



# Our purpose in action

Social impact report

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The majority of this report reflects on 2022 action, programs and events. Some information includes “forward-looking statements” within the meaning of the “safe harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements include statements that are not historical facts and can be identified by terms such as “believe,” “plan,” “expect,” “likely,” “will” or similar references to future periods. These statements are based on the information, beliefs and expectations regarding the future of our business, anticipated events, the economy and other future conditions as of the date of publication, but are subject to many risks and uncertainties that may cause actual events or results to differ from our expectations, including general business and economic conditions, or our ability to execute on our strategic plans. Information concerning these and other risks and uncertainties may be found in the “Risk Factors” section of Thoughtworks quarterly reports on Form 10-Q, our Annual Report on Form 10-K, and other filings and reports we may file from time to time with the SEC. We undertake no responsibility to update or revise forward-looking statements whether as a result of new information, future developments or otherwise.



# Introduction from our CEO

Thoughtworks' purpose is to create an extraordinary impact on the world through our culture and technology excellence. We deliver on that purpose in many ways: through the technology we create for our clients — optimizing it for accessibility, sustainability, privacy and inclusion — and by guiding our industry to adopt more inclusive, efficient, empowering and socially-critical practices.

Societal, health and climate-related challenges continued to dominate in 2022 — from security breaches at major brands and pandemic-induced changes to our workplaces, to the ongoing war in Ukraine and extreme floods, earthquakes, famine and wildfires. In the face of so many global challenges, it can be hard to know where to focus.

Thoughtworks has focused where we feel we can have the greatest impact, across our material topics: diversity and inclusion, social change, responsible tech, climate action, governance and growing our talent, and we are proud of what we have accomplished as a company in 2022.

**One of our most exciting achievements of the year was reaching our goal of 40% women and underrepresented gender minorities in technology roles. Our teams are more diverse than ever and so are the perspectives we bring to our work with clients. We remain focused on building equity and diversity at every level of the organization.**

Since joining the Digital Public Good Alliance (DPGA), we have launched new DPGs and made impactful changes to existing projects like the open source Hospital Information Management System (HIMS), [Bahmni](#), helping to drive social change and support global development at scale. We launched [Bahmni lite](#), a version for small clinics and hospitals, significantly extending the reach of this tool in low resource areas.

We generated significant momentum in our advocacy for responsible tech in 2022 — tech-enabled solutions that embody the values of ethics, equity, accessibility and sustainability. By advocating for it now, and leveraging Thoughtworks' long history of impactful, purpose-driven thought leadership, we have a powerful opportunity to steer our entire industry in the right direction, and make the digital world more inclusive for everyone.



Our climate action work focused on reducing emissions from our own operations and creating forums and tools to facilitate climate action in our sector. We continue to see adoption of open source Cloud Carbon Footprint tool, and robust program and policy efforts out of the Green Software Foundation which we co-founded in 2021. We view these initiatives as multipliers — enabling clients and others to drive sustainability and reduce emissions, and establishing Thoughtworks as a leader in sustainable tech.

We completed a materiality study to help us develop our ESG foundation. The study was done in partnership with a third party to ensure that we were pursuing the right path forward, for our people as well as our business and the industry at large. The results of the study, presented in our Governance section, have shaped our strategy and approach to ESG reporting and confirmed that we have been largely prioritizing the right areas.

And we continued to foster a strong, purpose-led culture as we achieved Great Place to Work™ certification across 14 countries with a combined global trust index score of 90%.

## Looking ahead

We have chosen our ESG frameworks carefully to ensure we drive continued action, thought leadership and make real progress with tangible social outcomes. Focus areas in 2023 include: making concrete progress on reducing our greenhouse gas emissions; increasing rigor around our climate risk management planning; further developing our portfolio of digital public goods; and continuing to provide a welcoming and cultivating environment for our Thoughtworkers.

We are proud of the progress we have made in 2022 and we look forward to delivering more impact in 2023 and beyond.

—

**Guo Xiao**

*President and CEO, Thoughtworks*





# Advocating for responsible tech

Technology has improved millions of people's lives in meaningful, transformational ways. But that doesn't mean it's an unalloyed force for good.

As technology becomes more central to our lives, it's imperative that we design and develop tech-enabled solutions that embody the values of ethics, equity, accessibility and sustainability. There are risks in many unexpected areas, from biased algorithms and inaccessible digital experiences to tools used to disseminate misinformation. For all its benefits, technology has the potential to introduce new forms of hostility into our lives and exacerbate inequality. That's why we believe technology has to be applied responsibly and the tech industry needs to be mindful of — and in some cases accountable for — the social impact of our work.

## What is responsible tech?

Responsible technology is the active consideration of values, unintended consequences, and negative impacts of technology. Responsible tech includes a wide variety of voices in the adoption and deployment process, and seeks to manage and mitigate potential risk and harm to all communities affected by that technology.

It's also a mindset translated into practice, where technology can be a powerful tool to direct social efforts and economic dynamics towards the building of a better society; an inclusive, socially just and ecologically sustainable future.

This year, we collaborated with MIT Technology Review Insights to publish the first [State of Responsible Technology](#) report, which was released in early 2023. This report highlighted a deeply complex and heterogeneous field; there are no easy answers that can be universally applied. Every organization has unique values, social context and characteristics that impact how they view responsible tech. Indeed, the report highlights the many different perspectives:

- There was no clear consensus on which responsible tech practices should be a priority for organizations today
- There are differing motivations for embracing responsible tech, and both appreciation and apprehension about regulation in this context. These factors make it important that we convene as a tech community to drive holistic change

- Senior leadership buy-in was seen as the biggest barrier to responsible tech adoption, suggesting that more can be done to explain the business benefits — such as enhancing your brand and mitigating risk

Even with good intentions and a strong understanding of its value, embracing responsible tech and building it into working practices isn't easy. Our focus throughout 2022 was firmly on communication and upskilling to bring the wider tech ecosystem into the conversation. We hosted our first [Responsible Tech Congress in Ecuador](#), focusing on a Global South perspective, specifically Latin America. The Congress discussed the construction and use of technology for all, building a dialogue between civil society, technology and education.

Elsewhere, the [Mozilla Foundation](#) partnered with us to conduct an innovative audit of a major tech platform to help drive regulatory action and public awareness of responsible tech. And we've presented on the benefits of responsible tech and the risks of ignoring it at events such as [Web Summit 2022](#).

Internally, Thoughtworks has identified four key areas for driving responsible tech adoption: accessibility; inclusive and universal design; sustainability for and by technology; security and data privacy; and responsible, transparent, trustworthy AI. We also published a handbook on accessibility<sup>1</sup>, enabling Thoughtworkers to create technology and solutions responsibly, and to ensure what they build delivers maximum value for everyone.

## Adopting responsible technology

We aim to educate businesses about the importance of responsible tech — particularly as a critical lens to apply at the outset of tech projects, when it's cheaper to do so and the risks of systemic damage can be mitigated. Not only that, we want to demonstrate why responsible tech makes good business sense. The MIT Technology Review Insights report highlights that responsible tech is not something that is necessarily perceived as a change to the business. A growing number of organizations see responsible tech as something that can create a positive shift through amplifying the reach and impact of a company via inclusive practices.

At Thoughtworks, we view environmental, social and governance (ESG) commitments as a lever to support the introduction of responsible tech across the industry. We want to increase business interest in embracing responsible tech and give decision-makers the means to navigate the associated complexity. In this way, we can advance our social goals and together build a more diverse and inclusive technology industry. And, we can help ensure that world-changing innovations like AI have the right kind of transformational impact on our lives.

**“At its core, the notion of responsible tech is about ensuring that everyone benefits from the deployment of technology. It relies on you to not assume that your deployment of technology is a neutral decision and to validate that your use of technology doesn't exclude or disadvantage anyone.”**

**Rebecca Parsons, Chief Technology Officer, Thoughtworks**



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<sup>1</sup> Published internally in 2022. In 2023 we published an external version: [A practitioner's accessibility handbook](#)

### Examples of our work across responsible tech themes:

-  **Bias and AI:** We partnered with [Tattle](#) to create a plugin for Twitter that helps to filter abusive language and trolling, specifically for those at risk of trolling and gender violence, enabling users to make tech more responsible, even when organizations themselves don't implement adequate controls
-  **Security and data privacy:** Our work with [STOP THE TRAFFIK](#), an organization who seeks to end human trafficking, focused on their data security strategy and encompassed system design, pipeline automation and scalability
-  **Accessibility and inclusive design:** We continued to work on [Amplio](#), an app which aims to provide deaf people with ways to enjoy music, and we are improving our ways of working with deaf stakeholders as a result of this collaboration
-  **Sustainable tech:** As part of the Green Software Foundation, we have continued working to improve the sustainability of the technology industry. In 2022, the coalition created the [Software Carbon Intensity](#) calculation and expanded on the idea of Carbon Awareness, with a software development kit (SDK) which enables technology teams to optimize energy use when and where it is most efficient

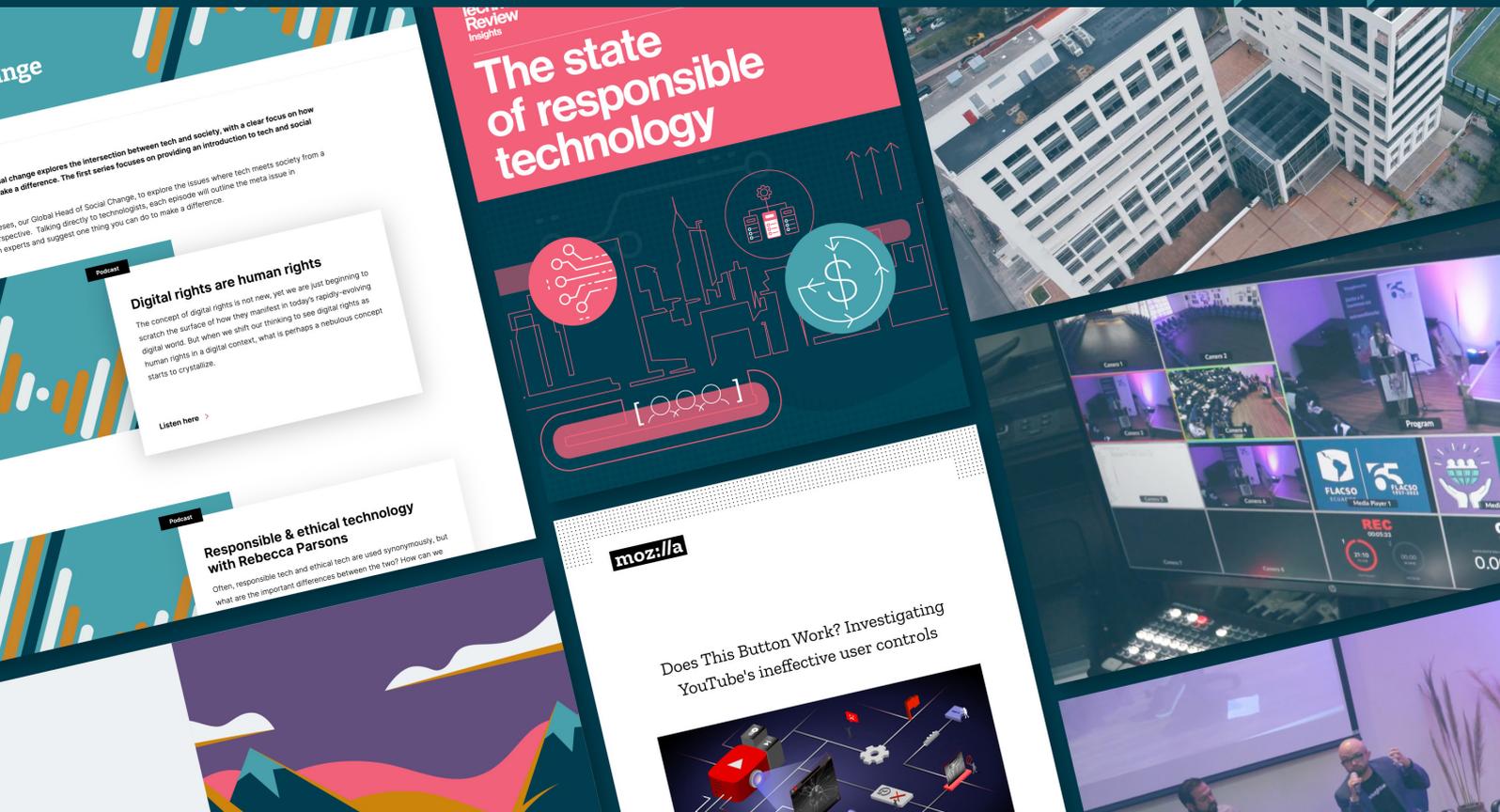
## Spotlight: Analyzing the efficacy of user controls on YouTube

Across today's digital landscape, user control is one of the most contentious and nuanced capabilities to implement responsibly. On the one hand, users should be given the freedom to define their own journeys and digital experiences. But on the other hand, if journeys are entirely user-driven, they can lead to the creation of dangerous echo chambers.

To dive into this challenge, the Mozilla Foundation partnered with Thoughtworks to conduct some new [research](#), looking at over half a billion content suggestions served through YouTube after users clicked on a negative feedback tool. We gathered data from 22,000 users who opted in to participate in the study using the Regrets Reporter extension.

The research has stimulated a crucial debate around the role that co-construction should play in the creation and use of technologies that have high use and impact in today's society. It's helping technologists better understand where control is in a user's best interests, and when it can begin having a negative impact on user experiences, perspectives and lives.





## Responsible tech: At a glance

- Published the State of Responsible Technology report in partnership with MIT Technology Review Insights
- Published a follow up report on the opportunity for responsible tech in the China market
- Developed a machine learning system to analyze data from a Mozilla study assessing the efficacy of YouTube's user controls — the findings support public interest advocacy work
- Launched a podcast specifically on tech and social change, with a focus on responsible tech issues
- Worked in partnership with the Latinoamerican Faculty of Social Sciences to host the first Responsible Tech Congress in Ecuador
- Partnered with clients on projects spanning our four responsible tech focus areas: bias in AI, security and data privacy, accessibility and inclusive design, sustainable tech



## Leading in diversity, equity and inclusion

We strive to make diversity, equity and inclusion (DEI) integral to our business strategy and culture. For Thoughtworks, DEI is a strategic objective and operational function. It's designed to encourage shared accountability, leading to more inclusive behaviors, practices and longer lasting outcomes.

Through our DEI efforts, Thoughtworks consistently strives to increase the representation, equity and belonging of under-represented talent in technology. Like most organizations, we had to rapidly adjust to new workplace norms, including the move to remote or hybrid work, increased focus on wellbeing and managing burnout amongst the Great Resignation and world crises. While these shifts have brought challenges, they have also presented opportunities to make changes that will help us significantly improve our approach to equity and belonging.

Our ESG materiality study revealed that our investors value this approach to DEI — they understand that we are powered by our people, and that our teams are stronger when they are representative of the world we live in. While clients may not recognize the source of our strength, they recognize quality talent, often asking us how to replicate our team structures or processes without realizing that a fierce dedication to equity sits at the heart of it.

In 2022, we observed a major shift in our community needs and expectations. In response, Thoughtworks changed the focus of our diversity and inclusion strategies from in-person engagement to more remote-first approaches. We also saw an increased employee desire to influence and contribute to improving workplace equity, belonging and wellbeing.

# 40%

women and underrepresented gender minorities in technology roles

In December 2022, we reached the milestone of 40% women and underrepresented gender minorities (WUGM) in technology roles — those directly connected to development or delivery. We're proud of achieving this ambitious, industry-leading target but we're not stopping there. This is one milestone of many on our journey toward equity across our organization.



In response, we empowered employee resource groups (ERGs) and impassioned employees as DEI thought-partners. We engaged ERG leads in DEI advisory councils, policy and benefits committees and established executive sponsorship and mentorship support, cultivating them as emerging leaders. We've seen ERGs contribute to increased employee engagement and accountability in achieving Thoughtworks talent acquisition, growth and retention goals.

The ERGs inform our priorities and the programs designed to increase equity and employee belonging across the company. One example is our global Disability Inclusion ERG, which has changed how we review the accessibility of products and services at procurement. We've also updated the standard of accessibility of Thoughtworks' internal tools and resources. In several Thoughtworks geographies ERGs partner with the DEI function on equity programs focused on increasing access to tech careers for underrepresented groups.

These changes have already helped us achieve some of Thoughtworks' most impressive and inspiring DEI results.



**“Reaching 40% women and underrepresented gender minorities (WUGM) in technology roles is the culmination of many years of focused, integrated DEI work across the organization. We’re proud to be leading the way with a truly meaningful measure of diversity – and from here we’ll continue to build momentum, ultimately aiming for equity in all dimensions in Thoughtworks and across our industry.”**

**Elise Zelechowski, Global Head of DEI, Sustainability and Social Change**

### Spotlight: Gender inclusion

- Focus on equity in leadership and progression: specific leadership development (LD) programs for WUGM in Singapore, Thailand, Ecuador, Chile and the UK; Our global LD program is 53% WUGM as of Q4 2022
- Mentoring, teaching and sponsorship for many programs that create pathways for underrepresented groups, including WUGM, into tech careers; for example our partnership with the Girl Power Network in Romania, through which we support 50 girls from settlements with learning and civil engagement
- Vapasi, our signature return to work program in India, ran several courses in 2022 for 70 women
- We test for gender-based pay equity in several countries during annual performance and compensation cycles, and make adjustments to ensure pay equity is considered



## Spotlight: Disability inclusion



We don't require Thoughtworkers to disclose their conditions or diagnoses, but based on self-reported numbers, at least 4% to 8% of our community live with a disability. In 2022, we established the Global Disability Inclusion Lead role and created Disability Inclusion Employee Resource Groups (ERGs) in eight of our 14 regions, with a goal to reach every region in 2023. Those ERGs came together to form our new Disability Inclusion Governance group — a committee that helps us continuously improve experiences for Thoughtworkers with both visible and invisible disabilities, deliver more accessible, inclusive solutions to clients, and progress towards reaching our Valuable 500 commitments.

With digital diversity and inclusion now an expectation, we're in a great position to help organizations create highly accessible and inclusive platforms and solutions.

We have the opportunity to shape a more inclusive future for all and through our ongoing commitment to DEI, we'll continue doing all we can to build a welcoming, equitable and diverse organization that every Thoughtworker is proud to be a part of.

- Education and awareness programs in China, Romania, Brazil and South East Asia with specialist partners to support people with disabilities into technology careers
- Client work focused on technology specifically for people with disabilities includes: First Student, Amplio, Shanghai Youren foundation
- Internally, we use Google Lighthouse to automate accessibility evaluation of our applications — giving all 11,500 Thoughtworkers access to the data, and empowering them as manual testers in the process



## Spotlight: Underrepresented minority inclusion

We strive to make Thoughtworks reflective and inclusive of the society we live in. At the local level, each geography prioritizes additional goals to drive diversity, equity and inclusion for the underrepresented racial/ethnic minorities most relevant.

- In Australia, Thoughtworks partnered with General Assembly and Indigitek to provide two scholarships for First Nations peoples, culminating in Thoughtworks internships

- In North America, Thoughtworks hosted its DEI Summer Internship, our own program designed to impart first-time Black, Indigenous and People of Color technologists with practical software development skills and experiences
- Thoughtworks Brazil targets 35% representation in leadership development opportunities for Black people. They supported that goal with 50% gender and racial diversity within leadership development candidates and a thoughtful program of training on racial awareness that has been running for four years.
- In the UK, Thoughtworks partnered with Coding Black Females to deliver a leadership development program to support Black women in advancing their technology leadership journeys

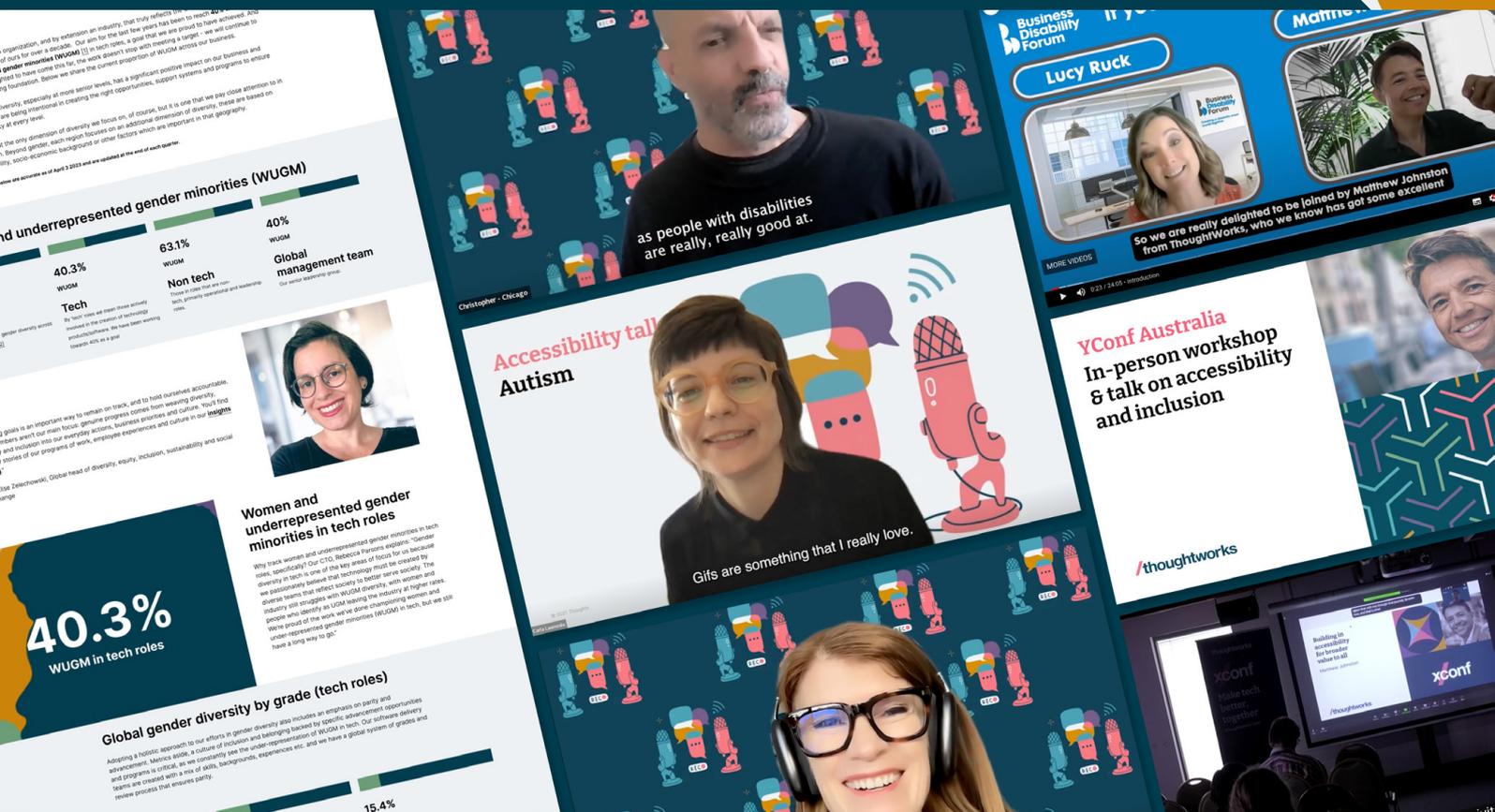


### Spotlight: LGBTQIA+ inclusion

We strive to build a workplace that is inclusive, equitable, and welcoming for all, regardless of one's gender identity or sexual orientation. While we don't require Thoughtworkers to disclose their gender identity or sexual orientation, we've nurtured a workplace where our LGBTQIA+ employees experience the safety to be their authentic selves.

- We have initiated the process to establish a global LGBTQIA+ ERG
- Since 2015, Thoughtworks has established gender affirmation and transition policies and in 2022, we extended the policy to Chile, now covering five regions; with more to come
- Together with Todo Mejoras in Chile, we created an award-winning platform for their helpline which supports LGBTQIA+ people experiencing harassment and in suicidal situations
- We worked with Uhlala, the largest LGBTQIA+ employee network in Germany, evolving and growing our LGBTQIA+ program initiatives; we placed 11th in their Pride index in 2022
- Stonewall, the UK's primary LGBTQIA+ charity, placed us 45th in the 2022 Workplace Equality index, and recognized our work on bi and trans inclusion with a gold award
- Several regions hosted dedicated talk series on LGBTQIA+ topics and issues throughout 2022

# Leading in diversity, equity and inclusion



## DEI at a glance

- Reached 40% women and underrepresented gender minorities (WUGM) in roles directly related to the development and delivery of technology in December 2022
- Launched our new inclusive hiring playbook<sup>1</sup> across Thoughtworks to help make the interview process and recruitment journey as inclusive as possible
- Established the Global Disability Inclusion Lead role and disability inclusion Employee Resource Groups (ERG) in eight of our 14 regions
- Launched an internal Accessibility Talks video series, to raise Thoughtworkers' awareness of digital accessibility best practices
- Automated the monitoring of accessibility scores for our most used internal apps with a new capability called A11yOps
- Created neurodiversity guidelines<sup>2</sup> to help Thoughtworkers understand, work effectively with, and be better allies to neurodiverse groups
- DEI thought leadership events and content, including:
  - Tech For Good event with Lloyds Bank
  - YConf Australia, XConf Europe, XConf Singapore
  - Podcast with the Business Disability Forum
- Supported pathways to tech for underrepresented groups including: Scholarships with PUCE tech, Factoria F5 and Migracode and IT4Teens

1 Internal resource  
2 Internal resource



## Partnering for social change

The social structure we live in, with all of its inbuilt inequities, biases, and disadvantages, is shaping technology's evolution; it's making a responsible tech perspective more relevant now than ever. But at the same time, digital technologies have shown a disruptive potential that can be used for the common good.

This process is not impacting everyone equally. Rapid digitization driven by the pandemic has created an environment where the access to data, knowledge and essential services has radically changed. This shift and current set of economic headwinds has exacerbated the already gaping digital divide — which brings a whole new set of challenges our societies need to face.

It's the people who have been historically excluded — whose jobs have been displaced, are racialized, suffer from gender or LGBTQIA+ discrimination, or are living in historically exploited territories — that typically have the least access to the information, support and services available.

As technologists, digital innovators and builders of the future world, we have a unique responsibility and opportunity to reshape these dynamics.

The collective potential of civil society groups and social movements can lead social change. We see the technology industry as not only an enabler and amplifier of this work, but also having the responsibility to continuously learn. Therefore partnership strategy is at the center of our social change efforts.

**Partners provide vital, expert, ground-level context on social challenges, which help us ensure that the technology and solutions we deliver address those challenges in the right ways.**





An example of this is when the war in Ukraine began. This triggered a refugee crisis that required a rapid but strategically crafted response. Through our ongoing partnership with LeaveNoOneBehind, we were able to move fast, deliver what teams on the ground needed and have the right impact at the right time.

Technology can also be expressed as a shield that can protect the rights of the most vulnerable. That's why we have, for many years, explored how technology can support vulnerable groups in their interactions with law enforcement to avoid justice abuse.

In 2022, we ramped up our work relating to police misconduct. A tool we custom-built for police oversight in New Orleans was adapted and enhanced for use in prison oversight. We are partnering with the State of Hawaii on deploying the tool for state-wide prisons, allowing incarcerated people and their loved ones to make complaints to the oversight office. Similarly, in Australia, we helped build CopWatch, an app designed to support the rights of First Nation Australians — who make up 3% of the population but 32% of the average prison population<sup>1</sup>.

We lend our skills to experts on this topic and many others, to amplify the impact of the work they do. By building powerful partnerships, technology can become a conduit to deliver the change they are working towards — ultimately accelerating and reinforcing the struggle for social justice. At the same time, Thoughtworkers foster their social awareness, and create communities within our company rallied around a common good. By creating lasting, human impact we cement Thoughtworks' role as a leader in issues of responsible tech and users' rights.

Looking ahead, we are focused on ensuring that we apply our skills strategically, specifically through investments in digital public goods. We are refining the way we work with partners, with a focus on enablement, so that they are able to evolve the work after we have finished. Nonetheless, we aim to stay flexible enough to respond quickly when a crisis demands immediate attention. During a global economic downturn, those with less always suffer most, making it more important for us to prioritize access to essential services like healthcare, explore technology's role in improving food security and ensure that technology helps groups confront injustice, rather than perpetuating it.

**“Thoughtworks’ approach to driving social change has always been one of solidarity over charity. By working closely with local and global social partners, we are able to support and amplify the kind of change we want to see in the world, and apply our unique skills to help reinforce social organization, the only guarantee for access to social rights and a better distribution of resources for all.”**

**Eduardo Meneses, Global Head of Social Change, Thoughtworks**



<sup>1</sup> <https://www.theguardian.com/australia-news/2022/dec/20/indigenous-deaths-in-custody-rises-to-516-since-the-1991-royal-commission-report-says>



## Improving access to healthcare and education for all

As our society changes and we confront new challenges and forms of injustice, it's important that we don't lose sight of persistent forms of inequality. Thoughtworks has been investing in open source healthcare systems for over a decade because we believe healthcare is a human right. We are, along with a network of incredible partners, continuously working to improve the accessibility of healthcare in low resource countries and areas.

### Examples of our work in healthcare:

- 

Launched Bahmni Lite, a new lightweight distribution of our open source Bahmni platform, preconfigured for small hospitals and clinics to help Bahmni reach and empower an even larger number of care providers worldwide
- 

Contributed to Blopup, a new project aimed at solving the challenge of managing and monitoring blood pressure for patients without access to shelter
- 

Helped Conectadxs build a social laboratory that works towards the propagation and development of digital tools for social transformation
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Worked with Step up for Ageing Research to expand its dementia research data sharing capabilities to support ageing research data

### Examples of our work in education:

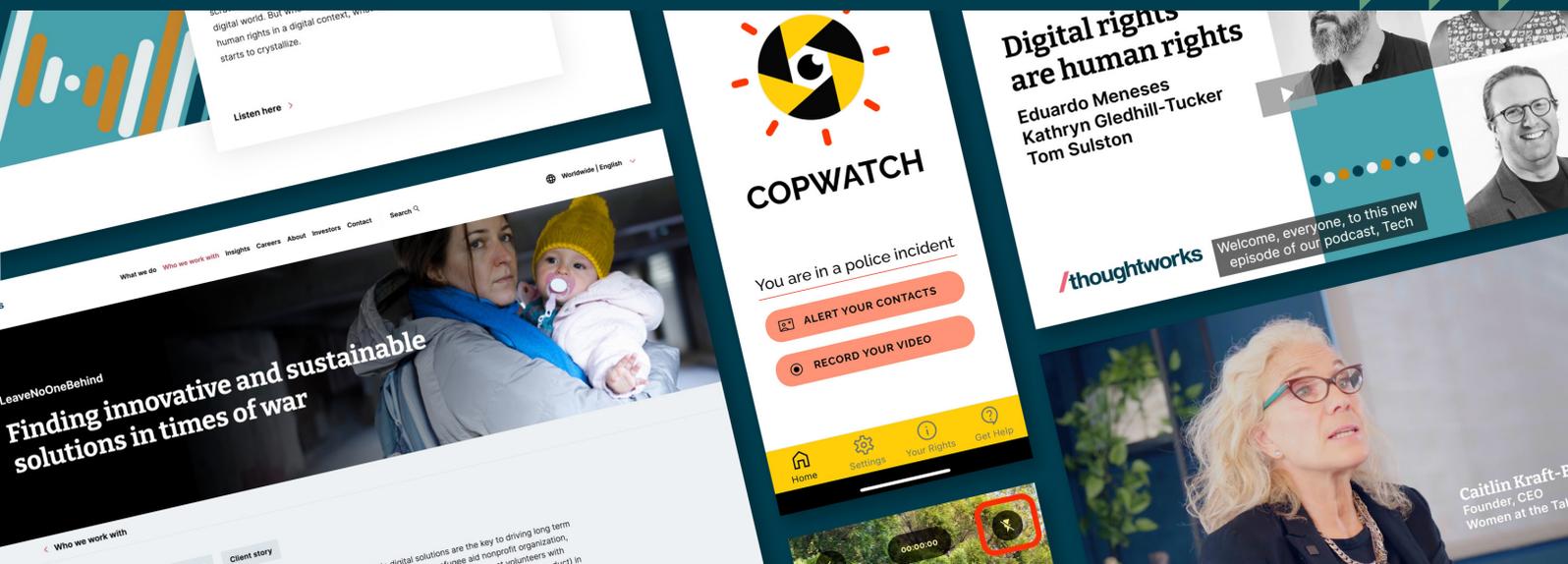
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Collaboration with NGO Better Education to help improve financial literacy among children and young people, and continue our great work with Stanford's Rural Education Action Program (REAP) to improve rural access to remote education
- 

Helping our long-term partner UNESCO refine its LearnBig Application, which will assist students and teachers navigate the application more smoothly and track their reading process
- 

Partnering with Teach for Thailand, creating a no-code platform to help them track applicants to teach in low income schools
- 

Accepting an advisory role supporting the implementation of a new, technology-enabled education policy for a major capital city — impacting more than 200,000 students



## Partnering for social change: At a glance

- Scaled support for volunteers helping refugees and displaced populations as part of our partnership with LeaveNoOneBehind; Our work helps coordinate volunteer teams on the ground, so that they can provide refugees with the right support at the right time
- Extended Bahmni, a digital public good, to serve small clinics and hospitals as part of India's healthcare infrastructure
- Scaled our impact in the education space, working with partners including UNESCO, advising government initiatives and developing pathways to tech for underprivileged and underrepresented groups
- Created the CopWatch app to help First Nation Australians access information and resources that can protect them from police misconduct and improper imprisonment
- Worked with the State of Hawaii on deploying a monitoring tool for state-wide prison oversight
- Furthered our work on gender bias and inequality with Women at the Table
- Continued to advance the recognition of digital rights as human rights and launched a podcast series, Talking tech and social change
- Collaborated on a toolkit of digital tools for social change and developed training and workshops for the houseworkers union in Ecuador
- Partnered with Comunidades de Bem Viver in Brazil, an organization that is building bridges between agroecological farmers and city consumers towards food sovereignty
- Our First Nations delivery centre worked with Donate Direct to add automation, helping them scale their efforts to reduce landfill
- Evolved our work with Citizens Advice, smoothing the pathway for people referred to their services
- Continued partnership with Digital Public Goods Alliance: Bahmni, Cloud Carbon Footprint and other Thoughtworks-supported tools featured on the DPGA strategic roadmap



## Committing to climate action

As technology leaders, it's our responsibility to ensure that our global operations and the systems that enable them are sustainable. We're working hard to reduce our carbon footprint in line with Science Based Targets initiative (SBTi) guidance.

Our climate commitments are based on four key principles:

Be authentic	Be bold	Be inclusive	Be agile
Be true to ourselves and our values	Set targets and goals that are aspirational and challenge us; Pursue innovative solutions for ourselves and our clients	Keep the perspective of stakeholders in focus, i.e. climate scientists and those most impacted by climate change (solidarity over charity)	Continuous improvement

Our near-term targets, validated by SBTi, are to move to 100% renewable energy in our offices, reduce our Scope 1 and 2 greenhouse gas emissions by 50% and our Scope 3 greenhouse emissions by 87% per employee, all by 2030 from a 2019 base year. Our greenhouse gas emissions are summarized in [Appendix 3](#).

Our focus is on reducing emissions related to travel, purchased goods and services, and our office energy management. As a provider of IT services, we generally don't own real property or heavy equipment, nor do we engage in direct industrial processes using water or fossil fuels; so the majority of our emissions come from these indirect Scope 2 and 3 categories. Now that we've established a baseline year, we can proceed with a year-over-year reduction plan in these focus areas, to track progress and achieve our goals in realistic increments.

This year, we used the Cloud Carbon Footprint tool to visualize Thoughtworks' cloud computing emissions, with one team achieving a reduction of ~60%. Plus, we rolled out a new Climate Commitments guidebook<sup>1</sup> to all regions, helping Thoughtworkers reduce their carbon footprint in high priority scope areas and adopt new best practices as defined by the Green Software Foundation. We rolled out a sustainability champions initiative, with the goal of establishing a sustainability champion in each region.

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<sup>1</sup> Internal resource

## Committing to climate action

As part of our commitment to understanding the full impact of our emissions, we formed a Climate Risk working group, comprising members from Diversity, Equity, Inclusion, Sustainability and Social Change (DEISSC), Legal & Compliance, and Enterprise Risk Management, to identify, assess and respond to climate risks and opportunities on a regular basis. Relevant risks are then escalated to the ESG Executive Council and the Board of Directors.

As change-makers and innovators we must apply our expertise, capabilities and vision to lead our industry and clients towards a cleaner, greener tomorrow.

Through initiatives such as the creation of our open-source [Cloud Carbon Footprint tool \(CCF\)](#), our contribution to the definition of green software principles and the development of our [Sustainable Transformation Framework](#), Thoughtworks facilitated enterprise sustainability for our clients in 2022.

By bringing together unique capabilities and practices, we're helping our clients lead in embedding greener technology in their organizations. In 2022, we enabled clients to implement greener technology practices, leverage data and AI to compare opportunities for carbon mitigation, and embed solutions that track performance — while managing risk, building resilience, and protecting brand equity and reputation.

**“In 2022, we’ve seen a surge in interest in sustainable transformation across the industries we enable. Our clients are ready to take climate action and we’re proud to be able to help them have a quantifiable impact on emissions, the climate and our environment.”**

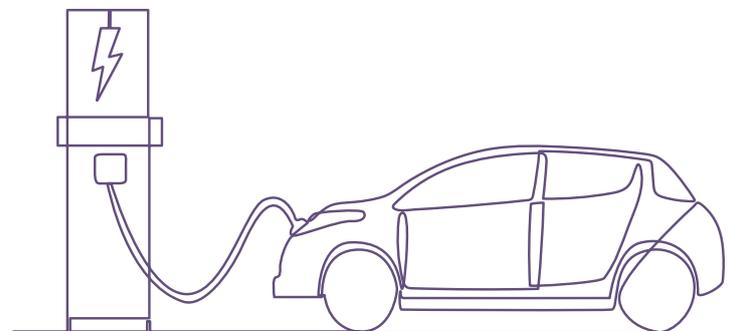
**Lisa McNally, Head of Sustainability Solutions NA, Thoughtworks**



## Spotlight: Applying AI to meet new climate goals

Artificial intelligence has huge potential to support sustainability and climate action. Recently, we've helped clients apply AI to help them make more sustainable decisions, model the impacts of planned sustainability efforts and identify inefficiencies to progress towards their climate action goals.

In one engagement, we used an AI-augmented approach to develop a [prototype for Charge Point Operators \(CPO\)](#). This 'solver' tool assists in the design of charging infrastructure networks for electric vehicles (EV). Our approach augmented the specialist teams' planning process with AI, to provide charge site recommendations optimized for utilization and ROI.





### Spotlight: Green Software Foundation

Thoughtworks is a founding member of the Green Software Foundation, which has a mission to build a trusted ecosystem of people, standards, tooling and best practices for green software. We co-founded the organization because we believe that our sector needs to collaborate to drive coordinated, sustained change that is urgently needed to address the tech sector's emissions — which are already large and growing rapidly as digitization continues<sup>2</sup>.

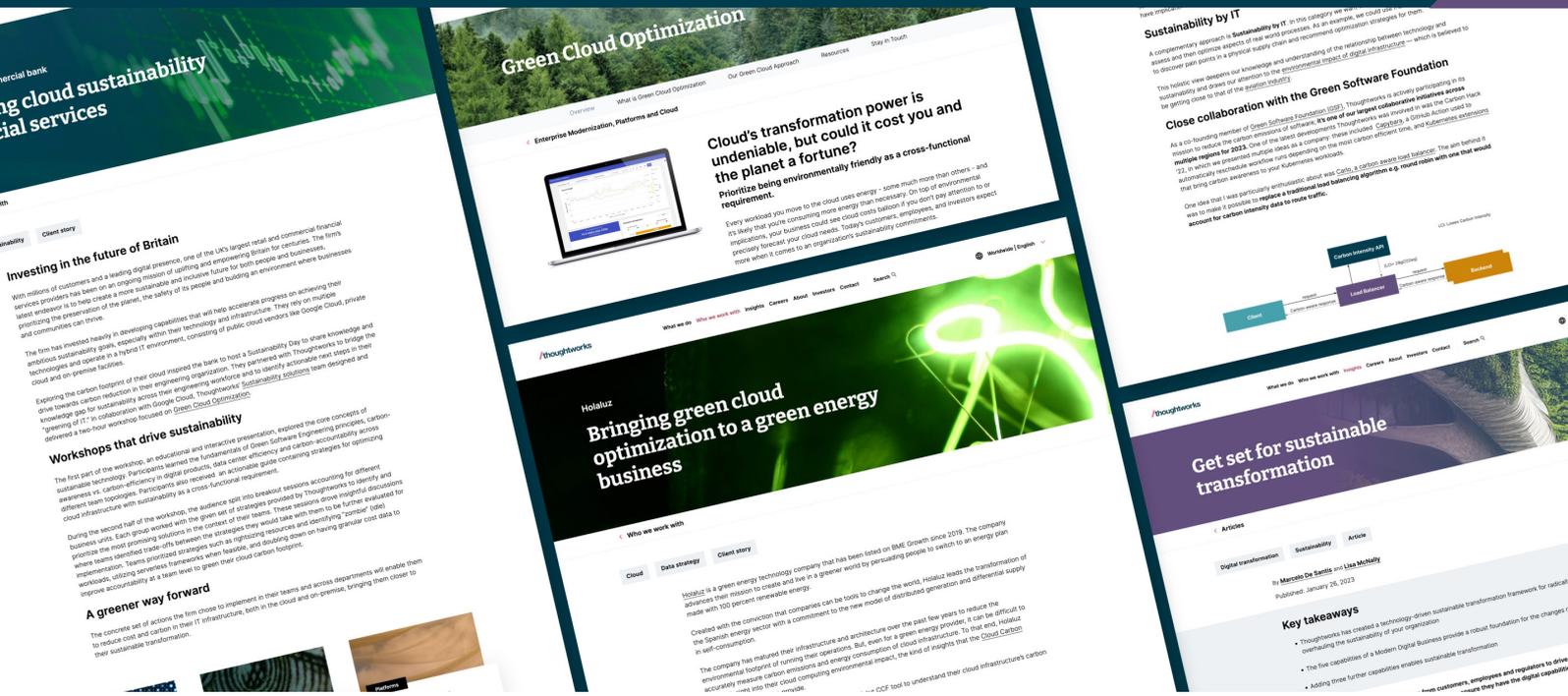
In 2022, the Green Software Foundation grew to 40 member organizations and delivered some exciting and high-impact projects in its first full-year of operations:

- Hosted our first ever [Green Software Foundation global summit](#), with events in 14 countries, bringing together technologists in diverse roles and from diverse organizations to explore the challenges and opportunities in greening the software sector
- Launched our first hackathon, CarbonHack 22, focused on carbon aware applications using our Carbon Aware SDK. Explore the winning ideas on the [Green Software Foundation website](#)
- Developed an online open-source consolidated database of [green software patterns](#)
- Created a speakers bureau, a [green software practitioners training course](#) and version 1.0 of our [Software Carbon Intensity \(SCI\) standard](#) that allows technologists to measure and improve the carbon footprint of their software
- Hosted a [Decarbonize Software](#) event, coinciding with COP27, to promote the most relevant developments in green computing ensuring that we got sustainable IT onto the organization's agenda for climate action

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<sup>2</sup> <https://techmonitor.ai/focus/tech-industry-carbon-emissions-progress>

# Committing to climate action



## Committing to climate action: At a glance

- Expanded the reach and impact of our Cloud Carbon Footprint (CCF) tool
- Began to implement CCF internally, one team reducing their cloud emissions by ~60% in January 2023 compared to May 2022
- Led the Green Software Foundation (GSF) policy working group, and played a pivotal role in defining and sharing GSF's Carbon Aware practices
- Created a new Sustainable Transformation Framework to help organizations align their sustainability strategy across their products, services and technology functions, to drive positive change and achieve their goals
- Collaborated with a large American video game company on a new methodology to capture the data needed and run the assessment for on-premise emissions
- Partnered with Wiskind — an innovation leader in the construction industry — on a new CarbonOps methodology to help reduce its environmental impact
- Worked with a UK bank, upskilling more than 70 practitioners on green software principles to optimize their cloud sustainability
- Partnered with Holaluz, identifying ways to reduce their annual CO<sub>2</sub>e emissions by ~20% including moving workloads and rightsizing recommendations from CCF
- Spotify added CCF to their backstage open-source marketplace



## Stewarding good governance and ethics

Throughout our history, Thoughtworks' culture has enabled us to build an authentic, responsible and trustworthy business. Now, with over 11,500 Thoughtworkers, it is essential that we continue to codify our commitments to integrity, respect, responsibility and transparency so that we can uphold and strengthen that culture as we grow.

In 2022, we conducted a detailed Environmental, Social and Governance (ESG) materiality study to ensure that Thoughtworks ESG priorities are aligned with our key stakeholders' priorities and that our governance structures support our ESG goals. The study found that our priorities aligned well with the expectations of Thoughtworkers, our Board of Directors, investors and social sector partners, and that we were progressing and contributing to those areas well.

We have made a few changes based on the study's findings. Firstly, we changed the way that our ESG report is structured. Each section of this report now directly maps to an ESG material topic highlighted by our stakeholders.

We also revised our Code of Conduct (CoC) to ensure it aligned with our business maturity, new policies, brand and needs as a public company. The new CoC was rolled out across the organization in the early part of 2023 and is supported by global and local policies, with annual training to cover its main topics. Along with our CoC, we empower our people to report any misconduct that occurs through an independent third-party Integrity Helpline and other internal reporting channels. We have internal policies and processes to ensure complaints are handled objectively and reporting parties are protected.



Our approach to governance will evolve on the solid foundation we have built over years of continuous improvement. This is designed to foster principled actions, informed and effective decision making, and appropriate monitoring of compliance and program performance. Compliance and risk management are integrated into our corporate strategy and embedded into day-to-day business operations, not separate, siloed activities.

**“Our commitment to governance and ethical operations is one of Thoughtworks’ greatest strengths. As risk areas develop and change and the context in which we operate shifts, we constantly evolve our policies and approaches to maintain that strength.”**

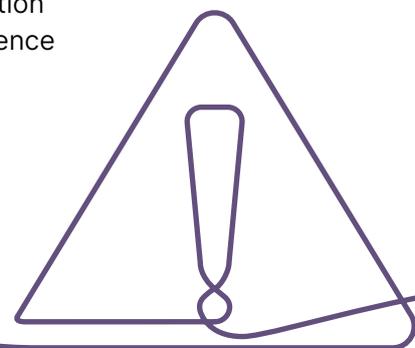
**Ramona Mateiu, Chief Legal Officer and Chief Compliance Officer, Thoughtworks**



### Spotlight: Risk management

Risk management can take many forms and new threat areas are constantly emerging. To manage and mitigate risk across our global business and safeguard our people, clients and operations, Thoughtworks:

- Integrates compliance and risk management into corporate strategy and day-to-day business operations through our ERM group’s quarterly risk assessment process and subsequent implementation of risk mitigation action plans
- Prioritizes risk areas using a standard risk scale, for equivalent evaluation and escalation across all operations
- Conducts routine risk assessments, and updates our risk management strategies as needed
- Regularly reports identified risks and mitigation strategies to the highest executive level, as well as to the board
- Delivers coordinated training to keep all employees ahead of new and expanding risk areas, including mandatory cybersecurity training
- Maintains clear internal processes for the reporting and escalation of risk events to minimize negative impacts and prevent recurrence
- Maintains channels for the reporting of concerns, including an independent Integrity Helpline, which allows employees and external parties to report anonymously





### Spotlight: Security and data protection

Security and maintaining safe and responsible digital operations, including data protection, are major focus areas across Thoughtworks' governance efforts. In 2022, we migrated the organization to a next-generation antivirus (NGAV) platform, and implemented a new security framework tailored to improve the organization's overall security posture. Those changes — among many others — have strengthened an already robust cyber security program that actively monitors and defends more than 600 cloud accounts, over 12,000 laptops and all the services and applications that power Thoughtworks.

Though we have not experienced a reportable data breach, we know we must stay vigilant against this threat. In 2022, we took the following actions:

- In Europe, we updated many of our Data Processing Agreements to comply with new Standard Contractual Clauses
- In North America, we prepared for new U.S. federal data protection laws and changed some practices in line with other state and regional laws; for example, we amended our employee privacy notice to comply with Ontario's new electronic monitoring policy
- In South America, we responded to new data protection laws in Chile, Ecuador and Brazil, and appointed a full-time Data Protection Regional Lead to oversee data protection across the continent
- In India, we hosted a country-specific Privacy Week, which saw us share vital data protection skills and suggest changes to a draft of the country's new data protection bill

## ESG Methodology, resulting material topics and focus areas

At Thoughtworks we believe that, when taken seriously, issues of sustainability, social change and responsible stewardship always provide value. We view ESG as a tool to help us assess our commitments, progress and accountability.

The Office of Diversity, Equity, Inclusion, Sustainability, and Social Change (DEISSC) works with talent and leadership teams to integrate DEISSC-related considerations into operational strategy. Transparency and engagement about our DEISSC endeavors existed before our commitment to report on ESG-related matters, and sharing our insights is part of Thoughtworks' DNA irrespective of any market trends.

**Given the current expectations on ESG framing and reporting, in the past few years, we have made commitments to several ESG frameworks. These include:**

 <p>SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</p>	 <p>CDP</p>	 <p>SASB SUSTAINABILITY ACCOUNTING STANDARDS BOARD</p>	 <p>United Nations Global Compact</p>	 <p>Valuable 500</p>
Science Based Targets initiative (SBTi)	Carbon Disclosure Project (CDP)	Sustainability Accounting Standards Board (SASB)	United Nations Global Compact (UNGC)	Valuable 500

**In 2022, DEISSC completed an ESG materiality study to validate our focus areas and translate our DEISSC commitments into ESG reporting. This involved interviews and surveys with our primary stakeholder groups.**



Conducting interviews with investors, Board members, managing directors and our DEISSC leaders



Surveying our employees regarding last year's Social impact report



Analyzing results of our annual Peakon Employee Feedback survey, which includes questions about Thoughtworks' DEISSC-related efforts

**We separated our main stakeholders into:**



Thoughtworkers



Interested investors



Clients

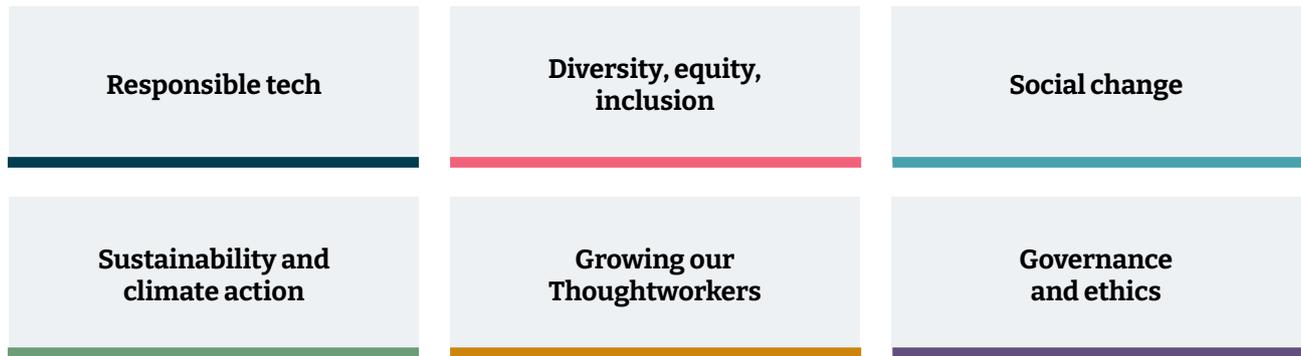


Candidates



Social change partners

The resulting material topics now form the sections of this report, which are slightly different from previous reports:



Defining our topics helped us determine ownership and measures of success, and benchmark ourselves against our peers and our own expectations. Our ESG program is steered by our ESG Executive Council and overseen by Thoughtworks' Board of Directors.

Our ESG governance structure:



Thoughtworks recognizes we have work ahead of us to meet our ESG commitments and our own ambitions for DEISSC-related areas. As we move forward, we will continue to share the lessons of our own journey, leveraging our platform to engage and support partners and clients.

## Stewarding good governance and ethics



## Stewarding good governance: At a glance

- Completed our ESG materiality study to define our work in this area, check for gaps and formalize our approach to reporting
- Revised our Code of Conduct to provide clarity to our people and stakeholders on Thoughtworks' expected behaviors and shared responsibilities to remain true to our culture, values and evolving ethical, legal and regulatory expectations
- Created a new Conflict of Interest policy (internal), supported by a disclosure process
- Created a new Charitable Donations policy (internal)
- Defined our Sustainable Procurement policy (internal)
- Implemented a program for Sarbanes-Oxley compliance
- Implemented response framework and ongoing monitoring for prioritized enterprise risks
- Put into effect a next-generation antivirus (NGAV) platform that's better suited to combat future threats
- Implemented a tailored security improvement framework to advance the organization's overall security posture and further integrate security practices into business strategy
- Evolved a wide range of data sharing and protection policies in line with changing international regulations, as detailed in the data protection spotlight



## Attracting, growing and retaining our people

Our culture is at the heart of our business. By maintaining a culture that empowers, enables and encourages curious technologists to thrive, we naturally attract skilled people with the passion and capabilities to help us make an extraordinary impact on our clients, industry and society.

We strive to make Thoughtworks the best possible place to work. We believe our efforts are paying off. In 2022, 14 out of our 18 countries were Great Place to Work™ certified, and our global Glassdoor rating average was 4.48 (out of five) — far above the IT industry average of 3.95 — and our diversity and inclusion rating averaged 4.76 compared to the 4.02 IT industry average.

We have to continue to deliver on our promises as a part of our employer value proposition. We evolved our employer brand to keep pace with changes in what employees and candidates seek and value most in an employer in the post-pandemic world.

To maintain our culture and to be an employer of choice, we recognize that we have to evolve as a workplace, and ensure that we're providing mutually beneficial development and growth opportunities for our people. We promote growth in two distinct ways: through feedback and cultivation. Thoughtworks has always believed that we should regularly request, receive and provide thoughtful feedback. This enables our people to incrementally improve how they work, collaborate and solve problems, while feeling empowered to share their thoughts with others.

Our cultivation culture aims to empower employees to own their growth journey while intentionally and continuously growing each other. We look for opportunities to assign our people to work that aligns with their growth aspirations. We offer learning opportunities in different formats and our solutions cover four main areas: business, foundational, operational and core capabilities. In 2022, we had 9,918 unique Thoughtworkers who completed at least one learning course. All employees have access to an internal and vendor content catalogue of more than 20,000 online courses across business, technology, personal and wellness skills.

We also invested in creating Global Academies for Thoughtworkers to build new skills through structured and varied learning portfolios. We focused our solutions on bridging organizational needs in Data, Infrastructure and Consulting.



To retain and grow the best talent, we must provide our people with development opportunities that align with their personal goals, ambitions and values. However, it's also important that, wherever possible, we align their development with Thoughtworks' business needs. One of our top priorities is ensuring that we build new capabilities at speed and scale. To help us achieve that, we established an entirely new operating model for Global Learning and Development. Now, processes and solutions designed to help us fill critical capability gaps are managed at the global level — helping us develop more of the skills and capabilities we'll need tomorrow, everywhere.

To support that shift, we also evolved many of our talent systems, such as our capability and skill development dashboards. These have given us a more accurate view of Thoughtworkers' current capabilities and skills, enabling us to stay unbiased and ensure equity of learning opportunities across Thoughtworks.

We also overhauled Thoughtworks University (TWU), our entry-level program for graduates and career changers, to better support distributed and dynamic working patterns. We now offer a year-long program composed of a three-week intensive onboarding path followed by monthly, integrated experiential learning. This new program means our TWU participants are connecting as a community and have structured support throughout their entire first year.

These changes are helping Thoughtworks make informed decisions on which critical capabilities to build, buy or borrow. Plus, they're providing the insight we need to accurately align personal goals with business goals and deliver engaging, equitable development opportunities for Thoughtworkers around the world.

**“By amplifying our values as a purpose-led company, we can attract top talent that shares in our ambition to make an extraordinary impact together, not only within our organization but also for our clients and the technology industry at large.”**

**Joanna Parke, Chief Talent and Operating Officer, Thoughtworks**





## Being recognized and awarded as a tech employer of choice

We have seen our ongoing efforts to cultivate a more inclusive workplace pay off with a variety of awards relevant to diversity, equity and inclusion:

- In the U.K. we placed at #45 on Stonewall's Top 100 Employers list
- In Germany, we ranked #11 on the Uhlala Pride Index
- In India, we were honored with a suite of recognitions including:
  - UN Women's Empowerment Principles Award (WEP) in the 'Gender Inclusive Workplace' category
  - ASSOCHAM awards for 'Best Policies' and 'Best Employer for Women'
  - Placing on India's 'Workplace Equality Index'
  - WEQUITY 'Inclusive Organization' award
  - JobsForHer 'DivHersity' awards: 'Top 5 DivHersity companies', 'Top 5 Women returnee program' and 'Top 5 DivHersity champions'
  - Community Business Awards "Transgender Inclusion" award
- Our inclusive practices were recognized in Australia with:
  - Workplace Gender Equality Agency (WGEA) 'Top Companies for Gender Equality'
  - Women Leading Tech's 'B&T Women Leading Tech' award
- In China, we received the 'Female Employees' Favorite Employer' award from Lagou
- In Singapore our DEI efforts were recognized with Human Resources Online's 'Best Diversity and Inclusion Strategy, Bronze' award

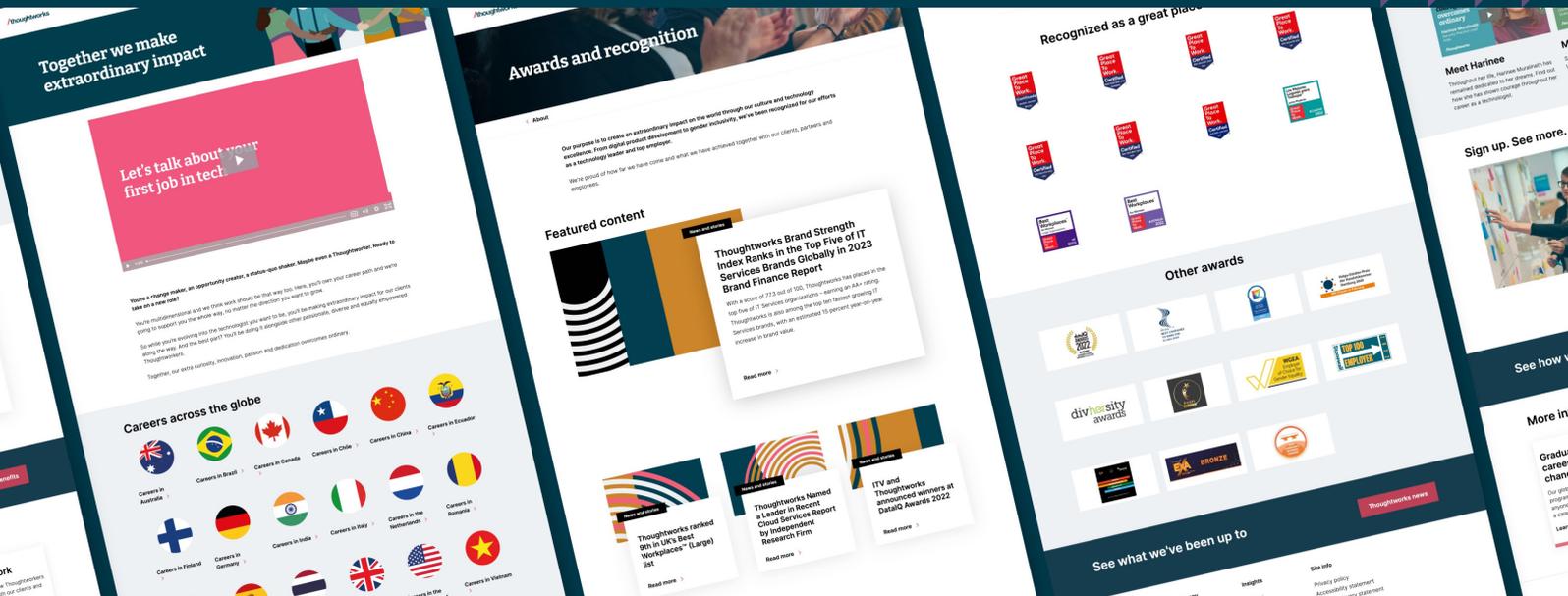


## Spotlight: Delivering on the promise of our values

Our strong sense of purpose and clearly-defined values continue to attract top technology talent to Thoughtworks. Once those people join our team, we must deliver on these promises.

Our employer brand must be an authentic reflection of life and work at Thoughtworks. In 2022, we took the following steps to ensure that candidate expectations are satisfied when they become Thoughtworkers:

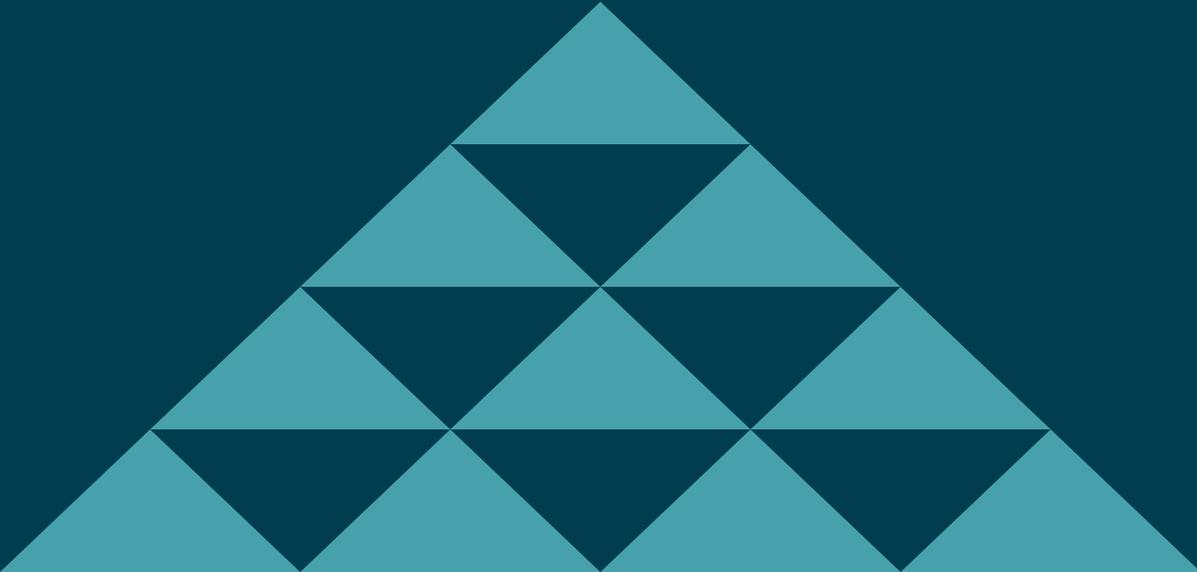
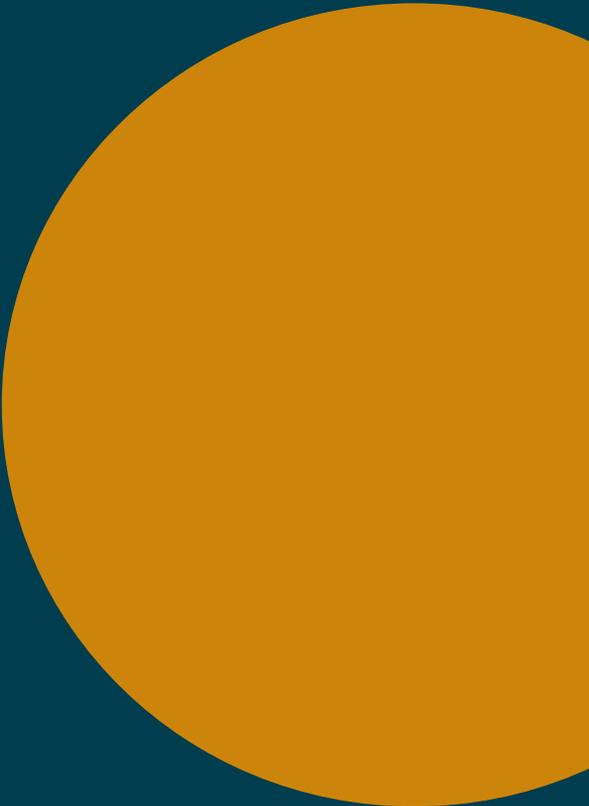
- We implemented new performance categories aligned with Thoughtworks' strategic lenses, to directly connect the work Thoughtworkers do with Thoughtworks' goals and purpose
- We started to define and pilot a globally aligned compensation review process, with the aim of making rapid progress towards pay equity everywhere
- We ran a pilot on inclusive talent development pipelines that satisfied the critical capability needs of our business by proactively and equitably identifying the talent best suited to meet the required criteria



## Attracting, growing and retaining our people: At a glance

- Achieved Great Place to Work™ certification across 14 countries (U.S., U.K., Brazil, Romania, Thailand, Australia, Singapore, India, China, Chile, Ecuador, Spain, Germany and Italy) with a combined global trust index score of 90%
- We reached a Glassdoor rating average of 4.48 out of 5.0, far above the industry average of 3.95, and our Diversity & Inclusion rating reached 4.76 (industry average 4.02); we also exceeded industry average ratings relative to the CEO (96%/86%), positive business outlook 85%/73% and likelihood of recommending to a friend (93%/80%)
- Our Peakon employee survey scores were above the technology industry average with diversity and inclusion at 9.0 (+0.7 above benchmark and in the top 5% for the industry); Engagement at 8.7 (+0.6 above benchmark and in the top 25%); and Health & Wellbeing at 8.6 (+0.5 above benchmark and in the top 25%)
- Created Global Academies to help fill organizational capability gaps, with over 2,000 employees advancing their skills in high-value Consulting, Data, and Infrastructure-related topics
- Achieved 571 Cloud certifications
- Overhauled Thoughtworks University, our graduate and entry-level onboarding process — from a six-week onboarding program to a completely guided first-year experience
- Built new structures and processes to ensure tight alignment between development opportunities and organizational needs, including an inclusive talent pipeline
- Applied AI to gain new insight into projected success for candidates and build a stronger long-term talent pipeline

**Social impact report**  
**Appendices**



## Appendix 1: Sustainability Accounting Standards Board (SASB) Index

This index reflects our alignment with the [Sustainability Accounting Standards Board \(SASB\)](#) framework for the “Software & IT Services” industry. Where applicable, we referred to existing disclosures to ensure consistency with our SEC filings. We currently do not report all metrics, and only partial information may be available in some cases. We will continue to refine our disclosures and improve them as needed. This report covers Thoughtworks’ data for the fiscal year ended December 31, 2022, unless otherwise noted.

In addition to the SASB framework, Thoughtworks has committed to other frameworks and standards, including the [Science Based Targets initiative \(SBTi\)](#), [Carbon Disclosure Project \(CDP\)](#) and [UN Global Compact \(UNGC\)](#). You can access our disclosures on their respective websites. We have also committed to [Valuable 500 \(V500\)](#), and you can find our statement aligned with it [below](#).

Our disclosures on environmental, social, and governance matters have been guided by the frameworks and standards above, and by our ESG materiality assessment, which defines the most relevant topics in these areas to our stakeholders and business.

### Environmental Footprint of Hardware Infrastructure

Metric	Response	SASB Reference
(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	In other public documents, these numbers are reported in kilowatt hours, so this response converts these answers from kilowatt hours (kWh) to gigajoules (GJ)  (1) 29,024.81 GJ. This is after converting the consumption data of the three relevant categories listed in our GHG summary document to the unit of GJ.  (2) 55.6%. Based on SASB definition, this is calculated by purchased grid electricity consumption divided by total energy consumption.  (3) 8.15%. This question is calculated as renewable energy consumption divided by total energy consumption. (Another percentage we have published (14.66%) indicates the percent of renewable energy among purchased electricity, not total energy.)	SASB TC-SI-130a.1
(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Not applicable. Thoughtworks’ business does not rely on use of water in any industrial process (agriculture, food production, etc), so our water withdrawal was evaluated but not relevant.	SASB TC-SI-130a.2
Discussion of the integration of environmental considerations into strategic planning for data center needs	Thoughtworks no longer owns or operates our own data centers. Instead, we have decided to completely outsource to providers who can more efficiently and effectively provide these services at scale. With their increased scale, these providers are able to minimize impact to the environment. Additionally, Thoughtworks uses our own open-source Cloud Carbon Footprint tool to monitor and manage our cloud usage.	SASB TC-SI-130a.3

## Data Privacy & Freedom of Expression

Metric	Response	SASB Reference
Description of policies and practices relating to behavioral advertising and user privacy	Thoughtworks follows best user privacy practices and takes into account the applicable laws and regulations in the countries where we operate to ensure appropriate disclosures are made and that proper consent is obtained. Refer to our <a href="#">Privacy policy</a> for the most recent information on how we gather, use, and protect personal data.	SASB TC-SI-220a.1
Number of users whose information is used for secondary purposes	Thoughtworks does not use personal data for secondary purposes, except in limited circumstances permitted by law and in compliance with applicable data privacy requirements. Refer to our <a href="#">Privacy policy</a> for more information on how we gather, use, and protect personal data.	SASB TC-SI-220a.2
Total amount of monetary losses as a result of legal proceedings associated with user privacy	Any material losses would be disclosed in our <a href="#">Form 10-K</a> filed with the SEC. In fiscal year ending December 31, 2022, there were none.	SASB TC-SI-220a.3
(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	As per legal obligations, our company, similar to all others, must furnish user information to governmental agencies when we receive valid judicial requests, subpoenas, or other legal mandates. We diligently examine each request we receive to ensure that the requesting governmental agency is legitimately authorized to access the specific data they seek.	SASB TC-SI-220a.4
List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring.	Thoughtworks is not aware of government-required monitoring, blocking, content filtering or censoring that apply when we provide services to clients.	SASB TC-SI-220a.5

Data Security		
Metric	Response	SASB Reference
(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	Any material breaches would be disclosed in our periodic reports filed with the SEC. In fiscal year ending December 31, 2022, there were none.	SASB TC-SI-230a.1
Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Thoughtworks' approach to data and cybersecurity risk is aligned with common industry frameworks (NIST, ISO, TISAX, etc.). We have a formal risk assessment methodology which takes an asset-based approach. Risk assessments are recurring, with threats and vulnerabilities evaluated and scored based on the likelihood and potential impact. Between the risk owner, the Information Security team and, in the case of the most severe risks, the Risk Steering Committee (COO, CIO, CLO/CCO, CISO, CTO), mitigations are decided and remediations assigned to appropriate teams to implement. The effectiveness of mitigations and remediations are monitored and the residual risk assessed. The risk management process is supported by specific processes and controls for areas such as vendor risk management, insider threats and endpoint security, and audits where appropriate. In order to drive continuous improvement, we have implemented an internal security maturity assessment for teams and we commission an independent assessment of our cybersecurity maturity annually. The results of these assessments inform our strategy for the coming year. Cybersecurity and data privacy risks and steps management has taken to monitor and control risk exposures are regularly reported to the Board. Refer to the <u>"Stewarding good governance" chapter</u> in our Social impact report for our overall approach to risk management, which applies to data and cybersecurity risks. Also, refer to <u>"Oversight of Risk Mitigation"</u> in our <u>2023 Proxy Statement</u> for Board oversight of cybersecurity and data privacy risks.	SASB TC-SI-230a.2

## Recruiting & Managing a Global, Diverse & Skilled Workforce

Metric	Response	SASB Reference
Employee engagement as a percentage	87%. Thoughtworks scored 8.7 of 10 on our 2022 annual employee engagement survey, which is in the top 25% for the technology sector. Refer to “Our Culture & People” in item 1 — Business of our 2022 Annual Report on Form 10-K filed with the SEC for more information.	SASB TC-SI-330a.2
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	<p>40% of our global management and 42.8% of Thoughtworkers globally identify as women or underrepresented gender minorities (WUGM). Refer to “Our Culture &amp; People” and “Environmental and Social Impact” in item 1 — Business of our 2022 Annual Report on Form 10-K filed with the SEC for more information.</p> <p>In the US, where collection of certain demographic workforce data is required, we report annually to the EEOC. Our 2022 EEO-1 report is not yet due but as of December 2022, our racial diversity percentages aligned to EEOC demographic categories were:</p> <ul style="list-style-type: none"> <li>41.4% White</li> <li>21.8% Asian</li> <li>14.2% No Data</li> <li>10.4% Black or African American</li> <li>6.4% Hispanic</li> <li>2.8% Do Not Wish to Disclose</li> <li>2.8% Two or More Races</li> <li>0.2% American Indian or Alaska Native</li> <li>0.1% Native Hawaiian or Other Pacific Islander</li> </ul>	SASB TC-SI-330a.3

## Intellectual Property Protection & Competitive Behavior

Metric	Response	SASB Reference
Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations.	Any material losses would be disclosed in our <u>Form 10-K</u> filed with the SEC. In fiscal year ending December 31, 2022, there were none.	SASB TC-SI-520a.1

## Managing Systemic Risks for Technology Disruptions

Metric	Response	SASB Reference
Number of (1) performance issues and (2) service disruptions; (3) total customer downtime	Performance issues or service disruptions material to our operations or financial results, if any, are disclosed in our Form 10-K filed with the SEC. In fiscal year ending December 31, 2022, there were none.	SASB TC-SI-550a.1
Description of business continuity risks related to disruption of operations	Business continuity risks are discussed in our <u>Form 10-K</u> filed with the SEC, as may be periodically amended in Form 10-Q. Refer to “Risks Related to our Global Operations” and “Risks Related to Our Services and Solutions” in item 1A — Risk Factors of our Form 10-K for additional information.	SASB TC-SI-550a.2

## Activity Metrics

Metric	Response	SASB Reference
(1) Number of licenses or subscriptions, (2) percentage cloud-based	Specific data unavailable at this time	SASB TC-SI-000-A
(1) Data processing capacity, (2) percentage outsourced	Thoughtworks no longer owns or operates its own data centers. Instead, we have decided to completely outsource to providers who can more efficiently and effectively provide these services at scale. Our data processing capacity is therefore limited only by this third party and is 100% outsourced.	SASB TC-SI-000-B
(1) Amount of data storage, (petabytes) (2) percentage outsourced	We outsource 100% of data storage and do not maintain anything on our premises. Our biggest outsourced application is our document storage which is currently just under 1 petabyte total . Our next biggest is business intelligence platform, which is orders of magnitude smaller.	SASB TC-SI-000-C

### Appendix 2: Valuable 500 statement

Thoughtworks is a home for all technologists and we actively strive to make our workplace inclusive and accessible for people with disabilities, whether permanent, situational or temporary; visible or invisible. We give people a place to belong — to feel safe, respected and supported to grow and succeed. And we endeavor to make Thoughtworks equitable, reflective and inclusive of the society we live in.

As pioneers in tech, Thoughtworks strives to make software development practices and the products we create more accessible, and to bring best practices to the communities we participate in. We made a commitment to the Valuable 500 in 2020 and throughout our Social impact report, you'll see that our commitment is being realized as part of our broader DEI and responsible tech efforts. The report provides details of specific initiatives that align to our disability inclusion goals.

Here's a summary of our progress towards that stated commitment:

#### People and culture

- Named a leader for our Global Employee Resource Group (ERG) for Disability Inclusion
- Established Disability Inclusion ERGs across eight of 14 regions
- Delivered our new inclusive hiring playbook<sup>1</sup> to make the recruitment process as inclusive as possible
- Developed training on disability inclusion for our new employees, via Thoughtworks University
- Created an internal [Accessibility talks video series](#), to raise Thoughtworkers' awareness of digital accessibility best practices
- Launched neurodiversity guidelines<sup>2</sup> to help Thoughtworkers understand, work effectively with, and be better allies to neurodiverse groups

#### Software development and tools

- Automated the monitoring of accessibility scores for our most used internal apps with a new capability called [A11yOps](#)
  - Google Lighthouse provides an accessibility assessment, which we use on all external and internal content
  - NEO Polaris is another tool which we use to evaluate applications used internally and built in-house
- Delivered work with clients focused on technology for people with disabilities, including: [First Student](#), [Amplio](#), [Shanghai Youren foundation](#)

#### Work Spaces, policies and operations

- Expanded accessibility requirements in our vendor review process
- Launched the [Inclua program](#) to support recruitment of persons with disabilities
- Partnered with [Informal School of IT](#) to train and provide opportunities for youth with motor disabilities
- Continued to evolve our best practices for accessibility of remote meetings

In order to help our clients be leaders in disability inclusion, we're committed to building a global accessibility team that creates tools, strategies and thought leadership on important accessibility topics.

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<sup>1</sup> Internal resource

<sup>2</sup> Internal resource

## Appendix 3: GHG emissions summary

	Base year Jan 1 - Dec 31 2019	Reporting year 1 Jan 1 - Dec 31 2020	Reporting year 2 Jan 1 - Dec 31 2021	Reporting year 3 Jan 1 - Dec 31 2022
<b>Scope 1</b> Emissions (metric tons CO2e)	957	656	258	476
<b>Scope 2</b> Emissions - Location Based (metric tons CO2e)	2,011	1,609	2,182	2,500
<b>Scope 2</b> Emissions - Market Based (metric tons CO2e)	1,976	1,542	2,078	2,352
<b>Scope 3 (derived from financial data)</b>				
<b>1</b> Purchased goods and services	11,048	6,303	8,583	9,007
<b>2</b> Capital goods	2,029	1,364	1,766	1,552
<b>3</b> Fuel and energy related activities	551	303	330	391
<b>5</b> Waste generated in operations	20	2	3	15
<b>6</b> Business travel	27,774	7,508	3,752	6,949
<b>7</b> Employee commuting	2,722	1,400	3,250	4,157

Thoughtworks is a global technology consultancy that integrates strategy, design and engineering to drive digital innovation. We are over 11,500 Thoughtworkers strong across 51 offices in 18 countries. For 30 years, we've delivered extraordinary impact together with our clients by helping them solve complex business problems with technology as the differentiator.