

Charting a New Path Forward

2023 Environmental, Social, and Governance Report



Rooted in
Our Values

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2023 Guidehouse at a Glance

Environmental

Purchased 100% renewable energy for most of our global offices

Social

5 generations of professionals

7 employee affinity groups

52% Female
Male 48%

Governance

16k+ diverse employees

50+ offices globally represented

46% hold professional certifications

33 languages spoken

38% have advanced degrees

Healthcare: **8 of the top 10** U.S. health systems

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

Public Sector: All **15** executive departments of the U.S. Federal Gov.

Financial Services: **8 of the 10** largest U.S. banks

State and Local Government: **48 out of 50** States represented

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

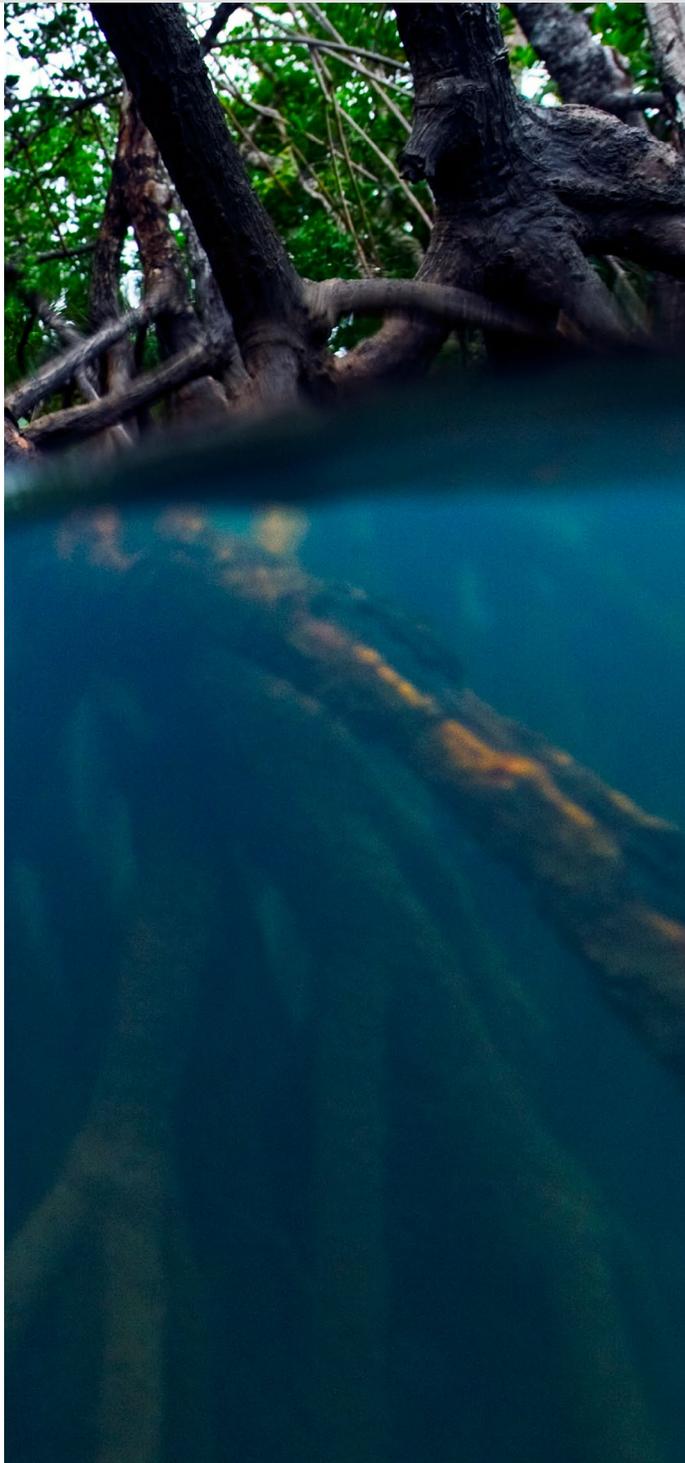
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Executive Summary

Complex journeys demand a trusted guide. Since our founding in 2018, we have been serving as that guide to address some of the world’s most formidable challenges in keeping with our mission:

To **solve** big problems, **build** trust in society, and **empower** our clients to shape the future.

In less than six years, Guidehouse has transformed from a public sector-focused firm with 1,500 employees to a privately owned, 100% cloud-based global company headquartered in McLean, Virginia, with more than 16,500 employees and over 55 offices worldwide. We operate as one firm, convening and servicing both government and commercial clients across four industries — health, financial services, energy, and defense/security.

Throughout our rapid growth, we have put our core values of **respect, integrity, innovation, stewardship, and excellence (“RI²SE”)** front and center in service to our vision of creating opportunities and meaningful impact.

In 2023, we more deeply embedded these RI²SE values into our day-to-day operations, client projects, and environmental, social, and governance (ESG) reporting. As a professional services organization, we have focused our efforts on three priority areas:

- Employee health, safety, and well-being
- Our supplier community
- Data protection, privacy, and security

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In 2023, we began to develop new strategies to better meet our clients’ most pressing needs amidst the backdrop of our identified megatrends: preserving security, reimagining resilience, accelerating innovation and tech, maximizing data, and optimizing an adaptable workforce.

We continually help our clients navigate significant global transformational challenges; respond to evolving local, regional, and global regulatory pressures; and anticipate macro market dynamics that influence organizational outcomes. This requires intense focus on business resiliency and technology-driven innovation.

In 2023, we made overt efforts to connect ESG ideals to our RI²SE values and invest in more detailed reporting to satisfy client, stakeholder, and partner interests and assist with global voluntary reporting programs.

In this report we present and link our focus areas, and other topics to our RI²SE values along a structured ESG approach, referencing the Global Reporting Initiative (GRI) content index.

We are committed to being responsible stewards of the environment without sacrificing the livelihoods of our employees, the market returns of our investors, or the viability of our suppliers. We are actively working with our clients, governments, and other entities to promote reasonable decarbonization pathways that support long-term environmental sustainability — while also taking actions internally to reduce our operational impacts on the planet.

The integration of new entities and expansion of our geographic and operational scope — along with significant improvements to our greenhouse gas (GHG) calculation methodology and activity data — has led to a new starting point in our climate journey. This reset provides a clear, accurate representation of our holistic

current environmental impact, that both lays a foundation for our sustainability journey ahead and the substantial obligation it places on our supplier community that may not be able to honor the Paris Accord commitments their government representatives have agreed upon.

We celebrate the increasing diversity of our workforce beyond ethnicity and gender metrics in DEI scorecards knowing that the diversity of talent enriches our company, the impact of our offerings and advice to our clients, and the ability of our recommendations to be implemented. Our workforce and talent pipeline moving into leadership roles have increasingly diverse backgrounds: single parents, first generation college graduates, former military members that have earned graduate level degrees, and transitioned to civilian life. We also continued supporting our clients in many of the largest social change programs undertaken in their communities, such as rental assistance to help people avoid homelessness, healthcare access expansion and delivery options to rural communities, and support in natural disaster recovery efforts.

Because our values are core to our culture and help establish clear standards of ethical behavior, we worked hard in 2023 to bolster our governance foundation by more closely connecting our codes of conduct with those values. We updated our Code of Conduct and Vendor Code of Conduct and published them in January 2024.

With Bain Capital’s acquisition of our firm in December 2023, we have embarked on our next chapter with a partner who shares our vision and supports our ability to deliver substantial client impact by integrating quality and innovation.

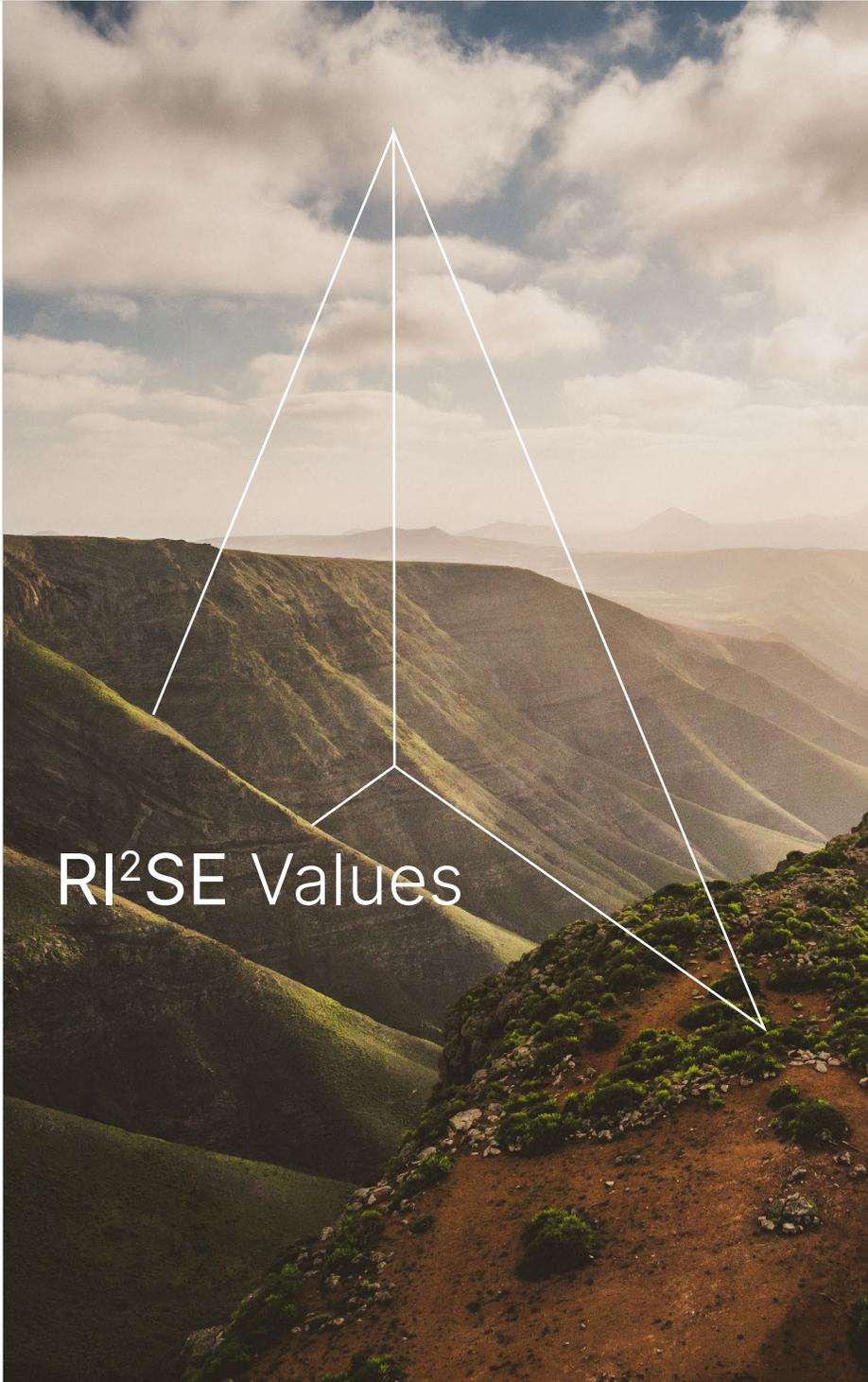
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Respect > Be a Beacon

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

Integrity > Be the Compass

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

Innovation > Ignite Change

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

Stewardship > Be a Guardian

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

Excellence > Pursue Perfection

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

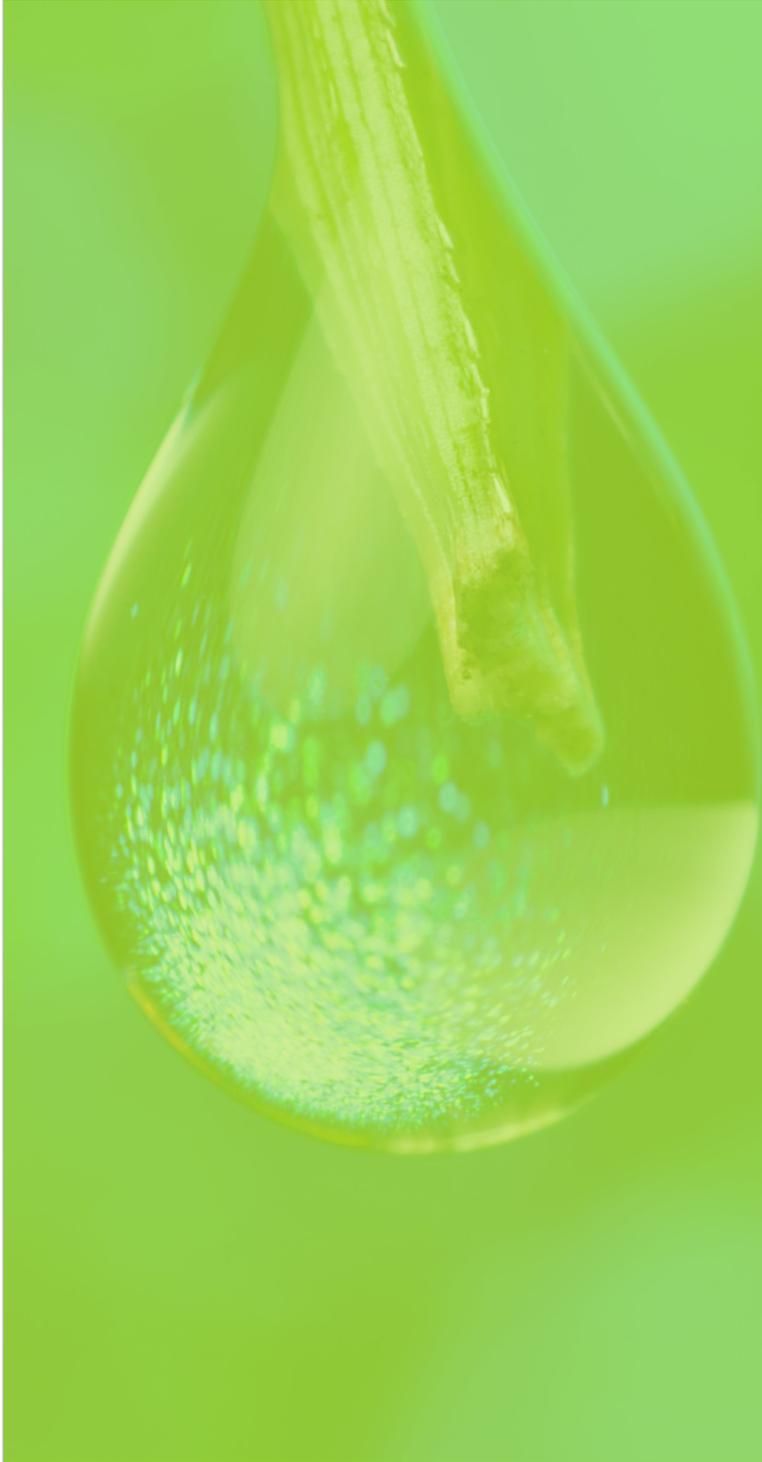
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Environmental

We practice **sustainable stewardship** so that our people, business, and communities can thrive.

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Highlights 2023

Sustainably helping our people grow, business flourish, and communities thrive

Clients

- Our energy, infrastructure, and sustainability experts help our public and commercial sector clients develop and implement strategic initiatives tailored to their goals, including energy and GHG management, housing, sustainable transportation, climate risk and resilience, ESG, and disaster recovery. Learn more within this report, and through our [Energy, Sustainability, and Infrastructure \(ESI\)](#) and [Sustainability](#) webpages.

Operations

- We have continued to evolve the hybrid work model for our consulting and digital service lines. Our companion hoteling model for office use allows our business to scale, meet the work-life balance needs of our employees, and minimize our environmental impact.
- Nearly half (49.2%) of our office buildings are LEED or BREAAAM (or equivalent) certified.
- We have better understanding of business travel GHG emissions through our global travel system.
- We have more precise insight into our employee commuting impact, thanks to use of our global office hoteling model and employee commuting survey.
- In majority of our offices, we use a certified external party for management and disposal of our laptop and other IT assets. Responsibly collecting and beneficially repurposing e-waste advances our sustainability in this area.



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Supply Chain

- We have engaged our top 25 vendors and suppliers for more granular Scope 3 GHG emissions reporting.
- In our 2023 CDP survey response, we completed the supply chain module for our US federal government project portfolio.

Employees

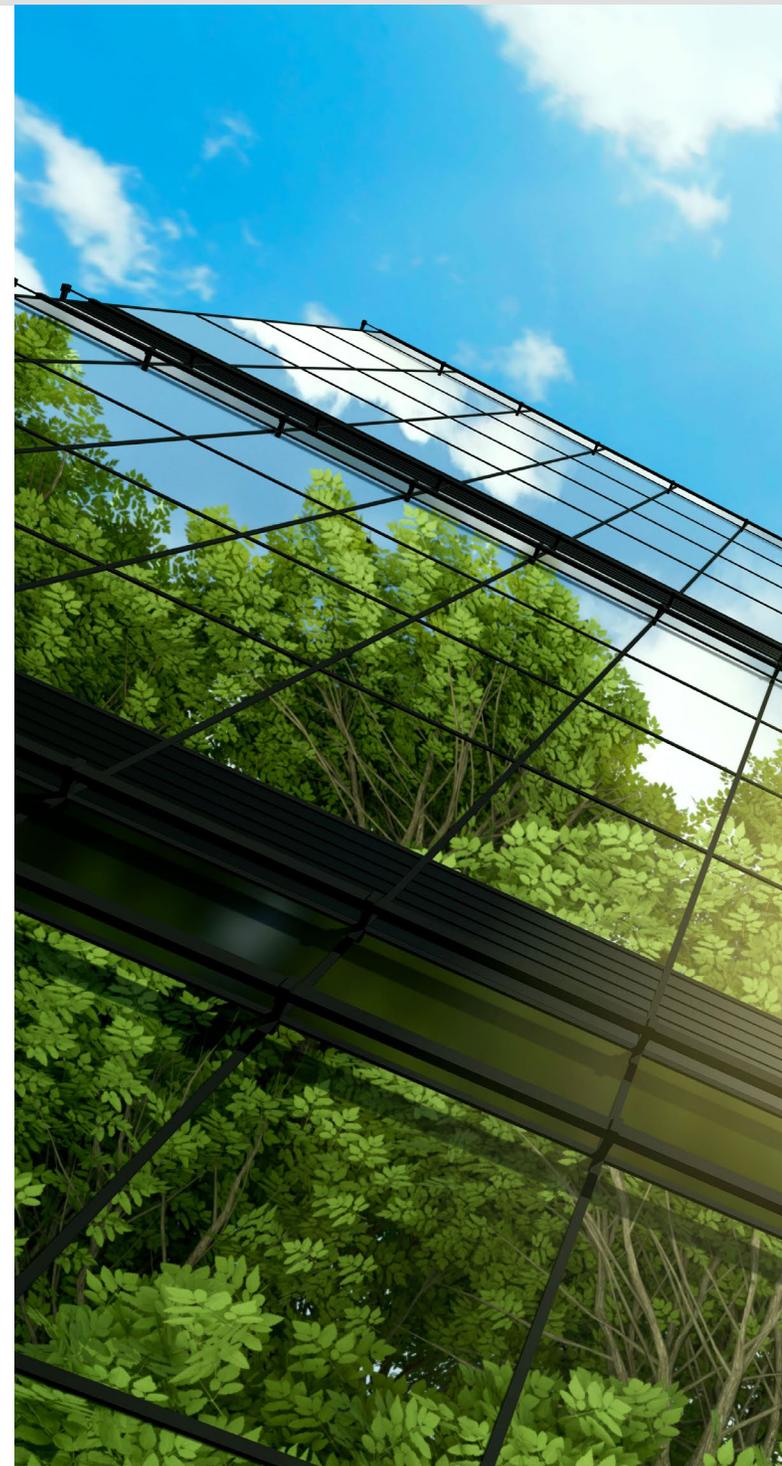
- We raised employee awareness and training on sustainability, with special programming around Earth Day and Week. In 2023, more than 1,000 Guidehouse employees attended Understanding our Sustainability Efforts training.
- In February 2024 we conducted an employee commuting survey on 2023 data and incorporated results into our 2023 Scope 3 GHG emissions reporting.

Partnerships and Sustainability Reporting

- For the fifth consecutive year, we participated in CDP reporting. We also participated in EcoVadis reporting for the fifth time.
- As part of our World Business Council for Sustainable Development (WBCSD) membership, we reviewed our 2022 ESG report and made improvements to this edition.
- Guidehouse representatives from several segments participated in the 28th edition of the United Nations Conference of Parties (COP28) in Dubai.

GHG Emissions

- Scope 1 direct: **1.0 ktCO₂eq**
- Scope 2 indirect from purchased electricity (location based): **4.4 ktCO₂eq**
- Scope 2 indirect from purchased electricity (market based): **3.6 ktCO₂eq**
- Scope 3 other indirect value chain: **69.6 ktCO₂eq**
- Emissions per employee - location based: **4.6 tCO₂e/employee**



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Resilience and Sustainability

Climate change is a defining megatrend of the 21st century and has risen rapidly on the public and private sector agenda over the last few years. Organizations and their leaders face an expanding array of requirements and opportunities related to climate, energy, and net-zero targets. Investments through the US Inflation Reduction Act, Bipartisan Infrastructure Law, and similar programs across the globe require support for recipients in how to deploy funds, monitor progress, and measure the impact from these efforts. Our clients are seeking support with planning and implementing strategies and tools to build a more resilient and net-zero future. With the EU CSRD, US SEC climate disclosure rule,¹ and the U.K. Carbon Reduction Plan ² in mind, our clients are also reaching out for support with this regulatory landscape.

Upscaling Sustainable Cooling through Cool Up and BUILD_ME

German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMUV) — International Climate Initiative (IKI)

Projects cover cooling technologies in Egypt, Jordan, Lebanon, and Turkey; and energy efficiency within buildings in the MENA region.

Cool Up empowers actors to coordinate and implement political, technical, and financial frameworks with an integrated approach. BUILD_ME, with the support of seven international and national expert organizations, similarly aims to increase ambitions toward achieving climate-neutral building standards in the MENA region by providing technical assistance for pilot projects and facilitating policy dialogue.



Working Toward a Climate-Neutral Future

European Commission

We are providing comprehensive support to 13 Just Transition Fund (JTF) regions within the EU through the Just Transition Platform. Action-oriented toolkits, inspiring case studies, and other methods are helping JTF regions conceptualize the transition and its implications.



Responding to the Climate Crisis: How Tech Fuels Adaptation

Guidehouse Insights

The global shift toward resilience is being shaped by technology solutions that also offer the potential to build a more equitable society.



¹In January 2023, the European Union adopted the [Corporate Sustainability Reporting Directive \(CSRD\)](#). In the U.S., we see mandatory climate and sustainability reporting, both on a state (California) and federal government level (SEC climate disclosure rule).

²Coupled with Social Value as part of New Procurement Act, to be in place October 2024.

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TO BE A TRUSTED PARTNER OUR CLIENTS CAN RELY ON, WE MUST DEMONSTRATE HIGH ACCOUNTABILITY STANDARDS THROUGH OUR OWN ENVIRONMENTAL EFFORTS, BUSINESS CONDUCT, AND ENGAGEMENT WITH OUR EMPLOYEES, CLIENTS, STAKEHOLDERS, AND COMMUNITIES.

We strive to comply with all applicable environmental laws and regulations and incorporate leading practices including GHG reduction measures and efficient resource use within our organization. The ESG reporting landscape is evolving rapidly along with shifting client expectations and broader industry transformations. This dynamic environment compels us to critically assess our own environmental strategy that is aligned with our RI²SE values to better position us as proactive facilitators and advisors in the global sustainability transition.

We are committed to pursuing activities that lower our climate impact. Currently, we do this by monitoring our comprehensive GHG footprint yearly in line with climate science. In addition, we have committed to offsetting the impact of our global office-based electricity use with 100% renewable energy. Guidehouse encourages sustainable alternatives, such as telecommuting and reducing nonessential travel, which lessen our carbon emissions.

This section of our ESG report addresses our firm’s:

- Commitment to environmental stewardship
- Approach to managing our GHG footprint
- Progress in sustainable practices
- Strategic outlook toward future environmental responsibilities and sustainability reporting

In doing so, we seek to provide a thorough and transparent depiction of our current environmental strategies, impacts, and commitments, as well as a roadmap to continual improvements over time.

Our **ESI Segment** and **Sustainability Horizontal** teams help our public and commercial sector organizations develop and implement strategic initiatives tailored to their goals, including energy and GHG management, housing, sustainable transportation, climate risk and resilience, ESG, and disaster recovery.



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2023 Supplier LOCT news

In November 2019, Guidehouse convened six global brands, NGOs, and trade organizations to address supply chain GHG targets required by SBTi. From that we designed the **Supplier Leadership on Climate Transition (Supplier LOCT)**, a one-of-a-kind program for the world’s leading brands to come together in partnership and drive rapid supply chain decarbonization as we transition to a cleaner, more sustainable ecosystem. We are all in this together and must take collective action to protect our planet for future generations. By 2023, the program was delivering change at scale.



2023 PCAF news and events

The **Partnership for Carbon Accounting Financials (PCAF)** has 450+ members from financial institutions across the globe. We support PCAF in standardizing GHG emissions accounting for financial institutions. Its steering committee engaged Guidehouse to serve as its Secretariat and to provide expert help in the development and implementation of a global carbon accounting standard.

Stakeholders and Partnerships

- **New York City Climate Week, September 2023:** In collaboration with Cool Up and the United Nations Development Programme (UNDP), we organized **Cooling Our Climate: Uniting for Action and Implementation**, a joint side event held during New York City Climate Week. Experts from the private, public, and finance sectors discussed the critical challenges posed by climate change and highlighted successful partnerships such as Cool Up and Supplier LOCT.
- **COP28 Dubai, UAE, November-December 2023:** A highly experienced Guidehouse team of climate, finance, and energy experts spoke on a number of important topics, while the Cool Up program team took center stage at the “Montreal Protocol advancing climate action” pavilion in the Blue Zone.
- **WBCSD membership:** After completing its assessment of our 2022 ESG report based exclusively on publicly available information, the WBCSD reviewed its findings with us. We then completed our personalized criteria action plan and took the plan as input for this 2023 ESG edition.



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Sustainable Stewardship

A New Starting Point

In 2023, we calculated and recalibrated our GHG emissions footprint in the wake of significant merger and acquisition activities³ in prior years that substantially transformed the scale and scope of our operations. Our strategic planning, future target setting, and sustainability initiatives are based on a GHG footprint that accurately reflects our integrated corporate structure.

The increasing demand for transparency and growing emphasis on sustainable practices challenge us to sharpen our ESG focus and refine our strategic approach. We understand that our role extends beyond consulting. We are stewards of change, instrumental in shaping a sustainable future. This 2023 approach underscores our dedication to mitigating our environmental impact and assisting our clients in navigating their sustainability journeys.

The evolving ESG landscape is an opportunity for us to reinforce our commitment to sustainability and to redefine our role in the global transition. We are excited about this journey and are committed to continual improvement, transparency, and leadership in our environmental strategy — creating a positive impact for our clients, our people, and the communities we serve.

³Guidehouse acquired Navigant Consulting Inc. in October 2019, Dovel Technologies in October 2021, and Grant Thornton’s US Public Sector Advisory practice in October 2022.



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Our GHG Footprint: Creating a Baseline

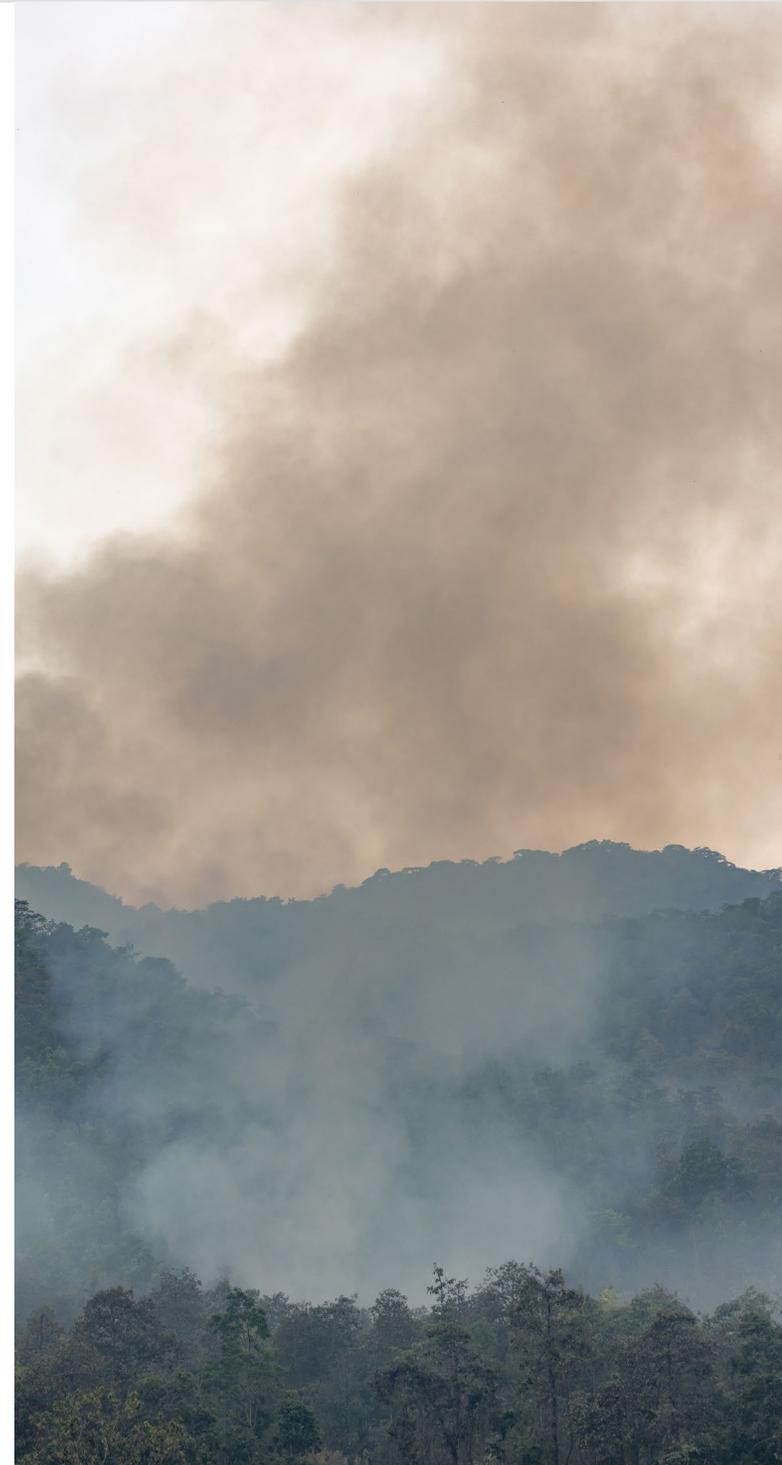
Given the significant shift in our operations, global workforce⁴, post-merger and acquisition activity, and fundamental methodological improvements, comparisons between current and previous footprint data is not very insightful. We will consider the feasibility and usefulness of reassessing our 2022 footprint to track progress against.

For indicative comparison only, relative to 2022, our emissions have increased by 19%, driven by factors such as:

- Methodological improvements
- More primary data
- Increase in employee headcount and commuting
- More business travel in 2023 following the easing of COVID-19 travel restrictions

For our 2023 GHG footprint—a year without merger and acquisition activity—we have focused on quantifying our emissions and confirming that our methodology is a robust benchmark for future decision-making. In our view, progress can be demonstrated by actual reduction of our emissions, determined by measuring the difference between footprints that were calculated using a homogeneous methodology, equal data granularity, and comparative scope of operations. Our refined focus and methodology provide a solid foundation for our sustainability journey ahead.

⁴We grew from a global workforce of 8,625 people in 2020, to a global workforce of 16,362 in 2023.



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2023 Improvements to Our GHG Calculation Approach and Methodology



We have adopted a considered, strategic approach, especially to our Scope 3 emissions, which represent the most significant portion of our carbon footprint. While we have not yet committed to the SBTi, our stance is both deliberate and strategic, underpinned by our ongoing dedication to meaningful environmental action. Instead of hastily setting targets, we are focusing first on understanding our holistic supply chain to drive genuine change through influence and education. When we commit, our targets will promote environmental benefits. We are crafting a path that reflects our influence and responsibilities, is aligned with the best scientific guidance, and tailored to create significant, tangible impact. With this deliberate pathway we aim for real, positive change, particularly in the areas where we can make the most significant difference. In this regard, in 2023, we continued our active engagement with organizations like the WBCSD through our membership and through participation in COP28 Dubai.

We are actively working toward and committed to setting firm-wide emissions reduction targets in line with climate science to achieve net-zero GHG emissions by 2050. The year 2023 is our fifth consecutive year of CDP reporting, including completion of the supply chain module for US Federal General Services Administration (GSA) Sustainability. The year 2023 was our fifth year of EcoVadis reporting. We have been instrumental in developing the sectoral decarbonization approach for the SBTi and have served as a member of the technical advisory group led by the SBTi.

To improve the accuracy of our footprint over time, data collection and data quality will evolve year by year. We have assessed the quality of the data that underpins our footprint by applying a data quality score to focus our efforts toward enhancing accuracy. In 2024, we will develop further operational processes and controls for data quality and data availability.

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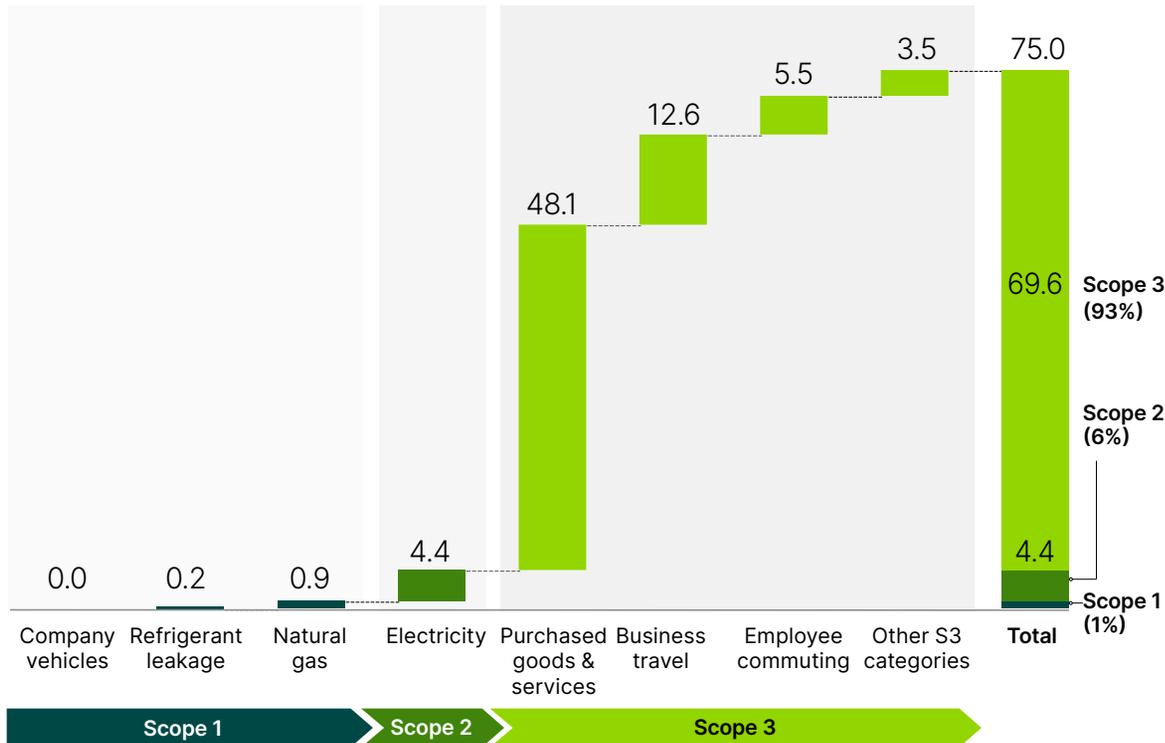
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Our 2023 Climate Impact

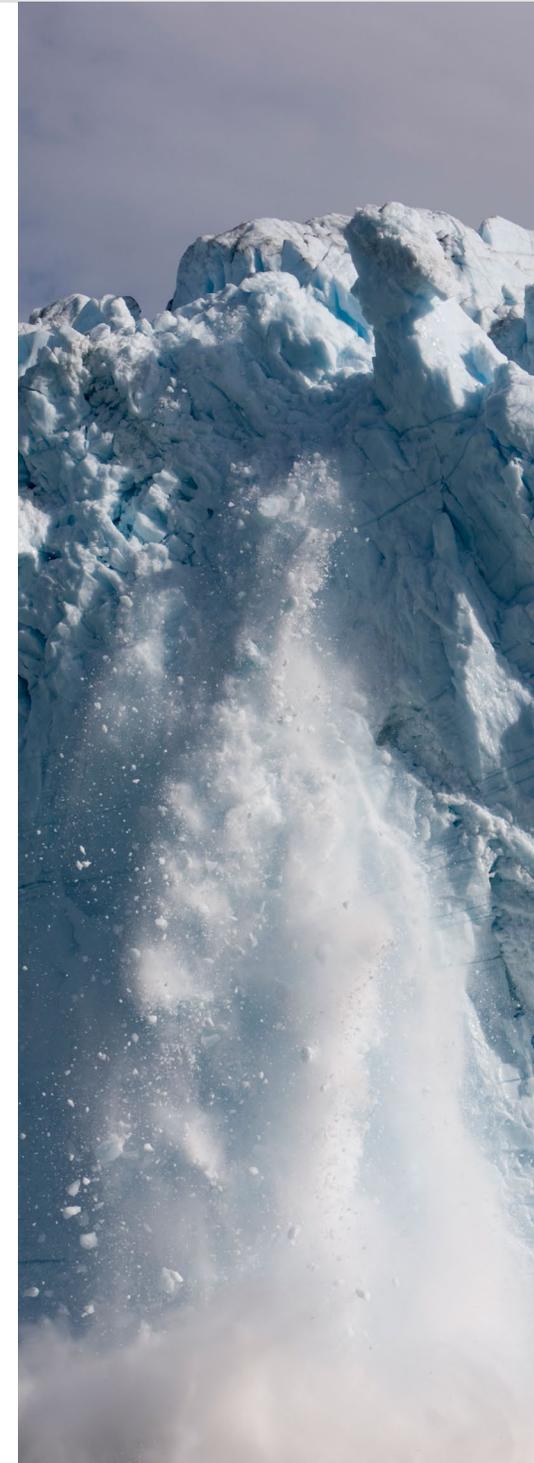
We report emissions in metric kilotons of carbon dioxide equivalent (ktCO₂e).⁵ Within our GHG footprint, **Scope 3** makes up the largest portion of emissions across our value chain (**93%**), followed by **Scope 2** (**6%**) and then **Scope 1** (**1%**). Within Scope 3, the most significant source of emissions is within the category of **purchased goods and services**, accounting for 71% of our total footprint. Emissions within Scope 1 and 2 are dominated by electricity use and natural gas consumption.

Guidehouse 2023 Scope 1, 2,⁶ and 3 GHG Footprint, ktCO₂e



⁵We take an operational control approach for consolidating our GHG emissions inventory. The timeframe of reporting is Guidehouse fiscal year, which runs from January 1 to December 31. All data is as of December 31, 2023 unless otherwise noted.

⁶Location-based Scope 2 emissions. Market-based Scope 2 emission value is lowered by ~14%.



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2023 SCOPE 1 – DIRECT EMISSIONS

Total 2023 Scope 1 emissions were **1.0 ktCO₂e**.⁷ This translates to **1%** of total emissions across all scopes for Guidehouse. Within Scope 1, **87%** of emissions were from natural gas consumption, mostly used for heating of office space.⁸

2023 SCOPE 2 – INDIRECT EMISSIONS

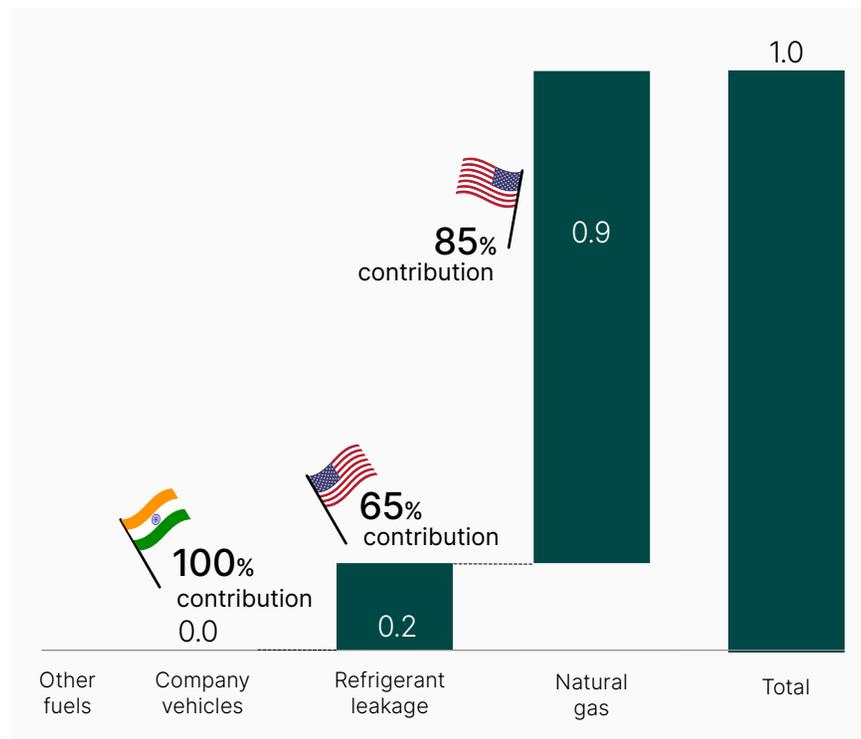
Total Scope 2 emissions for 2023 were **4.4 ktCO₂e** (location based). This translates to **~6% of total emissions** across all scopes. Although we do not own our facilities, we do have operational control over energy consumption in our facilities. Therefore, we report direct emissions from the facilities and indirect emissions from purchased electricity under Scopes 1 and 2, respectively. In 2023, we analyzed electricity bill data for approximately 20% of our facilities, using actual energy consumption data. For other facilities we estimated electricity consumption based on floor area.

While we do not own or manage any of the buildings we occupy, we structure our office selection process and lease agreements to minimize energy use and resulting GHG emissions. We target the highest environmental standards for new offices and major renovations. Nearly 50%⁹ of our offices have a formal green building certification, such as LEED Platinum or BREEAM.

Prior to 2023, we shifted to renewable sources of electricity to power our offices where available. We will identify more opportunities to transition our direct electricity supply to renewable tariffs, wherever feasible, and buy renewable energy certificates (RECs) to reach 100% renewable electricity for the remainder.

Further abatement opportunities come from reducing consumption of natural gas within our offices, prioritizing primary data collection for energy and electricity consumption wherever possible, and minimizing our waste and water consumption with water conservation applications.

Guidehouse 2023 Scope 1 GHG Footprint, ktCO₂e



⁷Vehicle emissions amount to approx. 5 tCO₂e

⁸Natural gas consumption is estimated conservatively; some facilities may be heated electrically.

⁹49.2% as per end of 2023.

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2023 SCOPE 3 EMISSIONS – IMPACT IN OUR VALUE CHAIN

Each year we evaluate the applicability of all Scope 3 categories to our operations. We add new categories to our inventory as appropriate. The total 2023 Scope 3 emissions were **69.6 ktCO₂e**, which is **93%** of total emissions for Guidehouse.

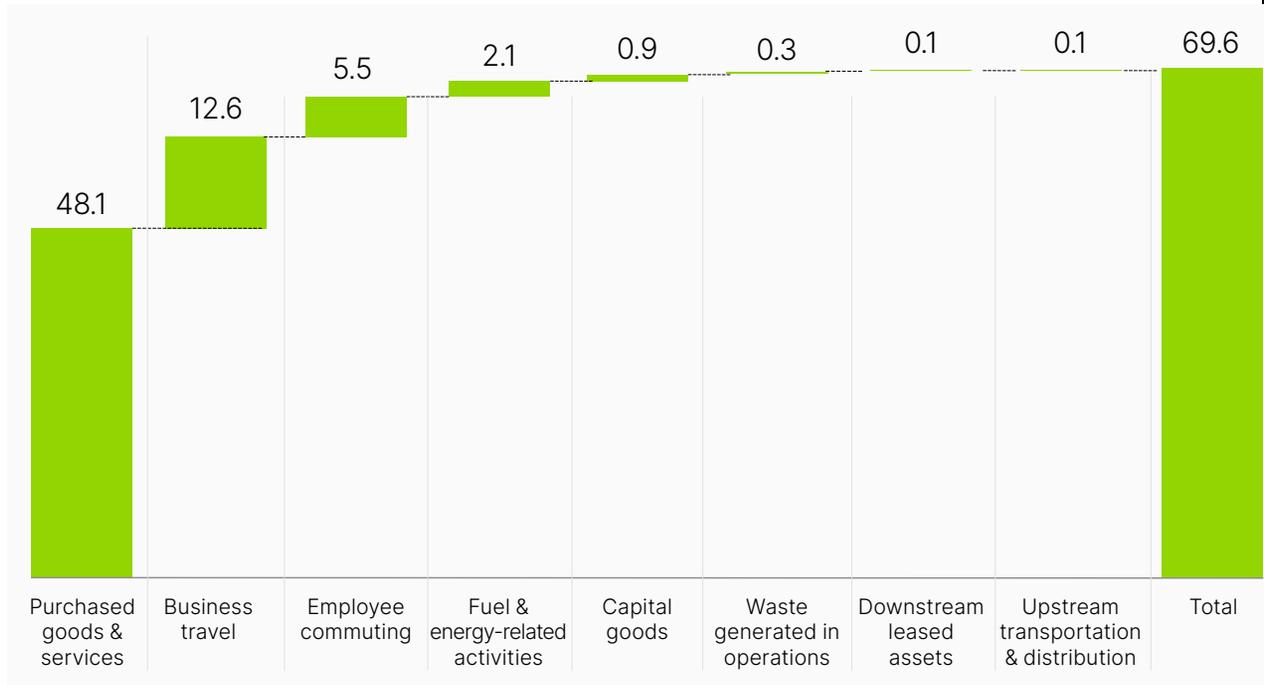
Within our Scope 3 emissions, **71%** were from **purchased goods and services**, half of which originated from service vendors and subcontracting services including those small and socially disadvantaged business partners that are part of our diversity program. In 2023, as part of our methodological improvements, we extracted supplier spend by general ledger account and sorted by largest suppliers. We focused on the top 25 supplier categories by spend. This accounted for roughly 91% of our total spend in this category.

In the 2023 Scope 3 category business travel, our global travel agency provided emission data for the following business travel methods:

- Flights
- Rail transport
- Rental cars
- Hotel stays (accommodation)
- Improved data in 2023

And with spend on ground transportation, mileage, meals, taxi, and parking not previously included in our travel agency data.

Guidehouse 2023 Scope 3 GHG Footprint, ktCO₂e



For the employee commuting category, we distributed a survey in early 2024 to estimate 2023 emissions from employee commutes to and from Guidehouse offices and client sites. Survey participation was voluntary. We had a representative participation rate of 26.4% across all offices, a useful and representative dataset from which to draw inferences.

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TARGETS

Using 2023 as a baseline, we are developing a climate action plan that aligns with the GHG target criteria established by the SBTi, and with the Paris Agreement’s ambition to limit global warming to 1.5°C. We want to set targets that make sense for a professional services organization that serves its clients from an integrated business and operations model. We are thoughtfully evolving our operating model to reduce emissions consistent with the availability of non carbon energy and supplier alternatives, while maintaining our excellence in client service and seeking to enhance our employee value propositions.

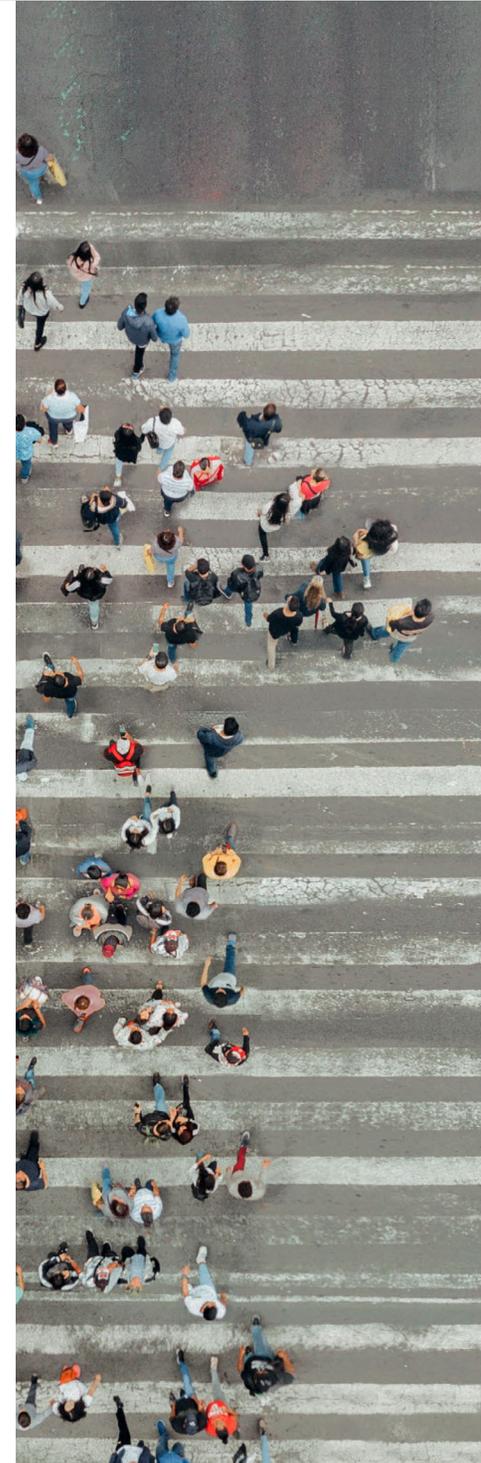
Strategic Leadership with Purpose

Guidehouse leadership, most notably the Office of the CEO, updates the Board on a quarterly basis on sustainability items such as the annual ESG report reporting into CDP and EcoVadis, as well as performance and climate change risks. The executive members of the Office of the CEO evaluate enterprise risks, guide enterprise strategy, prepare and approve budgets based on strategic determinations, and consider the sustainability agenda balanced against other strategic priorities. Whereas we deliver sustainability advice to our clients, subject matter experts from that team advise the Office of the CEO and its functional department leads on greenhouse gas accounting, decarbonization paths, and external reporting. The team members across the firm provide input to:

- This annual report
- CDP and EcoVadis reporting
- WBCSD membership

We are currently working toward a pragmatic and responsible strategy organized around the following key objectives:

1. Determine the best solutions for reducing our Scope 1 and 2 emissions by designing abatement strategies for essential footprint elements with focus on priority areas such as defining a strategy for purchasing RECs over time.
2. Engage with our value chain to reduce our Scope 3 emissions using a risk-based approach, identifying high impact and low sustainability maturity vendors to support our reduction ambition, and avoiding the economic headwinds brought on by such ESG reporting for our small, disadvantaged business partners.
3. Partner with business leaders to further integrate climate considerations into our business strategy, corporate value proposition, and business solutions. This includes procurement of solutions that increase the accuracy and efficiency of our own monitoring and allows us to serve clients better in this arena.



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¹⁰Committee of Sponsoring Organizations of the Treadway Commission | COSO Internal Control-Integrated Framework

¹¹ Our ISO 9001 scope covers U.S. federal clients.

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Engaging Employees in Our Climate Journey

Our employees play a pivotal role in shaping our environmental footprint and engaging with our clients and communities. Our team’s collective actions, insights, and dedication are the lifeblood of our firm, driving meaningful change and embodying our RI²SE values. Achieving our sustainability goals is a shared journey that thrives on active participation and empowerment of our entire workforce. Their daily decisions, innovative ideas, and passion for sustainability are instrumental in propelling us toward our net-zero ambitions.

Acknowledging this, we are committed to fostering a culture where every employee is equipped, encouraged, and inspired to contribute to our environmental objectives. We strive for an inclusive atmosphere that nurtures personal responsibility, rewards innovation, and aligns individual achievements with our collective environmental aspirations. We have started with this ongoing journey of awareness by leveraging opportunities such as Earth Day and Earth Week, during which we hosted a webinar called *Understanding Our Sustainability Efforts*. The session was attended live by nearly 1,000 colleagues while the training itself is available in our learning library. Our climate and sustainability learning portfolio contains over 3,500 sustainability and climate books, trainings, and courses. And employees can turn to our sustainability-related Communities of Practice for consultation with designated subject matter experts.

Up to and including 2023, all Guidehouse employees participated in our annual performance management process emPATHy. Employees performance rating was determined by goal completion and impact across company, client, and team areas. The “company” category included a corporate citizenship component covering employee participation in voluntary initiatives that benefit our firm as well as society. For example, an employee could help reduce our carbon footprint by focusing on improving water, waste, and energy use in our offices. We give employees concrete ways to make a tangible impact on organizations, communities, and individuals through their volunteer efforts. Employees were also incentivized to do so because their overall performance rating was tied to our bonus plan. Beginning of 2024 we replaced emPATHy with a new process called Performance Enablement. Corporate citizenship is still one of the core competencies, so the same performance incentives will remain.



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WASTE AND RECYCLING

In most of our offices located in the US and Canada, and in our Europe and UAE offices, we have segregated waste containers with instructions on which items are eligible for recycling. Our India offices have replaced paper coffee cups with ceramic or home-bought cups. All single-use plastic has been banned in the India offices and replaced with environmentally friendly alternatives while plastic and synthetic banners have been replaced by cotton banners. In our U.K. office, milk is delivered in bottles that are then returned to the local dairy and reused.

WATER CONSUMPTION

In several of our offices, colleagues consume less bottled water because of the use of drinking water machines. The water machines calculate and display the number of bottles we have saved. In several offices we have water bottle fillers and filtered water machines in break rooms for employees to refill their own water bottles. We have individual water bottles available for meetings and for employees who do not bring their own bottle.

Supply Chain

Our global procurement director prepares and provides supply chain data and input for Scope 3 category purchased goods and services and further external reporting, including this report. We now calculate our Scope 3 categories with the hybrid method – meaning a combination of supplier specific data, industry benchmarks and the spending-based method.¹² Several of our major suppliers are already SBTi committed.

Moving Forward – A Journey of Continual Improvement

Our 2023 GHG footprint work is just a starting point for our intensified commitment to sustainable stewardship. It serves as the anchor for our future sustainability strategies, informed by data that is as comprehensive and representative as possible. As we move forward, this foundation will enable us to set meaningful targets, track our progress accurately, and implement strategies that significantly reduce our environmental impact.

¹²Greenhouse Gas Protocol – “Technical Guidance for Calculating Scope 3 Emissions.”

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Like a **360° beacon**, we illuminate the diversity every person brings.

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Highlights 2023

Illuminating the diversity each person brings, ensuring all can shine

Clients

- Evolving postpandemic workforce dynamics, skill gaps, and labor shortages are forcing change. In support of our clients and within our own company, we recognize that adapting talent, developing new organization models, and integrating intelligent technology are all needed to meet the demands of our future workforce. Learn more within this report and at: [Optimizing Workforce and Future Work](#) and [Healthcare and State and Local Government](#).

Operations

- We created our culture council in January 2023. The culture council is composed of colleagues from across all areas of our firm, segments, and global regions. Council members applied and were selected to serve as advocates, advisors, influencers, and strategists on culture-related initiatives.
- Throughout 2023 we adjusted our performance rating and feedback system and developed a new framework that is more rooted and connected to our RI²SE values and offers continuous feedback. We implemented the new performance enablement system at start of 2024.
- We reported to EcoVadis for the fifth year on employees, diversity, inclusion, and equality.



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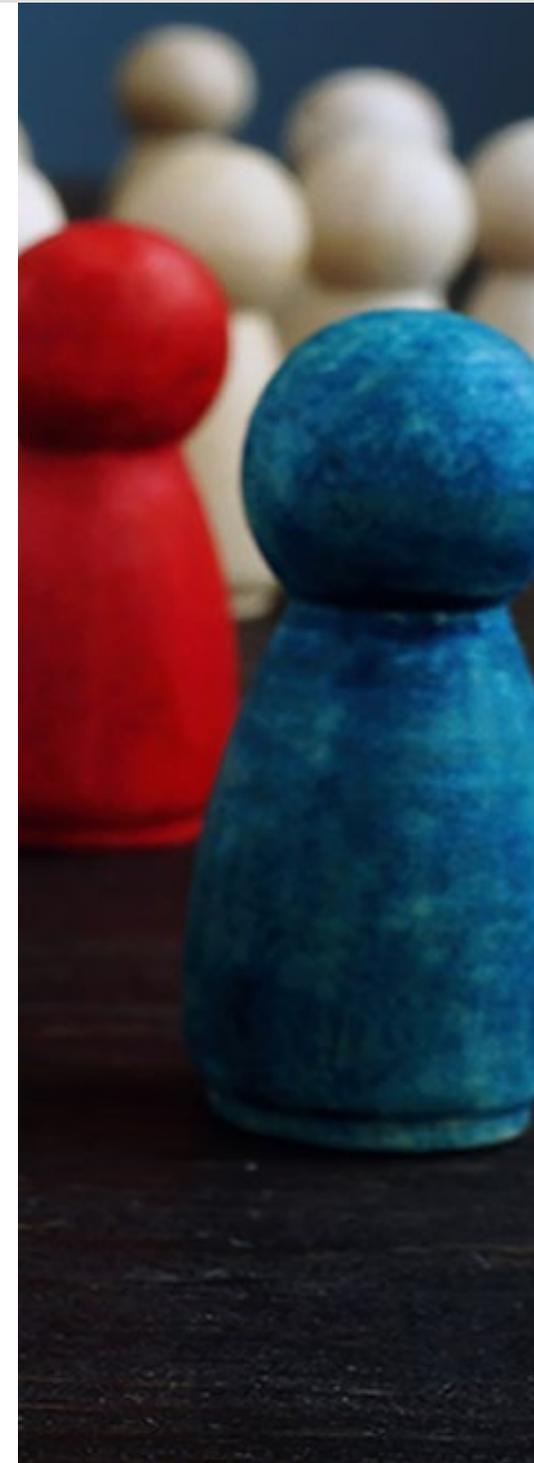
Supply Chain

- In line with our **Vendor Code of Conduct** and regulatory framework, we require all US federal government subcontractors to complete our representations and certifications form, confirming business size and type classification prior to awarding subcontracts.
- Our supplier diversity program tracks the procurement of goods, materials, services, and supplies for small business spend for all US government contracts. For our US federal contracts, 65% of our subcontractor spend went to small businesses. Of that percentage, 54% went to disadvantaged small businesses, woman-owned small businesses, businesses in historically underutilized business zones, veteran-owned small businesses, and service-disabled veteran-owned small businesses.
- Although specific requirements for supplier diversity vary by client, we recognize certifications from a number of organizations, including these in the US: Association for Service Disabled Veterans, Department of Commerce’s Economic Development Administration, National Gay and Lesbian Chamber of Commerce, National Minority Supplier Development Council, National Women Business Owners Corporation, Small Business Administration, Department of Veterans Affairs, and Women’s Business Enterprise National Council.

Partnership

We create positive, meaningful, and ongoing impact through our partnerships:

- US – Thurgood Marshall College Fund Leadership Institute, National Association of Black Accountants (NABA), Ascend, the Point Foundation, Edu-Futuro, National Association of Cuban Engineers, Wreaths Across America, 9/11 Day of Service, USO of Metro DC, veteran organization FourBlock, and Livongo
- Global - Headspace
- UK – Richard House Children’s Hospice and Resurgo
- India – Bhumi for the government school projects in Chennai and Nagercoil



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Community Building

- In 2023 we raised \$708,212 USD to benefit communities across the world. Of that total, 38.4% was through company match and volunteer rewards and 23.2% through corporate donations and sponsorships.
- We supported 1,762 nonprofit organizations through donations and volunteering.
- We recorded 7,251 volunteer hours through Inspire, our volunteer platform, along with more than 4,300 pro bono volunteer hours.

Employees

- Our 2023 company makeup consisted of 16,362 employees spanning five generations, working and living on four continents, speaking more than 30 languages, and representing a broad range of ethnicities and cultures to form our unique tapestry.
- Our global gender ratio is 52% female and 48% male.
- Our global female representation of Partners increased from 24% in 2020 to 33% in 2023, with US representation for non-European people increasing from 16% to 21%.
- We continued our global expansion of our diversity, equity, and inclusion (DEI) program, moving beyond Western thinking.
- Through DR²IVE, our Diversity Recruiting and Retention Initiatives Via Engagement program, we recruit, empower, and retain top diverse talent across the organization, reflective of the global communities we live and work in. Sixty percent of all placements into Director or Partner roles were the result of internal promotions.
- We developed our RI²SE Above Award to recognize the work our employees do every day and highlight how our many colleagues embody our values.
- Our education and training progress included adding two training metrics due to new content. We saw a substantial increase in average per employee hours of nonrequired training. We launched new courses for people managers and new compliance courses. We realized overall increase in the number of employees trained and number of classes offered.
- In the area of employee engagement and representation, we have seven global employee affinity groups or inclusion networks and three active works councils in Germany, the Netherlands, and Lithuania. More than 13,000 colleagues participated in the Great Place to Work survey, providing valuable input to help cocreate the future of our organization and influence meaningful programs, initiatives, and investments in our firm and our people.



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Optimal Workforce

Because recent workforce disruptions have fundamentally and permanently altered the dynamics between organizations and their employee populations, we're helping clients adjust to the evolving work landscape, adapt to new modalities, and prepare for future disruptions through data-driven, tech-enabled solutions. We describe this more fully in our megatrends focus at [Optimizing Workforce | The Future of Work](#).

Rental Assistance Programs in 16 US States and Localities

We helped states and localities develop and implement Emergency Rental Assistance (ERA) programs serving more than 700,000 households.



Arkansas Department of Human Services Improves Employee Engagement and Retention

We positioned the state's residential and rehabilitative service employees to better serve nearly 1,000 people with intellectual disabilities and severe mental health issues.



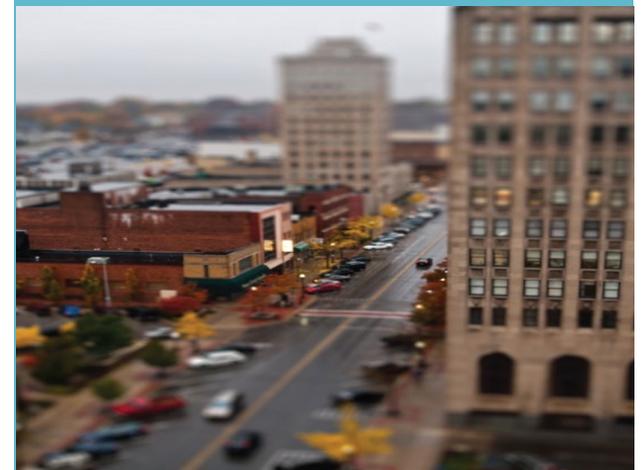
Affordable Housing Policies Reimagined Jackson, Michigan – US

Through an action-oriented housing needs assessment, we recommended ways to transform local affordable housing policies and programs and best utilize the city's State and Local Fiscal Recovery Funds allocation.

Jackson will undertake two programs:

- An expanded version of its existing homeowner rehabilitation program to include non-owner-occupied properties, which account for 45% of households.
- A new housing construction program that sells city-owned land to developers at affordable prices and offers homeowners down payment and tax incentives help.

We continue to work with the city to bring these programs to fruition and achieve its goal of building 100 new units of affordable housing.



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Stakeholders and Partnerships

We give back to society by:

- Supporting charitable organizations.
- Facilitating meaningful volunteering opportunities.
- Actively taking steps to build a more diverse firm, including our supply chain. In line with our Vendor Code of Conduct, we track our US federal government subcontracts to (small) women-owned and disadvantaged businesses. The culture we foster creates avenues for our employees to make a positive, meaningful, ongoing impact across local communities globally by devoting their time, expertise, and financial resources.

Our culture council members represent unique voices and provide a globally diverse perspective that translates into top-notch problem-solving potential. The council provides strategic direction on culture priorities, and leadership advisement and supports important actions to drive meaningful impact. The culture team’s mission is to engage, inspire, and empower our colleagues to solve big problems and make a positive impact across our global workforce and communities.

Investing in community and volunteer partnerships helps further enhance our employees’ personal and professional development while strengthening our own firm by attracting a rich source of top and emerging talent. Some of the organizations we have partnered with in the US include Headspace, Livongo, the Thurgood Marshall College Fund Leadership Institute, NABA, Ascend, the Point Foundation, Edu-Futuro, and the National Association of Cuban Engineers. In the U.K. we have volunteer partnerships with Richard House Children’s Hospice and Resurgo. In India we collaborate with Bhumi, one of India’s largest volunteer organizations, to improve local school conditions through the school infrastructural development program in Chennai and classrooms digitization project for government schools in Nagercoil.



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360° Beacon

Diversity, equity and inclusion (DEI) is a cornerstone of our company’s culture. We continually strive for an open, collaborative, and inclusive culture where every voice is heard, and everyone is empowered to thrive. Our efforts center on creating awareness and providing ongoing learning and engagement opportunities that are rooted in our values and collaborative culture to drive meaningful outcomes. Starting in 2020, to further elevate our DEI efforts, we:

- Improved our recruiting practices
- Created new career and mentoring pathways
- Focused our leadership roles
- Increased DEI training and education
- Added community programs to drive positive change inside and out.

We have further reviewed our classification of our employees’ characteristics beyond gender and ethnicity, extending the broad tapestry of our workforce – single parents, first generation college graduates, veterans and former government services executives, those caring for elderly parents at home, those pursuing advanced degrees, and licensed clinicians still committed to healthcare delivery but needing a break from the bedside.

As we advance on our path of distinction, we are continually looking to further embrace the uniqueness of our colleagues, foster a fair and equitable environment, and focus on driving inclusivity across our growing workforce.

We annually conduct a workforce analysis to assess our progress in building a more diverse, equitable, inclusive, and accessible firm. This entails reviewing our entire workforce, by job level and business segment, both globally and country. Through our DR²IVE (Diversity Recruiting and Retention Initiatives Via Engagement) program we seek to recruit, empower, and retain top diverse talent across the organization, reflective of the global communities where we live and work.

Volunteering and Giving

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

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

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We partner with local, national, and global nonprofit organizations to support meaningful efforts through our volunteering program. Inspire, our online portal, enables us to track and manage employee volunteering and giving. Inspire also helps employees effectively promote, access, and track participation across initiatives. We encourage and incentivize donations by awarding credits that employees can use to make contributions to nonprofit organizations.

As demand for humanitarian needs increased across the globe, we have responded with support for those affected by war and natural disasters through financial donations. Among our collective contributions in 2023, we provided support for victims on both sides of the Israel-Hamas conflict, for people affected by the unprecedented wildfires on the Hawaiian island of Maui, and for rescue and recovery efforts following the earthquakes in Turkey and Syria.



We participated in Giving Tuesday – a global movement that reimagines a world built on shared humanity and radical generosity. Over a period of 24 hours, our employee base – with Guidehouse match – contributed over \$100,000 to nearly 350 nonprofits and causes in five countries via Inspire. Nearly 250 employees took full advantage of the one-day 100% company match, maxing out the available match and posting a 56% increase in giving over the previous year.

Up to 2023, employees would typically get a gift during the December holiday season to express company appreciation for all the work they had done. In 2023, we took an alternative approach that reflected employee feedback and aligns more closely with our values to making a positive impact on the world around us. We deposited \$50 into the Inspire accounts of all employees, resulting in close to \$300,000 USD sent to over 2,200 charities. By enabling colleagues to direct their amounts toward causes that matter most to them, we collectively made a meaningful, targeted impact at the end of 2023.

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



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Spotlight Stories



Richard House Children’s Hospice

Our support for Richard House Children’s Hospice, a charity based in East London, goes back many years and predates the origin of Guidehouse. The hospice, which provides palliative care to children with life-limiting and life-threatening conditions, currently supports over 300 families throughout the city. Our London office regularly helps this organization with fundraising events and other campaigns throughout the year.



American Red Cross

There is always a need for blood. The American Red Cross (ARC) must collect 15,000 blood donations daily to help patients across 2,700 hospitals and transfusion centers nationwide. Our Defense segment, Public Health segment Veteran Affinity Network, Young Professionals Network, and Healthcare Young Professionals Network sponsored the Fourth Annual Virtual Blood and Platelet Drive to support the ARC and local blood banks throughout the U.S. A total of 59 employees participated in 2023.



Local Schools Support

With the help of our NGO partner Bhumi, we completed construction of six toilets at the Jaigopal Garodia Government Girls Higher Secondary School in Nanganallur, Chennai. We have also taken up other important renovation works at the school.

Our India CSR group, Karunya, partnered with local volunteer organizations to improve local school conditions through the Digitization of Classrooms in Government Schools project in Nagercoil. We also supplied an interactive smartboard, granting access to modern tech-enabled educational support to over 200 students. Other efforts included providing:

- Tables and chairs for the lunch hall at Menankulam LP School
- Benches, desks, and stationery for children at the Government School Ponmudi
- Computers and chairs for the Model school in Pattom

Through Project X – Kerala’s first comprehensive sexuality education campaign for adolescent school children — 3,000 adolescent children across 30 higher secondary schools in Thiruvananthapuram were selected, and 100 students from each school were trained.



Mitchell Heart and Sole Cancer Walk

Heart and Sole is a nonprofit organization developed for Mitchell, South Dakota, and the surrounding areas to provide financial aid for those community members going through cancer treatment. Guidehouse volunteers walked to celebrate survivors and those who have fought cancer and to raise funds to help community members undergoing cancer treatment.



Susan G. Komen 5K Race for the Cure

Susan G. Komen is the only organization that addresses breast cancer on multiple fronts such as research, community health, global outreach, and public policy initiatives to make the biggest impact against this disease. Guidehouse team members across the U.S. participated in multiple Susan G. Komen races and raised funds in support of breast cancer awareness and research.



Whitman-Walker Foundation’s Walk to End HIV

Held for the past 37 years, the Walk to End HIV is Whitman-Walker Health’s signature fundraiser that calls on thousands of Washington, DC, area residents to lace up their shoes and walk or run to support its mission of providing dependable, high-quality, comprehensive, accessible healthcare to those living with or affected by HIV/AIDS. The Walk to End HIV plays a vital role in Whitman-Walker’s mission to end the HIV epidemic in the U.S. capital. We have been partnering with the Whitman-Walker Foundation for over 16 years. Over 30 Guidehouse team members and their families participated in the walk and finished as one of the top five fundraising teams.

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Resurgo's Spear Programme

The London based charity Resurgo sponsors the Spear Programme, an employment support program that helps 16 to 24-year-olds realize their potential by equipping them with the confidence, motivation, and vital skills they need to succeed in long-term employment. We have been a Resurgo partner for many years. Our employee volunteers donate their time and professional skills, helping candidates with mock interview sessions, leading career Q&A panel sessions, and hosting a company visit on an annual basis.



Annual Golf-A-Thon Supporting Junior Achievement of Greater Washington

Junior Achievement™ is changing the game for Greater Washington's youth with relevant, experiential education in financial literacy, work readiness and entrepreneurship programs – education that will serve them well for real life in the real world. In 2023, for the second year in a row, we hosted Play4JA-A-Thon and raised funds for the organization.



Connecting through Dialogues

Since October 2022 our Utrecht office colleagues in the Netherlands have facilitated regularly scheduled English conversational sessions. Groups of four to five colleagues connect with a group of Ukrainians living in the Netherlands who want to learn English (and some Dutch) by talking about anything but the war.



Edu-Futuro Summit/Edu-Family Boot Camp

The Edu-Family Boot Camp is part of Edu-Futuro's Emerging Leaders Program (ELP), which provides students with a tool kit of integrative, interdisciplinary, and transferable skills and strategies to support them in their path toward becoming leaders of their own futures. This event also provides programming for these middle and high school students and their parents. Student offerings include: A career panel, a college fair, public speaking instruction, civic engagement, interview guidance, and robotics.

For parents, the programming includes instruction on budgeting for college and budgeting during a crisis. Our volunteers donated funds to the organization's scholarship fund and

volunteered their time assisting with setup, information table, learning stations, career panel, and more.



Different Arts Centre

Different Arts Centre is an initiative from the Academy for Magical Sciences that provides music, art, dance, and theater training to differently abled children. To help the institution work toward its mission of creating a world-class arts center for children with a range of intellectual and physical abilities, we donated therapy equipment to benefit 90 students and help them get the exercise they need.



Wreaths Across America (WAA)

Started in 1992, WAA is a nonprofit organization that donates and lays wreaths at national cemeteries every December to promote veteran remembrance during the holiday season. We have sponsored this event and have had colleagues from across 16 of our offices joined more than two million volunteers and supporters who gathered to remember and honor our U.S. veterans through the laying of wreaths on the graves of our country's fallen heroes at more than 4,000 participating locations in all 50 U.S. states.



USO of Metro DC

The USO is a nonprofit organization that positively impacts the lives of the military community through community outreach programs, health and wellness support activities, military career transition programs, and more. Since our inception, we have been a consistent supporter through funding and employee volunteer efforts. Our volunteers support the chapter each year at the annual Turkeys for Troops event by packing and distributing Thanksgiving dinner boxes. Turkeys for Troops provides these boxes to junior enlisted service members and their families to ensure they enjoy the Thanksgiving holiday.



Daffodils, Helping Hands Organisation

Students of different abilities require specialized learning spaces to help them receive instruction that truly meets their needs. We helped setup structured teaching rooms designed to promote better learning outcomes for 78 students.

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9/11 Day of Service

On September 11, 2023, in partnership with AmeriCorps, we sponsored and participated in a large-scale meal packing event in observance of the 9/11 National Day of Service and Remembrance. Over 15,000 volunteers nationwide, including military service members, first responders, and Guidehouse volunteers from various U.S. offices joined together to pack 5 million healthy, nonperishable meals for people facing food insecurity in the U.S.



Chest Diseases Hospital

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



Boulder Shelter for the Homeless (BSH)

Although best known for providing up to 160 beds each night and warm meals to its clients, the BSH also uses its efforts and resources to effect as many exits from homelessness for clients as possible. This organization prioritizes breaking the cycle of homelessness by focusing on any available assistance and intervention that leads to a stable place to live. Throughout 2023 many of our Boulder- and Denver-based team members actively collected donations for and volunteered at the BSH, serving breakfast twice a month and dinner once a month to the local clientele.



Greater Chicago Food Depository

The Greater Chicago food depository strives to end hunger by connecting neighbors in need across Chicago and Cook County with healthy food by and advancing solutions that address the root causes of hunger. For the past several years, our Chicago colleagues have regularly volunteered and donated food to support the organization.



Project Punchiri

At the Sri Chitra Home for the Destitute and Infirm, Project Punchiri provides support and skill-building opportunities for women by setting up tailoring units. In support of the essential work they provide, we donated sewing machine equipment and funds to support infrastructure improvements.



Dayton Foodbank’s Mobile Farmer’s Market

The mission of The Foodbank in Dayton, Ohio, is to eliminate hunger and its root causes. Food and related supplies are distributed to a network of pantries, community kitchens, shelters, and other charitable programs, all of which support the health and development of food-insecure individuals living in Montgomery, Greene, and Preble Counties. Our 2023 Dayton employees helped distribute over 11,000 pounds of food to more than 200 families – an amount estimated to feed over 1,000 people including children and senior citizens struggling with food insecurity.



The Sandwich Project

The Sandwich Project is a nonprofit organization whose volunteers assemble and donate fresh, homemade sandwiches each week for immediate consumption to meet the food scarcity needs across U.S. metropolitan Atlanta. Guidehouse volunteers in the Atlanta region helped make sandwiches to support those in need.



Arlington Food Assistance Center

The Arlington Food Assistance Center in Arlington (Virginia) provides access to free groceries, allowing families to devote their limited financial resources to obligations such as housing, utilities, medication, and other basic needs. Our team members bagged and sorted 2,500 pounds of cucumbers and bell peppers and filled 230 crates of food at the center to support those in need.



So What Else’s Thanksgiving meal packing event

So What Else’s mission is to improve the lives of children and families living in underserved communities in the Baltimore-Washington metro area by providing food security, access to necessities, and high-quality out-of-school time programs in literacy, athletics, and the visual and performing arts – all while inspiring young people to give back to the community by creating volunteer opportunities for individuals of all ages. We partnered with So What Else for their annual Thanksgiving meal packing event and helped pack, sort, and organize food for distribution.

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Pro Bono Consulting

We help nonprofit organizations in the form of short-term consulting projects to contribute toward solving today's most complex issues. These projects typically focus on strategic imperatives or problem-solving around our core capabilities. Our employees bring their skills and expertise to high-impact projects to help mission-driven organizations reach limitless opportunities.

In 2023, we continued to expand our Pro Bono Consulting Program by focusing on projects spanning social and racial justice, homelessness, youth engagement, mental health, education, and international aid. Our Pro Bono core leadership team evolved the program infrastructure, implementing enhanced frameworks, processes, and resources to drive greater success and impact. We launched our fourth and fifth cohorts that provided support for 18 engagements. Over 200 colleagues participated in these projects, volunteering more than 4,300 hours of expert services spanning strategy, analytics, funding, planning, and change management.

In March 2024 we'll have launched our sixth cohort, supporting community and organizational development spanning youth, education, energy, medicine, and international industries. Through the Pro Bono program, we are investing in the next generation of leaders who will continue to engage with and impact their communities.



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Cohort 4 and 5 Projects

INTERNATIONAL AID AND ANALYTICS



1. The Azadi Project – We supported the Azadi project for a second consecutive cohort. In March 2023, the nonprofit organization launched its pilot Azadi Leadership Program, a nine-month program that:

Taught employability skills, held industry visits, and offered career-building internships to participants from refugee and marginalized communities in New Delhi, India. The Guidehouse team evaluated program outcomes and identified lessons learned to inform the Azadi Project, donors, and the community of the Azadi Leadership Program’s positive impact.

THE TEAM:

- Created and distributed more than 40 surveys
- Produced a data collection and data management best practices document
- Held two interviews with Azadi leadership and made recommendations that are already being implemented by the Azadi leadership program as it prepared for its second edition



2. Refugee Women’s Network – Created by women for women, this nonprofit organization serves refugee and immigrant families who have resettled in the U.S. state of Georgia. We were contracted to outline business workplans to facilitate growth and provide research and

recommendations for marketing, legal requirements, and financial stability strategies for catering and food-to-market businesses. We provided a sustainable business model for network member growth within the catering and food-to-market areas.

EDUCATION AND COMMUNICATION



1. Kid Power, Inc. – Located in the District of Columbia, Kid Power, Inc. is an organization that inspires youth leadership by promoting academic advancement, physical and emotional wellness, and positive civic engagement in underserved communities throughout the district. We provide consultancy services to assess current processes and technologies related to the organization’s after-school program and stakeholder engagement. The Guidehouse team will conduct research on commercially available technologies, analyze available options, and develop recommendations for new technologies and process remediation.



2. DC Sail – DC Sail is the community sailing program of the National Maritime Heritage Foundation whose mission is to promote and sustain affordable educational, recreational, and competitive sailing programs for all ages in a fun, safe environment. Each of its youth programs follows the STEM (science, technology, engineering, and math) curriculum and uses the exciting sport of sailing to cultivate self-respect and sportsmanship and to foster teamwork, sailing skills, and an appreciation for maritime-related activities. DC Sail engaged us to help design, draft, and establish a grant application process and blueprint to increase sources of revenue that will help carry out its mission more effectively.



3. St. Pius X – Founded in 1962, St. Pius X was designated as a regional school in 1990. In May 2023, the school began developing a strategic plan to guide administrative leaders in cultivating a mission that would capture the school’s original successes while simultaneously expanding its overall scope to meet the needs of its growing student population and community. Goals were developed that align to the pillars of governance, enrollment and affordability, and academic excellence along with measures to monitor progress toward those goals and a priority statements to support St. Pius X with attaining them. We created an implementation roadmap for the strategic plan based on its goals and objectives to guide St. Pius X through 2029.

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COMMUNITY AND DIVERSITY



1. Deaf REACH – For Deaf REACH, a nonprofit committed to maximizing self-sufficiency of deaf or hard of hearing individuals who are

intellectually challenged, we developed a new revenue strategy and marketing/branding strategy to improve community knowledge and appreciation of its services. The team conducted research and held an immersion workshop to discover viable innovative funding streams for small, niche service providers. Our Medicaid experts also provided advice and solutions for billing challenges. The team worked collaboratively with several Deaf REACH stakeholders to

- Develop new branding and messaging,
- Conduct a thorough review of the organization’s website, and
- Make recommendations for an improved social media presence.



2. African American Health Program (AAHP) – Managed by McFarland & Associates, the AAHP has implemented a remote patient monitoring program that

uses the deployment of blood pressure monitors to assist clients in monitoring and managing their blood pressure. The program has been recognized by the American Heart Association for the last two years for successfully helping at least 70% of residents participate in a systematic program to manage control of hypertension. Through our engagement with AAHP, we followed up with a sample of program participants to determine how health improvements can be linked to remote patient monitoring, educational intervention, and class participation in counseling.



3. Cancer Support Community of Washington, DC (CSC DC) – CSC DC

is a nonprofit organization new to the Washington, DC metro area. Its mission is to provide services that empower through knowledge, strengthen by action, and sustain by community those who are impacted by cancer. We developed a marketing and communications strategy to build the CSC brand and to establish a presence within a geographic area conducive to fundraising, volunteer solicitation, and sponsorships.

Signature Program

The Signature Program gives children across the U.S. greater access to STEM¹³ learning opportunities through a focus on free coding classes based on the Code.org curriculum. After program volunteers have received platform orientation and training, they are grouped into teams to coteach the courses. Each course consists of a series of weekly lessons delivered virtually to children in family homeless shelters, elementary schools, combined boy and girl scouting sessions, and other gatherings. Through lessons, games, and student development of their own computer games, we are introducing concepts, skills development, and teaching and career opportunities to a diverse population of students without ready access to STEM.

¹³ Science, Technology, Engineering, and Mathematics

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Our Inclusion Networks Honoring Culture Year-Round and a Sense of Belonging

The life journeys, cultural experiences, academic opportunities, and social norms of our employee base are as diverse as the countries in which we reside. With a global workforce in Asia, Europe, Africa, Middle East, and North America, we bring a rich tapestry of talent to our clients and our colleagues through purposeful engagement. Our DEI program enables our employees to grow their internal and external networks, develop a greater affinity for diverse experiences, and enhance cultural competency to support their global business acumen.



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May						
S	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Asian/Pacific American Heritage Month

Pan-Asia Network (PAN) – PAN promotes an inclusive work environment for Asian and Pacific Islander colleagues and allies, engaging them in

a variety of enlightening, fun programs that promote professional development, cultural awareness, corporate responsibility, and philanthropy. The network offers insights, interpersonal connections, and opportunities to help members excel within the company, on client engagements, and in the community alongside such nonprofit organizations as Ascend and the Association of Asian Pacific Community Health Organizations (AAPCHO).

In 2023, PAN:

- Hosted an Asian culture- and history-focused trivia night that included an icebreaker networking activity.
- Hosted another event where participants watched a portion of the first episode of the Asian Mental Health Collective's *Mental Health Mukbang* series and engaged in an open discussion about mental health.
- Gathered members in Boston for an in-person picnic to network, connect, and discuss family and cultural traditions.
- Launched a giving campaign benefiting AAPCHO, a nonprofit U.S. association representing community health organizations primarily serving Asian Americans, Native Hawaiians, and Pacific Islanders in the U.S.



February						
S	M	T	W	TH	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

4 Speakers U.S. Black History Month

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

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In 2023, BIN:

- Partnered with NABA and sponsored several delegates to attend the association’s national conventions.
- Partnered with our talent acquisition team to support diversity recruiting events across the country, with a specific focus on institutions included in our Historically black college and university strategy.
- Commemorated Black History Month through local and firm-wide events.
- Toured the Obama Portraits in Atlanta, Georgia.
- Sponsored a virtual webinar on the evolution of the Black corporate experience.

September					October								
S	M	T	W	TH	F	S	S	M	T	W	TH	F	S
									3	4	5	6	7
3	4	5	6	7	8	9	Hispanic Heritage Month Sep 15 - Oct 15		10	11	12	13	14
10	11	12	13	14	15	16			17	18	19	20	21
17	18	19	20	21	22	23			24	25	26	27	28
24	25	26	27	28	29	30			31				

Latinx Inclusion Network (LIN) – LIN provides professional and social networking for employees of Hispanic/Latinx heritage and employees who want to learn more about the culture. One of the primary goals of LIN is to strengthen the recruitment and retention of diverse employees, including those of Hispanic or Latinx heritage. The network aims to support our employees in their career development, providing opportunities for professional growth and mentorship. LIN helps to foster connections across the firm—geographically and across practice areas — to build individual relationships, share ideas, and assist in professional and personal development. LIN also strives to develop and maintain external partnerships with professional and social organizations that have similar goals.



In 2023, LIN:

- Partnered with Edu-Futuro ELP, which provides young immigrant and underserved youth with a tool kit of integrative, interdisciplinary skills and supports them in their path toward becoming future leaders.
- Showcased their cultural interests and connected with fellow employees through geography-based activities and celebrations focused on music, dance, food, and trivia.
- Hosted a book club and a Spanish-speaking social hour.

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June						
S	M	T	W	TH	F	S
	4	5				3
	11	12	Pride Month, International LGBT+ Pride Day 6/28			10
	18	19				17
	25	26	27	28	29	30

LGBTQ+ Network (OPEN) – OPEN is a community for lesbian, gay, bisexual, transgender, and queer (LGBTQ+) employees and allies to share knowledge and personal experiences that foster a culture where people can bring their whole selves to work. Throughout the year, OPEN provides education and

awareness around dates and events meaningful to the LGBTQ+ community, such as U.S. Coming Out Day, LGBTQ+ History Month, International Transgender Day of Visibility, and World AIDS Day. Members participate in LGBTQ+ recruiting events with Reaching Out and Out & Equal and engage with community service providers such as the Point Foundation, PFLAG, Whitman-Walker Health and SMYAL.

In 2023, OPEN:

- Celebrated LGBTQ+ Pride Month by networking and connection with members of the network and the organization at large.
- Held a coworking day for colleagues to work alongside each other.
- Organized a night out event at the Washington Nationals Stadium.
- Hosted a drag queen bingo event and an educational session on what it means to be an ally.
- Supported Worthy Mentoring, an organization focused on creating mentorship within the LGBTQ+ community as well as the ACLU Drag Defense Fund.
- Celebrated Pride Month internationally by hosting seminars on LGBTQ+ human rights and organizing networking events.

March						
S	M	T	W	TH	F	S
						4
5	U.S. Women's History Month, International Womens Day 3/8					11
	12					18
	19					25
	26					

Women's Inclusion Network (WIN) – WIN provides an inclusive, multidimensional environment to support the connection and development of female employees and their allies. Members connect regularly to network, discuss industry hot topics, and share personal and

professional development opportunities. Our WIN Leadership Teams organize programming focused on the three strategic pillars of purpose, growth, and community to further members' personal and professional development.



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In 2023, WIN:

- Focused on embracing equity and fostering networking and connectivity, amplifying members’ impact to our company and clients.
- Hosted quarterly coffee chats on topics of interest including performance development, embracing equity and inclusion, navigating professional life as a working parent, and addressing mental health stigma.
- Offered a wide variety of programming to meet the needs of its diverse membership at all stages of career development, including corporate social responsibility events, book clubs, and health and wellness events.
- Celebrated U.S. Women’s History Month and International Women’s Day with firm-wide activities as well as office-based programming.
- Hosted a coffee chat panel on best practices for encouraging inclusion across teams.
- Organized a giving campaign for Polaris, a social justice movement to fight against sex and labor trafficking.
- Organized an educational session to review the benefits of healthy eating for families.
- Celebrated women who advocate for diversity with a virtual trivia session.
- Offered a mental health awareness session for all colleagues.

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In the Europe and Middle East (EME) region, office leads across all seven EME locations organized regular local in-person and virtual events to further their professional development and build their Guidehouse internal networks.

In 2023, WIN EME:

- Organized multisession female leadership programs on difficult conversations run by an executive leadership coach in Germany and Netherlands.
- Held a virtual speaker event led by a U.K.-based executive leadership coach on overcoming the impostor syndrome.
- Brought female team members together in several events in the Lithuania office to discuss career development and financial intelligence.
- Held an in-person workshop in the Berlin office on inclusive leadership.
- Organized several virtual sessions during which teams shared traditions, norms, and cultures across the different regions where we operate to raise cultural awareness and support good business conduct.

November						
S	M	T	W	TH	F	S
	5	6	7	8	9	10
	12	13	14	15	16	17
	19	20	21	22	23	24
	26	27	28	29	30	1

U.S.
Veteran's Day
11/11

Veteran Affinity Network (VAN) – VAN is committed to the recruitment and development of U.S. veterans and is dedicated to giving back to the veteran and military family communities. Valuing the skills and experience that veteran and military professionals bring to the

workforce we provide a community where veterans can grow their careers, share their experiences, and become thought leaders. Guidehouse and VAN have various partnerships with veteran organizations. One of these, FourBlock, helps transitioning veterans go beyond traditional programs by helping them reimagine and develop new careers, achieve their potential, and become future corporate leaders. We support veterans through charitable contributions, sharing facilities, providing training, reviewing resumes, conducting mock interviews, and assisting with job searches. Guidehouse is an integral part of multiple FourBlock cohorts annually.



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In 2023, VAN:

- Recognized U.S. veteran and military professionals on key days of observance such as U.S. Memorial Day and U.S. Veterans Day, allowing network members and all employees to honor and recognize service and sacrifice.
- Participated in an Honor Flight in Washington, DC.
- Produced our eighth annual *Wall of Heroes*, a video montage created to honor veterans in the lives of our employees.

Of Guidehouse’s 2023 hires in the U.S., 7.6% are veterans. At the end of 2023, veterans made up 5.2% of the total U.S. workforce.



Young Professionals Network (YPN) – YPN is dedicated to the continued development of young professionals through networking opportunities, knowledge sharing, mentoring, sustainability, and increased exposure to leadership. This opens new avenues for employees to elevate their experience and invest in their professional growth. Young professionals are invited to participate in company-wide in-person or virtual programming opportunities designed to invest in their professional development, help create connections, and to expand their network beyond their client and nonclient engagements.

In 2023, YPN:

- Hosted an executive panel series featuring senior executive panelists sharing best practices and advice based on their career journeys as well as perspectives on how the broader consulting industry is evolving.
- Organized a coffee chat event series for our junior-level consultants to connect with our senior-level leaders in a casual, engaging setting, fostering professional growth and membership.
- Kicked off its mentorship program which focuses on professional growth, networking, and building relationships that encourage collaborations across network membership.
- Facilitated virtual meetings with C-suite executives to discuss how to manage their career and maintain work-life balance.
- Engaged its members through book clubs, sports teams, seminars on emotional maturity and mindfulness, and regional networking events.
- Supported Earth Day/Week initiatives, food collection drives, and Red Cross blood drives to make an impact on the community at large.



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NEIGHBORHOOD PROGRAMS

Launched in March 2022, our neighborhoods program creates connections by forming local, hybrid (virtual and in-person) communities for employees to reinforce our values across diverse geographic localities and to improve engagement and overall employee experience. The program consists of 12 neighborhoods in the U.S. and nine internationally. Programming focuses on networking and connectivity, health and wellness and philanthropic initiatives. In 2023, we organized over 154 events across the globe.

ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

As per our August 2023 DEI&A plan, we have:

- Developed a streamlined, transparent process for persons with disabilities to seek accommodations.
- Conducted voluntary resurvey of employees with disabilities to measure our affirmative action efforts more accurately.
- Arranged that our preferred communication platform, Microsoft Teams, can transcribe during live broadcasts.
- Incorporated into our style guide the need for sufficient visual contrast on all on-screen documents, including online applications, in compliance with U.S. federal guidelines under the Americans with Disabilities Act and Section 508 of the Rehabilitation Act.
- Built or retrofit our offices to provide accessible workplaces for our colleagues.

RELIGIOUS ACCOMMODATIONS

We welcome employees of all faiths and strive to provide workspaces and environments that accommodate our colleagues' religious belief systems and practices. Depending on a coworker's religion, they may be fasting, worshipping, or celebrating a holiday. We ask our employees to be mindful and respectful in these circumstances.



Employee Health and Safety (H&S)

Our H&S management covers:

- H&S roles and responsibilities, including first responders and fire marshals.
- Accident and incident reporting and investigations.
- Emergency procedures.
- Occupational health, including employee well-being.
- Business travel, including hotel safety and guidance techniques and programs relevant to the nature of our work. The policy is reviewed annually, tailored to local office and country needs, and part of our employee handbooks and our onboarding. For our colleagues in India, we provide transportation service for all offices — to the workplace and back. As a professional service firm whose employees work primarily in administrative office settings where workplace injury is extremely rare, we have not pursued official health and safety (H&S) certification.

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Through Everbridge, the emergency notification system we use, we can globally keep our employees updated by phone, email, or text during a crisis. Employees can also let us know they are safe. All our employees have a profile in Everbridge. The system can also be used during a large-scale IT system outage for business continuity purposes. By the end of 2023, 82% of our operational sites participated in a risk assessment (general or fire), employee safety alert drill, crisis event tabletop exercise, or physical security assessment (including vendor or internal inspection) as more fully described in the business continuity plan.

WELL-BEING

We provide numerous mental health tools for employees and people managers to deal with stress, identify potential burnout, and handle other mental health-related issues they may face.

In 2023, we:

- Offered mental health and well-being resources and assistance through our employee assistance program.
- Launched (re)Charge, a program designed to provide employees with the tools and techniques necessary to perform at their best while dealing with stress or pressure in real-life situations and personal situations.
- Globally introduced Headspace, a mental health mindfulness app that attracted nearly a quarter (23%) of our employees to enroll (a rate significantly higher than Headspace benchmarks) and resulted in a return rate of 85%, with members engaging with more than 1.6 million minutes of content since the launch.
- Supported local office initiatives such as yoga, chair massage sessions, and fun, informal networking gatherings occurring virtually and in person — something that was much appreciated following the pandemic’s social restrictions.
- Encouraged among our North American colleagues, use of Livongo — a holistic program that empowers people with health challenges to live better and do more — realized significant results. Use of this program is starting to bear fruit in diabetes management — members with above-normal blood glucose saw a decrease from 32.6% at baseline to 18.6%, 73% of members with hypertension maintained or improved blood pressure control, and 67.1% of activated members lost weight as part of diabetes prevention and weight management.



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Supply Chain

To address the diverse needs of a global marketplace, the demographics of our suppliers need to reflect those of our clients and the communities in which we do business. We seek to advance diversity and inclusion in all aspects of our business while delivering innovative, cost-effective solutions to our clients. Through our supplier diversity process, we actively seek diverse suppliers and give them an opportunity to help fulfill our internal procurement needs and partner with us on client engagements.



Within our U.S. supplier diversity program, we track and provide semiannual reports on subcontract awards to small business concerns. During the semiannual reporting period, on average we connect with about 300 small businesses to partner with us on client engagements. Total spending for U.S. federal contracts small businesses in 2023¹⁴ was 65%, of which 54% for disadvantaged small businesses, woman-owned small businesses, historically underutilized business zone businesses, veteran-owned small businesses, and service-disabled veteran-owned small businesses.



In line with the U.K. government's Social Value Model, we involve small and medium sized enterprises (SMEs) in the areas of entrepreneurship, growth, and business creation. We partner with SMEs in much of our public sector consultancy work throughout the U.K. and within Europe.

¹⁴ According to the US government's fiscal year, not Guidehouse's fiscal year

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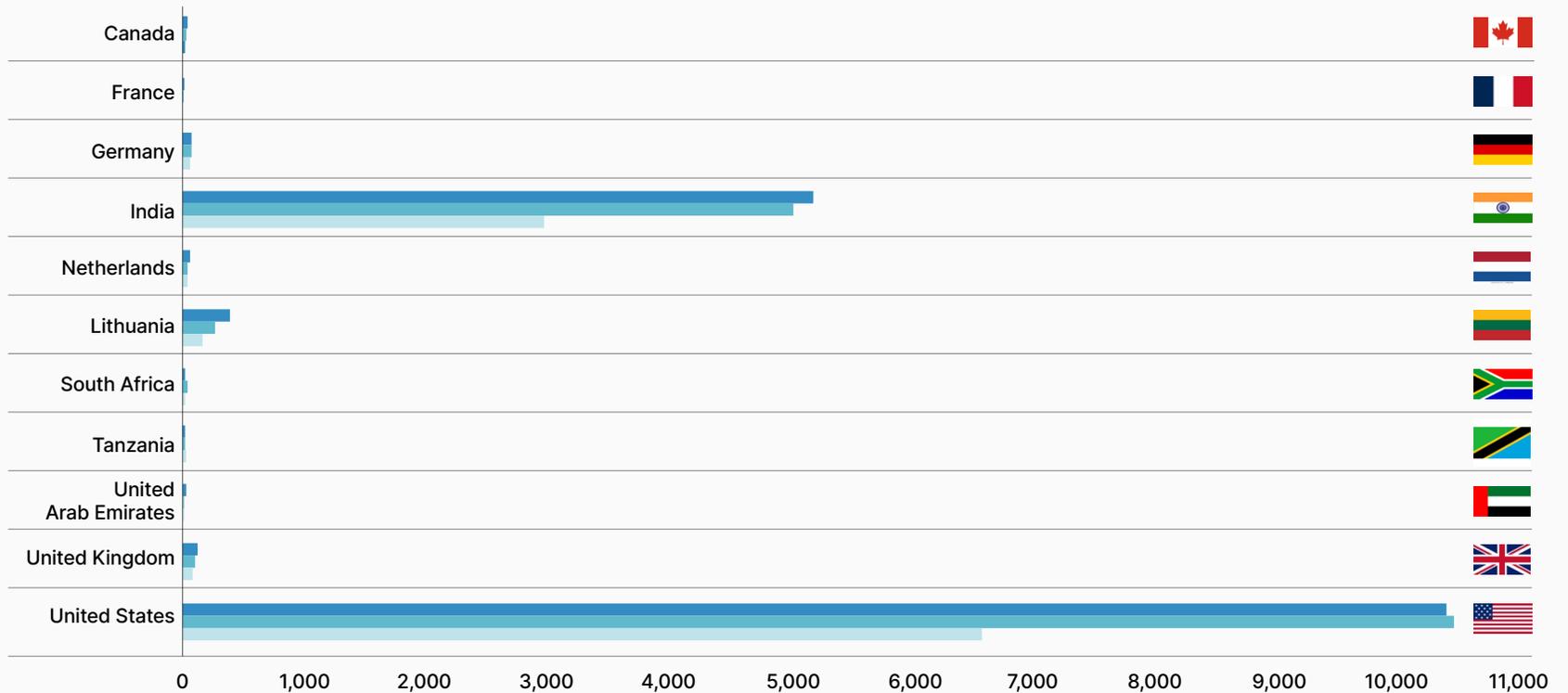
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Focus Areas Assessment

More About Our People

GLOBAL WORKFORCE: A RICH TAPESTRY SPREAD OVER FOUR CONTINENTS

Our collective experience spans five generations, four continents, and a broad range of ethnicities and customs that form a rich tapestry of human experience we bring to one another — and to our clients — every day. Over the past years we have seen a steady, even spread in male-female representation across our global workforce.



No. of people	United States	United Kingdom	United Arab Emirates	Tanzania	South Africa	Lithuania	Netherlands	India	Germany	France	Canada
2023	10,402	115	16	19	23	385	61	5,179	87	13	44
2022	10,467	108	9	18	25	273	54	5,019	87	7	42
2021	6,582	95	9	20	19	177	52	2,992	82	4	28

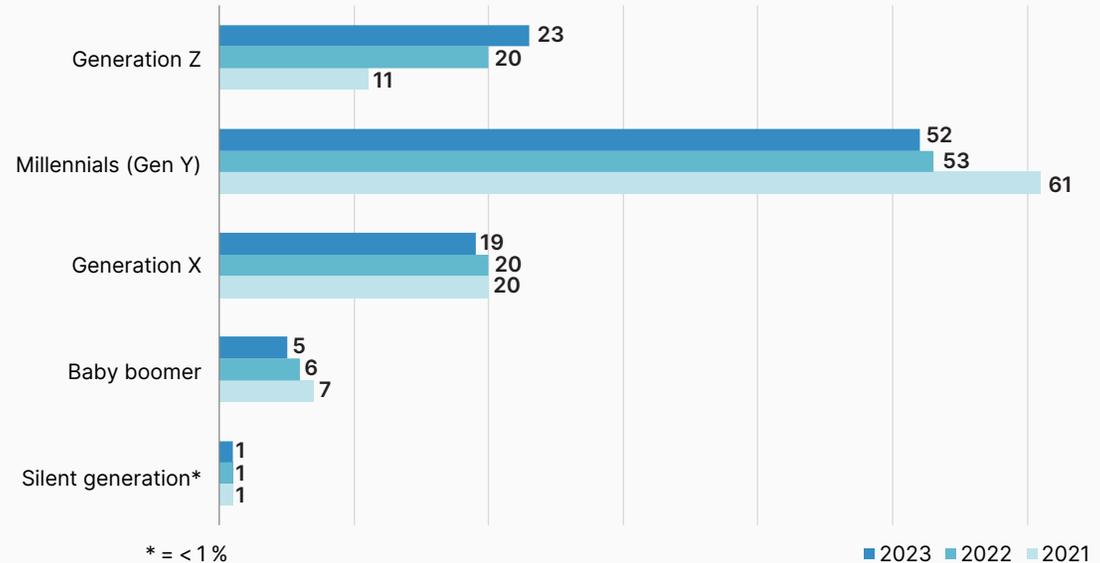
■ 2023 ■ 2022 ■ 2021

Each year we analyze our progress in building a more diverse, equitable, and inclusive firm. This entails reviewing all our employees by job level and business segment, globally, and by country. In this section we highlight a few characteristics of our staff. Our employee data reflects the global workforce with increased gender representation and continued opportunities to increase ethnic diversity representation. The U.S. makes up the largest percentage of our workforce. In accordance with applicable legal standards — in contrast to other countries — we collect data on our U.S. workforce race or ethnicity and military veteran status in addition to gender data.

Global Workforce Generational Ratios

Our people span five generations with millennials being the largest group. People of different generations often think and act differently from each other when it comes to politics, values, culture, and other areas.

These differences can be bridged through interaction and dialogue. As described in earlier section, YPN organized a coffee chat event series in 2023 for our junior-level consultants. The purpose of this series is to provide them with an opportunity to connect with our senior-level leaders in a casual, engaging setting. This concept of reverse mentoring enables two-way learning that spans multiple generations.



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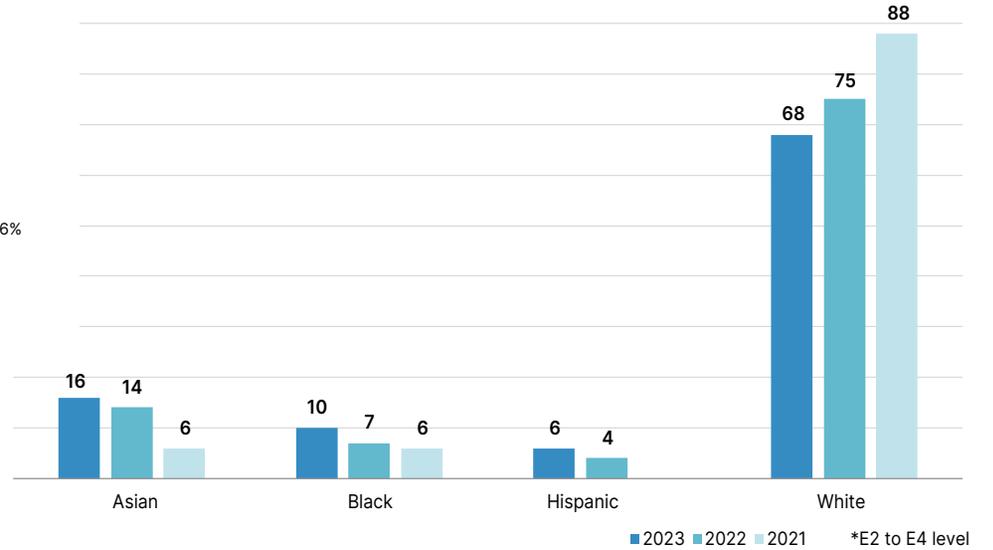
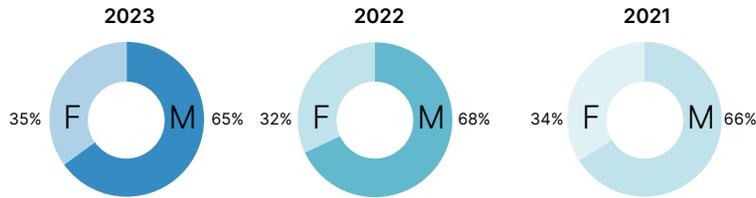
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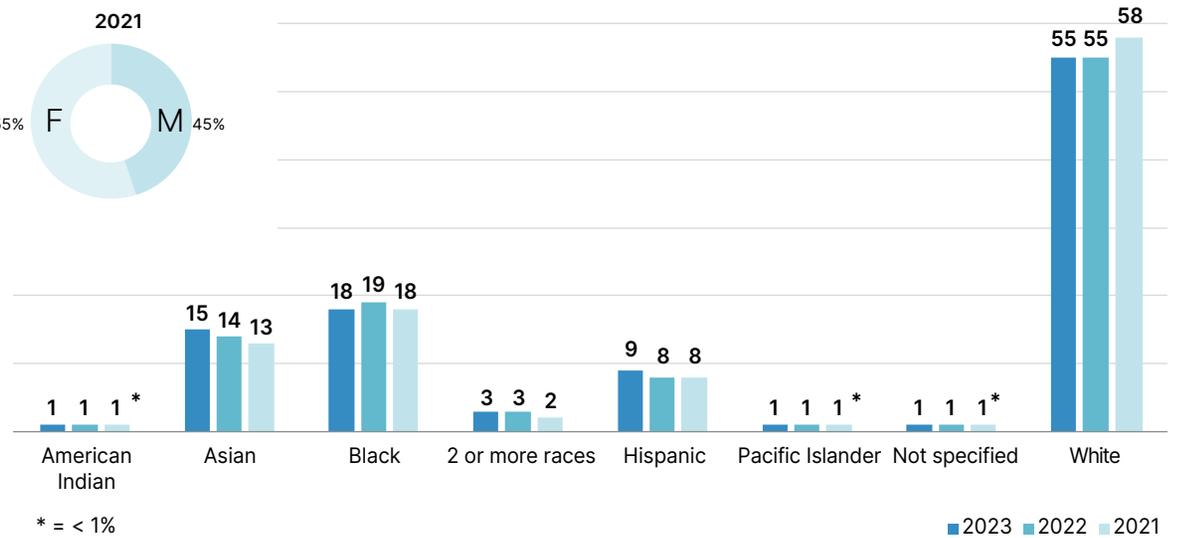
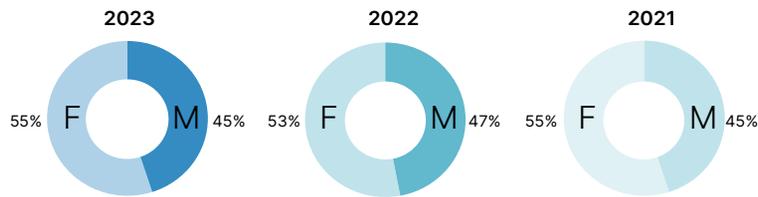
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US Workforce Composition

Guidehouse US Leadership Ratios by Gender and Ethnicity



Total US Workforce Ratios by Gender and Ethnicity



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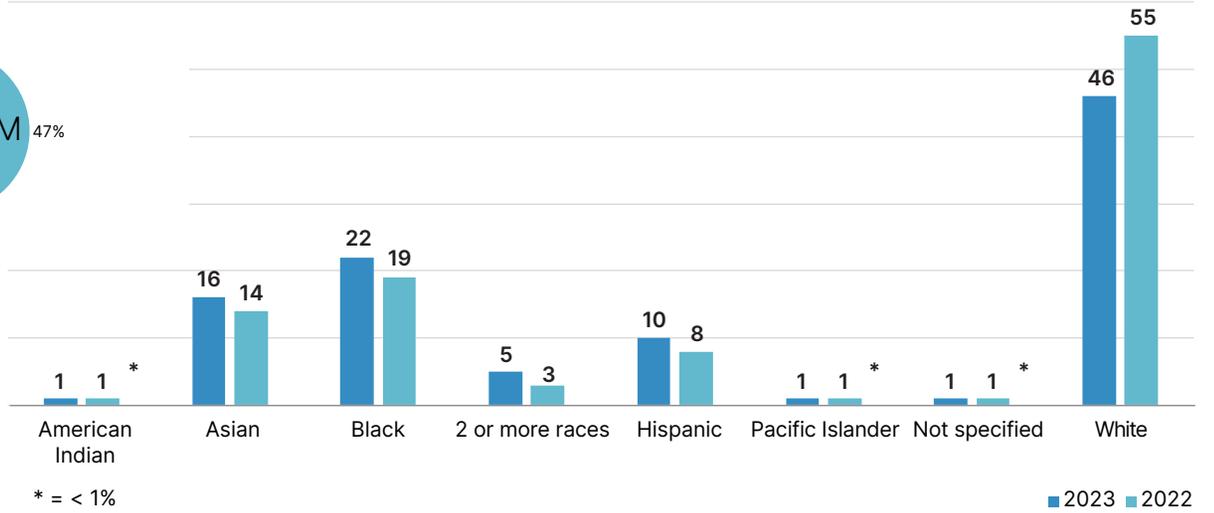
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US New Hires — Ratios by Gender and Ethnicity



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Recruitment, Onboarding, Retention, and Advancement

To accurately reflect the global communities we live and work in, through our DR2IVE program, we have:

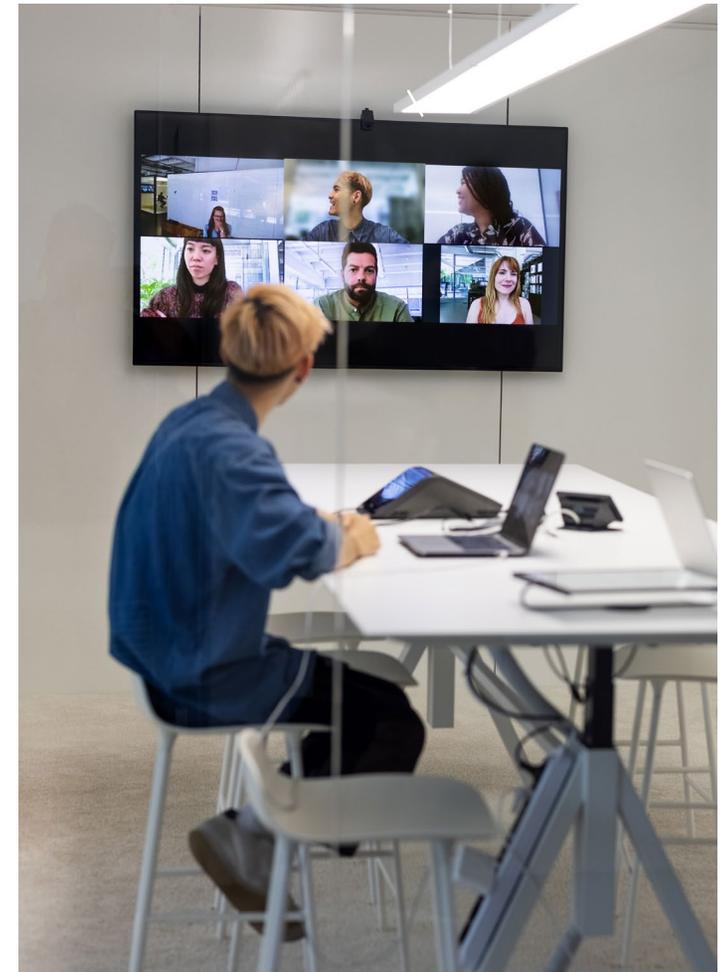
- Embedded inclusion and diversity practices throughout our candidate selection framework to consider every candidate equally and fairly at every touch point of the candidate experience.
- Partnered with organizations such as the Thurgood Marshall College Fund Leadership Institute to complement our campus recruiting strategy.
- Developed placement benchmarks for underrepresented populations in our workforce.
- Partnered with university student organizations to further drive relationship building with diverse student groups and enhance our campus recruiting and early career growth strategies.
- Partnered with RippleMatch to increase our external diverse talent pipeline.

Our talent acquisition team strives for all candidates to meet with an interviewer panel that is reflective of our culture, diversity, and inclusivity. For all employee interactions, we provide specific guidance centered on unconscious bias and inclusive communication. In 2023, 60% of all placements into Director or Partner roles were the result of internal promotions.¹⁵

ONBOARDING

Our onboarding program for new colleagues consists of:

- global and office specific onboarding sessions,
- team meetings and one-on-one sessions, and
- review of the new joiner portal documentation which includes office location specific employee handbooks. We follow a set program, including mandatory training. As part of the onboarding process, new colleagues sign off on our Code of Conduct, which includes topics such as anti-money laundering and antibribery corruption laws.



¹⁵ As measured against all placements, internal and external.

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REMUNERATION, COMPENSATION, AND BENEFITS

Our total rewards philosophy prioritizes market-competitive wages and the holistic well-being and resilience of our employees. Our pay guidelines set specific base pay ranges for each job in each location. We monitor pay levels for the different genders and provide proactive guidance to minimize the potential for this to occur.

From comprehensive in-country benefits and well-being initiatives to flexible work arrangements and ongoing opportunities to support career development across all levels, our total rewards initiatives nurture the physical, emotional, financial, social, and environmental health of our workforce. As evidenced by a laudable number of staff volunteer hours recorded in 2023, we successfully connect individual purpose to organizational purpose, fostering a workplace culture that prioritizes both personal and professional growth. We also provide resources, tools, and benefits to assist and accommodate employees who have remote or hybrid work arrangements. We recognize the importance of taking time off to rest, relax, recharge, recover, and care for others — for example, parental leave for birth and nonbirth parents.

All employees¹⁶ receive formalized feedback within their first 15 months of their employment and each year thereafter, with informal feedback occurring on a regular basis. Our annual performance feedback cycle rates staff according to several competencies and desired outcomes. As of 2024, competencies are rooted in our RI²SE values. High competency-driven performance forms the basis of discretionary annual bonus awards.¹⁷

¹⁶ Excludes project and professional hourly employees.

¹⁷ Applicable benefits are listed per country in the respective employee handbooks as well as, where relevant, in our employee handbooks and our job openings.

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RI²SE ABOVE AWARD

In 2023 we introduced our RI²SE Above Award to recognize the work our employees do every day and highlight how our many colleagues embody our values. Each quarter, any employee can submit a nomination to recognize a peer or a colleague. Recipients are selected by segment or service line review panel members, who review every single-blinded nomination.



Education and Training — Helping People Advance to Reach Their Potential

Professional development learning paths are tied to our competency framework and available for all levels, from interns up to directors. We have mapped curated courses in our top learning tracks to our megatrends and related services, and any employee can access recommended courses. We have developed a structured career framework with expectations for each role to provide transparency into how employees can advance. We also have training targeted to specific staff levels, including training for new and experienced people managers. People managers, team leaders, and other company leaders recommend training areas for employees as applicable and during intermittent employee reviews. Through the Cornerstone SBX learning management system employees can access LinkedIn Learning and Skillssoft content libraries (both international web-based training leaders) with more than 12,000 web-based trainings, books, audiobooks, certification practice exams, and virtual sandboxes.

In 2023:

- About 4,300 employees had advanced degrees.
- Almost 600 seats trained through in-house and vendor-led certification preparation for industry-leading certifications.
- Employees obtained more than 1,150+ new certifications in 2023 while working at Guidehouse.
- More than 12,000 seats trained through curated Professional Fundamentals and Top Learning Paths learning tracks.
- 135 interns completed our intern training program.
- Custom leadership courses used gold-standard vendors such as Ken Blanchard and Zenger Folkman.
- Our global tuition assistance program was used by 125 employees completing undergraduate and graduate degrees.
- More than 800 employees received global supplemental learning to support external training, certification, and conference opportunities.
- Depending on their position in the company, employees completed a little over eight hours each of mandatory annual training on topics including data security, ethics, rules of behavior, antiharassment, unconscious bias, and inclusion and diversity. Healthcare professionals received extensive training on Health Insurance Portability and Accountability Act laws and other privacy laws applicable to their positions.

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Employee Engagement and Representation

THE CULTURE COUNCIL — ENHANCING EMPLOYEE ENGAGEMENT

Our culture council was created in January 2023 and is composed of colleagues from across all areas of our firm, segments, and global regions. Council members applied and were selected to serve as advocates, advisors, influencers, and strategists on culture-related initiatives. Given our tremendous growth, it is important to cultivate a culture of inclusion that is consistent and aligned with our values. The council’s mission is to engage, inspire, and empower our colleagues to solve big problems and make a positive impact across our global workforce and communities. Council members represent unique voices, viewpoints, backgrounds, and beliefs, and they provide globally diverse perspectives that translate into meaningful problem-solving potential in areas such as DEI, and the neighborhoods program. The council evolved over 2023 to concentrate efforts on a current-state assessment of our culture-related programs. Council members developed and distributed surveys to identify best practices and challenges and gain a better understanding of how existing culture-related programs operate. The results of these baseline efforts will inform knowledge sharing across and the implementation of best practices in culture-related program planning.

GREAT PLACE TO WORK® SURVEY

Each year, we conduct an employee engagement survey in partnership with Great Place to Work® (GPTW). The survey is one of our most important input mechanisms for identifying, informing, and guiding future priorities that affect our culture and workplace. The feedback we have received from the survey has historically been the number one catalyst for change and improvement around employee programs, total rewards, our operating model, process change, and cultural initiatives. In 2023, more than 13,000 employees participated in the survey, providing valuable input to help cocreate the future of our organization and influence meaningful programs, initiatives, and investments in our firm and people.



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Other Employee Engagement

In 2023, we had active works councils in three of our EU offices located in Germany, Netherlands, and Lithuania.

The 2023 results identified the following Guidehouse strengths that we are competitive in compared to the top 100 U.S. workplaces that administer this survey:

- Justice – the extent to which employees perceive management promotes inclusive behavior, avoids discrimination, and is committed to ensuring fair appeals
- Community – reflects the deepest level of camaraderie developed within a group and measures the extent to which employees consider that there is a sense of family or team
- Corporate Image – how employees view the organization and our reputation in the larger community
- Team – the pride employees develop in their team, the team’s accomplishments, and their willingness to give extra for the benefit of the team
- Competence – management’s leadership and people management capabilities

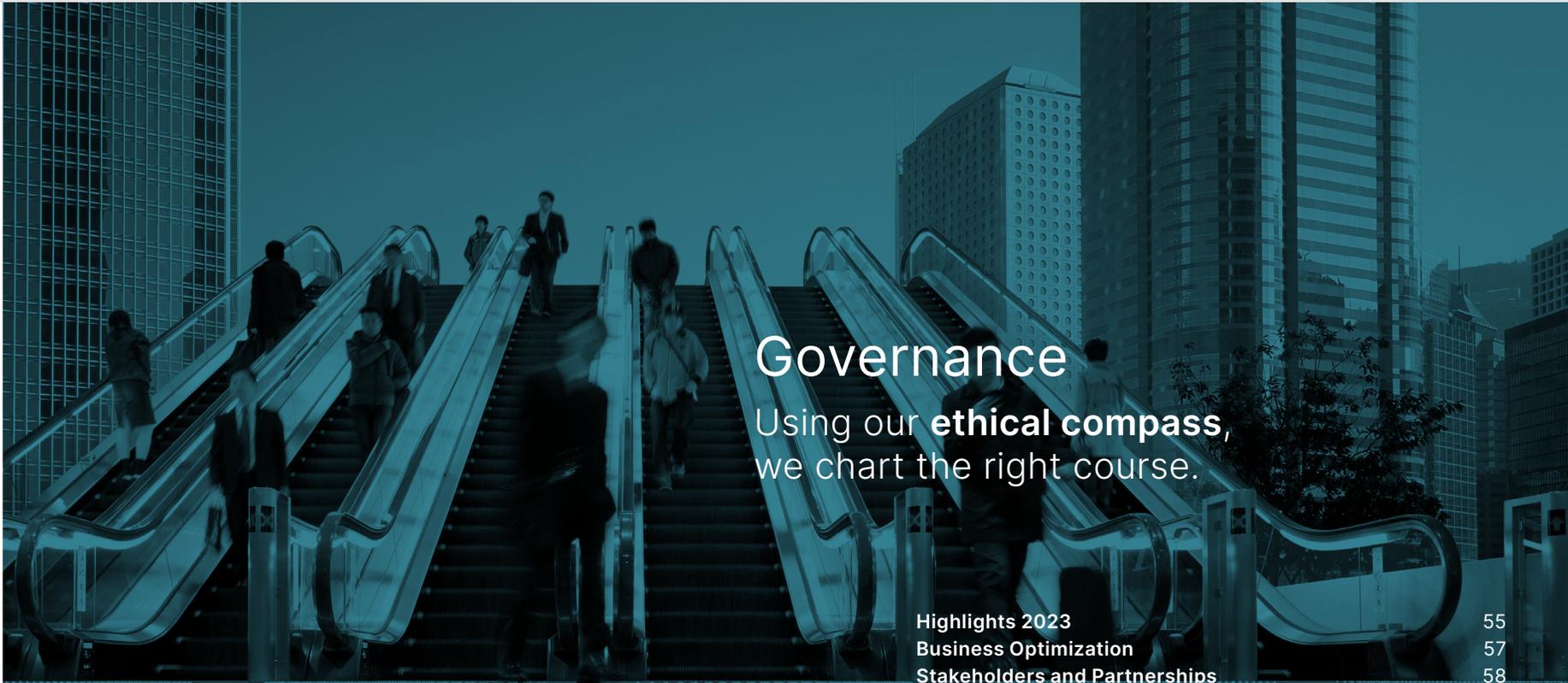
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Using our **ethical compass**,
we chart the right course.

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Highlights 2023

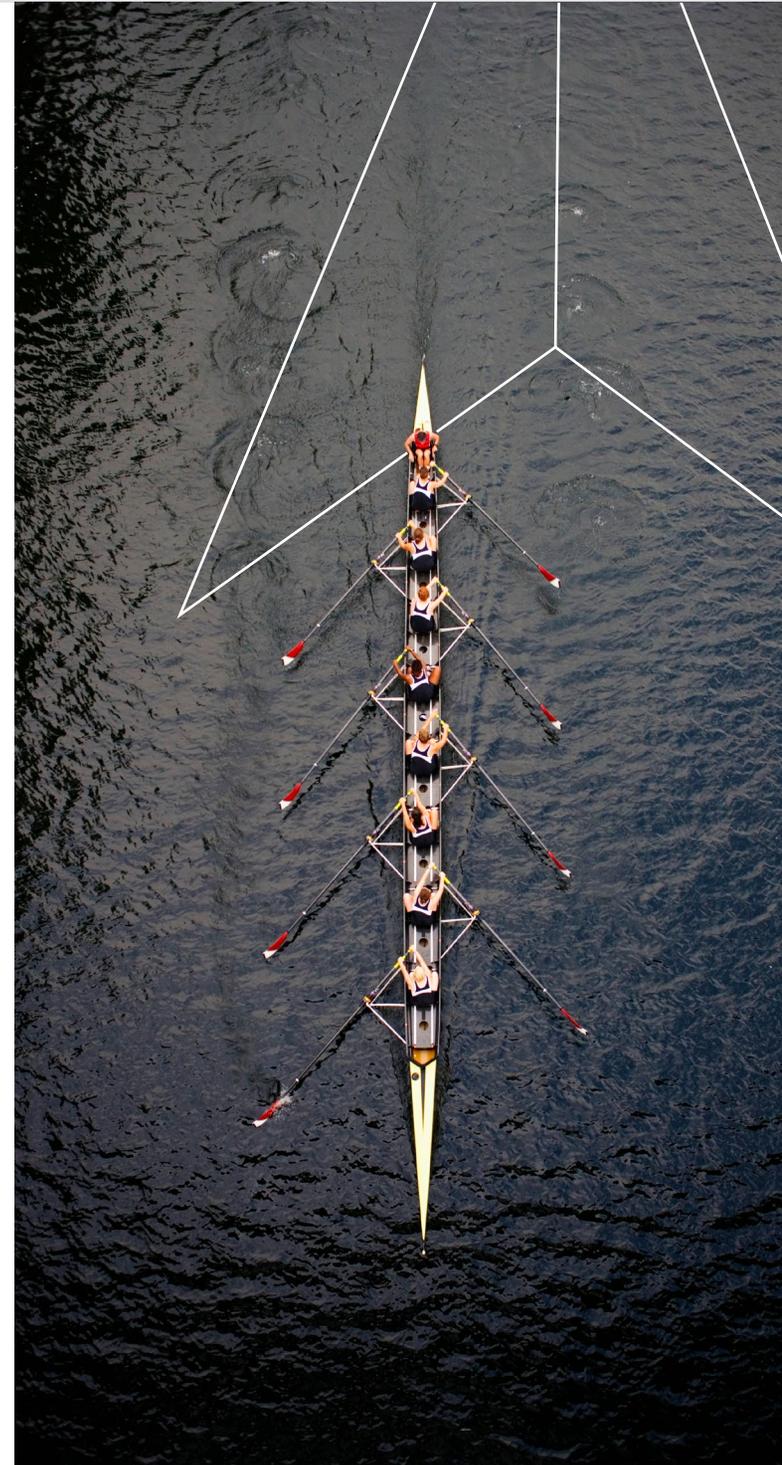
Charting the right course

Clients

- How we conduct our business is as important as the services we provide. Learn more here: [Regulatory Compliance | Defense and Security | Financial Services | Technology Solutions.](#)

Operations

- In December 2023, the Bain Capital acquisition of Guidehouse was finalized. Bain Capital shares our vision and is committed to us growing our business by delivering client impact through the integration of quality and innovation.
- We maintained our ISO 9001 certification for U.S. federal government work. Our certificate was renewed in February 2024.
- We enhanced our global IT security controls that tie directly to the data protection regimens required for the markets we serve and the jurisdictions we operate in. We are prepared to re-certify our global ISO-27001 and ISO 20000 certifications in 2024, in addition to the adoption of NIST 800-53.
- We completed our global annual EcoVadis reporting for the fifth year.
- In the U.K. we obtained Silver Plus certification for the U.K. Achilles UVDB Category C — Guidehouse Europe Ltd. Certificate was renewed in March 2024.
- We are referencing the GRI standard in this ESG report.



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Supply Chain

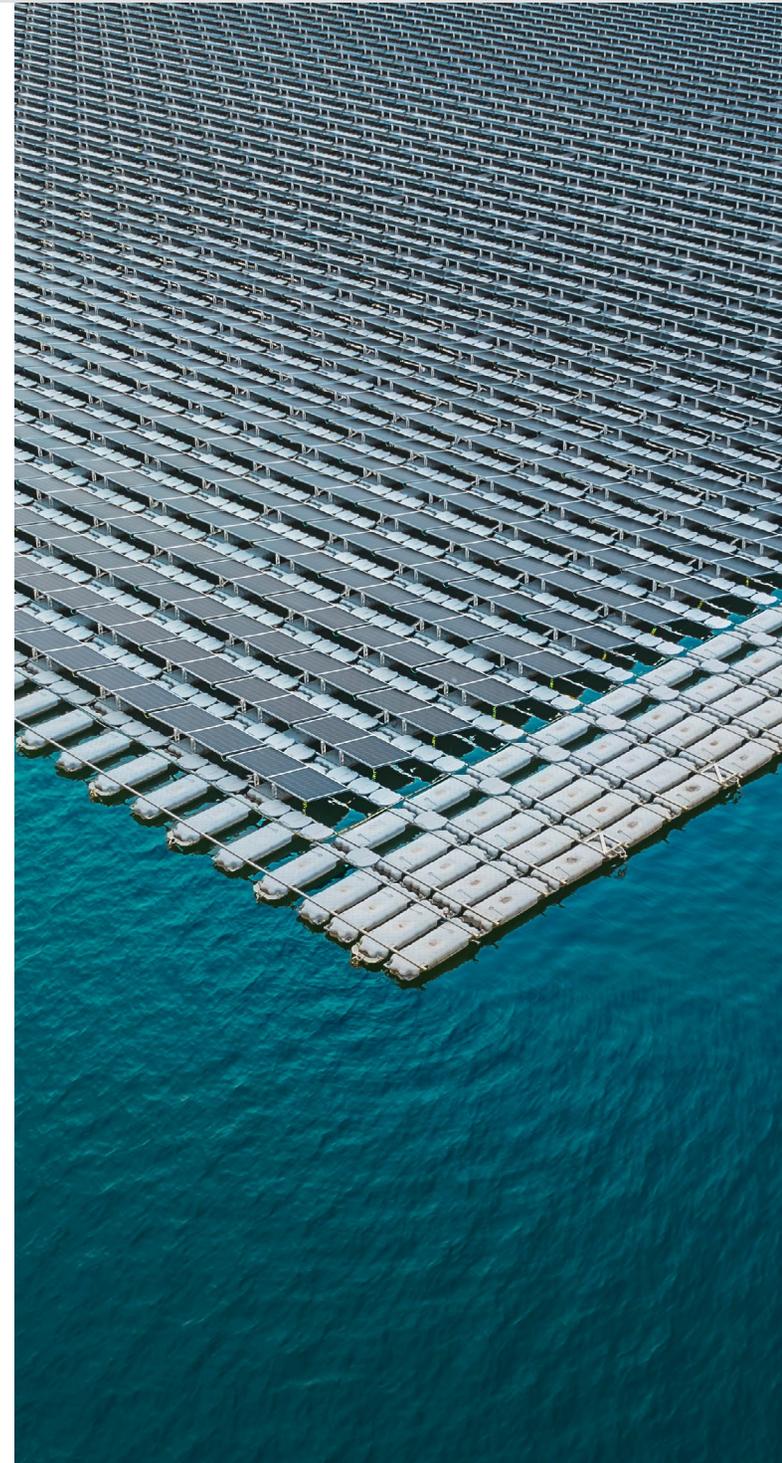
- Our subcontractor competency assurance process draws upon existing relationships and reputation, with subcontractors vetted for suitability.
- We conducted supplier vetting and verified adherence to our **Vendor Code of Conduct.**

Employees

- We trained 70 emergency managers, responded to 40 global incidents, and checked on the safety of over 10,000 employees globally during significant emergency crises.
- We continued our adherence and commitment to human rights through our global human rights statement and our U.K. modern slavery statement.
- All employees received ethics and compliance training on such topics as antibribery, corruption, and anti-money laundering policies.
- Our ethics and compliance team tracked and investigated all anonymous (15%) and self-identified (85%) reports made through our Ethics Hotline and other avenues.
- All new employees received training on key policies as per our Code of Conduct. Onboarding is concluded by signing the Code of Conduct.

Partnerships

- NAVEX (Ethics Hotline)
- Society for Corporate Compliance and Ethics
- MBO Partners



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Business Optimization

Our governance system and processes reflect the highest standards of ethical behavior, with a particular focus on corporate social responsibility, risk management, sustainability, and diversity. Because our business optimization work involves the integration and use of large disparate datasets for strategic and operational insights, we must always apply layered security technology and data protection controls while building and modernizing data analytics platforms for decision-making that drives sustainable performance improvement and mission efficiencies. These governance and security needs exist in both our clients' companies and within our own future development.

Transforming Data into Insights

In 2023, we integrated disparate cyber data into relevant information to provide risk-informed decision-making for U.S. federal, state, local, tribal, and territorial client engagements along with critical infrastructure projects and private-entity stakeholders.



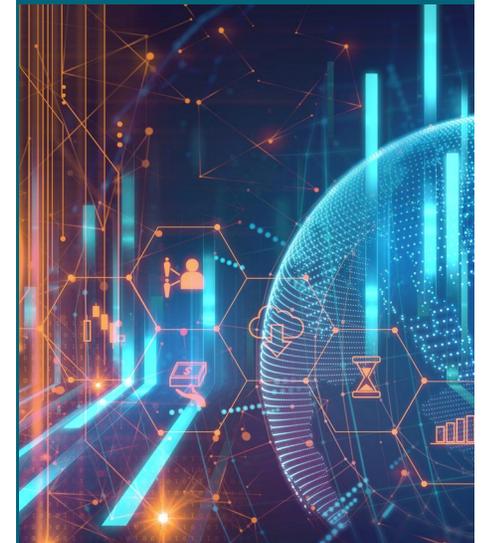
Achieving Financial Effectiveness through Transformation

We advised the U.S. Department of Housing and Urban Development in all facets of its financial management needs and private-entity stakeholders.



Transforming Enterprise Contract Management Software Development

We helped a U.S. federal agency increase efficiency, reduce acquisition time, and improve data quality by using Agile best practices and low-code app development process.



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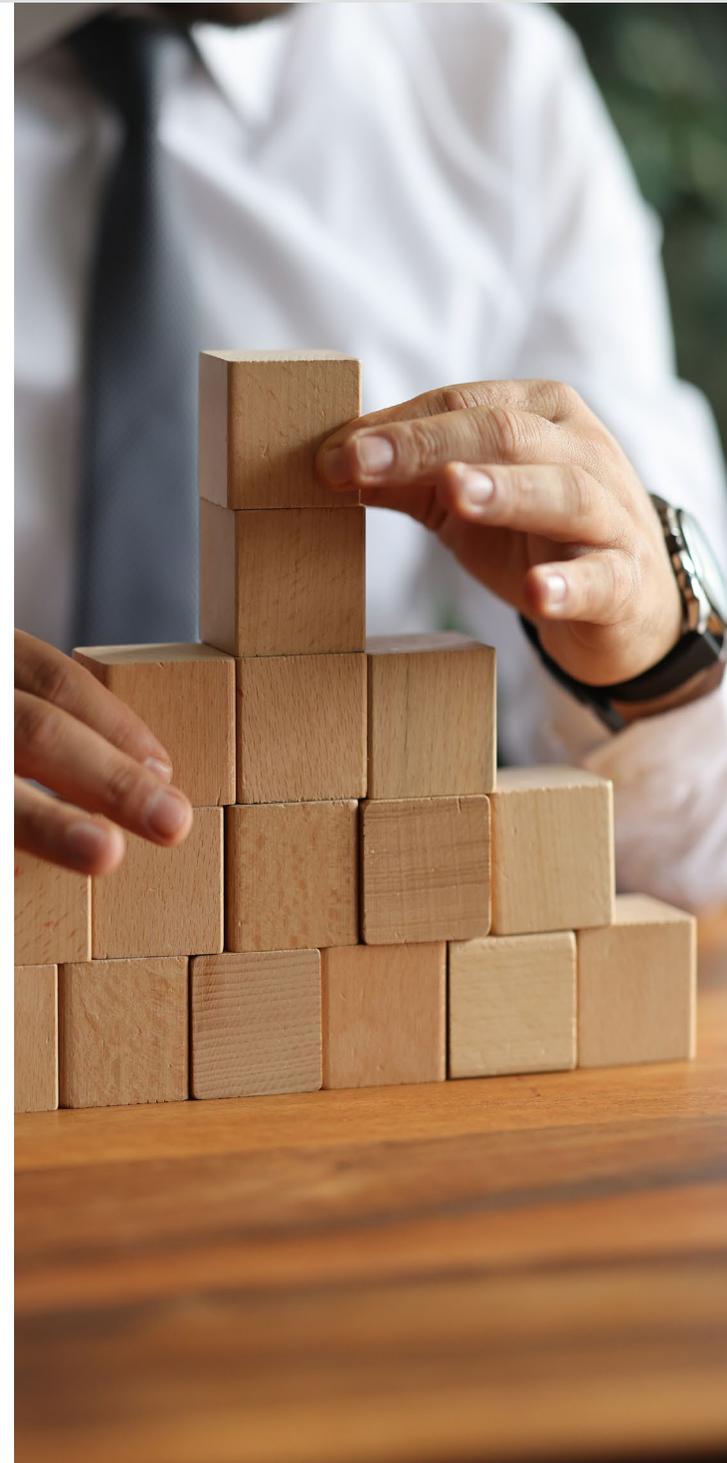
Stakeholders and Partnerships

Our **Ethics Hotline** by NAVEX, provides confidential — and anonymous when requested — hotline reporting solutions for organizations worldwide. In 2023, for the purpose of our Ethics and Compliance Week, we worked with the Society for Corporate Compliance & Ethics, which supports compliance and ethics professionals across industries, and the Health Care Compliance Association, a professional association with more than 19,000 members in over 100 countries. For our subcontractor checks, we work with MBO Partners, an experienced talent provider to the U.S. federal government and more than 30 Fortune 100 companies.

Ethical Compass

Company Governance

Operating as one firm with consolidated profit and loss for all our offices and entities across the globe, we are led by our Board of Directors, our Management Team, and the Office of the CEO. In December 2023, we were formally acquired by **Bain Capital Private Equity** through purchase of majority ownership from our previous private equity owner, Veritas Capital. Bain Capital is one of the world’s leading private investment firms. We have a shared vision for continued growth and are now better equipped to enhance our full suite of solutions.



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Leadership Team Structure

In 2023, our Board of Directors was composed of eight members, including three outside directors. Chaired by the CEO, the Board of Directors meets at least quarterly and provides oversight of and guidance to our Management Committees and the Office of the CEO. The Board is responsible for approving the company’s annual budget and is composed of

- People Committee
- Operations Committee
- Audit Committee

Our three main Management Committees are

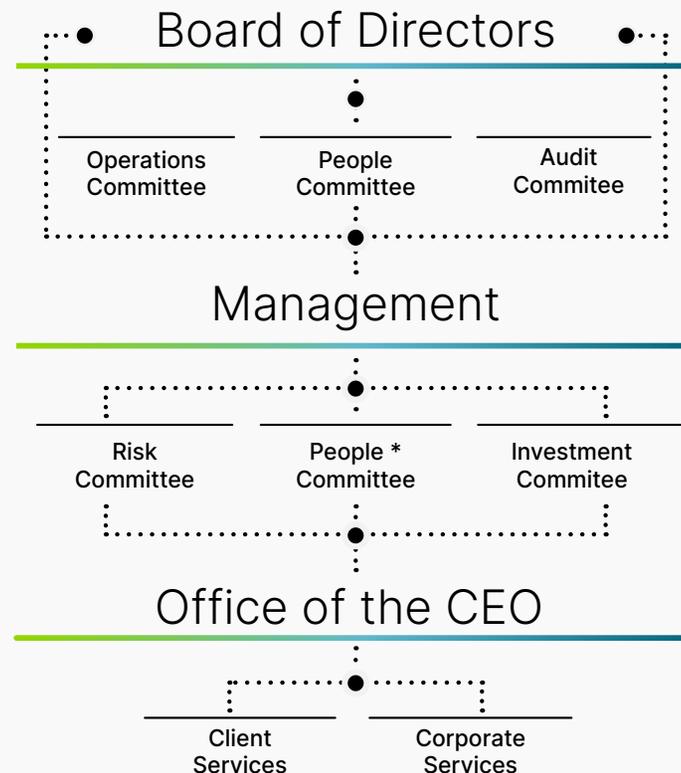
- Risk Committee — chaired by one of the business segment leaders, aligned to the COSO¹⁸ standards and part of Guidehouse ISO-9001 quality management system.
- People Committee — also called Employee Benefits Committee — chaired by the CHRO and guided by independent external advisors. The work of this committee is to guide employee benefits, and provide oversight and administration of company sponsored retirement plans in the U.S.
- Investment Committee — chaired by the CFO and supported by independent outside advisors.

Leadership further consists of corporate and client services leaders, reporting to the Office of the CEO. Within the Management committees, one of the leaders in 2023 was female, one African American, and one of Asian descent. Within the Office of the CEO, COO is responsible for integral ESG reporting, informed and supported by experts of our sustainability horizontal and multiple dedicated professionals from across the corporate service teams, including procurement, legal counsel, and sales enablement.

The company’s Partners, Directors, Associate Directors, and Managers lead the client services with the support of our consultants and staff. Client service teams are aligned across three lines of service: Advisory, Digital, and Managed Services.

We go to market through four industry verticals: Defense and Security; Energy, Sustainability and Infrastructure; Financial Services; and Health. Our Advisory business is further supported by horizontal teams specifically focused in the following areas: financial crime, fraud, and investigative services; sustainability; and technology.

¹⁸ Committee of Sponsoring Organizations of the Treadway Commission COSO Enterprise Risk Management – Integrating with Strategy and Performance



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Quality and Knowledge Management

We hold our employees to the highest quality and productivity standards because we know quality work begins with staff members who value and understand the need for high-quality deliverables. Our staff have the tools and processes to confirm accuracy, innovation, and efficiency in our client work. Our dedication to quality is grounded in the rigorous incorporation of the U.S. Baldrige™ framework in our daily operations. In 2014, we became the first major professional services firm to receive the Malcolm Baldrige National Quality Award, and since then we have used the Baldrige framework to build our systems, policy, and process environment.

In addition to Baldrige, since 2020 we are ISO 9001 certified for our U.S. federal government work. The ISO 9001 third-party audits elements of the management system that are relevant to our global delivery are:

- Management Reviews conducted by Top Management,
- Strategic Planning Process,
- ERM Program,
- Opportunity Review and Service Design process, and
- Corrective Action Program.

We also hold a Silver Plus Achilles UVDB Category C certification specifically for our U.K. work for utility companies. This entails a yearly one-day on-site Achilles auditors' session.

On a program and project level we work according to our proprietary models **TruePMO** and **(re)Vision**. TruePMO is our pragmatic, client focused PMO approach, designed to maximize efficiency, mitigate risk, and realize value at every stage of the program and project lifecycle.



(re)Vision™ is a change leading way that incorporates a people-centric change framework, a human centered design process and behavioral science tactics to enable rapid adoption and lasting results. The Association of Change Management Professionals has accredited (re)Vision™ as a qualified solution.



Data Privacy and Information Security

We hold a global Cyber Essentials certification which demonstrates our commitment to cybersecurity. Our ISO/IEC 27001:2013 certification scope also covers our global information security management system that protects the confidentiality, integrity, and availability of our global Azure commercial and federal cloud environments.

On an individual engagement level, teams fill out an engagement data security plan that must be approved by our IT team for each project we work on. The plan governs the process, storage, and transmission of client data consistent with any regulatory requirements and serves as a resource for engagement team members to confirm specific IT protection and handling requirements.

Our privacy policy explains our online information practices and the choices to make about the collection and use of information that user submits or that we collect through our websites guidehouse.com, guidehouseinsights.com, and our other related mobile websites, mobile Guidehouse applications, services, tools, and other applications. Upon request, we have our privacy policy available for people with disabilities in an alternative format.

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Ethics and Compliance

Led by our Chief Ethics and Compliance Officer, our ethics and compliance (E&C) team continually works on 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. All employees receive annual E&C training on topics such as antibribery, corruption, anti-money laundering (ABC/AML), and other ethics policies²⁰, including requirements and processes to operate lawfully, ethically, and with integrity as a company.

Our E&C team, managers, and our Ethics Hotline²¹ are available for our employees to ask questions and report misconduct. Most of the reporting by our employees is done through management and handled by the E&C team. Only 15% of our reports are anonymous. We see this as an indication of trust that reports are treated confidentially. While anonymous reports can be harder to investigate, our hotline gives our E&C team the ability to ask follow-up questions within the hotline while preserving anonymity. Users of the hotline are also able to use this feature to follow up on the status of their report. We look at the issues being reported to try to identify potential risks and trends and benchmark our organization against our peer companies. Most of our investigations cover reports about human resource, diversity, workplace respect, and business integrity.

In 2023, our E&C team organized Ethics and Compliance Week for the second time to raise employee awareness and to reinforce our commitment to conducting business in an ethical manner, consistent with our RI²SE values. This effort was organized in conjunction with the [Society for Corporate Compliance and Ethics](#).

²⁰ Many of our key policies are also an integral part of our (country-specific) employee handbooks.

²¹ In 2023, 25% of employee concerns were reported through our Ethics Hotline.



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KEY POLICIES, EMPLOYEE HANDBOOKS & ISO CERTIFICATIONS

Policies	Employee Handbooks	ISO Certifications
Code of Conduct – global	US Advisory services – effective August 2022	ISO 27001: 2013 – global
Anticorruption – global	US Digital employees including India – effective September 2022	Cyber Essentials - global
Antiharassment – global	US Managed services – effective June 2020	ISO 9001: 2015 - for US federal government clients
Vendor Code of Conduct – global	UK – effective July 2021	
Commitment to Human Rights – global	Lithuania – effective October 2023	
Information security – global	Germany – effective May 2022	
Antibribery and Corruption, incl. gifts and entertainment – global	UAE – effective September 2023	
Anti-human trafficking – global	Netherlands – effective July 2021	
Client and teaming partner due diligence – global	Workers Council in Place	
Travel policy – global	Germany	
IT risk assessment – global	Netherlands	
Reporting concerns – global	Lithuania	
Privacy - global		
Third party (IT security) – global		
Environmental policy – global and per country		
Health and safety – global and per country / region		

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CODE OF CONDUCT

Our **Code of Conduct** is the foundational element of our governance and compliance. Through the Code of Conduct, we provide our employees with guidance about critical policies and regulations that impact our business operations. We expect all employees, regardless of location or role, to abide by our Code. All new colleagues receive training on our Code during onboarding and then sign the Code. Annual refresh training on ethics and compliance is mandatory for all employees.

ANTICORRUPTION

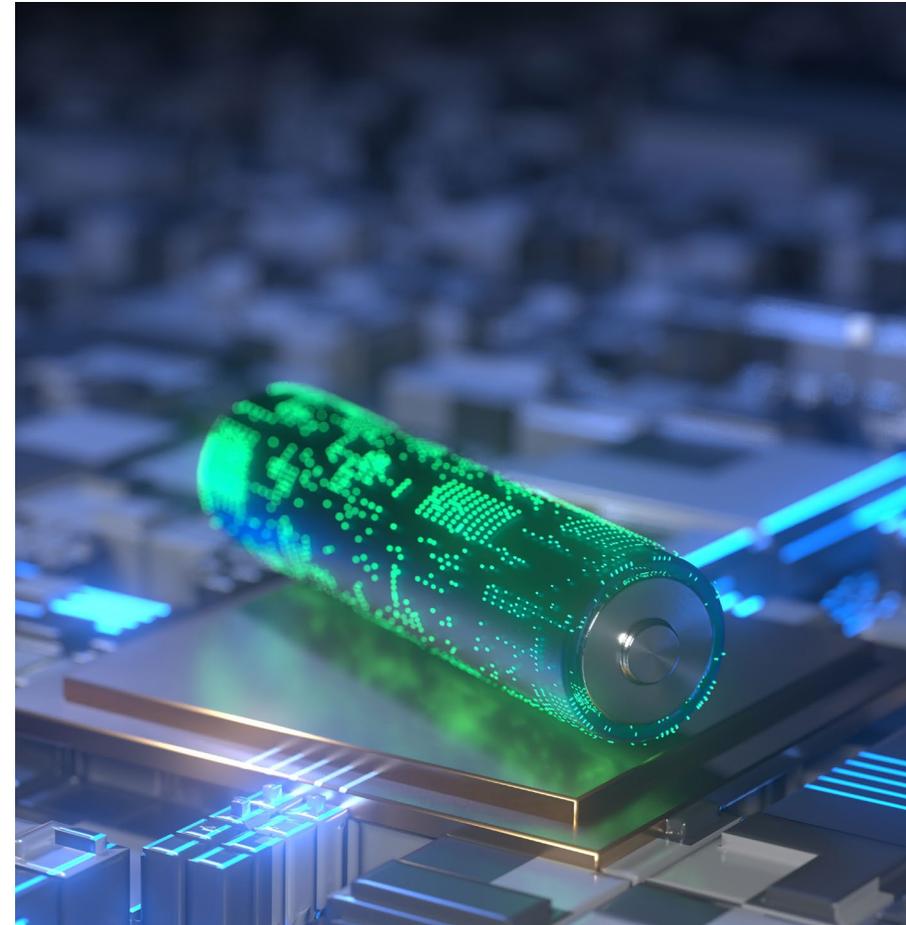
Our zero-tolerance policy for bribery is deeply rooted in our values, as we understand the significant negative impact that corruption has worldwide, including by impeding economic development and human rights. We do not tolerate bribery or any form of corruption. We require all our employees and vendors to comply with anticorruption laws that apply to each country. Examples are the U.S. Foreign Corrupt Practices Act of 1977 as amended, U.K. Bribery Act, French Sapin II Act, Canadian Corruption of Foreign Public Officials Act, and Anti-Money Laundering and Terrorist Financing Directive (AMLD V) and Directive (EU) 2018/843. All employees need to complete annual training on our anticorruption policy.

ANTI-HARASSMENT

We are committed to providing a respectful, inclusive work environment and have zero tolerance for any form of harassment. All employees receive annual workplace harassment prevention training that is tailored to geographical location and staff level. This training covers unconscious bias awareness and inclusive communication. We also provide guidance on social media and artificial intelligence use through our Code of Conduct.

INFORMATION SECURITY

Apart from our ISO 27001 certification and Cyber Essentials certificate, we have a third-party security policy and protocol. This third-party policy and its associated standards apply to technology resources employed to use, exploit, or defend cyberspace. It also covers networked or stand-alone IT used to receive, process, store, display, or transmit Guidehouse or client information as well as Guidehouse-partnered systems where it is agreed that our policies and standards will be honored. All employees receive annual mandatory information security training.



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HUMAN RIGHTS

As detailed in our [Global Human Rights Statement](#), as a company we are committed to:

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

Specifically for U.K. we annually update our [Modern Slavery Statement](#). All our employees are required to comply with our anti-human trafficking policy. Our commitment to human rights extends to our interactions and dealings with clients and vendors and is included in our [Vendor Code of Conduct](#).

Enterprise Risk Management (ERM)

We operate our ERM based on COSO as a decision-making framework to align risk management capabilities and priorities with our mission, strategy, and RI²SE values. Our ERM program helps identify and adapt to emerging risks and evolve with industry trends and requirements for effective risk management across the company. We actively identify and manage risks among others through our business continuity plan, strive to take the right risks and the right number of risks, and monitor and modify our risk response strategy as necessary.

Our ERM scope covers legal, regulatory, climate-related, market, and technology risks. Consistent with our Code of Conduct and RI²SE values, examples of risks under assessment are anticorruption, antibribery, compliance with data security, and privacy protection. ESG risks, including the company's ability to measure and mitigate its GHG emissions, are included in our ERM reporting.

ERM Objectives

- Consistent method for identifying, analyzing, prioritizing, managing, monitoring, and communicating risks associated with any activity, process, or function
- Coordinated and aligned risk management activities throughout the organization
- Improved risk awareness and knowledge transfer
- Greater transparency and flexibility regarding risks taken, strategy execution, resource allocation, and ability to drive efficiencies through an appropriate measure of risk and risk outcomes
- Risk management embedded into business processes and planning as a critical management capability that results in risk ownership and accountability

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ERM Process

Our COO oversees day-to-day risk management activities, supported by the ERM team. Risks are reported through the Enterprise Risk Register (ERR) to our Board of Directors and the Management Risk Committee, which is empaneled, chaired by a segment leader, and composed of corporate officers and representatives from our segments. The ERR is regularly reviewed by the Director of Risk Management, with our COO, CFO, Office of the General Counsel, Chief Growth Officer, and other risk owners. Operations, strategic, obligations, financial, climate-related, and other enterprise risks are reported to the Risk Committee and, where appropriate, incorporated into the ERR for action and reporting. The ERM team regularly reviews operational risks with other functions and helps identify risks during service management review calls with operational leaders.

Engagement level risks are identified prior to client engagement using the Risk Identification and Consultation (RIC) process. Each engagement opportunity requires our pursuit teams to complete a RIC form to note potential risks across various risk categories, including client, cross border, data security engagement, export control, execution, and financial risks. Through this process, teams can mitigate risk and work with internal resources to consult on potential risks and mitigation strategies.



BUSINESS CONTINUITY

We have a business continuity plan for immediate or potential threats and risks, including floods, hurricanes, and other extreme weather events. A member of the Office of the CEO is the designated crisis manager at any given time. The crisis manager determines the severity of the disruptive event, identifies personnel for the Crisis Assessment and Response Team (CART), and approves CART responses to incidents. The CART comprises the executive team within the Office of the CEO, a crisis response (emergency) manager appointed by the crisis manager, and any operational leads as deemed necessary. All appointed emergency managers collect information on and analyze details of the disruptive event, initiate the approved response, and update the crisis manager as the situation progresses.

We periodically run tests on generic security incidents, hurricanes, floods, and other crises. Our 2023 test results met or exceeded expectations for collaborating across functional lines to develop emergency management excellence, providing ongoing training to our CART on emergency management protocols and procedures, and testing our CART succession plan.

In 2023, the Guidehouse team

- trained 70 emergency managers,
- responded to 40 global incidents, and
- checked on the safety of over 10,000 employees globally during significant emergency crises.

The team remains committed to continual response to any emergencies that affect employees and their families. A program in development is an emergency alert drill to improve employee preparedness.

As mentioned in the employee health and safety section of this report, we use Everbridge as our emergency notification system. Through Everbridge we can keep our employees updated by phone, email, or text during a crisis, and employees can notify us that they are safe. Everbridge can also be used during a large-scale IT system outage for business continuity purposes.

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Supply Chain

Our due diligence process consists of a risk-based screening for potential clients, teaming partners, and vendors following the main principles of our Code of Conduct. Our standard master subcontract agreement explicitly refers to adherence to our Vendor Code of Conduct and requirement for background checks. In the U.S., we collaborate with MBO Partners, which conducts qualification verification (background checks) and onboarding of independent contractors and contingent workers.

Working with inappropriate clients and teaming partners, such as those engaged in illegal activities, can adversely impact our reputation and brand. To mitigate these risks, we perform due diligence checks to assess the suitability of doing business or associating with certain clients and teaming partners. Due diligence entails several screening checks of potential client or teaming party against

- export related restricted, denied and blocked party lists;
- sanction program-related blocked party lists;
- General Services Administration (GSA) restricted party lists;
- law enforcement-related wanted persons lists;
- politically exposed persons and office of inspector general lists;
- international terrorist, blocked person, wanted and entity lists; sanction ownership research lists;
- adverse media reports; and
- financial viability reports. Vendors are continually screened against the above to monitor for potential issues in using these vendors in support of our client and company business.



Employee Awareness and Training

As part of our efforts to increase employee awareness and knowledge about ethics, compliance, and governance, we have a set training schedule in place. We achieved a 98.8% completion rate for our Code of Conduct training courses, which cover anticorruption between June 2022 and May 2023, and a 98.2% completion rate for our workplace harassment and human rights training.

Annual and Biannual Mandatory Trainings

Depending on their position in the company, employees complete between 8.5 to 10.5 hours of annual training, including security, privacy, ethics, rules of behavior, antiharassment, unconscious bias, and inclusion and diversity. Healthcare professionals receive extensive training on Health Insurance Portability and Accountability Act laws and other privacy laws applicable to their positions. Ethics-related courses are mandatory for all employees, though some content varies per country.²² Within our Europe offices, we have three actively operating works councils in Europe (Germany, Netherlands, and Lithuania). The works councils are formal consultative bodies that represent the interests of employees.

²²The False Claims Act (US specific), Political Activities—Keep it Personal; Complying with Anti-Boycott Rules and Regulations; Global Gifts and Business Gratuities; Global Fraud; Global Reporting Concerns (Hotline)

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Training

Audience

Frequency

Training	Audience	Frequency
Information Security	All employees	Annual
Harassment Prevention	All employees	Annual
Insider Threat Awareness	All employees	Annual
Ethics-Related Matters	All employees	Annual
Using Information Security Data Protection Labels	All employees	Biannual
Diversity and Inclusion-Related	All employees	Biannual
Health and Safety	Based on country	Annual
Controlled Unclassified Information	Based on practice group	Annual
Privacy Training for Federal Contractors	Based on practice group	Annual
Confidentiality Requirements for Consultants and Monitors	Based on practice group	Annual
HIPAA For Business Associates	Based on practice group	Annual
Healthcare Fraud Prevention	Based on practice group	Annual
Modifier 25 and 59 (HIPAA)	Based on practice group	Annual
7 Elements of a Compliance Program	Based on practice group	Annual
HIPAA - Security Rule for Business Associates	Based on practice group	Annual
HIPAA Privacy Essentials course and HIPAA Compliance Manual	Based on practice group	Annual
HIPAA - Privacy Essentials	Based on practice group	Annual
EU General Data Protection Regulation	Based on practice group	Biannual
California Consumer Privacy Act	Based on practice group	Biannual
US Export Controls	Based on practice group	Biannual

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Onboarding trainings

Training Batch #1	New Hires – Audience #1	Training Batch #2	New Hires – Audience #2
Code of Conduct / Ethics, includes <ul style="list-style-type: none"> • Antibribery • Antitrust • Insider trading • Anti-money laundering • Protecting human rights • GDPR • Government contracting 	All Employees	Time charging for federal contractors	Based on practice group
Harassment Prevention		Confidentiality requirements for consultants and monitors	Based on practice group
Unconscious Bias and Microaggressions in the Workplace		HIPAA for Business Associates	Based on practice group
Introduction to Information Security		Healthcare Fraud Prevention	Based on practice group
Using Information Security Data Protection Labels		7 Elements of a Compliance Program (HIPAA)	Based on practice group
Using Social Media Responsibly		Modifier 25 and 59 (HIPAA)	Based on practice group
Time reporting		HIPAA – Privacy Essentials	Based on practice group
Adopting New Leadership Mindsets to Drive DEI	All Directors and above	Complying with Anti-Boycott rules & regulations	Based on practice group and region
Candidate Identification & Interview Selection Process	All Managers and above	HIPAA Privacy Essentials course & HIPAA Compliance Manual	Based on department
RIISE 2 Lead	All Managers and above	Financial integrity	Based on department
EU GDPR	Based on practice group or country	ADA: an overview	Based on department and positionlevel
California Consumer Privacy Act	Based on practice group	First Aid Basic	Based on department and positionlevel
US Export Controls	Based on practice group	First Aid Medical Emergencies	Based on department and positionlevel
Controlled Unclassified Information	Based on practice group	CAL OSHA	Employees in California
Privacy Training for Federal Contractors	Based on practice group	Health & Safety	Based on country

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Focus Areas Assessment

Within the landscape of sustainable business, our central focus is on our employee health, safety, and well-being, our supplier community, and data protection, privacy, and security. Our focus areas assessment along with our RI2SE values are our navigators on our ESG journey. In 2023 we made our focus areas assessment more explicit and plan to advance further with this in 2024, aligned to our main stakeholders' expectations. In 2023 we performed this focus areas assessment mostly by, with and within the corporate and client service teams supporting Guidehouse's COO in integral ESG reporting — CDP, EcoVadis, Achilles U.K., and this ESG report.

Assessment and publication of our most important (focus) topics began several years ago with our Code of Conduct, implementation of our RI2SE values, and our annual ESG reports. Our Code of Conduct and focus areas assessment are structured along and aligned to our integral ESG reporting, our ISO certifications and the GRI content index. As part of our enterprise risk management, diversity equality and inclusion, as well as sustainable stewardship, we periodically conduct refinements at board and company leadership level. We review focal topics considering our main stakeholders: clients and employees, supply chain and partnerships, as well as investors.

In 2023 we prioritized and mapped these and other topics further, among others informed by global market trends, external research, industry – professional services industry benchmarking, leading global reporting standards, and further review of our internal repository.

When evaluating our focus areas, we considered quantitative and qualitative elements as well as the relevance of information for both stakeholders and our company. After reviewing our 2022 ESG report with the World Business Council for Sustainable Development (WBCSD), we created this 2023 report, which presents our focus areas and links them to our RI2SE values alongside a structured ESG approach that references the GRI content index.



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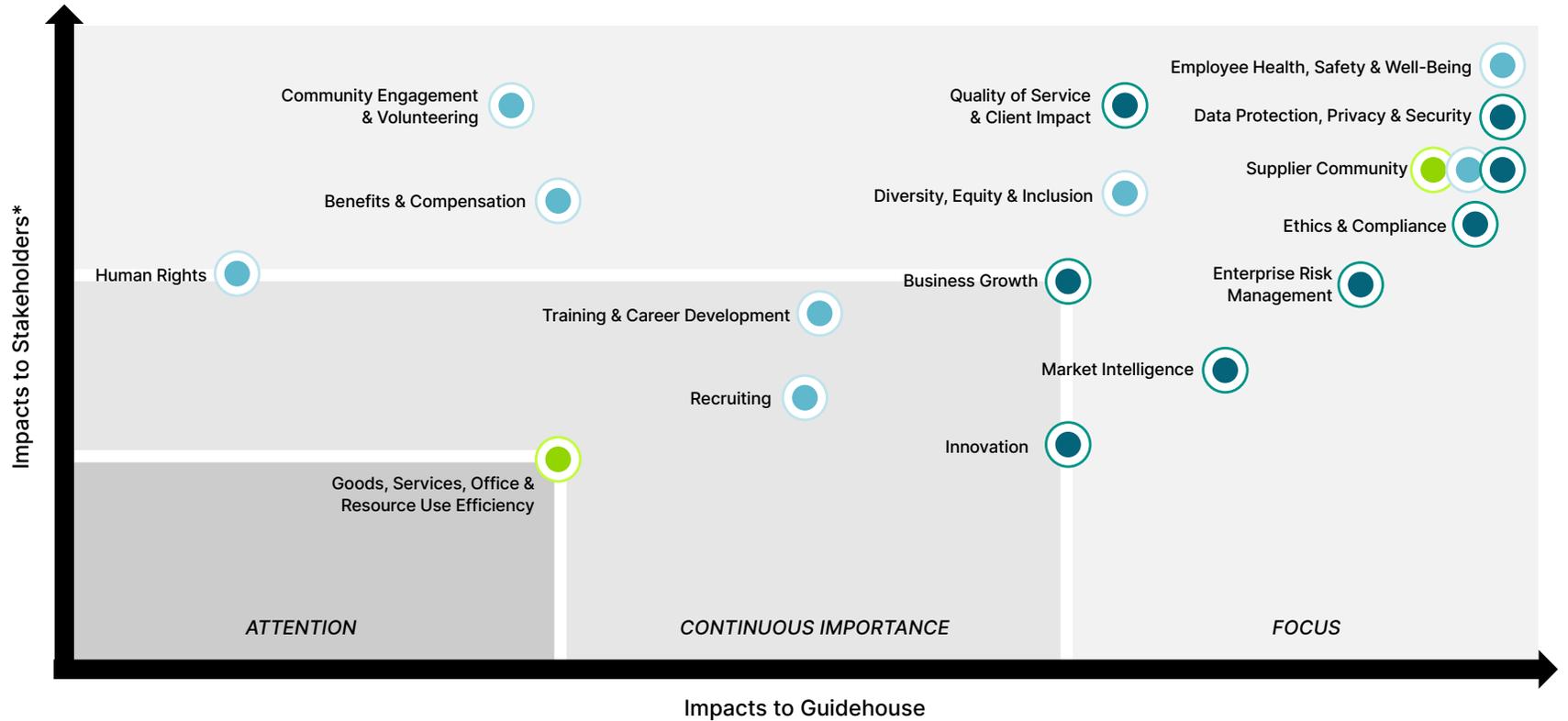
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Focus Areas Assessment

Guidehouse Focus Areas



*Guidehouse main stakeholders: clients, employees, investors, supply chain (vendors, suppliers, subcontractors), and public organizations (NGOs, international organizations, Frameworks)

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GRI Content Index

GRI Standard #	GRI Section Title	Location
UNIVERSAL GRI-1	Foundation 2021	
UNIVERSAL GRI-2	General disclosures 2021	
2.1	Organizational details	Introduction Rooted in our values www Guidehouse.com www Office Locations
2.2	Entities included in the reporting	About This Report
2.3	Reporting period and contact	About This Report
2.4	Restatements of information	No significant restatements
2.5	External assurance	This 2023 reporting year is referencing GRI standards, not yet in accordance with GRI standards
2.6	Activities, value chain, and other business relationships	Introduction - Rooted in Our Values Environment <ul style="list-style-type: none"> • www Energy, Sustainability and infrastructure (ESI) Sustainability • Resilience and Sustainability • Stakeholders and Partnerships Social <ul style="list-style-type: none"> • www Optimizing Workforce The Future of Work • Optimal Workforce • Stakeholders and Partnerships Governance <ul style="list-style-type: none"> • www Regulatory Compliance Defense and Security Financial Services Technology Solutions • Business Optimization • Stakeholders and Partnerships
2.7	Employees	360° Beacon
2.8	Workers who are not employees	Not reported due to confidentiality constraints

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GRI Standard #	GRI Section Title	Location
2.9	Governance structure and composition	www Our leadership www Bain capital Ethical Compass – company governance Sustainable Stewardship
2.10	Nomination and selection of the highest governance body	www Our leadership www Bain capital Ethical Compass – company governance
2.11	Chair of the highest governance body	www Our Leadership www Bain capital Ethical Compass – company governance
2.12	Role of the highest governance body in overseeing the management of impacts	Ethical Compass – company governance Ethical Compass – enterprise risk management Sustainable Stewardship
2.13	Delegation of responsibility for managing impacts	Ethical Compass – company governance Ethical Compass – enterprise risk management Sustainable Stewardship
2.14	Role of the highest governance body in sustainability reporting	Ethical Compass – company governance Ethical Compass – enterprise risk management Sustainable Stewardship
2.15	Conflicts of interest	www Code of Conduct Ethical Compass – enterprise risk management
2.16	Communication of critical concerns	www Code of Conduct Ethical Compass
2.17	Collective knowledge of the highest governance body	Ethical Compass – company governance Ethical Compass – enterprise risk management Sustainable Stewardship This report
2.18	Evaluation of the performance of the highest governance body	Ethical Compass Sustainable Stewardship Limited to nonconfidential data
2.19	Remuneration policies	360° Beacon – remuneration, compensation, and benefits

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GRI Standard #	GRI Section Title	Location
2.20	Process to determine remuneration	360° Beacon – remuneration, compensation, and benefits
2.21	Annual total compensation ratio	360° Beacon – remuneration, compensation, and benefits
2.22	Statement on sustainable development strategy	This report www Code of Conduct
2.23	Policy commitments	www Code of Conduct www Vendor Code of Conduct www Global Human Rights Statement www (UK) Modern Slavery Statement www Privacy Policy www Legal/Policies Ethical Compass
2.24	Embedding policy commitments	Descriptions and details of how we embed our policy commitments throughout this report and the weblinks under 2.23.
2.25	Processes to remediate negative impacts	Ethical Compass
2.26	Mechanisms for seeking advice and raising concerns	www Code of Conduct www Vendor Code of Conduct Ethical Compass
2.27	Compliance with laws and regulations	Not disclosed due to confidentiality
2.28	Membership associations	Sustainable Stewardship – stakeholders and partnerships 360° Beacon – stakeholders and partnerships Ethical Compass – stakeholders and partnerships
2.29	Approach to stakeholder engagement	Sections as under 2.28 and throughout this report
2.30	Collective bargaining agreements	Not applicable

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Focus Areas Assessment

GRI Standard #	GRI Section Title	Location
UNIVERSAL GRI-3		
Material Topics 2021		
3.1	Process to determine material topics	Focus areas assessment
3.2	List of material topics	Focus areas assessment
3.3	Management of material topics	Ethical Compass – company governance Ethical Compass – enterprise risk management Sustainable Stewardship
TOPIC STANDARDS		
201-2 - Economic Performance 2016	Financial implications and other risks and opportunities due to climate change (CDP C1.1-C2.4)	Sustainable Stewardship
205 - Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Ethical Compass
205-2	Communication and training about anticorruption policies and procedures	Ethical Compass – key policies – anticorruption Ethical Compass – employee governance awareness and training
302 - Energy 2016		
(CDP C8)		
302-1	Energy consumption within the organization	Sustainable Stewardship
302-4	Reduction of energy consumption	Sustainable Stewardship
305 - Emissions 2016 (CDP C6 and C7)		
305-1	Direct (Scope 1) GHG emissions	Sustainable Stewardship
305-2	Energy indirect (Scope 2) GHG emissions	Sustainable Stewardship
305-4	GHG emissions intensity	Sustainable Stewardship
305-5	Reduction of GHG emissions	Sustainable Stewardship
306 - Effluents and Waste 2016		
306-1	Waste generation and significant waste-related impacts	Sustainable Stewardship – waste and recycling
306-2	Management of significant waste related impacts	Sustainable Stewardship – waste and recycling

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GRI Standard #	GRI Section Title	Location
308 - Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	<u>Sustainable Stewardship</u>
401 - Employment 2016		
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	360° Beacon – <u>remuneration, compensation, and benefits</u>
403 - Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	360° Beacon – <u>employee health and safety</u>
403-6	Promotion of worker health	360° Beacon – <u>employee health and safety</u>
404 - Training and Education 2016		
404-1	Average hours of training per year per employee	360° Beacon – <u>recruitment, onboarding, retention, and advancement</u> 360° Beacon – <u>education and training</u>
404-2	Programs for upgrading employee skills and transition assistance programs	360° Beacon – <u>recruitment, onboarding, retention, and advancement</u> 360° Beacon – <u>education and training</u>
404-3	Percentage of employees receiving regular performance and career development reviews	360° Beacon – <u>recruitment, onboarding, retention, and advancement</u>
405 - Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	<u>360° Beacon</u>
405-2	Ratio of basic salary and remuneration of women to men	360° Beacon – <u>recruitment, onboarding, retention, and advancement</u>
412 - Human Rights Assessment		
412-2	Employee training on human rights policies or procedures	360° Beacon – our inclusion networks – <u>honoring culture throughout the year</u> <u>Ethical Compass</u>
413 - Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	<u>360° Beacon</u>
414 - Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	<u>360° Beacon</u>

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Our Values

Environmental

Social

Governance

**Focus Areas
Assessment**

GRI Standard #	GRI Section Title	Location
GUIDEHOUSE SPECIFIC FOCUS AREAS (TOPICS)		
303-I	Client impact	www Guidehouse Industries www Guidehouse Services Sustainable Stewardship – resilience and sustainability 360° Beacon – optimal workforce Ethical Compass – business optimization
303-II	Quality of service	Ethical Compass – quality and knowledge management Ethical Compass – data privacy and information security www Privacy Policy
303-III	Innovation	www Technology Solutions www Accelerating Innovation IT Strategy and Tech Modernization Ethical Compass – business optimization
303-IV	Market Intelligence and insights	www Explore our Featured Insights

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This annual report serves as a benchmark for Guidehouse’s 2023 performance.²⁵ Reporting scope is global, meaning Guidehouse Inc. and all subsidiaries. Where applicable we highlight specific countries. In this report, any references to “we,” “our,” “us,” and other such pronouns refer to Guidehouse.

Our reporting is informed by the following voluntary reporting standards, certifications, and frameworks:



About This Report

- 01 Our ISO certifications:
ISO 9001 for our US federal work and ISO 27001 for global operations.
- 02 Committee of Sponsoring Organizations of the Treadway Commission | COSO Internal Control—Integrated Framework.
- 03 GRI – global scope | GRI statement of use: Guidehouse Inc. has reported the information cited in this GRI content index for the period from January 1, 2023, to December 31, 2023 with reference to the GRI Standards.
- 04 CDP – global scope | The global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts.

February 2023 audit for Achilles UVDB Category C – United Kingdom and partly global scope, including auditors report. An independent audit of an organization’s Safety, Health, Environment, Quality (SHEQ) management systems, and Corporate Social Responsibility (CSR). Category C applies consists specifically of a written response preparation combined with a one (1) day management systems audit for suppliers who provide consultancy services to the U.K. utilities sector.
- 05 Annual reporting to EcoVadis – global scope | Methodology built — and continually updated — on international sustainability standards (UNGC, GRI, ISO, and more), across 21 indicators within four main pillars: Environment, Labor and Human Rights, Ethics, and Sustainable Procurement.
- 06

²⁵ The analyses, metrics, data, and conclusions contained in this report refer to the calendar year 2023 and to information and data available to Guidehouse during production of this report. This report does not contain or incorporate all Guidehouse company information. Although this report’s content reflects some of our current expectations regarding future events, the analyses, metrics, data, and conclusions contained in this report are based on various assumptions, factors, and events subject to uncertainty. Statements of expectation, forecasts, and projections relate to such future events and are based on assumptions that may not remain valid for the whole of the relevant period. Future results could be different from any forecast contained in this report. The analyses contained herein were undertaken by Guidehouse as of the dates noted herein. Guidehouse undertakes no obligation to revise or update any such analyses or any forward-looking statements. © 2024. Guidehouse. All rights reserved.