

2022 Environmental, Social, and Governance Report





Forward-Looking Statements

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his 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, 2022. 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

What Grounds Us

Huron is a global professional services firm that collaborates with clients to put possible into practice by creating sound strategies, optimizing operations, accelerating digital transformation, and empowering businesses and their people to own their future. By embracing diverse perspectives, encouraging new ideas, and challenging the status quo, we create sustainable results for the organizations we serve.

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



Inclusion



Integrity



Intellectual Curiosity

Leadership Principles



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 Leadership

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e are pleased to share our 2022 environmental, social, and governance (ESG) report, which demonstrates Huron's commitment to responsible business practices and continued progress in shaping a more sustainable future.

We recognize the impact that the operations and governance of our business has on our people, our clients, the environment, and society. We continue to make strategic investments in sustainable practices and ESG initiatives, including, but not limited to, reducing our carbon footprint and promoting diversity, equity, and inclusion to drive positive change.

We understand that managing our business responsibly and sustainably helps us deliver greater economic and social value for all of our stakeholders. For example, we believe that a diverse and inclusive workplace is important for our people and society, and is critical to our

Company's future success. We remain committed to ensuring the foundation of our culture provides a sense of belonging where our people feel valued and respected and enabling them to view Huron as a comfortable base from which to make a difference in their personal and professional lives. We continue to engage with our employees, clients, and suppliers to drive positive impact and foster a culture of diversity and inclusion within our organization.

As we look ahead, we are pleased with our progress but remain committed to challenging ourselves to create a more equitable and sustainable world for all of our stakeholders. Together, we can create a better future for our people, our clients, our shareholders, and the communities we live in and serve.



Jim Roth

CEO and Incoming
Vice Chairman of the Board



Mark Hussey

President and Incoming CEO

* Effective January 1, 2023, Mark Hussey was appointed CEO and Jim Roth was appointed vice chairman of the board.



Introduction

At Huron, we are committed to conducting our business in a socially, environmentally, and ethically responsible manner. We believe that our long-term success is inextricably linked to the success of our employees and clients and the strength of the communities in which we operate. As a result, we have continued to invest in the professional development and well-being of our people, implement programs to promote social responsibility, maintain strong governance practices, and reduce our environmental impact.





Sustainable Development Goals Commitment

Sustainable Development Goals Commitment

We believe we all have a responsibility to contribute to the creation of a more sustainable and brighter future for our clients, our people, our communities, and our shareholders. In 2020, we aligned our sustainability strategy with the United Nations Sustainable Development Goals (SDGs). We specifically focused on five of the 17 SDGs that most closely align with our business values and operations, including those related to good health and well-being, quality education, gender equality, decent work and economic growth, and climate action. While we understand the importance of making progress on all 17 SDGs in order to build a better world by 2030, we have chosen to prioritize these specific areas and use the unique aspects of our business to maximize our impact. In 2022, we continued to make progress toward building a more sustainable and equitable society. In the following pages, we will share how we have utilized the passion and dedication of our team to further these goals.





Environmental, Social, and Governance Oversight

Environmental, Social, and Governance Oversight



Board Oversight

Huron's robust governance practices extend to 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 as highlighted in this section. The full scope of each committee's areas of oversight are described in more detail in our 2021 Annual Proxy Statement.



Executive Leadership Team

Huron's executive leadership team (ELT) works directly with the board, the Enterprise & Risk Management (ERM) Committee, and leaders throughout the organization on key ESG topics. They are actively involved in the execution of our diversity and inclusion action plan, which has led to growth in our diverse population across the Company and at the leadership level. The ELT engages with the ERM Committee to address ESG risks and opportunities and regularly engages with business and operational leaders to prioritize ESG topics and set the enterprisewide sustainability strategy. The ELT holds quarterly town hall meetings to report to employees on the state of the business and on progress against key ESG initiatives, including our diversity measures and philanthropic efforts. Beginning in 2021, ESG performance was added to the strategic measures against which the ELT is measured in determining its annual incentive compensation. Additional information can be found in our Proxy Statement under 2021 ESG Performance.



Management Oversight

Huron's ERM Committee, which is made up of ELT members, operational leaders, and our chief human resources officer, chief compliance officer, and chief information officer, have oversight of our risk management activities. They provide strategic oversight on a broad range of companywide risks related to business continuity, human capital, data privacy and IT security, and the environment. Working alongside the ERM Committee and the ELT, a cross-functional ESG team leverages its expertise in areas of business strategy, operations, diversity and inclusion, employee and community experience, governance, and investor relations to implement ESG programs and initiatives in support of the enterprise strategy.

Board oversight

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 5600-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.





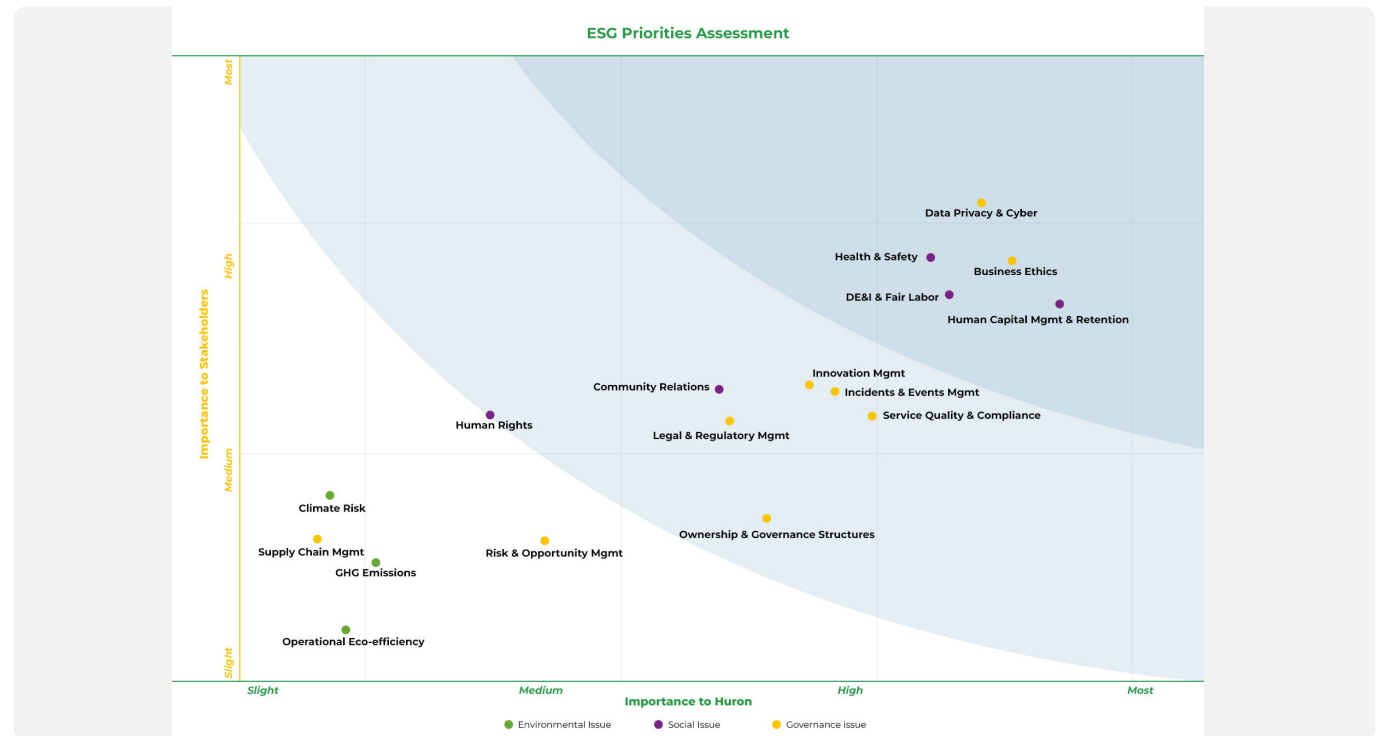
Stakeholder Engagement

Stakeholder Engagement

We actively seek input and feedback from our stakeholders on the ESG topics that matter most to them as it relates to Huron's business. In 2022, we built on that commitment by undertaking an assessment of our ESG priorities and seeking stakeholder feedback and insights. We engaged with stakeholder groups by disseminating online surveys to employees, mining client environmental and social priorities through publicly available information, and incorporating investor feedback received through our ongoing outreach efforts. We also conducted in-depth sessions focused on ESG topics with our board and engaged closely with our client-facing and internal functional leaders to prioritize ESG topics based on the relevance and applicability to Huron's business and strategy.

We consolidated the extensive feedback, plotting the relative importance of the topic based on both stakeholder feedback and importance to Huron's business, as set forth in the matrix below. Through this effort, we gained a deeper understanding of the ESG issues that are most relevant to all of our stakeholders and our business,

which will serve as a framework for communicating our priorities and engaging with stakeholders about our progress. We anticipate reviewing this matrix on a periodic basis to capture emerging issues and their importance to our business and stakeholders.





Our Culture and Our Values

Our Culture and Our Values

At Huron, our culture inspires our people to discover their greatest potential. We strive to create a supportive and inclusive environment where our employees feel valued and find a sense of belonging. By putting our people at the center of our business and instilling our values and leadership principles into all that we do, we aim to set our culture apart.

This report highlights how our people put our values and leadership principles into action to make positive impacts for our clients and communities and how we continuously challenge ourselves to innovate to bring about better outcomes.

Why Huron?



Put Possible Into Practice at Huron



Investing in Our People

Investing in Our People

As a values-led and people-focused organization, we embrace our people and draw on the strengths of each individual's unique characteristics. We continuously engage with our employees to gather their input and ideas on how to strengthen our employee value proposition in order to deliver holistic and meaningful programs and experiences that enhance one's career and personal well-being. In response to feedback, we have incorporated a range of new or expanded employee benefits to support the physical and mental well-being of our employees and their families.



Doubled our paid **Parental Bonding Leave** period from four to eight weeks, to give all parents more flexibility and support for family planning.



Expanded our **Employee Assistance Program** globally to offer up to 10 complimentary counseling sessions annually to all employees and their dependents in efforts to support mental well-being.



Offered a series of four live virtual **meditation and stress reduction** sessions during Mental Health Awareness Week for all employees.



Hosted our first live **Burnout Workshop** session to help combat workplace and environmental stress.



Hosted a live interactive **Accommodations in the Workplace session** to bring awareness to disability assistance within the workplace.



We believe that by investing in the well-being of our people and their loved ones through enhancements like these, we can create a more inclusive and supportive work environment for all.



Increased **financial assistance for surrogacy and adoption** from \$2,500 to up to \$15,000 to support growing families.



Extended enhanced childcare benefits through the **Bright Horizons Family Supports program** to help working families locate affordable childcare, after-school programs, and online curriculum.



Increased collaboration efforts with our employee resource groups like the **Working Parents team**, to develop a new child mentorship program that provides 1:1 support for parents with new children.



Amended our **Bereavement Leave Policy** to cover pregnancy loss, unsuccessful fertility treatments, and a failed adoption placement or surrogacy agreement to provide employees with paid time off to grieve these losses.



Introduced a **no-cost fitness** offering with complimentary access to 20 well-being apps and the Gympass Starter Plan, with unlimited monthly access to over 1,000 gyms/studios across the country, as well as virtual fitness options.

Talent Development

To encourage the growth and development of our employees at all levels, we leverage a diverse range of learning opportunities and experiences that can be personalized to individual needs through formal and informal learning, practice, and application.

We have continued to adapt our talent development initiatives, including training, certification, and performance management programs and tools to accommodate the needs of our employees in a hybrid environment. This includes re-imagining the design of our

leadership development experiences to offer self-directed learning, virtual workshops, and cohort-based learning opportunities.

Employees have also further embraced the LinkedIn Learning platform, with nearly 3,000 individuals using the tool to access new learning opportunities, including curated content aligned to our leadership principles.

In addition, we offer focused learning and personal productivity days to help our employees manage work and life and advance their professional development. These days

can be used for learning and development, completing certifications and trainings, and personal development planning, as desired by the employee.

19,100+
internal hours of live course completions

Nearly
14,000
hours of Huron-curated, on-demand course completions

2,000+
technology certifications

Nearly
19,000
hours of LinkedIn Learning courses

Building Future Leaders

Developing our current and future leadership talent is critical to our success. Whether an executive or an analyst, an individual's leadership journey starts on day one. Our leadership principles are a living expression of our culture and growth aspirations, and developing our leadership talent enhances our ability to achieve our vision of empowering our clients, our people, and the communities we serve.

We continue to build a future-led leadership development experience, aligned to these principles and reflective

of our diverse team and hybrid model of working. Leaders are encouraged to reflect on moments that matter, engaging in a variety of different learning opportunities such as workshops, case studies, peer networks, and online content. More specifically, we have continued to see positive success in the development of our leaders through our milestone programs, senior director cohort, and sponsorship program.

In addition, in 2022, we implemented a 360-degree feedback assessment process for

our most senior levels of leadership to provide meaningful feedback and further enhance ongoing growth and development. We will continue to use the 360-degree feedback

assessment process to garner valuable feedback that will allow for additional growth and development opportunities for our people.

As our future leaders are vital to the success of our company, we remain committed to the investment in the growth and development of our leadership talent.



Milestone Schools

Our learning programs aim to support employees as they navigate key career milestones. Each milestone program is designed to celebrate success, focus on identifying transition priorities at each new level, and build new leadership skills and competencies. Participants spend time clarifying personal priorities and potential traps to help them build their leadership skills and accelerate success.

Senior Director Cohort Program

Our senior director cohort program is designed to support individuals and develop their leadership skills as they plan the transition to a managing director, principal, or corporate vice president role. This 12-month program is based on our values and leadership principles and provides a supportive and intimate environment for self-reflection, discussion, and

learning. Through the program, participants learn from leaders and colleagues across the firm, including executive leaders and members of Huron's board, and have the option to participate in executive leadership coaching from certified coaches. The goal of the program is to prepare participants for their next leadership transition, identify their own leadership aspirations,

and build a personal development plan. At the end of 2022, 25% of program participants were promoted to managing director or principal.

Advancing Women in the Workplace

Supporting the advancement of women at Huron continues to be a top focus area as we grow and develop our team. Our efforts to grow and develop female leaders have contributed to a strong pipeline of leadership talent. In 2020, Huron hosted its first Women in Workday event, which continued in 2021. In 2022, the event expanded into the Women in Tech Summit for Oracle and Workday. Members of the Women Alliance employee resource group and the Women in Tech subcommunity participated in the one-day event, which included networking, employee panels, and a self-advocacy workshop.

Sponsorship

In 2021, we introduced a sponsorship program for underrepresented employees to promote growth, development, culture, and diversity within the organization. Participants in this program are paired with senior leaders who can support their professional growth by advocating for them, increasing their visibility, and helping them advance in their careers. At the conclusion of the first two-year cohort of this program, 37% of participants were promoted. We are excited to see this program meaningfully contribute to the development of our future leaders and the expansion of diverse leadership representation across the firm.



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The sponsorship program was a rewarding experience in all respects and had an incredible impact in directing my career progression. It carefully paired me with a leader who had experienced similar circumstances as me coming up through the ranks. I differ from many of my Huron colleagues both in terms of race and culture. As a result of this, I tend to suppress key parts of who I am or my insecurities. With my sponsor I felt like I could really open up and discuss my thoughts and concerns without reservations. Their candid reactions and perspective helped shape my own ideas about my career in consulting.”

Vivek Cherian, Managing Director



Supporting Our People

Supporting Our People

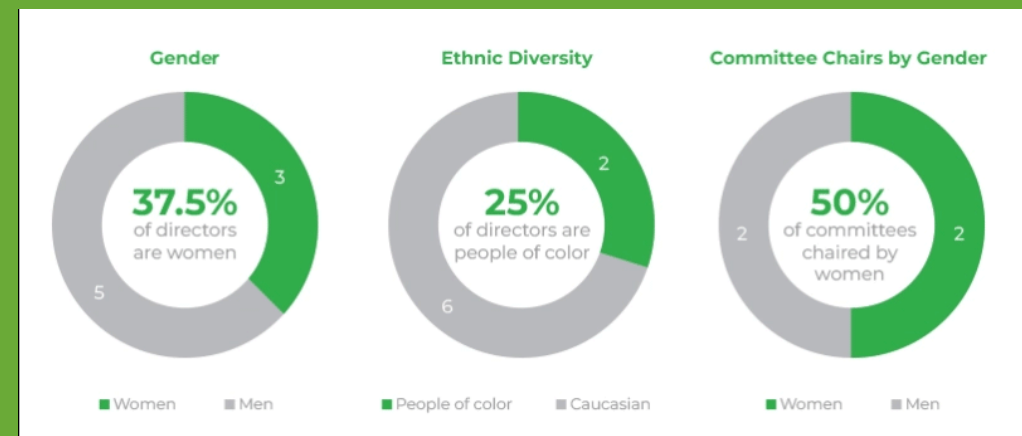
Diversity and Inclusion

At Huron, we strive to create a culture that celebrates and embraces diversity in all of its forms. We believe that a diverse and inclusive workplace is essential to our success and have implemented a robust offering of programs to promote diversity, equity, and inclusion. These include training programs for all employees, as well as targeted recruitment, engagement, and retention efforts.

Our efforts to drive inclusion, diversity, and accountability start with our board of directors. In 2022, Joy T. Brown was elected to Huron's board of directors, continuing our

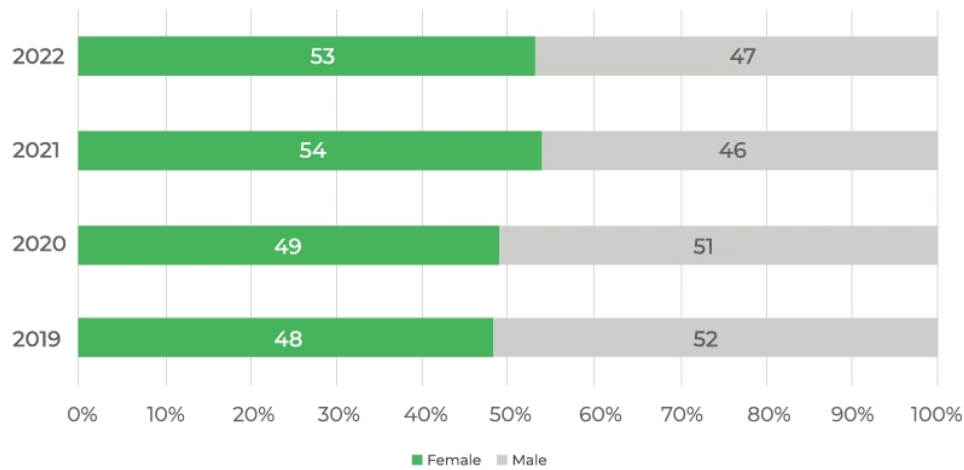
multiyear board refresh process and further contributing to the board's diverse mix of knowledge, skills, and business acumen in support of the Company's strategy. The makeup of our board continues to reflect our Company value of inclusion and our knowledge that diverse backgrounds, perspectives, and experiences lead to better outcomes.

Board of Directors Metrics

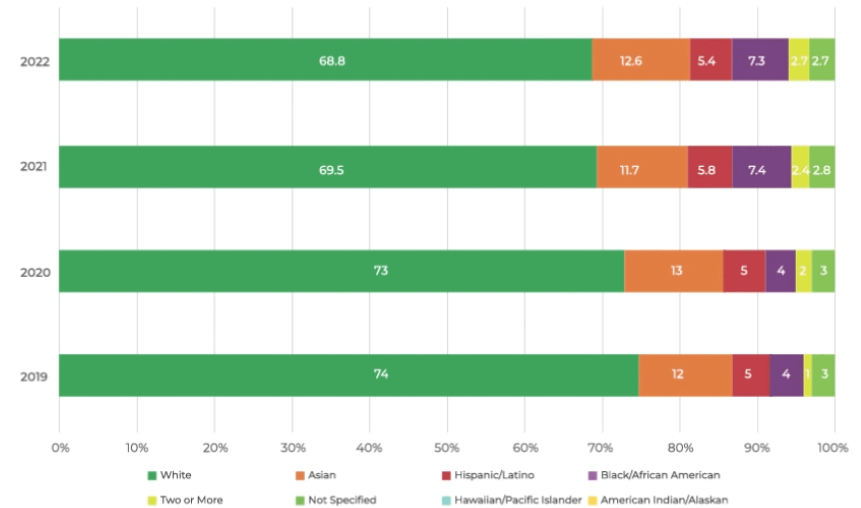


Workforce Demographics

U.S. Gender 2019-2022



U.S. Race/Ethnicity 2019-2022



We have seen positive impacts from our five-year diversity and inclusion action plan, which was implemented in September 2020. One of the pillars of the action plan is to advance diversity and inclusion by increasing diverse representation at all levels of the organization.

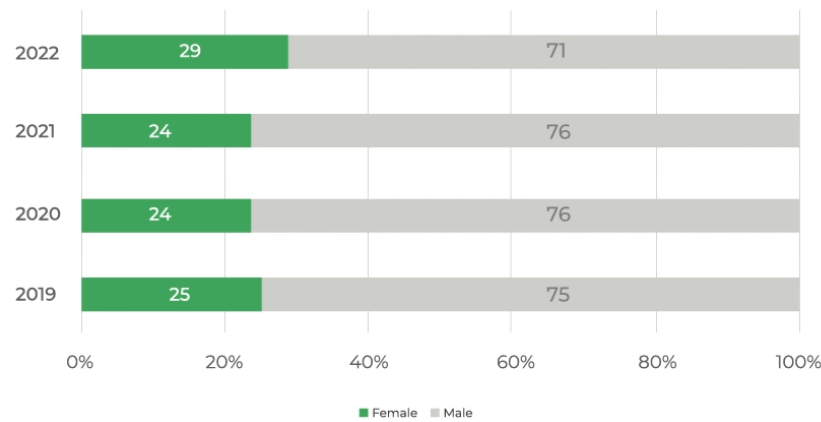
As of the end of 2022, women made up approximately 53% of our U.S. population, while racial and ethnic minorities made up approximately 28% of our U.S. population, an increase from our 2019 benchmark of 22%.

* Graphs represent U.S. population, which constitutes approximately 70% of Huron's total full-time employee population, as of Dec. 31, 2022.

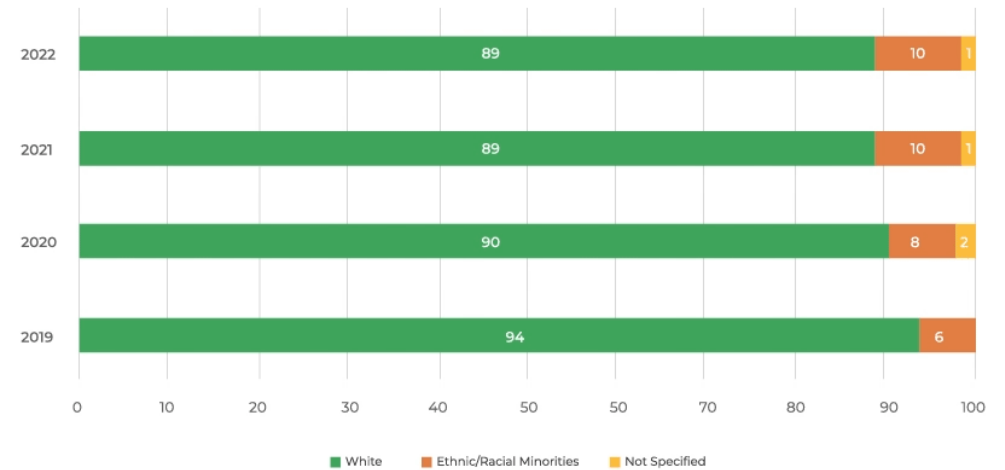
* Percentages may not add up to 100% due to rounding.

Workforce Demographics

U.S. Leadership Gender 2019-2022



U.S. Leadership Race/Ethnicity 2019-2022



At the senior leadership level, which are principals, managing directors, corporate vice presidents, and executives, we have increased representation of women to 29% as of the end of 2022.

Additionally, 47% of the senior leadership promotions made at the end of 2022, effective Jan. 1, 2023, were women.

We have maintained racial and ethnic minority representation at the leadership level at 10% and will continue to build on the progress we have seen companywide to work toward our goals.

* Graphs represent U.S. population, which constitutes approximately 70% of Huron's total full-time employee population, as of Dec. 31, 2022.

* Percentages may not add up to 100% due to rounding.

Employee Resource Groups

 Our employee resource groups, or iMatter teams, are vital in fostering a sense of belonging and inclusivity within our company. They provide a safe and supportive space for our colleagues to share their experiences and perspectives, bringing our core value of inclusion to life in a meaningful and authentic way. In North America, 58% of our employee base is a member of at least one iMatter team; globally, 43% of our employee base participates in our employee resource groups. Our employee resource groups provide a platform for employees to connect, exchange stories and perspectives, and contribute to the growth of our inclusive culture.

During Black History Month in February, our Black Alliance employee resource group led two important initiatives that focused on issues of health equity, as well as early childhood literacy. In collaboration with the American Red Cross, the team hosted an information session on addressing sickle cell disease and the need for diverse blood donors. The corresponding blood drive resulted in more than 100 lives saved through blood donations. Throughout the month the team also hosted its fifth annual Black History Month book drive with Reach Out and Read. More than 2,700 books were collected and donated to encourage healthy growth and



Our team at Reach Out and Read (Denver) during the February book drive.

early literacy for children in our communities.

The Veterans employee resource group also hosted its second annual Post-Traumatic Stress (PTS) Awareness art auction. The

fundraiser auctioned art created by a U.S. Army veteran who served in Afghanistan and lost a teammate and commander while on patrol. Oil painting is one of the therapies that has helped with his PTS treatment.

With this artwork, the team raised more than \$6,500 to support veteran participation in the Courage Foundation's PTS Recovery Program.

For the eighth year in a row, Huron celebrated Diversity Awareness Month in October,

hosting 16 live events and four charitable initiatives over the course of 31 days. This year's theme was "intersectionality," and events were attended by more than 1,000 employees. Our employee resource groups collaborated to host several events, including:



Huron's Cancer Team held a team retreat in Chicago to share knowledge and meet new members and participate in Huron's "Wear Pink" challenge to recognize Breast Cancer Awareness Month.

Ninth Annual Drive for the National Coalition for Homeless Veterans (NCHV)

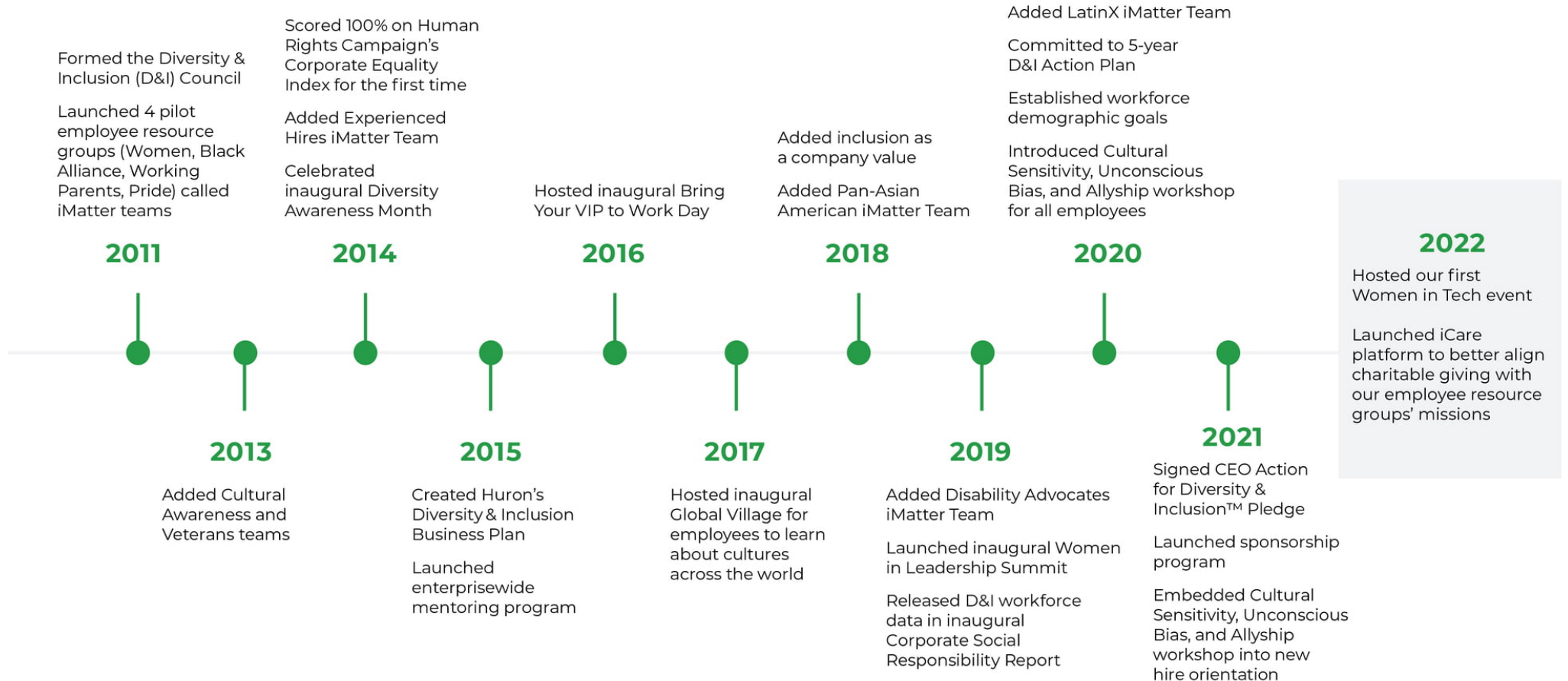
Sixth Annual Global Village event highlighting eight different countries and cultures

Diversity of Womanhood panel and discussion

Spirit Day panel and Wear Purple Day to stand in solidarity with LGBTQ youth against bullying and harassment

Real Men Wear Pink fundraising campaign and Wear Pink Day to recognize Breast Cancer Awareness

Huron's Diversity and Inclusion Journey





Awards and Recognition

Awards and Recognition

As a people-centric business, we are proud to highlight the recognitions our business and our people have received in 2022.



Best Place to Work for LGBTQ Equality
— Human Rights Campaign (HRC) Foundation



Best Firm to Work For (12th consecutive year)
— Consulting magazine



Top Consultants: Jim Roth and Mychal Harrison
— Consulting magazine



Women Leaders in Technology: Jennifer Pavelec and Susan Vick
— Consulting magazine



Rising Stars in the Profession: Annie Lewandowski and Elissa First
— Consulting magazine



2022 Woman Leader in Consulting: Katie Clarke
— Consulting magazine



Top 25 Technology Consultants and Leaders of 2022: Mario Desiderio
— The Consulting Report



Top 50 Government Consultants and Leaders of 2022: Amanda Bonser
— The Consulting Report



Top 50 Healthcare Consultants and Leaders of 2022: Annie Zilius
— The Consulting Report



Making an Impact in the Global Communities We Serve

Making an Impact in the Global Communities We Serve

We give back to the communities in which we live and work and have continued to deepen our partnerships with local organizations. Through community service and volunteering opportunities, we work with nonprofit organizations to reduce inequalities and provide greater access to resources in our communities. This includes local food banks, relief agencies, at-risk youth programs, and educational institutions. In 2022, we invested in a digital platform that tracks all of our community service, volunteering, and donations to give us greater insights and analytics into our volunteer efforts and gift matching programs to better understand our reach and impact on our communities.



Doing Our Part as a Global Citizen

As a Huron community, we use our resources and expertise to make a positive impact in our communities. Our Huron Helping Hands (HHH) program serves as the foundation for our giving efforts and helps us align our actions with our priority United Nations Sustainable Development Goals (SDGs). Through community service and volunteering, matching gifts, and charitable contributions, our teams supported more than 1,100 unique charitable organizations in 2022.

**Donated
more than
\$350,000**

**Supported
92
charitable
events**

**Over
170
community
service events**

Matching Gifts — Employees donated more than \$350,000 to charitable causes important to them, and Huron matched more than \$200,000 in gift-matching contributions.

**Financially supported
92 charitable
events**

**Participated in
over 170
community
service events,
contributing to
nearly 10,000
volunteer hours**



The team in Singapore collected trash and cleaned up East Coast Park and Beach on Day of Service.

This year also marked the return of our annual Day of Service event, where employees celebrated Huron's 20th anniversary by volunteering in the community. More than 1,600 Huron employees partnered with organizations around the globe to participate in 117 service events in 60 different locations. Together we:



Prepared and served more than **3,700 warm meals** to the homeless and to families of hospitalized children



Wrote more than **600 letters and cards for children in hospitals, homeless women, and LGBTQ+ senior programs**



Sorted and packed **256,775 pounds of food, equating to more than 213,400 meals** for those in need



Weeded, landscaped, cleaned, and maintained 20 different parks, gardens, and farms across the globe



Sorted, inventoried, and restored nearly **6,000 donated goods** to be distributed to local communities



Assembled more than **1,600 care kits** and comfort items for various social service organizations



Supported more than **400 animals** by assisting at local animal shelters



Cleaned, painted, and rehabbed 15 homes, schools, shelters, and community buildings



Tutored, coached, and mentored more than 850 youth

Supporting Health and Well-Being

Our HHH program allows us to support a variety of charitable organizations that align with our values and mission. One of these organizations is Movember, whose goal is to change the face of men's health by investing in mental health and suicide prevention and the treatment of prostate and testicular cancers. Each year, we come together to support Movember by hosting events and raising funds. In November 2022, more than 200 employees were involved in Huron's Movember team and raised over \$20,000 by participating in a virtual Movember 5K, selling

apparel with proceeds going directly to Movember, and sharing mental health resources with our employees and their families. Since 2015, Huron and its employees have raised over \$150,000 for Movember.

Another organization we are proud to support is St. Jude Children's Research Hospital®, whose mission is to advance cures and the means of prevention for pediatric catastrophic diseases through research and treatment. At Huron, we have a strong commitment to the health and well-being of future generations, and we are honored to

collaborate with St. Jude in its efforts to provide treatment to children and families in need. In September 2022, we joined St. Jude again for our third fundraiser in honor of Childhood Cancer Awareness Month, raising over \$104,000 to help families impacted by childhood cancer. Over the last three years, Huron and its employees have raised over \$290,000 in support of St. Jude.

We are also a proud supporter of the Ann & Robert H. Lurie Children's Hospital of Chicago Foundation and Ronald McDonald House



Charities through both charitable sponsorships and employee participation.

We are passionate about supporting opportunities to close the gender gap in STEM and supporting women to achieve their full potential. As part of our commitment to both good health and well-being and gender equity, Huron supports the American Cancer Society ResearchHERS campaign, which funds women-led cancer research projects and helps sustain women in STEM careers.

Jennifer Pavelec, a managing director in our education industry business, served as Huron's American Cancer Society ResearchHERS ambassador to the campaign. In addition to funding women-led cancer research, ResearchHERS supports the Summer Healthcare Experience (SHE) in Oncology program, introducing high school students to a wide range of cancer-related career experiences.

Huron has also been a supporter of the American Heart Association's STEM Goes Red event in Chicago for seven years in a row. In 2022, the event, which hosts more than 100 high school students from the Chicagoland area,

returned to an in-person format after two years of virtual offerings. Huron employees served as mentors, talked about heart health, and hosted a workshop to help participants learn how to use data and technology to serve their community.



Working With Our Clients to Advance Their Missions

We work with many mission-driven organizations and are committed to supporting our clients in industries that have a significant impact on the health and well-being of our

communities. Our work in the healthcare industry enables us to help organizations that are seeking to address systemic biases and improve the overall health of underserved

populations. Huron continues to work with a global healthcare organization to advance health equity by addressing social determinants of health. We are using a data-driven approach, aligning new care models with the needs of the community, and collaborating with healthcare stakeholders. This work is helping build a strong foundation for the future and improve clinical and social outcomes for patients around the world.

We also continue to expand our digital capabilities in healthcare

to help our clients deliver better patient outcomes and help them advance their missions. Our Huron Intelligence® platform is bringing data sources together and using predictive modeling to uncover patterns of care to lower costs and improve the patient experience.

One way we are supporting our healthcare clients is through our What's Right in Health Care® annual national conference, which is geared toward helping healthcare professionals connect, learn, and rejuvenate. This year's event

showcased what's *right* in healthcare through peer-led breakout sessions highlighting tactics used to achieve outstanding results and awe-inspiring keynotes from within and outside of the healthcare industry. Attendees took away insights, best practices, leadership skills, and information to make clinical and operational improvements in their healthcare organizations.

A Shift to Sustainable Materials

In a project with a global chemical company to develop their future-oriented growth strategy, Innosight, Huron's strategy and innovation business, helped the company to identify and develop sustainably focused opportunity areas that included environmentally friendly infrastructure materials and more sustainable packaging solutions.

Quality Education

As part of our commitment to education and equal access to quality education, we continue to support organizations such as Tutoring Chicago and Reach Out and Read/Reach Out and Read of Greater New York through volunteer tutoring, book drives, and educational events. We have also hosted events such as our What's Right in Education event. For over a decade, leaders from some of the top-performing school districts around the country have come to What's Right in Education to showcase the strategies that have helped them solve their greatest challenges. This year saw over 300 education leaders

gather to advance their learnings as leaders and share perspective on what matters most to make a positive impact on students.

We have expanded our digital capabilities in the education industry to help our clients engage and attract students in a highly competitive environment and to deliver better student outcomes. For example, our education team is using technology to innovate enrollment and financial aid strategies that improve the student experience.



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Collaborating with my Huron colleagues to provide an impactful contribution through Reach Out and Read New York (ROrgNY) has been a uniquely rewarding experience. I'm excited to continue to work with Reach Out and Read in support of their mission to develop essential early literacy skills via the existing health infrastructure.”

Bianca Mason, Senior Director

Huron's Social Alliance

We are passionate about the transformative power of education and its ability to drive economic and community growth. That's why at Huron, we have created the social alliance initiative as part of our Huron Helping Hands program. The goal of this program is to help colleges and universities improve student success, particularly for low-income students, by enhancing institutional performance and sharing best practices across the higher education sector.

The program focuses on establishing project-based consulting with

colleges and universities that meet select criteria.

As part of this program, Huron collaborated with Middlesex Community College, which serves a diverse student population, with more than 40% of its students being Pell-eligible. Similar to many other institutions navigating through the impacts of COVID, the College was facing several challenges, including decreased state funding and enrollment declines. Middlesex leadership collaborated with Huron to explore how to structure information technology (IT) as

efficiently as possible, while also having technology play a key role in furthering the institution's mission. Given Middlesex's Pell-eligible student population and its mission of equity and transforming lives, Huron was able to partner with the College through our Social Alliance program in performing a broad-based IT assessment. In delivering Social Alliance projects, Huron commits to supporting resource-constrained institutions at reduced rates and provides expert teams of consulting professionals to lead critical projects

aimed at furthering the organizational mission. Huron's IT assessment and strategic planning work at Middlesex Community College enabled the Chief Information Officer to develop a new IT Strategic Plan and to focus on building an improved IT operating model as well as more effective IT governance. These initiatives will support IT in better partnering with campus divisions and aligning IT strategy with the College's academic, student service, workforce development, and business interests.



Bloomfield College Case Study

We have also worked closely with Bloomfield College, a predominantly Black, Hispanic-serving, and minority-serving institution in New Jersey, and provided analytical support and professional insights to help the college find a solution to

its growing financial challenges. Bloomfield has a long history of serving underserved populations and a student body with a high percentage Pell Grant-eligibility. The college's strong commitment to increasing access and

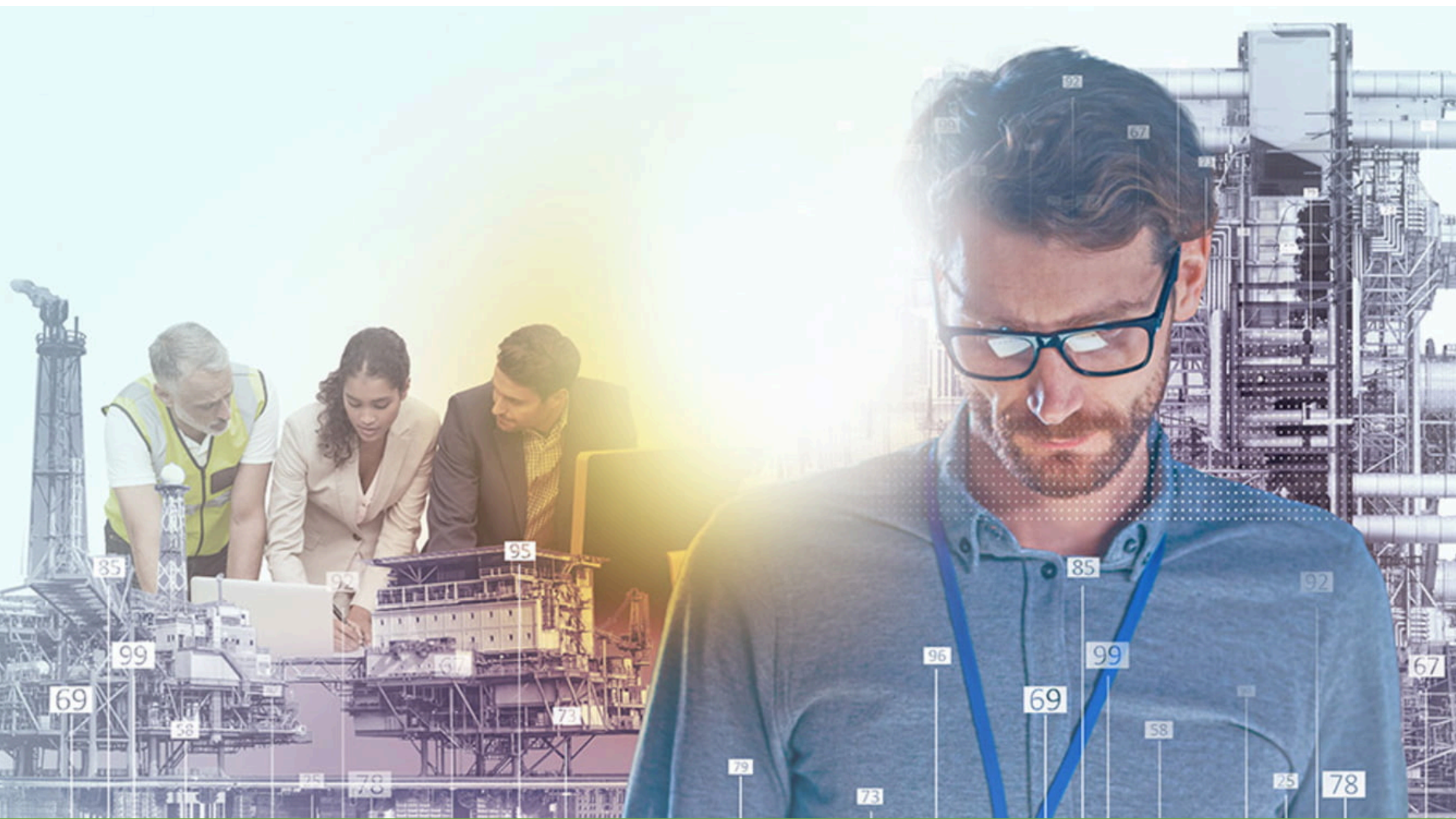
affordability made it a perfect fit for our social alliance program.

Together, Bloomfield and Huron worked toward a shared goal of paving a path forward and upholding Bloomfield's mission of educating and

empowering students. We remained committed to supporting Bloomfield in its efforts to serve the diverse populations of New Jersey and provide affordable education to first-generation, full-time students. In 2022, with Huron's support,

Bloomfield formalized merger plans with Montclair State University to create an integrated structure that maintains Bloomfield's mission and expands Montclair's presence in the region.





Taking Action for a Sustainable Future

Taking Action for a Sustainable Future



Our ability to protect and preserve our planet for future generations is critical. We believe it is our collective responsibility to be mindful of our use of natural resources and take actions that promote sustainability and mitigate the impacts of climate change. As we continue on our environmental sustainability journey, our approach to climate-related risks and opportunity is described in alignment with the core elements of the disclosure framework articulated by the Task Force on Climate-Related Financial Disclosures (TCFD): governance, strategy, risk management, and metrics and targets.

Governance:

To manage environmental risks and opportunities, Huron's Nominating and Corporate Governance Committee provides oversight of the company's corporate social responsibility strategy, including sustainability. In addition, our Enterprise Risk Management Committee is responsible for assessing environmental and sustainability-related risks associated with our business and reports regularly to the Audit Committee on risk-related issues.



Strategy:

Our environmental sustainability strategy focuses on areas where we can make a meaningful impact and align with business risks. As a professional services firm, we do not manufacture or distribute products or generate hazardous waste. Our offices do not have a high demand for water use given our business operations and, therefore, we do not have water recycling programs in place. We recognize that normal office use and business travel impact carbon emissions; however, we have shown that we can grow the business and deliver great work for our clients while reducing our office space and business travel. Since 2020, our revenues have grown at a 15.8% compound annual growth rate (CAGR) and we have increased our employee population by more than 50%, while at the same time reducing our office footprint and level of travel that historically has been required. We are leveraging more flexible working models to alleviate Scope 3 emissions, which are emissions that result from activities



related to our business but are not directly under our control. We are also focused on opportunities to reduce our waste and energy consumption in our local offices, including transitioning to renewable energy where possible. We use a certified third-party company to manage our electronic waste program, ensuring computers and other information technology (IT) hardware that are no longer useful are repurposed or disposed of in an ethically and environmentally responsible manner. Since 2018, we have diverted more than 42,000 pounds of electronic waste from the landfill.

We are also helping our clients make strides in sustainability. In 2022, Huron's team worked with one of the largest energy infrastructure companies in the United States to modernize its business processes by implementing Oracle Cloud ERP and our energy application toolkit. This will help the organization meet its goal of reducing greenhouse gas emissions by 56% by 2030. By updating its processes and leveraging our specialized toolkit, the company was able to improve efficiency and reduce its environmental impact.

With a passionate and highly engaged workforce, our employees are another component of our sustainability strategy. As part of our commitment to climate action (SDG 13), we have created opportunities to improve education and raise awareness among our employees on climate change mitigation, adaptation, impact reduction, and early warning. In November, we held our third annual sustainability challenge as part of our ongoing efforts to make sustainable switches, build greener habits, and educate ourselves on environmental impacts. The Huron Chooses Green Challenge had two missions: "Take Action on Your Own," focused on personal actions, and "Take Action With the Sustainability Network," centered around engaging with colleagues through live events hosted by Huron's Sustainability Network. Nearly 70 employees participated in the two-week event, completing 350 activities, such as making sustainable switches, reading and watching educational content, and

hosting World Cleanup Day events. As a result of these efforts, individuals saved a total of 17,000 pounds of waste and 4,200 pounds of carbon dioxide. In addition to the Huron Chooses Green Challenge, we also offered a series of lunch and learn events focused on topics such as solar panels, fast fashion, and environmental justice.

Climate-Related Risks and Opportunities:

We recognize the importance of considering climate risk from physical, regulatory, and operational perspectives. Our Enterprise Risk Management Committee reviews and assesses these risks on a regular basis. As Huron is a professional services organization, climate change has limited direct impact on our day-to-day operations compared with other industries. However, we acknowledge the potential for business disruption caused by extreme weather events in several of the cities where we operate. Natural disasters such as flooding,



wildfires, or power-supply disruptions could impact our employees' ability to work from our offices or travel to client sites. The COVID-19 pandemic and the hybrid work environment that has continued since then has shown us that our IT infrastructure and systems enable our team to work effectively remotely and serve our clients with reduced travel when necessary. We have also managed the risk of a natural disaster affecting the safety of

our employees, including those traveling for work, through our partnership with International SOS. This allows us to track business travel and account for our employees in times of crisis through integration with our approved travel management companies. For more information on how we keep our employees safe from climate and other risks when traveling for Huron business, please see our [Health and Safety Policy](#).

Our legal and compliance teams stay informed of new and changing laws and regulations that apply to our business, including if applicable environmental laws were passed in the countries where we operate. In that event, we would work with our business and functional leaders to implement any necessary changes to our compliance programs or operations.



Metrics:

In 2022, we continued our efforts to track our greenhouse gas (GHG) emissions data, working with AccountAbility, a third-party global consultancy firm. While we made progress in our data collection processes, we still continue to rely on activity data estimations for the calculations on the following page. As business operations began to normalize after the disruption of the COVID-19 pandemic, we had anticipated an increase in our GHG emissions in 2022. While we saw an uptick in our Scope 3 emissions due to increased business travel, as our data reflects, we continue to experience an overall reduction in our GHG emissions from our 2019 baseline.

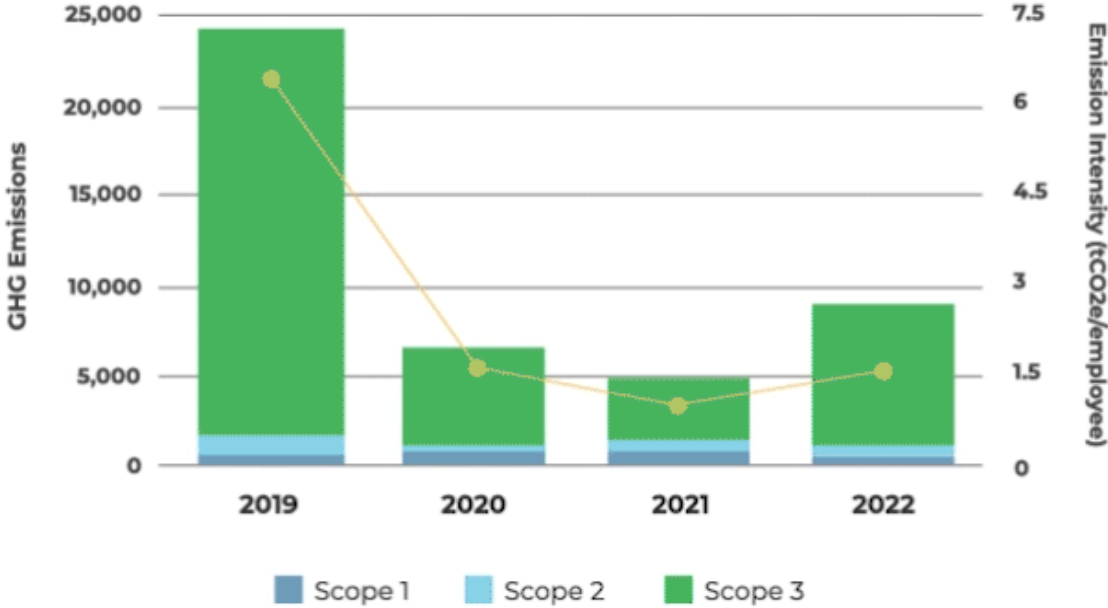
The climate crisis is a pressing issue, and we recognize the importance of addressing it now in order to secure a healthy future. To that end, in 2023, we will be establishing carbon-reduction targets, with the goal of continuing our progress

on reducing emissions and doing our part to protect our planet. We will update our Environmental Responsibility Policy later

this year with our targets and additional updates on our sustainability efforts throughout the year.



MEASURING OUR ENVIRONMENTAL IMPACT: GHG EMISSIONS



	Baseline (2019)	2020	2021
Scope 1	829	771	994
Scope 2	949	552	427
Scope 3	22,442	5,214	3,409
Total	24,221	6,538	4,829
Employees	3,750	3,807	4,609
tCO2e/Employee	6.46	1.72	1.05

- 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.
- tCO2e is metric tons in carbon dioxide equivalent. Total employees include full-time employees as of Dec. 31 of the respective year.
- For more details on the methodology for these environmental impact calculations, please refer to Huron's GHG Emissions Calculations Methodology in the Appendix.



Managing Responsibly

Managing Responsibly

Data Privacy And Information Security

Huron's engagements and its internal operations often involve accessing, processing, handling, creating, or storing confidential and proprietary data. We have an enterprisewide privacy program that applies to all Huron entities and subsidiaries, which continues to evolve with changing privacy laws and our growing business. This program is directly overseen by the Huron board's [Technology & Information Security Committee](#), as well as our chief compliance and privacy officer (CCO). Huron is committed to protecting data privacy globally in compliance with the applicable data protection laws where we operate around the world. Huron maintains a public [Privacy Statement](#) that outlines how we collect, handle, store, and protect personal information gathered as part of our services. It also provides individuals with information on how they

can contact Huron with questions regarding their privacy rights. Under our Global Information Security Policy, as well as [Huron's Code of Business Conduct and Ethics \(the Code\)](#), all employees, and contractors, 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 is certified compliant with ISO 27001, the international standard for information security management systems. To achieve and maintain certification, Huron is regularly audited by an independent, accredited third-party certification body. Our cybersecurity program is aligned with industry standards and continuously

evolves to detect and protect against existing and emerging threats to our data and our clients' data. A dedicated team of Huron 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. 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 updates the Technology and Information Security Committee on the company's technology-related strategies, investments, and operational impacts and

technology-related risks, including information security, data protection, cybersecurity, and business continuity.

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 our employees who have access to patient

healthcare records and similar sensitive information in the course of carrying out services for our clients.

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.

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, transparency, 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. Huron expects that our vendors, contractors, and third-party representatives meet or exceed our standards when dealing with our clients and representing Huron to the public. We remain vigilant to minimize any exposure to the risk of slavery or human trafficking in our supply chain and will periodically assess our vendor contracts and sourcing processes to ensure that our zero tolerance towards slavery, unlawful child labor, and human trafficking is upheld. These expectations are reflected in our [Supplier Code of Conduct](#). We also require all employees and business finders 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 of all employees through regular compliance communications and training, including mandatory courses on preventing sexual harassment in the workplace and data security and privacy as well as a comprehensive review exercise covering 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 (HIPAA) or securing client data and technology subject to U.S. export control laws.

Employees are strongly encouraged to ask questions if they need guidance on our policies. They are also encouraged to use Huron's 24-hour help line, which is hosted by a third party, to ask questions or report any potential ethical concerns or violations of our policies, applicable laws, rules, or regulations without fear of retaliation.

Employees can reach the help line via the internet or telephone and have the option to remain anonymous.

Reports received through the help line are thoroughly investigated, and if warranted, appropriate disciplinary action is taken against the violator. Further, our Code sets forth the responsibility that all individuals working on Huron's behalf have to

maintain a respectful environment, and employees in management positions have an enhanced 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 CCO, who reports directly to the company's general counsel and indirectly to the Audit Committee of the Board. 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.

Reinforcing Our Commitment

At Huron, we are committed to conducting our business in a manner that is environmentally, socially, and ethically responsible. We believe that by taking a holistic approach to sustainability, we are not only doing our part to protect the planet and support our communities, but also positioning ourselves for long-term success.





Sustainability Accounting Standards Board (SASB) Addendum

For the first time in our 2020 ESG report, we disclosed additional quantitative and qualitative information aligned to the Sustainability Accounting Standards Board (SASB) and the guidance for the professional and commercial services industry. We aligned to SASB because of its industry-specific and materiality-focused approach. We continue to report on the topics that SASB has identified as material for our industry sector in the following table. We will evaluate updating this addendum in connection with the International Sustainability Standards Board (ISSB) release of the International Financial Reporting Standards (IFRS) Foundation Sustainability Disclosure Standards.

TOPIC	CODE	SASB METRIC	2022 REPORTING
<p>Data Security</p>	<p>SV-PS-230a.1</p>	<p>Description of approach to identifying and addressing data security risks</p>	<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 by workforce training as well as additional subject-matter-specific</p>

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TOPIC	CODE	SASB METRIC	2022 REPORTING
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Data Security

SV-PS-230a.2

Description of policies and practices relating to collection, usage, and retention of customer information

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.

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Huron's privacy program is

TOPIC	CODE	SASB METRIC	2022 REPORTING
Workforce Diversity & Engagement	SV-PS-330a.1	Percentage of gender and racial/ethnic group representation for 1. Executive management 2. All other employees	<p>Our diversity metrics are based on our U.S. population, which constitutes approximately 70% of our total employee population. Senior leadership statistics comprise our most senior level employees, defined as principals, managing directors, corporate vice presidents, and executives. For additional information, please see our workforce demographics, on pages 29-31, in our 2022 Environmental, Social, and Governance report.</p> <p>SENIOR LEADERSHIP</p> <p>Female — 29%</p> <p>Racial/Ethnic Representation:</p> <ul style="list-style-type: none"> • White — 89% • Ethnically Diverse — 10% • Not Specified — 1% <p>OVERALL POPULATION</p> <p>Female — 53%</p>

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TOPIC	CODE	SASB METRIC	2022 REPORTING
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 help line, which they may use to report any concerns they may have. In 2022, the company received less than 10 reports through the help line that alleged improper conduct by employees.</p>

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Company has also adopted an Anti-Bribery and Corruption Policy to ensure compliance by



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 10/15/2021. As a result, we encourage you to check out our report for insights about our U.S. workforce demographics.

JOB CATEGORIES	HISPANIC OR LATINO		NON-HISPANIC OR LATINO												OVERALL TOTALS
			MALE						FEMALE						
	MALE	FEMALE	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	WHITE	BLACK OR AFRICAN AMERICAN	NATIVE HAWAIIAN OR PACIFIC ISLANDER	ASIAN	AMERICAN INDIAN OR ALASKAN NATIVE	TWO OR MORE RACES	
EXECUTIVE /SR OFFICIALS & MGRS	7	4	323	7	0	16	0	1	190	3	0	9	1	1	562
FIRST /MID OFFICIALS & MGRS	26	31	840	48	3	80	0	12	423	35	2	47	0	9	1556
PROFESSIONALS	33	60	917	155	0	81	2	18	442	127	0	97	2	24	1958
ADMINISTRATIVE SUPPORT	6	2	45	3	0	0	0	13	19	1	3	4	0	1	97
TOTAL	72	97	2125	213	3	177	2	44	1074	166	5	157	3	35	4173
PREVIOUS REPORT TOTAL	84	69	1253	44	6	229	1	24	1209	91	6	173	3	20	3212

* We have no technicians, sales workers, craft workers, operatives, laborers and helpers, or service workers in our EEO-1 report as of Oct. 15, 2021



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. While Huron continues to improve data collection processes, 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:

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.

Stationary combustion activity data has been estimated based on Huron's total office location square footage (excluding subleased buildings, floors, and portions of floors) and U.S. Energy Information Administration (EIA) average energy consumption data (regional for U.S. offices and U.S. average for overseas offices in the absence of international averages).

Mobile Combustion: Mobile combustion refers to all vehicles owned or leased by Huron, and their related exhaust emissions. The sources of Huron's mobile combustion emissions (i.e., the private jet) have been liquidated from the company's holdings. Huron did not have any mobile combustion emissions in 2022. Prior to 2022, 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 and 2021 mobile combustion activity has been calculated by using Huron's actual 2020 and 2021 mobile combustion activity data.

Emissions factors:

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 2022; previously modified 2018).

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 subleased buildings, floors, and portions of floors except where Huron continues to pay the electricity bill) for locations without actual energy usage.

Emissions factors:

Domestic: Emission factors for Greenhouse Gas Inventories provided by the U.S. Environmental Protection Agency (last modified: April 2022)

Overseas: Country-specific electricity grid greenhouse gas emission factors provided by www.carbonfootprint.com (last updated: January 2022)



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:

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, 62% of total air travel activity in 2020, 66% of total air travel activity in 2021, and 70% of total air travel activity in 2022) 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:

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 2022).

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.

Thank you for reading
**2022 Environmental,
Social, and
Governance Report**