

A stylized illustration of a cityscape with various buildings, trees, and a person on a bicycle, all rendered in shades of blue and white. The scene is set against a dark blue background.

SUSTAINABILITY REPORT 2023

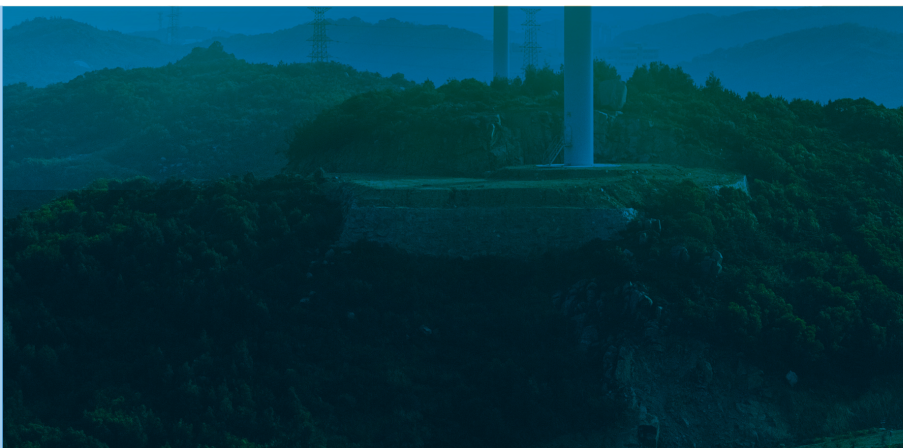


TABLE OF CONTENTS

3	_____
	A LETTER TO OUR STAKEHOLDERS
4	_____
	EMPLOYEE EMPOWERMENT
11	_____
	COMMUNITY ADVANCEMENT
18	_____
	ESG ADVISORY
21	_____
	ENVIRONMENTAL STEWARDSHIP
24	_____
	ETHICAL FOUNDATIONS
26	_____
	DISCLAIMER & FORWARD-LOOKING STATEMENTS



Attendees at the CRA/SEO London Masterclass

A LETTER TO OUR **STAKEHOLDERS**



PAUL MALEH

President, CEO and Chairman of the Board

Two years ago, CRA debuted its first-ever Sustainability Report. This year, we're proud to highlight our continued commitment to initiatives that benefit our clients and investors, and give us a competitive edge in the talent market.

In this report, you will find an update on our progress on each of the four pillars of CRA's ESG Framework (Employee Empowerment, Community Advancement, ESG Advisory, and Environmental Stewardship).

This progress is further illustrated by the interest our clients have shown in our ESG service offerings. These include initiatives aimed at reducing environmental impact through sustainable energy; integrating social responsibility into business practices (including labor management and fair lending); and ensuring compliance with regulations in transfer pricing, ethics, and privacy laws.

Additionally, our colleagues appreciate CRA's dedication to fostering a dynamic and inclusive culture, as evidenced by the results of our annual Employee Experience Survey

and the notable increase in engagement at cultural events across the firm. Cultivating a workplace environment where colleagues feel engaged and empowered has enhanced our ability to attract and retain top talent, while continuing to drive organizational excellence within CRA.

We remain committed to our ESG Framework, and are pleased to provide several examples from our 2023 programs and initiatives.

Thank you for your continued support of our common goal of improving our firm's sustainability and committing to a target of net zero emissions by 2030, for backing our current progress, and for your interest in our ESG efforts.

A handwritten signature in blue ink, appearing to read 'Paul Maleh', written in a cursive style.

EMPLOYEE EMPOWERMENT



Terrarium-making in Chicago

At CRA, our culture is rooted in our people.

In 2023, we remained committed to investing in our team's professional development and well-being to ensure that we maintain our status as a highly sought-after employer in the industry.

To support our commitment to our team members, we have launched and refined several initiatives, programs, and partnerships to attract the best and most dynamic talent possible. We take these efforts seriously, soliciting regular feedback from team members to better understand their experiences and perspectives. In doing so, we are better able to encourage professional growth and foster a work environment where inclusivity and engagement are paramount to our firm's success.

CRA+

WELLNESS PROGRAM

CRA prides itself on offering some of the best employee benefits anywhere. Our wellness program, CRA+, encompasses four aspects of wellness: physical, mental, emotional, and financial. These benefits and wellness offerings allow us to better care for our colleagues and their families.

This past year, we increased our programming related to mental health. In the first half of the year, we introduced a Mental Health First Aider certification training for approximately 20 senior colleagues. Participants spent multiple days learning ways to recognize and support those experiencing mental health needs, and learned more about CRA benefits and mental health resources.

This past fall, we trained more than 150 managers through a Mental Health for Managers interactive webinar. This training included tips for identifying common signs of mental health issues, connecting with someone in distress, and assisting team members in need.



In 2023, we hosted 10 wellness days across our our global offices. For example, our São Paulo team enjoyed a day of wellness that included a mini health check-up to address mental and physical well-being, a presentation on holisitc health, and a team lunch. And, colleagues in our Boston office enjoyed a yoga class and acai-bowl bar, along with a comprehensive health screening and flu-shot appointments.



Our Virtual Babysitters Club (VBC) program continued to be a popular benefit—especially during school-vacation weeks.



We held a three-part webinar series on eldercare including the "Journey of Caregiving, Eldercare Basics, and Legal Planning."

TRAINING

At CRA, we work at the cutting edge of our clients' most pressing and complex challenges, which requires a continued investment in the knowledge and skills of our colleagues.



Research and Analysis Core Training (RAC)

The core of our training model is structured around a series of foundational courses that track an individual's development. We also offer extensive training opportunities, including Open Enrollment Workshops, a Tuition Aid program, and a CRA-designed Tech Lab monthly workshop.

We are proud of the learning culture we have created at CRA. Many of our colleagues are nationally or internationally recognized as experts in their respective fields and have published scholarly articles, lectured extensively, and been quoted in the press. Nearly 60 years after our founding, the emphasis on sophisticated analysis and academic rigor is deeply ingrained in our culture.

First launched in 2015, our Tech Lab once again proved to be a big success. This homegrown technical-education series is fueled by ideas from our colleagues, taught by our colleagues, for our colleagues. Each session covers a different analytical topic, from data-oriented programming skills to textbook education, and includes hands-on tools and exercises to help encourage skill-development. In addition to our video library of more than 80 courses, this year's new topics included "Data Wrangling with Python and Pandas" and "Databricks"—among others.

RECRUITING

In 2023, we continued to host curated in-person and virtual-recruiting events, with the goal of building relationships with candidates and educating prospective team members about our work, culture, and people.



CRA team members at Bocconi&Jobs

These personal and interactive events are critical to helping us get to know candidates—and helping them get to know us. We are proud that CRA continues to be a destination for top talent—as evidenced by the record number of campus applications, as well as our inclusion in the 2023 Vault Top Ranked Best Consulting Internships. We look forward to hosting more student events in 2024.

Our recruiting events provide candidates with an honest, personal glimpse into our work, culture, and people. One example was our “Women in Economic Consulting Panel,” which included a special introduction from pre-eminent economist and Yale Professor Fiona Scott Morton. Panelists discussed their careers to date, the challenges of balancing professional and personal goals, and how CRA helped them accomplish both. The presentation was followed by an audience Q&A.

In another example, we hosted a private dinner for members of the Harvard Black Students Association and the Harvard University Black Consulting Club, giving them a chance to learn more about CRA (and the consulting industry more broadly). This dinner was paired with a case study interview workshop, in which students learned how to prepare for and approach solving cases. Our team members shared tools and techniques to help solve the most common types of case interviews.

CONNECTION

We conducted our eighth annual Employee Experience Survey in the summer of 2023. We are proud that each year so many of our colleagues take the time to share their insights and suggestions with us.



Summer kickball league, Chicago

This survey is an important yearly touchstone to ensure alignment and consistency between our stated values and our team members' experience of those values. The results are discussed each summer with our Board of Directors, in leadership meetings, and across the company.



At CRA, we pay tribute to our longtime Corporate Office Services Manager John Jenkins, who tragically lost his life during the September 11 attacks, with an award created in his memory. The CRA Corporate Citizenship Award is a peer-nominated, firmwide award that has been given to more than 70 people. More than half of these individuals are still at CRA today—including the award's first-ever recipient (presented in 2001). The award honors team members whose commitment to dedication, integrity, and teamwork remind us of the values that John exemplified during his time at CRA.

EMPLOYEE RESOURCE GROUPS

As part of our continued commitment to connect and engage our team members, CRA has created several dedicated employee resource groups (ERGs).



Pride Trivia hosted by OutLoud@CRA

These affinity groups provide organized forums for team members to share their experiences and insights. In 2023, we launched PAC@CRA, which is dedicated to parents and caregivers within our firm. The goal of PAC@CRA is to provide support throughout our team members' professional journeys—while helping CRA cultivate a more inclusive workplace for all.

We also piloted a formal mentorship program led by a committee of colleagues from three of our ERGs—Mosaic@CRA, OutLoud@CRA, and Women@CRA. The six-month pilot program saw over 70 team members from across all our ERGs express interest, leading to 40 pairs of mentors and mentees across practices, offices, and departments. We are thrilled with the pilot program's success and plan to expand the program to promote mentorship opportunities across our firm.



PAC@CRA

PAC@CRA provides a forum for team members with parental and caregiver responsibilities to connect, receive support, and foster community.



Women@CRA

Women@CRA gives team members a space to network and share ideas for how our firm can develop and promote more women leaders.



OutLoud@CRA

OutLoud@CRA offers a dedicated forum for our LGBTQ+ team members and allies to share their pride.



Mosaic@CRA

Mosaic@CRA brings together team members of the Black, Hispanic, Latino/a, Native American, and Pacific Islander communities.

2023 Initiatives included:

- Launching a monthly virtual coffee chat where members from every office can share experiences and perspectives on key topics while strengthening community bonds.
- Coordinating and supporting family-friendly Halloween events at local offices featuring fun activities for all ages.
- Hosting two panels where global Vice Presidents discussed challenges women face in the workplace, the importance of career development, and how diversity and inclusion efforts can be strengthened.
- Hosting forensic accounting expert Kelly Richmond Pope, who discussed her career journey—including her experience directing "All the Queen's Horses" and writing a book about the trillion-dollar fraud industry.
- Facilitating interactive trainings on allyship in collaboration with PFLAG, including "I'm Not LGBTQ+...Not That There's Anything Wrong with That" and "What Would You Do? The Advanced Ally's Guide to Being Active in Tough Situations."
- Honoring Pride Month with a cross-office Pride Trivia event to support education and awareness around LGTBQ+ history and hosting a panel called "Ode to Pride," where LGBTQ+ colleagues and parents discussed relationship dynamics within families.
- Celebrating Black History Month with a fireside chat featuring women leaders from across the firm—as well as a virtual discussion with Heather Tookes, Deputy Dean for Faculty and Professor of Finance at Yale and a member of the CRA Board of Directors, and Laila Haider, a Vice President in our Competition Practice.
- Participating in the 33rd annual American Heart Association Lawyers Have Heart Walk in Washington, D.C., to support wellness and heart health—an important cause for minority communities that often face significant health disparities.

COMMUNITY ADVANCEMENT



Plastic Free Hackney, London

At CRA, we are dedicated to making a positive difference in the communities where we live and work. Our Community Advancement initiatives are key to this effort.

Community Advancement is one of four pillars under our ESG Framework, and includes our All-Access Initiative, corporate giving, pro bono services, and volunteering. These programs allow us to support our team members in becoming catalysts for change in our communities.

ALL-ACCESS INITIATIVE

To deepen our Community Advancement efforts, our firm has pledged to focus on access to higher education. As a part of this commitment, we launched the All-Access Initiative in 2022, a firmwide endeavor to advocate for the value of education—especially in traditionally underserved communities.



KIPP-MA Cohort 2 Interns

At the heart of this initiative is our All-Access Scholarship Program, designed to promote diversity and inclusion in business, economics, and STEM. Through this program, we aim to support and create opportunities for female students and students from underserved backgrounds as they pursue careers in their chosen disciplines.

Key to the success of All-Access is our partnerships with organizations like the Knowledge is Power Program (KIPP-Massachusetts), which provides a tuition-free charter school education to low-income students in the Boston area; QuestBridge, which connects exceptionally talented, economically disadvantaged youth with top colleges and a range of opportunities; and SEO London, whose mission is to prepare talented students from underrepresented backgrounds for career success.



All-Access Scholarship Program

We awarded the inaugural All-Access Scholarship to 12 students for the 2023-2024 school year. The scholarship is a testament to CRA's efforts to support the talent pipeline in our industry and spotlight potential future leaders. The scholarship provides \$5,000 in funding for students to use during their junior year at university. It is awarded to students who exhibit academic excellence, leadership, and a deep commitment to inclusion and empowerment.

ALL-ACCESS PARTNERS

These ongoing programs and partnerships under the All-Access Initiative demonstrate our long-term commitment to diversity, equity, and inclusion.



American Economic Association (AEA) Summer Program

To further advance diversity and inclusion in the field of economics, CRA has again partnered with Howard University in Washington, D.C. Central to this collaboration is our support for the school's AEA Summer Program. As an Experiential Learning Partner, CRA hosted two AEA Scholars at our Washington, D.C. office for an immersive eight-week fellowship in 2023.



Knowledge Is Power Program (KIPP-Massachusetts) Partnership

In 2023, as part of our partnership with KIPP-MA, we hosted our first two Rising Freshman cohorts (a total of eight interns) for an immersive multi-week experience that included real-life application and interview process, a corporate office tour, regular lunch and learn meetings, and microlearning. At the end of the cohort, interns gave presentations to senior leaders and executives recapping their time at CRA and providing an overview of their summer projects.

QuestBridge Partnership

We deepened our partnership with U.S.-based QuestBridge to include four Rising Junior Research Scholars. The Research Scholars engaged with all other summer interns, participating in comprehensive training and professional development programs curated by our Learning and Professional Development and DEI teams. They also took part in a variety of networking and social events hosted by the firm. At the end of the internship, the four Scholars gave presentations to CRA senior leaders and executives, who were impressed with the sophistication of the projects and learning outcomes.



SEO London Partnership

Our partnership with SEO London gives students throughout the U.K. a chance to participate in virtual seminars to learn more about career opportunities at CRA. In 2023, we hosted a Masterclass in collaboration with SEO London called "Diversity in Consulting: See Yourself at CRA," which attracted approximately 200 attendees.

Additionally, we co-hosted a Tech Lab on data visualization and sponsored SEO London's Summer Academy—a hybrid event with nearly 200 students in attendance. SEO London scholars also had the opportunity to learn from our firm's Talent Acquisition and DEI teams. The students also interacted with a panel of CRA team members from various practices during a "Get to Know CRA" event in our London office.



CORPORATE GIVING PROGRAM

Our corporate giving program is designed to empower team members to support the nonprofits, causes, and communities they are passionate about.



Guardian ad Litem Foundation, Holiday Gift Drive

Each office is provided with a budget based on its staff size. Throughout the year, team members are encouraged to submit donation requests to our Corporate Giving Committee, which comprises 10 colleagues from different offices.

To receive funding, we require team members to be actively involved with their chosen organization. This can include participating as a donor, volunteering, or board member. By emphasizing team member engagement, we strive to ensure that our corporate giving efforts have a meaningful and lasting impact on the causes that matter most to our colleagues and communities.

Last year, CRA supported several donation-matching campaigns, resulting in much-needed funds for causes including Turkey and Syria earthquake relief and Sudan refugee relief. We also engaged with many nonprofits, including Families First, Imerman Angels, Margaret's Village, REACH Beyond Domestic Violence, and The Night Ministry.

PRO BONO PROGRAM

At CRA, we are committed to being a responsible business that makes a positive difference in our communities.

In 2023, we undertook several pro bono matters spanning our many practice areas, including:

Investigating allegations of embezzlement at a regional community orchestra

Outcome: We were retained by an AMLaw 100 law firm, on behalf of the Board of Directors of a regional community orchestra, to investigate allegations that a former Board Member embezzled funds and failed to file timely and accurate tax returns. This work involved tracing assets and preparing for the filing of updated tax returns to regain the organization's 501(c)3 tax status and restore its ability to accept tax-deductible donations.

Economic impact analysis for civilian casualties

Outcome: CRA prepared economic-impact analyses in support of compensation claims for multiple relatives of civilian casualties stemming from a regional conflict. Our analysis included lost income calculations and estimated cost-of-living expenses for living relatives of varying ages, geographic locations, educational backgrounds, and occupational skillsets.

Domestic Violence Survivors Justice Act case in New York City

Outcome: Our Risk, Investigations & Analytics team assisted pro bono counsel with a Domestic Violence Survivors Justice Act matter involving a woman serving a 20-year sentence for her involvement in the death of her former abuser. Our investigators assisted with identifying and locating our client's former landlord, neighbors, employer, and friends so counsel could obtain witness statements in their effort to secure a reduced sentence for their client.



A significant aspect of our commitment to making a positive difference in our communities is our pro bono program, which allows us to contribute our expertise to individuals, organizations, and causes that may not have access to services like litigation support and business consulting.

We highly value the opportunity to offer our skills and knowledge to help those in need.

VOLUNTEER PROGRAM

Our commitment to empowering our team members to give back through volunteering is central to CRA's mission to create lasting, positive change in our communities. From actively supporting causes and programs on the ground to coordinating fundraising initiatives for organizations in need, our team members are stepping up in big ways.



American Heart Association 5K/10K

These are some of the many volunteer initiatives to which CRA contributed in 2023:

American Heart Association 5K/10K (Washington, D.C. & NYC)

Colleagues from the Washington, D.C. and New York City offices joined forces to participate in a fundraiser for the American Heart Association.

East Anglia Children's Hospice Volunteer Day (Cambridge)

CRA colleagues volunteered at their local hospice facility to bring light and beauty to the property by sprucing up gardens, weeding, planting, hedge-cutting, and sweeping leaves.

Evolve Housing CV and Interview Workshops (London)

CRA colleagues partnered with Evolve Housing to offer mentorship services to residents to help them get back on their feet, including: hosting cover-letter and interview workshops, teaching best practices for job applications, and more.

Race Judicata 5K (Chicago)

Colleagues in the Chicago office participated in a 5K run/walk to support the Chicago Volunteer Legal Services Foundation.

Salvation Army 12th Annual Boston Back-to-School Celebration (Boston)

In partnership with the Salvation Army, CRA volunteered and distributed hundreds of backpacks and winter coats to families with children in grades K-12.

Toronto Public Library Book Drive (Toronto)

CRA colleagues collected books to donate to the Toronto Public Library to encourage reading throughout the local community.

ESG@CRA

SPEAKER SERIES

In 2023, we launched our ESG@CRA Speaker Series to provide team members with a comprehensive understanding of pertinent environmental, social, and governance (ESG) issues.



As part of this innovative program, we invited influential individuals—from CRA and beyond—to talk about how they're driving progress and initiating transformation in this critically important domain.

Among the guest speakers, CRA hosted Dr. Joshua Sherman, a former Principal in CRA's Competition Practice in Chicago, who discussed companies' motivations to embrace sustainability and the importance of collaborating on ESG initiatives, among other things.

We also hosted Dr. Reed Walker, Transamerica Professor of Business and Public Policy and Economics at the University of California, Berkeley, who spoke about air pollution, carbon emissions, market actions, the Clean Air Act, and the importance of environmental justice.

CRA hosted five of these fireside chats in 2023, and we look forward to a more robust ESG@CRA Speaker Series in the future.

ESG ADVISORY



In 2023, we again experienced an increased demand for ESG Advisory services across all our client channels (law firms, corporates, private equity funds, etc.)—and continued to be well prepared to address these requests.

CRA's multidisciplinary team members provided integrated services that are strategically and operationally relevant across the client's sustainability journey.

ESG ADVISORY EXAMPLES

Additional examples of our ESG Advisory services include:



Evaluating the Long-Term Plans of New York Gas Utilities on Behalf of the New York Department of Public Service

CRA was selected as an independent evaluator of the Long-Term Plans for multiple major gas utilities in New York State. CRA assessed the effectiveness of the utilities' decarbonization plans, considering various decarbonization measures such as renewable natural gas, hydrogen, electrification, and energy efficiency. A key focus was to ensure the utilities would not sacrifice safety or reliability. CRA also led an extensive stakeholder-engagement process. Ultimately, CRA made various recommendations to improve the Long-Term Plans, helping the state toward its goal of decarbonizing in an equitable manner.

Outcome: The New York Public Service Commission required the gas utilities to modify Long-Term Plans, in part due to CRA's recommendations.

Corporate Strategy on Scope 1, 2, and 3 Emissions Reduction for a Multi-Jurisdictional, Regulated Gas and Electric Utility

CRA was engaged with an investor-owned utility that operates gas-distribution companies across multiple states to synthesize a corporate strategy for Scope 1, 2, and 3 emissions reductions—one that could be integrated with their pre-existing electric utility decarbonization goals. This strategy was based on our internal technoeconomic analysis, which leveraged economic-adoption curves, least-cost dispatch of decarbonization measures, state-by-state context, and federal policy impacts. The potential and relative costs of alternative gas technologies, renewable natural gas, and hydrogen were also analyzed.

Outcome: The utility has begun work to calibrate its pre-existing electric utility decarbonization strategy directive with that of its gas business, and has made recent progress in reduced-carbon gas procurement and development.

ESG ADVISORY **EXAMPLES**

Additional examples of our ESG Advisory services include:



Sustainable Aviation Fuels

CRA engaged with participants across the fuels value chain, including producers, logistics companies, airport operators and airlines, as well as potential sustainable aviation fuels (SAF) investors. CRA provided advice to two leading technology companies in the energy and chemicals sectors, both of which sought to enter the emerging SAF market through a joint venture. This advice included input on governance, key activities, organization design, and success criteria. It also included assistance with identifying partnership opportunities and improving investor outreach.

Outcome: The partners formalized their intent to form a joint venture to develop, build, own, and operate SAF plants, and are now in the process of mobilizing the organization.

Low-Carbon Energy

CRA advised the management team of a major North American utility that had a material low-carbon asset portfolio that fell outside the regulated market framework. CRA provided advice on the trade-offs between alternative commercialization models, and how well the company was positioned to pursue them.

Outcome: The company is now considering a targeted low-carbon power-purchase agreement proposition for select customer segments.

ENVIRONMENTAL **STEWARDSHIP**



To improve our Environmental Stewardship efforts, we continue to assess the carbon footprint of our business operations, from office energy consumption and business travel to supply-chain logistics and procurement.

In fiscal year 2023, we completed our third emissions inventory, and once again achieved carbon neutrality—thanks in large part to our use of 100% renewable electricity.

ENVIRONMENTAL STEWARDSHIP

In 2023, CRA continued to make significant progress in reducing its environmental footprint.

Our 2021 Sustainability Report included our company's first comprehensive emissions and energy-use inventory. We completed a second inventory for our 2022 Sustainability Report, and found an increase in emissions year-to-year as business travel, commuting, office utility, and material use rebounded post-pandemic.

This trend continued into 2023. However, we again found that several emissions categories experienced increases at lower rates than the business activities that drive emissions, suggesting further improvements in our emissions efficiency.

Once again, our inventory informed our achievement of carbon neutrality and 100% renewable electricity by purchasing carbon offsets and renewable energy certificates for fiscal year 2023.

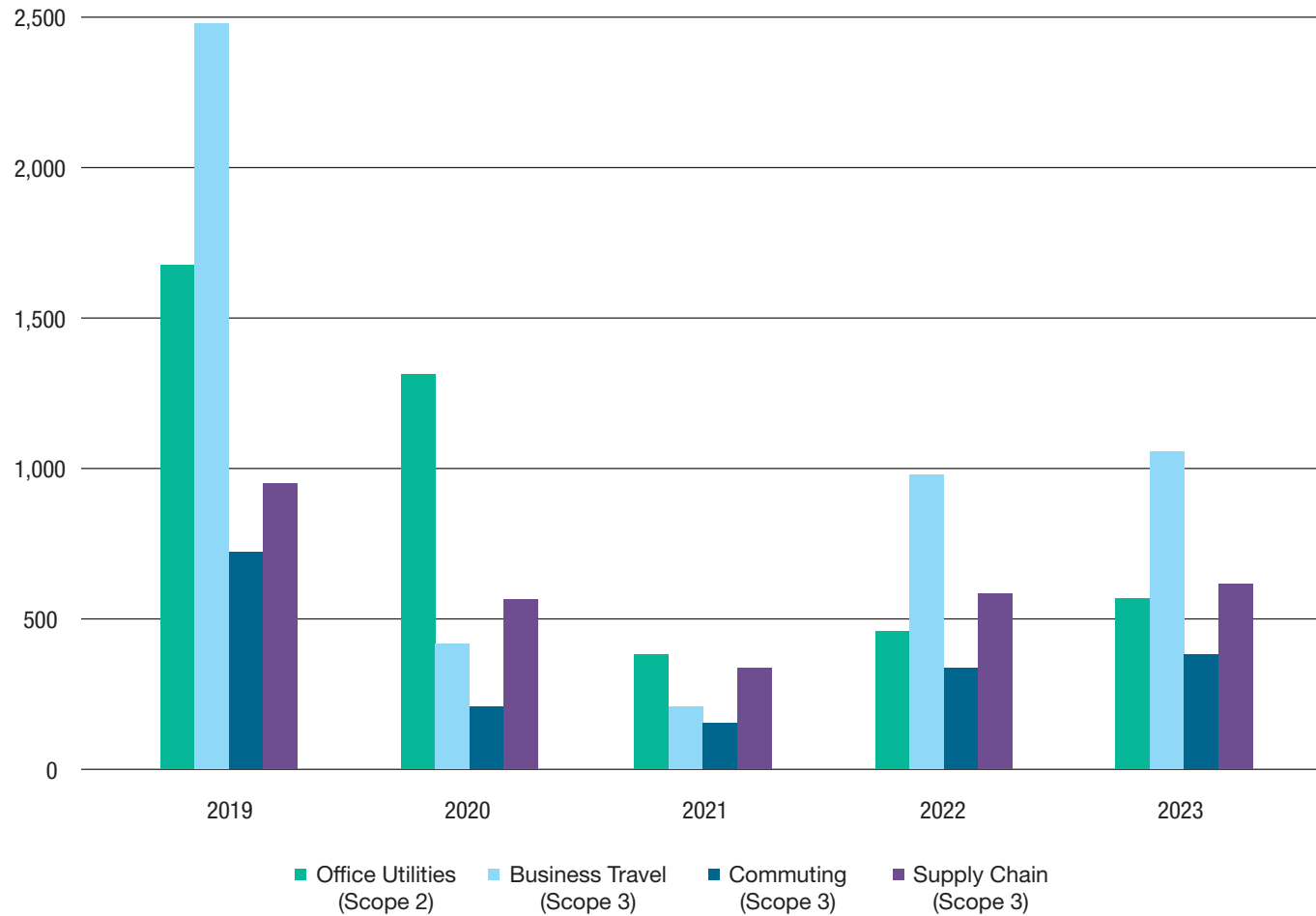
Throughout 2024 and beyond, CRA will continue to make efforts to improve our emissions inventories and lower our footprint through initiatives and targeted investments.

The breakdown of our emissions across categories (shown below) closely aligned with our expectations—as well as with emissions breakdowns for similar professional services firms.

- **Scope 1 Emissions** (defined as direct emissions from owned or controlled sources) average under 1 tCO₂e each year, resulting from a single company-leased, plug-in hybrid electric vehicle.
- **Scope 2 Emissions** (defined as the emissions from the generation of purchased electricity and heat) are driven by electricity consumption for things like lighting, air conditioning, and running computer equipment, as well as steam and gas heating for certain offices.
- **Scope 3 Emissions** (defined as indirect emissions in the value chain—over which we have less control) represent the majority of CRA-related emissions. They include business travel, employee commuting, waste, and various aspects of our supply chain (food, technology, office materials).

ENVIRONMENTAL STEWARDSHIP

Our emissions summary from 2019 to 2023 is seen below. In 2023, our emissions were 53% lower than in 2019.



Total Emissions
2019: 5,770
2020: 2,551
2021: 1,153
2022: 2,470
2023: 2,707

ETHICAL FOUNDATIONS



In 2023, we continued to strengthen our Ethical Foundations, further embedding these principles into our culture and the delivery of client services.

These principles include strong policies on health and safety, labor rights, privacy, and cybersecurity.

ETHICAL FOUNDATIONS



SECURITY  MATTERS

Charles River Associates

Code of Business Conduct and Ethics and Other Governance Policies

Governed by the oversight of the Board of Directors, our Code of Business Conduct and Ethics ensures our staff operates in a culture of honesty, accountability, and mutual respect. Our colleagues annually review and reaffirm their commitment and compliance with the Code, as well as other policies including anti-bribery, anti-corruption, anti-money laundering, non-discrimination and harassment, data security, insider trading and electronic resource use. We also continue to oversee and enforce our policies on human rights, labor rights, and employee health and safety.

Privacy

CRA is committed to meeting our obligations to all of our clients and employees to protect their data and to collect, use, and disclose it for authorized purposes only. CRA is equally committed to abiding by all applicable domestic, national, and international privacy laws.

Cybersecurity and Data Protection

The confidentiality of our clients' and colleagues' data and personal information is paramount. To that end, we have sought to incorporate multiple layers of security controls, including the following information security certifications: SOC2 type 2, the most accepted security certification for service providers in North America, established by the American Institute of Certified Public Accountants (AICPA); ISO27001, the most widely adopted international information security standard; and UK Cyber Essentials, a security standard backed by the U.K. government and overseen by the National Cyber Security Centre (NCSC).

Our information security and IT staff have decades of combined industry experience, and many of them hold advanced security certifications. Our cybersecurity program is enhanced by the expertise of our own award-winning Forensics Services practice. We have implemented ongoing on-the-job training to help our workforce recognize threats to our information security (e.g., phishing and other forms of hacking). Our team members also perform annual evaluations on policies including data security and acceptable use of electronic resources.

DISCLAIMER AND FORWARD-LOOKING STATEMENTS

The information and opinions contained in this Sustainability Report are provided as of the date of this report unless otherwise indicated and are subject to change without notice. We do not undertake to update or revise any such statements as a result of future events, new information, or otherwise, and regardless of any historical practice of doing so. This report represents our current practices or policies and intentions, and is not intended to create legal rights or obligations. This report may contain or incorporate by reference public information not separately reviewed, approved, or endorsed by us and no representation, warranty, or undertaking is made by us as to the accuracy, reasonableness, or completeness of such information. Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations, or financial position. This report includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, which involve uncertainties and risks.

Forward-looking statements include statements concerning our plans, objectives, goals, strategies, initiatives, commitments, prospects, future events, and other information that is not historical, including discussions of CRA’s targets, aspirations, initiatives, and other actions or data related to matters above including, but not limited to, ESG Advisory, Environmental Stewardship, Employee Empowerment, Cyber Security and Data Protection, Community Advancement and Governance initiatives. When used in this report, words such as “produce,” “advantage,” “enhance,” “increase,” “seek,” “improve,” “commits,” “advance,” “create,” “expand,” “explore,” “reduce,” “revise,” “build,” “make,” “estimates,” “expects,” “anticipates,” “plans,” “intends,” “believes,” “demand,” “retain,” “drive,” and variations of such

words or similar expressions are intended to identify forward-looking statements. Our expectations, beliefs, plans, intentions, commitments, and estimates are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management’s expectations, beliefs, plans, intentions, commitments, and estimates will be achieved.

Forward-looking statements do not reflect guarantees or promises that these goals and other aspirations or statements will be met or realized. Actual results or outcomes may differ materially from our expectations, beliefs, plans, intentions, commitments, and estimates due to a variety of factors, including assumptions not being realized or changing, scientific or technological developments, evolving sustainability strategies, evolving standards and disclosure controls and procedures, changes in carbon markets, evolving government regulations and investor expectations, our expansion into new services, technologies, and geographic regions, or other changes in circumstances, as well as the factors described under the heading “Item 1A, Risk Factors” in CRA’s Annual Report on Form -10K for the year ended December 30, 2023 filed with the SEC, and in CRA’s other filings with the SEC. We are under no duty to update any of the forward-looking statements to conform such statements to actual results or events and do not intend to do so. The standards of measurement and performance contained in this report are developing and based on current assumptions, plans, and expectations, and no assurance can be given that any assumption, intention, plan, objective, goal, strategy, initiative, commitment, prospect, or event set forth in this report can or will be achieved.



CRA Charles River
Associates

**We welcome any feedback
you might have on our
2023 Sustainability Report.**

Please contact us by visiting www.crai.com

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