



Our purpose in action

Global impact
report 2023

 **thoughtworks**

Strategy. Design. Engineering.

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The majority of this report reflects on 2023 actions, programs and events. It is organized according to the material topics that were identified in materiality research undertaken with a third party in 2022. 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,” “goal,” “target,” “plan,” “expect,” “likely,” “may,” “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. In addition, sustainability, DEI, climate and environmental or talent-related statements may be based on standards for measuring progress, internal controls or processes, and assumptions that continue to evolve and are subject to change in the future. These statements are not guarantees of future performance or goal attainment and are subject to evolving risks and uncertainties that are difficult to assess. We may determine to adjust our commitments or goals, or establish new ones to reflect changes in our business. 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.

An introduction from our CEO

Our purpose, as a company, is to create an extraordinary impact on the world through our culture and technology excellence — and you'll see wonderful examples of how this comes to life across the following pages. That purpose, and the values that underpin it, aren't based on ideas that only work in good times, they are a fundamental declaration of how we leverage tech to create more equity whatever the macroeconomic conditions.

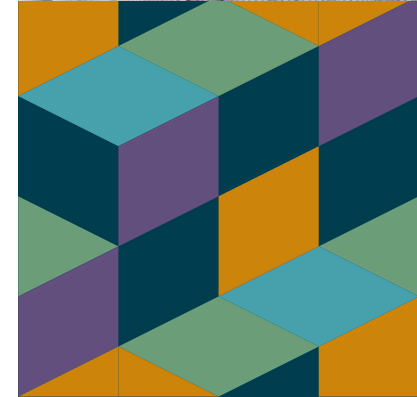
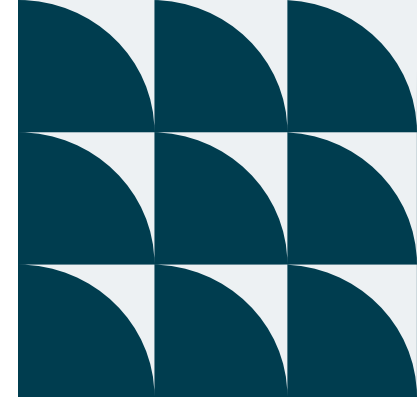
When I think about the impact that Thoughtworks has delivered over the past year, I think we can all be rightly proud of the work we've done. I'll share three examples that to my mind highlight the best of what we can do.

The first example is one close to many Thoughtworkers' hearts: the integrated digital health solution, Bahmni, we have nurtured since 2012. It was recognized as the Best Open Source Creation at the Future of Government Awards by the United Nations Development Programme, AWS and Public Digital. The awards champion digital solutions and technologies that are transforming people's lives and reforming the public sector for those it serves.

Secondly, I want to call out the work we've done on Responsible tech in partnering with the United Nations. Our collaboration with the UN resulted in the production of its own Responsible Technology Playbook — an invaluable guide to UN teams

across the globe, that will enable them to think about technology through a responsible prism and inspire others to make responsible tech a routine part of their projects.

The final example I want to share is that of Jugalbandi. In a year that was awash with hype around generative AI, Jugalbandi stands out, exemplifying the powerful ways technology can be a force for good. Jugalbandi is in essence a GenAI chatbot that lets people in India interact with online government services using their local dialects. That's hugely significant in communities with low levels of literacy. It means the people that really need it are able to access vital government services and information.



Ready for the challenges ahead

These examples illustrate the scale of our ambitions as a company and our fierce determination to deliver an extraordinary impact.

In our last [Social Impact Report](#), we detailed the results of our materiality study, which provided the benchmark for assessing our impact in key areas going forward.

When I look at this year's report in that context, I'm both pleased with the foundations we've laid for future success and reminded how far we still have to go to achieve our ambitions.

A good example of this is our striving to have 40% of women or gender diverse (W/GD) people in technical roles. We were proud of

reaching that milestone last year, but this year, we've seen numbers dip fractionally under that threshold. It's a salient reminder that simply maintaining diversity is a tough goal and we need to be mindful about how we support, advance and retain our W/GD colleagues. We remain resolute in pushing ourselves to make our industry more reflective of the societies we serve.

It also reminds me that whatever goals we set for ourselves, they are useful benchmarks but they're not the whole story. A headline number is just that, the full picture is far more interesting, and within the gender story we have begun considering not only representation, but advancement and how we can work towards

having gender diversity at all levels. We've made significant progress in creating an equitable career path for all Thoughtworkers, with our Forward Together initiative. This evolves bringing the performance, compensation and promotion processes into a single, global process, leading to more equitable treatment for all employees. I think that lays the foundation to ensure all Thoughtworkers can reach their potential here.

But real progress doesn't come from shying away from the challenges we face. I am immensely proud of the way my fellow Thoughtworkers have responded to a testing year. I shall be passing the reins to Mike Sutcliff, who is inspired by the culture we've built here. And that

gives me the confidence that we're well positioned to deliver even more impact going forward.

Guo Xiao
President and CEO,
Thoughtworks

Advocating for Responsible tech

As technology becomes more central to society, it's imperative that we design and develop tech-enabled solutions that embody the values of ethics, equity, accessibility and sustainability.

Building on the insights gained from our [State of Responsible tech research](#) with MIT Technology Review, we continue to advocate with our clients and the wider industry for consistent Responsible tech approaches, invest in research, and develop guidelines.

In 2023, we worked in partnership with the United Nations to define their [Responsible tech approach](#), knowing that where the UN establishes and shares best practices, the impact would be far reaching. We commissioned and supported several pieces of research into GenAI and continued to focus on four key areas for driving Responsible tech adoption: accessibility and universal design; sustainable tech; security and data privacy; and responsible AI.

What is Responsible tech?

Responsible tech is a way of working that aligns technology and organizational behavior with the best interests of people and the planet.

It explores and actively considers the values, unintended consequences and negative impacts of tech, and actively manages, mitigates and reduces risk and harm.

Technological transformation, through a Responsible tech lens, is an important opportunity to reinforce notions of justice, individual and human flourishing, inclusivity and equity, civil liberties and democracy.



Spotlight: Responsible AI

Our study into consumer views on GenAI warned of the risks of not adopting AI responsibly:

If a business fails to incorporate responsible and ethical thinking when using GenAI, 93% of those surveyed say they risk facing detrimental impacts.

The study shows that by applying Responsible tech thinking to their GenAI strategy, organizations can keep customers' interests centered — considering the inclusion and protection of customers and users of systems, but also maximizing the impact organizations can glean from GenAI.

Always with the end-consumer in mind, our teams explore the practical application of Responsible tech through solving problems with our clients. We published a broad-reaching guide to AI governance, outlining this approach:

“Problems related to AI ethics cannot be tackled... by laying down principles without a means to put those principles into action. We help teams to shift governance concerns left so that risk trade-off thinking happens before it becomes harder to make adjustments.”

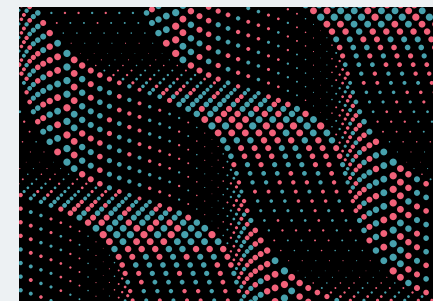
— AI Governance, a lean approach.



GenAI: What consumers want

Consumers demand businesses take a responsible approach to generative AI

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AI governance: A lean approach

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Examples of our work across Responsible tech themes:

Bias and AI

We partner with [Tattle](#), who responds to inaccurate and harmful online content. Our team provides strategy and engineering best practice for their leadership team, and we hosted their [Misinfocon2023](#).

Accessibility and inclusive design

We've partnered with Singapore's Government Technology Agency (GovTech) since 2017. In 2023/24 we spoke about inclusivity & accessibility at their annual conferences, as well as providing workshops and individual mentorship.

Security and data privacy

When working with all of our clients and organizations we support, we build security in by default, significantly reducing their vulnerability. One example where this made a huge difference was [Centro de Trabalho Indigenista \(CTI\)](#).

Sustainable tech

As part of the Green Software Foundation, we are working to improve the sustainability of the technology industry. Significant progress was made in 2023, including an [Impact Framework](#) that enables accurate measurement software's environmental impact. See [Climate Action](#) for further details on sustainable tech.



Spotlight: LLMs breaking barriers to information

Jugalbandi, an open source tool we created with OpenNyAI, started life as a chatbot to help citizens navigate the welfare system.

Questions can be asked in native languages (currently supporting 24 languages), the bot translates into the language of the documentation available, searches for an answer and responds verbally in the original language used. It's a suite of solutions designed to break barriers to information access. This is significant for people across India due to linguistic diversity and levels of illiteracy. [This podcast](#) explains the tech in more detail.



Spotlight: Responsible tech at the United Nations

Thoughtworks and the UN created a [Responsible Technology Playbook](#) together to guide UN teams, and others, on their journey of adoption.

“Responsible technology practices are more than just technical compliances; they are a manifestation of the UN’s commitment to human rights, peace, equality, sustainability and more. Our commitment to Responsible technology practices will enable us to better utilize data and digital tools to improve lives, while preventing unintended side-effects and potential pitfalls.” From the UN Responsible technology Playbook.



Spotlight: Privacy in patient data

Bahmni is an open source hospital information system that Thoughtworks created and has nurtured since 2012, supporting over two million patients in low resource settings. In 2023 SNOMED International and the Bahmni coalition, led by Thoughtworks, came together to enhance Bahmni’s support for SNOMED CT — a Clinical Terminology dictionary that helps ensure consistency and accuracy in healthcare data for providers. As part of this work, bulk patient data exports are required, and our focus was ensuring the data would be anonymized appropriately, while remaining useful for analytics. Learn more about the [Bahmni/SNOMED partnership](#).

Responsible tech – at a glance



As advocates for Responsible tech, during 2023 Thoughtworks:

- Partnered with the United Nations to define their approach to Responsible tech.
- Supported research by the Mozilla Foundation into transparency in AI.
- Created the AI Governance guide and conducted major consumer research into GenAI.
- Provided strategy and engineering advisory for Tattle, and hosted Misinfocon2023.
- Leveraged LLMs to provide citizens with access to information, welfare and other government support with Jugalbandi.
- Published a report on the opportunity for Responsible tech in the China market.
- Partnered with clients on projects spanning our four responsible tech focus areas.
- Sponsored research theses from students in Ecuador to ensure global south perspectives are being explored within Responsible tech.



“Fundamentally, technologists are problem solvers. We are very adept at fixing specific problems for specific groups. What is often missed is the broader context, the second and third order consequences. The opportunity is huge – not only to mitigate those potential risks, but to discover positive outcomes. Responsible tech teaches us to pay attention to the whole picture.”

Rebecca Parsons

Chief Technology Officer emerita,
Thoughtworks

Leading with DEI

Fostering a community of diverse and passionate technologists is a continuous and evolving process in a complex world.

DEI serves as a core element to our mission at Thoughtworks: informing and strengthening solutions that embed diverse perspectives, accessible experiences and equitable outcomes. Clients and community partners appreciate this thinking, and seek guidance on building increasingly inclusive spaces teams and products.

Gender diversity in tech

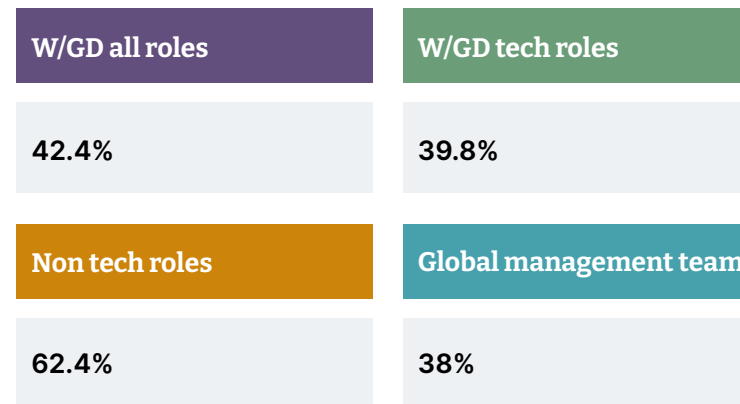
In December 2022 we were delighted to reach the milestone of 40% gender diversity in technology roles. We pay attention to tech roles specifically, because it's critical that tech is imagined and created by diverse teams, and this is the most meaningful gender diversity metric for us from a global perspective as a tech organization.

Through a turbulent year in the tech industry, and significant change at Thoughtworks, we have maintained our focus on gender diversity. At the close of 2023, our gender diversity in tech roles was 39.8%, very close to our goal of 40%. It has always been clear to us that maintaining gender balance would present its own challenge. Our focus for gender diversity and inclusion remains steadfast, and we are exploring different avenues to ensure we continue to have an impact.

Note on terminology

To date, we have referred to Women and Underrepresented Gender Minorities (WUGM). Moving forward, in consultation with our gender equity and LGBTQIA+ communities, we will be referring to and reporting numbers representing our Women or Gender Diverse population (W/GD).

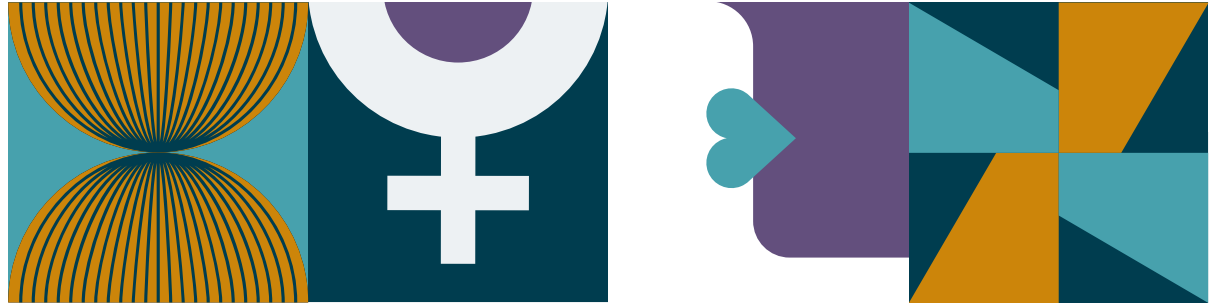
Our gender balance - December 2023¹



Our key DEI themes include gender, LGBTQIA+, race and ethnicity, and disability inclusion. On the following pages we spotlight examples of initiatives and partnerships in each of these areas.

¹ As shared in Q4 2023 Earnings. Our gender diversity metrics are published on Our People page (updated quarterly)





Spotlight: Gender inclusion

The Gender Equality Companion Program was conceived by the UN Women's Beijing Office in collaboration with Thoughtworks China. The program is a capacity-building initiative to address the developmental challenges confronting Women's Rights Organizations (WROs) in China. Volunteers from Thoughtworks China held regular workshops, provided coaching and strategy advice for the WROs, with outcomes including one organization surpassing its annual fundraising goal ahead of schedule and another successfully deploying a pivotal service product.

Further gender inclusion partnerships and programs include:

- Continued work with Women at the Table, a systems change organization based in Switzerland. Our work together was recognized by Google Cloud as their DEI partner of the year 2023.
- Hosted gender inclusion workshops for Adevinta, a client in Spain, the sessions covered gender issues such as: glass ceiling, impostor syndrome, microsexism and unconscious bias.
- Global leadership development programs 'graduated' 53% women or gender diverse people. W/GD specific programs include this one in South East Asia.
- We test for gender-based pay equity in several countries during annual performance and compensation cycles, and make adjustments when needed.



Spotlight: Disability inclusion

We focus on providing inclusive and welcoming environments and training our people to ensure that all People with Disabilities (PwD), whether they wish to disclose their disabilities or neurodiversities or not, are supported and can thrive. Our commitment to disability inclusion, and to delivering accessible solutions with our clients is steadfast.

Ongoing accessibility and disability inclusion efforts:

- Published the Accessibility handbook for practitioners.
- Updated our vendor review process, to ensure we consider accessibility. For the most used tools we build in-house, we apply accessibility standards and monitor accessibility scores.
- Signed an agreement with Open Inclusion to provide connections to people with disabilities (PwD) for testing our client products.
- Created a first year experience program for PwD in China, including training and support on disability inclusion for new hires and their teams.
- Continued to evolve the Inclua program in Brazil
- Also in Brazil, partnered with the PUC University to support PwD with coding and professional development.
- Supported IT4Teens' completion of its accredited tech course for students with disabilities, in partnership with the Romanian Ministries of Education and Labor.
- Client work focused on accessibility and technology specifically for people with disabilities includes: Vulcan coalition, First Student, Amplio, YouGov Singapore.



Spotlight: LGBTQIA+ inclusion

We constantly strive to foster a workplace that is inclusive, equitable, and welcoming for all. So while we don't require Thoughtworkers to disclose their gender identity or sexual orientation, we strongly believe in creating an environment that nurtures our LGBTQIA+ employees and ensures they experience the safety to be their authentic selves, regardless of gender identity or sexual orientation.

LGBTQIA+ inclusion policies and projects include:

- Gender affirming care² policies are in place in Australia, UK, North America, India and Chile.
- In 2023, Thoughtworks was one of the first organizations in Brazil to enact a parental policy for same-sex couples.
- In 2023, policy reform in China confirmed equal marriage leave to LGBTQIA+ Thoughtworkers, a significant achievement in the region.
- Mitra collective, our LGBTQIA+ employee resource group in India, continues to make a significant impact through training, volunteering and sensitization.
- Our partnership with Todo Mejora in Chile continued, with Thoughtworkers supporting the ongoing maintenance and development of Hora Segura.
- Globally we celebrated and collectively learned about the resilience and contributions of the LGBTQIA+ communities during Pride.
- Our groundbreaking work with St Pauli was launched in 2023. St Pauli is a unique football club in Germany, famous for its LGBTQ inclusion and activism. The project allows fans to interact with the club's history through its multiverse project.

² Previously referred to as gender transition policies



Spotlight: Race and ethnicity inclusion

We continue to strive towards making Thoughtworks reflective and inclusive of the societies we live in. Each geography prioritizes efforts to drive diversity, equity and inclusion for the underrepresented racial/ethnic minorities relevant at the local level.

Ongoing race & ethnicity inclusion efforts include:

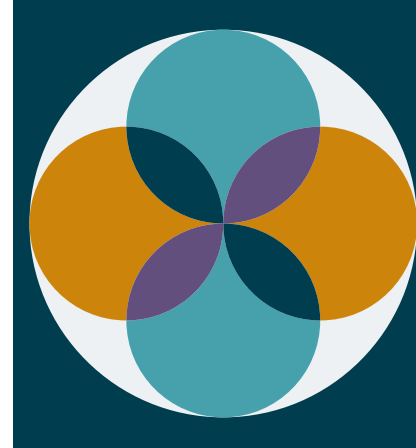
- In Australia, our Reconciliation Action Plan committee provides direction for how we, as an organization, strengthen relationships between indigenous and non-indigenous populations and take steps toward reconciliation.
- In Europe, our Race and Ethnicity ERG planned and drove a mentorship program for Black Thoughtworkers, and we were invited to give anti-racism talks for our clients.
- In Brazil, we partner with Centro de Trabalho Indigenista, a non-profit association that promotes and protects indigenous rights. In 2023, we worked together to protect their online spaces from cyber attacks while improving accessibility and usability.

Leading with DEI – at a glance



During 2023 we focused on:

- Striving to maintain 40% gender diversity in tech teams.
- Partnerships supporting gender equality, including [UN women](#) and [Women at the Table](#), and working with Government Digital Services on [Tech Returners](#).
- Providing accessibility training and building accessibility considerations into our procurement process.
- Disability inclusion programs including [Inclua](#) in Brazil and [IT4Teens](#) in Romania.
- Continuing to shape inclusive policies and benefits with diversity in mind.
- Working with organizations like [Todo Mejora](#) in Chile and [St. Pauli](#) in Germany.
- Working with [Reconciliation Australia](#) and partnering with organizations like the [Vulcan Coalition](#) in SEA and [Centro de Trabalho Indiginista](#) in Brazil.



“We’re proud to be leading the way in operationalizing DEI and utilizing truly meaningful and data-driven measures of diversity – from here we’ll continue to build momentum, ultimately aiming for equity in all dimensions in Thoughtworks and across our industry.”

James Grate

Global Head of DEI
Sustainability and Social Change,
Thoughtworks

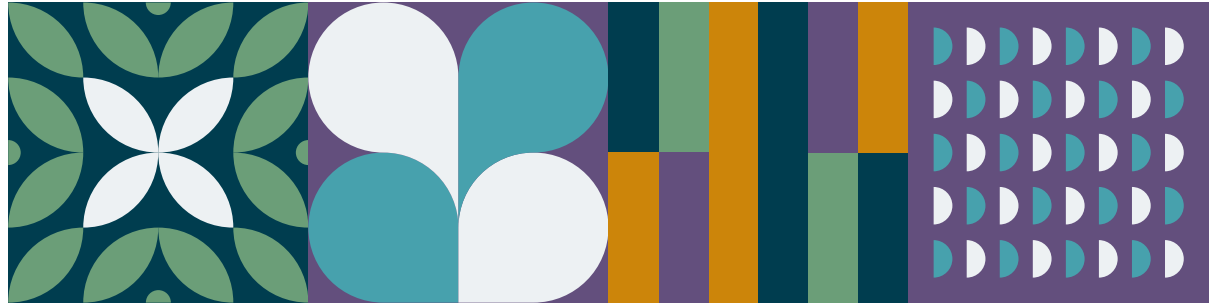
Partnering for social change

A partnership philosophy is at the center of our social change efforts. We strongly believe that the technology industry can serve and amplify the work of civil society groups and social movements towards the common good of our society. These partners provide vital, expert context on social challenges, which help us ensure that we address those challenges in the right ways.

Often, our focus is on supporting charities and NGOs to scale their impact. For example, the [Narada foundation in China](#) has paired our experts with over 50 social organizations specifically focused on scaling strategy. And our work with [Citizens Advice](#) focuses on their referral system and improving efficiency as they leverage a network of thousands of organizations. The other key element in our strategy to scale social impact is through investing in Digital Public Goods (DPGs). [Digital public goods](#) are open-source software, data, AI models, standards and content that adhere to privacy and other applicable laws and best practices, do no harm by design, and help attain the Sustainable Development Goals³.

³ From [The Digital Public Goods Alliance](#)





Spotlight: Digital Public Goods

Digital Public Goods, built specifically with the objective of addressing global challenges, are emerging as a critical element in building an equitable tech future. We have worked on many DPGs, including in partnership with the [Open Network for Digital Commerce \(ONDC\)](#), [MOSIP](#) and developing and nurturing [Bahmni](#) and [Cloud Carbon Footprint](#).

Technology design, development and implementation need to be democratized and the wide dominance of English is a huge barrier to this process. DPGs have shown their potential when facing this systemic challenge — and with the emergence of tech like generative AI, there is a real opportunity to create a more level playing field. Working with OpenNyAI, Thoughtworks created [Jugalbandi](#), a platform that combines existing LLMs and translation models to power conversational AI, creating equitable access to information on government schemes and support for non-English speakers in India.

Supporting historically excluded groups

Technology can protect the rights of the most vulnerable, by providing access to information, welfare schemes, helping to prevent abuses of justice, and much more. Our work in this space in 2023 included:

- Partnering with the [State of Hawaii](#) to enable their Correctional system complaints process.
- Supporting the National Justice Project in Australia on [CopWatch](#), an app designed to help Aboriginal and Torres Strait Islander peoples, and other communities subjected to discriminatory policing, keep themselves safe.
- Developing [Jugalbandi](#) to provide access to government schemes for users who are illiterate or do not speak English.

Global health

Technology has driven vast improvements for health services and teams through consistency of records, consistency of care and access to the latest data. We believe that these benefits should not be limited to well-funded healthcare environments. To support this, we invest in open source and partner with health ecosystem NGOs.



Spotlight: Bahmni and CURE International

Bahmni, the electronic medical record and hospital information system, is in place in over 50 countries, serving millions of patients. We have partnered with many groups to support Bahmni implementations and adaptations during its evolution. Bahmni was recently recognized by the UNDC's Future of Government Awards as Best Open Source Creation. In 2023, we also partnered with Cure International, a North American charity which supports a network of seven hospitals in low-resource countries. They provide life-changing surgery to children with disabilities, free of charge. Our work together is about digitizing these hospitals to improve efficiency and therefore patient experience.

Further work in global health: 2023

- Working with a global humanitarian charity on a diagnostic tool that helps doctors prescribe accurate antibiotics without expert intervention, aiming to de-escalate antimicrobial resistance.
- Partnering with academics at the University of York, Toronto, to scale the Safe Water Optimization Tool, that ensures safe drinking water in emergency situations and refugee camps.
- Our team in Spain continues to build on Blopup, a project that monitors the healthcare of local homeless populations.
- Work continues with other long-established partners, including Step up for Ageing research and one of the world's leading medical charities.

Nature and biodiversity

In order for us to support society in the long term, it's essential to support nature and biodiversity.

- TreeO2 is a charity that pays farmers to plant and nurture a variety of trees, incentivising them to prioritize biodiversity over cash crops. Thoughtworks partnered with TreeO2 to help it navigate the process for accreditation, through effective use of data.
- Our work with Sylva, a foundation in the UK, connects forestry researchers with forest owners and managers, so the insights from science can be applied at speed.
- We have worked with the Bahamas Marine Mammal Research Organization, BMMRO, to support their research, data collection and backups — providing technical resilience and improving user flows to ensure accurate, and efficient data collection in offline (and wet) environments.

Partnering for social change — at a glance



Our approach to social change centers on long term impact through partnerships, combined with a strong commitment to open source.

Some of these endeavors include:

- Contribution to Digital Public Goods: Bahmni, ONDC, MOSIP, and others.
- Investing in tools like Jugalbandi to help bridge the digital divide.
- Supporting marginalized groups in our work with the State of Hawaii, CopWatch and CTI.
- Leveraging tech to extend quality healthcare to under-resourced settings, with CURE International and SNOMED on Bahmni and on tools including Blopup and SWOT.
- Supporting organizations focused on nature and biodiversity, including TreeO2, BMMRO and Sylva.



“Climate change is damaging our ecosystems, the impacts of war are at their highest level in decades, and economic inequalities continue to grow systemically. At the same time, the technology industry has more influence than ever on how our societies can address those challenges. Amplifying the work of social organizations and movements is a key way we can contribute towards building a more sustainable and equitable future.”

Eduardo Meneses

Global Head of Social Change,
Thoughtworks

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 building on this responsibility by training our people in sustainable tech practices, guiding our clients to reduce tech-related emissions and investing in partnerships like our work with the UN, to amplify our impact.

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



A balanced approach

Within Thoughtworks, we're setting a course to reduce our carbon footprint in line with Science Based Targets initiative (SBTi) guidance, focused on highest impact areas first — which, for a services business, means our indirect Scope 2 and Scope 3 emissions.

Thoughtworks' 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, by 2030 from a 2019 base year. Our greenhouse gas emissions are summarized in [Appendix 3](#). Our current focus is on reducing emissions related to travel, purchased goods and services, and our office energy management, as our most significant emissions areas. The switch to renewable energy is underway; already our renewable consumption is more than 30% in 2023, from about 15% in 2022. We have also put in place a global laptops policy⁴, to reduce

⁴ Internal documentation only

carbon emission by supporting longer usable life spans for equipment and appropriate device choices.

We received our first Carbon Disclosure Project rating, at level C, in 2023. This places us in the “Awareness” band, demonstrating a knowledge of impacts on, and of, climate issues. This score represents a midpoint among our IT services peers, showing opportunities to learn and improve our climate governance, but also acknowledging our efforts and impact to date.

Thoughtworks facilitated enterprise sustainability for our clients through application of our open-source Cloud Carbon Footprint tool (CCF), our contribution to the definition of green software principles and the development and launch of our Sustainable Transformation Framework⁵. The framework provides a holistic model to help balance an organization's drive for growth and profitability with sustainability. For example, we partnered with [Xero to accelerate their tech-enabled sustainability using this approach](#).

⁵ Internal documentation only

Spotlight: Operationalizing sustainability

Thoughtworks has dedicated sustainability experts leading the strategy and implementation of our sustainability goals. We have initiated a cross-functional sustainability steering committee and associated working groups to operationalize our commitments to SBTi emissions targets and demonstrate progress towards our Scope 1-3 emissions reductions.

The working groups will:

- Operationalize our commitments to SBTi targets and track progress towards our emissions reductions.
- Leverage operational insights and data to deliver pilot projects aimed at improving broader-scale outcomes.
- Define new policies centered on efficiency.
- Launch communication campaigns to build advocacy and awareness.
- Monitor climate-related risks and escalate as necessary through our Enterprise Risk Management process.

More broadly, the implementation of our new organizational structure has created opportunities to improve sustainability governance and controls. A new, global Workplace Experience team allows us to cascade sustainability best practices, policies and experiments far more efficiently — through touchpoints in five regions, rather than with 40+ offices and communities. Supporting all this change, we released a [Global environmental sustainability policy](#) in March 2023.

Spotlight: Cloud emissions — measure to improve

Cloud Carbon Footprint was developed as part of our sustainability strategy to have a broad impact on tech-related emissions. Only when organizations can accurately measure their carbon footprint, can they act on it. We continue to adapt and extend its features, supporting integrations, evolving the tool — in 2023 that included:

- Together with Electronic Arts we developed an on-prem methodology that helps clients develop a carbon baseline of their in-house IT estate.
- Partnering with Cleverty, CCF brought visibility into their cloud infrastructure sustainability metrics, allowing them to manage reductions in emissions and costs.
- Collaborating with Aiven to help its customers understand the environmental impact of their services, and highlight reductions.
- Exploring using the underlying systems of CCF, and adapting them for a tool to calculate emissions for personal travel and commuting.

Spotlight: Energy transition

Energy transition is key to the future of our planet. We are proud to partner with organizations exploring new possibilities and are creating opportunities for open source to contribute in this space.

First Light Fusion

Fusion is a potential breakthrough in energy creation. [First Light Fusion](#) has demonstrated fusion at a small scale and is now planning to explore the possibility of commercial energy generation. Thoughtworks is advising First Light Fusion on their ways of working in terms of software engineering.

Electric Vehicle open source

[Plug and Charge](#) (PnC) for electric vehicles is currently fraught with challenges, we have been exploring open-source tools to navigate the back-end complexity and improve user experience.

MOIA

We have been supporting [MOIA](#), a ride-sharing app in Germany, as they explore a shift to autonomous vehicles to further improve efficiency and deliver a zero carbon service.

Spotlight: Green Software Foundation

We are proud to be founding members of the Green Software Foundation (GSF), which aims to build a trusted ecosystem of people, standards, tooling and best practices for green software. In 2023 GSF delivered far-reaching projects and frameworks, set to make a significant, long term impact on our industry's sustainability:

- Published research: [The State of Green Software](#).
- Created the [Impact Framework](#) that enables accurate measurement of software's environmental impact.
- Partnership with [Sustainable IT](#) established.
- Initiated [Energy efficiency labeling for software](#) enabling the general public to assess software they use, through a standard A-E grade 'label'.

Committing to climate action — at a glance



In 2023 we progressed with sustainability-focused client partnerships, thought leadership and policies:

- Working with [Aiven](#) — a global open source data platform company — helping their customers understand the environmental impact of their services.
- Bringing visibility to cloud sustainability metrics with [Clevergy](#), an energy company in Spain.
- Supporting [MOIA](#)—a ride sharing app—in their planned shift to autonomous vehicles to deliver a zero carbon service to more citizens.
- Published thought leadership on green software, including: [A forecast of Green Clouds](#), [An illustrated guide to green software engineering](#), [Managing carbon emissions across clouds](#) and [How to measure your cloud carbon footprint](#)
- Continued to work with the Green Software Foundation on new partnerships, policies and published [this](#) podcast about environmental variables.
- Exploring the tech supporting energy transition, including [Plug and charge](#) and [Working with First Light Fusion](#).
- Published our [Global environmental sustainability policy](#).



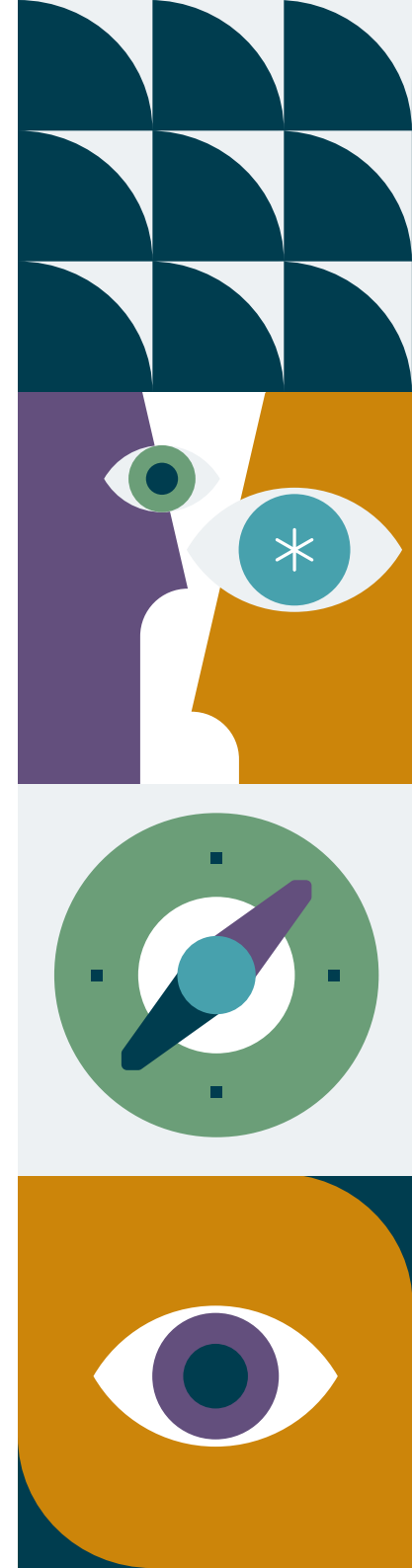
“We’re delighted to see our open-source Cloud Carbon Footprint tool being explored by clients, partners and governments to measure and track emissions. It’s clear across our work with clients and the Green Software Foundation that measuring the emissions of the IT estate is a necessary part of a comprehensive action plan to address organizations’ environmental goals.”

Lisa McNally
Global Head of Sustainability,
Thoughtworks

Stewarding good governance and ethics

Throughout our history, Thoughtworks' culture has enabled us to build an authentic, responsible and trustworthy business. We continue to codify our commitments to integrity, respect, responsibility and transparency so that we can uphold and strengthen that culture.

Our values, along with the behaviors we expect, are embedded in our [Code of Conduct \(CoC\)](#). Our CoC is supported by global and local policies, which are communicated to all Thoughtworkers worldwide. All Thoughtworkers are required to complete training covering the main topics of our CoC annually. 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 a global [Speak Up Policy](#) and internal processes to ensure complaints are handled objectively and reporting parties are protected from retaliation.



Thoughtworks has committed to the United Nations Global Compact. As stated in our CoC, we respect and support the rights and freedoms every person is entitled to have. We do not use or condone any form of modern slavery, forced or child labor, or human trafficking. We are committed to promoting a workplace environment that is safe, healthy, secure, and free of discrimination and harassment. Our employment conditions and working practices comply with the ILO (International Labor Organization) standards and local labor laws, enable freedom of association, and facilitate privacy

and data protection rights of all individuals. We expect the same commitment to human rights and fair labor practices from all others we work with, including our suppliers, who must adhere to the principles outlined in our Code of Conduct and commit to operate an ethical business.

We undertake additional due diligence steps for higher risk suppliers, including software suppliers. Their completed Vendor Reviews are assessed by Identity, Information Security and Data Protection teams as applicable.

Integrated governance

Compliance and risk management are integrated into our corporate strategy and embedded into day-to-day business operations, not separate, siloed activities.

Our Board of Directors is composed of a majority of independent directors and oversees our corporate strategy, as well as our ESG strategy and practices. The Board of Directors has three committees: audit, compensation and talent, nominating and governance. The role of the Board and its committees, as well as other corporate governance matters, are described in our 2023 Proxy Statement and company and committee charters, available on our investor website. In particular, ESG-related matters, such as strategy, disclosure and goals, are overseen by our nominating and governance committee.



Spotlight: Risk management

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 Enterprise Risk Management (ERM) program, 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 mandatory training courses to all Thoughtworkers, as well as targeted training to leadership, specific regions and functions.
- Reinforces the risk management program through ERM on-demand education.
- Clear internal processes for the reporting and escalation of risk events to minimize negative impacts and prevent recurrence.
- Maintains channels for reporting concerns, including an independent Integrity Helpline that may be used 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.

A robust cyber security program uses a next-gen antivirus platform and active monitoring tools to defend our accounts and laptops, while our cutting-edge vulnerability management tools and techniques help secure all the services and applications that power Thoughtworks.



In 2023, we took the following actions:

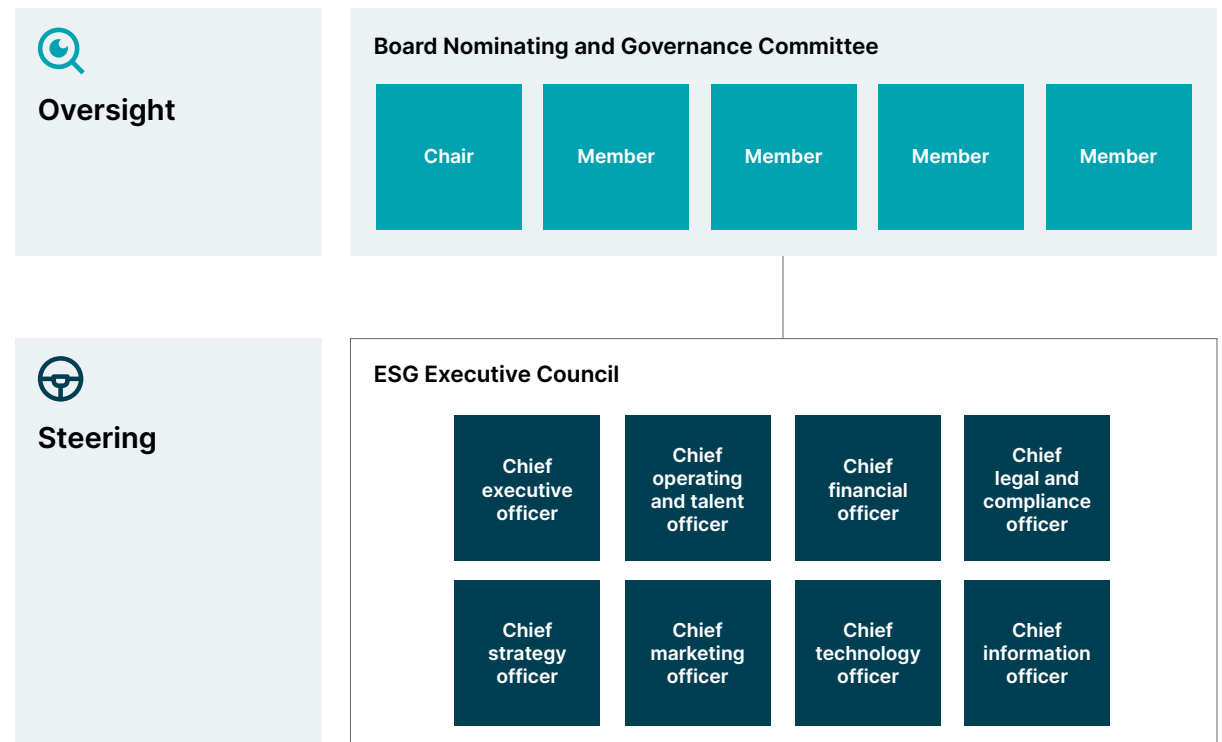
- In China, we updated our practices to be in line with the new China SCCs, and filed our first draft to the Chinese government⁶.
- In China, Bangalore and Romania we achieved ISO 27001 certification and in 2024 are working towards global ISO 27001 coverage.
- We implemented bespoke Data Protection training for all Thoughtworkers.
- We closed the year with 42 fully trained Privacy Champions, who are positioned on client engagements where we are processing personal data.
- We achieved global coverage with our professional services risk assessment on data protection.
- We updated our vulnerability detection and management tools and processes to further protect our infrastructure and applications.
- Kicked off an internal 'offensive security' program (simulating attacks on our systems), helping our teams prepare for the worst, while further improving our security posture.

⁶ Pending formal approval in hard copy but has been soft approved in draft

ESG methodology and focus areas

We believe that endeavors 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. Our ESG program is steered by our ESG Executive Council and overseen by Thoughtworks' Board of Directors.

Our ESG governance structure:



We continue to report on the following global frameworks:



Climate and sustainability regulations – Looking ahead

Thoughtworks is monitoring new climate and sustainability regulations, such as the Corporate Sustainability Reporting Directive (CSRD) in the European Union, and recent rules promulgated by the Securities and Exchange Commission (SEC) and the US state of California. We are tracking other pending regulations in the jurisdictions where we operate.

Stewarding good governance — at a glance



Thoughtworks' values, along with the behaviors we expect as a business, are codified into our [Code of Conduct \(CoC\)](#) — which all employees undergo annual training on.

- Reporting channels and a global Speak Up Policy ensures objective handling and protection for reporting parties against misconduct.
- We align with UN Global Compact principles and prohibit modern slavery, forced labor, and discrimination in our workplace and supply chain.
- Suppliers are required to adhere to our Code of Conduct and Sustainable Procurement Policy, which includes commitments to fair labor practices and anti-corruption.
- Comprehensive risk management strategy integrated into the business through regular risk assessments, risk reporting at executive and board levels, employee training, and internal processes.
- Thoughtworks employs robust cybersecurity measures; in 2023 we initiated an 'offensive security' program to further improve our security posture.
- ISO 27001 is in place in four countries and work is progressing towards global coverage.
- Specialist Privacy Champions are in place to mitigate risks.
- Thoughtworks has a dedicated ESG program with executive council and board oversight. We are monitoring new regulations in this space.



“We’re firm believers in the integration of governance, ethical and risk management practices into our business strategy and operations. This is what allows us to foster principled actions and informed and effective decision-making across the organization.”

Ramona Mateiu
Chief Legal Officer and
Chief Compliance Officer,
Thoughtworks

Attracting, growing and retaining our people

It's through our dynamic community and our industry influence that we attract and retain top talent.

According to recent research we conducted, including both employees and potential candidates, people apply to Thoughtworks because of our innovation and creativity, our culture/work environment, career growth and learning opportunities, work-life balance and wellbeing.

Sourcing top talent

A blended delivery approach gives us an advantage when attracting talent. Candidates have the opportunity to work on in-region projects, as well as in distributed agile teams. Our hiring model has increased focus on sourcing, enabling direct

outreach with diverse candidates who are not actively looking for their next role. Candidate experience is calibrated globally and maximized for remote interviews (both candidates and interviewers) ensuring we maintain a high standard in all locations.

Measuring engagement

During times of significant change, it's even more important to stay in tune with how employees are feeling and act on their feedback. Peakon surveys as well as Great Place to Work™ (GPTW) and Glassdoor continue to play an integral part in our employee engagement and employer brand strategy.

GPTW is our chosen accreditation program and in 2023, we certified in Brazil, Italy, Singapore, Thailand, UK and US, with an average trust index score of 83%. Our 2023 end-of-year rating on Glassdoor was 3.87 (out of five) and we exceeded industry benchmarks in our overall rating and in five of the workplace attributes categories (Career Opportunity, Culture & Values, Diversity & Inclusion, Compensation & Benefits, and Work Life Balance).

Our differentiated culture has earned us industry recognition and awards. In 2023, LinkedIn ranked Thoughtworks #9 on its list of the 50 best workplaces to grow a career in the US, we were named to Forbes World's Best Management Consulting Firms and we were ranked #14 of 25 on Fortune's list of World's Best Workplaces™.



Thoughtworker growth

We have to continuously evolve as a workplace, and ensure that we're providing development and growth opportunities for our people.

From the culture perspective, Thoughtworks has always nurtured an environment of cultivation and ownership, where Thoughtworkers are empowered to own their growth journeys and to cultivate each other in their journey. This is done through:

- Regularly requesting, receiving and providing thoughtful feedback.
- Sharing knowledge through pairing, coaching communities of practice.
- Personal and organizational investment in learning and development. In 2023, 9,334 Thoughtworkers completed at least one optional course, with an average of nine hours' learning each.

In 2023, we expanded our three Thoughtworks Academies, widening each in scope — specifically, the Advanced Tech academy focused on expanding the data, machine learning and AI capabilities of our entire tech workforce.

Thoughtworks University (TWU), our year-long program for graduates and career changers, was further updated to be completely accessible in 2023.

These changes are helping Thoughtworks to accurately align personal goals with business goals and deliver engaging, equitable development opportunities for our people around the world.

We have built a rich internal set of talent-focused systems to provide effective learning, performance and career development to all our employees:

- Campus, our learning platform, offers an internal and vendor content catalog of more than 20,000 online courses.
- Pathways, our internal career development system, allows Thoughtworkers to envision their future professional self, keep track of their development goals and achievements, and facilitate their staffing in relevant areas.
- Summit, our internal performance management system, sustains our collective focus on performance and excellence.

Spotlight: Consistency and connection

From day one to 20 year anniversaries, we want to know how people are feeling and ensure they are represented at Thoughtworks. In 2023 we took the following course:

We ran a global pulse survey to keep listening to our employees' inputs and feedback. The feedback shaped our plans going into 2024.

We began the process of reviewing and updating our employee value proposition, to reflect a changing market and changes to our business. The refresh will complete in 2024.

We created Forward Together, an initiative to evolve performance, compensation and promotion processes into a single, consistent global process. Uniquely, it aligns individual performance to the lenses of our "Why," directly connecting the work Thoughtworkers do with our purpose.



Attracting, growing and retaining our people – at a glance



- Achieved Great Place to Work™ certification across six countries (Brazil, Italy, Singapore, Thailand, UK and US) with an average global trust index score of 83%.
- Rated 3.87 out of 5.0 on Glassdoor at year end, exceeding industry benchmarks in our overall rating and in five workplace attributes categories.
- Initiated Forward Together, to bring consistent processes and build towards equity in the performance, compensation and promotion processes.
- Continued to evolve Global Academies and expanded to help employees advance their skills.
- Achieved 739 Cloud certifications.
- Completed the overhaul of our Graduate first year experience program, Thoughtworks University, into a completely accessible format.



“Thoughtworkers are curious, and dedicated to continuous learning at every level. In a rapidly changing market, this ensures our clients benefit from the latest thinking and creative solutions, and that we are developing dynamic and diverse leaders for the future.”

Joanna Parke

Chief Talent and Operating Officer
Thoughtworks

Appendices

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, 2023, 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 that commitment in Appendix 2 as well as a reference to the six most relevant Sustainable Development Goals, in appendix 4. 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.

Appendix one: Sustainability Accounting Standards Board

Environmental Footprint of Hardware Infrastructure	2023 report	SASB reference
Metric		
(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) 39,613.95 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) 52.2%. Based on SASB definition, this is calculated by purchased grid electricity consumption divided by total energy consumption. (3) 18.1%. This question is calculated as renewable energy consumption divided by total energy consumption. (Another percentage we have published (34.62%) 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	SASB reference	
Metric		
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 Privacy policy 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 Privacy policy 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 Form 10-K filed with the SEC. In fiscal year ending December 31, 2023, there were none.	SASB TC-SI-220a.3

<p>(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure</p>	<p>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.</p>	<p>SASB TC-SI-220a.4</p>
<p>List of countries where core products or services are subject to government-required monitoring, blocking, content filtering or censoring.</p>	<p>Thoughtworks is not aware of government-required monitoring, blocking, content filtering or censoring that apply when we provide services to clients.</p>	<p>SASB TC-SI-220a.5</p>

Data security	2023 report	SASB reference
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Metrics

<p>(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected</p>	<p>Any material breaches would be disclosed in our periodic reports filed with the SEC. In fiscal year ending December 31, 2023, there were none.</p>	<p>SASB TC-SI-230a.1</p>
<p>Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards</p>	<p>Thoughtworks' Infosec program aligns with common industry frameworks (such as NIST, ISO, Cyber Essentials +, and TISAX). We recognize that risk management is an integral part of achieving our organizational goals, enhancing stockholder value and increasing the likelihood of long-term corporate success. The processes for assessing, identifying and managing material risks from cybersecurity threats have been integrated into our overall Enterprise Risk Management program.</p> <p>To assess and manage risk, we have a formal risk assessment methodology. Risk assessments of our key risk categories are conducted on a continuous basis. We perform regular internal and external audits by a third-party vendor. Infosec reviews these assessments and takes action as required to meet compliance requirements. The assessments, along with any mitigation efforts or remediation, are incorporated into our broader risk management process. Between the risk owner, the Infosec team and, in the case of the most severe risks, the Technology Risk Steering Subcommittee, mitigations are decided, and remediation assigned to appropriate teams to implement which is, as needed, overseen by the ERM Steering Committee. In order to drive continuous improvement, we have implemented an internal security and data protection maturity assessment for our client delivery teams, and we commission an independent external assessment of our cybersecurity maturity annually. With respect to third party service providers, we obligate our vendors to adhere to privacy and cybersecurity measures, and we perform vendor assessments, including their ability to protect data from unauthorized access. The results of these assessments are shared with the Board, key senior leadership, and the Infosec leadership team to develop and inform our strategy for the coming year.</p>	<p>SASB TC-SI-230a.2</p>

Recruiting & Managing a Global, Diverse & Skilled Workforce **SASB reference**

Metrics		
Employee engagement as a percentage	In 2023 we conducted a shorter pulse survey to all employees, in addition to quarterly healthcheck surveys for individual teams. 47% participated in the survey. Engagement: 7.0 (70%) Diversity satisfaction: 8.2	SASB TC-SI-330a.2
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	As of December 31, 2023, 37.5% of our global management team, 39.8% of our technologists and 42.4% of Thoughtworkers globally identify as Women or Gender Diverse (refer to Form 10-K). Our 2023 racial diversity percentages (North America region) aligned to EEOC demographic categories were: 47.0% White 29.0% Asian 11.0% Black or African American 10.0% Hispanic 2.8% Two or More Races 0.1% American Indian or Alaska Native 0.1% Native Hawaiian or Other Pacific Islander	SASB TC-SI-330a.3

Intellectual Property Protection & Competitive Behavior **SASB reference**

Metrics		
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 Form 10-K filed with the SEC. In fiscal year ending December 31, 2023, there were none.	SASB TC-SI-520a.1

Managing Systemic Risks for Technology Disruptions **SASB reference**

Metrics		
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 and 8-K for cybersecurity material incidents filed with the SEC. In fiscal year ending, as of December 31, 2023, 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 Form 10-K 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	SASB reference
Metrics	
<p>(1) Number of licenses or subscriptions, (2) percentage cloud-based</p>	<p>(1) Number of licenses or subscriptions GCP - 2941 Active Projects AWS - 163 Active Accounts Azure - 163 Subscriptions. In addition, we are actively engaged in research aimed at optimizing our subscription quantities and methods. This initiative is part of our broader commitment to reduce carbon emissions and enhance cost-efficiency. We are committed to transparency and plan to disclose detailed information in our future reports as our efforts progress.</p> <p>(2) Percentage of cloud-based: Thoughtworks operates on a 100% cloud-based toolset that is integrated throughout our entire business. The carbon emissions generated by our cloud services constitute a minimal portion of our overall carbon footprint, accounting for less than 2% in 2023. On the sustainability front, we primarily focus on leveraging our own open-source Cloud Carbon Footprint tool to monitor and manage the carbon emissions associated with our cloud services. We have implemented an internal dashboard that provides optimization suggestions for cloud service carbon emissions to all teams and projects utilizing cloud services. This tool helps us to make informed decisions that align with our sustainability goals. We are committed to expanding our sustainable practices and are planning to engage in further collaborative initiatives with our cloud service providers. These efforts will be aimed at enhancing sustainability across our operations and within the broader ecosystem of our industry.</p>
<p>(1) Data processing capacity, (2) percentage outsourced</p>	<p>Thoughtworks does not own or operate its own data centers. Instead, we 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.</p>
<p>(1) Amount of data storage, (petabytes) (2) percentage outsourced</p>	<p>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.</p>

Appendix two: Valuable 500



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 Global 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:

- Full time Global program manager for Disability Inclusion
- Disability Inclusion ERGs established, and supported by global steering group, in all five regions (8 out of 14 countries).
- Inclusive hiring playbook supports all talent acquisition teams and interviewers. Launched in 2023: Accessibility handbook, a guide for software practitioners.
- Thoughtworks University, our entry-level program for grads and career changers, updated to be completely accessible.
- Created a first year experience program for PwD in China, including training and support on disability inclusion for new hires and their teams.
- Accessibility training, thought leadership and best practices library created and available on our internal learning platform.
- Neurodiversity guidelines and simple one page cheatsheets available to help Thoughtworkers understand, work effectively with and be better allies to neurodiverse people.
- A11yOps continues to monitor the accessibility of our most-used internal applications.
- Updated our vendor review process, to ensure we consider accessibility. For the most used tools we build in-house, we apply accessibility standards and monitor accessibility scores.
- Continuing to engage with some of our vendors to understand their roadmap and share accessibility needs.
- Added a criteria for third party tools that they must be accessible, or there is a roadmap to make them accessible.
- Continue to use NEO Polaris, a tool developed in-house, to evaluate applications used internally.
- Delivered work with clients focused on technology for people with disabilities, including: Vulcan coalition, First Student, Amplio, YouGov Singapore.
- Continued Inlua program, to support the recruitment and onboarding of persons with disabilities in Brazil.
- Third and final year of accredited course, IT4Teens with Informal School of IT in Romania to train and provide opportunities for youth with motor disabilities.
- Developed and published guidelines for inclusive remote meetings and communications.

Appendix three: 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	Reporting year 4 Jan 1 - Dec 31 2023
Scope 1 Emissions (metric tons CO2e)	957	656	258	476	1219
Scope 2 Emissions - Location Based (metric tons CO2e)	2011	1609	2182	2500	2633
Scope 2 Emissions - Market Based (metric tons CO2e)	1976	1542	2078	2352	2226
Scope 3 (metric tons CO2e) (derived from financial data)					
1 Purchased goods and services	11048	6303	8583	9007	7291
2 Capital goods	2029	1364	1766	1552	4564
3 Fuel and energy related activities	551	303	330	391	540
5 Waste generated in operations	20	2	3	15	71
6 Business travel	27774	7508	3752	6949	10377
7 Employee commuting	2722	1400	3250	4157	1247

Appendix four: The UN Sustainable Development Goals



Our work, values and DEISSC principles contribute to many of the UN's Sustainable Development Goals (SDGs). We have significant focus, and believe we can make the greatest impact, across six of the 17 areas. Each quarter in our public earnings updates, we share examples of the partnerships we are nurturing to support these goals.

Our DEISSC stories hub, [Social Change](#), [Sustainability](#) and [DEI](#) pages provide further examples and information.



Thoughtworks is a global technology consultancy that integrates strategy, design and engineering to drive digital innovation. We are over 10,500 Thoughtworkers strong across 48 offices in 19 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.

[thoughtworks.com](https://www.thoughtworks.com)



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