



2021

# Environmental, Social and Governance Report

# Forward-Looking Statements

This document includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical facts, including statements about our environmental, social and corporate governance plans and goals, such as those regarding greenhouse gas emissions, made in this document are forward-looking. We use words such as anticipates, believes, expects, intends, and similar expressions to identify forward-looking statements. Forward-looking statements reflect management's current expectations and are inherently uncertain. Actual results could differ materially for a variety of reasons. Risks and uncertainties that could cause our actual results to differ significantly from management's expectations are described in our Annual Report on Form 10-K for the year ended Dec. 31, 2021. We undertake no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise.

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# What Grounds Us

**H**uron is a global consultancy that collaborates with clients to drive strategic growth, ignite innovation and navigate constant change.

Through a combination of strategy, expertise and creativity, we help clients accelerate operational, digital and cultural transformation, enabling the change they need to own their future.

## MISSION

To enable organizations to improve fundamental performance, reinvent their business, generate new growth platforms and lead their people through transformational change.

## VISION









To empower our clients, our people and the communities we serve to own their future.

## Values We Live By

 Collaboration	 Excellence	 Humility	 Impact
 Intellectual Curiosity	 Integrity	 Inclusion	

## Huron's Leadership Principles

### GREAT LEADERS...

 Know themselves	 Earn and foster trust	 Are curious and have a growth mindset
 Are bold and brave in their thinking and their actions	 Set clear goals and achieve them	 Lead like an entrepreneur
 Spark positivity	 Know it's not about them	 Insist on the highest standards

# A Letter From Our CEO

**D**uring recent years, we have discovered just how resilient we truly are — as a company, as a society and as individuals. Our team has taken action on opportunities that reinforce our collective commitment to investing in our people and our communities to build a more equitable and sustainable society.

In 2021, we renewed our commitment to fostering a diverse and inclusive culture at Huron, further solidified by my joining the CEO Action for Diversity & Inclusion™ coalition. By signing on to this commitment, I pledged Huron will take action to cultivate a workplace where diverse perspectives and experiences are welcomed and respected and where employees feel encouraged to discuss diversity and inclusion.

We remain focused on our commitment to diversity and inclusion — continuing to make progress on our five-year diversity and inclusion action plan that we introduced in 2020. We recognize the importance to our people and our clients of embracing our differences and bringing new perspectives together to encourage new thinking and solve problems. I am excited to see how our actions are making this world a slightly better place, and how we are making Huron an even better place to work.

We know that as a leading consultancy with deep roots in our communities, we have a responsibility to be a global citizen that shapes a better, more sustainable future. I believe companies can, and should, play a role in making the world a better place to live. In 2021, we calculated our greenhouse gas emissions to understand our baseline emissions and help establish environmental goals. We are early in

our environmental sustainability journey, but I am excited about the opportunity that lies ahead as we set goals to help us positively impact the environment.

This report highlights contributions we made during the year to make a more equitable and sustainable future a reality. I am proud of our incredibly talented team and their passion for making a difference. While our work is not done, I am also proud of the progress we have made and the passion that exists within our organization to achieve our ESG goals. We look forward to continuing to work with our stakeholders to shape a better future for all.



A handwritten signature in black ink that reads "James H. Roth". The signature is written in a cursive, flowing style.

**James H. Roth**  
Chief Executive Officer

In our 2021 report, we share details on our approach to environmental, social and governance (ESG) topics, our continuing commitment to the United Nations (U.N.) Sustainable Development Goals (SDGs), and the actions we have taken to advance a more sustainable future. Our ESG-related priorities are a reflection of our commitment to our people, our collaboration with our clients — which include hundreds of mission-driven organizations — and our support of the broader communities in which we live and work. Driven by our people and keeping our values front and center, we support each other and our clients to make the world a better place.

As we make progress across our ESG priorities, we are focused on providing greater transparency to our stakeholders. In 2021, we evolved our reporting to provide more quantitative and qualitative measurements, which are included in our Sustainability Accounting Standards Board (SASB) Index Addendum and shown in our baseline environmental impact data.



# Sustainable Development Goals Commitment

**A**t Huron, we believe we all have a role to play in shaping a brighter and more sustainable future for our clients, our people, our communities and our shareholders.

In 2020, we aligned our sustainability strategy with the United Nations (U.N.) Sustainable Development

Goals (SDGs). As shown throughout this report, we have focused our efforts on five of the 17 SDGs that align most closely with our business and company values, including those that support good health and well-being, quality education, gender equality, decent work and economic growth, and climate action. While we acknowledge that making progress on all 17 goals is critical to

creating a better world by 2030, we leveraged the unique aspects of our business to concentrate efforts and deepen our impact in these areas.

In 2021, we continued to make progress toward building a more sustainable and equitable society for all. In the pages that follow, we share how we harnessed the passion and energy of our people to advance these goals.



# Environmental, Social and Governance Oversight

## BOARD-LEVEL OVERSIGHT

Huron's robust governance practices extend to environmental, social and governance (ESG) risks and opportunities. Through our various board committees, Huron's board of directors has direct oversight of ESG-related topics. ESG topics are embedded into each committee's responsibilities, which are highlighted on this page. The full scope of each committee's areas of oversight are described in more detail in our 2021 Proxy Statement.



### NOMINATING & CORPORATE GOVERNANCE (N&CG) COMMITTEE

The N&CG Committee has direct oversight of ESG initiatives, activities and practices, including corporate social responsibility and sustainability matters.

### AUDIT COMMITTEE

The Audit Committee regularly examines issues presented by the chief compliance officer on corporate compliance-related matters. In addition, the Audit Committee maintains oversight of key governance programs related to business conduct, data security and other critical issues. The Audit Committee evaluates reports of the Enterprise Risk Management Committee on risks that may materially affect the company's ability to achieve its business objectives, including ESG-related risks.

### COMPENSATION (COMP) COMMITTEE

In addition to the oversight of compensation plans and arrangements for Huron's 4,500-plus employees, the Compensation Committee regularly reviews the company's employee benefit offerings and other human-capital-related programs. The Compensation Committee receives regular reports from management on diversity and inclusion initiatives and efforts, talent acquisition, and retention metrics and trends, as well as companywide pay equity reviews.

### TECHNOLOGY & INFORMATION SECURITY (T&IS) COMMITTEE

In coordination with the Audit Committee, the T&IS Committee oversees technology-related risks, including information security, data protection, cybersecurity and business continuity. The T&IS Committee liaises regularly with the chief information officer (CIO) and other members of management regarding technology-related risks and opportunities.



# Our Environmental, Social and Governance Management



## EXECUTIVE LEADERSHIP TEAM (ELT)

Huron's executive leadership team is focused on engaging with stakeholders on ESG topics on a regular basis. They are members of Huron's Global Diversity and Inclusion (D&I) Council, which sets the strategy and goals for diversity and inclusion matters and provides oversight for the D&I working groups. The ELT works directly with the board, the ERM Committee and cross-functional leaders on key ESG topics. In 2021, the strategic measures that are part of the metrics used to determine the annual incentive compensation of the ELT were enhanced to include ESG goals, further aligning compensation with our ESG priorities and initiatives.



## ENTERPRISE RISK MANAGEMENT (ERM) COMMITTEE

Our Enterprise Risk Management Committee has oversight of Huron's risk management activities. The ERM Committee is made up of members of the ELT and operational leadership team as well as other key leaders such as our chief human resources officer, chief information officer and chief compliance officer. As part of its scope, the ERM Committee monitors business continuity planning, IT security, data privacy, human capital development and retention, and environmental-related risks associated with Huron's business.



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) TEAM

Our cross-functional ESG team is made up of senior-level employees with a wide range of subject matter expertise in the areas of diversity and inclusion, employee and community experience, governance, corporate citizenship, business development and investor relations. The team manages key risks and opportunities in sustainability areas and, in collaboration with the ELT and ERM Committee, helps to set the firmwide strategy on ESG topics.

# Stakeholder Engagement

Engaging with our various stakeholders is an ongoing activity that informs our ESG priorities and strategy. We have regular touch points, both formal and informal, with our board of directors, executive leadership team, senior business leaders, employees, clients, investors and community partners. Some examples of our ongoing communication with stakeholders is shown in the

chart on this page. Through these communication channels, we hear directly from our stakeholders about their expectations and priorities related to ESG and aim to incorporate their feedback into our business objectives in line with our company strategy. In turn, we use these touch points to communicate about progress on goals and key ESG-related initiatives, opportunities and risks.

In an effort to identify and prioritize the ESG topics that matter most to our stakeholders, in late 2021 we kicked off the process of conducting a formal materiality assessment. We will use the results of this analysis to articulate our priorities and manage our risks and opportunities to further guide our ESG strategy.

## How We Engage With Our Stakeholders

 <b>EMPLOYEES</b>	 <b>SHAREHOLDERS</b>	 <b>CLIENTS</b>	 <b>COMMUNITY</b>
<ul style="list-style-type: none"> <li>• Engagement surveys</li> <li>• Cultural assessment</li> <li>• All-company webcasts and town halls</li> <li>• Employee resource groups &amp; sustainability team</li> <li>• Diversity &amp; Inclusion Council</li> </ul>	<ul style="list-style-type: none"> <li>• Biannual shareholder engagement</li> <li>• Quarterly earnings calls</li> <li>• Investor conferences and roadshows</li> <li>• Investor and analyst calls</li> </ul>	<ul style="list-style-type: none"> <li>• Net promoter and satisfaction surveys</li> <li>• Requests for proposals (RFPs)</li> <li>• Engagement lead relationships</li> <li>• Conferences/events</li> </ul>	<ul style="list-style-type: none"> <li>• Employee volunteering</li> <li>• Strategic partnerships with nonprofits</li> <li>• Huron's social alliance</li> </ul>

# Investing in Our People

**A**s a values-led and people-focused organization, we have always been committed to investing in our people and fostering a diverse and inclusive culture where everyone can achieve their ambitions. We know our people are critical to our future success and our ability to help our clients address their complex challenges.

At Huron, we regularly look for ways to grow our business and better support and invest in our people, which has enabled us to consistently achieve an employee engagement score above the Glint employee engagement global benchmark. Huron's score of 77%, above the 2021 global benchmark of 74%, demonstrates the care and attention we continue to provide to our employees during a time of increasing global challenges. In



“The success of our business begins with our people, and it is our diverse experiences and perspectives that help us better serve our clients and our communities.”

— PATTY OLSEN, CHIEF HUMAN RESOURCES OFFICER

2021, to reinforce this commitment, we engaged our employees for their input, feedback and ideas on how to bolster our talent and development efforts to help them achieve their goals and aspirations now and in the future. Our new talent development philosophy is employee-centric. We are evolving how we recruit and develop our people to deliver new benefits and learning and training programs and empower them to grow in their

**77%** **Employee Engagement Score**  
GLOBAL BENCHMARK IS 74%

careers. We support them by creating a feedback-driven, coaching culture with more agile tools to enhance the candidate and employee experience.

## TALENT DEVELOPMENT

Huron is invested in supporting development at all levels and empowering employees to unlock their potential. We offer opportunities for employees to develop and build skills through both group learning as well as through self-directed learning opportunities. We continue to build a learning culture where our employees can learn in the forum and format that best fit their unique needs.

To meet the needs of our people in a remote environment, we have evolved our talent development initiatives, including training, certification and performance management programs, and tools. Our employees continue to embrace the LinkedIn Learning platform, with more than 3,000 leveraging the tool.








In 2021, we piloted focused learning and personal productivity days for our employees to focus on initiatives that help them better balance work and life and further their professional development. Employees are encouraged to use these days in ways that best fit their needs, including for learning and development, focus time, completing certifications and trainings, and personal planning.

## BUILDING LEADERS

At Huron, we focus on building leaders of the future. We know that leadership is a learned skill, and we offer leadership development opportunities that anchor to our leadership principles, which were established in 2021. We believe that demonstrating leadership is a living expression of our culture and growth aspiration and a critical component to enable our future success.

## Huron's Leadership Principles

### GREAT LEADERS...

	<b>Know themselves</b>
	<b>Earn and foster trust</b>
	<b>Are curious and have a growth mindset</b>
	<b>Are bold and brave in their thinking and their actions</b>
	<b>Set clear goals and achieve them</b>
	<b>Lead like an entrepreneur</b>
	<b>Spark positivity</b>
	<b>Know it's not about them</b>
	<b>Insist on the highest standards</b>

As part of our programming, we held an interactive leadership series for managers, directors, senior directors and managing directors that brought to life our leadership principles through interactive discussions, concrete examples and case studies. This series has helped hundreds of individuals build the leadership characteristics necessary to engage our talent and drive business results.

In addition, our internal certified coaching professionals devoted more than 500 hours to executive coaching, which focuses on the development of leadership skills to create positive change, manage complexity and build high-performing teams.

### **Milestone Schools**

We offer learning programs that provide an opportunity to explore important milestones at various points in an individual's career progression. We know that milestone promotions

are pivotal points in an individual's career and a critical time to learn from one's journey, celebrate accomplishments and spend time focusing on the leadership transition ahead.

### **Senior Director Cohort**

Our newly established senior director cohort program is anchored to our values and leadership principles and consists of 20 individuals per year to provide an intimate space for self-reflection, discussion and learning. The group is designed to broaden the leadership capacity of our senior directors as they grow closer to a managing director or principal role.

Through the program, we create opportunities for learning from leaders and colleagues across the firm, and we offer leadership coaching with certified coaches, where individuals spend time reflecting on the type of leader they want to be and focus on how to get there. At year end, 60% of program participants were promoted to managing director or principal.

**500+** Executive Coaching Hours

**940+** Training Participants

**2,370+** Technology Certifications

**16,480+** LinkedIn Learning Course Completions

## Sponsorship Program

In 2021, we launched a sponsorship program across the company for talent in underrepresented groups to drive continued growth for the organization, develop our people, foster our culture and enhance the diversity of Huron's leadership. Program participants are paired with senior leaders who can advocate for them, champion their visibility and aid in their professional development. In the first year of this program, 17% of the employees in the program were promoted. We are excited for how this program will continue to develop future leaders and expand diversity across the company.

## ADVANCING WOMEN IN THE WORKPLACE

The advancement of women continues to be a focus for Huron. Our investments in growing and developing our female leaders has helped create a strong pipeline of leadership talent.



— MAGGIE BARLOW,  
SENIOR DIRECTOR

**“The Women in Leadership Summit has expanded my Huron network and supported my professional growth and advancement. There is something powerful about bringing together a group of women to learn from and with and I’m grateful that Huron has invested in its female leaders.”**

In June, Huron hosted its second Women in Leadership Summit, focused on empowering, inspiring and encouraging women in the workplace. The summit, sponsored by our women's employee resource group, was interactive and educational and included a mix of keynote speakers, panel discussions, networking and career workshops.

Our women's employee resource group also hosts semiannual workshops geared toward junior-level

employees to help build skills and empower women to grow in their careers. In 2021, workshops focused on work-life balance, developing goal setting and resiliency tactics, and self-advocacy skills.

**We will continue to build on the strong collaborative culture we have created together over the years and provide our people with the kind of opportunities they need to engage, thrive and grow now and in the future.**

# Supporting Our People

**The pandemic has challenged us as a Huron community – and also in ways that are unique to each individual. To manage through these difficult times, it has been important that our people have had the support and flexibility that worked best for them to support their physical, emotional and financial health and well-being.**

In addition to our comprehensive employee benefits, we provided employees with additional physical and mental health resources, including free virtual exercise classes and an ongoing mindfulness and stress-reduction series that saw over 1,500 participants in 2021. We also increased our flexible work arrangements and extended additional childcare benefits to help our working families.

## COVID-19 SUPPORT FOR INDIA

To support our India colleagues with the significant surge in COVID-19 in the second quarter of 2021, our employees created a COVID-19 emergency response team. These employee volunteers were available by phone or email to help Huron employees and their families and friends with COVID-19-related resources and information. They provided resources

and information on bed availability and bookings, testing centers, ambulance services and oxygen supplies; provided resources and information on access to medical care, treatments and COVID-19 care centers; and created quarantine packages. The response team fielded 85 calls over a four-week period to support one another and minimize business disruption, and these efforts are ongoing.



— PAUL PRAVEEN,  
MANAGING DIRECTOR &  
INDIA COUNTRY LEADER

**“The pandemic lockdown may have decreased our proximity, but our team’s kindness and selflessness drew all of us closer than ever. It was incredible to see how our team managed to arrange for life saving medicines, hospital beds, and oxygen and connect patients with doctors in their time of need.”**

## DIVERSITY AND INCLUSION

We continue to foster an environment where diverse cultures, experiences and perspectives are celebrated and embraced. In 2021, Huron's CEO, James H. Roth, signed the CEO Action for Diversity & Inclusion™ Pledge to take action to advance diversity and inclusion within the workplace.

We recognize it is the diverse perspectives and collective talents of our people that help us deliver unique and meaningful solutions to our clients and drive innovation. It is also a critical component in continuing to make Huron a great place to work.

We were again honored for our dedication to our people, our values, our clients and

our communities. For the eighth year in a row, we received a perfect score of 100 on the Human Rights Campaign Foundation's Corporate Equality Index for our commitment to fostering an inclusive culture where everyone belongs. We were also recognized for the 11th consecutive year as a "Best Firm to Work For" by Consulting magazine, confirming Huron continues to be an employer of choice.

These recognitions also reflect the work we have done to continue to advance diversity and inclusion at Huron. In August 2020, we developed a five-year plan with goals to advance diverse representation across all levels of our organization,

foster our inclusive culture, expand our community outreach and support, perform pay equity studies, and strengthen our vendor processes.

We continued our focus on cultural sensitivity, unconscious biases and allyship education for our existing employees and introduce this to our newest hires as soon as they join us. As part of our new hire orientation, we offer recently hired employees the opportunity to participate in cultural sensitivity, unconscious bias and allyship workshops to gain a better understanding of how to be an ally to others when confronted with stereotypical remarks or biases. More than 1,200 employees completed the workshop in 2021.



Signed CEO Action  
for Diversity &  
Inclusion™ Pledge

8

Years in a row on  
Corporate Equality Index

11

Years in a row as  
Best Firm to Work For



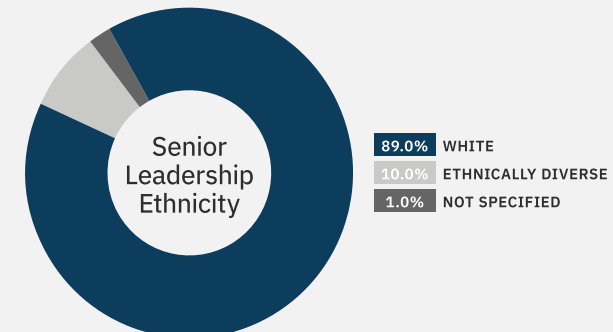
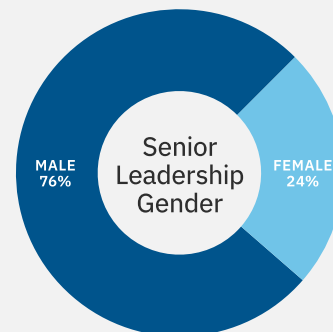
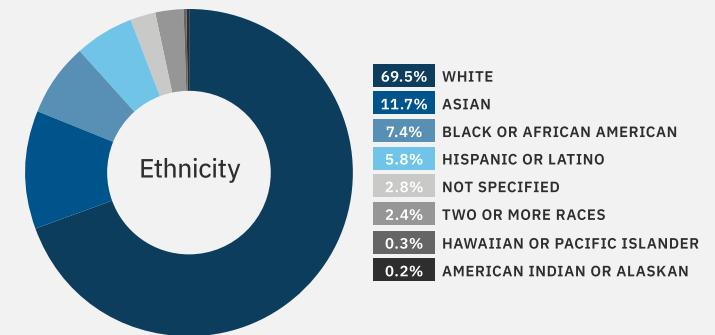
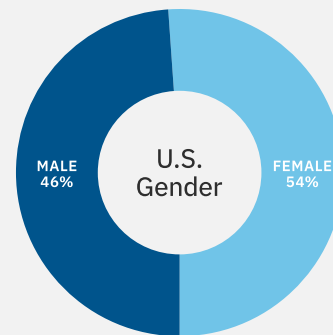
In a little more than a year, we have seen growth in our diverse representation. As of the end of 2021, women made up approximately 54% of our U.S. population, which was an increase from 49% at the same time last year. Racial and ethnic minorities made up 28% of our U.S. population, an increase from 24% at the end of 2020. We are proud of the progress we have made in increasing the representation of women and ethnic and racial minorities in our workforce.

At the senior leadership level, we have seen an increase in racial and ethnic minority representation, from 8% in 2020 to 10% in 2021. From a gender diversity perspective, 17 of the 25 promotions to the senior leadership level made at the end of 2021, effective Jan. 1, 2022, are women, representing 68% of all senior leadership promotions. We are encouraged about this progress, which has been realized through our development and mentoring programs.

**+5%** Change in overall racial and ethnic minorities since 2019

**+6%** Change in overall representation of women since 2019

## Workforce Demographics



\*Graphs represent U.S. population, which comprises approximately 76% of Huron's total full-time employee population, as of Dec. 31, 2021.  
 \*\*Percentages may not add up to 100% due to rounding.

Diversity is reflected at the highest levels of Huron's leadership, where two of our six-member board are women, and one board member self-identifies as ethnically diverse. Additionally, two of our board committees are chaired by women.

We are encouraged with our progress and know there is more work to be done, which is why we will revisit our five-year goals in 2022 to continue to challenge ourselves even further in the years ahead.

## EMPLOYEE RESOURCE GROUPS (iMATTER TEAMS)

Our employee resource groups continue to initiate meaningful conversations across our Huron community while strengthening our culture and the employee experience. In 2021, our global awareness employee resource group launched two new subcommunities, including the Jewish subcommunity and the Middle East and North Africa (MENA) subcommunity. The Jewish subcommunity aims to connect those who identify

## Employee Resource Groups

	Black Alliance		Pan-Asian American
	Disability Advocates		Pride
	Experienced Hires		Veterans
	Global Awareness		Women
	LatinX		Working Parents

as Jewish and those who are interested in learning about Jewish traditions and culture to create an inclusive, warm and welcoming environment. The MENA subcommunity's mission is to build awareness and acceptance of our Middle East and North African employees and their backgrounds. Through our iMatter teams, our people continue to come together to share their experiences and backgrounds to enhance our culture.

As part of our commitment to continued dialogue and education on racial and social inequality, we hosted a fireside chat with the executive director of Human Rights Watch to discuss the importance of accountability, advocacy and the critical role corporations play in creating a more equitable future for all.

In light of the increase in violence against Asian Americans, during Asian Pacific American Heritage Month, our colleagues held a town hall on racism and equality. They shared their personal stories on what their Asian identity means to them and what allies can do to support the Asian American community. To stand with our Asian American colleagues, our team participated in a fundraiser in support of Asian Americans Advancing Justice. Our Pan-Asian American employee resource group also hosted a “Stand Up to Street Harassment” workshop hosted by Hollaback! More than 180 employees attended this bystander intervention training that provided tools and resources to consider when witnessing harassment in public spaces.

Huron’s Black Alliance employee resource group organized our annual Black History Month Book Drive in honor of the pioneers who have dedicated their lives to ensuring civil rights for all. In 2021, employees also donated more than 150 books to Books Beyond Bars and the Howard



“As co-sponsor of the Black Alliance iMatter team, I am inspired, motivated and grateful for the opportunity to make a lasting impact on the people and culture at Huron.”

— SHANNON CHISM, DIRECTOR

University Early Learning Program, two programs focused on literacy and education to enhance self-empowerment and personal growth.

Huron recognizes the important role we play as an organization to make an impact in the LGBTQ+ community. Huron’s LGBTQ+ employee resource group hosted a series of events during Pride Month, including a companywide panel discussion and a fundraiser for The Trevor Project. In honor of National Bullying Prevention Month and GLAAD’s Spirit Day, our team encouraged Huron employees to wear purple in support of

LGBTQ+ youth, pledged to speak out against bullying and donated to the GLAAD organization.

Our employee resource groups are instrumental in creating the space for all of our colleagues to share their experience and bring our value of inclusion to life.

**130+** Diversity and inclusion-focused events

# Huron's Diversity and Inclusion Journey

Formed the Diversity & Inclusion (D&I) Council

Launched 4 pilot employee resource groups (Women, Black Alliance, Working Parents, Pride) called iMatter teams

2011

Scored 100% on Human Rights Campaign's Corporate Equality Index for the first time

Added Experienced Hires iMatter Team

Celebrated inaugural Diversity Awareness Month

2014

Hosted inaugural Bring Your VIP to Work Day

2016

Added inclusion as a company value

Added Pan-Asian American iMatter Team

2018

Added LatinX iMatter Team

Committed to 5-year D&I Action Plan

Established workforce demographic goals

Introduced Cultural Sensitivity, Unconscious Bias and Allyship workshop for all employees

2020

Added Cultural Awareness and Veterans teams

2013

Created Huron's Diversity & Inclusion Business Plan

Launched enterprisewide mentoring program

2015

Hosted inaugural Global Village for employees to learn about cultures across the world

2017

Added Disability Advocates iMatter Team

Launched inaugural Women in Leadership Summit

Released D&I workforce data in inaugural Corporate Social Responsibility Report

2019

**2021**

- Signed CEO Action for Diversity & Inclusion™ Pledge
- Launched sponsorship program
- Embedded Cultural Sensitivity, Unconscious Bias and Allyship workshop into new hire orientation

# Making an Impact in the Global Communities We Serve

**H**uron has a long tradition of supporting the communities where we live and work. Huron employees generously give their time, talent and treasure to support nonprofit organizations in their communities and around the globe.

Our service-oriented culture is rooted in our values and leadership principles — connecting our people with a sense of purpose and a passion to give back.

## DOING OUR PART AS A GLOBAL CORPORATE CITIZEN

Huron Helping Hands (HHH) serves as the foundation for how we give back to the communities in which we live and work. Through HHH, we bring our commitment to life and align our efforts to our priority U.N. SDGs. HHH uses four main avenues to extend our reach to the

broader community, which are depicted in the chart below. The following pages highlight some of the actions we took in 2021 to make an impact.

### SUSTAINABLE DEVELOPMENT GOALS FOCUS AREAS



#### COMMUNITY SERVICE/VOLUNTEERING

We work with organizations that assist people in need who may otherwise not have access to resources in their communities, such as local food banks, relief agencies, at-risk youth programs and education. In 2021, we participated in more than 70 community service events.



#### MATCHING GIFTS

Huron matches monetary donations made by current employees to nonprofit educational, health, social or cultural organizations to support those causes that matter to our people and enable meaningful contributions. In 2021, we matched 810 gifts made by our employees.



#### CHARITABLE CONTRIBUTIONS

Through our financial support of key fundraising events and programs, Huron is able to extend the reach of the civic organizations we support. In 2021, we sponsored 96 charitable events.



#### PRO BONO

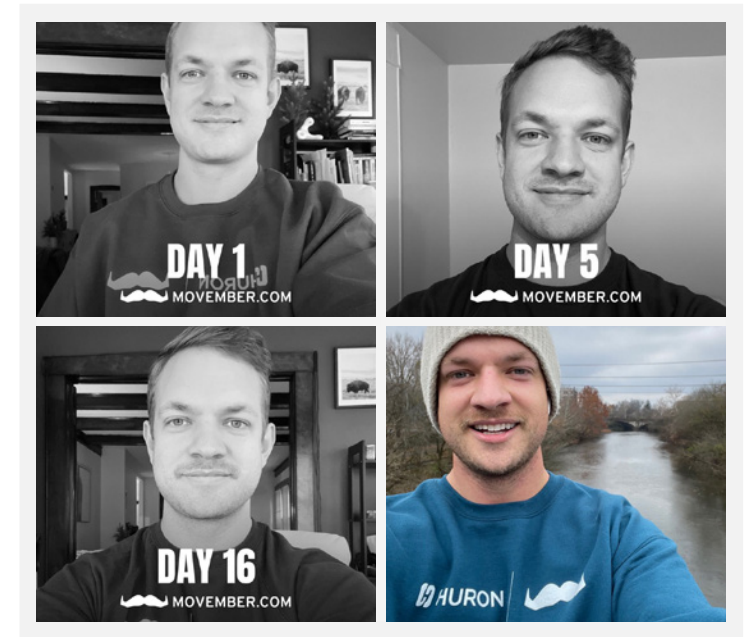
Huron provides pro bono services to 501(c)(3) organizations whose missions align with our priority SDGs. We use our expertise and skill sets to provide operational, strategic or technology-related solutions that have a meaningful impact on these organizations serving the broader community.

## SUPPORTING HEALTH AND WELL-BEING

Each year we have come together to support Movember’s mission to change the face of men’s health. Since 2015, our team has hosted events in support of the organization to help prevent men from dying too young by investing in prevention and treatment of mental health and suicide prevention, prostate cancer, and testicular cancer. In November, we raised more than \$40,000 by participating in a virtual Movember 5K, selling apparel for which the proceeds went directly to Movember, and sharing mental health resources with employees and their families.

Over 400,000 children are affected by cancer each year, and many families do not have the financial support to sustain continued hospital stays. St. Jude Children’s Research Hospital® is committed to its mission of advancing cures and the means of prevention for pediatric catastrophic diseases through research and treatment.

St. Jude provides treatment to children, with families never receiving a bill for treatment, travel, housing or food. When we went remote in 2020, our team came together in a grassroots effort to raise over \$63,000 to see managing directors across our organization and Huron’s chief financial officer shave their hair off to support St. Jude in a “Going Bald for a Cause” campaign. In September 2021, we again joined St. Jude for our second fundraiser in honor of Childhood Cancer Awareness Month. This time we had more than 80 leaders across the company volunteer



**“Knowing St. Jude is an organization that provides free care to vulnerable kids around the world when they are sick and learning about how advanced the research and the care is, I knew together we could make an impact to help St. Jude in their mission.”**

— ALEX SERAN, MANAGING DIRECTOR



to get slimed to raise money for children battling cancer and other life-threatening diseases. We set a goal of \$100,000 and exceeded it with our team coming together to raise more than \$124,000 to help families impacted by childhood cancer. Together, we can help St. Jude in its goal of “Finding cures. Saving children®.”

We know the health and well-being of our future generations is critical. In 2021, we continued our long-standing partnership with the Ann & Robert H. Lurie Children’s Hospital of Chicago Foundation. Through our charitable sponsorships and employees’ participation on the Children’s Service Board and the Children’s Research Fund Board, we are proud to support their mission to improve child health, transform pediatric medicine and ensure healthier futures for every child.

Since 2013, Huron has been a strong supporter of the American Heart Association (AHA) in its mission to be a relentless force for a world of longer, healthier lives. In 2021, we continued our partnership, including employee participation on the AHA Metropolitan Chicago Board. We also joined the AHA remotely for its annual Go Red Goes STEM event, where our team hosted future women leaders from high schools in Chicago interested in exploring careers in the fields of science, technology, engineering and math.

We continue to support the Boys & Girls Clubs of Chicago in its commitment to promoting academic success, good character and citizenship, and healthy lifestyles through our employees’ board involvement and volunteer efforts. While our team could not be in attendance with the club members this year, employee volunteers were still able to provide a festive Thanksgiving celebration, including a full meal and organizing crafts and activities for the club members.

Huron hosted a special matching gift campaign to support the efforts of UNICEF in rushing urgently needed supplies to critical care centers in India. UNICEF delivered critical oxygen concentrators and diagnostic testing systems, hygiene supplies and personal protective equipment (PPE) kits to protect front-line healthcare workers. Huron also donated to the International Medical Corps and local organizations that assisted with COVID-19 relief efforts on the ground in Bangalore, Chennai and Noida.

## PROMOTING GENDER EQUALITY

As part of Huron's commitment to gender equality and access to quality education, we established the Dawn Gideon-Huron Scholarship, which is awarded to women who self-identify as Black/African American, Latinx/Hispanic, or Native American or who have demonstrated a commitment to health equity and who are pursuing a masters-level degree in healthcare administration and/or business administration.



In August, we awarded the first recipient a two-year scholarship to support their education.

Volunteers from our employee resource group that encourages the advancement of women in technology fields hosted two free TechGirlz workshops to inspire middle school girls around the world to explore the possibilities of technology to empower their future careers. For the first workshop, volunteers demonstrated how young girls can recognize and respond to cyberbullying,

phishing and suspicious behavior. For the second event, volunteers helped participants bring machine-learning techniques to life.

In 2021, Huron hosted its second Women in Workday event, bringing together more than 70 leaders across the company and from Workday to empower, influence, connect, inspire and encourage women in tech in the workplace. Participants networked and took part in panel discussions and leadership development workshops.



## ENSURING ACCESS TO QUALITY EDUCATION

This year our Black Alliance employee resource group launched a new webinar series featuring leaders from historically Black colleges and universities (HBCUs). In February, the team held its first panel with HBCU administrators and alumni to discuss resilience, finances, mental health, college readiness and student support. In addition, with the need for diverse representation within the healthcare industry higher than ever, the group hosted another panel discussion in July with an HBCU professor and fourth-year medical student who shared their experiences as Black men in medicine.

In November, we worked with Reach Out and Read chapters across the U.S. to aid their efforts of encouraging healthy growth and early



“Reach Out & Read has allowed us to help give young people access to some amazing books to advance their literacy and support their development. I am looking forward to seeing this relationship grow in the future.”

— ADAM COLLEN, MANAGER

literacy for children. Huron helped Reach Out and Read of Greater New York exceed their Giving Tuesday fundraising goal. Our team also purchased children’s books that support the organization’s core programming and incorporate literacy messaging into the healthcare system. These books were distributed to more than 450 children ranging in age from birth to 5 years old during their regular wellness checkups.

## PROMOTING INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH FOR ALL

Our team joined The Black BigLaw Pipeline (BBP) to collaborate on a virtual pitch workshop for pipeline members. Huron General Counsel Ernie Torain provided remarks on the importance of building strong relationships, and BBP members delivered mock pitches to panels of volunteers who provided feedback on their pitch. It gave BBP members an opportunity to network with our business advisory team while honing critical business development skills.

In April, our people joined the fundraising campaign for Peaceprints of WNY, which is a nationally recognized leader in reentry services on the forefront of the social justice and racial equity movement. Huron raised funds to help the organization achieve its goal to disrupt and put an end to the cycle of incarceration. The organization provides programs to empower youth to regain control of their lives through access to safe, clean and affordable housing, community support groups, and a no-cost community food pantry.

Huron joined more than 130 companies to pledge our commitment to support refugees in North America. We collaborated with the Human Rights Commission and the Tent Partnership for Refugees to offer mentorship programs for LGBTQ refugees and asylum seekers to help prepare them to enter the job market and integrate into their new communities.



— ROBERT PARRIS,  
MANAGING DIRECTOR

**“The TENT Mentorship program was a highlight of 2021 and gave me the opportunity to hear the inspiring story of an LGBTQ refugee. It was a pleasure to provide career guidance and support to find a fulfilling job that allows them to be their authentic self. I’m thrilled to work for a company that connects me with opportunities to positively impact the lives of those in our community.”**

### **WORKING WITH OUR CLIENTS TO ADVANCE THEIR MISSIONS**

One of the ways we demonstrate our strong commitment to giving back is through the work we do each day, serving our clients in industries that have a significant impact on the health and well-being of our communities.

In today’s healthcare landscape, organizations are striving to address systemic biases to improve the overall health and well-being of diverse populations. Bridging this gap to social care requires new information, capabilities and financing models that do not exist in today’s healthcare ecosystem. Huron’s healthcare team is currently engaged by a large global healthcare company to advance health equity by addressing social determinants of health.

Huron was able to bring together experts from across the organization to provide a strategic framework and road map while leveraging data insights to identify disparities and identify where essential social services are needed in underserved communities. By taking a data-driven approach that aligns new care models within the community and connecting the organization with public and private healthcare stakeholders, the organization has been able to build a foundation for the future and support a systemic shift to close patient care gaps and drive better clinical and social outcomes across the globe.

Additionally, our digital, technology and analytics team helped Rotary International on its digital transformation journey, enabling the organization to further its mission to provide humanitarian services and advance goodwill and peace around the world. The organization

engaged the Huron team to establish a technical foundation that could support its global reach for the short and long term.

The Huron team initially focused on aligning the organization's business needs and outcomes with its capabilities and soon realized the shared values of both organizations. This alignment created a collaborative team, with Huron leveraging its significant advisory and implementation expertise to help the organization modernize its financial operations, enhance reporting and automate processes.

Ultimately, Huron helped Rotary International bridge the gap between people, processes and technology to gain better visibility into its financial and operational structure and realize the full benefits of its digital transformation. This allowed the organization to invest more into the communities and programs central to its mission.

## HURON'S SOCIAL ALLIANCE

Motivated by our passion for education as an engine for economic and community growth, Huron launched the social alliance initiative as part of the Huron Helping Hands program to help address the need for broader educational access and support resource-constrained institutions as they prepare students to thrive in the fast-evolving workforce. The goal of the program is to help colleges and universities enhance student success, especially for low-income students, through improved institutional performance and shared learnings across the higher education sector.

The program focuses on establishing project-based consulting with colleges and universities that meet select criteria. Each social alliance project is led by Huron experts and staffed by the same professional consultants who serve our extensive client base. Huron's fees are reduced and fixed for the duration of the project.

# Huron's Social Alliance

## Sandhills College Case Study

As part of Huron's social alliance initiative, Sandhills Community College engaged the team to improve its accessibility and strategic alignment within its information technology (IT) and e-learning divisions. Guided by the core values of integrity, helpfulness, excellence, respect and opportunity, Sandhills has a mission to provide educational opportunities of the highest quality to all students, faculty and staff. With more than 60% of the student body being Pell Grant-eligible, Sandhills seeks to provide ways to support students beyond just helping them with tuition.

Sandhills identified the need for an assessment from a third party to evaluate its current-state IT and e-learning landscape and define goals to help the college evolve. It was important for Sandhills to find an organization

that could become an integral member of its team and help sustain its legacy and history in advancing the college's mission.

Once Sandhills selected Huron, the two organizations began to work together to map out Sandhills' goals and how to best support students and the campus community going forward. Sandhills leadership made it clear that creating better student experiences and increasing engagement through technology were top priorities. The college also wanted to empower faculty members to enhance their work through technology, knowing how critical that was for student success.

Huron's six-week engagement began with a strategic assessment of the IT and e-learning departments, mapping IT and e-learning focus

areas to the college's 2020-2024 strategic plan. The Huron team facilitated interviews and focus groups with campus executives, administrative staff, faculty and students, and conducted peer benchmarking.

**“I have nothing but positive things to say about our experience engaging with Huron. The whole campus had the opportunity to participate, talk and meet, and Huron demonstrated that they were there to listen, give recommendations and help us as we continue to implement the roadmap.”**

— ELIZABETH THOMAS, CHIEF FINANCIAL OFFICER



The team identified several items to be urgently addressed regarding network infrastructure, single points of failure and succession planning. The team developed several strategic and operational recommendations and a 24-month road map encompassing near-term, midterm and long-term priorities.

These recommendations included hiring new IT talent to fill critical capability gaps and resolve network instability and proposed a new IT governance model with enhanced structures, new membership and working committees.

Sandhills has been able to implement many of Huron's recommendations, starting with training for all community members on the new technology. Going forward, the college will be

pursuing other recommendations, such as hiring key IT talent, bringing students together regularly to discuss their IT needs and experiences, and enhancing the IT governance workgroups to bring additional focus to student concerns.

Huron's collaboration with Sandhills positions the college to continue to meet students where they are, set them up for success and grow the college for the future. As more college leaders seek guidance from each other within Huron's social alliance, the insights Sandhills gained from this experience will add value to this larger community.

# Taking Action for a Sustainable Future

**A**t Huron, we are focused on protecting and preserving our planet for future generations. It is our responsibility to be mindful of our use of the earth's natural resources and to take action that promotes sustainability within our offices.

We recognize that addressing climate change now is critical to our future and reducing greenhouse gas emissions will play an important role in helping to combat the climate crisis. In 2021, we continued to make progress on our commitment to building a more sustainable future and look forward to making further progress in the years ahead.

## MANAGING ENVIRONMENTAL RISKS AND OPPORTUNITIES

As described earlier in our report, the Nominating and Corporate Governance (N&CG) Committee of

Huron's board of directors provides oversight of the companywide corporate social responsibility strategy, including environmental sustainability. In addition to board-level oversight, our ERM Committee has responsibility for Huron's risk management activities. As part of that scope, the Enterprise Risk Management (ERM) Committee assesses environmental and sustainability-related risks associated with our business, and this committee is responsible for reporting quarterly on risk-related issues to the Audit Committee.

## STRATEGY

Our environmental sustainability strategy is focused on the areas where we have an opportunity to make an impact aligned with business risks. As a professional services firm, we do not manufacture or distribute products or generate hazardous waste. Yet, carbon emissions from business travel,

### SUSTAINABLE DEVELOPMENT GOALS FOCUS AREAS



which is a necessary part of our operations, is an area that provides an opportunity to reduce our environmental impact. Our local offices also contribute to greenhouse gas emissions, and we have begun to take measures to decrease our footprint, thereby reducing the energy consumption needed to operate our physical locations. By measuring our greenhouse gas emissions on an annual basis, beginning with our baseline calculation for 2019, we are better able to identify our impact on the environment and where and how we should prioritize opportunities to lessen that impact.



## CLIMATE-RELATED RISKS AND OPPORTUNITIES

We recognize that climate risk is something that all companies need to consider from a physical, regulatory and operational perspective. As described above, these risks are reviewed and assessed by our ERM Committee. As a professional services organization, climate change has limited direct impact on our day-to-day operations as compared with other industries. We primarily assess this risk through a business continuity lens. Physical risks associated with climate change, such as a natural disaster, could impact the ability of employees to complete their work, including working from our offices or traveling to client sites. Working through the pandemic has shown us that our IT infrastructure and systems enable our team to work well in a remote capacity and serve our clients with reduced travel if and when circumstances limit us from doing so.

We have also managed the risk associated with a natural disaster impacting the safety of our employees, including those traveling for work. We have addressed this risk by partnering with International SOS. Through integration with Huron's approved travel management companies, ISOS allows Huron to track business travel and account for employees in a time of crisis.

For more information on how we help keep our employees safe from climate and other risks when traveling for Huron business, please see our [Health and Safety Policy](#). From a regulatory perspective, our legal team stays apprised of laws and regulations to which we are subject. In the event environmental laws were passed in the countries where we operate that are applicable to our business, we would work with our business and functional leaders to implement any changes to our compliance programs or operations.

Since we do not manufacture, produce or distribute goods and our business operations do not generate hazardous wastes, the opportunities to make operational improvements to reduce our environmental impact are more limited than other industries. Yet, we continue to evaluate opportunities to decrease our carbon footprint from business operations, which drove some key actions and improvements in 2021.

### **Key 2021 Actions**

In 2021, we moved from traditional data centers to the cloud, including 3,000 server workloads and over 2 petabytes of data storage from a private data center. Our migration to the cloud offers reliability that is hard to find in a traditional data center and included improvements to our

disaster recovery initiatives. Our move to the cloud also allows for robust protocols to eliminate data loss and improve security and compliance, as networks are better architected to protect people's information, identities, applications and devices.

We regularly review and optimize our office footprint, and in 2021 we continued our hybrid in-office and remote work approach. This approach has included lessening our office footprint, which we have reduced by 26% since 2019. Additionally, our team discontinued ordering single-use plastics in Huron offices as part of our commitment to eliminating waste. For more information on our commitment to reducing energy consumption from our business operations, please see our [Environmental Responsibility Policy](#).

**26%** Reduction in office footprint since 2019

**2** Petabytes of data storage transitioned to the cloud from traditional data centers



Discontinued ordering of single-use plastics



## METRICS

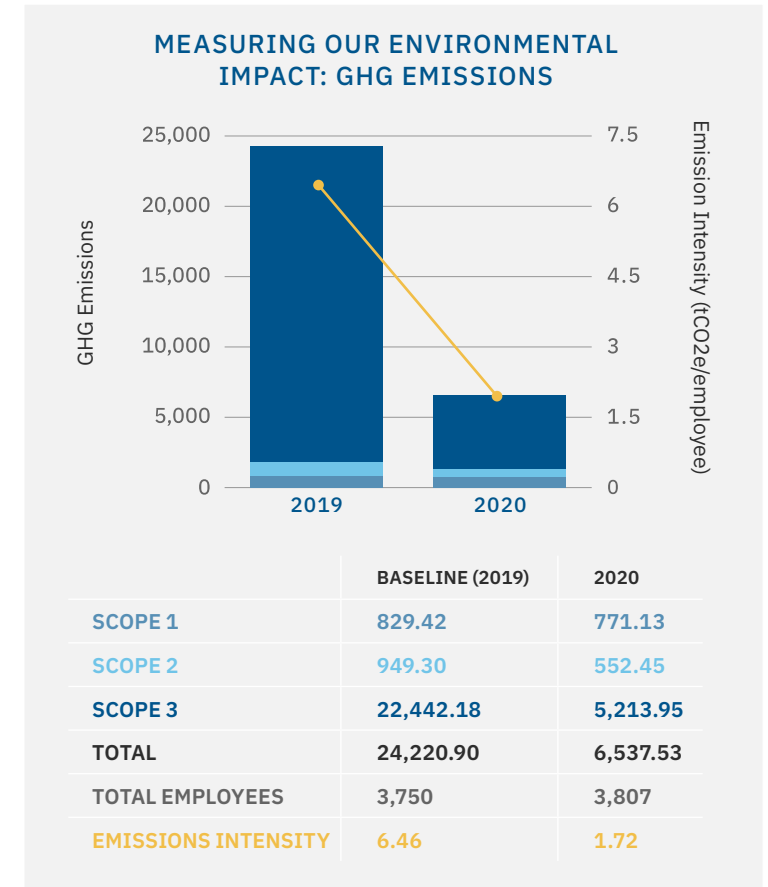
In 2021, we began gathering our greenhouse gas (GHG) emissions data and engaged AccountAbility, a third-party global consultancy firm focused on ESG matters, to estimate our environmental impact.

As this was our first time assessing our environmental impact, we faced challenges in collecting data to measure our emissions. Data was not consistently available across all sources, and some categories could not be accurately evaluated.

As a result, the calculations we share on this page are heavily reliant on activity data estimations. However, the exercise of gathering our baseline data allowed us to identify internal management systems and processes that can be improved for future reporting periods. As shown in the graph, a significant majority of Huron’s total estimated GHG emissions are Scope 3 emissions and are derived from our employees’ business travel.

We expected there to be a decrease in GHG emissions in 2020, as a result of the COVID-19 pandemic and disruption to business travel. When the impacts of COVID-19 start to normalize, we expect there to be an uptick in Scope 3 emissions in future years. Yet we have leveraged more flexible working models, allowing our teams to deliver work to our clients in a manner that is less reliant on business travel. We recognize that being on-site with our clients is important to our continued collaboration and the work we do. As a result, business travel will continue to be an essential part of our business — albeit at lower levels than in 2019. We realize the benefits remote work provides, including cost savings for our clients, a better work-life balance for our people, and reduced GHG emissions on the environment. We will proactively look for opportunities to reduce business travel when appropriate.

**We are committed to measuring and disclosing our greenhouse gas emissions to reduce our impact on the environment and incorporate sustainable practices into our operations.**



1. The GHG emissions in this chart cover only the emissions-producing activities listed and are estimated using the methods, emissions factors, and assumptions detailed in our GHG Emissions Calculations Methodology. They are not exhaustive of all of Huron’s GHG emissions-producing activities.
2. tCO2e is metric tons in carbon dioxide equivalent.
3. Total employees include full-time employees as of Dec. 31, 2019, and Dec. 31, 2020, respectively.
4. For more details on the methodology for these environmental impact calculations, please refer to Huron’s GHG Emissions Calculations Methodology in the Appendix.



## EMPLOYEE ENGAGEMENT

We recognize creating a more sustainable future requires all of us to come together to help serve the communities in which we live and work. We actively promote practices to combat climate change to build a more sustainable future for all. As part of our commitment to climate action (SDG 13), we create opportunities to improve education and raise awareness among our employees on climate change mitigation, adaptation, impact reduction and early warning. In September, our sustainability team held our second annual Green From Home Challenge. This year's two-week event featured challenges where more than 20 teams of nearly 200 employees made sustainable switches, read and watched educational content and hosted World Cleanup Day events.

We also hosted a regular lunch and learn series focusing on topics such as climate justice and consumption, with a featured guest speaker on Earth Day. Our Portland Green Team members mobilized their commitment to protect our planet's natural resources and ecosystems into action. They cleaned up marine debris at Seaside Beach in an effort to reduce the negative impacts to marine life, and they participated in maintaining a local park by removing invasive plant species and weeds.

# Managing Responsibly

## BUSINESS ETHICS AND COMPLIANCE

Our business depends on the reputation of each employee for integrity and principled business conduct. [Huron's Code of Business Conduct and Ethics](#) (the Code) is designed to help our employees understand our standards and expectations regarding individual and business conduct and to help employees make good decisions. The Code highlights our ethical way of doing business, which we believe is essential to our reputation as a leading consulting firm.

We hold our employees to the highest standards and expect all employees to comply with the laws, rules and regulations that apply to our business. However, the requirements contained in the Code may go beyond the requirements

of the law. We believe our conduct should also demonstrate ethical leadership and promote a work environment that upholds our reputation for integrity, responsibility and trust.

Among other things, the Code requires employees to disclose certain personal conflicts of interests and maintain the confidentiality of information entrusted to them by the company and prohibits the use of company property or information for improper personal gain. The Code is supplemented by other policies that address specific issues in more detail, such as our [Insider Trading Policy](#), [Discrimination and Harassment Policy](#), and [Global Information Security Policy](#). We expect our vendors, contractors and third-party representatives to adhere to similar standards when dealing with our clients and representing Huron to the public.

We also expect our employees and business partners working on our behalf to adhere to the company's [Anti-Bribery and Corruption Policy](#), which prohibits activity that may attempt to secure an improper advantage in obtaining or retaining business. Charitable contributions made on behalf of the company must be reviewed and approved by the Charitable Contributions Committee to avoid any potential conflict of interest and ensure that the contribution will not be perceived as an attempt to improperly influence the recipient. In addition, Huron prohibits the use of company funds, assets, services or facilities on behalf of a political party or candidate, and the company does not reimburse employees for any personal contributions the employee makes to a political party or candidate.

We reinforce our expectations through regular compliance training, including mandatory courses on preventing sexual harassment in the workplace, data security and privacy as well as a comprehensive review exercise covering all of our primary compliance policies and procedures. Additional training is provided to employees who may be engaged in more high-risk areas, such as the protection of protected health information (PHI) subject to the Health Insurance Portability and Accountability Act (HIPPA) or securing client data and technology subject to U.S. export control laws.

Employees are strongly encouraged to ask questions if they need guidance concerning the requirements of our policies. They are also encouraged to report violations of our policies, applicable laws, rules or regulations or any ethical concerns. Huron has a 24-hour helpline, which employees may access by telephone or

internet to report any concerns they may have. The employee may also remain anonymous when filing a report through the helpline. In addition, Huron's Nonretaliation Policy makes clear that the company will not tolerate retaliation by any employee, contractor, vendor or other member of the Huron workforce against any individual who, in good faith, reports a potential violation of business-related laws, regulations or Huron policy. Reports received through the helpline are thoroughly investigated, and if warranted, appropriate disciplinary action is taken against the violator.

Further, our Code recognizes the responsibilities employees owe to one another in terms of respect and safety. Everyone who works for Huron is expected to contribute to the creation and maintenance of a respectful environment, and employees in management positions have a responsibility to foster a workplace that supports

diversity, honesty, integrity, respect and trust. In addition, employees have a duty to strictly comply with our workplace procedures and practices and all laws, regulations or other directives designed to ensure their health and safety; refrain from any conduct that they know is dangerous to their own health and safety or to others in the workplace; and advise the company of any dangerous or hazardous workplace conditions of which they are aware.

Our Code is administered by our chief compliance officer (CCO), who reports directly to the company's general counsel and indirectly to the Audit Committee of the board of directors. The CCO provides a quarterly report to the Audit Committee detailing investigations concerning violations of company policies or ethical concerns and any resulting disciplinary actions.

## DATA PRIVACY AND INFORMATION SECURITY

Projects we work on for our clients and information generated in our business often involve access to confidential or proprietary data. Huron remains committed to protecting the privacy and data of everyone we interact with in compliance with the data protection laws where we operate around the world. We have an enterprisewide privacy program that continues to mature as the business grows and privacy regulations 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 exceed business needs and client expectations while protecting data. Huron maintains a public [privacy statement](#) that outlines how we collect, handle, store and protect personal information gathered as part of our services and through website visits or other collection methods. It also provides individuals with information on how they can contact Huron with questions regarding their

privacy rights. As noted in our privacy statement, Huron does not disclose personal information other than as described in the statement unless we have permission to do so or we are required or permitted by law. Under our Global Information Security Policy, as well as the Code, employees are required to keep confidential information safe from loss, theft or accidental exposure; comply with all Huron policies regarding data collection and processing; and implement appropriate safeguards to protect confidential information. Huron's privacy program is overseen by the CCO.

Huron's cybersecurity controls and practices also involve every employee in the vigilant protection of our data and our clients' data. Our cybersecurity program is aligned with industry standards and continuously evolves to detect and protect against existing and emerging threats. The company is certified compliant with the International Standards Organization 27001 code of practice standards, and such certification is subject to an annual



“In our hyper-connected, rapidly evolving digital world, protecting the privacy, security and reliability of data for our people, clients and stakeholders is more important than ever, and we treat this commitment to digital trust as paramount. Our multi-tiered governance structure serves as the foundation for maintaining this digital trust, which we augment by continually training and equipping our people, strengthening our data protection and cybersecurity controls, and investing in technology.”



— EKTA SINGH-BUSHELL,  
BOARD MEMBER AND CHAIR  
OF THE T&IS COMMITTEE

review by an independent third party. A dedicated team of IT security experts, led by the director of infrastructure and security, implements our cybersecurity controls and practices, including authentication controls, authorization controls, audit controls and encryption. In addition, the company utilizes a threat and vulnerability management and penetration testing program to detect new vulnerabilities and assign priority remediation.

Huron also has an Information Security Management System (ISMS) Steering Committee, which acts as the strategy and review body governing the company’s information security policies and practices. The Steering Committee comprises representatives from Huron’s executive leadership team, IT, legal, human resources and other business operation leaders. Huron’s daily ISMS activities are overseen by a dedicated governance risk and compliance team. The company’s cybersecurity program is overseen by the chief information officer (CIO), who reports to the company’s chief

financial officer. In addition, the CIO regularly reports on the company’s technology-related strategies, investments, and operational impacts and technology-related risks, including information security, data protection, cybersecurity, and business continuity to the Technology and Information Security Committee of Huron’s board of directors.

Huron requires all employees to complete cybersecurity and privacy training at the time of onboarding and annually thereafter. Additional subject-matter-specific training is also provided to relevant employee groups, including those in our healthcare business. We also utilize companywide communication tools to reinforce privacy and cybersecurity awareness throughout the year.

**Huron is committed to responsibly serving all stakeholders in a sustainable manner. More details on these efforts can be found in our SASB Addendum included in this report.**

# Looking Ahead

While we have made strides in shaping a more inclusive, equitable and sustainable company, we recognize we are on a long-term journey. Our commitment to our values and these initiatives has never been stronger, and our work will continue in the years ahead.



# Sustainability Accounting Standards Board (SASB) Addendum





TOPIC	CODE	SASB METRIC	2021 REPORTING
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	<p>Our cybersecurity program is aligned with industry standards (including ISO 27001) and constantly evolves to detect and protect against existing and emerging threats through oversight by a team of dedicated security experts in IT, led by the director of infrastructure and security, who reports to the chief information officer. Our cybersecurity controls and practices — which include authentication controls, authorization controls, audit controls and encryption — involve every employee in the vigilant protection of our and our clients’ data through technology and training. In addition, we use a threat and vulnerability management and penetration testing program to detect new vulnerabilities and help assign priority to remediation. Huron provides regular cybersecurity and privacy workforce training as well as additional subject-matter-specific training to relevant practice groups, including our healthcare industry business. We also utilize workforce communications tools to reinforce privacy and cybersecurity awareness throughout the year.</p> <p>Huron has an Information Security Management System (ISMS) Steering Committee, which acts as the strategy and review body governing Huron’s information security policies and practices, and comprises representatives from executive leadership, IT, legal, human resources and business operations leaders. Huron’s daily ISMS activities are overseen by a dedicated governance risk and compliance team, reporting to the chief information officer, which oversees daily ISMS risk and compliance tasks. In 2020, Huron’s board of directors formed the Technology and Information Security Committee to oversee the company’s technology-related strategies, investments, and operational impacts and technology-related risks, including information security, data protection, cybersecurity and business continuity.</p>
Data Security	SV-PS-230a.2	Description of policies and practices relating to collection, usage, and retention of customer information	<p>Huron is committed both in culture and in practice to protecting the privacy and data of everyone we interact with and doing so in compliance with the data protection laws where we operate around the world. We have an enterprisewide 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.</p> <p>Huron’s privacy program is overseen by the chief compliance officer, who reports to the general counsel and to the Audit Committee of the board of directors.</p> <p>Huron maintains a public <a href="#">Privacy Statement</a> that explains how we collect, handle, store and protect personal information in the context of our services. It also provides individuals (including those in highly regulated jurisdictions, such as Europe and California) with information on how they can contact Huron with questions or to exercise their privacy rights.</p> <p>Huron also maintains a number of internal policies to ensure the privacy and security of data that Huron stewards, including a robust Incident Response Policy.</p>

TOPIC	CODE	SASB METRIC	2021 REPORTING			
Data Security	SV-PS-230a.3	(1) Number of data breaches (2) Percentage involving customers' confidential business information (CBI) or personally identifiable information (PII) (3) Number of customers affected	Except as a matter of public record (e.g., material risks and incidents reported in our SEC filings or to appropriate regulators including HHS or states attorneys general), Huron does not disclose this information.			
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	<p>Our diversity metrics are based on our U.S. population, which comprises approximately 76% of our total full time employee population. Senior leadership statistics are comprised of our most senior level employees, defined as executives, managing directors, principals and corporate vice presidents. For additional information, please see our workforce demographics, on page 17, in our 2021 Environmental, Social and Governance report.</p> <table border="0" data-bbox="823 833 2451 1148"> <tr> <td data-bbox="823 833 1538 1148"> <p><b>SENIOR LEADERSHIP</b> Female - 24%</p> <p><b>Racial/Ethnic Representation:</b> - White – 89% - Ethnically Diverse – 10% - Not Specified – 1%</p> </td> <td data-bbox="1544 833 2451 1148"> <p><b>OVERALL POPULATION</b> Female - 54%</p> <p><b>Racial/Ethnic Representation:</b> - White – 69.5% - Asian – 11.7% - Black/African American – 7.4% - Hispanic/Latino - 5.8%</p> <p>- Not Specified – 2.8% - Two or more races – 2.4% - Hawaiian or Pacific Islander - 0.3% - American Indian or Alaskan – 0.2%</p> </td> </tr> </table>		<p><b>SENIOR LEADERSHIP</b> Female - 24%</p> <p><b>Racial/Ethnic Representation:</b> - White – 89% - Ethnically Diverse – 10% - Not Specified – 1%</p>	<p><b>OVERALL POPULATION</b> Female - 54%</p> <p><b>Racial/Ethnic Representation:</b> - White – 69.5% - Asian – 11.7% - Black/African American – 7.4% - Hispanic/Latino - 5.8%</p> <p>- Not Specified – 2.8% - Two or more races – 2.4% - Hawaiian or Pacific Islander - 0.3% - American Indian or Alaskan – 0.2%</p>
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Workforce Diversity & Engagement	SV-PS-330a.2	(1) Voluntary and (2) involuntary turnover rate for employees	Voluntary Turnover - 20.7%			

TOPIC	CODE	SASB METRIC	2021 REPORTING
Workforce Diversity & Engagement	SV-PS-330a.3	Employee engagement as a percentage	77% - Since 2019, Huron has leveraged the Glint People Success Platform to assess employee engagement through a quarterly, companywide survey. Glint defines employee engagement as the degree to which employees invest their cognitive, emotional, and behavioral energies toward positive organizational outcomes.
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	<p>The Huron Code of Business Conduct and Ethics sets out the standards of behavior we expect our employees to follow. It requires Huron employees to conduct themselves and our business at the highest ethical standards, demonstrate ethical leadership and promote a work environment that upholds the company’s reputation for integrity and trust. An employee’s obligations under the Code include handling actual or apparent conflicts of interest between personal and business relationships in an ethical manner; maintaining the confidentiality of company and client information; and maintaining a productive and professional work environment in which all individuals are treated with respect and dignity. Employees are encouraged to report violations of the Code or any applicable laws, rules or regulations without fear of retaliation. The company has a 24-hour helpline, which they may use to report any concerns they may have. In 2021, the company received less than 10 reports through the helpline that alleged improper conduct by employees.</p> <p>Huron’s board of directors has also adopted an Anti-Bribery and Corruption Policy to ensure compliance by Huron employees and business partners with the U.S. Foreign Corrupt Practices Act, the U.K. Bribery Act and related anti-bribery and corruption laws of other countries in which Huron does or intends to do business. The company applies a “zero tolerance” approach to acts of bribery and corruption by any of its employees or by business partners working on its behalf.</p> <p>In addition, the company has adopted an Insider Trading Policy designed to prohibit insider trading violations by the company’s directors, officers and to provide guidelines to these individuals with respect to transactions in the company’s securities or securities issued by a client of the company. All persons subject to the Policy are prohibited from trading in the company’s securities during a blackout period, which begins two weeks prior to the end of each quarter and ends after two full trading days have elapsed following public disclosure of the financial results for that quarter. Further, employees are prohibited from buying or selling securities issued by a company client while working on an engagement for that client and for a period of 90 days thereafter. The Code of Business Conduct and Ethics and the Anti-Bribery and Corruption Policy are accessible through the company’s website.</p>
Professional Integrity	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Material legal proceedings for the company are disclosed in Item 3. “Legal Proceedings” within our Annual Report on Form 10-K for the year ended Dec. 31, 2021.

# EEO-1 Statement

Our EEO-1 Statement is prepared in accordance with government requirements. The job categories used by the U.S. government are different from our job levels and are on a different

reporting cycle. The data reflected in our last EEO-1 statement is as of 10/31/2020. As a result, we encourage you to see page 17 of our report for insights about our U.S. workforce demographics.

## EMPLOYMENT DATA

Job Categories	Hispanic or Latino		Non-Hispanic or Latino											Overall Totals	
	Male	Female	Male						Female						
			White	Black or African American	Hawaiian or Pacific islander	Asian	American Indian or Alaskan	Two or more races	White	Black or African American	Hawaiian or Pacific islander	Asian	American Indian or Alaskan		Two or more races
<b>Exec/Sr. Officials &amp; Mgrs</b>	7	3	240	3	0	15	0	1	134	2	0	7	1	1	414
<b>First/Mid Officials &amp; Mgrs</b>	32	32	470	10	4	98	0	7	493	31	3	51	1	10	1242
<b>Professionals</b>	41	28	528	31	1	113	1	14	521	48	3	112	1	8	1450
<b>Administrative Support</b>	4	6	15	0	1	3	0	2	61	10	0	3	0	1	106
<b>Total</b>	84	69	1253	44	6	229	1	24	1209	91	6	173	3	20	3212
<b>Previous Year Total</b>	86	58	1280	48	6	238	1	25	1147	89	4	164	4	19	3169

\*We have no craft workers, operatives, laborers and helpers, or service workers in our EEO-1 report as of Oct. 31, 2020.

# Huron's GHG Emissions Calculations Methodology



Huron's GHG emissions calculations were completed by AccountAbility, a global consulting and standards firm that works with organizations on ESG matters. The structure of Huron's emissions calculations was based off the Greenhouse Gas (GHG) Protocol's Corporate Standard Revised Edition. As this was Huron's first time assessing its GHG calculations, several types of activity data were not readily available. As such, Huron's GHG calculations were limited to minimum recommended inclusions for professional services office-based environments.

## SCOPE 1

Emissions that occur from sources that are controlled or owned by Huron

### Activity data included:

- **Stationary Combustion:** Stationary combustion refers to the combustion of fuels that are purchased by Huron and/or consumed at Huron's office locations, including for activities such as office heating or on-site

electricity generation or in equipment such as generators, boilers, furnaces and other types of stationary fuel combustion technologies owned, leased or controlled by Huron.

Huron's stationary combustion activity has been estimated based on Huron's total office square footage (excluding subleased locations) and U.S. Energy Information Administration (EIA) average energy consumption data.

- **Mobile Combustion:** Mobile combustion refers to all vehicles owned or leased by Huron, and their related exhaust emissions.

Huron's emissions calculations included fuel usage by fuel type for two company-owned aircraft.

In the absence of 2019 mobile combustion activity data, Huron's 2020 mobile combustion activity has been applied as a proxy for 2019

activity. 2020 mobile combustion activity has been calculated by using Huron's actual 2020 mobile combustion activity data.

### Emissions factors included:

- Emissions factors for stationary and mobile combustion were applied using the emission factors for greenhouse gas inventories provided by the U.S. Environmental Protection Agency (last modified: April 2021).

## SCOPE 2

Emissions associated with Huron's purchase of electricity, steam, heat or cooling

### Activity data

- **Purchased Electricity:** Purchased electricity refers to electricity supplied to Huron's office locations by local utility providers or other off-site sources.

Due to the limited availability of actual purchased electricity data, purchased electricity activity for domestic and overseas offices has been estimated based on an extrapolation of the actual electricity consumption of Huron's Chicago office (the company's headquarters) being proportionally applied by square footage for Huron's total office footprint (excluding sublocations except where Huron continues to pay the electricity bill).

#### **Emissions factors included:**

- **Domestic:** Emission factors for greenhouse gas inventories provided by the U.S. Environmental Protection Agency (last modified: April 2021).
- **Overseas:** Country-specific electricity grid greenhouse gas emission factors provided by [www.carbonfootprint.com](http://www.carbonfootprint.com) (last updated: September 2020).

### **SCOPE 3**

Emissions that are the result of activities from assets not owned or controlled by Huron, but that our organization indirectly impacts in our value chain

#### **Activity data included:**

- **Air Business Travel:** Air business travel refers to the use of aircraft not owned or leased by Huron (i.e., commercial airplanes) for Huron business travel.

Due to the limited availability of complete actual air business travel activity data, the complete actual air business travel activity data available (representing 49% of total air travel activity in 2019 and 62% of total air travel activity in 2020) has been extrapolated and applied to the remaining total of air business travel activity.

- **Non-Air Business Travel:** Non-air business travel refers to the use of vehicles not owned or leased by Huron (i.e., rental cars, train travel, bus travel, ferry travel, etc.) for Huron business travel.

Non-air business travel activity data has been estimated based on rental car and gas expense data, Huron's assumption about certain expenses for gasoline charges, and the EIA monthly retail gasoline price data.

#### **Emissions factors included:**

Emissions factors for air and non-air business travel were applied using the greenhouse gas inventories, provided by the U.S. Environmental Protection Agency (last modified: April 2021).

Disclaimer: These GHG emissions calculations cover only the emissions-producing activities listed; are estimated using the methods, emissions factors, and assumptions detailed above; and are not exhaustive of all of Huron's GHG emissions-producing activities.





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