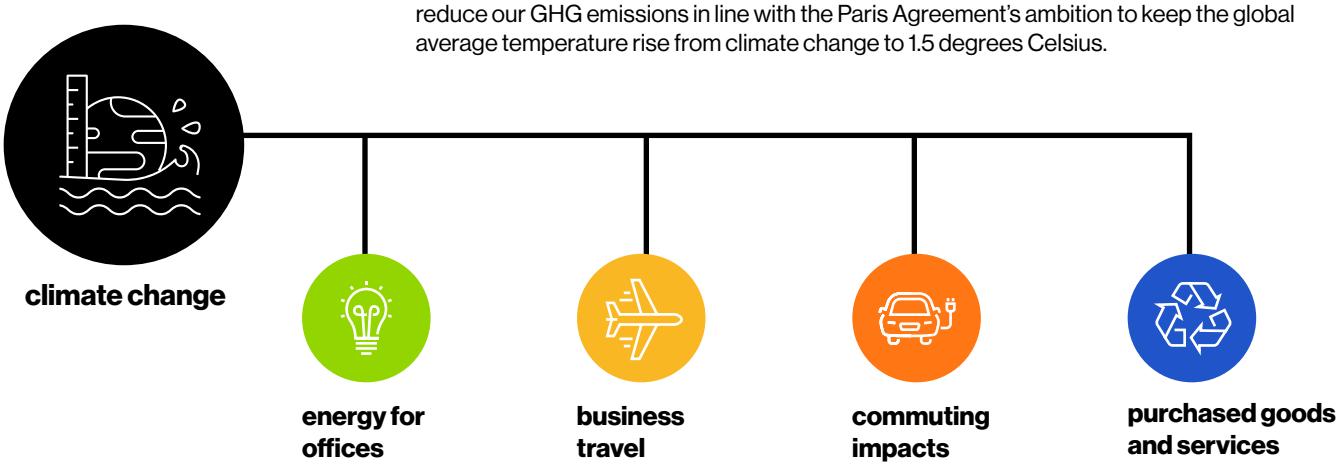


Sustainability for Guidehouse

Environment

Climate Change

At Guidehouse, we believe that a sustainability strategy not only supports the transition towards a sustainable, low carbon society – it also has strategic importance and the potential to lead to a more valuable company. That's why Guidehouse assesses and reduces its energy and GHG emissions footprint by selecting efficient office spaces, promoting the use of public transportation, and strengthening our procurement practices to include a focus on sustainability. We have committed to setting a science-based target, which means we will reduce our GHG emissions in line with the Paris Agreement's ambition to keep the global average temperature rise from climate change to 1.5 degrees Celsius.

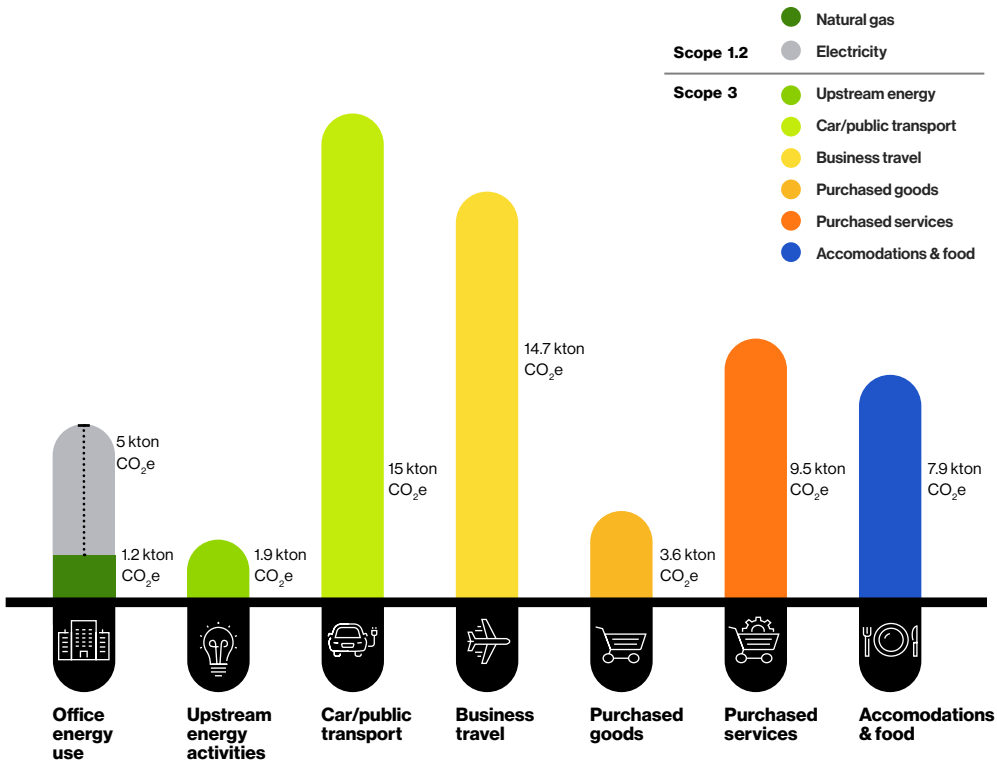


Guidehouse is committed to a 100% renewable energy goal and to that end, we purchase renewable energy credits (RECs, GoOs, i-RECs) covering 100% of our global office electricity use (scope 2 emissions). On top of purchasing renewable energy, we reduce energy use by implementing energy efficiency measures (scope 1&2 emissions).

Our impact across the supply chain (scope 3 emissions) is dominated by business travel and accommodations for our consultants globally. Accordingly, Guidehouse established a goal in 2020 to reduce our business travel by 9% per year over the next three years per employee from our 2019 baseline. This will reduce our largest climate impact for business travel emissions by approximately 25% over the three-year period. As part of this goal, we continue to promote video and teleconferences and public transportation to further reduce the climate impact associated with such travel. We purchase high quality certified carbon offsets (Gold Standard) to offset business travel in some instances as well. In addition, Green Teams promote climate reduction activities in our major offices (see CSR Council section).

Guidehouse's carbon footprint has been developed in line with the requirements provided in the relevant standards of the GHG Protocol; namely, the GHG Protocol Corporate Standard and the GHG Protocol Corporate Value Chain Accounting and Reporting Standard. In defining our GHG footprint, we have included our offices, business travel and purchased goods. In our assessment of other environmental impacts we included water-use and waste.

2019 estimate of guidehouse's GHG footprint



* This data shows Guidehouse's GHG footprint for 2019. Guidehouse expects its GHG footprint for 2020 will look substantially different due to the office closures and reduced business travel associated with our response to the COVID-19 pandemic.

* 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.

Water

Guidehouse conducted a water risk assessment using the World Resource Institute (WRI) Aqueduct tool to make a high-level risk assessment of all our offices. An office was considered water-stressed if it was in a location categorized as high risk in the overall current water risk assessment of the Aqueduct tool. Guidehouse is using this assessment to apply water reduction measures in our offices with special attention to those offices in water stressed areas as noted below, such as low-flow toilets and water saving measures relating to kitchen devices.

* Dubai and San Francisco offices were added to the list based on inhouse knowledge on the offices and potential negative impacts that exist at these locations.

Waste

Reducing waste is important to Guidehouse and to our employees. The company has Green Teams across our offices which implement waste-reducing measures on a local level (see CSR Council section). Measures currently implemented include:

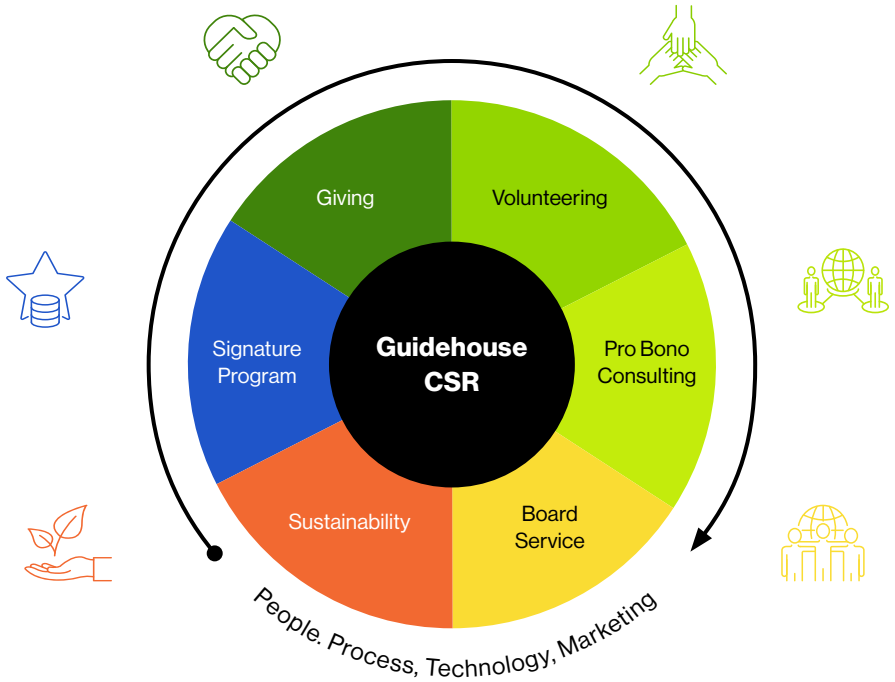
- Ensuring all offices have separate recycling and waste bins
- Training of employees on usage of recycling and waste bins
- Introducing re-useable water bottles, coffee cups, and silverware
- Purchasing office products (furniture) which can be recycled

Social

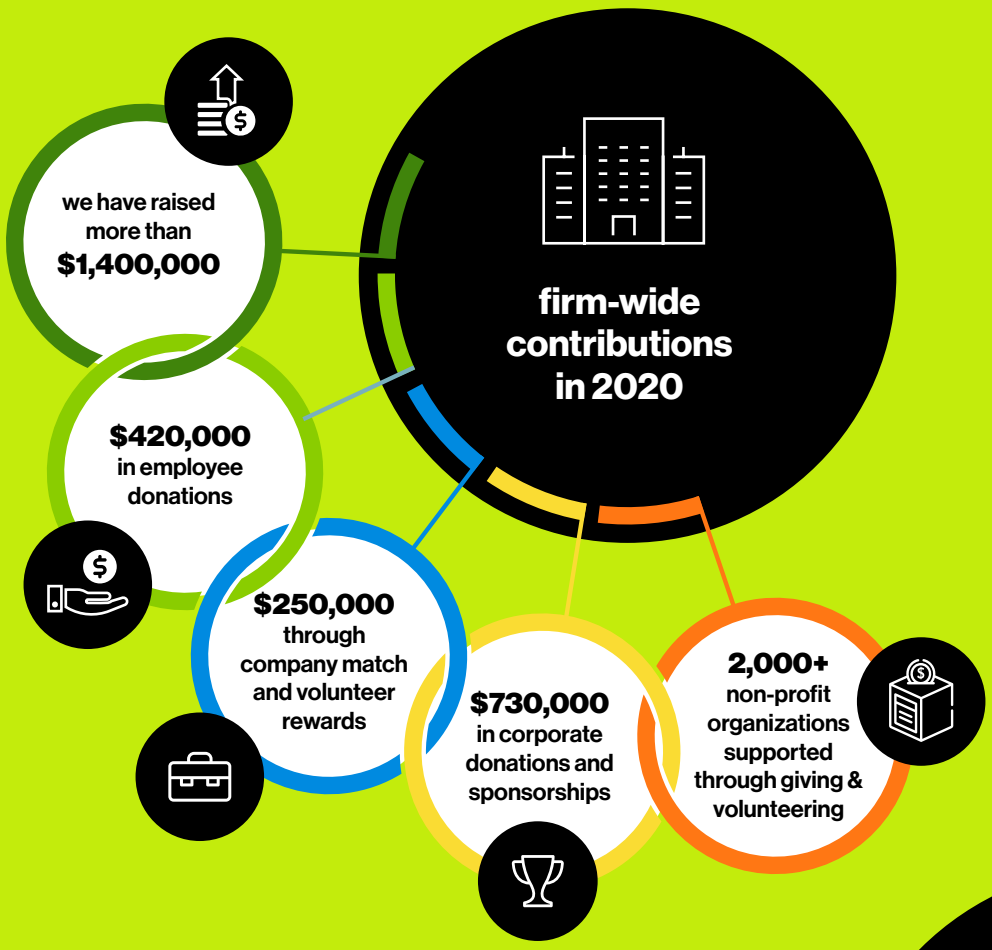
Being Part of the Community

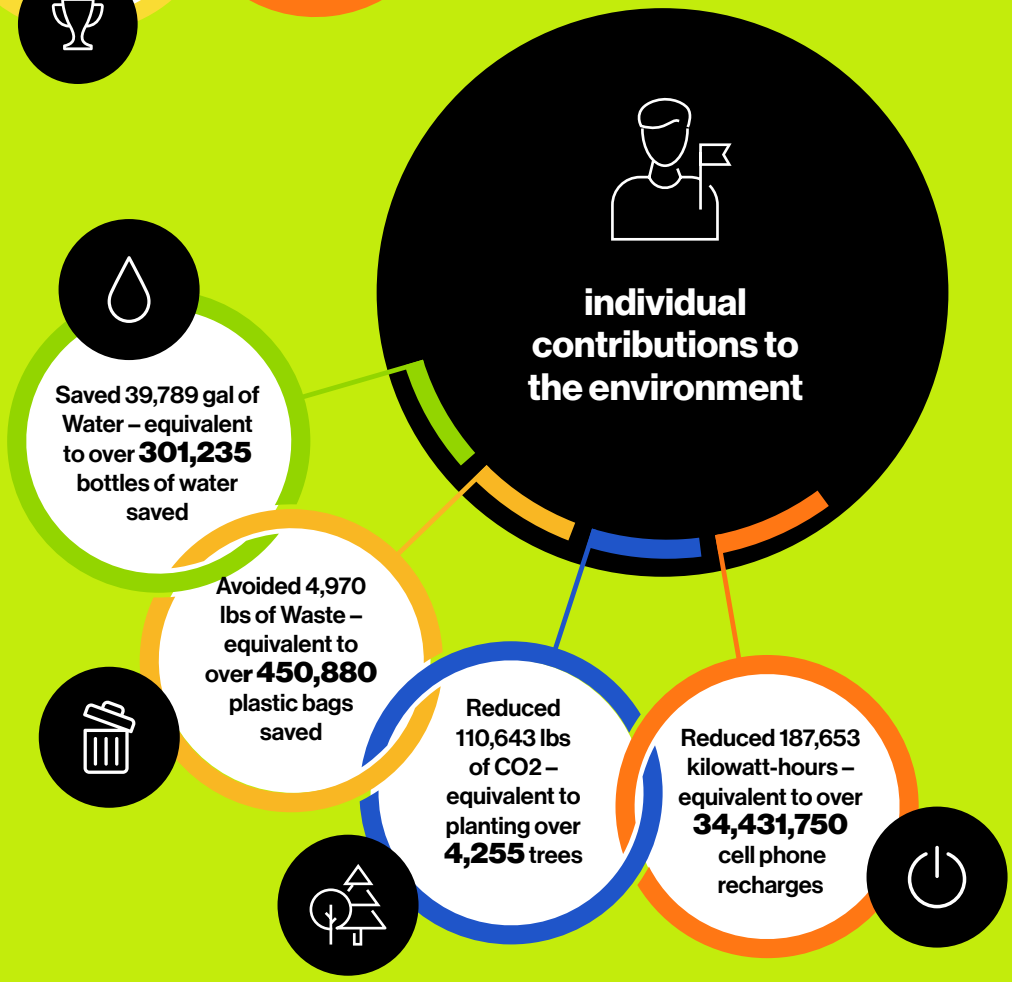
Corporate Social Responsibility Council

Our CSR Council supports our mission to engage, inspire, and empower our professionals to solve big problems and to make a positive impact on our communities where we work and live. We strive to support each of our employees in what they are passionate about and how they like to give back. Employees are encouraged to drive positive change by dedicating their time, money, and expertise to non-profit organizations in the communities where we work and live.



CSR Council At-A-Glance



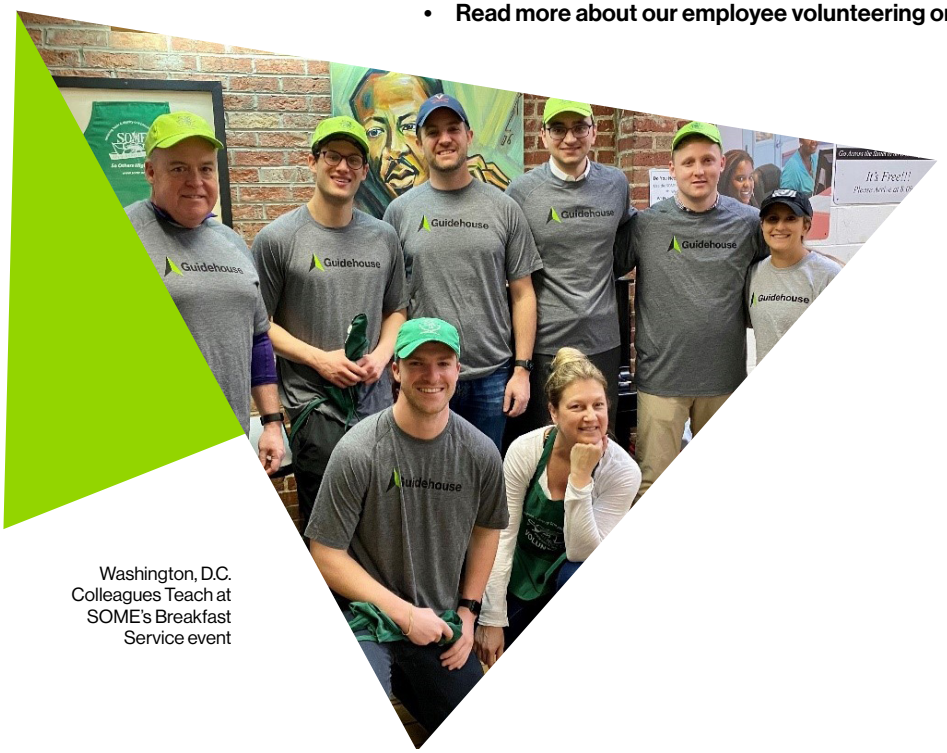


Volunteering

The Volunteering Program at Guidehouse provides guidance and motivation to encourage our professionals to harness their passion to partner with local, national, and international non-profit organizations. Through an online platform, employees can create volunteer opportunities and invite their colleagues to join, or search for local ways to get involved. Through a dollars-for-doers program, employees can track their volunteer hours and earn money into a charitable giving account.

Spotlight Stories

- So Others Might Eat (SOME) Breakfast Service: SOME's mission is to fight poverty and homelessness in Washington, D.C. The financial services team helped serve breakfast to more than 150 of DC's most vulnerable individuals. The volunteers also prepped the food and cleaned up afterward.
- Utrecht Colleagues Teach Children about Nitrogen Crisis: Guidehouse colleagues from the Utrecht office sought to teach kids about the value of sustainable energy by hosting a series of workshops at a Dutch school for vocational education during their sustainability week.
- B2B Cycling Challenge for Autism Support Services: Contributing towards the $4.5M raised and 592k miles biked, Guidehouse colleagues from multiple offices participated in Bike to the Beach, which pledged $0.54 per mile biked between April 20, 2020 and May 10, 2020 to support group homes for people with Autism.
- Anacostia Watershed Society Volunteer Event: Volunteers from Guidehouse's Maryland, Virginia and Washington, D.C. offices gathered for this Garden Workday event with Anacostia Watershed Society, whose mission is to protect and restore the Anacostia River and its watershed communities by cleaning the water, recovering the shores, and honoring the heritage. The team assisted the Dumbarton United Methodist Church with the installation of rain gardens to reduce stormwater and pollutants into the Anacostia River. Volunteers helped plant 600 native plants.
- **Read more about our employee volunteering on Giving Back page of our website.**



Washington, D.C. Colleagues Teach at SOME's Breakfast Service event

We are continuing to develop our program to leverage the knowledge and expertise at Guidehouse to help support our vision for solving big problems and building trust in society.

Pro Bono Consulting

The Pro Bono Consulting Program at Guidehouse is in its first year. The aim of the program is to leverage the skills and resources of Guidehouse professionals to assist non-profits fulfill their missions. This year, we launched two pilot projects.

Guidehouse is currently supporting a nonprofit that provides music education and music therapy at five campuses across the Washington, D.C. area and donates $600K annually in free music education and after school activities. The nonprofit recently implemented a new model for faculty compensation in an attempt to decrease instructor turnover and increase student retention. This new model has been in place for six months and Guidehouse performed data analysis to conduct a current-state and gap analysis to measure the success of the new model. This included a study to measure the outcome of the faculty compensation model which analyzed several factors including student enrollment, faculty instruction hours, and faculty retention. From the analysis, Guidehouse will develop key findings and recommendations to improve the model.

Guidehouse is also supporting a collaboration of mission-driven businesses and nonprofits that have joined forces to address food insecurity as Denver businesses, schools, and other metro agencies were forced to close their doors as a result of the COVID-19 public health emergency. Co-founded by one of Guidehouse's own in March 2020, the Denver Metro Emergency Food Network delivered more than 325,000 free meals to the thousands of families, elderly, and individuals in need that have reduced food security and access to food. In support of their mission to build a long-term commitment to improving food access and security across the Denver Metro area, the Guidehouse team offered their expertise to research and assess the Denver food access network landscape as part of the pro bono consulting program. To do this, the team is answering questions to understand where the gaps in food access are, where the overlaps are, what other organizations are working to address this problem, and what is the nonprofit's capacity to address food insecurity.

The COVID-19 pandemic and the heightened awareness of social justice issues in 2020 have created a need where we continue to focus our efforts. For example, Guidehouse is assisting PayPal and the Association for Enterprise Opportunity with the administration of $15M in grants for over 1,300 Black owned businesses impacted by the economic fallout of the pandemic and civil unrest impacting our communities. The Guidehouse team (i) designed a business health assessment to help business owners assess critical areas impacting their strategy, operations, financials and customer relationships, and (ii) conducted coaching clinics with business owners to review findings, prioritize critical next steps, and help develop an action plan to help them not only maintain their business during this time but position them for growth.

We are continuing to develop other pandemic and social justice-related programs to leverage the knowledge and expertise at Guidehouse to help support our vision for solving big problems and building trust in society. Guidehouse used the lessons learned from our 2020 pilots, along with best practices from other established pro bono programs, to develop a repeatable and effective program for 2021.

Board Service

Under the Board Service Pillar, we seek to identify candidates for board service, match them with local and national non-profits, and support them to be great board members through training, thought leadership, and information sharing of best practices. This program is in the early stages of development, but has partnered with our Learning & Development team to create training and has identified partner organizations to help place our professionals on boards. We strive to create a Center of Excellence where employees can receive mentorship, training, Board matching, and more.

Anacostia Watershed Society Volunteers planting rain gardens

Sustainability

The Sustainability Pillar positions the company to achieve its science-based target and engages our professionals to identify, promote, and facilitate sustainable business activities to improve the environmental impact of our firm and our communities. Our operational efforts are focused around creating working environments to inspire, by reducing plastic use, providing commuter incentives, designing office space to be people-centered, and recycling employee electronics. Our community involvement efforts are centered on engaging with our communities through volunteer events and partnerships with local, national, and worldwide organizations.

Guidehouse also focuses on supporting local communities and engaging with leaders and organizations in tackling the most challenging problems in sustainability. We use a two-pronged approach to ground our community engagement activities: 1) hold and participate in volunteer events, and 2) form strategic partnerships. Volunteering is our grassroots way of letting our staff take charge of sustainability in the community. For strategic partnerships, we are always looking to work with sustainability leaders and organizations to achieve big results affecting society. We bring our unique perspective to the table, co-creating approaches and solutions that will address sustainability on both a local and broad scale. For example, we worked with the Anacostia Watershed Society (AWS) in Washington, D.C. to determine some best practices for soil erosion in the city. Partnerships like these give voice to our company beyond consulting clients and keeps our team abreast of the smart people out there trying to do good in the world.

With Guidehouse's commitment to the Science Based Targets initiative (SBTi), we join other leading companies that agree to set emissions reduction targets in line with climate science and the ambitions of the Paris Agreement. Notably, we were instrumental in developing the Sectoral Decarbonization Approach for the SBTi and serve as a member of the Technical Advisory Group led by the SBTi. Guidehouse has joined the World Business Council for Sustainable Development and has committed to purchasing 100% renewable energy for its offices around the world.

Our operational efforts demonstrate that Guidehouse is a leader in corporate sustainability. This includes annual scope 1, 2, and 3 carbon footprinting efforts and disclosure to CDP (See Appendix A) as well as carrying out abatement efforts and identifying GHG reduction measures. We also deal with ESG issues, materiality, and external reporting. Green Team efforts, described below, help to improve the operations of our offices through reductions in energy use, water use, and waste. These efforts help to inform our corporate strategy in relation to mitigating our carbon footprint and becoming a greener company in our operations.

Green Teams:

As mentioned above, our Sustainability Pillar also encompasses our Green Team efforts. Green Teams are one of Guidehouse's core employee engagement initiatives. Green Teams are local, office-based teams which strive to create a sustainable environment for Guidehouse and drive positive change regarding environmental issues. Green Teams focus on both their office space and their communities, engaging in activities ranging from purchasing reusable dishware to picking up trash in their office's neighborhood.

Green Teams were first piloted in the fourth quarter of 2018 and have since gained traction, showcasing many positive results to date. Green Teams' ideas and projects are completely grassroots. Each team focuses only on what they think will help their office and/or community – they are never given top-down directives. Team members have assisted corporate strategy in other areas, such as our Green Procurement project, but are always encouraged to focus on their own plans. Green Teams meet quarterly and share their successes and exchange best practices through an online platform.

Our Toronto team participating in "Clean Toronto Together"

Green Teams have completed a wide variety of projects and ongoing initiatives. Some highlights are shown below:

- **Washington, D.C:** Colleagues purchased reusable mugs to help reduce the number of paper/plastic cups which are used every week. The team even created a video and several promotional posters to help spread awareness of the initiative to coworkers in their office space.
- **Toronto, ON, Canada:** Our Toronto office team and several coworkers participated in "Clean Toronto Together," (shown to the left), a citywide event where team members cleaned streets near their office.
- **San Francisco, CA:** The SF team replaced plastic with reusable utensils and significantly reduced paper product usage in lunchroom through an employee "bring-your-own reusable" campaign.
- **Chicago, IL:** Our office in Chicago created waste signage for their local waste services provider and posted it around the office in order to educate employees on proper waste disposal. This helped prevent employees from disposing incorrect items in recycling bins and reduces the chances of errors in the recycling process.
- **Utrecht, Netherlands:** The Utrecht office converted their catering for local events to be completely vegetarian. This helps to lower the impact on the environment created by raising livestock for meat.
- **New York City, NY:** The NYC office created a newsletter to send to their office with updates on green initiatives citywide, ideas to help improve the office, advice, and other great bits of information to help their coworkers always have the environment in mind.

Signature Program

Our Signature Program serves as an incubator for new ideas and initiatives where we can have a collective impact. Launched at the end of 2019, the team leveraged Code.org to promote STEM education by placing volunteers in schools to teach kids and teachers basic coding and computer science skills. With the recent pandemic, we worked with Code.org to move the program virtual and have started the train the trainer sessions with a pilot group.

Giving

The philosophy behind our Giving initiative is to empower our professionals to follow their passions and give back in a way that is meaningful to them. We support this through a company matching program, a recurring donation capability, volunteer rewards, employee-led giving campaigns, annual company-wide campaigns, and creative fundraising opportunities. We also offer support for larger grant sponsorships and board member support.

Culture, Inclusion & Diversity

Guidehouse's Inclusion & Diversity (I&D) program is committed to fostering a work environment that creates awareness, supports an open exchange of ideas, and encourages a collaborative culture. The program allows our professionals to grow their internal and external networks, develop a greater affinity for different experiences, and enhance cultural competency—a vital leadership skill in today's global business environment and, more importantly, a core tenet of Guidehouse's culture and RI^{2}SE values. Through our I&D programs, we're able to more deeply understand and appreciate the needs of our colleagues and clients.

Guidehouse's Inclusion & Diversity Program comprises seven inclusion networks: Pan-Asian, Black, Latinx, OPEN (LGBTQ), Women, Veterans, and Young Professionals.

Listen. Learn. Act.

The LLA initiative is the operating principle that Guidehouse adopted to organize the efforts of our people, the company, our communities and our clients to advance racial and social justice and equality. From our inception, Guidehouse has been working to create a platform that embraces and celebrates diversity in all areas of humanity, culture, and society. We want to see a world where markets, companies, communities, and individuals thrive and succeed and where hate, discrimination, and injustice have no place.

To elevate this vision, Guidehouse's executive leadership team and the I&D Council jointly launched a phased approach. We started by engaging employees in listening sessions to gather a wide range of ideas and perspectives. Then we provided educational opportunities companywide through the new Advancing Justice & Equality learning resources site. We also developed a CEO Blueprint of actions and commitments that the company will take to address racial and social injustice and equality.

The CEO Blueprint includes over 30 initiatives focused on virtually every business area to address processes, training, advancement, and impact in new ways, including improved recruiting practices, career and mentoring pathways, focused leadership roles, and community programs to drive positive change inside and out. LLA is core to our DNA and weaves through the broader inclusion and diversity strategy. We are excited about the prospects of this program as a change agent within and outside the company.

Black History Month (February):

Each year the Black Inclusion Network commemorates Black History Month by celebrating the culture through a number of local office and firm-wide of events. For the past several years, the Inclusion Network has participated in community events and organized donation drives where employees have donated items and funds to support local organizations who help those less fortunate in their communities. The culture of the affinity group is showcased through events such as museum outings, trivia, food tastings, and movie/documentary viewings.

International Women's Day (March):

Each March, the Women's Inclusion Network celebrates Women's History Month and International Women's Day with firm-wide activities as well as office-based programming. Example initiatives have included a screening of a shortened version of the film "Girl Rising"; a panel discussion featuring the clients and senior Guidehouse professionals who discussed how women can create opportunities to make an impact within their communities; and, a webinar featuring tips and tricks to achieve a more balanced life, all of which are just a few examples of the programming opportunities for our members.

Asian Pacific American Heritage Month (May):

Each year during Asian-Pacific American Heritage Month, PAN members along with other colleagues celebrate and recognize the contributions of Asian Americans and Pacific Islander Americans. Through virtual event programming and local initiatives, employees participate in trivia, dance and music, museum outings, and other culturally relevant initiatives. PAN also sponsors firmwide webinars that provide a space to discuss items that have a profound impact on the community. For example, in 2020, PAN hosted an event to have a discussion on the concept of intersectionality and the model minority myth.

Guidehouse Inclusion Networks

Our I&D program offers seven inclusion networks: Pan-Asian, Black, Latinx, OPEN (LGBTQ), Women, Veterans and Young Professionals

1. Pan-Asian Inclusion Network

Guidehouse's 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, and recruitment and retention. PAN also delivers a monthly newsletter to keep staff engaged through updates on notable Asian and Pacific Islander luminaries, recipes, upcoming events, and global events.

2. Black Inclusion Network

The Black Inclusion Network (BIN) mission is to support and advise 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. BIN enables internal and external networking opportunities through professional development and connectivity events and by supporting and partnering with external organizations that contribute to the development of Black and African-American communities and professionals.

3. Latinx Inclusion Network

Guidehouse's Latinx Inclusion Network provides professional and social networking for employees of Hispanic/Latinx heritage and employees who want to learn more about the culture. The Latinx Inclusion Network provides its members with professional development and support, as well as encourages network development both within Guidehouse and externally. The Latinx Inclusion Network aims to provide connections across the organization – geographically and across practice areas – to build relationships with each other, 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 OPEN Inclusion Network (LGBTQ Employee Network) is an internal global employee network formed around the support of lesbian, gay, bisexual, transgender, and queer (LGBTQ) communities. The network's progressive approach to LGBTQ issues is widely recognized. Guidehouse is among the Human Rights Campaign's Best Places to Work for LGBTQ Equality, and we have earned a 100 percent rating for 12 consecutive years on the HRC's Corporate Equality Index. Throughout the year, the OPEN Inclusion Network provides support, education and awareness around many important dates on the LGBTQ calendar 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. Additionally, support of and partnerships with LGBTQ organizations is key to our mission, including the Point Foundation, PFLAG, and Whitman Walker Health.

5. Women's Inclusion Network

Guidehouse's Women's Inclusion Network provides an inclusive, multi-dimensional environment to support the connection and development of female employees. Members of Guidehouse's Women's Inclusion Network gather regularly both in-person and virtually to discuss industry-hot topics, personal and professional development opportunities, and to network. In several offices, members participate in informative "power breaks" to connect, build relationships, and further their professional development. Members also collaborate regularly with external organizations such as the Elevate Network, The Association of Women in Water, Energy & the Environment, and other industry-specific organizations The Women's Inclusion Network also organizes annual programming focused on the personal and professional development of our members and offers opportunities for networking, leadership, mentorship and career development. 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 our diverse membership.

National Pride Month (June):

OPEN celebrates National Pride Month during June with networking and awareness activities, including participating in Pride parades in such cities as Chicago, DC, Denver, and Indianapolis. Past celebrations have included webinars on an analysis of the U.S. Supreme Court Ruling on Marriage Equality; a conversation with Breanna Sinclairé, the first openly transgender woman to study and graduate from the San Francisco Conservatory of Music; and the pursuit of inclusion, presented by Annise Parker, the first openly gay mayor of a major U.S. city (Houston). The network has also hosted trivia events and fundraisers for LGBTQ youth organizations.

Hispanic Heritage Month (September 15 – October 15):

Each year during Hispanic Heritage Month, and throughout the year, Latinx Inclusion Network members showcase their cultural interests and connect with fellow employees through office-based activities. Celebrations focus on music, dance, food, trivia, and more, all with Hispanic/Latinx influences. The Latinx Inclusion Network has also hosted firmwide webinars that have focused on successful Hispanic/Latinx business executives who talked about their path to success and how their Hispanic/Latinx heritage has impacted their journeys.

Veteran & Military Observances:

Throughout the year, the VAN honors our veteran and military professionals on key days of observance. Memorial Day and Veterans Day allow network members and all employees to honor, recognize, and give thanks for the sacrifices made by veterans. Example initiatives have included employees making paracord bracelets and writing letters of gratitude which were included in care packages sent to troops deployed overseas. Yellow Ribbon Cake ceremonies are traditionally held in various offices across the company on November 11th at 11:11 a.m. to commemorate the WWI armistice between the Allied nations and Germany. Employees have also participated in a jeans/camo day where donations were raised for organizations that support veterans and their families. Additionally, a "Wall of Heroes" video montage was created to honor veterans in the lives of our employees.

6. Veteran Affinity Network

Guidehouse's Veteran Affinity Network (VAN) is committed to the recruitment and development of 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.

Partnership with FourBlock

Guidehouse and VAN have a number of partnerships with veteran organizations, including FourBlock. FourBlock helps transitioning veterans go beyond traditional transition 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 every year.

7. Young Professionals Network

Guidehouse's Young Professionals Network is dedicated to the development of young professionals through networking opportunities, knowledge sharing, mentoring, CSR and increased exposure to leadership to elevate the employee experience. Through their participation, young professionals further develop their skills, become better connected to each other and enhance their careers and leadership skills. Young Professionals at Guidehouse are invited to participate in programming on both a companywide-basis and in office-based programming, all designed to invest in their professional development and help create connections and networking opportunities. All activities are designed to meet the needs and objectives identified by the network membership. Example programming includes cross-practice, office-based trivia events, senior leader panel discussions, corporate social responsibility activities, networking events and trainings.

Guidehouse Workforce Composition

Guidehouse conducted a comprehensive analysis of its workforce in order to determine areas where we can continue our efforts to increase inclusion and diversity. The entire workforce was reviewed as well as employees by job level and business segment, both globally and by country, over a three-year period. Detailed results are included in workforce composition analysis attached as Appendix B of this report.

As part of the Guidehouse CEO Blueprint under our LLA initiative, we undertook these analyses in order to assess our progress and commitment to building a more diverse, equitable, and inclusive firm. Guidehouse is proud of the results achieved to date; however, we recognize that additional efforts are required to make further advances in continuing to develop and to maintain a more diverse workforce. And, Guidehouse is committed to engaging in ongoing diversity and inclusion efforts.

Based on the current composition of our workforce, Guidehouse is undertaking affirmative steps focused on continuing to recruit highly qualified team members as well as increasing the representation of females (specifically at the Manager level and above) and increasing race/ethnicity diversity. Detailed areas of focus will be developed based on a comparison of our current workforce compared to applicable market data, along with our staffing needs, to identify targeted areas—by business segment and job level—in which Guidehouse will specifically focus its 2021 inclusion and diversity efforts.

For the purposes of the reports below, the data reflects the workforce as of September 15, 2020. Numbers shown in the following pages represent percentages.

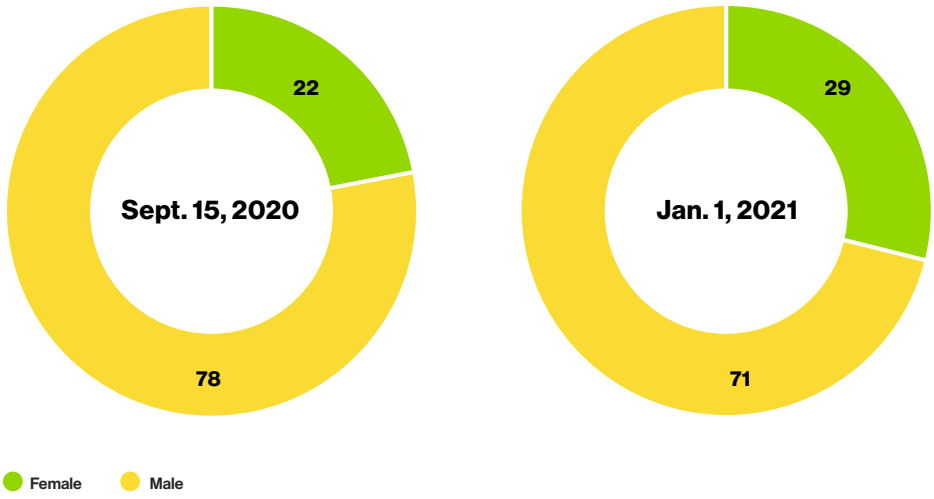
Globally, Guidehouse has an equal representation of females to males

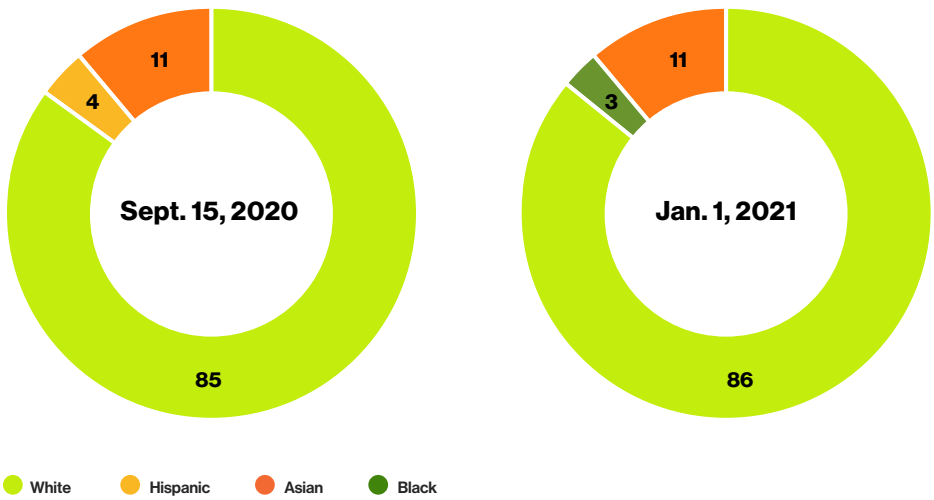
U.S. Workforce Composition

The largest percentage of the Guidehouse workforce is employed in the United States. In accordance with applicable legal standards, and in contrast to other countries, Guidehouse collects race/ethnicity data as well as military veteran status for the U.S. workforce, in addition to gender data. These additional data enable Guidehouse to conduct analyses by race/ethnicity as well as gender for the U.S. workforce.

Leadership

Guidehouse's commitment to driving inclusion and diversity is demonstrated from the top down. As the charts below demonstrate, firm leadership[1] had a seven percent increase in female representation in less than four months, from September 15, 2020 to January 1, 2021. Guidehouse plans to build on these successful results and, as a key focus for 2021, develop internal talent to increase race/ethnicity diversity in its leadership.

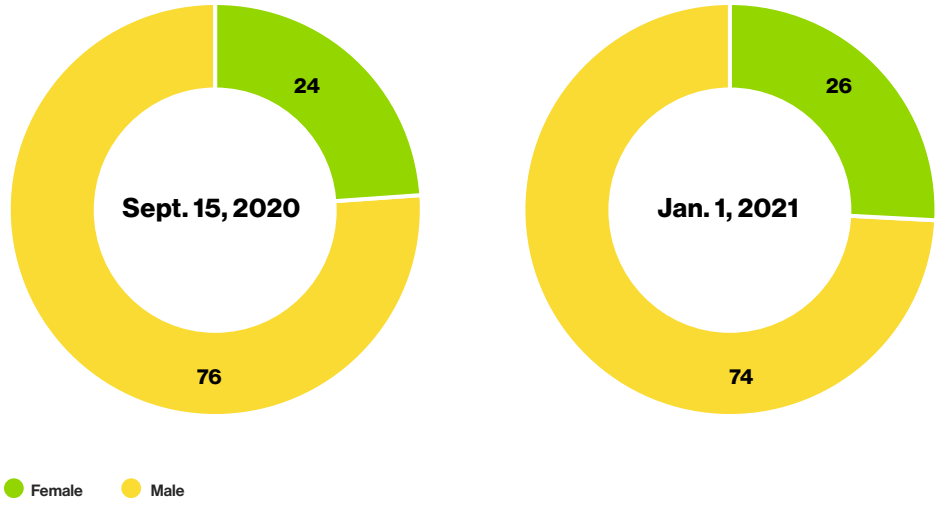


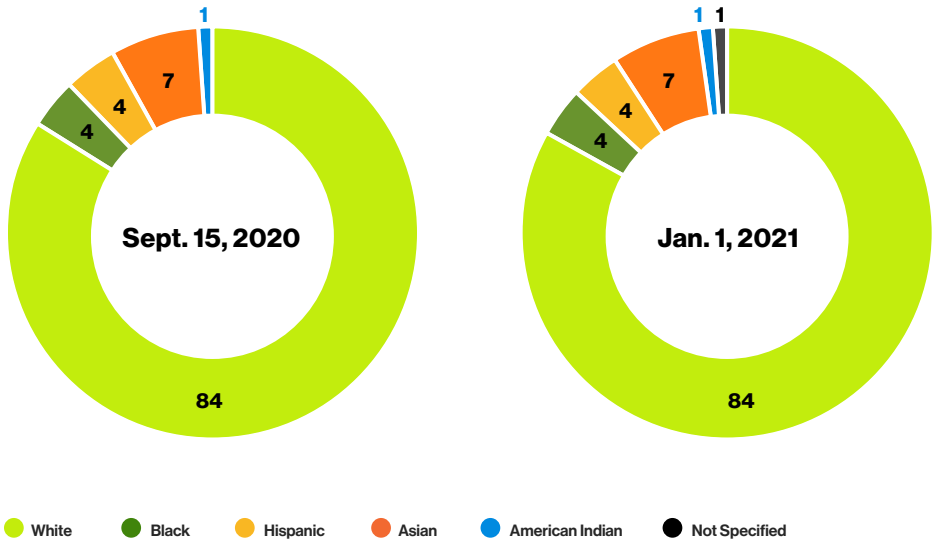


[1]Leadership is comprised of Guidehouse's Corporate Officers, C-Suite Executives, Business Segment Leaders and Practice Area Leaders.

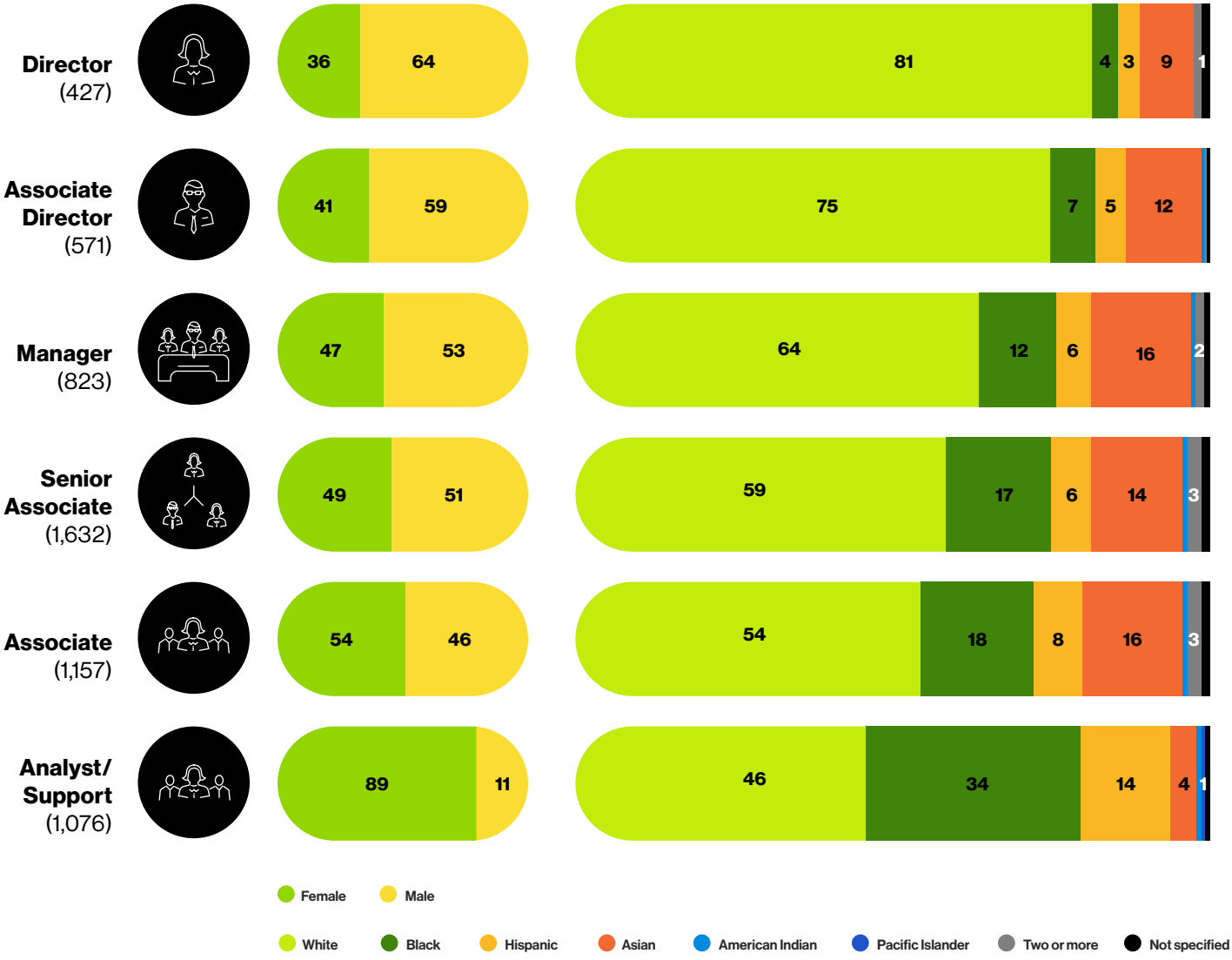
U.S. Partners

In late 2020 into early 2021, Guidehouse promoted 20 individuals into Partner roles. Forty-five percent (45%) of those promotions were females with fifteen percent (15%) being minorities. Continuing in 2021, Guidehouse is committed to developing internal talent in order to make greater progress in advancing gender and race/ethnicity within our partnership level.





2020 U.S. Workforce Composition



U.S. Military Veterans Hiring

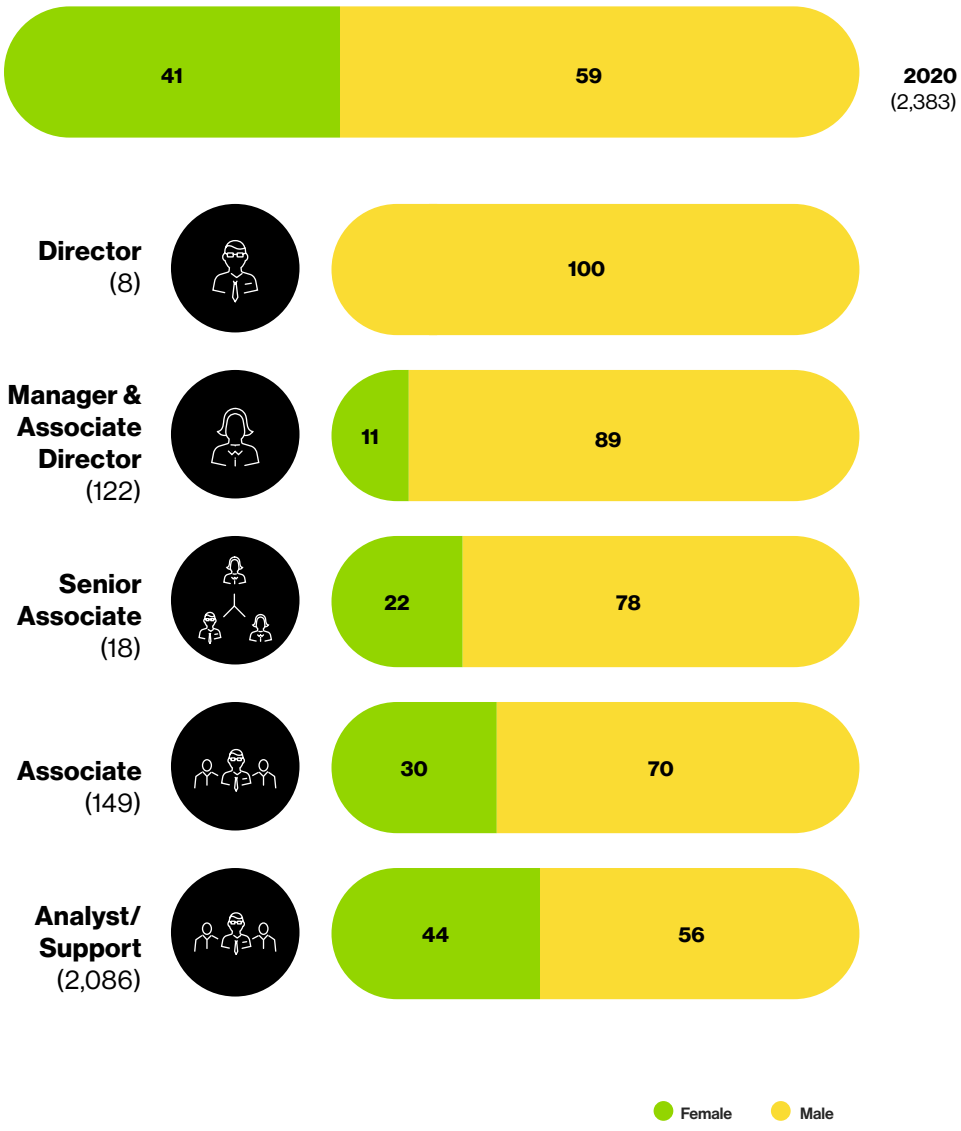
Guidehouse is proud of its successful outreach and recruitment efforts to increase the hiring of military veterans. In 2020, 6.05% of U.S. hires self-identified as a military veteran. In 2021, Guidehouse will increase its outreach efforts for military veterans in order to achieve the U.S. Department of Labor's 7% veterans' hiring benchmark goal.

Sexual Orientation and Gender Identity Reporting

Guidehouse recognizes the challenge analyzing data which is self-reported by our colleagues and continues to look for ways to improve our collection processes. We implemented a new global human capital system in the fourth quarter of 2020. As an extension of that implementation, we are undertaking an internal communications campaign in 2021 to increase Guidehouse employees' awareness of the voluntary self-reporting functionality in the system for sexual orientation, gender identity and preferred pronouns. Our human capital teams will be partnering with our OPEN Inclusion Network, employee experience team and I&D Council as part of the awareness campaign. We plan to analyze this voluntary self-reporting data for potential inclusion in next year's report.

2020 India Workforce Composition

The second largest concentration of Guidehouse employees is in India. Guidehouse acknowledges the limited representation of females in the Associate and more senior job levels and, in 2021, will focus on expanding hiring and promotion opportunities for qualified females.



Employee Training & Development

Guidehouse is invested in career development for all levels. Our holistic program includes a robust learning management system, best in class content, custom leadership courses, and programs in support of continuing education and certification.

Key Highlights

- 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.
- Tuition assistance program for employees completing advanced degrees – over 104 employees in 2020.
- Supplemental learning to support external training, certification, and conference opportunities to provide growth opportunities for individuals with a supported business case.
- Depending on their position in the company, employees complete between 3.5 – 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 HIPAA laws and other privacy laws applicable to their positions.
- All employees* (100%) receive formalized feedback within their first 15 months of employment at Guidehouse, which continues on an annual basis.

*Excludes project and professional hourly employees

Governance

Making Ethical Decisions

At Guidehouse, our values of Respect, Integrity, Innovation, Stewardship and Excellence are 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.

Ethics and Compliance Programs

At Guidehouse, we are committed to demonstrating our values by conducting our business with integrity and excellence. We have a dedicated Ethics & Compliance team, lead 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, and in 2020, all current employees companywide were retrained on our Code of Conduct.
- Anticorruption: We will not tolerate bribery or any form of corruption, and require our employees and vendors to comply with all anticorruption laws that apply where we do business, such as the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act, and the Canada Corruption of Foreign Public Officials Act. All employees receive training on Anticorruption.
- 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 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

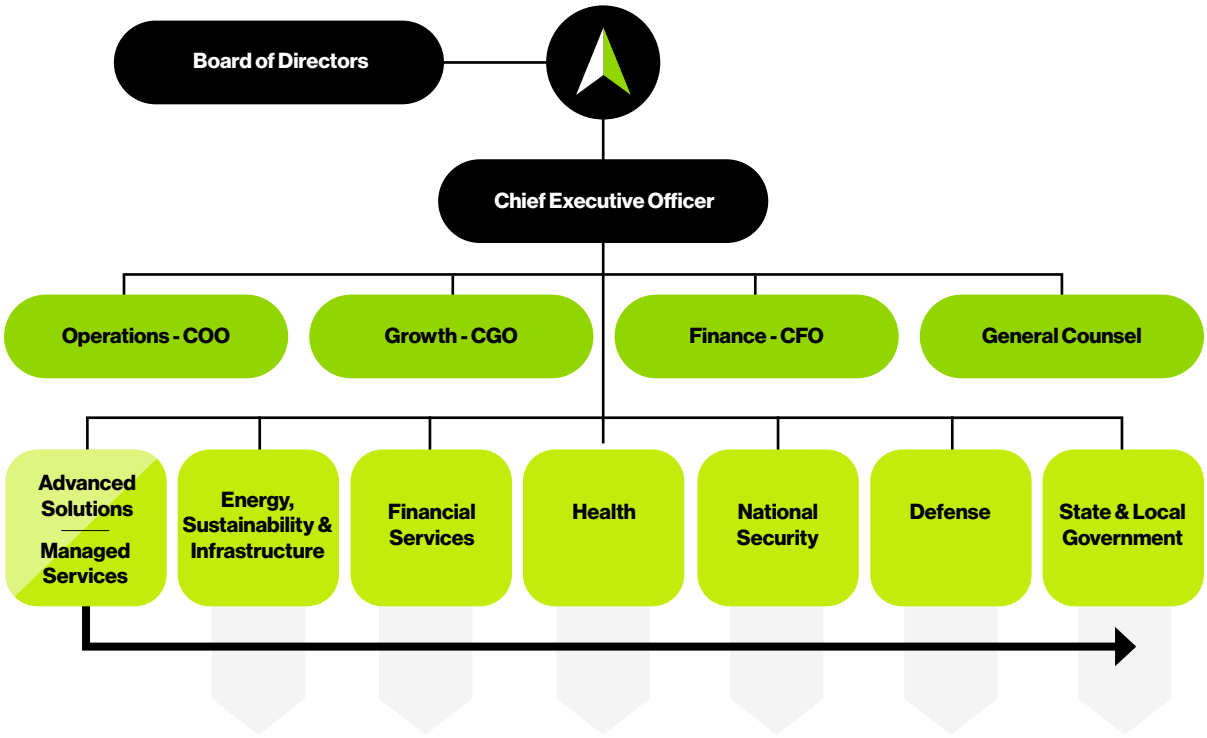
Guidehouse's Board of Directors is comprised of seven members, including two outside directors. One of the Directors is female, and two of the other Directors are of Asian descent. Chaired by Guidehouse's CEO, the Board of Directors meets at least quarterly and provides oversight of the Guidehouse management team. The Board of Directors is responsible for approving the company's annual budget and other material items. Guidehouse management dedicates a significant portion of two of the quarterly meetings each year to brief the Board of Directors on Guidehouse's sustainability and diversity efforts with additional updates on related items throughout the other quarterly meetings.

Guidehouse's leadership team is comprised 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; and
5. Partner Promotion Committee, co-chaired one of the business segment leaders and another partner.

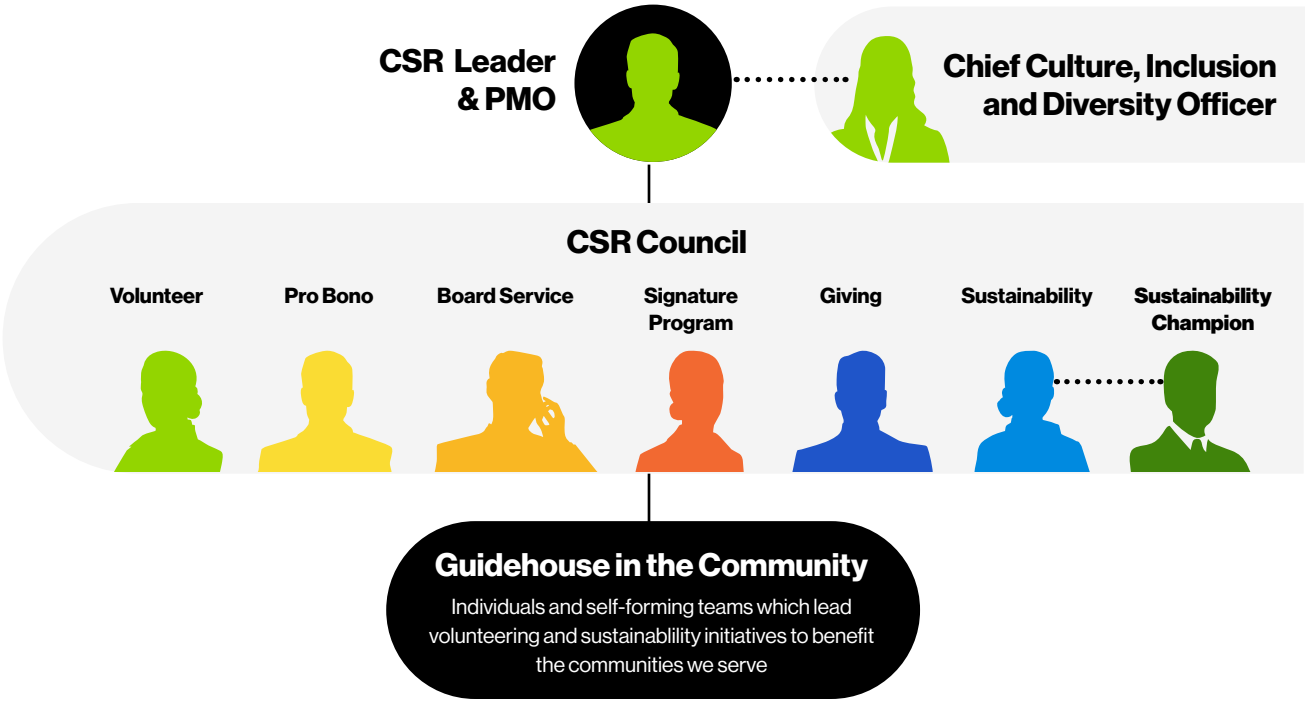
The members of the management committees are Guidehouse partners and other subject matter specialists from within the company.

The company's partners, directors, associate directors and managers lead the delivery of services to Guidehouse's client with the support of our senior consultants, consultants and staff. 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 following image.



Corporate Social Responsibility Structure

Our CSR structure is outlined in the following image. Our CSR Leader and Project Management Office (PMO) support the CSR Council, whose efforts were highlighted previously. Our CSR Council leaders drive the efforts of their respective CSR Pillars. They develop strategy, guidance, and programming for CSR initiatives. We also retained an executive search firm to conduct a search for a new Chief Culture, Inclusion and Diversity Officer. We are targeting bringing that individual into the company in the second or third quarter of 2021. In addition to leading the I&D Council, the new Chief Culture, Inclusion and Diversity Officer will help integrate, develop and support Guidehouse employee experience initiatives, engage with the CSR Council and work with the Sustainability Champion who helps to steer our sustainability efforts. Finally, we have Guidehouse in the Community, which describes individuals and self-forming teams which lead volunteering and sustainability initiatives to benefit the communities that we serve.



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

Guidehouse's Chief Operating Officer, with the support of company's Risk Committee, supervises the Guidehouse enterprise risk management program. Day-to-day activities are supported by a full time risk management team comprised of a director, associate director, and associate. The risk management team is dedicated to monitoring, recording, and mitigating risk factors across the company. The team works with Guidehouse's executive leadership team, business leaders and other subject matter specialists to adjudicate operational and enterprise risk matters as they arise.

The risk management team regularly reviews operational risks with internal departments while also holding routine opportunity review calls with client service teams to help manage day to day engagement risks. This multi-level approach allows the team to identify risks across multiple operational and client service groups as the company continues to grow its enterprise and segment-specific services.

Project risks are identified prior to the start of client engagements through the use of the Risk Identification and Consultation (RIC) process and during client engagements through the In Flight Review (IFR) process. Each engagement at Guidehouse requires the client service team to complete a RIC form to note potential risks across various risk categories (i.e. client, cross border, data security, export control, engagement execution, financial). The RIC process allows our teams to reduce/avoid engagement risks by working with internal stakeholders to develop potential mitigation strategies in advance of project start. IFRs are identified based on RIC submissions and other key events. Guidehouse plans to expand the number of IFRs conducted during 2021 as we further mature our risk processes.

Enterprise risks are reported to the Risk Committee and, where appropriate, are incorporated into the enterprise risk register for action and further reporting, including to the Board of Directors where applicable.

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 Report for 2020 **here.**

Appendix B

Guidehouse Inclusion and Diversity Metrics

Global Workforce Results 2018 through 2020*

* All data is as of September 15 of the applicable year unless otherwise noted

Gender Representation:

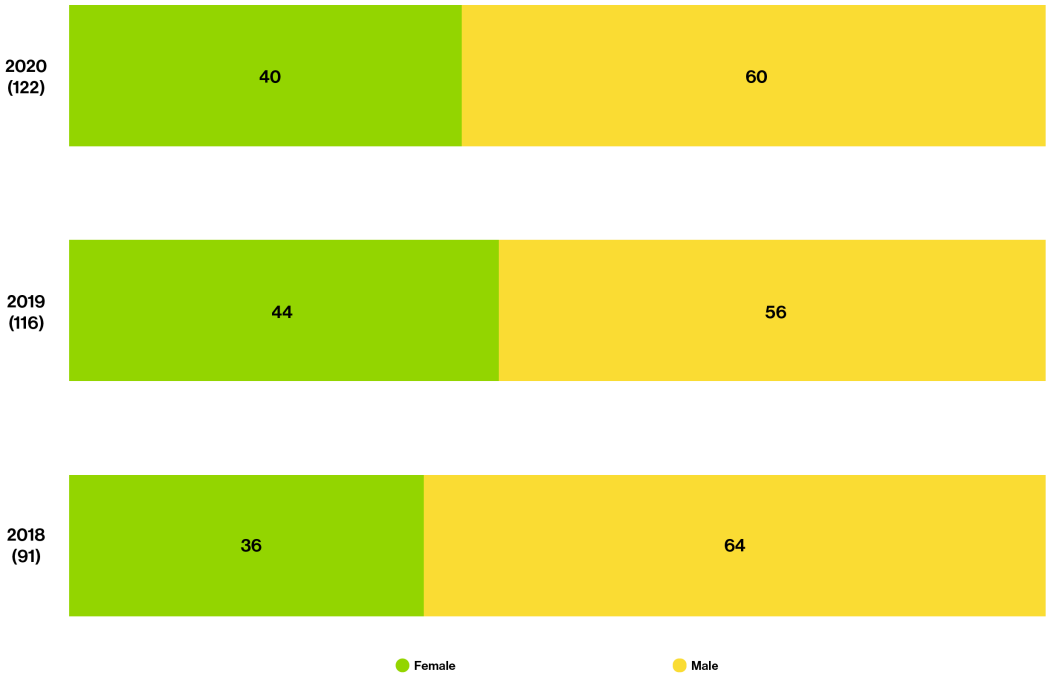
Global Workforce

Global Workforce

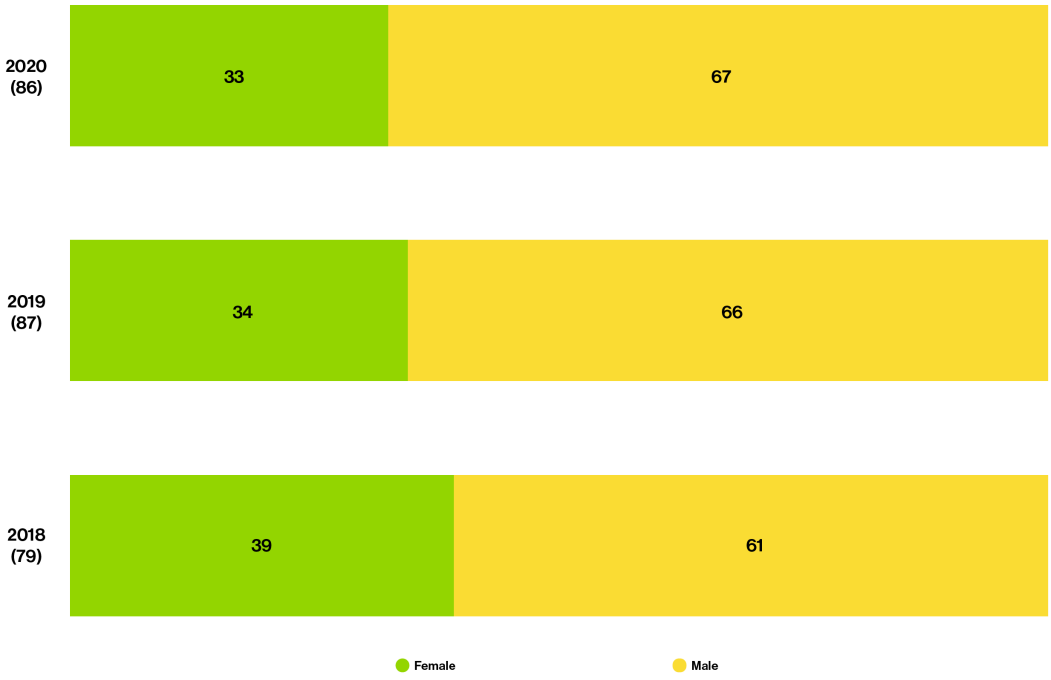
India

* Countries with fewer than 10 employees in all three years of 2018, 2019, and 2020 are not presented in the by-country analysis while they are included in the global counts.

United Kingdom

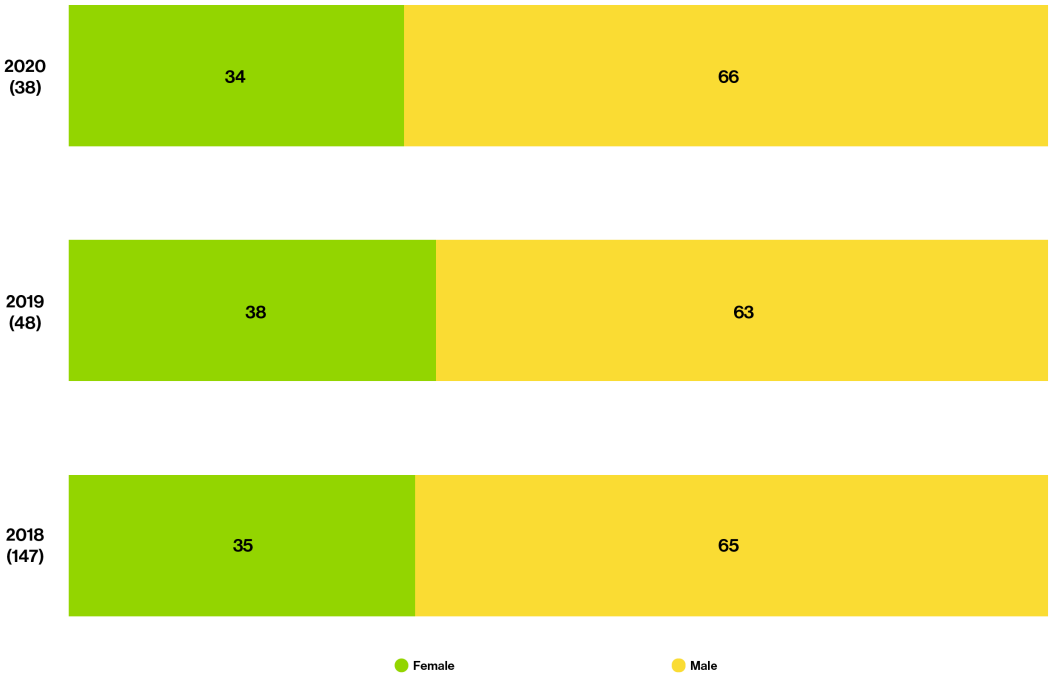


Germany



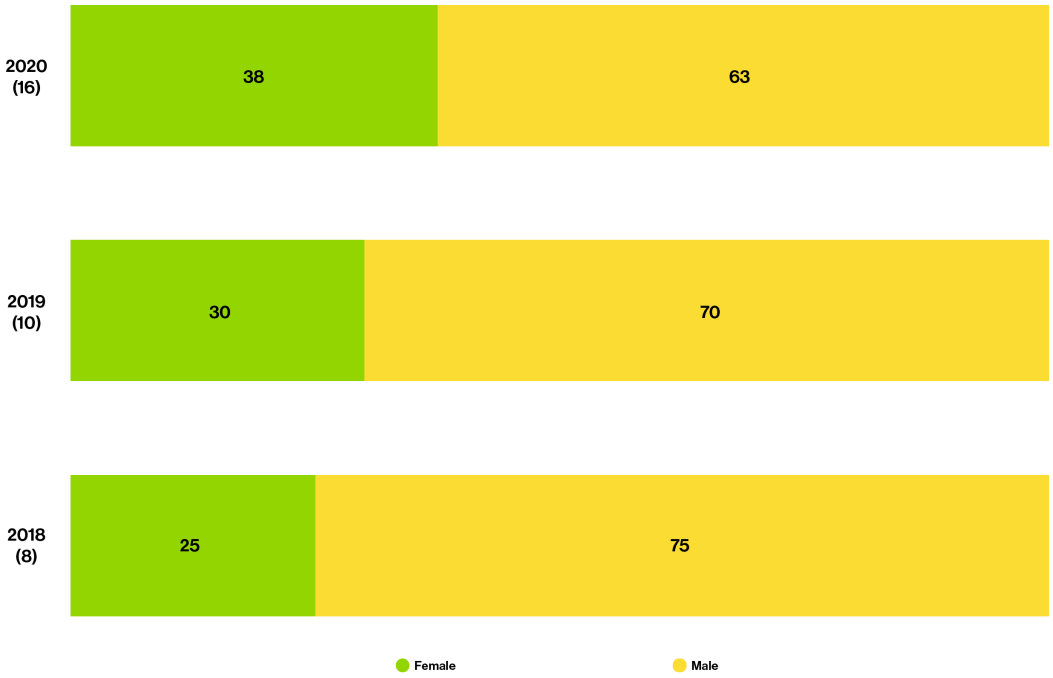
Netherlands

Canada

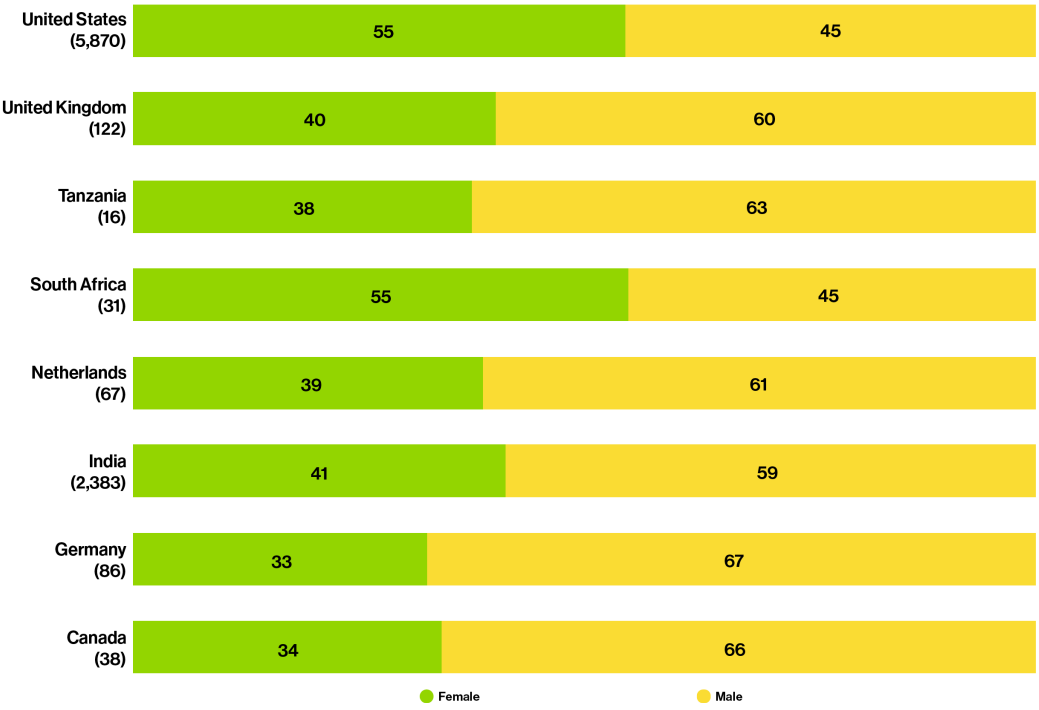


South Africa

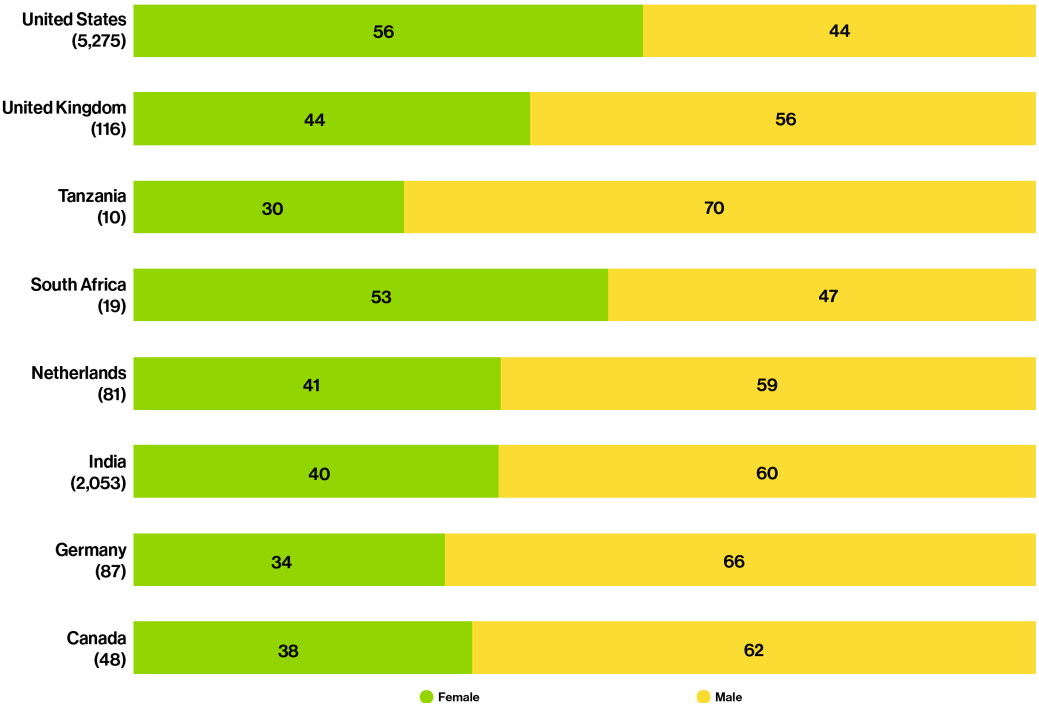
Tanzania



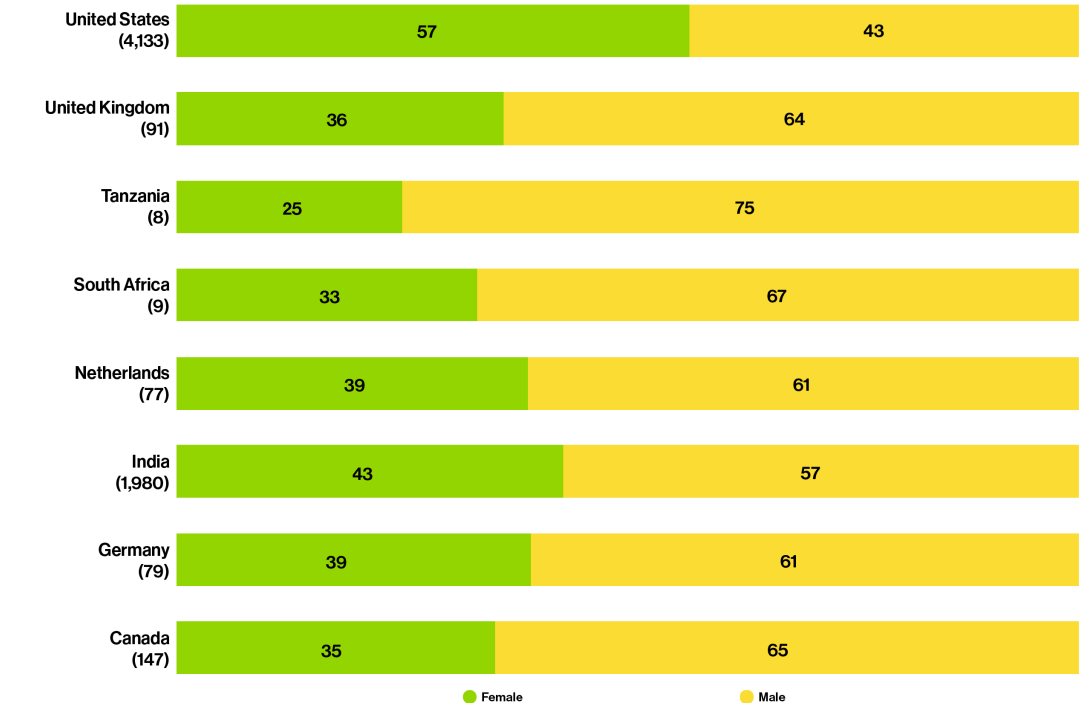
Global Workforce 2020



Global Workforce 2019



Global Workforce 2018

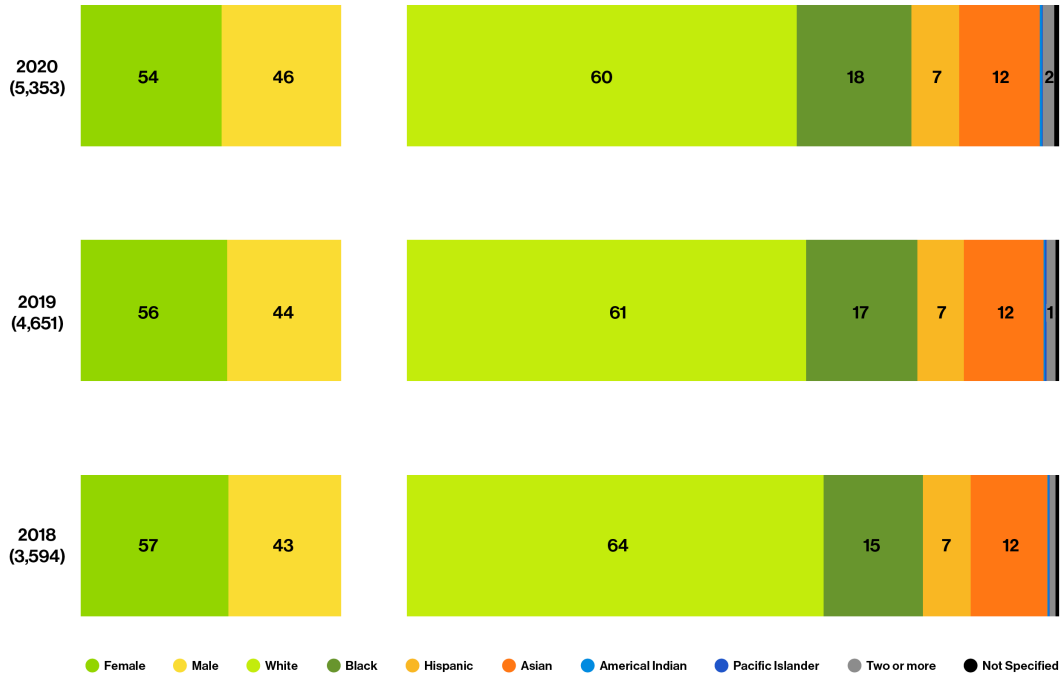


Gender and Race Representation:

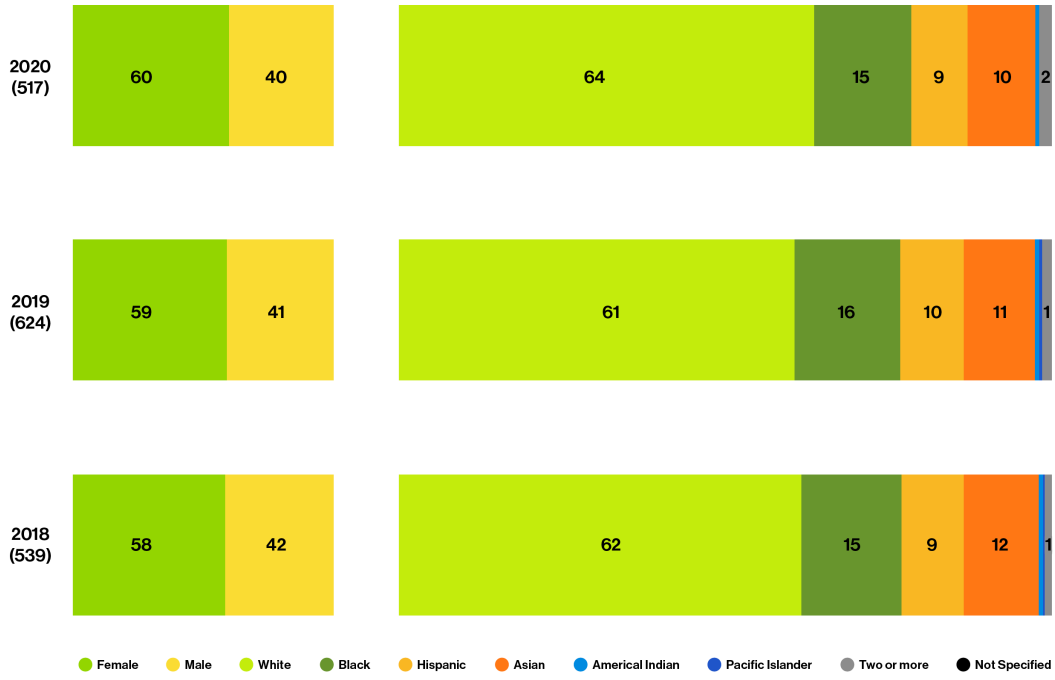
U.S. Workforce Client and Corporate Services

U.S. Workforce

U.S. Client Services



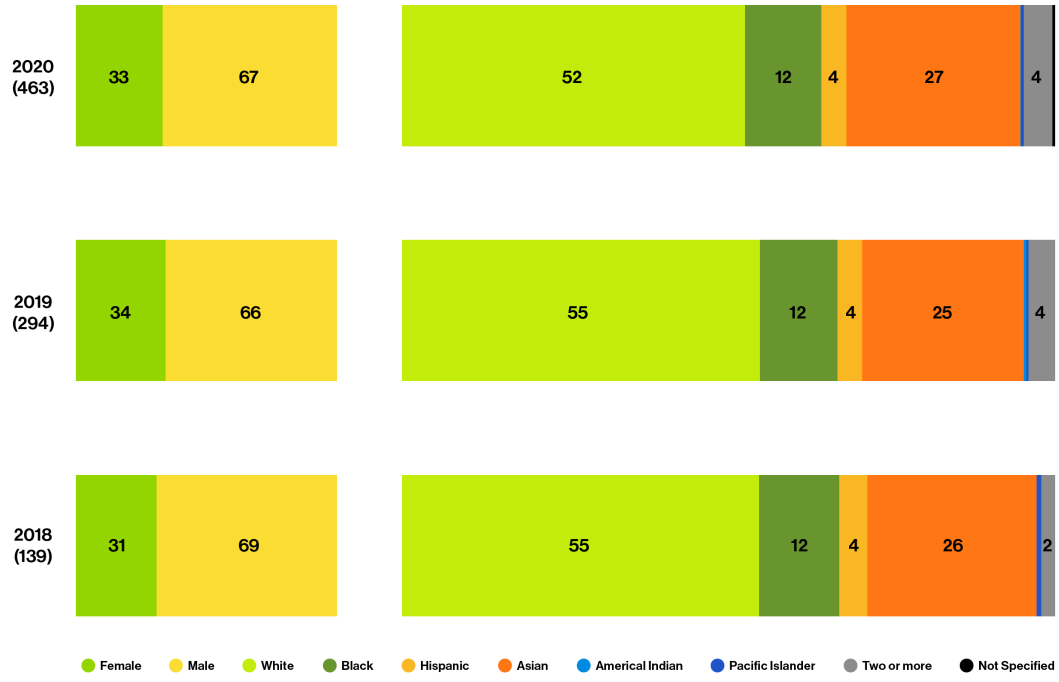
U.S. Corporate Services



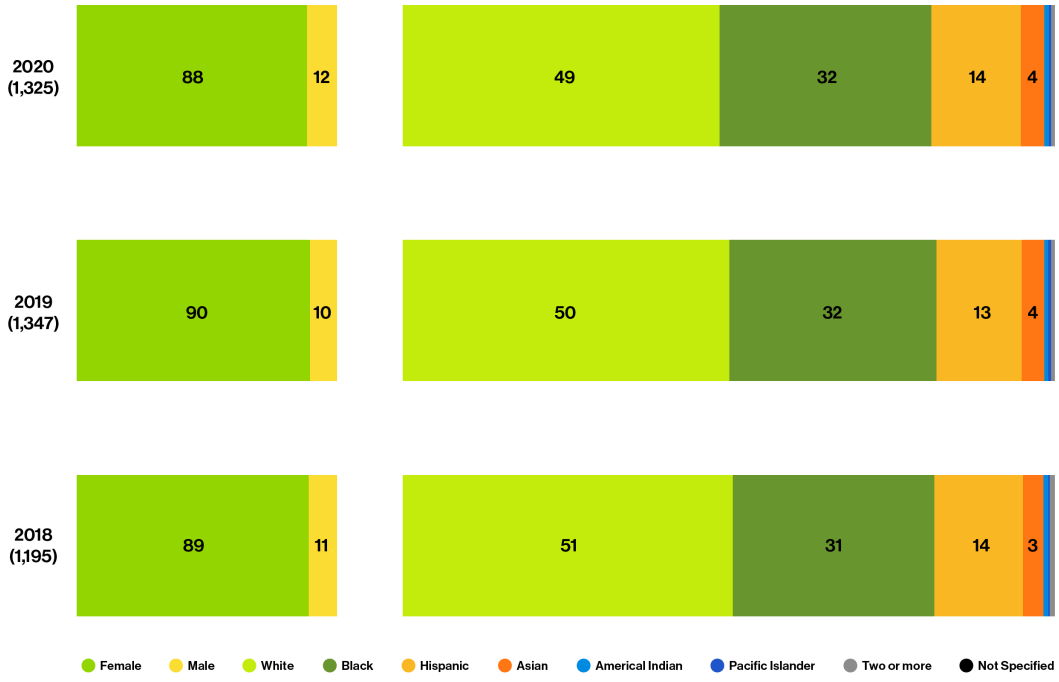
Gender and Race Representation:

U.S. Workforce by Client Service Segments

Advanced Solutions



Managed Services



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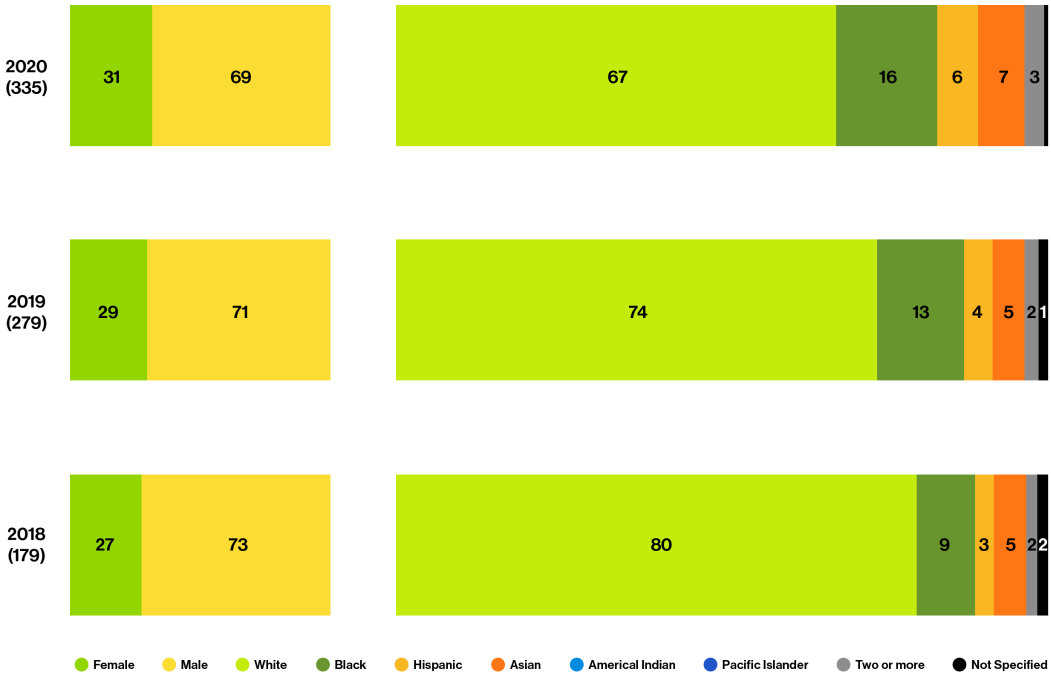
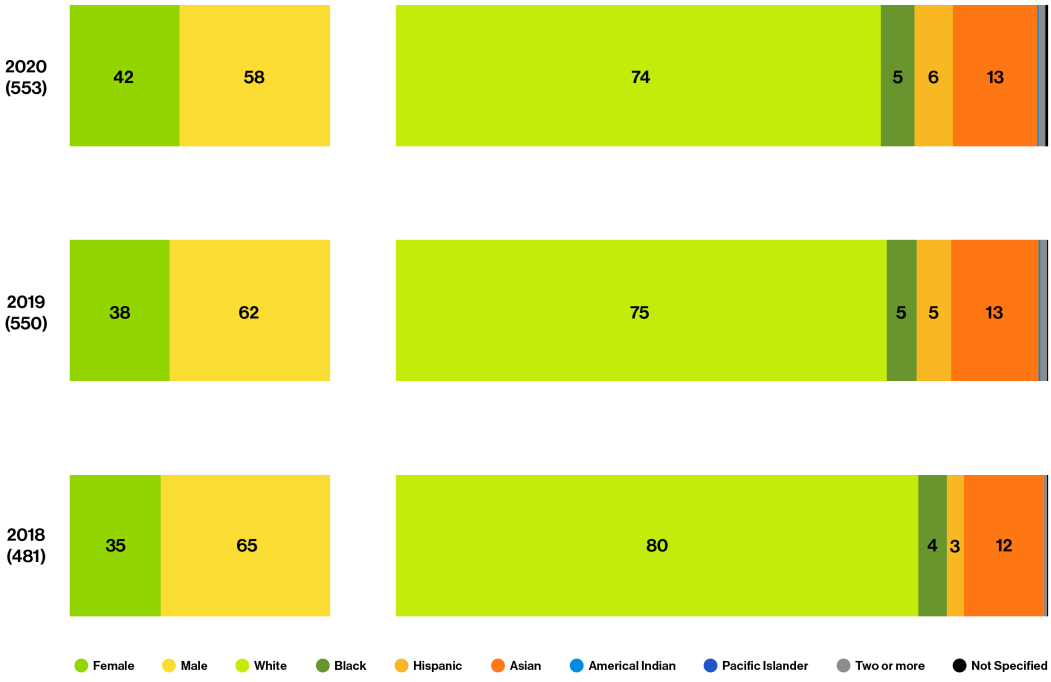
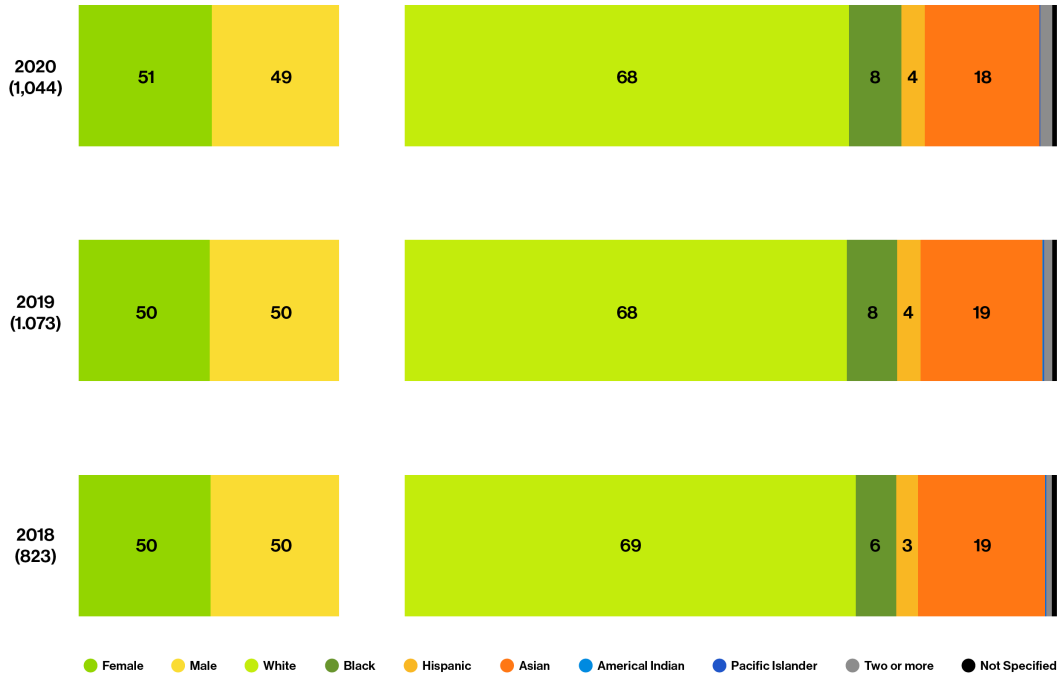


Energy, Sustainability & Infrastructure

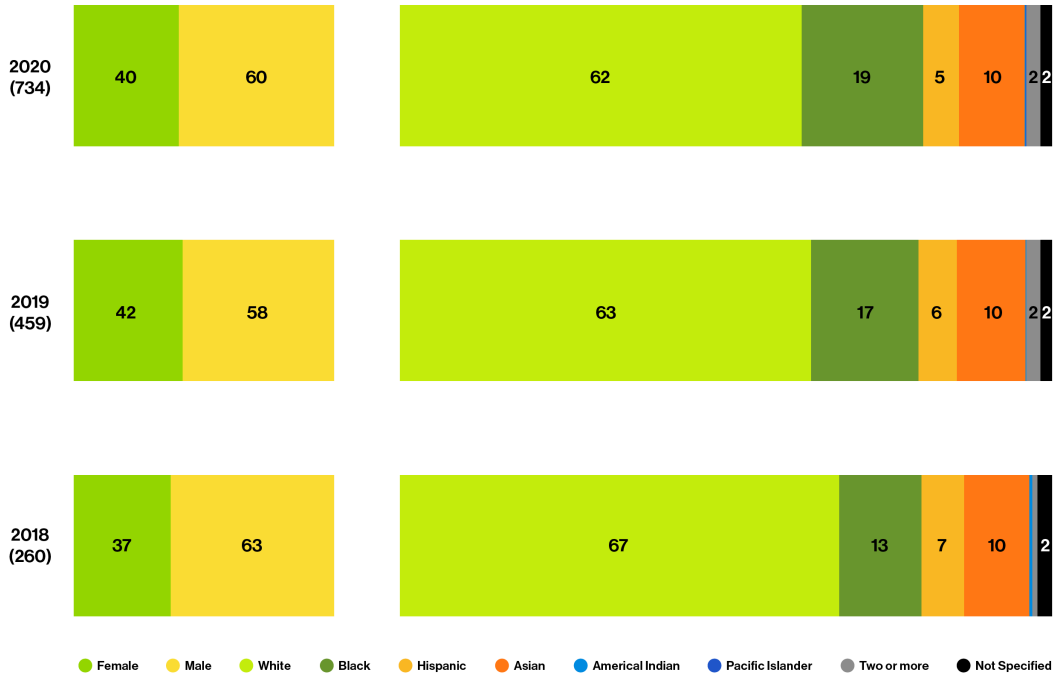


Financial Services

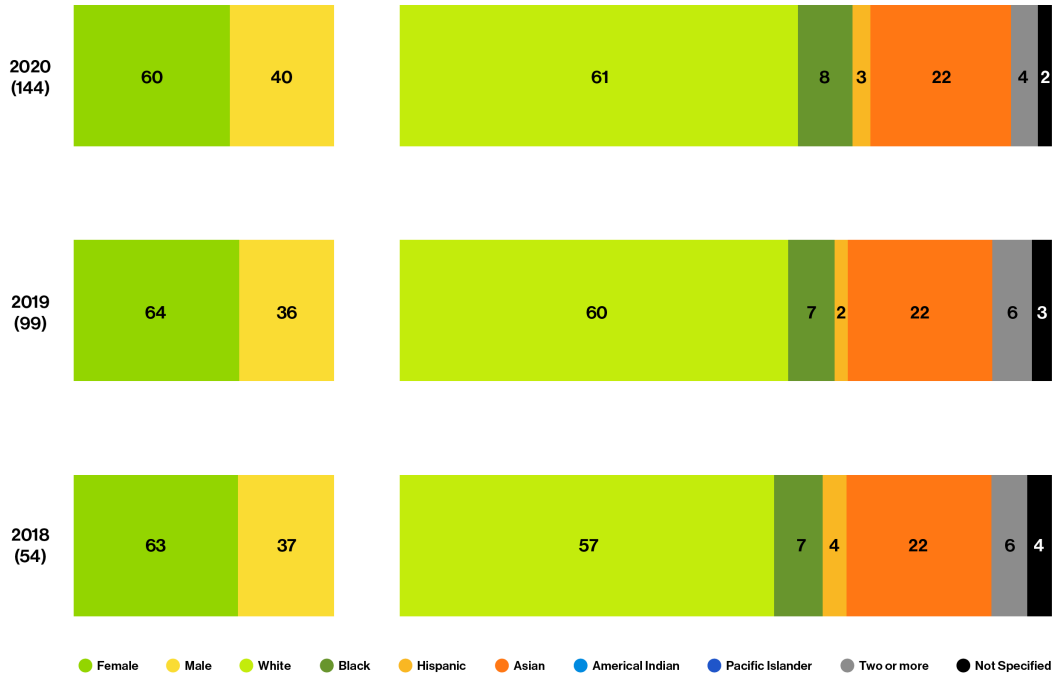
Health



National Security



State & Local Government

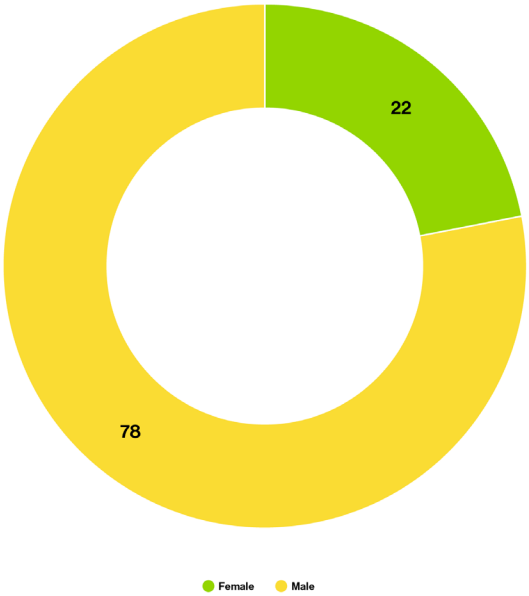


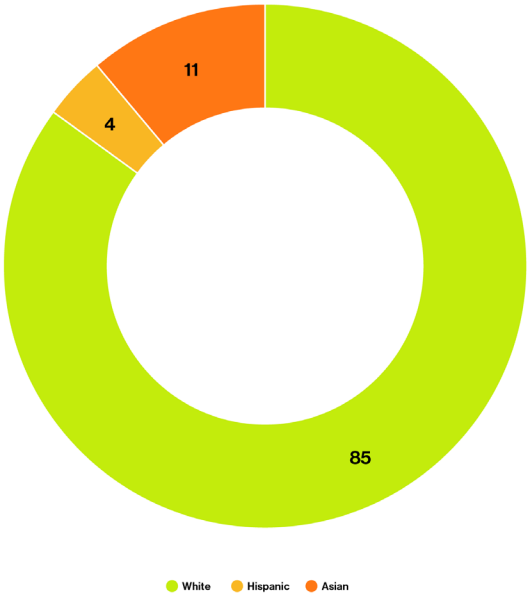
Gender and Race Representation:

U.S. Workforce by Job Level

Leadership 2020 – Gender and Race

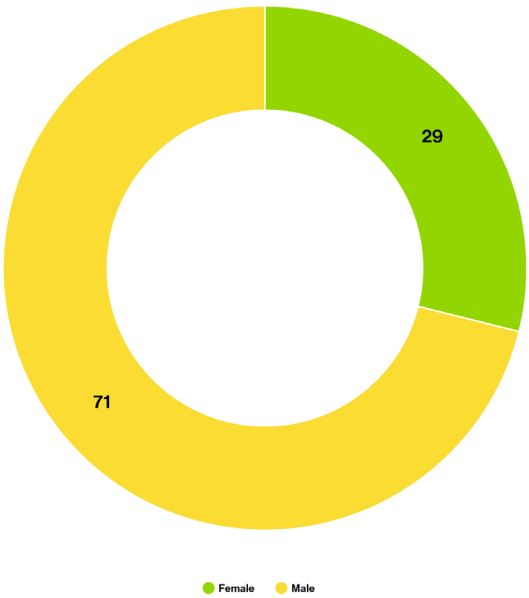
27 Members of Leadership*

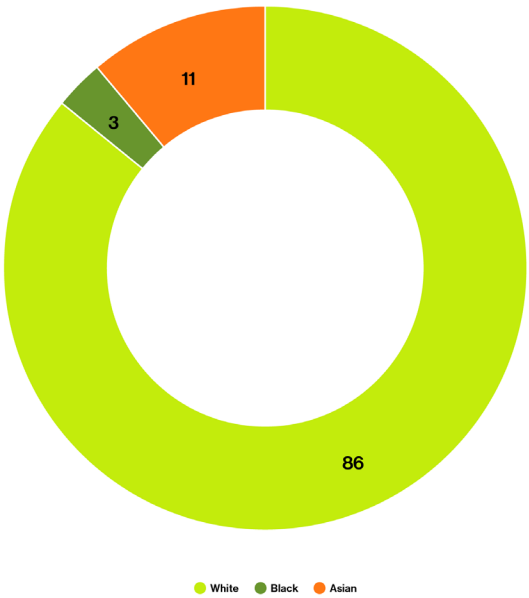




Leadership 2021 – Gender and Race**

28 Members of Leadership*



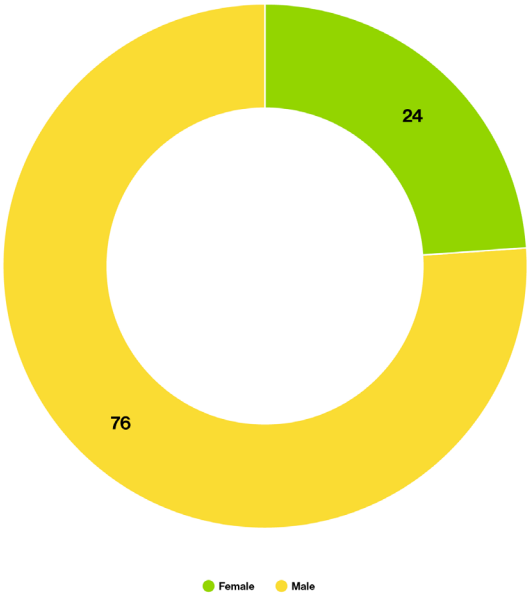


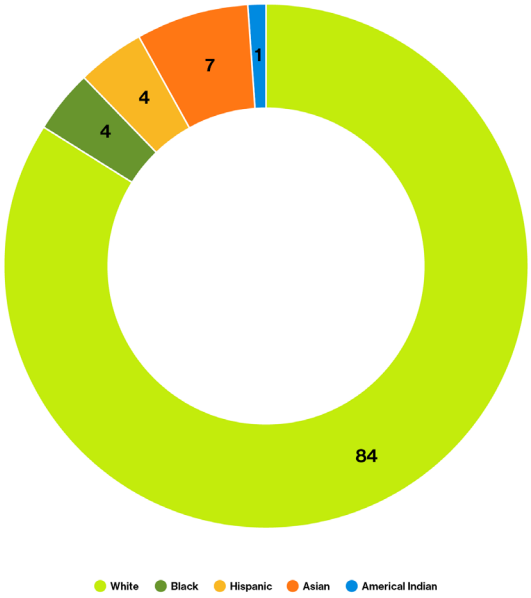
* Leadership is comprised of Guidehouse's Corporate Officers, C-Suite Executives, Business Segment Leaders and Practice Area Leaders

** As of January 1, 2021

U.S. Partners 2020 – Gender and Race

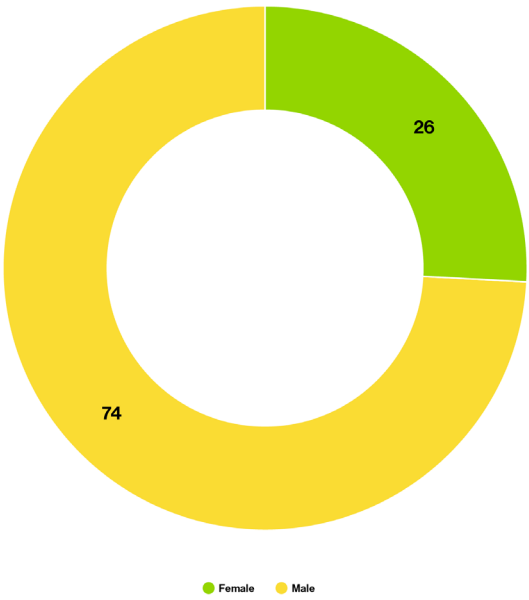
179 Members

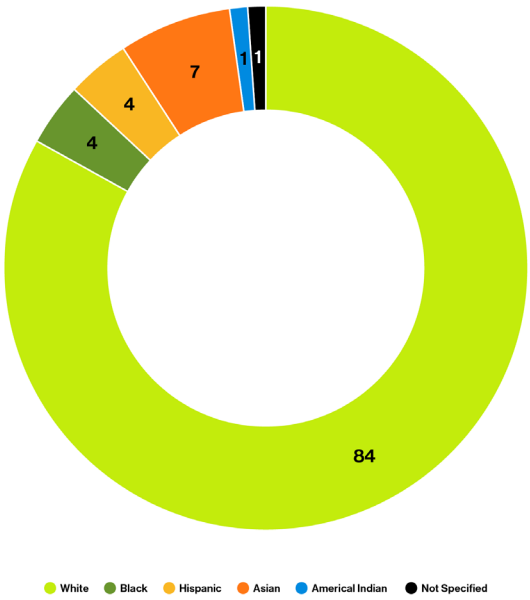




U.S. Partners 2021 – Gender and Race*

198 Members

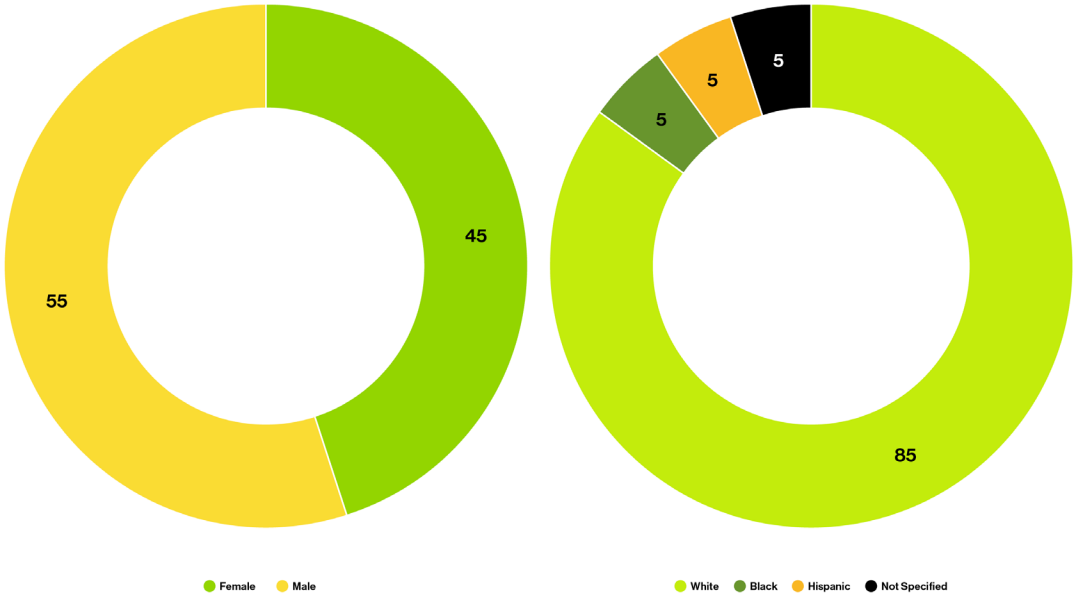




* As of January 1, 2021

All New Partners 2021 – Gender and Race*

20 Members



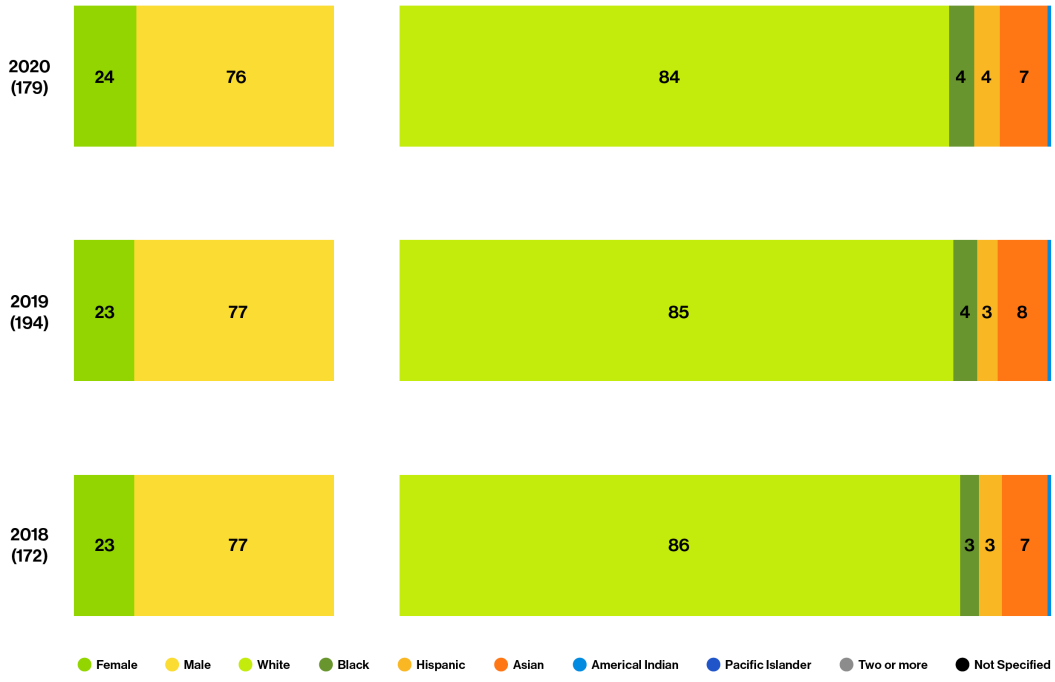
All Job Levels 2020 – Race and Gender

* Guidehouse's 2021 Partner Class as of January 1, 2021

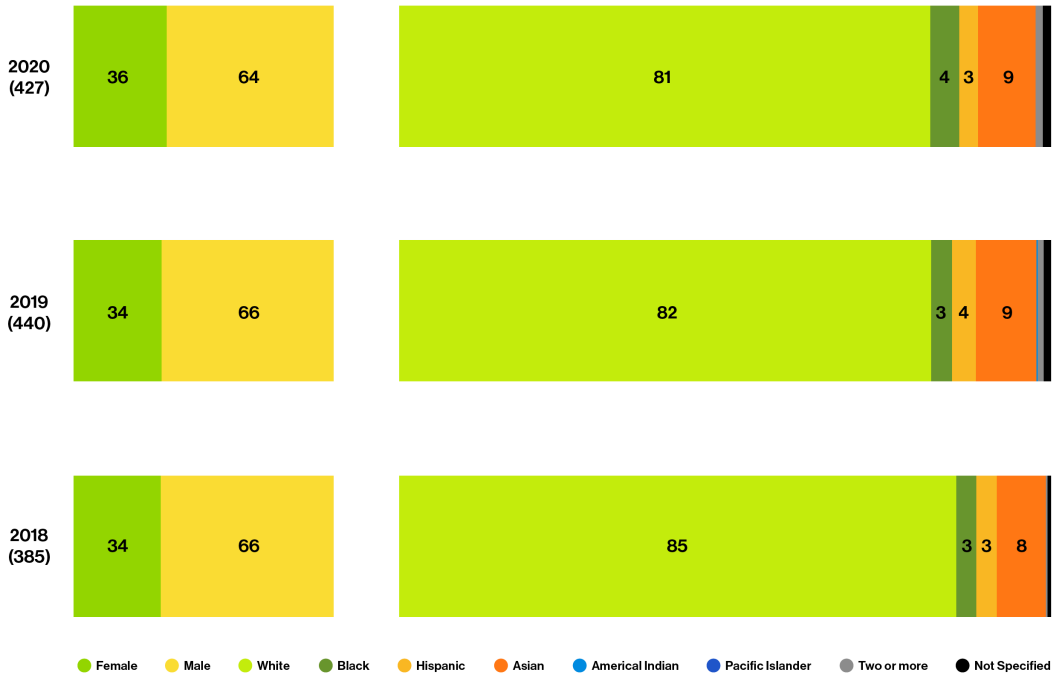
All Job Levels 2019 – Race and Gender

All Job Levels 2018 – Race and Gender

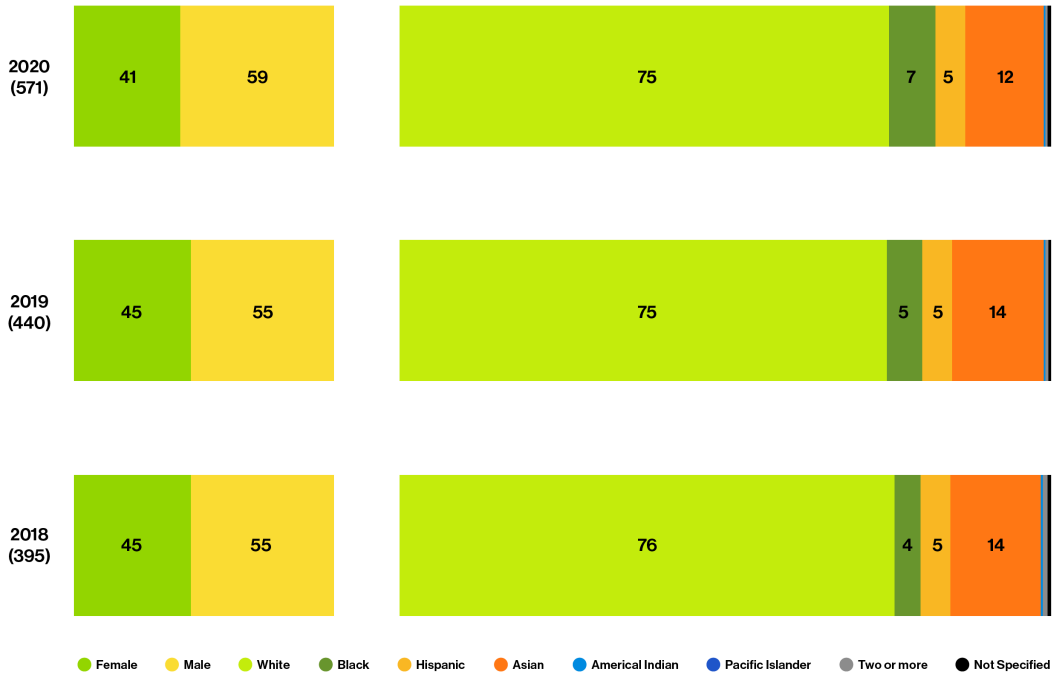
U.S. Partners



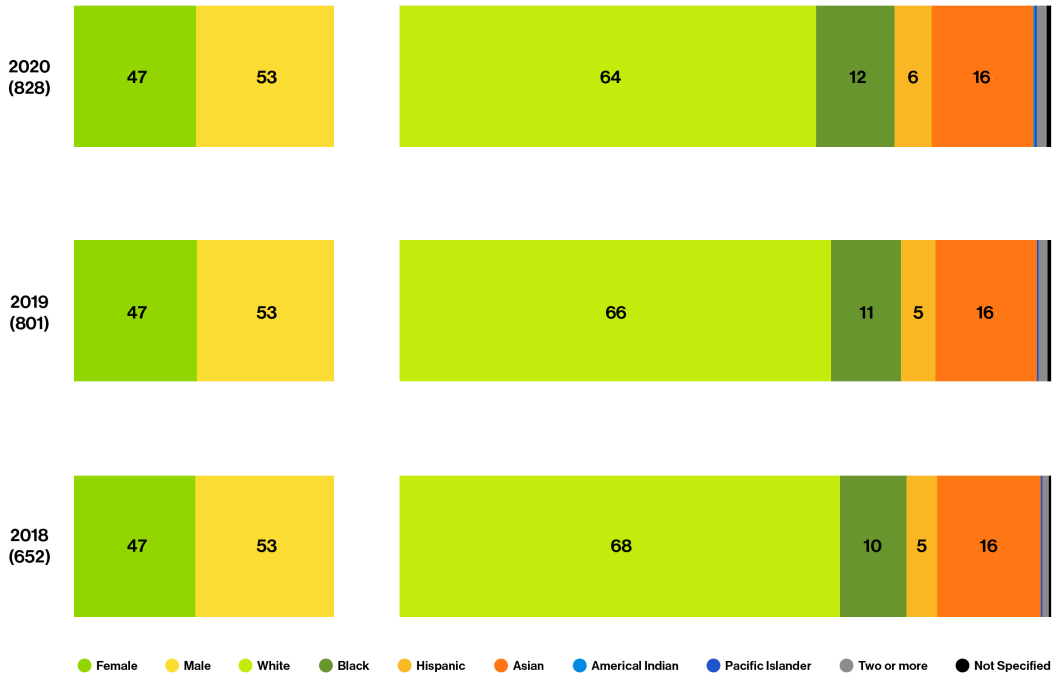
U.S. Directors



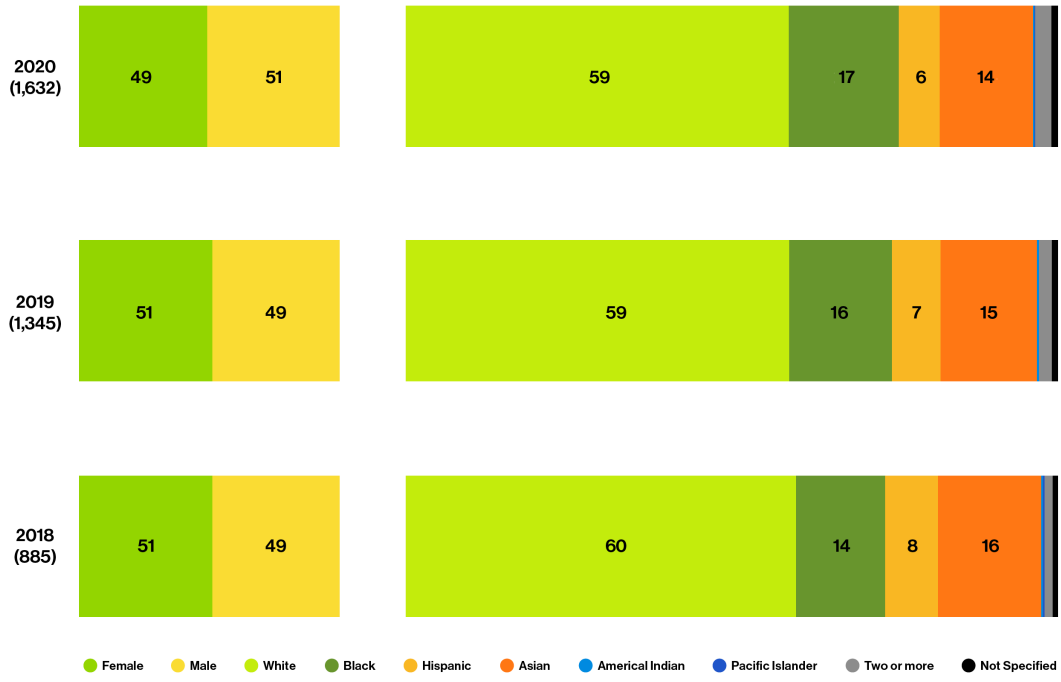
U.S. Associate Directors



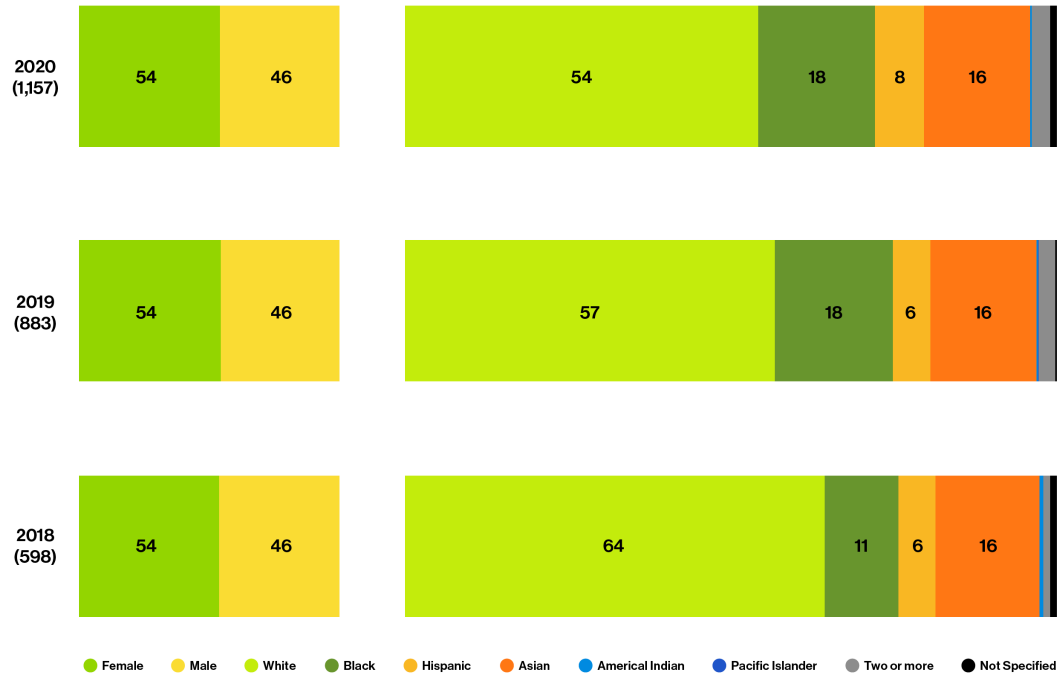
U.S. Managers



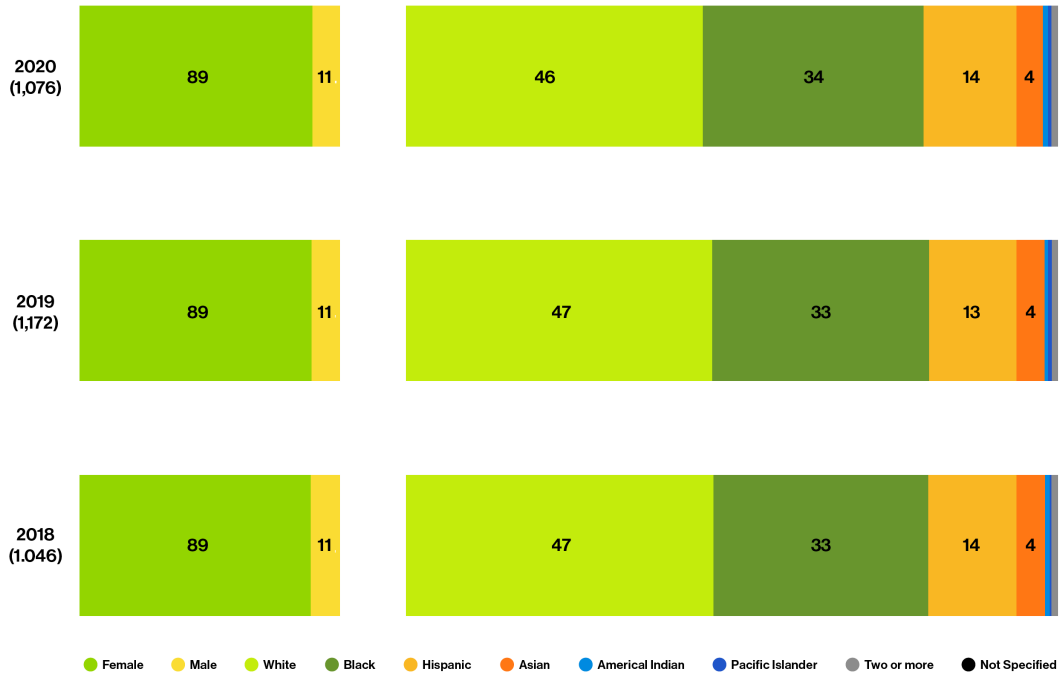
U.S. Senior Associates



U.S. Associates



U.S. Analyst/Support

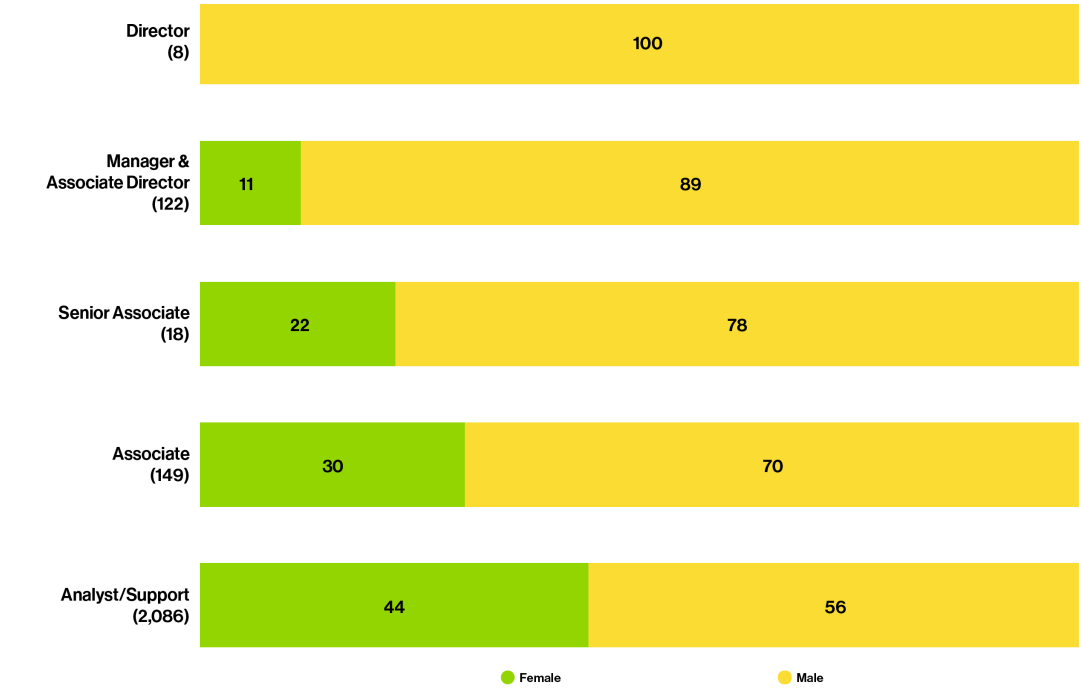


Gender and Race Representation:

India Work Force by Job Level

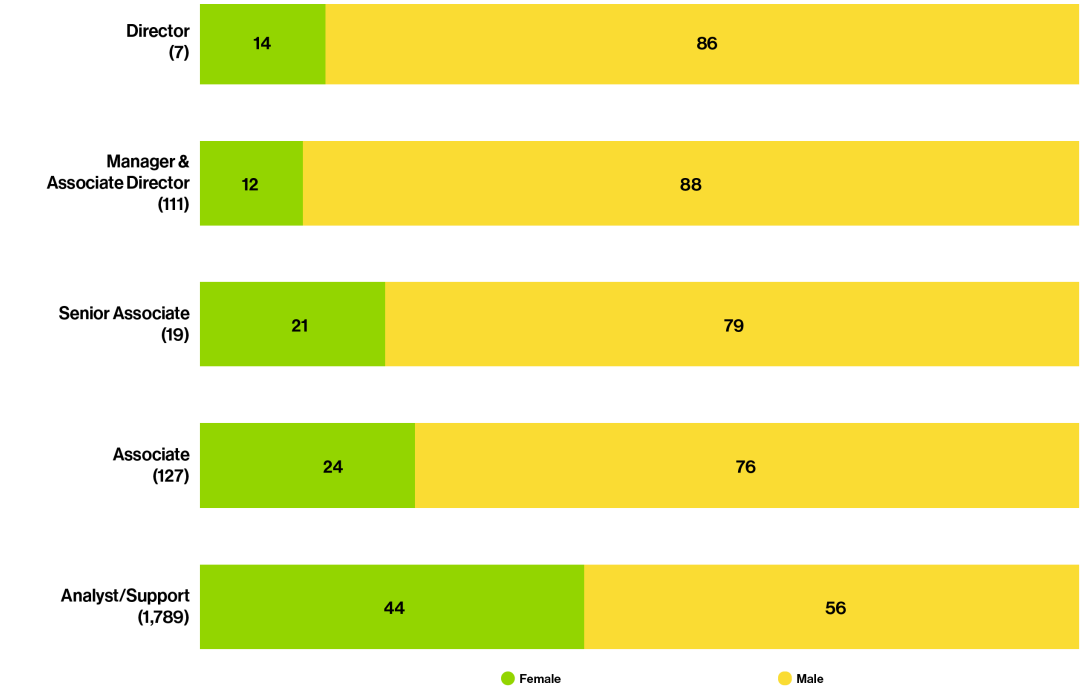
All Job Levels 2020 – Gender

41% of Indian Workforce is Female



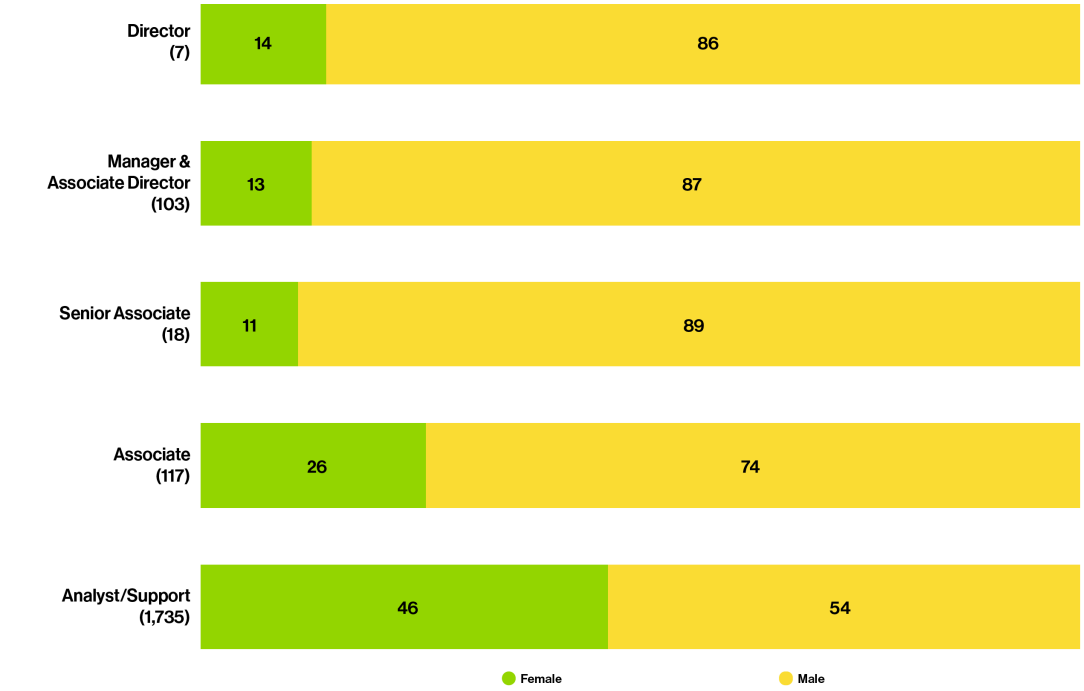
All Job Levels 2019 – Gender

40% of Indian Workforce is Female



All Job Levels 2018 – Gender

43% of Indian Workforce is Female



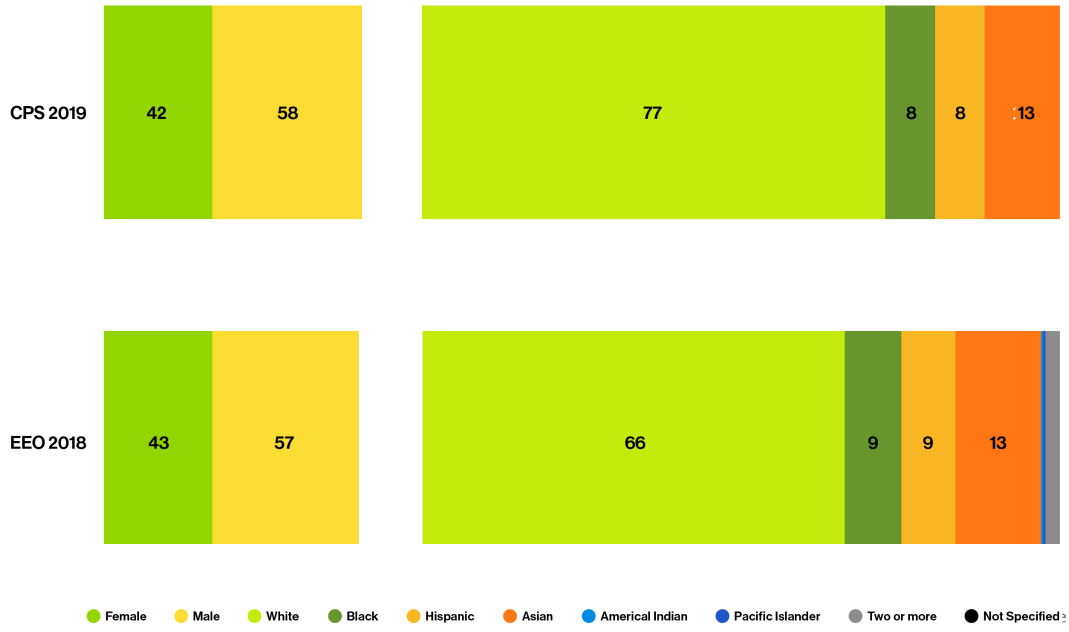
Gender and Race Representation:

U.S. National Benchmarks 2018 and 2019

CPS and EEO-1 National Aggregates

CPS: Management, scientific, and technical consulting services*

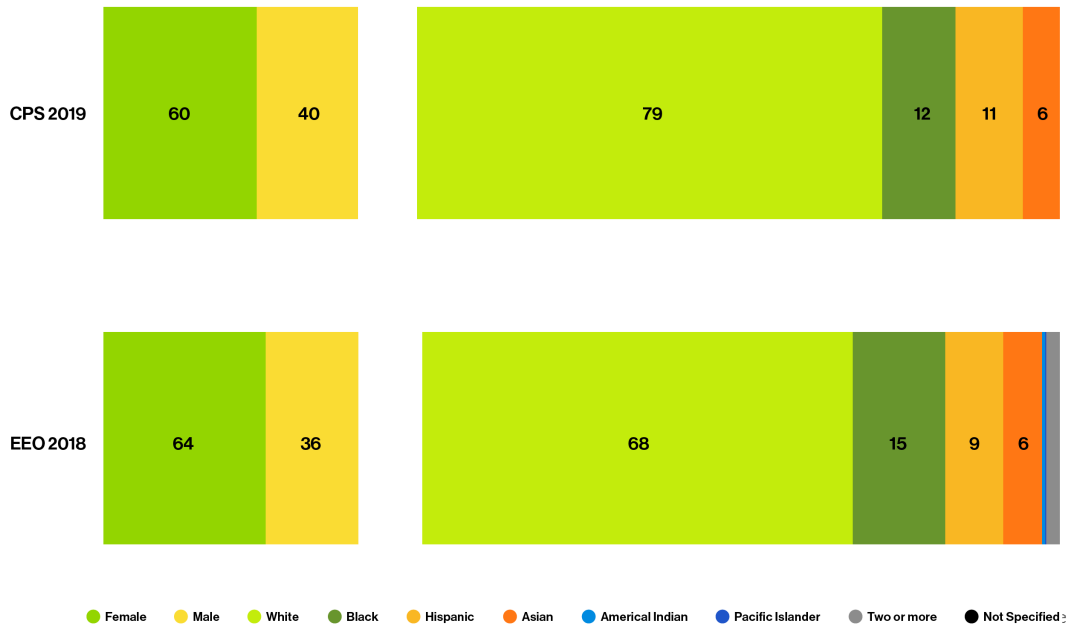
EEO: NAICS-3 Code 541 (Professional, Scientific and Technical Services)



CPS and EEO-1 National Aggregates

CPS: Insurance carriers and related activities*

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

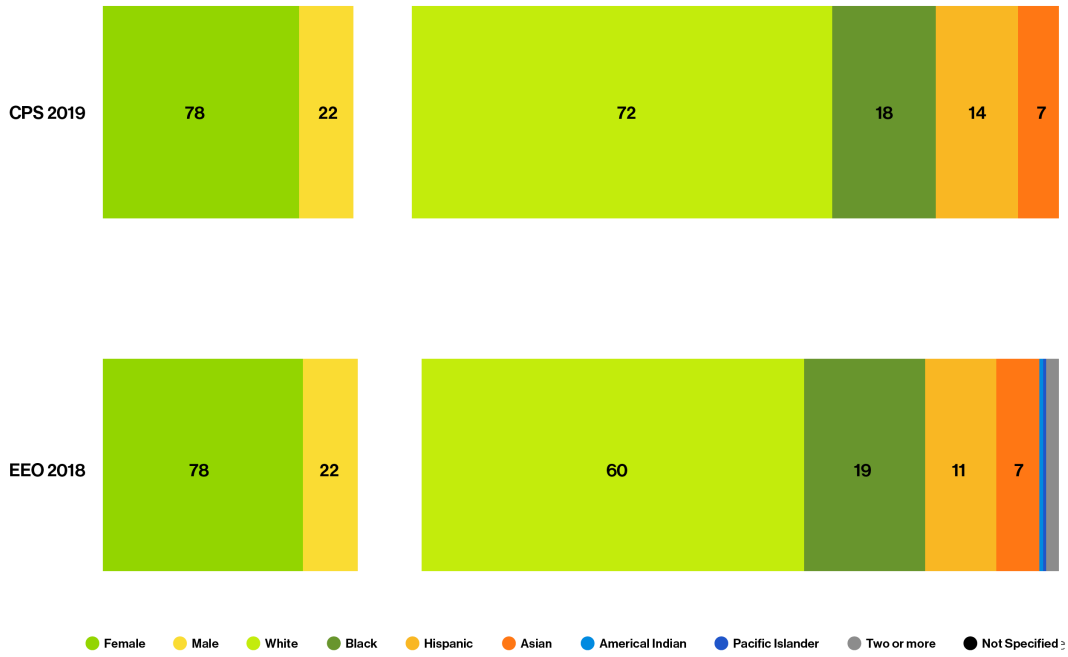


* Percentages do not sum to 100. Persons whose ethnicity is identified as Hispanic or Latino may be of any race.

CPS and EEO-1 National Aggregates

CPS: Health care and social assistance*

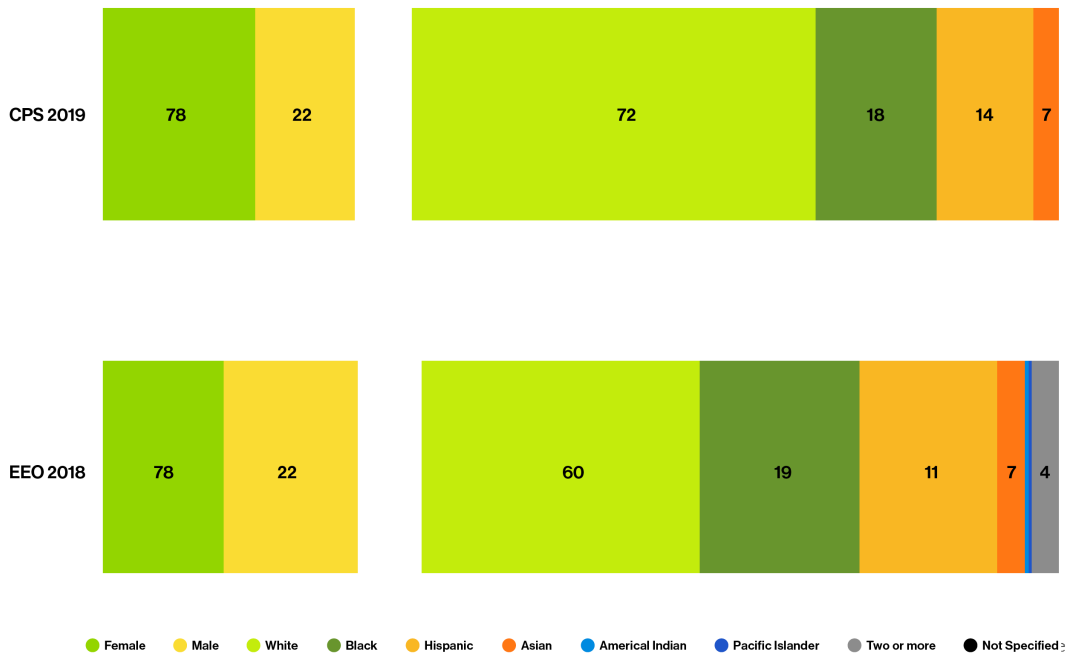
EEO: NAICS-2 Code 62 (Health Care and Social Assistance)



CPS and EEO-1 National Aggregates

CPS: Business support services*

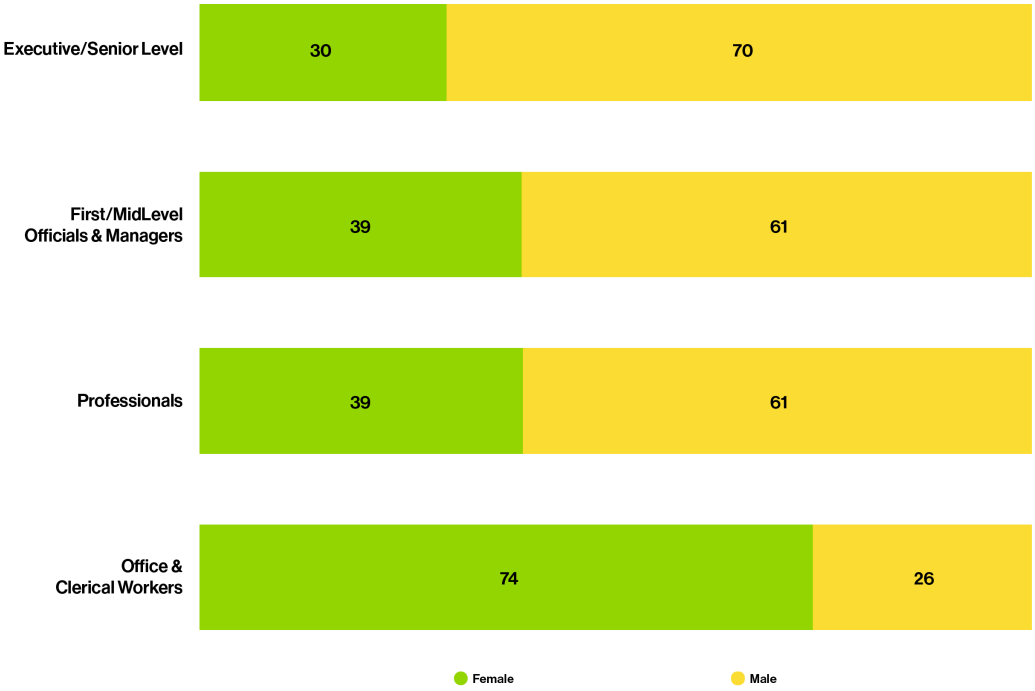
EEO: NAICS-3 Code 561 (Administrative and Support Services)



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

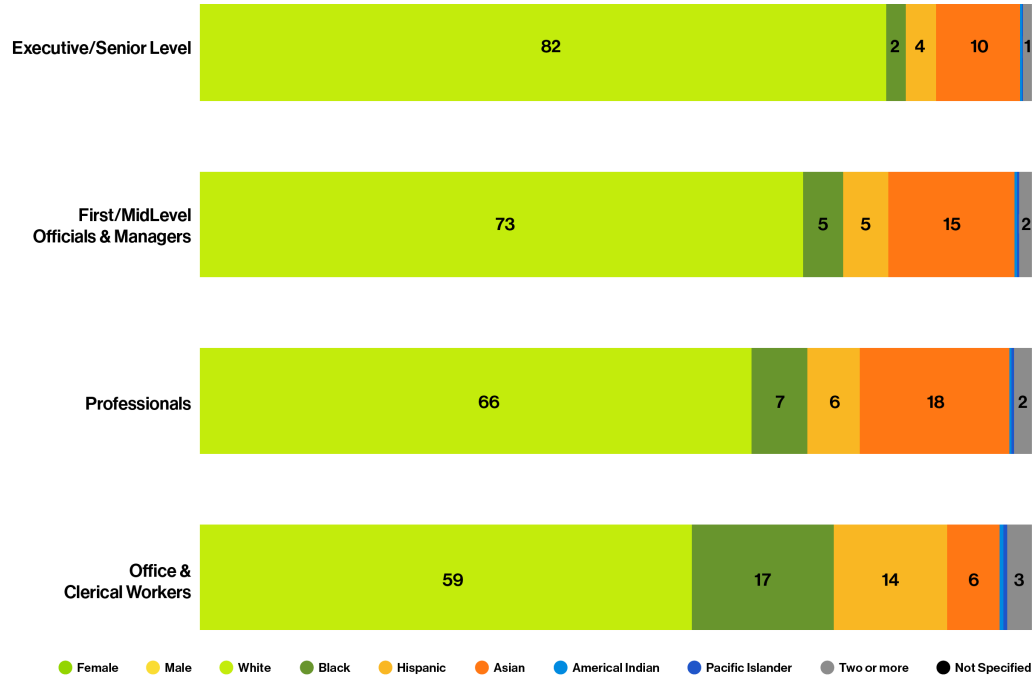
EEO-1 2018 - Gender

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



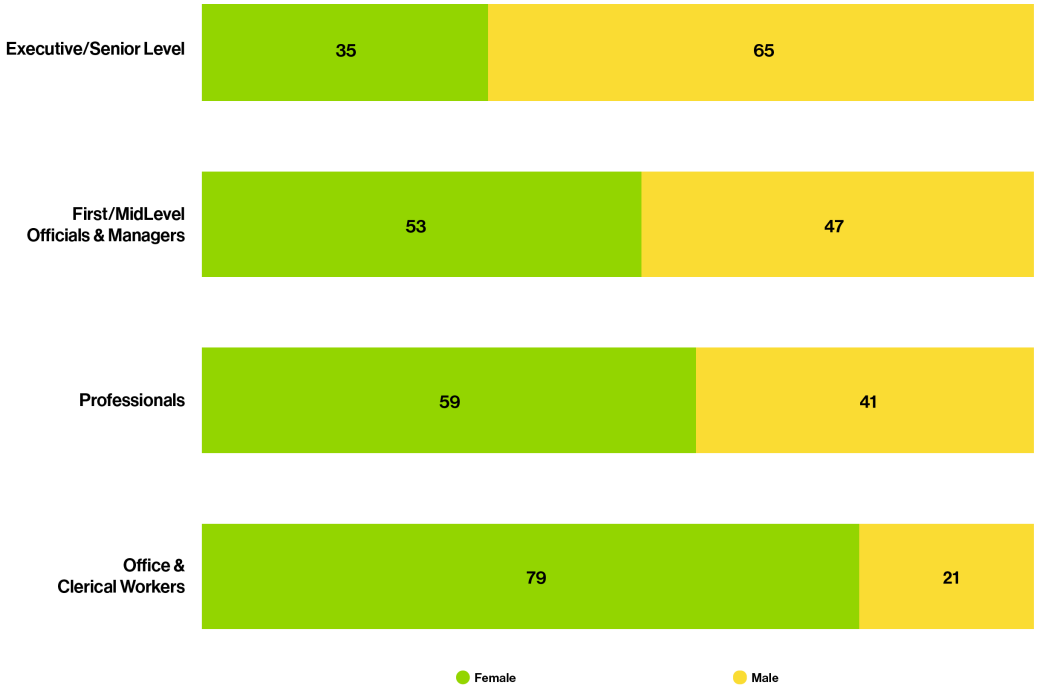
EEO-1 2018 - Race

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



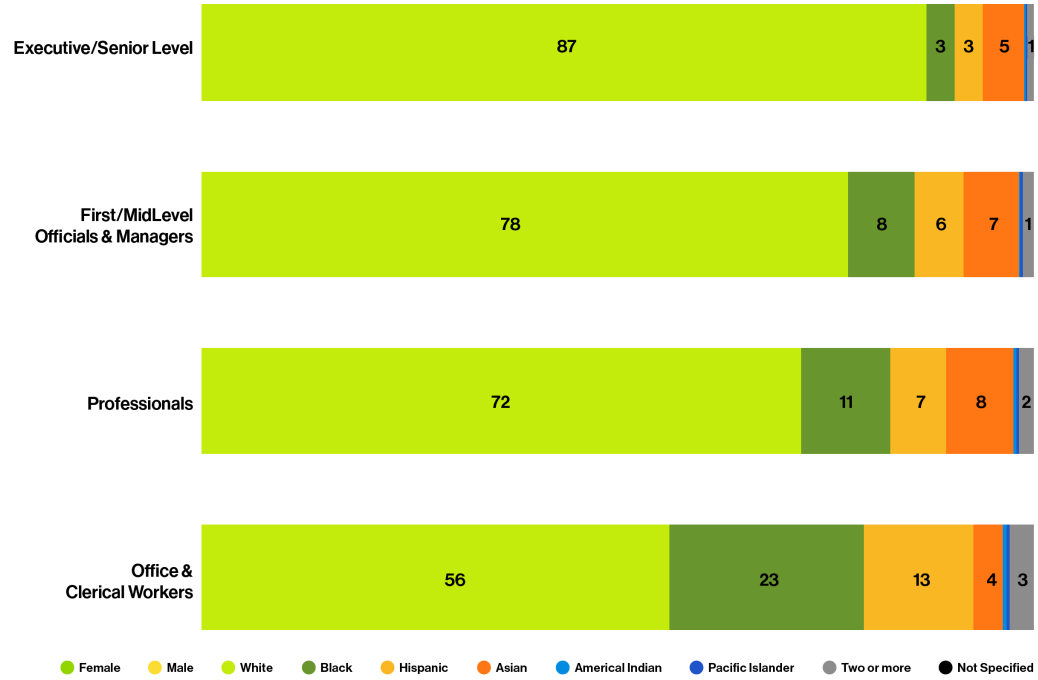
EEO-1 2018 - Gender

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



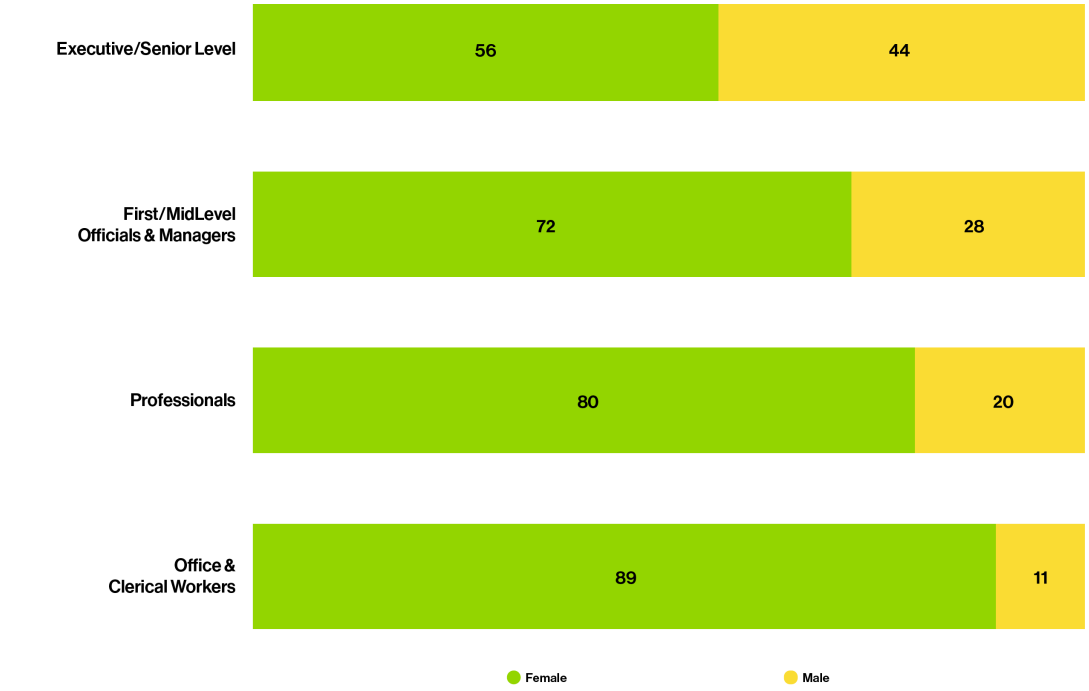
EEO-1 2018 - Race

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



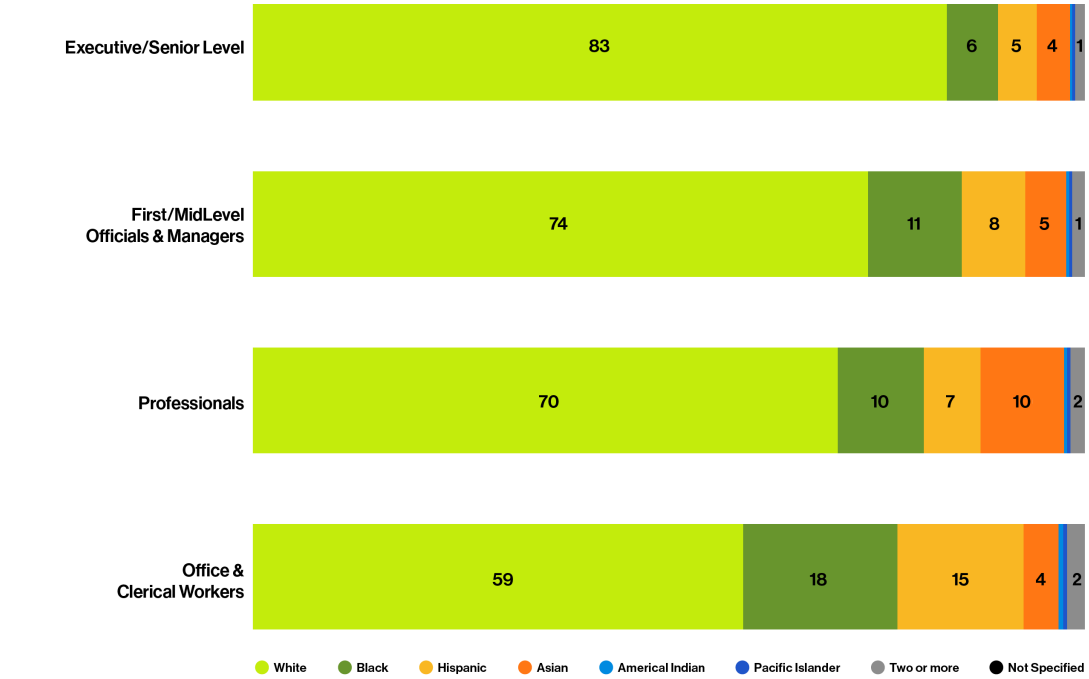
EEO-1 2018 - Gender

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



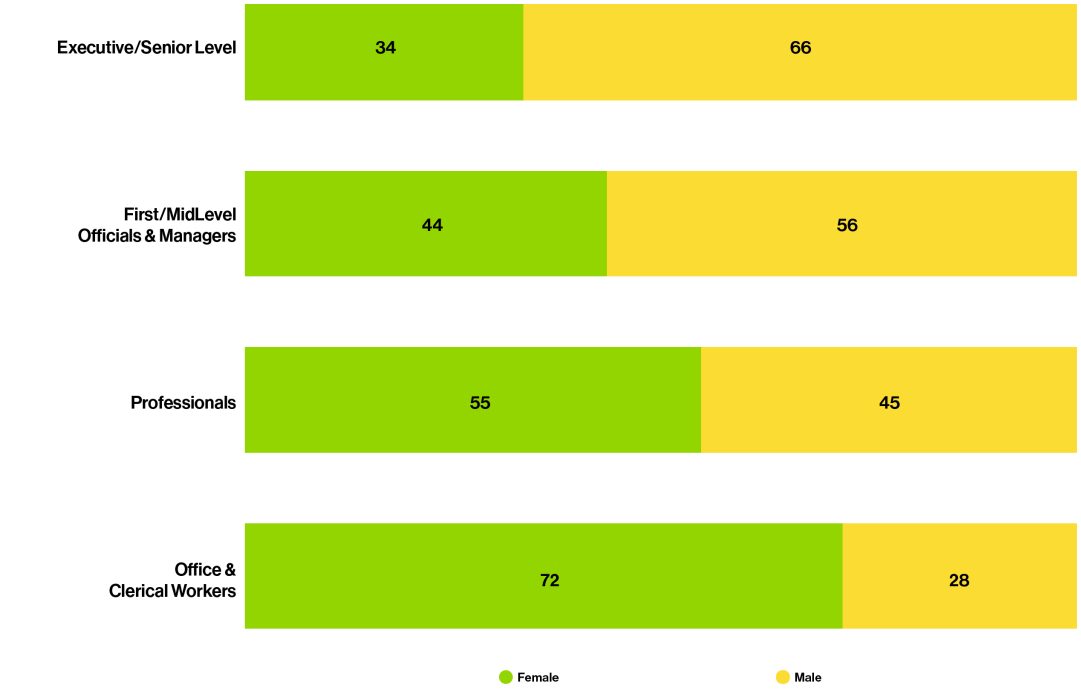
EEO-1 2018 - Race

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



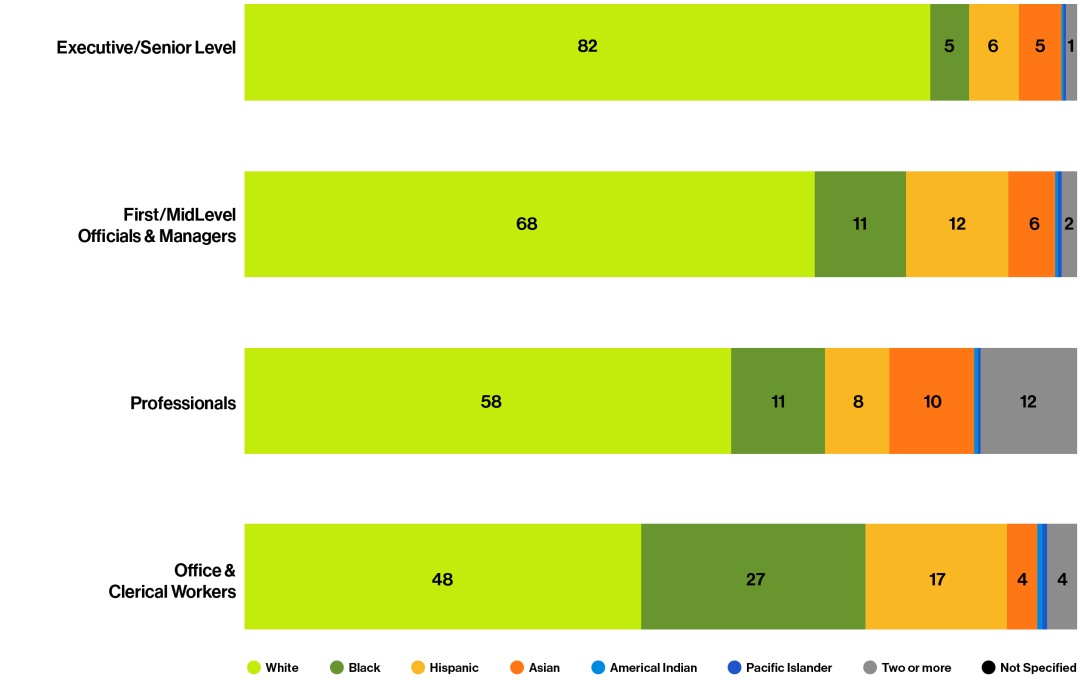
EEO-1 2018 - Gender

NAICS-3 Code 561 (Administrative and Support Services)



EEO-1 2018 - Race

NAICS-3 Code 561 (Administrative and Support Services)



Appendix C

Global Code of Conduct

Guidehouse

Code of Conduct

2020-011 IP_v15

INSIDE

3 A Message From Our President and CEO

4 We Report Ethical Concerns

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

6 We Conduct Business with Integrity

8 We Do Not Engage in Bribery or Corrupt Activities

10 We Comply with Export Control and Sanctions Laws

11 We Are Committed to Environmental Stewardship

12 We Safeguard the Information and Assets Entrusted to Us

13 We Protect the Guidehouse Reputation

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 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**.

Please contact 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, hr1@guidehouse.com, or 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 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 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 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 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 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 or 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 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.

Please contact marketing@guidehouse.com with questions.

About this Report

This annual report serves as a benchmark for our performance. This report covers January 1, 2020 to December 31, 2020. Guidehouse underwent a significant merger in Q4 2019, and 2020 represents its first year as a firm of its size. In future years, Guidehouse will continue to report on a complete calendar year. If figures or values in the report cover other time periods, they are noted where applicable.

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.

Guidehouse is a leading global provider of consulting services to the public and commercial markets with broad capabilities in management, technology, and risk consulting. We help clients address their toughest challenges with a focus on markets and clients facing transformational change, technology-driven innovation and significant regulatory pressure. Across a range of advisory, consulting, outsourcing, and technology/analytics services, we help clients create scalable, innovative solutions that prepare them for future growth and success. We have more than 8,000 professionals in more than 50 locations. Guidehouse is a Veritas Capital portfolio company, led by seasoned professionals with proven and diverse expertise in traditional and emerging technologies, markets and agenda-setting issues driving national and global economies. For more information, please visit: **www.guidehouse.com**.

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