

2019

CORPORATE SOCIAL RESPONSIBILITY REPORT



In recent years, public and societal expectations for corporations have undergone significant change. Historically, many companies described their financial performance as the most prominent metric for public display. Today, there are expectations for each public company to address its impact on the environment, diversity of personnel and other societal interests.

At Huron, we are fully committed to our expanded societal role as we achieve our vision to empower our clients, our people and the communities we serve to own their future.

As a company, one of our greatest commitments to strengthening our communities is through the work we do each day. From healthcare and life sciences to education institutions and numerous not-for-profit organizations, we serve hundreds of mission-driven businesses that are focused on making the world a better place. Through our work to help clients transform and deliver high quality services, we are supporting their unique missions, which have broad scope in addition to the communities and economies in which they operate.

In 2019, we continued to invest in our people to enable them to advance in their careers and create opportunities to give back — consistent with the strong culture of giving that we have established at Huron. Equally important, we renewed our efforts to improve the communities around us and furthered the adoption of sustainable business practices to build a better future for all.



Values

Integrity

Collaboration

Impact

Intellectual Curiosity

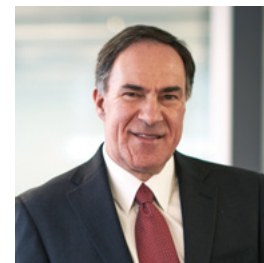
Inclusion

Excellence

Humility

As our world changes rapidly, we are pleased to acknowledge our role in making the world a better place. By keeping our core values front and center in everything we do, we can maximize our opportunity to make a difference while staying true to our commitment to responsibility and excellence.

We are pleased with our progress in 2019, and we are deeply committed to the ongoing evolution of our business as we expand our programs and initiatives to support a more sustainable future. We will continue to challenge ourselves to create the next best version of Huron and make a lasting impact on our people, our clients, our shareholders and the communities we serve.



James H. Roth

Chief Executive Officer

In this report, we share how we are turning our commitment to our stakeholders into action. This commitment is core to our culture and is embedded across all levels of the company. Through our multi-faceted approach, we believe we will enable our people to make a stronger impact on our clients, the communities we serve and the environment while driving sustainable growth for Huron.



Investing in Our People

Our success as a company depends on our ability to attract, engage, develop and retain talent. At Huron, our values and culture serve as the foundation of our identity, influencing the way we work with our colleagues, serve our clients, impact the environment and give back to our communities. By building a strong workforce aligned to our collaborative, values-driven culture that embraces diversity and inclusion, our team of experts can better support our clients in navigating constant change to help them own their future.

We have grown to 3,750 employees as of December 31, 2019, and we have worked to provide our people career opportunities that enable innovation, creativity and high-value skill sets. We continue to evolve our training, certification and performance management programs and tools to unlock each employee's potential, ensuring we provide them the necessary skills to thrive now and in the future.

In 2019, we redefined the employee experience with the introduction of our talent and culture framework. The framework provides a robust and personalized employee journey, from onboarding a new hire to supporting each employee's personal and professional development, enabling our people to meaningfully advance in their careers at their own pace. As a part of the rollout, we introduced an employee-specific website focused on growth and career mobility, encouraging the exploration of non-traditional, non-linear career paths within the organization and creating new growth opportunities for all employees.

Additionally, we implemented an integrated performance management tool to shift the performance review process to a real-time career development approach and optimize the employee experience. This platform also connects to our learning management system, which provides employees a chance to further develop their skills and creates a seamless link between learning



450 internal transfers and job changes to foster professional growth and career mobility



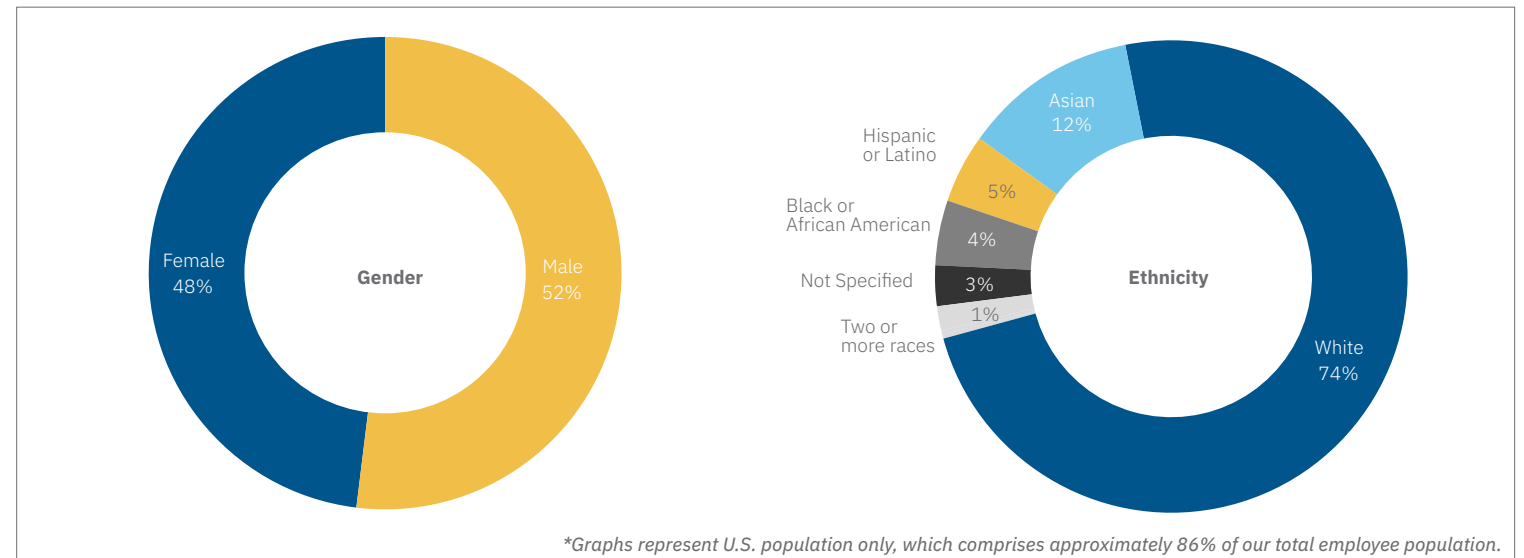
45% of employees using LinkedIn Learning, enabling our people to advance in their careers

and performance. We are also committed to providing fair and equitable compensation to all of our employees. To that end, we regularly review our pay to ensure that it is market competitive, and we also conduct internal reviews to monitor that pay is equitable among employees performing similar jobs. In addition, we have robust processes in place to ensure that starting pay and pay changes that occur at transition points, such as promotions, are commensurate with peers that have similar skill sets and experience.

By investing in our people's personal and professional growth, we can nurture a global workforce well-positioned to stay ahead of market and technological changes.

Diversity and Inclusion

We are committed to fostering a work environment that values diversity and inclusion, which is core to our values. By recruiting and developing a diverse and inclusive workforce, we bring forward unique and innovative perspectives to help our clients address their most complex business challenges to own their future. This year we were again recognized for our strong commitment



to our people, our values, our clients and the communities we serve — demonstrating why Huron continues to be an employer of choice. We have been named a 'Best Firm to Work For' nine years running by *Consulting* magazine. In addition, for six years in a row we have been recognized by the Human Rights Campaign Foundation for receiving a perfect score of 100 on the Corporate Equality Index and the designation as a 'Best Place to Work' for LGBTQ Equality.

Our diversity and inclusion efforts begin at the top. In 2019, Ekta Singh-Bushell was elected to Huron's

board of directors, which continued our multi-year board refresh process to ensure Huron's board of directors has a diverse mix of knowledge, skills and business acumen to evaluate and support the company's strategy.

In 2011, Huron formed the Diversity and Inclusion Council (Council), which guides many of our diversity initiatives and provides a framework for programs that encourage inclusion and innovation. In 2019, the Council, in partnership with Huron's executive team, hosted the first companywide discussion on ways to continue to attract and



46%

of employees participate
on iMatter teams



retain a diverse workforce. With approximately 22 percent of our workforce identifying as a minority and 48 percent as female, attracting and retaining a diverse workforce remains a constant focus and an area in which we strive to improve.

In addition, our employee resource groups, which we call iMatter teams, advance the goals of the Council by raising awareness of important issues, building a sense of community within Huron and celebrating what makes our colleagues unique. In 2019, we expanded the number of employee resource groups to nine, and they now include; African American, Disability Advocates, Experienced Hires, Global Awareness, Pan-Asian American, Pride, Veterans, Women and Working Parents.

In 2019, we held our inaugural 'Women in Leadership Summit' designed to empower, influence, connect, inspire and encourage women in the workplace. The Summit, sponsored by our Women iMatter team, was interactive and educational, and included a mix of events such as keynote speakers, panel discussions, networking, and learning and career workshops. We know

the empowerment and advancement of women — within our organization and around the world — helps drive innovation and contributes to our overall success. We are proud that women make up nearly half of our workforce.

Our employee resource groups provided numerous opportunities for our colleagues to learn, share and grow in 2019. These opportunities ranged from our Working Parents team hosting the fourth annual 'Bring Your VIP to Work Day,' our more inclusive take on 'Take Our Daughters and Sons to Work™ Day,' and our Global Awareness team hosting its third annual Global Village event, which promotes inclusion and gives employees the chance to explore cultures and traditions from around the world.

We know that progress is a constant journey. We will continue to challenge ourselves to strengthen our culture, improve our diversity across the organization, and enhance the employee experience to ensure our people work in an inclusive environment and have the resources they need to shape their future.

Making an Impact on the Communities We Serve

Our people apply their passion and skills not only in working with our clients, but also through supporting the communities in which we live and work. We believe our people and our organization have an important role to play in creating economic opportunity and building thriving communities.

Empowering our communities to own their future is a foundational pillar of Huron's vision. Since our inception, we have been committed to encouraging and supporting the passion our people have for service through our philanthropic program, Huron Helping Hands. Our efforts combine employee-driven causes, corporate-led events and a gift matching program. In 2019, our employees logged over 16,000 community service hours by participating in more than 300 service events. Huron also received 691 gift matching requests from employees who are actively giving back to their communities and the causes that are important to them, including Impact 100, an

organization for women that provides grants to nonprofit organizations in the areas of arts and culture, education, family, health and wellness, and the environment.

Every year, Huron employees participate in a variety of events to support our communities, including our annual companywide toiletry drive sponsored by our Women and Veterans iMatter teams. This year, employees collected nearly 30,000 items for hurricane relief efforts and veterans across the country with the National Coalition for Homeless Veterans (NCHV). Additionally, our Women iMatter team held its annual professional clothing drive, which collected more than 2,500 articles of clothing, helping to remove economic and professional barriers for those in need. These are just a few examples of the many ways in which our people's passion for their communities is supported at Huron.



16,000+

community service hours donated by our employees

To celebrate Huron's tenth anniversary and to reinforce our commitment to the communities we serve, we launched Huron's Day of Service in 2012. In 2019, our Day of Service event saw record participation with more than 2,100 employees volunteering in 144 projects in 60 locations around the globe. Sixty-eight percent of our employees spent their day participating in meaningful volunteer activities, including mentoring young people to improve their literacy, beautifying parks and neighborhoods to preserve our natural areas, and providing families in need access to food and shelter. We continue to strive to broaden our impact in our communities in the years to come.

Partnering to Build a Stronger Tomorrow

Since 2013, Huron has been a proud supporter and partner of the American Heart Association (AHA) in their mission to be a relentless force for a world of longer, healthier lives. In 2019, we continued our partnership with the AHA by kicking off its annual Go Red Goes STEM event in Chicago. At this event, our colleagues serve as mentors to more than 100 future women leaders from high

school interested in exploring careers in the fields of science, technology, engineering and math.

We also continued our longstanding partnership with Ladder Up, a nonprofit organization that provides free tax return preparation and other financial resources to residents in underserved communities. We organized and hosted a site to help low-income families prepare their tax returns and access critical funds. For many of the families with whom we work, their tax refund is the largest check they receive all year. In 2019, our efforts resulted in Chicagoland residents securing \$465,000 in critical tax refunds.

In 2019, our enterprise solutions and analytics business worked with The Fedcap Group, a global network of nonprofit agencies, to implement and transform their technology systems, allowing them to better deliver on their mission of improving the economic and social well-being of the impoverished and disadvantaged. Additionally, we sponsored an event that raised funds and awareness for their mission.



Our transformation was complicated. It involved a complete upgrade of our financial and human capital systems and our CRM. What Huron was able to do, was not just support our implementation — rapidly and effectively — in each of those domains but to help us integrate them seamlessly and advance our ability to deliver on our mission.

— CHRISTINE MCMAHON,
President and chief executive
officer of The Fedcap Group

33,000+
pounds of recycled e-waste in 2019

Taking Action for a Sustainable Future

Huron recognizes the importance of meeting the needs of our people, our clients, our shareholders and our communities in an environmentally sustainable manner. Our Sustainability Council is committed to helping our organization promote environmentally friendly business practices and reduce our carbon footprint. In 2019, we launched our 'Bring It, Huron' initiative, focused on reducing paper use, improving our recycling efforts, utilizing biodegradable copiers and toners, and promoting sustainable practices across all of our offices and project sites. In part, these efforts resulted in Huron recycling approximately 33,000 pounds of e-waste in 2019.

We will continue to build on our progress and expand our 'Bring It, Huron' campaign in 2020 to include reducing our waste footprint by removing plastic straws, disposable cups, utensils and other single-use plastics from Huron's offices and growing our recycling program. By encouraging

employees to pack reusable water bottles, coffee cups, bags and utensils, we can keep unnecessary waste out of our landfills. In 2020, we will transition to the more environmentally friendly Notice and Access delivery method for distributing our proxy materials to shareholders to reduce our paper usage.



Managing Responsibly

Huron's Code of Business Conduct and Ethics (the "Code") highlights our ethical way of doing business. Huron holds its employees to the highest standard and expects all employees to comply with the laws, rules and regulations that apply to our business and abide by the highest standards of business conduct. Our conduct should demonstrate ethical leadership and promote a work environment that upholds our reputation for integrity, responsibility and trust. We reinforce these expectations through regular mandatory training regarding the Code and related policies. Employees are also encouraged to ask questions if they need guidance or raise any ethical concerns with the assurance that under no circumstances will the Company tolerate retaliation against the employee for doing so.

Huron is committed both in culture and in practice to protecting the privacy and data of everyone we interact with, from our clients to our employees, and doing so in compliance with the

data protection laws where we operate around the world. We have an enterprise-wide privacy program that continues to mature as the business grows and laws evolve. Our compliance and trust-based approach to privacy incorporates privacy by design and best practice approaches to help us build and deliver products and services that surpass business needs and client expectations while protecting data. Likewise, Huron's cybersecurity controls and practices involve every employee in the vigilant protection of our and our clients' data through technology and training. Our cybersecurity program is aligned with industry standards and constantly evolves to detect and protect against existing and emerging threats.



Looking Ahead

We know our work is never done. We remain focused on shaping a more sustainable future and challenging ourselves to make a lasting impact on our people, our clients, the environment and the communities we serve. We look forward to building on our progress in the years ahead.



© 2020 Huron Consulting Group Inc. and affiliates. Huron is a global consultancy and not a CPA firm, and does not provide attest services, audits or other engagements in accordance with standards established by the AICPA or auditing standards promulgated by the Public Company Accounting Oversight Board ("PCAOB"). Huron is not a law firm; it does not offer, and is not authorized to provide legal advice or counseling in any jurisdiction. Huron is the trading name of Pope Woodhead & Associates Ltd. 20-0159

