Grant Thornton

Creating stronger futures together

Grant Thornton 2022 ESG report

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A message from the CEO

To our Grant Thornton community,

At Grant Thornton, we work together every day to go beyond expectations — in how we serve our clients, how we develop our people and how we integrate ESG — environmental, social and governance goals and initiatives — into our business strategies. We listen deeply to learn what matters most to those we serve — and then we make it matter to us.

An important step we took this year in our ESG reporting was to combine our Sustainability Report with our annual Diversity, Equity & Inclusion (DE&I) Report. DE&I is deeply embedded in our culture, and recognizing how we foster a caring, high-performance culture serves as the foundation of our progress in many areas of ESG. Aligning our reporting allows us to continue our commitment to transparency by providing a more complete picture of our ESG progress and enabling us to work toward more integrated reporting in the future, building trust among our stakeholders.

This year's ESG report is a testament to our team's ability to gain insight from listening — and leverage new knowledge into concrete achievements. It's always nice to have our work recognized, and this year I'm pleased to report that Grant Thornton received high marks and a Gold Medal rating in our annual assessment from EcoVadis, one of the world's largest providers of business sustainability ratings. This accomplishment helps confirm we are on the right path in our efforts to make our firm a force for good in all we do.

In last year's report, we announced that we had launched a new practice within the firm to provide ESG audit, tax and advisory services to our clients. That effort has been a strong success, as our ESG practice and client list have continued to expand. Entities across all sectors are seeking advice on the everchanging ESG landscape and how to incorporate ESG and sustainability into their strategy, operations and reporting. The growth of our practice confirms our belief that sustainability will continue to rise as a critically important approach to business and measure of any organization's success.

When I think back over my career, I reflect on the power of businesses to shape the world and the communities in which we live. My years in business have taught me this: the best businesses are those that provide quality and value to their customers; develop and care for their people; protect their natural environment; and do business the right way, with the right values.

As businesspeople, each of us can choose to set an example for how our clients, colleagues and communities should be valued and supported; how to preserve the environment for future generations; and how to conduct business in a way that makes the world a better place for all. This is Grant Thornton's commitment to all those we serve.

Seth

Seth Siegel
CEO
Grant Thornton LLP

About this report

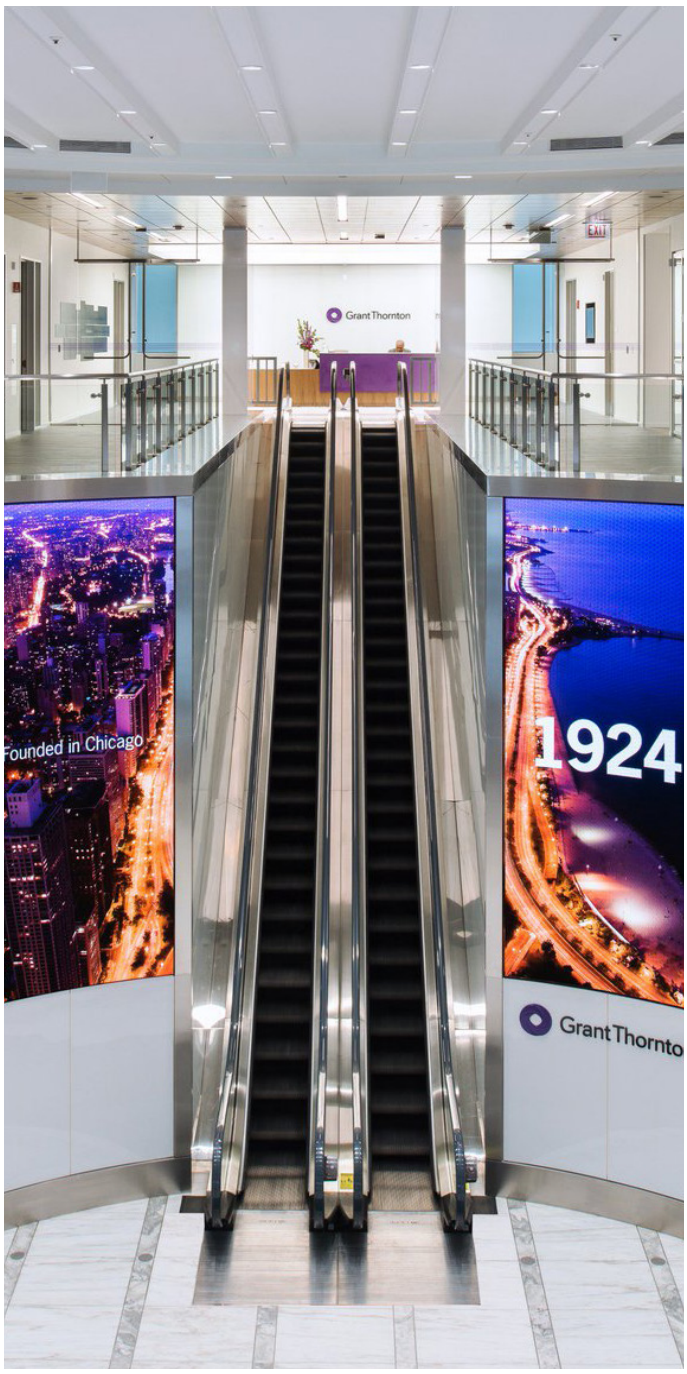
Grant Thornton LLP (Grant Thornton), the U.S. member firm of Grant Thornton International Ltd (GTIL), reports annually on its environmental, social and governance (ESG) performance. This is the first year Grant Thornton is combining its standalone Sustainability and Diversity, Equity and Inclusion (DE&I) Reports into one, as well as including information related to our operations and colleagues at our shared services center located in Bengaluru, India, known as Grant Thornton INDUS (INDUS). By combining our reports and including information about INDUS, we are continuing our commitment to transparency and providing a more complete picture of our ESG progress.

Our 2022 ESG report, published in December 2022, includes updates on our progress since our 2021 Sustainability and 2021 DE&I Reports. Data provided represents our progress and performance for fiscal year 2022, from Aug. 1, 2021, through July 31, 2022, unless otherwise stated. This report also includes information about the firm's Public Sector Advisory practice, which was divested in October 2022. The impacts of the divestiture will be reported on in our next fiscal year's ESG report.

We've prepared this report with reference to the Global Reporting Initiative (GRI) Standards (including the revised GRI Universal Standards 2021), the Sustainability Accounting Standards Board (SASB) Standards for the professional and commercial services industry, the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), and the United Nations Sustainable Development Goals (U.N. SDGs). GRI, SASB and TCFD indexes are available in this report.

As a private limited liability partnership, Grant Thornton does not publicly disclose its financial statements; therefore, the scope of this report is limited to ESG performance. This report applies only to Grant Thornton, including its operations in the U.S. and India, and does not include any other entities. The report refers to both the U.S. and India operations throughout the narrative but excludes India data except when explicitly stated.

We take responsibility for the completeness, accuracy and validity of the metrics contained in this report and for the conformity of the metrics with our reporting criteria. No external assurance for this report has been obtained.



About Grant Thornton

Our purpose at Grant Thornton is to make business more personal and build trust into every result.

Grant Thornton is the U.S. member firm of Grant Thornton International Ltd (GTIL), one of the world's leading organizations of independent audit, tax and advisory services. With fiscal year 2022 revenues of $2.3 billion, Grant Thornton is the largest member firm in the GTIL network.

At Grant Thornton, how we work matters as much as what we do. We're collaborators who understand the value of strong relationships. By pursuing a strategy of high-value service tailored to our client's unique needs, we have seen our firm's growth steadily accelerate in recent years.

The firm's clients include dynamic publicly and privately held companies, financial institutions, and civic and religious organizations. The core industries we serve include asset management, technology, healthcare, private equity and manufacturing.

Headquarters

Chicago

Our industries

Asset management, banking, energy, healthcare, hospitality and restaurants, insurance, life sciences, manufacturing, media and entertainment, not-for-profit, private equity, real estate and construction, retail and consumer products, services, technology and telecommunications and transportation

Our firm at a glance*

Services

Audit | Tax | Advisory

616
Partners/Principals

7,599
U.S.-based employees

1,695
employees based in India

$2.3 billion
in annual revenue

51
Offices

* The information presented here is as of 7/31/2022 (our fiscal year-end) and does not represent Grant Thornton's current state at the time of this report's publishing. The number of partners, principals, employees and offices include Grant Thornton and its Public Sector Advisory practice, which was divested in October 2022.

Advancing ESG at Grant Thornton

Our commitment to environmental, social and governance (ESG) excellence is not a response to a moment in time. We have set ESG at the heart of our firm's strategy to increase risk resilience and drive new growth opportunities. We see ESG as a business imperative and one of the critical ways in which we take action to carry out our responsibilities as a good corporate citizen to create stronger futures together.

Being transparent about our ESG initiatives is essential, including regularly reporting on our commitments, as well as providing updates on our progress through our annual ESG Report, CDP response and EcoVadis assessment. This transparent reporting is important to communicate with our many stakeholders and is a means to hold ourselves accountable as we strive to make progress each year.

ESG initiatives are drivers of both success and value, helping us not only leverage opportunities and mitigate the risks to our firm, but also to respond to what our stakeholders care about. We understand that our value as an organization is determined by our stakeholders — not just by our revenues and profit. And the more additional value we create through ESG performance, the greater our value proposition becomes to stakeholders, our communities and the planet we all share.

"Grant Thornton is a people-first and client-focused business. We strive to meet the expectations of our stakeholders, with whom we regularly engage to learn what's important to them — and we use that information to set our ESG agenda. The goal: to strengthen and clarify our firm-wide strategies and to hit our ambitious ESG targets."

Beatrix Bernauer, Chief Risk & Compliance Officer

ESG management and governance

Our ESG management and governance practices provide the accountability and support necessary for successful execution of our ESG strategy. Grant Thornton's National Leadership Team (NLT), comprised of members of our Senior Leadership and Executive Leadership Teams (SLT and ELT), are all appointed by our CEO. The firm's chief risk and compliance officer (CRCO) and national managing director for culture, immersion and inclusion are members of the NLT and set and guide our business strategy, plans, budgets and performance objectives to ensure ESG issues are fully integrated and addressed in operating plans.

Firm governance is the responsibility of the Grant Thornton Partnership Board, consisting of elected members and the CEO, who is appointed by the Partnership Board and ratified by the firm's partners and principals. The Partnership Board approves the firm's direction, formulates governance guidance policies and reviews and oversees the firm's actions, business plans and budgets.

The full Partnership Board receives reports on the ESG program at least annually, including reports related to sustainability and to diversity, equity, and inclusion (DE&I) initiatives and goals, colleague engagement and well-being, cybersecurity and privacy updates, and related compliance topics. The Partnership Board, along with the SLT, oversee the firm's progress on DE&I and climate-related goals and approve relevant strategies and plans.

Our strategy and goals

The strategic principles below frame and guide our overall ESG actions and priorities, all with the intent to exceed the expectations of those we serve and support:

- Engaging directly with our stakeholders to make sure we address the most significant issues in our business
- Building mutual trust and a sense of shared responsibility with our clients and colleagues
- Emphasizing quality over quantity in setting priorities
- Maximizing the efficient use of resources in fundamental areas of our business, while mitigating negative impacts
- Playing a substantive role in advancing DE&I and sustainability in partnership with our communities
- Being an employer of choice for diverse, talented professionals in our field

In 2020 and 2021, we introduced annual, short-term and long-term goals. These goals reflect our ambition to advance our progress in key ESG areas, including DE&I and sustainability. And, like many organizations, our stakeholders continue to want more fulsome disclosures on our ESG performance to assist in their decision-making. Each year, we strive to report additional metrics and better explain our priorities and actions. Below is an outline of our primary ESG goals and our 2022 progress.

Our DE&I goals

Our goals	2022 progress	Target date
30% of our new hires will be Black and African American or Hispanic and Latinx (also recognizing opportunities for increased hiring of Pan-Asians, Native Americans, Hawaiians and Pacific Islanders)	60% progress to completion	By the end of fiscal year 2025
35% of our National Leadership Team and market-focused leaders will be women, people of color, LGBTQ+, individuals with disabilities, veterans or military spouses	91% progress to completion	
40% of our partners, principals and managing directors will be women, people of color, LGBTQ+, individuals with disabilities, veterans or military spouses	95% progress to completion	
50% of our hot-skills training opportunities (including firm-sponsored certifications, advanced technology skills and leader-sponsored training and development initiatives) will include women, people of color, LGBTQ+, individuals with disabilities, veterans or military spouses	100% achieved	
50% increase across the firm in our representation of veterans, military spouses and individuals with disabilities, from fiscal year 2020	91% progress to completion	

For more details about our progress, see "DE&I goals for 2025," page 16.

Our sustainability goals

Our current sustainability goals are presented below. We have committed to setting a net-zero target with the Science Based Targets initiative (SBTi) and are working to refine our existing targets to bring them into alignment with the SBTi Net-Zero Standard. Our updated net-zero targets will be shared in a future ESG Report.

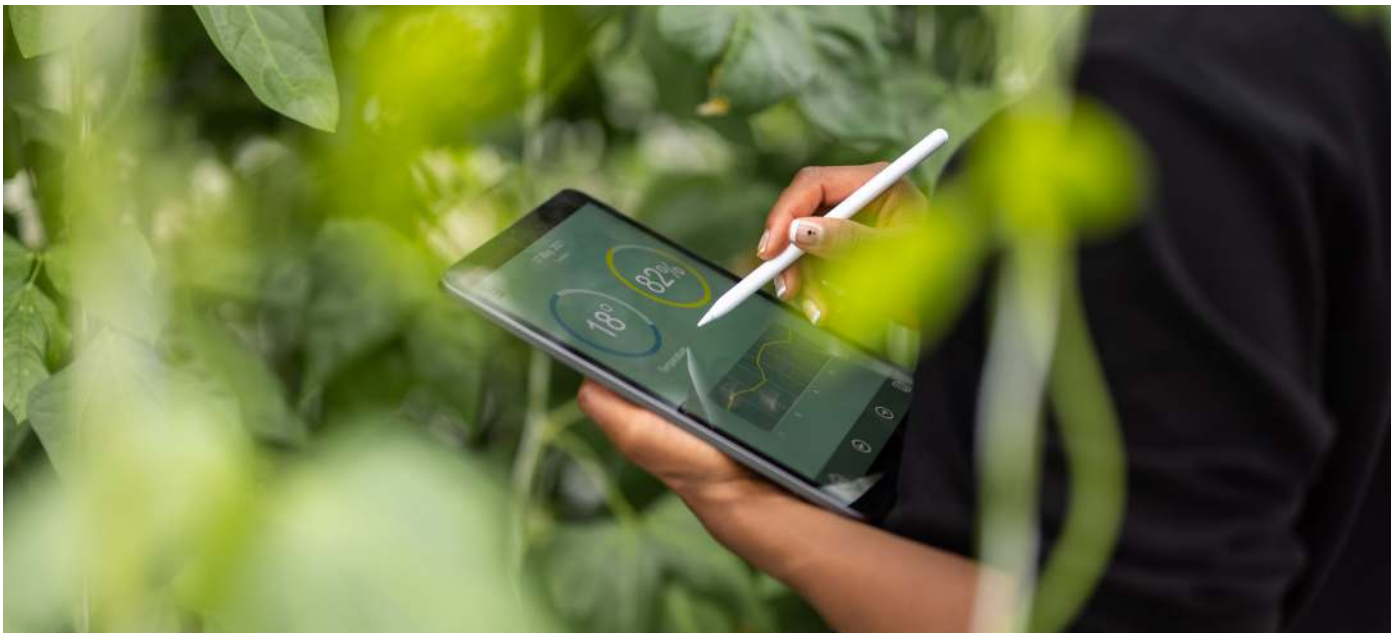
Our goals	2022 progress	Target date
Report our greenhouse gas (GHG) emissions data to CDP (formerly the Carbon Disclosure Project)	Achieved	Annually
Submit our GHG emissions and net-zero targets for validation by the SBTi	Grant Thornton's targets are in the process of being refined and we will submit for validation by the SBTi in 2023	By the end of calendar year 2023
Reduce our GHG emissions by 55% from our 2019 baseline	Calendar year 2021 emissions were less than half of our baseline year emissions	By 2030
Achieve net-zero GHG emissions	See above	By 2030

For more details about our progress, see "Our progress," page 41.

Our colleague goals

Our goals	2022 progress	Target date
Achieve 100% personnel training on applicable ethics and compliance topics	Achieved greater than 99% completion	Annually
Educate 100% of Grant Thornton colleagues on environmental and sustainability initiatives	Our training is in development and will be rolled out to colleagues in 2023	By the end of calendar year 2023

For more details about our progress, see "Doing business responsibly," page 33 and "Developing our GHG reduction strategies," page 40.



Our stakeholders

We pride ourselves on building strong and lasting relationships with our stakeholders, as these relationships inform our ESG strategies, initiatives and reporting measures.

Grant Thornton partners, principals and leadership teams
Grant Thornton's partners, principals and leadership teams are enlisted to help set the firm's strategies, implement initiatives and provide feedback to support progress in multiple areas of ESG.

Grant Thornton colleagues
Grant Thornton's colleagues provide input on our ESG efforts through a variety of ways, including through periodic surveys. Annually, colleagues share their thoughts through our GTShape Engagement and Pulse surveys and through our Colleague Sustainability Survey. We also conduct periodic focus groups to collect feedback on particular firm initiatives. Colleagues are kept informed on our ESG progress through internal communications, all-hands calls and through our reporting channels including our annual ESG Report. Additionally, our recruiting teams engage regularly with recruits, including interns, new college graduates and experienced hires to understand their feedback and concerns.

GTIL and other member firms
As a member firm of Grant Thornton International Ltd (GTIL), our firm's colleagues communicate regularly with GTIL and leaders of the other member firms to discuss important matters. ESG subject matter experts regularly connect to discuss matters important to the firms and the network.

Clients
We interact frequently with our clients through our engagements and solicit feedback through follow-up surveys regarding Grant Thornton's service. We evaluate client requests for proposals and other outreach to identify trends on issues most important to them. Our firm regularly conducts surveys and research with business and industry leaders to understand trends and uncover relevant insights, which we share through webcasts and published articles.

Our communities
Colleagues across our 50+ offices represent Grant Thornton in their communities. They stay involved in community organizations, volunteer their time and give back in a variety of ways. Through our colleagues, Grant Thornton is able to understand challenges facing our communities and respond by donating funds, engaging in hands-on and skills-based volunteering and using our platform to raise awareness about relevant issues. Additionally, through our national Purple Paladin program, we leverage our resources to support up-and-coming non-profit organizations.

Our suppliers
We engage our suppliers through our procurement team, which manages our supplier relationships. Through these relationships and supplier engagement opportunities, we gain insights into current issues.

Regulators, governments, ESG standard setters, professional bodies and trade associations
External groups, including regulators and governmental agencies; ESG standard setters like the Global Reporting Initiative (GRI), the International Sustainability Standards Board (ISSB) and the Task Force on Climate-Related Financial Disclosures (TCFD); professional bodies; accounting industry organizations, including the American Institute of Certified Public Accountants (AICPA), the Center for Audit Quality (CAQ), professional coalitions like the Glasgow Financial Alliance for Net Zero (GFANZ) and others, all help inform and shape our reporting practices and how we address ESG issues internally.

Our approach to materiality

In 2021, we commissioned a third-party materiality assessment to hear directly from certain primary stakeholder groups on the ESG issues that matter most to them and which they believe should matter most to our firm. The information we collected helped us assess and prioritize the most important ESG issues facing our business and identify potential opportunities and trends relevant to Grant Thornton. We also used these findings to identify new topics to build into our strategy, to address in our report and to help us assess the impact of global challenges like the COVID-19 pandemic. Internal and external stakeholders who participated in the assessment were asked to rank the importance of specific ESG issues we should address. Stakeholders who participated in the 2021 assessment included our colleagues, clients, partners and members of the firm's leadership.

In 2023, we plan to conduct a full materiality assessment aligned with the methodology from the revised GRI Standards.

Colleague sustainability survey

Annually, we plan to conduct colleague sustainability surveys to understand the top issues on which our people believe the firm should focus. From our 2022 survey, we were able to gather responses from thousands of our U.S. - based colleagues at every level in the firm, from associate to partner, and across all service lines. Our colleagues ranked the following topics as their top five:

1 Employee health and well-being

2 Talent attraction, retention and development

3 Technology and innovation

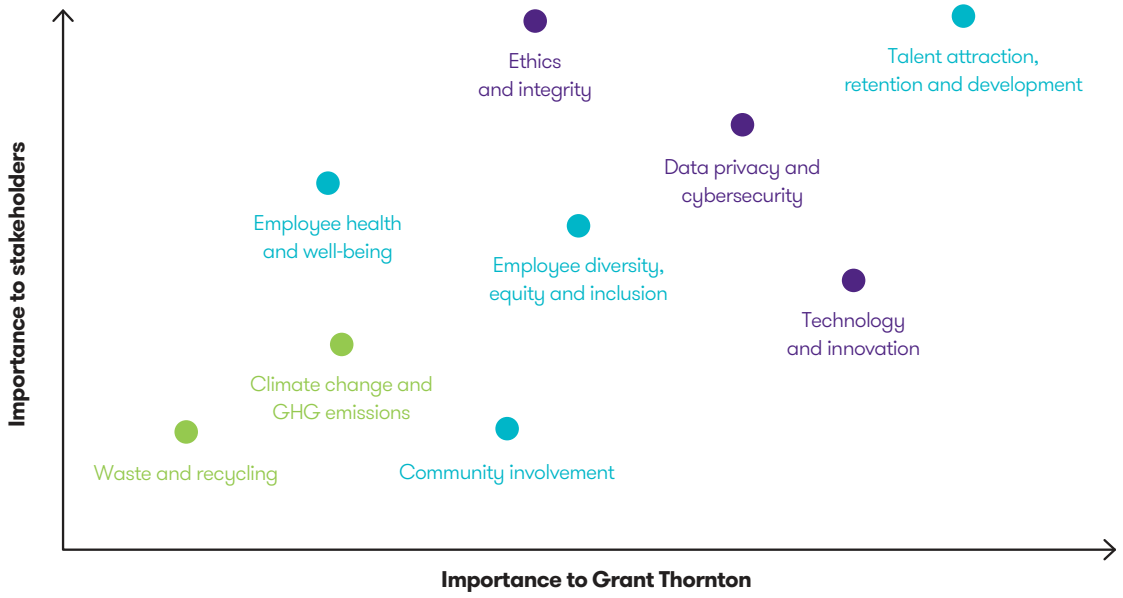
4 DE&I

5 Climate change and GHG emissions

The top five topics identified by our colleagues are areas where we've focused more attention over the past year through our strategic initiatives and our efforts will continue in the future.

As determined by our stakeholders, our most material issues include:

Environmental	Social	Governance
Climate change and GHG emissions Waste and recycling	Talent attraction, retention and development Employee diversity, equity and inclusion Employee health and well-being Community involvement	Ethics and integrity Data privacy and cybersecurity Technology and innovation



Contributing to the United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (U.N. SDGs) provide a blueprint to achieve a more sustainable future by directly addressing the most pressing global challenges. We have identified seven U.N. SDGs most relevant to our business and are committed to integrating them into our own goals.

Our current sustainability commitments and efforts align best with these seven U.N. SDGs:

Our actions to advance these U.N. SDGs are referenced in the following pages, and we will continue to look for opportunities to advance additional U.N. SDGs in the future.

GOLD 2022 ecovadis Sustainability Rating

High marks from EcoVadis

Grant Thornton received high marks in 2022 from EcoVadis, one of the world's largest providers of business sustainability ratings, which evaluates policies, actions and results in four main categories: Environment; Labor & Human Rights; Ethics; and Sustainable Procurement.

Grant Thornton's scores improved in all four categories from the previous year's assessment due to the progress we made in 2021. Improvements resulted from our work in advancing our DE&I goals and initiatives, generating professional development opportunities for our colleagues, establishing our GHG emissions reduction goals, signing onto the SBTi and providing more transparency in our reporting.

Because of these efforts, the firm was awarded a Gold Medal rating (up from a Bronze Medal rating last year), ranking us in the top 5% among all companies and in the top 1% of 686 participating professional services firms from around the world.

Advancing ESG for clients

Today, ESG is front and center for investors, executives, audit committees and boards. The increased demand for transparency and comparability makes for a challenging landscape, as many companies try to understand how ESG fits into their strategy, business plans and reporting, while seeking to reduce risk and maximize opportunities.

Grant Thornton offers ESG services to support companies and organizations as they seek to develop, implement, measure and report on their own ESG commitments, actions and impacts. Our professionals include ESG and industry experts who "meet clients where they are," by offering customized services that cover the range of ESG — from strategy and operations to reporting and assurance. With executive orders focused on tackling climate change, and SEC leadership focused broadly on ESG — in particular climate reporting — the imperative has never been more pressing.

We simplify ESG by helping clients determine which elements impact their business most — whether it's attracting investor capital, earning customer loyalty or attracting and retaining talent. And we help clients deep dive into specific growth areas, such as tying together human capital management, supply chain operations and tax credits and incentives to achieve business goals and contribute to their communities.

Preparing clients for evolving expectations and reporting

In addition to helping our clients understand and prepare for evolving ESG reporting requirements, Grant Thornton also takes an active role in being a voice to help shape regulatory policy.

In response to the proposed rules on "The Enhancement and Standardization of Climate-Related Disclosures for Investors," put forth by the SEC in March 2022, we launched a series of educational presentations, webinars and individual consulting conversations for hundreds of clients and prospects and published a short, easy-to-understand summary of the key aspects of the proposal, in addition to sharing our own comments with the SEC.

Our ESG services team has also been providing "assurance readiness" — working with clients to conduct a "dry run" of assurance procedures to identify gaps and provide feedback to help them be ready for assurance over reported ESG information.

We expect voluntary and regulated ESG reporting to evolve over the coming years and remain committed to being — and keeping our clients — ahead of the changes.

Visit gt.com to view our ESG insights.

"Under the umbrella term 'ESG' are a number of familiar initiatives that businesses have managed for years — safety, being a preferred employer, quality and efficiency. As companies small and large are responding to the globe's most pressing issues, they'll need their accountants to make the journey with them."

Jim Burton, Partner, ESG & Sustainability

Our commitment to culture

Supporting U.N. SDGs:

Grant Thornton is committed to fostering a caring, high-performance culture, where people are empowered to bring their diverse backgrounds and ideas together to solve business challenges. We are a community aligned around our CLEARR values, which unite us and reflect our commitment to culture.

Our CLEARR values are strengthened through the tools, resources and benefits we offer our colleagues — from our True North culture immersion program, diversity, equity and inclusion (DE&I) initiatives and business resource groups; to our hybrid work model, comprehensive benefits and well-being support. These all come together to create a supportive, inclusive environment where our colleagues can flourish, and, in turn, provide more opportunities to succeed for our clients, communities and each other.

Here at Grant Thornton, our people come first. Upholding our CLEARR values and staying true to our collaborative and inclusive culture is inherent in our approach to ESG.

Collaboration
Work together;
act as one.

Agility
See with clarity;
act with purpose.

Leadership
Build trust;
make a difference.

Respect
Care deeply;
listen intently.

Excellence
Deliver quality;
pursue greatness.

Responsibility
Own your action;
be aware of your impact.

Making work more flexible

As part of our efforts to maintain a culture that supports the professional and personal needs of our colleagues, in 2021, we formally adopted a hybrid work model. With this model, our colleagues can work from a Grant Thornton office, home or client site, based on their own needs and the needs of their clients and teammates.

Our firm has benefitted from our hybrid work model in a number of ways. We are able to expand our reach as an employer, including increasing our hiring of colleagues with disabilities. It has also given our colleagues better control over their days, providing more work-life balance for our working parents, resulting in our working parents becoming the most engaged population in our workforce.

It's also helped us transition our offices from transactional, private workspaces to culture hubs used for collaboration, socialization, training and development — allowing us to reduce our office square footage and contribute to our emissions reduction goals. By remaining agile in our approach, we can deliver quality results for our clients, while remaining focused on firm goals and the personal goals of our colleagues.

Staying true to who we are

With colleagues contributing daily to our dynamic culture, we want to make sure everyone feels empowered to stay true to who we are. One way we do this is through True North, our culture immersion experience for new and existing colleagues across our firm. True North reinforces the most unique aspects of our culture and helps us navigate how we work and make decisions, with our purpose as the North Star to guide us.

In fiscal year 2022, all colleagues at the firm participated in True North, which included learning sessions, small group cohorts and other interactive activities. Our colleagues were able to further explore the culture concepts that help us stay aligned.

Our culture immersion not only strengthens the foundation of our culture, but it also helps clarify our direction and the roles we play to serve each other, our clients and our communities.

Strengthening colleague engagement

To continue shaping the way we engage, support our teammates and bring feedback to life, we measure colleague engagement annually through our GTShape Engagement and Pulse Surveys. The surveys, which are administered by a third party to protect colleague data, focus on questions in a variety of areas including career growth, team dynamics, trust in leadership, communication and other important engagement topics.

Through these surveys, we are able to gather more specific feedback and shape the Grant Thornton experience by identifying areas of opportunities and strengths in conjunction with firm priorities.

While we have seen favorable feedback in many areas, we recognize there is room for improvement to further strengthen our colleagues' experiences and cultivate an environment of belonging. Ensuring that people feel like they belong at Grant Thornton, feel proud to work here and feel accepted by the people they work with are measures that will continue to be among our highest priorities so everyone can agree that these are key tenets of their experience.

We will also focus on areas of feedback for opportunities to strengthen communication during times of change, more clearly define how performance is measured and continue to illustrate how our colleagues' roles and contributions align with overall firm strategies.

In addition to firmwide enhancements, we are leveraging our local offices and teams to help recommend and activate timely and viable actions and leveraging mechanisms like the GTShape Engagement and Pulse surveys to ensure the voices of our people are more intentionally incorporated into decisions that impact them.

We don't only want people to choose to work at Grant Thornton and to stay, we want them to love it here. To do that will require listening, learning and activating in ways that are fully demonstrative of our CLEARR values — and we are fully committed to doing so.

Our colleagues' responses to our most recent 2022 GTShape survey showed that:

89% feel that people at the firm treat each other respectfully

81% believe we provide opportunities to learn new skills that will help them succeed

85% feel accepted by the people they work with

78% love the people they work with

81% are proud to work at Grant Thornton

76% feel like they belong at Grant Thornton

"As a high-achieving employer of choice for our people, we believe it is essential that we take the time to listen to our colleagues. We are proud to see the continued progress we are making relative to our colleague's feelings of engagement and how those feelings have continued to deepen over the span of these last three years in particular."

Mike Monahan, National Managing Principal, People & Community

Continuing our focus on DE&I

Supporting U.N. SDGs:

Anyone in professional services can say they're in a people business. But at Grant Thornton, we make business more personal and build trust into every result. We see, serve and celebrate the individual as an individual — whether they are a summer intern or a client.

While we still have work to do, our commitment to advancing diversity, equity and inclusion (DE&I) is unwavering, and we go beyond checking boxes. DE&I is a strategic priority, designed to enhance our culture of inclusion and belonging, which is essential for business growth, community building and colleague empowerment. Our leaders and team members consistently help each other — identifying their needs and empowering them to build a more confident future. The result: an organization where people can be themselves and thrive.

"Now, more than ever, organizations like Grant Thornton can lead by doing not only what is profitable, but also what is right. This includes fostering an internal culture that works for everyone. Our commitment to DE&I stands strong because we value the people and stories that are instrumental in driving the change necessary for our firm and industry to advance and our communities to thrive. It is also for this reason DE&I continues to be a cornerstone of our ESG efforts."

Rashada Whitehead, National Managing Director for Culture, Immersion and Inclusion

DE&I goals for 2025

Creating a stronger future is what we had in mind when we created our DE&I goals. We aimed to not only respond to today's challenges but to also look ahead to what an inclusive workplace would look like in the future — so we are ready to meet the most relevant needs that would drive change and continuous improvement for our people and business.

By the end of our fiscal year 2025 — our 100th anniversary — we aspire to fulfill five key diversity goals that serve and support our DE&I efforts:

Our goals	2022 progress	Target date
30% of our new hires will be Black and African American or Hispanic and Latinx (also recognizing opportunities for increased hiring of Pan-Asians, Native Americans, Hawaiians and Pacific Islanders)	60%	By the end of fiscal year 2025
35% of our National Leadership Team and market-focused leaders will be women, people of color, LGBTQ+, individuals with disabilities, veterans or military spouses	91%	
40% of our partners, principals and managing directors (PPMDs) will be women, people of color, LGBTQ+, individuals with disabilities, veterans or military spouses	95%	
50% of our hot-skills training opportunities (including firm-sponsored certifications, advanced technology skills and leader-sponsored training and development initiatives) will include women, people of color, LGBTQ+, individuals with disabilities, veterans or military spouses	100%	
50% increase across the firm in our representation of veterans, military spouses and individuals with disabilities, from fiscal year 2020	91%	

When we established our goals, we knew our most ambitious goal would be achieving 30% of new hires who are Black and African American or Hispanic and Latinx. We have continued to make good progress since the goal was established — achieving 40% growth over the past two years — but we still have further to go. Our intentional efforts to expand recruiting are paying off and will continue to advance our progress in achieving this goal in the upcoming months and years.

While we have met our hot-skills training goal each year since it was created, we continue to thoughtfully support this goal annually.

In the area of leadership and PPMD diversity, we are over 90% of the way there, but we still have work to do to fully meet these goals by 2025. We do not see much annual turnover or change in these positions, so intentionality in our succession planning processes is essential for our continued progress.

While we are pleased with our progress — and the systems we've been able to build to support our efforts — we continue to stay focused on creating a stronger future.

Our comprehensive approach to DE&I

Advancing DE&I is embraced throughout the firm — from the policies and actions of our CEO and the National Leadership Team Task Force to the many engaging programs and events of our business resource groups (BRGs), led by colleagues across the firm.

We have identified the following strategic areas that will continue to require action to achieve our goals, including:

- **Culture:** DE&I concepts are part of the core of True North, our firm-wide culture immersion experience, which includes a module on how we can harness our diverse backgrounds and unite to achieve the power of inclusion.
- **Leadership accountability:** As part of their performance scorecards, our partners and principals are measured on DE&I leadership actions, commitments and results.
- **Training and development:** Our diversity training is critical to the success of our efforts, from amplifying our baseline unconscious bias training — with an additional focus on microaggression and psychological safety — to DE&I learning pathways.
- **Colleague promotions:** We are taking a detailed look at how we promote colleagues and how we help them reach their potential in ways that minimize and ultimately eliminate barriers and biases that can prevent advancement.
- **Recruiting:** Externally, we continue to expand our diversity outreach initiatives through college and university recruitment, including our growing list of Historically Black Colleges and Universities (HBCUs) and the many Hispanic Serving Institutions (HSIs) we've included this year.
- **Succession planning:** To expand the pool of diverse candidates internally, we have instituted a self-nomination process for leadership positions and broadened the scope of our succession planning process. We also look to our BRG leaders to help identify potential new leadership candidates.

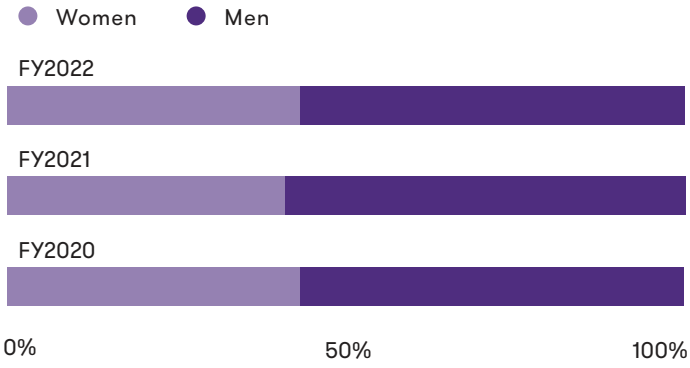
Grant Thornton colleagues by the numbers

Since we first publicly reported our DE&I data three years ago, we have maintained an overall workforce that is 45% women. We have started to see marginal improvements in the percentage of women in our leadership positions with 26% of partners or principals being women compared to 24% in fiscal year 2020.

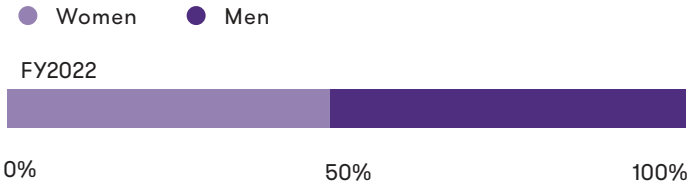
For a detailed breakout of gender by job level, see page 47.

While we have not seen as much change in terms of gender, we have seen slight progress in becoming a more diverse workforce from a race and ethnicity perspective. Our populations of Asian, Black or African American and Hispanic or Latino professionals have each increased more than 1% over the past three years. In fiscal year 2022, a higher percentage than previous years of new hires opted not to disclose their race and ethnicity information. This is something we plan to address by running self-identification campaigns to help colleagues see the value in sharing this information.

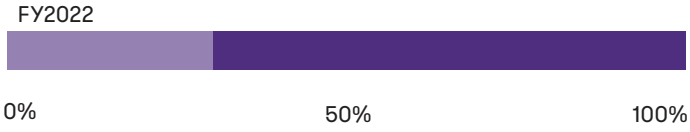
Gender breakdown of U.S.-based colleagues



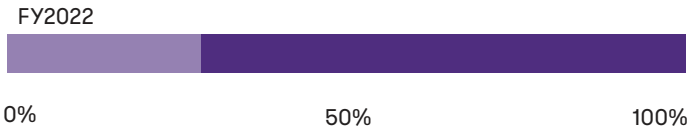
Gender breakdown of INDUS colleagues



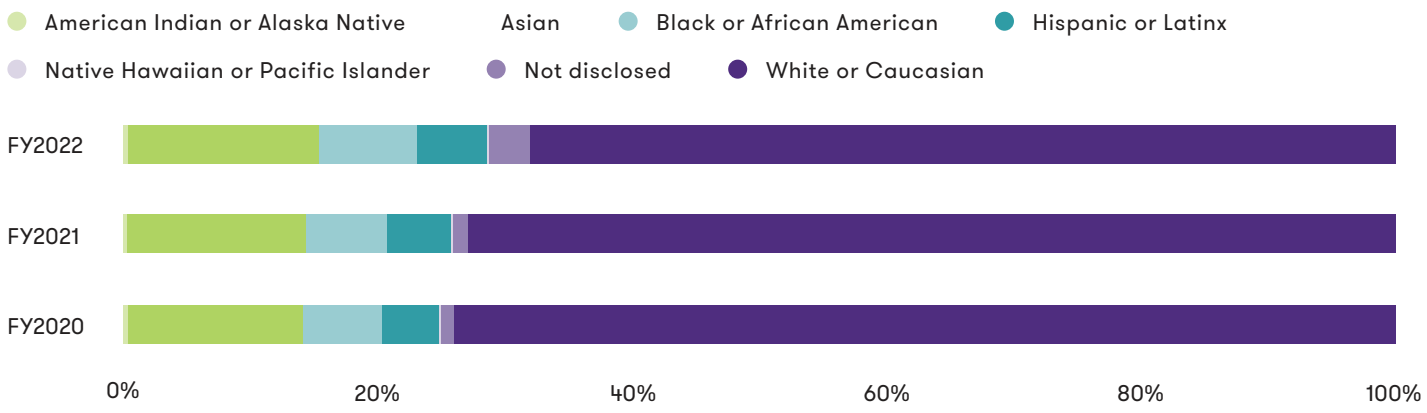
Gender breakdown of PPMDs



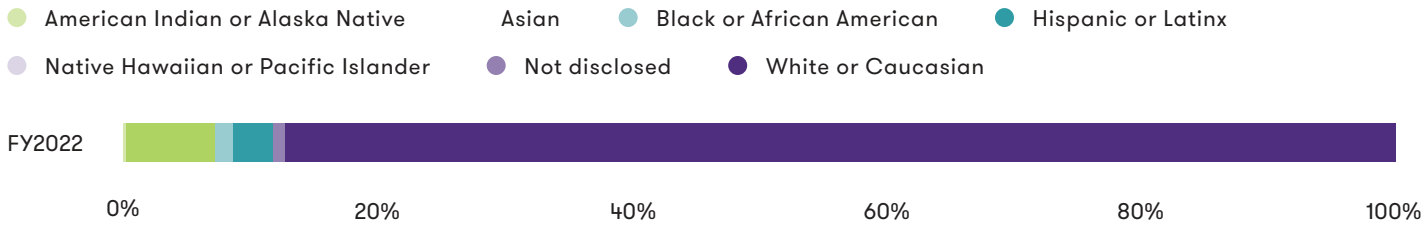
Gender breakdown of Partnership Board members



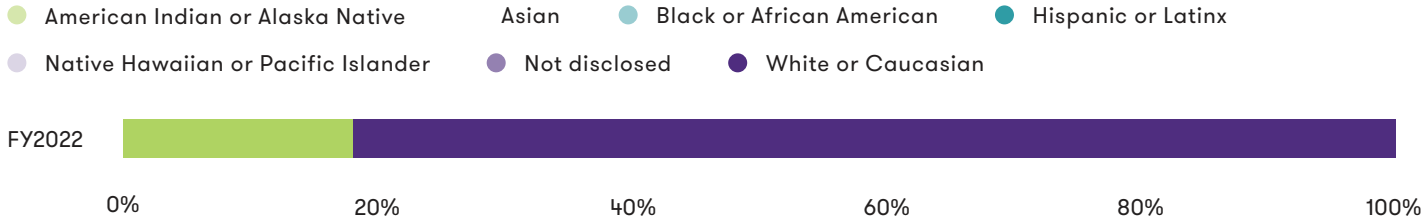
Race or ethnicity breakdown of U.S. - based colleagues



Race or ethnicity breakdown of PPMDs



Race or ethnicity breakdown of Partnership Board members



Data summarized on 7/31 of each fiscal year. "Colleagues" refers to all Grant Thornton personnel. PPMDs and Partnership Board members are included in colleague metrics.

Business Resource Groups

People thrive when their perspectives are valued, when they enjoy working with each other and when they're empowered to bring their whole selves to work. Our business resource groups (BRGs) play an essential role in reinforcing our culture of inclusion and belonging, while ensuring diverse perspectives are brought to the table.

Membership in our BRGs has grown to include over half the firm and is made up of colleagues from various service lines, career levels and job functions. BRG members serve as valued advisers, coming together to share their experiences and provide new ideas on how we do business. Input from our BRGs has been used to help the firm shape everything from health benefit changes to corporate policies and office space design. BRG members are empowered to use 40 hours of chargeable time per year for related DE&I work and external community engagement activities.

Joining a BRG at Grant Thornton is an engaging way to network, develop leadership skills and contribute to the firm's strategic drivers. Our engagement survey results have shown that BRG members are more likely to feel that they belong at Grant Thornton, see more professional growth and career development opportunities, and have higher job satisfaction.

Our BRGs include:

- **Black Professionals & Allies**
- **Disability Alliance**
- **Equality GT**
- **Future Leaders & Allies**
- **Hispanics/Latinxs & Allies**
- **Pan-Asians & Allies**
- **Veterans & Allies**
- **Women & Allies**
- **Working Parents & Allies**

"As a national leader in both our Future Leaders & Allies and Black Professionals & Allies BRGs, I have enjoyed actively contributing to ensuring DE&I is a part of everything we do at Grant Thornton. Personally, through my participation in these BRGs I have been able to expand my leadership skill set and grow my professional network."

Gardy Claudel Lamonthe, Sr. Associate, Advisory

Colleague-led groups at INDUS

Helping Hands is the INDUS Corporate Social Responsibility group, much like a BRG. The team's mission is to support INDUS' social responsibility goals by inspiring colleague involvement in the local community through voluntary activities. Helping Hands strives to make a difference by providing a range of services, from disaster relief to education, support and skills training for those in need.

Our INDUS team also supports additional colleague-led groups, including Women@INDUS, a forum to celebrate successes and address the challenges that women face in the workplace and in life.

A caring response to the baby formula shortage

In 2022, parents around the U.S. faced a critical shortage of baby formula. In March, the Working Parents & Allies BRG hosted a forum where members discussed how they might work together to help parents. To help, members of the BRG created a formula shortage survey through which colleagues could indicate their needs or willingness to help.

In response, people from around the firm offered to share formula and breast milk to those with an immediate need. Over 200 colleagues participated in either looking for formula or requesting it with over 100 "matches" made to ship formula.

To help relieve the shipping costs, the firm encouraged colleagues to bring the formula into their local Grant Thornton office for the Workplace Solutions Team to handle the shipping — at no cost to the individual.

This initiative impacted many of our working parents and we were proud to see so many people helping by purchasing and shipping formula across the country to those who needed it.

"As a first-time parent, having a baby at home is tough enough — adding the stress of a formula shortage was unbearable. I'm thankful for the Working Parents & Allies BRG who quickly found ways to help me locate the specific allergy-free formula we needed. Grant Thornton began offering shipments of formula at no charge to us, and soon formula came pouring in from all over the country."

Jessica White, Associate Director, Client Service Operations

Partnerships that strengthen diversity and inclusion

At Grant Thornton, strong partnerships are a top priority for consistently discovering different ideas, perspectives and experiences. In taking time to understand the viewpoints of key stakeholders and partners, we make sure every voice is heard and fresh ideas transform into actions.

We have ongoing partnerships with the National Association of Black Accountants (NABA), the Association of Latino Professionals for America (ALPFA) and Ascend. These nonprofit professional organizations are dedicated to bridging the opportunity gap for Black, Latino and Pan-Asian professionals in the accounting, finance and other business disciplines, as well as providing great learning opportunities for students and young professionals from these communities, which will help build a pool of emerging talent for the future.

Grant Thornton established a partnership with Disability:IN to learn, engage and make sure we are creating an inclusive and equitable work environment for colleagues who have a disability and/or are caregivers of people with a disability. In 2022, we participated for the first time in the Disability:IN Conference career fair and for the third year in a row, we were named a best place to work for disability inclusion. Additionally, our CEO, Seth Siegel, is a signatory of Disability:IN's CEO letter on disability inclusion that encourages organizations to prioritize disability inclusion as part of their DE&I efforts.

"Having the opportunity to attend the Ascend Convention with my colleagues was one of the highlights of my year. I had the honor of representing Grant Thornton on a panel focused on the future of hybrid work. Speaking on the panel was a great way to highlight the firm's dynamic culture that I love contributing to through my BRG leadership."

Daniel Kee, Audit Senior Manager

Growing our commitment to LGBTQ+ inclusion

We also strengthened the firm's commitment to LGBTQ+ inclusion by forming a new strategic partnership with Out & Equal, a nonprofit organization dedicated to achieving global LGBTQ+ workplace equality. Through its worldwide programs, corporate partnerships and annual Workplace Summit conference, Out & Equal helps LGBTQ+ people thrive and supports organizations like ours in creating a culture of belonging.

With the new partnership, our Equality GT BRG leadership has access to Out & Equal's global hub, a portal that has a variety of educational webinars, resources and forums to exchange LGBTQ+ best practices; educational webinars for our Equality GT BRG members; LGBTQ+ consultation for our firm; branding opportunities highlighting our firm as an LGBTQ+ inclusive workplace; and an opportunity to participate in community engagement groups (e.g., bi+, parents of LGBTQ+ children, BIPOC and transgender/nonbinary). These groups offer a place for people to connect virtually, build relationships with professionals of like identities, share common challenges and resources and inspire each other through individual stories.

Our awards

- Disability Equality Index "2022 Best Places to Work for Disability Inclusion" with a 100% score (three consecutive years)
- Perfect score on the Human Rights Campaign Corporate Equality Index (six consecutive years)
- Seramount's "Best Companies for Dads" (four consecutive years)
- Seramount's "Best Companies for Working Mothers" (17 consecutive years)

Supporting the Accounting+ Challenge

Grant Thornton has a long-standing partnership with the Center for Audit Quality (CAQ), a nonpartisan public policy organization serving as the voice of U.S. public company auditors.

Recently, the CAQ announced the Accounting+ Challenge, a $1.4 million campaign funded by accounting firms, including Grant Thornton, to raise awareness of the accounting industry for Black and Hispanic students, who have historically been underrepresented in the profession. A national two-year branding and persuasion campaign, Accounting+ begins with awareness and continues with programmatic support to keep students engaged through their educational journey. Ultimately the goal is to encourage students from underrepresented minority groups to join the profession.

Grant Thornton leaders, including our CEO, serve in a number of capacities that include the CAQ's Governing Board, the Chief Diversity Officer working group and communications committee.

Recruiting top talent

When it comes to investing in our future teammates, we start early. Our recruiting efforts start at the high school level and extend through college and beyond. To attract top talent, both today and in the future, we need to educate students about career opportunities in our industry. We need to proactively reach out to students from a diverse set of backgrounds and experiences and welcome them to the accounting profession.

"Improving DE&I within accounting is a challenge that requires a collective effort. Grant Thornton was an early champion of Accounting+, a coordinated campaign to diversify the accounting pipeline as never before. Focused on debunking myths about a career in accounting, Accounting+ is a nationwide campaign reaching high school and college students from diverse backgrounds with engaging, dynamic resources that lay out the reality of a career in accounting. Believing that 'you can't be what you can't see,' Accounting+ is meeting students where they are with information relevant to their academic and career pursuits. Grant Thornton was a founding supporter of this groundbreaking campaign to change the face of accounting."

Julie Bell Lindsay, CEO, Center for Audit Quality

Thurgood Marshall College Fund

In 2020, our Black Professionals & Allies BRG helped the firm identify new strategic financial commitments and policy changes. What resulted was a three-year commitment between the Grant Thornton Foundation and the Thurgood Marshall College Fund (TMCF), through which the Foundation has committed to donate $300,000 ($100,000 per year since 2020).

But our involvement with TMCF goes well beyond donations. For the second year in a row, we will sponsor the TMCF Train the Trainer program, which equips faculty and staff at HBCUs with the tools, resources and knowledge needed to prepare students before internships and full-time employment. More than 500,000 Black students from more than 40 qualifying schools will benefit from the Grant Thornton and TMCF partnership.

Grant Thornton is also an associate sponsor of the TMCF Leadership Institute, which brings together over 400 talented future leaders for professional development and recruiting opportunities.

> "We are proud to partner with Grant Thornton on the Train the Trainer program. Anytime we can work with partners on strengthening our diversity, equity and inclusion initiatives for those critical staffers that serve our HBCU students is always appreciated. This work impacts TMCF because DE&I is one of the guiding pillars of our organization."
>
> **Harry L. Williams, President & CEO, Thurgood Marshall College Fund**

Expanding our relationships, opportunities and mentorships

In March 2022, Grant Thornton joined the HBCU Partnership Challenge, an effort to promote greater engagement and support between private companies and HBCUs, recognizing that diversity creates a stronger workforce and that HBCUs play a critical role in building the diverse workforce of the future. This initiative reflects our commitment to create opportunities for students, faculty and staff, while advancing diversity and inclusion within the firm and connecting with promising young professionals who can help take the firm to new heights.

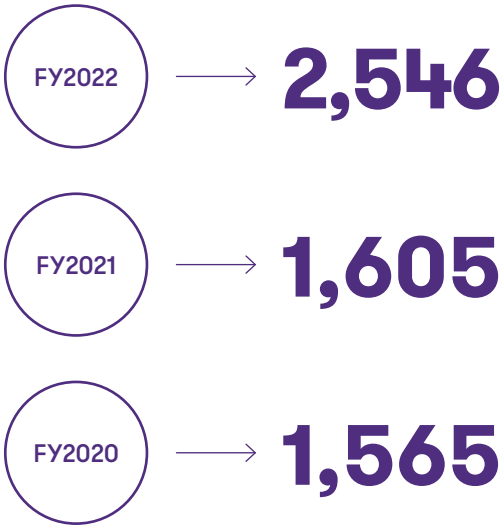
We have added 20 HBCUs and HSIs to the list of focus schools for this fiscal year, and we initiated partnerships with diversity organizations at our other focus schools to expand our reach, which increases our pipeline of candidates from underrepresented backgrounds. Recruiting efforts range from posting available job opportunities on campus to participating in career fairs, tabling and panel events, classroom presentations and student organization-run events.

Meanwhile, we continue to expand other programs focused on professional development and mentorships for students from traditionally underrepresented communities. We continued our Empower program, which provides freshmen and sophomores interested in accounting and professional services with a pipeline into the firm's Sophomore Rotation Internship Program. Grant Thornton mentors interact with students before, during and after the two-day virtual program, to help them navigate the firm, our culture and their career opportunities.

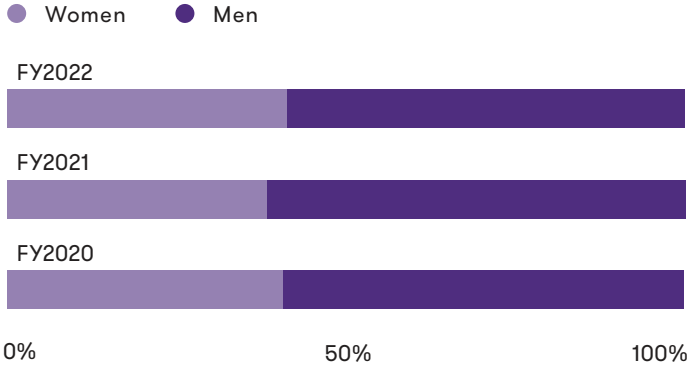
We have also developed year-round internships and apprenticeships in partnership with local universities near our facilities. Student apprentices from Arrupe College at Loyola University in Chicago, for example, gain experience in professional services by rotating through our three core practices (audit, tax and advisory services).

Recruiting top talent

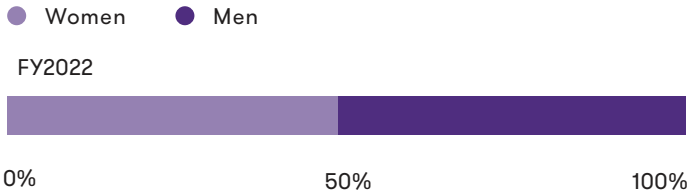
Number of U.S.-based new hires



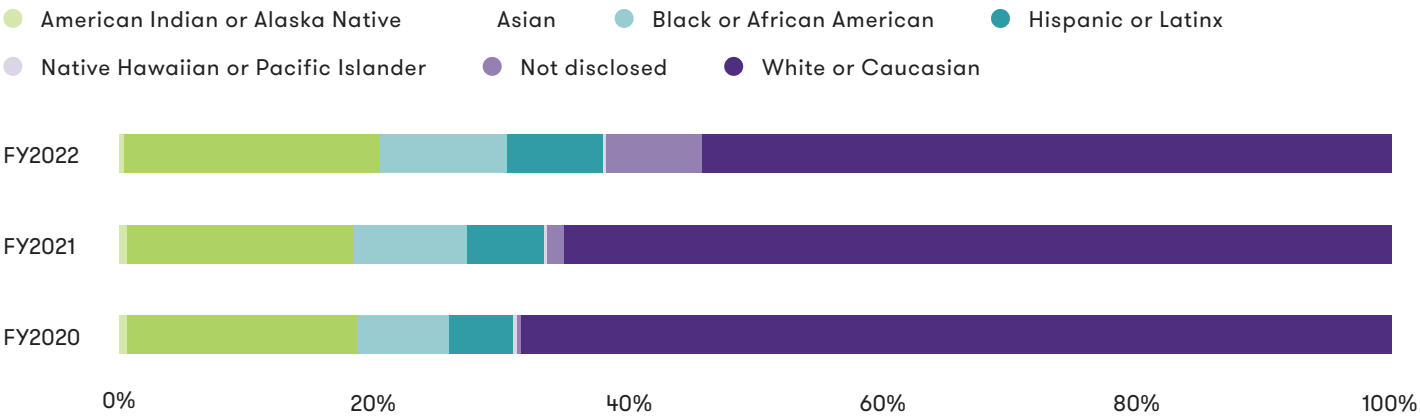
Gender breakdown of U.S.-based new hires



Gender breakdown of INDUS new hires



Race or ethnicity breakdown of U.S.-based new hires



Data summarized on 7/31 of each fiscal year.

The impact of our hiring efforts shows in our numbers. Since fiscal year 2020, we have seen a 1.5% increase in Asian hires, 3.3% increase in Black or African American hires and 2.4% increase in Hispanic or Latinx hires. From a gender perspective, our hiring dipped in fiscal year 2021, but returned to the prior year's level of around 45% new hires being women.

For a detailed look at our new hire data, see pages 50-51.

Visit gt.com for more information on our commitment to DE&I.

Supporting and retaining talented colleagues

Supporting U.N. SDGs:

At Grant Thornton, we are fostering an environment where people want to work, learn and build a career they love. That's why we provide opportunities to accelerate their growth from the start, with training to develop skills they're interested in and tools they need to deliver smart, innovative solutions for our clients.

We educate and train our people in many ways, including real-time coaching, feedback, and distinctive learning modules and programs that elevate professional excellence and quality. We offer more than 3,500 technical and professional skills training courses, up from our previous year's offering of 2,000, many of which offer CPE credits. These courses are either developed in-house or delivered by leading educational partners. On average, our colleagues completed over 50 hours of training per learner in fiscal year 2022.

Digital badge program expands

Launched in 2021, our digital badge program, an innovative, self-paced way for our colleagues to engage and learn, was designed to increase skill proficiencies that support short and long-term job and career goals.

By offering digital badges for completing a curated learning path, we make verified skills more visible to partners and principals looking to staff their engagement teams, internal leaders who are building teams for key initiatives, and current or prospective clients reviewing their Grant Thornton team's biographies. Now, our colleagues can take the lead in attaining desired skills, earning formalized recognition of those skills, and sharing them inside and outside the firm. Our badges also offer CPE hours for colleagues.

In fiscal year 2022, our people earned more than 2,100 technical and professional skill digital badges, with the coursework to earn more badges in process. In fiscal year 2023, our badge curriculum will grow from 38 to more than 50 modules, covering a wide range of skills. We will also introduce experienced level badges for colleagues to build on the knowledge they acquired from their foundational badges.

DE&I digital badges

To build on the foundational diversity, equity and inclusion (DE&I) knowledge we shared in 2021, we created DE&I and Inclusive Leadership digital badges. We also made it a requirement that our partners and principals complete one of the badges, each encompassing 10 to 12 hours of learning, as part of their performance scorecard.

By requiring these badges for leaders, we're helping to solidify DE&I principles and our inclusive culture at the highest levels of the firm and bolster their impact on engagement, performance and future success. We've encouraged others at the firm to complete DE&I badge programs as well.

Agile professional development and performance management

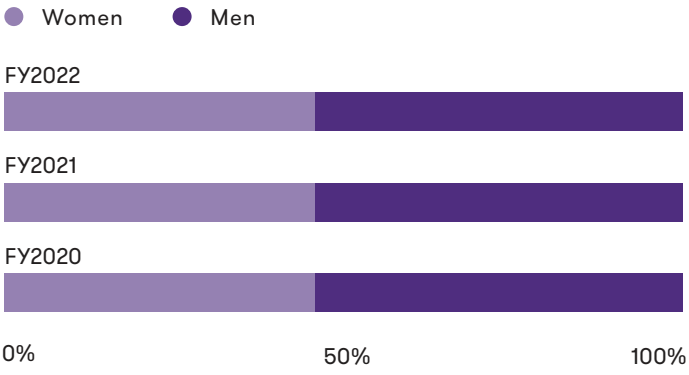
To strengthen our ability to retain and develop top talent, we continue to enhance our performance management process to increase growth opportunities for our people.

We recently introduced quarterly coaching conversations and promotion points — including more feedback, coaching time and personalized development — which creates a more agile approach for advancement than the original once-a-year process. In fiscal year 2022, at least 97% of our eligible colleagues received documented feedback on their performance in the form of a quarterly performance assessment.

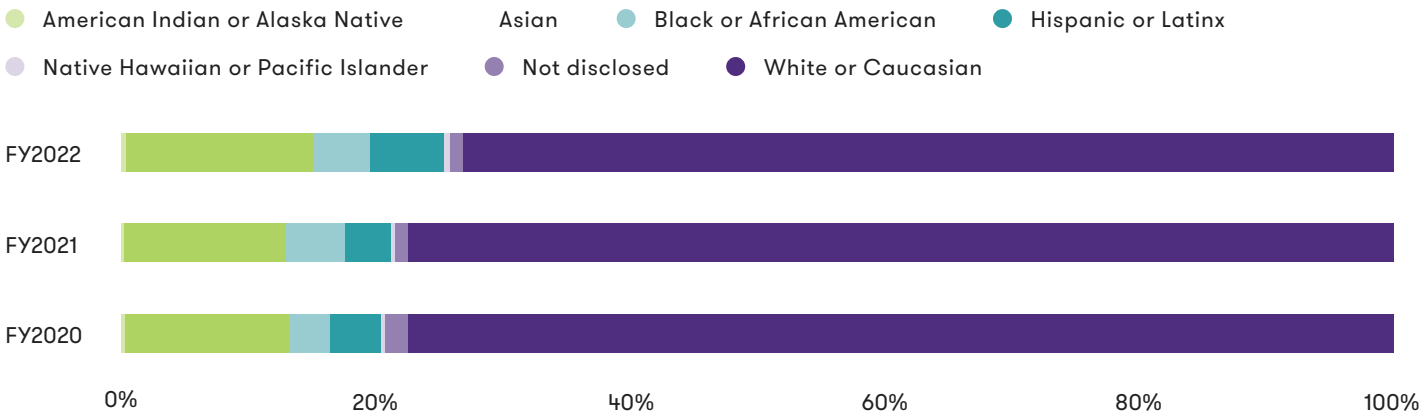
Colleague promotion data

	Number of colleagues promoted	% of total colleagues promoted
FY2022	1,340	16.3%
FY2021	1,295	17.7%
FY2020	1,090	14.8%

Promotions by gender breakdown for U.S.-based colleagues



Promotions by race or ethnicity for U.S.-based colleagues



Promotion data reflects (i) mid-year promotions in the indicated fiscal year and (ii) promotions announced in the indicated fiscal year but that go into effect the first date of the following fiscal year.

Cultivating the next generation of leaders

Grant Thornton Leadership Academy (GTLA) is our platform for cultivating high-performing leaders at all levels of the firm. Our suite of programs creates a shared experience for colleagues to acquire and demonstrate the leadership capabilities that will drive our commercial, team and individual success.

GTLA supports our vision to be the most admired professional services firm in the industry and to accelerate the development of top talent capable of driving a high-performing culture that embraces accountability and trust.

Our GTLA programs include:

Our New Senior Experience program, a six-month, blended learning journey for our newly promoted senior associates, which provides opportunities for valuable education, experiences and connections across the firm as they begin to transition into supervisory and project leadership roles.

Our Manager Development program, a one-year program to prepare and support colleagues during their transition into management roles by providing exposure to senior leaders, collaboration experiences and insights that build self-awareness.

Our Senior Manager Academy, a three-year program designed to help high-potential senior managers and directors pursue a path to partner or principal. The program provides exposure to senior leaders and partner-level responsibilities, deliberate development experiences, and the opportunity to discover their leadership styles and attributes.

Our Partner and Principal Leadership Academy, which provides our partners and principals with critical learning experiences for personal development, to shape how they lead in the market and optimize value provided to our clients.

Our awards

Grant Thornton won a 2022 Best Unique or Innovative Leadership Program Gold award from the Brandon Hall Group for our Market Mover program, which helps partners and principals enhance their approach to building relationships with clients and to demonstrate the full value of Grant Thornton's products and services.

Strengthening our colleagues' health and well-being

Supporting U.N. SDGs:

We take a comprehensive approach to our colleagues' health and well-being, with a commitment to meet their needs at any stage of life. We provide varied and flexible benefits that have evolved from traditional healthcare and health management to a more holistic approach that encompasses five aspects of personal well-being: physical, emotional, social, career and financial.

Our approach to care is multi-faceted and constantly evolving to help our colleagues be their best selves. At Grant Thornton, we listen, understand, then act. Through active listening sessions conducted by our People & Community team (human resources), we've been able to determine the need for many of the benefits we offer today.

We heard...	We did...
We heard some of our people were feeling stretched thin, especially working parents.	To give our people more time away to rest and recharge, we added a number of extended holiday breaks and closed our offices at 1 p.m. local time each Friday during the summer. This was in addition to time off provided for firmwide holidays, employee appreciation days and floating holidays, as well as our firm's quiet hours on Friday afternoons. We also provided access to additional tutoring, childcare, elder care and meal delivery services to assist our employees with the demands of daily life.
We heard people were struggling with anxiety, depression and other mental health challenges — perhaps more than ever before.	We added new counseling services, including access to an additional Employee Assistance Program provider and to Happify, among other resources, to provide individualized and science-based tools to achieve more holistic healthcare.
We heard our colleagues undergoing gender transitions had difficulty getting their health insurance companies to pay for transition surgery.	We incorporated transition procedures and other LGTBQ+ affirming benefits into our health coverage. The firm also created guidebooks to support colleagues undergoing the gender transition process and leaders who are looking to create a safe environment for colleagues who are transitioning.
We heard people were struggling to care for loved ones or manage emergencies.	We adopted a Flexible Time Off policy so our people can take the time they need when they need it without the hassle of accessing a predetermined list of days off.

Expanding family-building benefits

Today, one in eight couples struggle with infertility and many in the LGBTQ+ community face challenges with starting a family. To support our colleagues who may be encountering obstacles in their family planning, Grant Thornton is expanding our family-building benefits for calendar year 2023.

Our healthcare options will include access to a premier fertility and family-building benefits provider, including fertility diagnosis and treatments and consultative services for adoption and surrogacy. The fertility treatments offered through this service include genetic testing, egg harvesting and freezing, IVF, IUI and more.

Choice is paramount, which is why colleagues will be offered access to 900 top fertility specialists across hundreds of clinics around the country. The provider also offers ongoing counseling, access to patient care advocates and support for families as they start, continue or complete their fertility treatments or pursue adoption or surrogacy to achieve their goal of parenthood.

Lifestyle Spending Account

In 2022, we introduced the Lifestyle Spending Account for associates, senior associates and managers, a customized benefit designed to provide opportunities that go above and beyond traditional benefits to meet diverse needs. Eligible colleagues receive a contribution each pay period, which they can use for eligible expenses to enhance personal well-being — from health and wellness services and equipment to student loan payments and tuition reimbursements, to home office equipment, art classes, massage therapy and much more.

Pay equity at Grant Thornton

Equity isn't just about access and opportunity — it's also about fair pay and compensation. We know that when our people believe they are fairly compensated, they are invigorated and more passionate about the work they do and where they do it — which means our clients, business and culture benefit, too.

Pay equity and fairness is at the center of Grant Thornton's compensation methodology and pay practices. Our compensation practices utilize objective factors to determine pay such as role, performance, tenure, geography, degrees and certifications, and we do not ask candidates to disclose prior pay history information. Grant Thornton recognizes that the path to pay equity never truly ends and requires ongoing attention and monitoring. To that end, our firm has implemented compensation tools and processes that methodically identify and correct any potential pay variances, and we conduct regular compensation and pay-equity reviews through the lenses of gender, race or ethnicity and other protected categories.

Having a positive impact on our communities

Supporting U.N. SDGs:

Grant Thornton strives to have a positive impact on the people and communities we serve. Inspired by our purpose — to make business more personal and build trust into every result — we have forged a unique approach to volunteerism, community outreach and philanthropy, all guided by our national Purple Paladin program, launched in 2019.

Since the Purple Paladin program began in 2019, our people and firm have given more than $720,000 in financial support, and more than 600 of our colleagues have volunteered their time to support the Purple Paladins. We also attracted more than 7 million impressions on social media to spread the word about these organizations.

To date, we have announced 14 Purple Paladins — all 501(c)(3) U.S. nonprofits, operating for five years or less with gross revenue of $500,000 or less when selected.

Purple Paladins

"Grant Thornton's support to our organization has been transformative. Without question this has been the best partnership experience we have had in our four years of existence, and the support provided through the Purple Paladin program will enable us to accelerate our growth and impact at a critical time for the veteran community."

James Ferguson, Founder, Warrior Reunion Foundation

Our newest Purple Paladins in 2022 include:

WeaveTales: Founded in 2019, WeaveTales shines a light on the often-unheard individual experiences of refugees. The organization empowers refugees to share their personal stories, providing support and a platform to raise awareness of ongoing crises and bridge cultural divides within communities.

Free Mom Hugs: With chapters across all 50 states and initiatives in other countries, Free Mom Hugs is empowering the world to celebrate the LGBTQ+ community. A library of resources helps individuals understand how to be allies. Events — Pride Parades, holiday gatherings and advocacy activities — provide an opportunity to demonstrate allyship, and one-on-one conversations help those seeking to accept a member of the LGBTQ+ community to learn and grow.

Fair Opportunity Project: This organization empowers students to get a fair shot at college by helping them navigate the often-complex college application and financial aid process. They offer high-quality, accessible resources, including personalized mentoring, a step-by-step downloadable college application advising guide, a self-guided video course, virtual office hours, essay review and more — all free to students — along with the expertise of higher education specialists and hundreds of counselors across the country.

Digs with Dignity: Founded in 2019, Digs with Dignity elevates the lives of families and individuals exiting homelessness by providing them with a beautiful, furnished and comfortable home. Digs with Dignity also repairs and revives furniture and home goods, keeping these items out of landfills. They have fully furnished more than 100 homes, and are currently completing one home every week for families and individuals who have been through some of the most stressful situations in life — domestic abuse, a sudden job loss, a health crisis and more.

Visit gt.com to learn more about our Purple Paladins.

Our charitable giving

The Grant Thornton Foundation was formed in 1995 and, since its inception, has provided contributions of more than $12 million to more than 200 colleges and universities. Today, the scope of the Foundation's work has been broadened to include an intentionality around diversity, equity and inclusion across the entire spectrum of charitable giving.

Since the transformation of its mission only two years ago, the Foundation has made contributions to organizations across the U. S. in excess of $1 million. The Foundation has continued to support higher education, while also expanding its commitments to organizations such as the Southern Poverty Law Center, Thurgood Marshall College Fund and more than 70 other charitable and mission-driven organizations.

INDUS Corporate Social Responsibility (CSR) program

Through the INDUS CSR program, our INDUS office donated more than $80,000 (more than INR 6,000,000) to organizations throughout fiscal year 2022. These donations have gone to support organizations like the Christel House, Vathsalya Trust and the E Vidyaloka Trust, all non-profit organizations that are focused on supporting children and families from underserved or remote areas through education, educational sponsorships and digital classroom services.

The program also provided donations to other NGOs that provide food to families in need and healthcare organizations that focus on providing medical support to communities in need.

Doing business responsibly

Supporting U.N. SDGs:

Grant Thornton has an uncompromising commitment to professional excellence and ethical conduct. We are committed to doing business and serving our clients ethically and in compliance with all applicable laws, regulations and professional standards, including those related to antitrust and anti-competitive practices, and anti-fraud, bribery and corruption. We expect our colleagues to follow suit when carrying out their responsibilities and interacting with clients, vendors, third-party service providers, government officials, the community and one another.

However, we expect more from ourselves than mere compliance with laws and standards, which is why our CLEARR values of Collaboration, Leadership, Excellence, Agility, Respect and Responsibility are embedded in our culture. We demonstrate our commitment to integrity and quality by living our CLEARR values every day, in our work and interactions with each other — an approach that resonates with our clients.

We regularly reinforce the message that our exacting ethical culture is a collective asset and a shared responsibility for everyone to maintain. The results of our two most recent GTShape Engagement surveys showed that ethics and compliance topics rank among the highest engagement levels overall. Our 2022 survey showed that 86% of our colleagues believe that the firm effectively communicates our values and the importance of ethical behavior.

Ethics, integrity and maintaining the highest standard of conduct

One of the most important tools we have to build stakeholder confidence and trust is our Code of Conduct. Our Code describes in clear terms how we all must behave toward one another and our clients; how we must run and govern our business; and the standards to which we must always hold ourselves, and one another, accountable. For our colleagues, the Code serves as a primary guide for making the right decisions, taking the right actions and living our CLEARR values. To prevent and mitigate internal and external negative impacts, we expect our people to ask questions and consult with others on the right course of action if a given situation is unclear.

Annually and at onboarding, we require our colleagues to read key ethics and compliance policies, including the Code of Conduct and policies related to independence, anti-fraud, political compliance and CPA licensing, among others. Colleagues are also required to review our Personnel Handbook each year and acknowledge updates.

For more details on our ethics and compliance policies, see page 54.

We require mandatory annual training on Code of Conduct, Respect in the Workplace, Information Security and Privacy, and Independence and Ethics. While we reinforce core content each year, these programs also give us the chance to incorporate current hot topics and emerging issues into the curriculum as the training evolves. Our Code of Conduct training includes content related to anti-corruption and other illegal activity. Our stance on anti-corruption is also communicated to our suppliers through our Supplier Code of Conduct and supplier agreements. 100% of our leadership team and Partnership Board members completed our Code of Conduct training this year.

Alongside our CLEARR values, compliance accountability plays a substantial role in keeping our culture strong and driving consistency and fairness, as well as ensuring that the firm complies with all laws and regulations. In fiscal year 2022, Grant Thornton did not receive any orders to pay fines or sanctions for legal or regulatory non-compliance or violations.

Our most recent training metrics

- More than 99% of personnel completed their annual Code of Conduct training and certification
- More than 99% of personnel completed their Respect in the Workplace training
- More than 98% of personnel completed their Information Security and Privacy training and certification
- 100% of assigned personnel completed their Independence and Ethics training and certification

Upholding labor and human rights

Grant Thornton complies with all applicable laws as they relate to employment practices, equal employment, nondiscrimination, wages and safe working conditions. We stand firmly against child and forced labor and exploitative labor practices of any kind.

While we are not a unionized workplace, we comply with applicable labor and employment regulations, and we seek our colleagues' feedback about their concerns and needs, supported by our policies that uphold a retaliation-free culture of reporting.

Our national managing principal of people and community serves as an equal opportunity administrator with overall responsibility for monitoring — and ensuring compliance with — the equal employment opportunity program. The firm maintains affirmative action plans covering minorities, women, individuals with disabilities and veterans.

Enterprise risk management

One of the most important considerations for maintaining a responsible business is the assessment and mitigation of risk, including those related to ESG, which inform and impact the firm's strategic plans. Robust enterprise risk management (ERM) processes help us identify and assess risks across our service lines, functions, strategies and key initiatives.

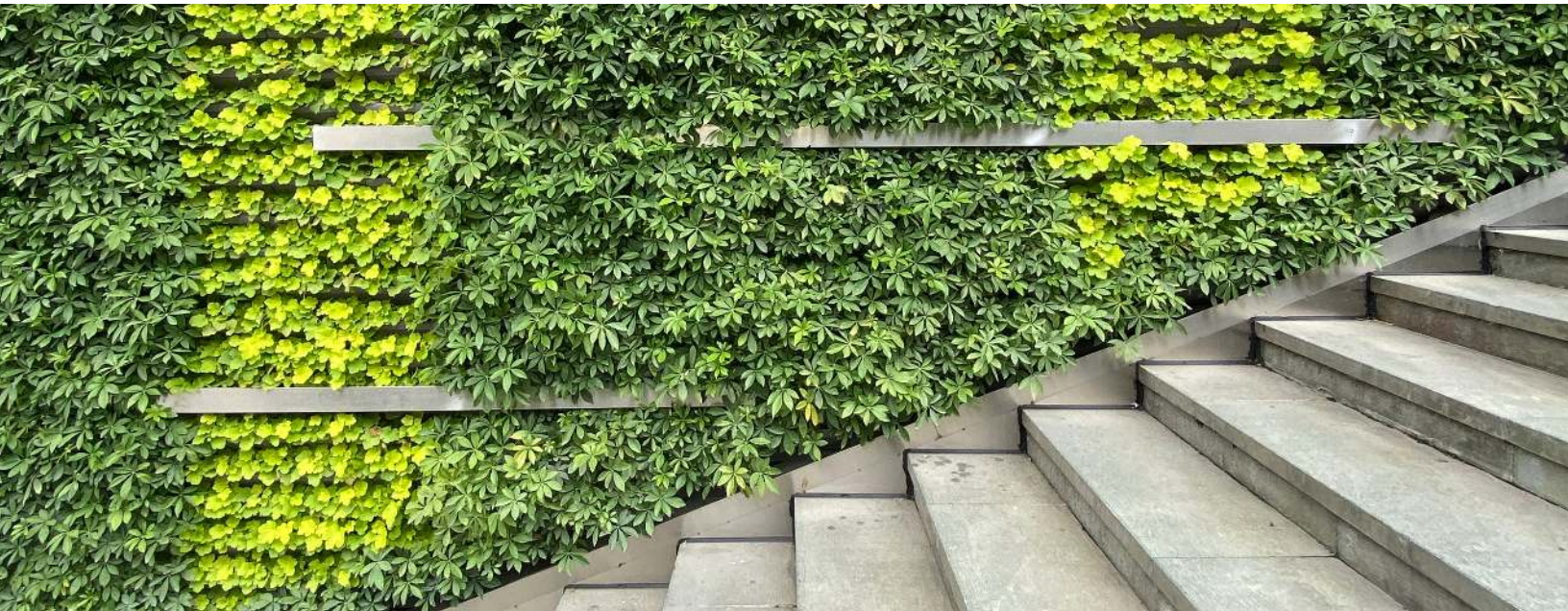
To advance our firmwide risk management capabilities, our ERM team has implemented a number of initiatives over the past year. In developing the firm's risk profile and risk register, for example, dozens of colleagues participated in risk workshops, strengthening how we identify, assess and report risks to firm leadership. Using our ERM methodologies, risk owners across the firm work to document, assess, and monitor firm-wide risks within their domain. This includes risks stemming from our most material ESG issues, like talent and DE&I, and climate change and greenhouse gas emissions.

Promoting a speak-up culture

In a healthy business environment, colleagues must feel safe to report perceived unethical behavior without the fear of retaliation or retribution. Grant Thornton's commitment to foster such an environment is clear and steadfast. Our people have access to multiple channels within the firm to report concerns, and colleagues are actively encouraged to use them. Among the multiple channels available to directly report violations or concerns, we also maintain a phone and internet-based Ethics Hotline where matters can be reported anonymously.

With our focus on DE&I and fostering a caring and high-performance culture, we want to be sure that all colleagues feel free to express their concerns and raise questions about discrimination of any kind. We make every effort to protect their confidentiality, and no retaliation will be permitted against anyone who reports a concern in good faith or assists with an investigation. Any matters reported are promptly and appropriately investigated. If violations or any wrongdoings are substantiated, the consequences can include disciplinary action, which may include termination of employment.

The health of our speak-up culture was reflected in our 2022 GTShape Engagement Survey, which showed at least 79% of our colleagues understand how to report a workplace issue or ethical concern and believe it is safe to do so.



Commitment to quality

Quality is our foundation — it is embedded in everything we do. Each of our service lines (Audit, Tax and Advisory) have quality standards, control systems and supporting quality groups to ensure that our services meet or exceed our quality expectations.

The success of the capital markets depends on the reliability of financial information, which requires high-quality audit and assurance engagements performed with professional skepticism, objectivity and independence. For nearly 100 years, Grant Thornton has focused on delivering high quality with exceptional client service in an ever-changing environment. Through our efforts to drive audit innovation and our focus on continually improving our processes, audit quality at Grant Thornton is the highest ever. This is evidenced in various audit quality indicators such as restatements and internal and external inspection results.

Grant Thornton has achieved these results by putting in place a system of quality control that provides the framework through which the firm complies with the standards of the auditing profession, meets the expectations of its clients and secures the public trust. For every engagement:

1 We ensure that we are working with clients who share our commitment to excellence (client acceptance).

2 We confirm that we have the independence, skills and capabilities to perform the work (engagement acceptance).

3 We plan and execute each engagement pursuant to the relevant standards (engagement performance).

Visit gt.com to learn more about our innovative commitment to Audit Quality.

At each stage, we provide support to our audit teams through training, the technical guidance of our national office, an audit methodology that complies with applicable auditing standards and technology that provides effective and efficient execution.

The Public Company Accounting Oversight Board's (PCAOB) annual inspection reports have consistently placed our audit quality measures among the leaders in the industry. Our most recent PCAOB public inspection report was for 2021, issued in December 2022, and covered audits of companies, most of which were inspections of audits, of 2020 financial statements.

In Grant Thornton's 2021 PCAOB public inspection report, the inspection finding rate was 22.6%, which is in line with the overall average across the six global auditing firms. We are confident that our investments in audit processes, methodologies and new innovations will continue to support high-quality audits, and we remain committed to the sustained advancement of our quality results.

"The 'G' of ESG can be overlooked as companies focus on existential threats such as climate change and critical social issues. Those are very important to us, too. In our industry in particular, client trust in our firm will always depend upon ethical business practices and quality in service, which are foundational to everything we do — and we never forget it."

Jeff Hughes, National Managing Partner, Audit Quality & Risk

Strengthening data privacy and cybersecurity

Grant Thornton's information security program is designed to protect firm and client data from rapidly evolving cyber threats and vulnerabilities. In 2022, we strengthened our cyber resiliency by enhancing core cyber defense capabilities and improved our security posture across people, processes and technology. These initiatives align with the firm's purpose and vision and meet our stakeholders' expectations for a client experience based on trust and compliance assurance.

To improve business performance, scalability and resiliency, our information security program enables the growth of our business in a secure manner and empowers innovation. Our next-gen security tools and technologies provide a secure and seamless user experience for our employees and clients.

Our integrated Information Security and Privacy Management Systems (ISPMS) are based on best-practice global standards ISO 27001/27701/27017. The firm first achieved ISO 27001 in 2016, and ISO 27701 and 27017 in 2020. Successful certification and maintenance of ISO demonstrates our practices are systematic and ongoing in managing information security, cloud security and privacy risks, and that our practices can continue to identify and meet applicable regulatory requirements that arise out of laws and regulations, contracts, relevant professional standards and firm policies. We continually monitor and improve the efficiency and effectiveness of our ISPMS to make sure they continue to meet our needs.

Aligning national standards

Grant Thornton is aligning its information security program with the National Institute of Standards and Technology Cybersecurity Framework and its control categories that span across the "identify, protect, detect, respond and recover" functions. Through this alignment, we aim to further reduce our risks, strengthen our cyber resiliency and better demonstrate the achievement of our security objectives. The program also references other industry frameworks such as ISO, HIPAA, Cloud Security Alliance, COBIT, OWASP and ISQM to ensure the delivery of comprehensive cybersecurity capabilities and to support sustainable and secure business growth.

Protecting the right to privacy

The right to privacy is an important societal concern and a key ESG issue for Grant Thornton. We collect and use personal data only for legitimate business purposes that are consistent with the intent for which the data were collected. We maintain appropriate access controls and organizational controls around data usage, and regularly assess the effectiveness of these controls.

Privacy-by-design is incorporated into our personal data processing activities and our innovation efforts. We work closely with our architects to ensure that appropriate privacy protection measures are built into the design of products and solutions.

Our privacy statement outlines our commitment to protecting personal information and describes the rights that individuals have and how they can exercise those rights. We investigate incidents and customer privacy complaints thoroughly in accordance with applicable laws such as the California Consumer Privacy Act and others.

Maintaining supply chain standards

Our procurement team helps the firm source the goods and services needed to serve our colleagues and clients and meet our annual operating objectives. Our suppliers and subcontractors are required to abide by our ethical standards and values as outlined in our Supplier Code of Conduct. In addition, we expect suppliers to follow our Sustainable Procurement Statement, which outlines our commitments and expectations around environmental and social considerations.

As part of our supplier selection and due diligence processes, we perform risk assessments and continuously monitor our largest and most strategic suppliers for risks related to financial instability, cybersecurity, diversity status, criminal records, adverse media coverage and other elements. These efforts support our goal of working with suppliers who follow responsible and sustainable business practices and embrace our ethical standards and values.

We also have a Supplier Diversity Initiative that provides procurement opportunities to certified diverse businesses. Supplier diversity is important to our firm's overall success, both in our procurement practices and as a responsible organization.

Aligning tech innovation with ESG

To achieve and maintain a technology infrastructure that is streamlined, up-to-date and secure, Grant Thornton continually evaluates and leverages new technology for our work with clients. At the same time, we are mindful that technological innovations must also align with our responsible business practices, ethical standards, security criteria and sustainability goals.

We were honored when *Accounting Today* named Grant Thornton one of the top 10 firms for technology because of our work with alyx, a Grant Thornton-developed platform that streamlines the use of emerging technology. The award also recognized our approach to technology and innovative advancement as a whole, for the benefit of our firm, people and clients.

This year, we introduced an automated cloud platform, qm.x, which addresses requirements stipulated in the International Auditing and Assurance Standards Board's new International Standard of Quality Management 1 (known as ISQM 1), which took effect in December 2022. qm.x was originally built for use at Grant Thornton, making it the only ISQM 1 application on the market that was created by accountants, for accountants. Firms can use qm.x's unified interface to design and document quality-management processes, thereby creating a framework for quality that can be continuously customized and configured for evolving needs. qm.x is SOC 2 Type 1 certified.

In addition, the firm was awarded a patent in the U.S. for the proprietary Whole Ledger Analytics system, which we created to significantly enhance general ledger analysis to assess risks related to each financial reporting transaction, a system that was four years in the making.

Incorporating the system into the majority of our audits, the approach fosters continuous improvements in audit quality and efficiency and yields unparalleled insights for clients. Our Whole Ledger Analytics system allows our auditors to more easily and effectively examine a client's financial reporting activity and identify higher risk transactions, human errors and reporting trends. It also identifies process improvement opportunities, such as automating manual reporting activity and accelerating the time-to-close process.

"The use of emerging technology not only strengthens our business capabilities but also our progress in realizing dynamic ESG goals. By providing easier access to relevant data and expanded analytical capabilities, these innovations will help build Grant Thornton's future as an industry leader and a responsible corporate citizen."

Enzo Santilli, Chief Transformation Officer

Democratizing our technology

As the use of "tech" increasingly shifts from the IT function into the hands of practitioners and frontline colleagues, we found that we needed to "democratize our technology." With this in mind, we launched Fullstax, a new program that provides more knowledge, training and access to tech tools across the firm.

By sharing emerging technology access and centralizing no-touch delivery of solutions, Fullstax is finding ways to incorporate technology into everyday life for all colleagues. Since its inception, Fullstax has hosted a variety of engaging and educational events, including live learning courses, while providing access to applications that can help users complete work more efficiently and exceed client needs. Fullstax is accessible to all colleagues at Grant Thornton and opens up an entirely new way to experience new technology.

Our awards
2022 Accounting Today Top 10 firm for technology

Contributing to a better planet

Supporting U.N. SDGs:

Grant Thornton strives to minimize its impact on the environment and make positive contributions to the health of our people, our communities and the planet. Our goal as a business and industry leader is to act responsibly to protect natural resources, reduce our environmental footprint and fight climate change however we can.

In August 2021, we announced our goal to reduce our absolute greenhouse gas (GHG) emissions by 55% (based on a 2019 baseline) by 2030. In October 2021, we expanded on that goal. In addition to our absolute emissions reduction target — and in support of limiting the global temperature rise to 1.5° Celsius above pre-industrial levels — we have also committed to achieving net-zero GHG emissions. To ensure our commitment is in line with what science has deemed necessary to address climate change, we will be aligning our targets with the Science Based Targets initiative's (SBTi) Net-Zero Standard.

"By establishing clear climate goals that we're aligning with the SBTi and their Net-Zero Standard, Grant Thornton is demonstrating a strong commitment to do its part to address climate change. We are looking forward to engaging our colleagues, clients and other stakeholders to help us achieve our goals and make a positive impact."

Kelli Knoble, Grant Thornton Partnership Board member

Actions for a better planet: Our environmental management program

Our Environmental Policy Statement defines our high-level framework for reducing and managing our environmental impact. The policy's four environmental pillars define our strategies, actions and decisions on reducing GHG emissions and promoting environmentally sustainable business practices:

- **Environmental governance** — Establishing and maintaining the firm's environmental governance and accountability procedures
- **Social responsibility engagement** — Providing colleagues with opportunities to get involved in promoting environmental awareness and stewardship through education, volunteerism and community partnerships
- **Environmental impact reduction** — Reducing the firm's impact on the environment through the development and deployment of policies, practices and initiatives
- **Environmentally responsible business practices** — Integrating environmentally conscious strategies and considerations into existing business practices

Refining our science-based targets

We recognize climate action as a critical global priority and our own duty to pursue climate goals within our sphere of influence. As an accounting firm, we understand it's important to verify what we're doing, so we can continue to learn and build confidence in our approach to achieving net-zero emissions. After announcing our long-term climate goals and committing to setting science-based targets with SBTi in 2021, we have worked this year on refining our targets, which will be submitted for validation by SBTi in 2023. With confirmation from SBTi, we'll know we're aligned with climate science and on the right track.

Throughout calendar year 2022, we have been working with an environmental consultant who is helping us develop our targets and refine our GHG data collection, evaluation procedures and methodologies. Through this process, we have also been able to broaden the scope of our GHG inventory and targets by adding Scope 3 emissions categories from across our value chain — including purchased goods and services, employee commuting, and others, in addition to business travel — to make sure we are accounting for all relevant emissions.

As part of this effort, we are also redefining our net-zero target to be aligned with the SBTi Net-Zero Standard. We're creating a plan to improve the accuracy of our emissions reporting by collecting activity-level data from all material emissions sources, in anticipation of tracking our performance against our long-term goals of reducing our absolute GHG emissions and achieving net-zero.

Improving our climate reporting

As we measure and manage our GHG emissions and climate-related risks and opportunities, and satisfy client requests, we annually report our emissions information to CDP. Over the past few years, we have significantly improved our data collection and reporting capabilities to better inform our goals and strategies.

In addition to reporting on Scope 1 and 2 and Scope 3 Business Travel emissions in our 2022 disclosure (based on calendar year 2021 data), we reported for the first time on additional Scope 3 categories including Purchased Goods and Services, Employee Commuting, and emissions from telework. By including these categories, we had a more complete picture of our emissions and were able to identify additional climate-related risks and opportunities to consider in our operational strategies.

Sharing emissions data with clients who request it is also part of our reporting process. We are able to allocate value chain emissions to clients based on hours worked, providing them with the information they need for their own climate reporting.

Developing our GHG reduction strategies

Aligned with our environmental management program, we are developing operational strategies and processes to help us achieve our long-term emissions reduction goals. Some of our strategies already in effect include:

- **Reducing business travel:** Prior to the pandemic, business travel had been among the firm's largest contributors of GHG emissions, making up nearly 35% of our 2019 total Scope 3 emissions. We learned many lessons from the pandemic on how to effectively go beyond expectations for our clients, manage our operations, and communicate in a virtual (less office-centric) environment for meetings.

  As a result, we revised our travel policies and reconsidered old travel habits to reduce unnecessary business travel as we emerge from the pandemic. And when travel is required, we are encouraging our colleagues to select low-emissions intensity travel options (e.g., rail instead of air travel for trips under a certain mileage).

  While we've seen significant reductions in our business travel emissions over the past two years due to the pandemic (dropping to roughly 6% of our 2021 total Scope 3 emissions), our challenge will be to maintain the reductions we've experienced and monitor our travel policy adherence to further curb emissions in this area.

- **Reducing our square footage:** Our offices across the U.S. and our office location in Bengaluru, India, are responsible for our Scope 1 and 2 emissions. Over the past two years, we've started to see our energy consumption and GHG emissions decrease as a result of our firm-wide shift to a hybrid work model.

  Our offices are transitioning from transactional, private workspaces to culture hubs used for collaboration, socialization, training and development. Most colleagues no longer have assigned workspaces or offices, and all new spaces are being designed with "hoteling" workspaces, so we only take up the space we need.

  As a result, we've reduced our square footage by nearly 150,000 square feet from fiscal year 2020 through fiscal year 2022, with more reductions expected over the next few years. We expect this intentional reduction to help reduce our office footprint GHG emissions. We will continue to evaluate our needs and align our real estate strategies with our emissions goals.

In the coming years, we will also focus on improving the energy efficiency of our offices, while seeking opportunities to use renewable energy and work with our suppliers to reduce emissions in our Scope 3 categories. For any emissions we cannot avoid, we will invest in renewable energy certificates and evaluate the use of carbon removal technologies to account for our residual emissions.

Our challenge is to maintain connectivity on this issue so that we make the right decisions and exhibit behaviors to help us meet our goals. We want to ensure that our internal programs are in line with those of our clients and be able to lead by example. That is why we are developing a training course that will be rolled out in calendar year 2023 to help all colleagues understand our climate goals, how we plan to achieve them and what they can do to help.

Our progress

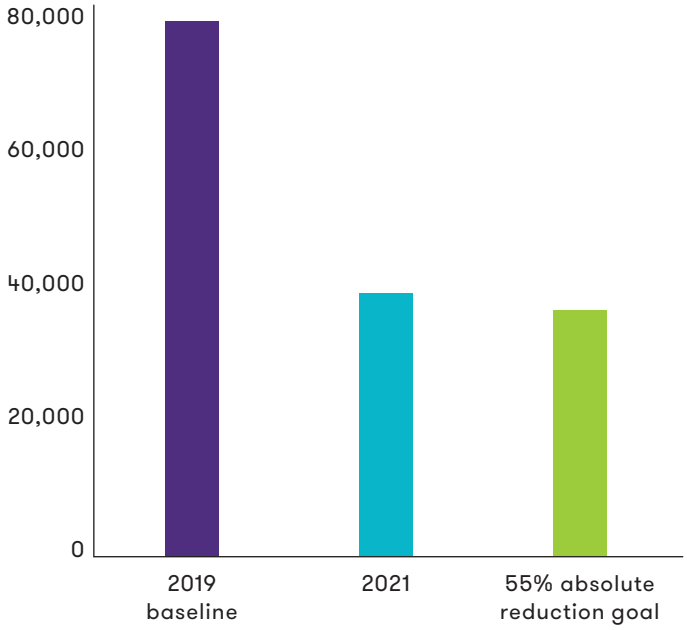
Our calendar year 2021 emissions were less than half of our 2019 emissions, primarily due to the effects of the COVID-19 pandemic, which contributed to reductions in business travel, purchased goods and services and employee commuting, among other emissions categories.

Approximately 9–15% of our annual GHG emissions footprint is generated from our Scope 1 and 2 emissions, which stem from our office operations. The use of natural gas and refrigerants contribute to Scope 1, while the use of steam and electricity contribute to Scope 2. From 2019 to 2021, we realized some reductions in our Scope 1 and 2 emissions, driven in part by reductions of office square footage.

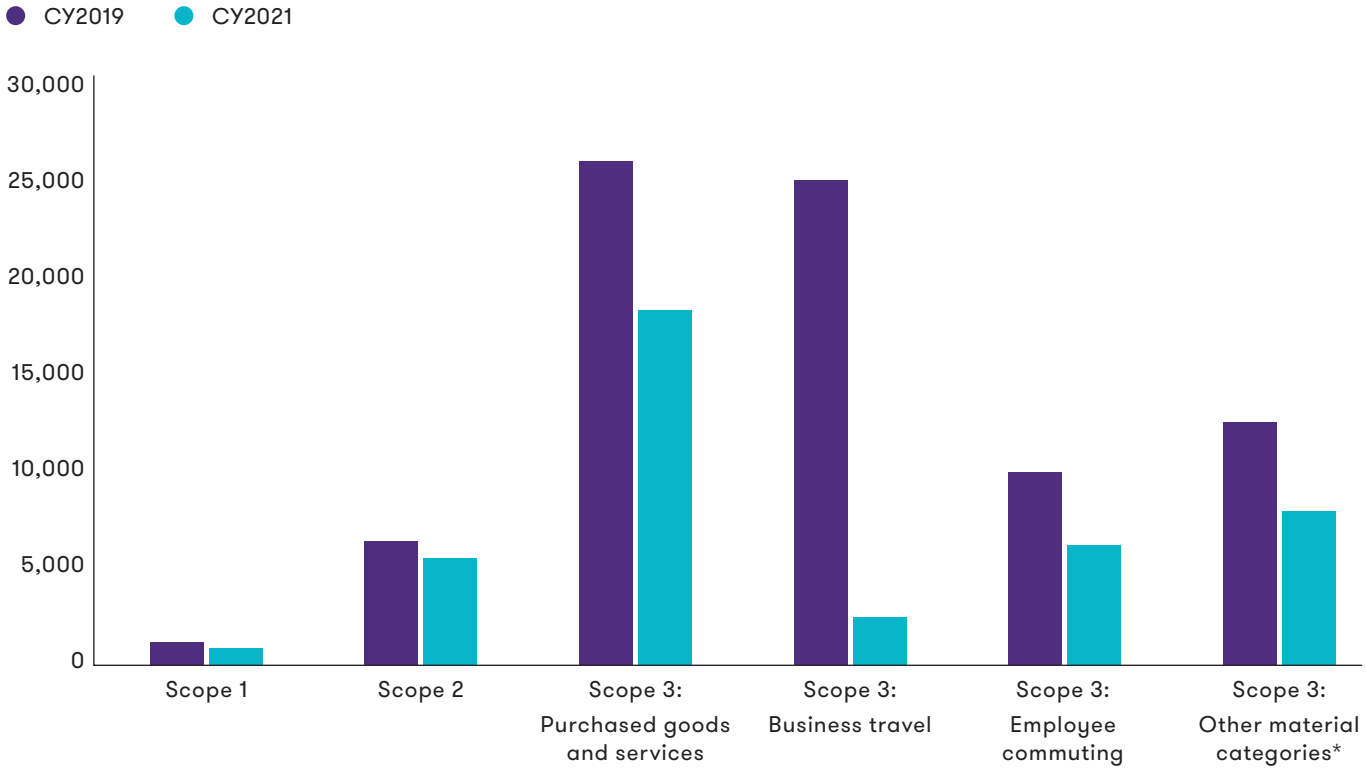
Our indirect Scope 3 emissions are our largest source of emissions, making up around 85–91% of our annual emissions footprint, with business travel and purchased goods and services contributing to over 60% of our baseline Scope 3 emissions. The remaining emissions are generated by employee commuting, waste, fuel and energy-related activities, the purchase of capital goods and upstream transportation and distribution.

As we emerge from the pandemic, we anticipate that our emissions may increase; however, we will work to maintain our reductions and drive additional progress through our existing and future emissions reduction strategies.

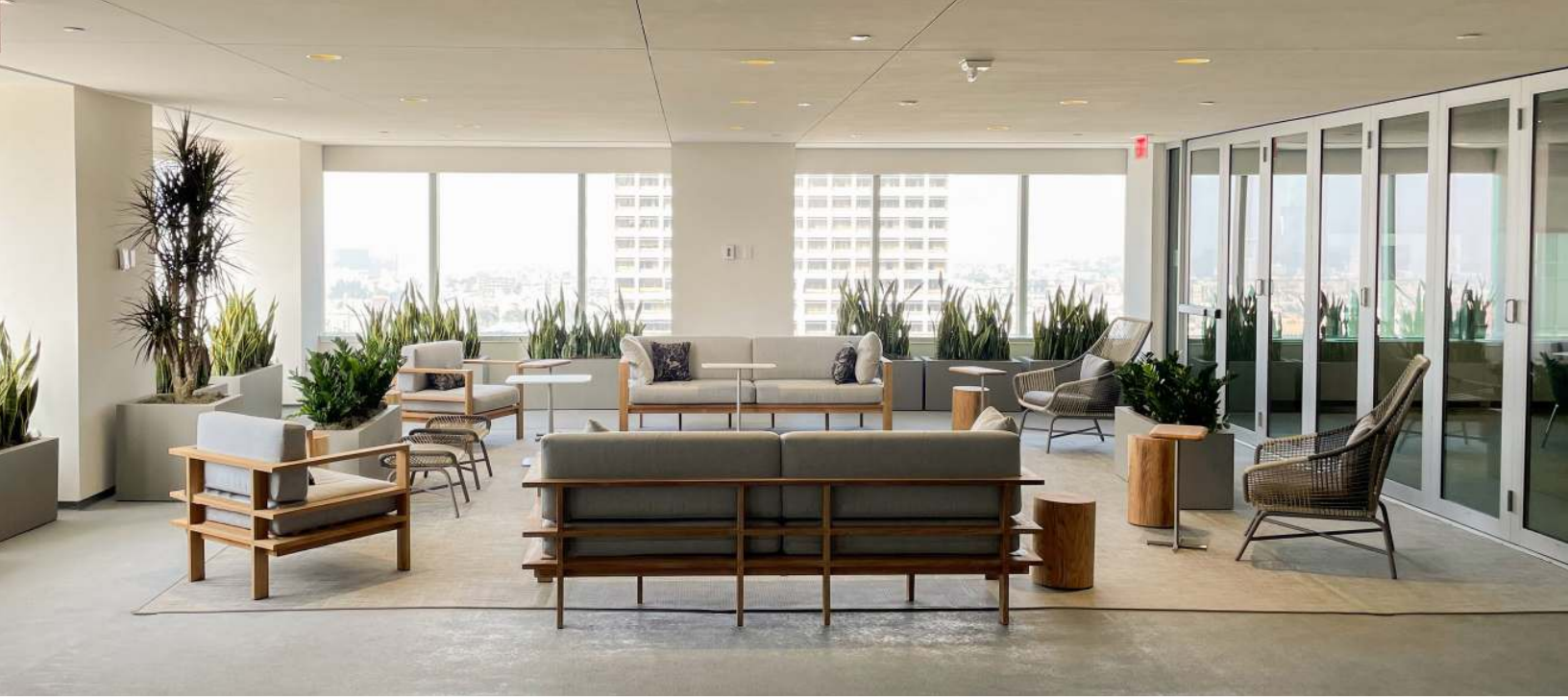
GHG emissions by year in $MTCO_2e$



GHG emissions by year in $MTCO_2e$



*Other material categories include fuel and energy-related activities, capital goods, waste and upstream transportation and distribution.



Enhancing the environmental performance of our offices

As we work to transform our offices into culture hubs and reduce our square footage where possible, we are also working to make sure sustainability and environmental considerations are embedded in our real estate strategies.

In 2022, our Sustainability and Real Estate teams worked together to craft a sustainability checklist to use for office relocations and renovations. Based on best practices from the LEED® green building program and the WELL Building Standard®, as well as our firm's goals and existing standard practices, we established criteria for all project stages, including building and site selection; language to include in our leases; design and layout; furnishings, furniture and equipment selection and more.

Some examples from our checklist include:

- Prioritizing the selection of office space in LEED and/or WELL certified buildings, or ENERGY STAR certified buildings
- Prioritizing office building locations that are near public transit and have high Walk Scores and Transit Scores
- Including clauses related to energy efficiency and monitoring measures in our leases
- Installing occupancy sensors on lighting, selecting ENERGY STAR appliances to reduce energy use and implementing daylight harvesting
- Selecting furniture and finishes with sustainable attributes, such as certified low-emitting materials and recycled content, among others
- Reusing and relocating existing furniture where feasible

By using this checklist on future projects, we can track and understand our actions and impacts more effectively.

More about our offices:

- Six of our Grant Thornton offices have achieved LEED Silver or Gold certification
- 25 of our offices are located in buildings that have achieved LEED O+M certification and/or ENERGY STAR certification
- Seven of the office renovation projects completed in 2022 were furnished using a minimum of 50% relocated furniture from other Grant Thornton offices where we had reduced our space

Reducing waste and supporting recycling

Across the firm, we are committed to reducing waste every day by instituting practices that minimize the production of waste and encourage the recycling of materials like paper, aluminum and plastic in our offices. To reduce the amount of paper we consume, the firm uses DocuSign eSignature and secured print technologies.

We also have a detailed policy on the disposal of electronic waste (e-waste) such as end-of-life servers, network switches, cords, printers, copiers, monitors, personal computers and other PC peripherals, which are destined for refurbishment, reuse, resale, salvage recycling via material recovery or disposal. In fiscal year 2022, more than 1,900 pieces, amounting to over five tons of e-waste, were recycled through our program.

"I joined the National Green Advisory Council to support Grant Thornton's sustainability goals and to grow my professional and personal commitments to improving my community. It's been rewarding to support and help define our commitment to sustainability and engage my fellow colleagues in our efforts."

David Berman, Advisory Senior Manager

Advancing the National Green Advisory Council

We established Grant Thornton's National Green Advisory Council (NGAC) in 2021 to support a more environmentally sustainable organization and provide support and advice to leadership on environmental sustainability issues facing our firm.

NGAC members serve as environmental knowledge ambassadors and represent each region, service line and level of the firm. The NGAC assists with initiatives and events, serves as a sounding board on program sustainability goals and objectives and helps solidify connections between the firm's leadership and local offices.

Throughout fiscal year 2022, the NGAC has focused on:

- **Creating sustainable offices** by improving environmentally sustainable practices. The NGAC conducted a sustainability survey for all offices to understand what sustainable operations are in place and worked alongside our Workplace Solutions team to prioritize future initiatives.
- **Educating and encouraging our colleagues** to act in an environmentally sustainable manner, both at work and at home, through the distribution of quarterly newsletters, intranet stories and internal communications.
- **Championing local action** through our offices and in partnership with our communities to support sustainability initiatives year-round, culminating in an annual Earth Day event.

For Earth Day 2022, the NGAC hosted the firm's first nationwide celebration. The NGAC planned activities to help colleagues learn more about sustainability and spread awareness about individual actions we can all take to reduce our environmental impacts. Over the weeklong celebration, colleagues from over 30 offices participated in a range of activities, from volunteering in their communities, to calculating their carbon footprint and planting trees.

Local Green Teams

In the fall of 2022, the NGAC began supporting the development of Local Green Teams. Modeled after the team that began as a grassroots initiative in the Metro D.C. office, Local Green Teams are a way for colleagues to get involved in sustainability initiatives that are vital to their local communities, while increasing awareness at our offices on how to be more sustainable.

Initiatives that Local Green Teams have planned in the coming year include community service and volunteer events, such as community beautification and clean-up initiatives. For example, through the "Adopt-a-Park" program, the Metro D.C. Green Team has regularly volunteered to clean up and beautify the nearby Gateway Park in Roslyn, Virginia. Local Green Teams will also work with their office managing partners and office managers on initiatives to impact our office operations, such as implementing composting or supporting expanded recycling programs; and share sustainability information with colleagues through quarterly newsletters, among other activities.

Celebrating World Environment Day

As part of their annual World Environment Day celebration on June 5, 2022, our INDUS colleagues participated in sustainability-related activities to encourage "greener living."

INDUS colleagues planted 1,600 fruiting trees in memory of two colleagues who lost their lives last year due to the COVID-19 pandemic. The trees, which represent each INDUS colleague, will create a lasting and positive impact on the earth, as well as support the livelihood of farmers who nurture and grow these trees.

In addition to supporting the tree planting, the local office also provided tree saplings to each colleague to take home and plant, ran an awareness campaign on reducing plastic use and encouraged colleagues to pledge to make choices that promote sustainable living.

About this appendix

This appendix includes additional information and data related to our progress in key environmental, social and governance (ESG) areas. Data tables throughout this appendix feature one to three years of data, depending on the information available. Our goal is to improve our reporting of key metrics year over year.

Environmental

Energy and emissions

Grant Thornton's offices use energy from electricity, natural gas and in some cases, steam to power our daily operations. Our energy consumption data is collected annually from office building landlords or, where data is unavailable, estimated using Grant Thornton-specific average energy intensities or information from the Commercial Building Energy Consumption Survey (CBECS) for our U.S.-based offices.

Grant Thornton calculates our greenhouse gas (GHG) emissions on an annual basis according to the Greenhouse Gas Protocol, using an operational control approach. To calculate our Scope 1 and 2 emissions, we apply emissions factors to our energy consumption per office. The electricity emissions factors used are supplied by eGRID for spaces in the U.S. and the IEA Country Electricity Emission Factors for our office in Bengaluru, India, or in some cases, by utility providers.

For Scope 3, we calculate emissions from the following primary categories:

- Purchased goods and services
- Capital goods
- Fuel and energy-related activities
- Upstream transportation and distribution
- Waste
- Business travel
- Employee commuting, including emissions from telework

We consider the Scope 3 categories to be relevant to our firm. Purchased goods and services, capital goods, upstream transportation and distribution (shipping of items) and business travel are relevant to our daily operations. Fuel and energy-related activities, waste and employee commuting are relevant to our office operations.

We use a combination of spend-based analyses, reliable estimates for waste generation and telework emissions, and business travel and employee commute activity data where it is available and apply relevant emissions factors. Emissions factors used for U.S.-based activities are supplied by the U.S. EPA for electricity and natural gas (eGrid), supply chain, transportation and waste. Emissions are calculated for each GHG type, including carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), and all relevant fluorinated gases.

For energy and emissions data, the baseline year selected for reductions is calendar year 2019, as it is the last year for which we have reliable data prior to the pandemic. The following tables show the amounts of energy consumed and emissions generated by our firm, including both U.S. and INDUS operations, for calendar years 2019 and 2021. Both inventories include contributions by our Public Sector business, which was divested in October 2022. Future disclosures will treat this divestiture as a structural change that will result in an adjustment to the baseline. Our science-based targets will be based on data that excludes the Public Sector business.

Energy use from our U.S. and INDUS operations

Energy consumption	Calendar year 2021	Calendar year 2019 (baseline)
Units	**Gigajoules (GJ)**	**Gigajoules (GJ)**
Electricity	49,748	59,054
Natural gas	6,683	7,036
Steam	1,325	1,768
Totals	**57,757 GJ**	**67,858 GJ**

GHG emissions from our U.S. and INDUS operations

GHG emissions: Scopes 1 and 2	Calendar year 2021	Calendar year 2019 (baseline)
Units	**$MTCO_2e$**	**$MTCO_2e$**
Scope 1: Fuel combustion in buildings	717	758
Scope 2: Purchased electricity, location-based	5,103	6,333
Totals	**5,820 $MTCO_2e$**	**7,091 $MTCO_2e$**

GHG emissions: Scope 3	Calendar year 2021	Calendar year 2019 (baseline)
Units	**$MTCO_2e$**	**$MTCO_2e$**
Purchased goods and services	18,029	25,215
Business travel	2,004	25,042
Employee commuting (including telework)	5,504	10,055
Other Scope 3 categories	7,453	12,358
Total Scope 3 emissions	**32,990 $MTCO_2e$**	**72,671 $MTCO_2e$**

Totals may not sum exactly due to rounding.

Reductions shown above amount to a 10,101 GJ decrease in total energy consumption, 1,271 $MTCO_2e$ decrease in Scope 1 and 2 GHG emissions and 39,681 $MTCO_2e$ decrease in Scope 3 emissions. Our combined Scope 1, 2 and 3 emissions in calendar year 2021 were less than half of our emissions in calendar year 2019.

Our energy and Scope 1 and 2 emissions reductions are primarily due to our efforts to optimize our office space and reduce square footage. Our Scope 3 emissions reductions are primarily due to the effects of the COVID-19 pandemic. Due to our significant reduction in business travel throughout 2021, our associated emissions were significantly lower than our 2019 baseline. We also saw reductions in emissions from employee commuting and waste — on average, our colleagues came into the office only one day per week in 2021 versus four days per week in 2019. Our emissions from purchased goods and services were also lower, driven by reduced spend. As we emerge from the pandemic, we anticipate that our emissions in some Scope 3 categories may increase; however, we will work to maintain our reductions and drive additional progress by implementing new emissions reduction strategies in key areas.

Social

Colleague data

Data presented below includes gender, age, and race or ethnicity breakdowns for all U.S.-based colleagues, partners, principals and managing directors (PPMDs) and new hires, for all levels except interns. Gender and age breakdowns are presented for our INDUS colleagues, for all levels except interns. Data presented below was summarized as of 7/31 of each fiscal year. "Colleagues" refers to all Grant Thornton personnel, including full-time and part-time personnel. PPMDs and Partnership Board members are included in colleague metrics.

Gender breakdowns for U.S.-based colleagues (includes all levels except interns)

	FY2022	FY2021	FY2020
U.S.-based colleagues (includes PPMDs)	**8,215**	**7,335**	**7,377**
Women	**45.1%**	**44.6%**	**45.1%**
Administrative	84.9%	89.8%	87.9%
Associate	44.9%	47.3%	49.7%
Senior Associate	49.3%	47.9%	46.1%
Manager	45.8%	43.7%	44.5%
Senior Manager	35.1%	34.8%	35.1%
Director or Senior Director	47.4%	45.1%	46.3%
Managing Director	30.4%	33.7%	29.5%
Partner or Principal	26.5%	24.6%	23.2%
Men	**54.9%**	**55.4%**	**54.9%**
Administrative	15.1%	10.2%	12.1%
Associate	55.1%	52.7%	50.3%
Senior Associate	50.7%	52.1%	53.9%
Manager	54.2%	56.3%	55.5%
Senior Manager	64.9%	65.2%	64.9%
Director or Senior Director	52.6%	54.9%	53.7%
Managing Director	69.6%	66.3%	70.5%
Partner or Principal	73.5%	75.4%	76.8%

Gender breakdowns for U.S.-based PPMDs

	FY2022	FY2021	FY2020
PPMDs	**896**	**861**	**829**
Women	**27.7%**	**27.3%**	**25.0%**
Men	**72.3%**	**72.7%**	**75.0%**

Gender breakdowns for INDUS colleagues (includes all levels except interns)

	FY2022
INDUS colleagues	**1,695**
Women	**48.9%**
Analyst	59.7%
Associate, Technical Analyst, Consultant	48.4%
Sr. Associate, Sr. Technical Analyst, Sr. Consultant, Lead	47.4%
Assistant Manager, Technical Lead	49.3%
Manager, Solution Architect	37.8%
Sr. Manager, Sr. Solution Architect	26.7%
Executive Director, Director, Associate Director	13.6%
Men	**51.1%**
Analyst	40.3%
Associate, Technical Analyst, Consultant	51.6%
Sr. Associate, Sr. Technical Analyst, Sr. Consultant, Lead	52.6%
Assistant Manager, Technical Lead	50.7%
Manager, Solution Architect	62.2%
Sr. Manager, Sr. Solution Architect	73.3%
Executive Director, Director, Associate Director	86.4%

During fiscal year 2022, 98.6% of Grant Thornton's U.S.-based personnel were employed full-time, while 1.4% were employed part-time. In fiscal year 2022, the firm employed approximately 800 temporary workers. Temporary workers are individuals who are considered Grant Thornton employees and generally work for six months or less, including interns and other seasonal workers. Grant Thornton is an at-will employer and does not typically employ contract employees. For specific projects and needs, Grant Thornton works with third-party agencies, such as managed service providers, contractors and subcontractors.

Age breakdowns for U.S.-based and INDUS colleagues (includes all levels except interns)

U.S.-based colleagues (includes PPMDs)	FY2022
Under 30 years of age	40.8%
Between 30 and 50 years of age	45.6%
Over 50 years of age	13.6%
U.S.-based PPMDs	**FY2022**
Between 30 and 50 years of age	59.8%
Over 50 years of age	40.2%

INDUS colleagues	FY2022
Under 30 years of age	68.7%
Between 30 and 50 years of age	31.3%

Race/ethnicity breakdowns for all U.S.-based colleagues (includes all levels except interns)

	FY2022	FY2021	FY2020
American Indian or Alaska Native	**0.4%**	**0.3%**	**0.3%**
Administrative	0.0%	0.0%	0.0%
Associate	0.6%	0.6%	0.7%
Senior Associate	0.4%	0.3%	0.4%
Manager	0.4%	0.1%	0.1%
Senior Manager	0.0%	0.0%	0.2%
Director or Senior Director	0.2%	0.2%	0.2%
Managing Director	0.0%	0.0%	0.0%
Partner or Principal	0.5%	0.5%	0.5%
Asian	**14.9%**	**14.0%**	**13.7%**
Administrative	4.0%	3.4%	4.9%
Associate	16.5%	15.3%	13.3%
Senior Associate	19.4%	16.9%	17.8%
Manager	14.5%	15.3%	15.3%
Senior Manager	13.0%	14.3%	14.4%
Director or Senior Director	11.8%	11.7%	11.0%
Managing Director	8.6%	7.8%	6.8%
Partner or Principal	5.8%	5.8%	5.7%
Black or African American	**7.6%**	**6.4%**	**6.3%**
Administrative	24.0%	19.9%	20.1%
Associate	8.0%	7.3%	7.1%
Senior Associate	10.8%	8.8%	8.5%
Manager	6.6%	5.9%	6.0%
Senior Manager	2.0%	0.2%	0.5%
Director or Senior Director	4.2%	3.9%	3.0%
Managing Director	2.5%	2.3%	1.3%
Partner or Principal	1.1%	1.0%	0.8%
Hispanic or Latinx	**5.7%**	**4.9%**	**4.4%**
Administrative	12.9%	13.1%	11.7%
Associate	7.8%	6.1%	5.3%
Senior Associate	6.6%	5.9%	5.2%
Manager	4.3%	3.4%	3.1%
Senior Manager	2.6%	2.8%	3.6%
Director or Senior Director	3.1%	3.7%	2.9%
Managing Director	4.3%	3.9%	3.9%
Partner or Principal	2.4%	2.0%	1.7%

	FY2022	FY2021	FY2020
Native Hawaiian or Pacific Islander	**0.1%**	**0.2%**	**0.2%**
Administrative	0.0%	0.5%	0.4%
Associate	0.3%	0.3%	0.3%
Senior Associate	0.1%	0.2%	0.2%
Manager	0.1%	0.2%	0.3%
Senior Manager	0.2%	0.2%	0.0%
Director or Senior Director	0.0%	0.2%	0.0%
Managing Director	0.0%	0.0%	0.0%
Partner or Principal	0.0%	0.0%	0.0%
White or Caucasian	**68.3%**	**73.2%**	**74.2%**
Administrative	55.1%	62.6%	62.5%
Associate	62.9%	69.5%	72.9%
Senior Associate	59.7%	66.6%	67.2%
Manager	71.1%	73.6%	73.7%
Senior Manager	79.3%	80.8%	80.2%
Director or Senior Director	78.6%	80.1%	82.0%
Managing Director	82.9%	85.1%	88.0%
Partner or Principal	89.3%	90.3%	90.8%
Unknown or Not disclosed	**3.0%**	**1.2%**	**0.8%**
Administrative	4.0%	0.5%	0.4%
Associate	4.1%	0.2%	0.4%
Senior Associate	3.1%	0.2%	0.7%
Manager	3.2%	0.3%	1.6%
Senior Manager	2.8%	0.2%	1.1%
Director or Senior Director	2.1%	0.0%	0.9%
Managing Director	1.8%	0.0%	0.0%
Partner or Principal	0.8%	0.5%	0.5%

Gender breakdowns for new hires (includes all levels except interns)

	FY2022	FY2021	FY2020
U.S.-based new hires	**2,546**	**1,605**	**1,565**
Women	**44.1%**	**41.6%**	**44.5%**
Administrative	69.7%	85.7%	64.3%
Associate	43.4%	44.6%	48.5%
Senior Associate	46.9%	38.9%	36.9%
Manager	46.3%	33.3%	39.1%
Senior Manager	19.0%	21.4%	37.5%
Director or Senior Director	41.2%	32.8%	38.5%
Managing Director	16.0%	42.9%	33.3%
Partner or Principal	25.0%	44.4%	40.0%
Men	**55.9%**	**58.4%**	**55.5%**
Administrative	30.3%	14.3%	35.7%
Associate	56.6%	55.4%	51.5%
Senior Associate	53.1%	61.1%	63.1%
Manager	53.7%	66.7%	60.9%
Senior Manager	81.0%	78.6%	62.5%
Director or Senior Director	58.8%	67.2%	61.5%
Managing Director	84.0%	57.1%	66.7%
Partner or Principal	75.0%	55.6%	60.0%

	FY2022
INDUS new hires	**879**
Women	**48.5%**
Analyst	57.6%
Associate, Technical Analyst, Consultant	46.1%
Sr. Associate, Sr. Technical Analyst, Sr. Consultant	40.6%
Assistant Manager, Technical Lead	51.9%
Manager, Solution Architect	35.7%
Sr. Manager, Sr. Solution Architect	16.7%
Associate Director	0.0%
Director	33.3%
Men	**51.5%**
Analyst	42.4%
Associate, Technical Analyst, Consultant	53.9%
Sr. Associate, Sr. Technical Analyst, Sr. Consultant	59.4%
Assistant Manager, Technical Lead	48.1%
Manager, Solution Architect	64.3%
Sr. Manager, Sr. Solution Architect	83.3%
Associate Director	100.0%
Director	66.7%

Age breakdowns for new hires (includes all levels except interns)

U.S.-based new hires	FY2022	FY2021
Under 30 years of age	58.1%	68.9%
Over 30 years of age	41.9%	31.1%

INDUS new hires	FY2022
Under 30 years of age	77.2%
Over 30 years of age	22.8%

Race or ethnicity breakdowns for new hires

	FY2022	FY2021	FY2020
American Indian or Alaska Native	**0.5%**	**0.6%**	**0.5%**
Administrative	N/A	N/A	N/A
Associate	0.5%	0.7%	0.5%
Senior Associate	0.3%	0.6%	0.3%
Manager	1.1%	1.0%	0.6%
Senior Manager	N/A	N/A	N/A
Director or Senior Director	N/A	N/A	N/A
Managing Director	N/A	N/A	N/A
Partner or Principal	N/A	N/A	N/A
Asian	**19.9%**	**17.8%**	**18.4%**
Administrative	9.1%	N/A	10.7%
Associate	17.0%	17.0%	13.3%
Senior Associate	26.7%	19.5%	32.3%
Manager	19.2%	19.3%	24.1%
Senior Manager	19.1%	43.8%	16.7%
Director or Senior Director	16.5%	15.5%	13.5%
Managing Director	16.0%	14.3%	8.3%
Partner or Principal	12.5%	N/A	N/A
Black or African American	**10.3%**	**8.8%**	**7.0%**
Administrative	24.2%	N/A	14.3%
Associate	7.3%	7.3%	5.2%
Senior Associate	15.5%	13.5%	11.0%
Manager	9.9%	9.4%	11.5%
Senior Manager	9.5%	N/A	N/A
Director or Senior Director	4.7%	5.2%	1.9%
Managing Director	4.0%	9.5%	N/A
Partner or Principal	N/A	22.2%	N/A
Hispanic or Latinx	**7.4%**	**6.4%**	**5.1%**
Administrative	9.1%	14.3%	3.6%
Associate	8.2%	7.0%	5.4%
Senior Associate	7.3%	5.7%	5.2%
Manager	6.0%	5.5%	4.0%
Senior Manager	2.4%	N/A	4.2%
Director or Senior Director	4.7%	6.9%	3.9%
Managing Director	4.0%	N/A	4.2%
Partner or Principal	N/A	N/A	N/A

	FY2022	FY2021	FY2020
Native Hawaiian or Pacific Islander	**0.1%**	**0.1%**	**0.3%**
Administrative	N/A	N/A	N/A
Associate	0.2%	0.1%	0.3%
Senior Associate	N/A	0.3%	N/A
Manager	N/A	N/A	0.6%
Senior Manager	N/A	N/A	N/A
Director or Senior Director	N/A	N/A	N/A
Managing Director	N/A	N/A	N/A
Partner or Principal	N/A	N/A	N/A
White or Caucasian	**54.1%**	**65.0%**	**68.4%**
Administrative	45.5%	85.7%	71.4%
Associate	60.9%	66.7%	75.0%
Senior Associate	42.5%	59.6%	50.3%
Manager	52.3%	62.4%	58.1%
Senior Manager	54.8%	56.3%	79.2%
Director or Senior Director	65.9%	70.7%	80.8%
Managing Director	60.0%	76.2%	87.5%
Partner or Principal	75.0%	77.8%	100.0%
Unknown or Not disclosed	**7.7%**	**1.2%**	**0.5%**
Administrative	12.1%	N/A	0.0%
Associate	5.9%	1.2%	0.3%
Senior Associate	7.7%	0.9%	0.9%
Manager	11.5%	2.5%	1.2%
Senior Manager	14.3%	N/A	N/A
Director or Senior Director	8.2%	1.7%	N/A
Managing Director	16.0%	N/A	N/A
Partner or Principal	12.5%	N/A	N/A

Turnover data

U.S.	FY2022	FY2021
Total turnover	24%	24%
Women	42%	44%
Men	58%	56%
Voluntary	22.7%	20.5%
Involuntary	1.3%	3.6%
Under 30 years of age	54%	55%
Over 30 years of age	46%	45%

INDUS	FY2022
Total turnover	31%
Women	44%
Men	56%
Voluntary	30%
Involuntary	1%
Under 30 years of age	67%
Over 30 years of age	33%

Health and well-being: Grant Thornton's comprehensive benefits offering

All of our full-time and part-time colleagues at our U.S. locations have access to an array of benefits, including:

- Health, dental, vision and well-being benefits, including coverage for eligible domestic partners and dependents*
- Employee Assistance Program*
- Disability benefits
- 401(k) savings plan
- Employee pension plans
- Insurance options, including life insurance
- Access to savings accounts and reimbursement plans including Flexible Spending Accounts (FSAs), Health Savings Accounts (HSAs), Lifestyle Spending Accounts (LSAs), dependent care and commuter spending
- Gender transition benefits*
- Parental benefits
- Family building benefits
- Adoption & surrogacy reimbursement benefits
- Educational assistance
- Innovative flexible time-off policy

*Same- and opposite-sex domestic partners and their dependents are also eligible for these benefits.

Our full-time colleagues in India have access to a full array of benefits that meet their needs, including health insurance coverage for colleagues and their dependents; tele-health benefits; an Employee Assistance Program; health and wellness initiatives; parental leave and adoption reimbursement; flexible time-off and more.

Parental leave

Grant Thornton offers comprehensive parental leave benefits. All active U.S.-based colleagues are eligible for up to 12 weeks of paid parental leave at 100% of their base salary upon the birth, legal adoption or permanent placement of a child under their legal guardianship. Parents can take time off for parental leave in two-week intervals, if they choose, in the first year following the birth, adoption or placement of the child.

	FY2022	FY2021	FY2020
U.S.-based colleagues who took parental leave	489	326	289
Women	224	162	140
Men	265	164	149

Our INDUS colleagues are also offered parental leave benefits. Women are eligible for up to 26 weeks of maternity leave as long as they have worked at the firm for at least 80 days in the year leading up to the expected delivery date. Women who adopt a child below the age of 3 months are eligible for up to 12 weeks of leave. Men are eligible for up to five business days of paid paternity leave upon the birth or adoption of a child.

	FY2022
INDUS colleagues who took parental leave	72
Women	42
Men	30

Workplace safety

The health and safety of our colleagues is always of the utmost importance. As part of our workplace safety program, we have a variety of policies, procedures and mechanisms in place to support their safety while at work. These include:

- Safety, anti-harassment and workplace violence policies
- Reasonable accommodations policies
- Alcohol/drug-free workplace policy
- Safe driving policy
- Physical security and access control policy
- Workplace risk assessments, safety trainings and emergency evacuation plans
- A reporting system for unsafe work conditions and work-related injuries
- COVID-19 related policies and practices, including an infectious disease preparedness plan, contact tracing, quarantine and social distancing protocols
- Programs that support the psychological safety of our colleagues
- Business continuity plan
- Crisis management protocol

Retirement benefits and plans

Grant Thornton offers three qualified retirement plans to personnel:

- The Grant Thornton 401(k) Savings Plan (401(k) plan) is a defined contribution plan funded by both participant (partner and employee) and employer contributions.
- The Grant Thornton Employees Retirement Plan (ERP) is a defined benefit plan for employees.
- The Grant Thornton Partners' Cash Balance Plan (PCBP) is a defined benefit plan for partners and principals. In addition, Grant Thornton offers a non-qualified plan for partners and principals that is defined by the terms of the partnership agreement.

The assets for the qualified plans are each held in a trust for that particular plan. As of Dec. 31, 2021 (the latest measurement date), all plans were funded at or above 100%.

Grant Thornton's employees choose their own deferral rate for the 401(k). New hires were auto-enrolled at 2% of pay (which was adjusted on Oct. 27, 2022, to 4%) and all employees can change their deferral rate at any time to defer between 0% and 100% of their pay after required deductions (i.e., taxes and benefits). The firm matches 25% of the first 6% of employee contributions. Additional contributions may be made by the firm, subject to eligibility.

Grant Thornton contributes up to 4% of an employee's salary to the ERP for all employees below the senior director level; for senior directors and above, the firm contributes 6%. For the PCBP, contributions from the firm are based on defined rates as set in the plan.

As of Dec. 31, 2021, the participation rate for active eligible personnel in the 401(k) plan was 98.2%. The ERP is mandatory for all employees and the PCBP is mandatory for all partners and principals, as defined by those plans.

Governance

Grant Thornton's Partnership Board

Grant Thornton's Partnership Board consists of elected members plus the CEO, who is appointed by the Board and ratified by the partners and principals. Candidates for the Partnership Board must meet the firm's quality gating criteria and serve in roles in the firm that are deemed sufficiently independent of senior management as determined by the firm's Partnership Agreement. According to the firm's Partnership Agreement, at any given time, a majority of the Partnership Board members must be certified public accountants (irrespective of service line or role in the firm) and at least two members must meet the criteria of "audit committee financial expert" as defined in Item 407(d)(5) of Regulation S-K promulgated under the Securities Exchange Act of 1934, as amended. Elected Partnership Board members serve a three-year term. The CEO is included in the metrics shared below.

Partnership Board gender breakdown	FY2022	FY2021
Women	27%	27%
Men	73%	73%
Partnership Board race/ ethnicity breakdown	**FY2022**	**FY2021**
Asian	18%	18%
White	82%	82%
Partnership Board age breakdown	**FY2022**	**FY2021**
30-50 years of age	36%	45%
Over 50 years of age	64%	55%

For information on our PPMD population, see pages 47-49.

Firm policies and training

In addition to our Code of Conduct, we have a wide range of established policies, procedures and related trainings in place to help our colleagues understand what is expected of them.

Examples of policy topics include:

- Anti-fraud, anti-bribery, anti-corruption and anti-competitive requirements
- Confidentiality of client and firm information
- Conflict-of-interest prevention, including mitigating potential or perceived threats
- Data privacy and proper collection, usage and retention of, and access to, personal data
- Export controls and sanctions
- Government contracting ethics and conduct, including protection of classified information
- Independence requirements
- Information security, incident response, and identification of risks and threats
- Physical security and access control policies and protocols
- Political activity and lobbying
- Prohibited discrimination, harassment and retaliation

Annually, we require all colleagues to complete mandatory training and certification on topics, including those related to our Code of Conduct, Respect in the Workplace and Information Security and Data Privacy. Additional trainings, like Independence and Ethics, are required for colleagues to complete based on service line, level and/or job requirements.

To ensure that all colleagues participate in these important trainings and certifications, we incorporate compliance accountability into all colleagues' performance reviews. If a colleague is not in compliance with mandatory trainings or has been found to be in violation of certain policies, their year-end performance review can be affected.

Cybersecurity and data privacy

Cybersecurity and data privacy are two key areas of risk for the firm which are managed by dedicated teams and established programs and are overseen by the chief risk and compliance officer (CRCO), who is a member of the National Leadership Team. Our integrated Information Security and Privacy Management Systems are based on best-practice global standards ISO 27001/27701/27017.

Grant Thornton's dedicated chief information security officer (CISO) is responsible for the cybersecurity program. The CISO is responsible for assessing and managing risks related to our information technology systems and for implementing strategies and solutions to mitigate risks associated with the security, confidentiality, integrity and availability of firm and client data. The CISO works closely with key internal stakeholders including data privacy, enterprise transformation, enterprise risk management and the firm's leadership. The firm's Partnership Board receives regular updates from the CISO on cybersecurity issues and risks.

The firm's Privacy Office is responsible for, among other things, managing risks related to the firm's collection and use of data, including personal information. The Privacy Office also administers the firm's privacy program and sets policies and procedures for the proper handling and usage of personal information. The Privacy Office works in conjunction with members of the legal department and the Risk & Compliance Office to regularly assess and review the firm's methods and performance in relation to its collection and use of personal information to support compliance with applicable data protection laws.

Firm memberships and associations

Grant Thornton is an active member of many organizations and associations aligned with our industry and service offerings. Some of our strategic memberships include:

- American Institute of Certified Public Accountants (AICPA)
- American Society for Quality (ASQ)
- Center for Audit Quality (CAQ)
- Council of Institutional Investors (CII)
- International Corporate Governance Network (ICGN)
- International Federation of Accountants (IFAC)
- National Association of Corporate Directors (NACD)
- U.S. Chamber of Commerce

In addition to our corporate memberships, our colleagues are members of numerous local organizations and associations.

Grant Thornton also participates in many external initiatives that align with our material ESG focus areas, including, but not limited to:

- CAQ's Accounting+ Challenge
- CDP (formerly the Carbon Disclosure Project)
- CEO Action for Diversity & Inclusion
- Hiring our Heroes Fellowship Program
- ISO 27001, 27701, 27017
- Science Based Targets initiative (SBTi)
- The Posse Foundation
- Thurgood Marshall College Fund
- U.S. Chamber of Commerce Foundation's "Prioritize Mental Health and Emotional Well-being in the Workplace" pledge

Global Reporting Initiative (GRI) content index

Statement of use	Grant Thornton LLP (Grant Thornton) has reported the information cited in this GRI content index for the period Aug. 1, 2021, through July 31, 2022 (unless otherwise stated) with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

General Disclosures			
General Disclosures	2-1	Organizational details	About this report, page 4 About Grant Thornton, page 5
General Disclosures	2-2	Entities included in the organization's sustainability reporting	About this report, page 4
General Disclosures	2-3	Reporting period, frequency and contact point	About this report, page 4 Please reach out to sustainability@us.gt.com with any questions
General Disclosures	2-4	Restatements of information	Grant Thornton has no restatements of information to report.
General Disclosures	2-5	External assurance	About this report, page 4
Activities and workers			
General Disclosures	2-6	Activities, value chain and other business relationships	About Grant Thornton, page 5 Maintaining supply chain standards, page 36 Our strategic alliances empower our clients with the world's leading solutions, paired with our proven audit, tax, strategy, implementation, optimization and support services. Our alliances are available here: gt.com/services/alliances Grant Thornton did not experience any significant organizational changes during fiscal year 2022 with the exception of the transition of Seth Siegel as the firm's new CEO upon the retirement of our prior CEO.
General Disclosures	2-7	Employees	Grant Thornton colleagues by the numbers, pages 17-18
General Disclosures	2-9	Governance structure and composition	Grant Thornton colleagues by the numbers, pages 17-18 ESG appendix: Grant Thornton's Partnership Board, page 54
General Disclosures	2-10	Nomination and selection of the highest governance body	ESG appendix: Grant Thornton's Partnership Board, page 54
General Disclosures	2-11	Chair of the highest governance body	The CEO and chairperson of Grant Thornton are separate roles. The chairperson of Grant Thornton's Partnership Board is chosen from among the elected members of the Partnership Board and is elected annually by a majority vote of the Partnership Board. James (Jim) Wittmer currently serves as Grant Thornton's Partnership Board chair.

Governance			
General Disclosures	2-12	Role of the highest governance body in overseeing the management of impacts	ESG management and governance, page 7
General Disclosures	2-13	Delegation of responsibility for managing impacts	Our CRCO has oversight for setting the firm's overall strategy on ESG matters, developing and implementing related initiatives and policies, monitoring and assessing developments of ESG risks and issues that are material to the business, and reporting on our ESG performance. Our national managing director for culture, immersion and inclusion recently joined the Senior Leadership Team and has oversight for setting the strategy on firm culture, DE&I and related colleague efforts, including developing and implementing initiatives and policies, and monitoring engagement and progress toward our publicly stated goals. All risks to the firm, including ESG risks, are identified and evaluated as part of our ERM practices. ESG issues and risks, and progress on stated DE&I and climate-related goals are discussed regularly throughout the year with the Partnership Board's Risk Subcommittee, which has a governance oversight role over risk management.
General Disclosures	2-15	Conflicts of interest	The firm's Partnership Agreement addresses potential conflicts of interest in a number of ways. No member of the SLT nor any person who reports directly to the CEO may serve on the Partnership Board. Further, each year, the Partnership Board evaluates current leadership roles and respective reporting structures to determine whether any other position(s) should be ineligible to serve on the Partnership Board, and may exclude such other position(s) from serving as an elected member if the Partnership Board deems such position(s) not to be sufficiently independent of senior management. The Partnership Agreement also has requirements and guidance for when Partnership Boards members must recuse themselves from voting or participating in deliberations on certain matters. The partners and principals serving on the Partnership Board are subject to the same independence, compliance and ethical standards, auditing and monitoring procedures and disciplinary policies as the firm at large.
General Disclosures	2-16	Communication of critical concerns	At least annually, the CRCO communicates issues reported through our Ethics hotline, as well as issues and complaints reported through other channels, to Grant Thornton's Partnership Board. Of the issues and complaints reported in fiscal year 2022, none were critical in terms of their actual or potential negative impact to the firm or its stakeholders. All were investigated and resolved in the ordinary course of business, including imposing remedial measures or disciplinary action as necessary or appropriate.
General Disclosures	2-17	Collective knowledge of the highest governance body	Several Grant Thornton Partnership Board members have taken courses related to ESG, ESG assurance and climate governance. One Partnership Board member completed the NACD ESG Continuous Learning Cohort–Foundation Program.

Governance			
General Disclosures	2-19	Remuneration policies	The annual remuneration of each member of the Partnership Board and SLT is disclosed to the partners and principals of the firm. The Partnership Board determines and approves all components of remuneration of the CEO and members of the SLT. Given that Partnership Board members are partners and principals with active roles in the firm, their remuneration is determined based on their performance in their business-related roles. Any recommendations for remuneration increases of Partnership Board members must result from and follow the same policies and processes as applicable to all partners and principals, and are approved by vote of the Partnership Board (with appropriate recusals).
General Disclosures	2-22	Statement on sustainable development strategy	A message from CEO Seth Siegel, page 3
General Disclosures	2-23	Policy commitments	Our commitment to culture, pages 13-14 Ethics, integrity and maintaining the highest standard of conduct, page 33 Upholding labor and human rights, page 34 ESG appendix: Firm policies and training, page 54
General Disclosures	2-24	Embedding policy commitments	Our commitment to culture, page 13-14 Ethics, integrity and maintaining the highest standard of conduct, page 33 Upholding labor and human rights, page 34 ESG appendix: Firm policies and training, page 54
General Disclosures	2-25	Processes to remediate negative impacts	Promoting a speak-up culture, page 34
General Disclosures	2-23	Mechanisms for seeking advice and raising concerns	Ethics, integrity and maintaining the highest standard of conduct, page 33 Promoting a speak-up culture, page 34
General Disclosures	2-24	Compliance with laws and regulations	Ethics, integrity and maintaining the highest standard of conduct, page 33
General Disclosures	2-25	Membership associations	ESG appendix: Firm memberships and associations, page 55

Stakeholder engagement			
General Disclosures	2-29	Approach to stakeholder engagement	Our stakeholders, page 9 Our approach to materiality, page 10
General Disclosures	2-30	Collective bargaining agreements	Upholding labor and human rights, page 34

Material topics			
Material topics	3-1	Process to determine material topics	Our approach to materiality, page 10
Material topics	3-2	List of material topics	Our approach to materiality, page 10

Topic specific standards: Economic			
Economic performance			
Economic performance	3-3	Management of material topics	Our approach to materiality, page 10
Economic performance	201-2	Financial implications and other risks and opportunities due to climate change	TCFD index, page 67
Economic performance	201-3	Defined benefit plan obligations and other retirement plans	ESG appendix: Retirement benefits and plans, page 53
Economic performance	201-4	Financial assistance received from government	In fiscal year 2022, Grant Thornton did not receive any financial assistance from the government.

Anti-corruption			
Anti-corruption	3-3	Management of material topics	Our approach to materiality, page 10 Doing business responsibly, page 33 Ethics, integrity and maintaining the highest standard of conduct, page 33 ESG appendix: Firm policies and training, page 54
Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Ethics, integrity and maintaining the highest standard of conduct, page 33

Topic specific standards: Environmental			
Energy			
Energy	3-3	Management of material topics	Our approach to materiality, page 10 Actions for a better planet: Our environmental management program, page 38
Energy	302-1	Energy consumption within the organization	ESG appendix: Energy and emissions, pages 45-46
Energy	302-4	Reduction of energy consumption	ESG appendix: Energy and emissions, pages 45-46

Emissions			
Emissions	3-3	Management of material topics	Our approach to materiality, page 10 Actions for a better planet: Our environmental management program, page 38 Refining our science-based targets, page 39 Developing our GHG reduction strategies, page 40
Emissions	305-1	Direct (Scope 1) GHG emissions	ESG appendix: Energy and emissions, pages 45-46
Emissions	305-2	Energy indirect (Scope 2) GHG emissions	ESG appendix: Energy and emissions, pages 45-46
Emissions	305-3	Other indirect (Scope 3) GHG emissions	ESG appendix: Energy and emissions, pages 45-46
Emissions	305-5	Reduction of GHG emissions	ESG appendix: Energy and emissions, pages 45-46

Waste			
Waste	3-3	Management of material topics	Our approach to materiality, page 10 Reducing waste and supporting recycling, page 43

Topic specific standards: Social			
Employment			
Employment	3-3	Management of material topics	Our approach to materiality, page 10 Our commitment to culture, pages 13-14 Continuing our focus on DE&I, pages 15-24 Strengthening our colleagues' health and well-being, pages 28-29 Doing business responsibly, pages 33-34 ESG appendix: Colleague data, pages 47-49 ESG appendix: Health and well-being: Grant Thornton's comprehensive benefits offering, page 52
Employment	401-1	New employee hires and employee turnover	Recruiting top talent, page 24 ESG appendix: Colleague data, pages 50-51 ESG appendix: Turnover, page 52
Employment	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Strengthening our colleagues' health and well-being, pages 28-29 ESG appendix: Health and well-being: Grant Thornton's comprehensive benefits offering, page 52
Employment	401-3	Parental leave	Strengthening our colleagues' health and well-being, pages 28-29 ESG appendix: Parental leave, page 52
Occupational health and safety			
Occupational health and safety	3-3	Management of material topics	Our approach to materiality, page 10 Upholding labor and human rights, page 34 ESG appendix: Workplace safety, page 53
Training and education			
Training and education	3-3	Management of material topics	Our approach to materiality, page 10 Supporting and retaining talented colleagues, pages 25-27
Training and education	404-1	Average hours of training per year per employee	Supporting and retaining talented colleagues, page 25
Training and education	404-2	Programs for upgrading employee skills and transition assistance programs	Supporting and retaining talented colleagues, pages 25-27 Digital badge program expands, page 25 Cultivating the next generation of leaders, page 27 Democratizing our technology, page 37
Training and education	404-3	Percentage of employees receiving regular performance and career development reviews	Agile professional development and performance management, page 25

Diversity and equal opportunity			
Diversity and equal opportunity	3-3	Management of material topics	Our approach to materiality, page 10 Our commitment to culture, pages 13-14 Continuing our focus on DE&I, pages 15-24
Diversity and equal opportunity	405-1	Diversity of governance bodies and employees	Colleagues by the numbers, pages 17-18 ESG appendix: Colleague data, pages 47-49 ESG appendix: Grant Thornton's Partnership Board, page 54
Diversity and equal opportunity	405-2	Ratio of basic salary and remuneration of women to men	Pay equity, page 29

Non-discrimination			
Non-discrimination	3-3	Management of material topics	Our approach to materiality, page 10 Continuing our focus on DE&I, pages 15-24 Ethics, integrity and maintaining the highest standard of conduct, page 33 Promoting a speak-up culture, page 34 Upholding labor and human rights, page 34 ESG appendix: Firm policies and training, page 54

Customer privacy			
Customer privacy	3-3	Management of material topics	Our approach to materiality, page 10 Strengthening data privacy and cybersecurity, page 36 ESG appendix: Cybersecurity and data privacy, page 55
Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Except as a matter of public record, Grant Thornton does not disclose this information; however, in fiscal year 2022, Grant Thornton experienced one data exfiltration incident. Appropriate procedures were followed and the impacted parties were notified.

Additional material issues			
Technology and innovation	3-3	Management of material topics	Our approach to materiality, page 10 Aligning tech innovation with ESG, page 37
Ethics and integrity	3-3	Management of material topics	Our approach to materiality, page 10 Doing business responsibly, pages 33-34
Purpose, culture and values	3-3	Management of material topics	About Grant Thornton, page 5 Our approach to materiality, page 10 Our commitment to culture, pages 13-14
Transparency and reporting	3-3	Management of material topics	Our approach to materiality, page 10 Advancing ESG at Grant Thornton, pages 6-11
Enabling clients' sustainability	3-3	Management of material topics	Our approach to materiality, page 10 Advancing ESG for clients, page 12

Sustainability Accounting Standards Board (SASB) index

Disclosure topics	Accounting metrics	Code	Response
Data Security	Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Strengthening data privacy and cybersecurity, page 36 ESG appendix: Cybersecurity and data privacy, page 55
	Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Strengthening data privacy and cybersecurity, page 36 Protecting the right to privacy, page 36 ESG appendix: Cybersecurity and data privacy, page 55
	(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	Except as a matter of public record, Grant Thornton does not disclose this information; however, in fiscal year 2022, Grant Thornton experienced one significant data exfiltration incident. Appropriate procedures were followed and the impacted parties were notified. Corrective action involved a comprehensive investigation, retrieval of the data, notifications to third parties including impacted parties and other appropriate remediation measures.
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	DE&I goals for 2025, page 16 Ethics, integrity and maintaining the highest standard of conduct, page 33 ESG appendix: Colleague data, page 49
	(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	ESG appendix: Turnover, page 52
	Employee engagement as a percentage	SV-PS-330a.3	Strengthening colleague engagement, page 14 Our 2022 GTShape Engagement survey found that: 89% of our colleagues are engaged: 51% are highly engaged, while 38% are moderately engaged. 11% of our colleagues are not actively engaged: 10% of our colleagues are barely engaged, while 1% of our colleagues are disengaged. We began conducting annual full engagement surveys in fiscal year 2020 (prior, we conducted our full engagement surveys every three years), with shorter surveys conducted semiannually. Our surveys are administered by a third party to maintain colleague confidentiality.

Disclosure topics	Accounting metrics	Code	Response
Professional Integrity	Description of approach to ensuring professional integrity	SV-PS-510a.1	Ethics, integrity and maintaining the highest standard of conduct, page 33 Commitment to quality, page 35
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Except as a matter of public record, Grant Thornton does not disclose this information.

Activity metrics	Description	Code	2022 GT Response
1	Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	ESG appendix: Colleague data, pages 47-48
2	Employee hours worked, percentage billable	SV-PS-000.B	Grant Thornton does not disclose this information.

Task Force on Climate-related Financial Disclosures (TCFD) index

Recommended disclosures	2022 response
Governance	
A) Describe the board's oversight of climate-related risks and opportunities	ESG management and governance, page 7
B) Describe management's role in assessing and managing risks and opportunities	GRI index 2-13, page 57 Enterprise risk management, page 34
Strategy	
A) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Effective ERM is a key enabler of Grant Thornton's strategy. Grant Thornton's risk management processes identify and assess risks across our service lines, functions and related to key issues. Grant Thornton considers strategic risks to include internal or external impacts that would inhibit the firm from reaching its business goals. We define short-term risks to include matters that can be resolved in a fiscal or calendar year; medium-term risks to include matters that can be resolved between one and three years; and long-term risks as matters that require more significant time and resources to resolve. As part of our ERM processes, the firm reviews climate-related risks and opportunities annually to understand if they will have an impact on our business, either directly or indirectly. **Our risks** Our firm has identified three main climate-related risks over the short-term and long-term time horizons. Short-term risks include the risks of not being able to meet changing customer behavior, where customers are expecting more transparency about our firm's environmental, sustainability and climate-related actions; and the risk of weather and climate-related events that could impact daily operations, such as natural disasters or severe weather events that could impact our colleagues, the data centers we use or affect the ability of our suppliers to deliver services. Our identified long-term risks include those related to transitioning to lower emissions-generating solutions, including available technologies in our supply chains; renewable energy for our office spaces; the abilities of our suppliers to reduce their emissions associated with the goods and services we purchase; and the overall costs and cost increases associated with the aforementioned solutions. **Our opportunities** Our identified climate-related opportunities over the short-term time horizon include those related to resource efficiencies. Through our hybrid work model, we realized reductions in our Scope 3 emissions through more virtual collaboration and less business travel; and we realized reductions in our Scope 1 and 2 emissions through reductions in our real estate footprint. We also had the ability to renegotiate our leases and downsize some office spaces. From fiscal year 2019 through fiscal year 2022, we reduced our square footage by nearly 150,000 square feet. Over the medium-term time horizon, we see access to new markets and expanded opportunities due to client interest in ESG services as an ongoing opportunity.

B) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Our identified climate-related risks and opportunities are addressed in our annual firm strategies and where required, investments are built into our financial plans. To mitigate the impacts of our identified risks, since 2020, we have expanded key areas of our Risk and Compliance team, including ERM and sustainability. These teams work together to monitor current and emerging risks related to sustainability and climate change. In 2022, our ERM team undertook a large-scale evaluation of the firm's risks (ESG, operations, and more) and has been working to revise our business continuity plans by conducting business impact analyses. Through these initiatives, business critical processes and responses are mapped to help mitigate our risks and implement appropriate response procedures to ensure any disruptions to our daily operations are minimal. We have also worked to improve our processes related to climate and ESG disclosures and address ESG-related topics annually with the SLT and Partnership Board. Our firm has committed to achieving a 55% absolute reduction of our GHG emissions by 2030 and net-zero GHG emissions. We signed onto the SBTi in 2021 and in 2022, we worked with a consultant to refine our targets for validation through the SBTi. Through this process, we are refining our climate-related modeling scenarios and focusing on implementing the most effective strategies to reduce our emissions, including continuing to reduce our business travel and office square footage. We are also identifying additional strategies and plans to reduce our emissions associated with purchased goods and services and employee commuting, among other categories of emissions. The impact of climate change also serves as an opportunity for Grant Thornton to support clients in their identification, management and mitigation of climate risks. Over the past year, we have expanded our ESG client solutions and resources to support companies in the demand for ESG services.
C) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	When formulating our climate strategies, we consider external changes across our market, industry and clients, and we evaluate internal projections on future travel patterns, headcount, square footage, consumption of goods and services and revenue to determine how our anticipated growth will impact our overall emissions, risks and opportunities. We are in the process of updating our climate-related modeling scenarios and strategies. This work will help us understand how we can achieve our 55% absolute GHG reduction and net-zero GHG emissions goals and improve the resiliency of our strategies.

Risk management	
A) Describe the organization's processes for identifying and assessing climate-related risks.	At a high-level, Grant Thornton assesses climate risks as part of our ERM process. The ERM team conducts risk analysis workshops with firm leaders, department heads and applicable personnel. Risks are identified and recorded in the firm's risk register to enable ease of identification, documentation, assessment, monitoring, reporting and responding. The primary data housed in the risk register includes the risks, descriptive information related to each risk, risk assessments and risk responses. Through this process, we identified climate-related risks and opportunities and their impacts on our direct operations and upstream and downstream value chains. It is the responsibility of the CRCO and SLT to ensure we have appropriate resources to manage climate-related risks and reporting. Grant Thornton reviews climate-related risks to understand if they will have a material impact on our business either directly or indirectly. Any risks that are deemed material are reviewed by the Partnership Board's Risk Subcommittee. As a privately held professional services firm, there are not any current climate-specific regulations that impact our business. Nevertheless, we continually monitor regulatory changes applicable to our industry and comply with all applicable laws and regulations. We also continue to monitor emerging regulations, such as the SEC's proposed rules on "The Enhancement and Standardization of Climate-Related Disclosures for Investors" and considerations by other agencies, such as the EPA. We will continue to include regulations in our climate-related risk assessments, alongside the risks we evaluate in other areas, including markets, reputation, technology and acute/chronic physical risks.
B) Describe the organization's processes for managing climate-related risks.	Our firm actively monitors potential risks such as disruptions to travel, relevant environmental changes and/or changing market demand to ensure the firm is prepared to mitigate risks appropriately and successfully execute our strategies. Our CRCO and Sustainability team own and manage environmental and climate-related risks and reporting. The CRCO elevates any key issues to the SLT and the Partnership Board's Risk Subcommittee for further discussion, if needed.
C) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	ERM processes help us identify and assess risks across our service lines, functions, strategies and key initiatives. The CRCO and Sustainability team own any climate-related risks. Using our firm's risk assessment methodology, risks are identified and documented according to our risk taxonomy which utilizes a three-level hierarchical categorization structure. Risks are also assessed using a risk register, and users document a risk's anticipated impact, the strength of the current risk response and controls in place, among other information. The CRCO and Sustainability team, alongside the ERM team, review climate-related risks to understand if they will have a material impact on our business either directly or indirectly. Any risks that are deemed material are reviewed by the Partnership Board's Risk Subcommittee and CRCO, then addressed through relevant strategies.

Metrics and targets	
A) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	A primary metric Grant Thornton uses to assess its climate-related risks and opportunities is anticipated revenue losses or gains, and operational savings or expenses. We've estimated that the cost of not acting to address our short-term and long-term climate-related risks could impact up to 5% of the firm's annual revenue, while not acting to address our short-term, medium-term and long-term opportunities could impact up to the same amount of potential revenue. Through the updates we are making to our emissions reduction strategies, we will be developing additional metrics to assess and manage our risks and opportunities, as well as measure our progress toward our climate goals. These metrics will be supported by policy updates and ongoing actions to reduce our emissions and climate-related impacts.
B) Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	ESG appendix: Energy and emissions, pages 45-46
C) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	ESG appendix: Energy and emissions, pages 45-46

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