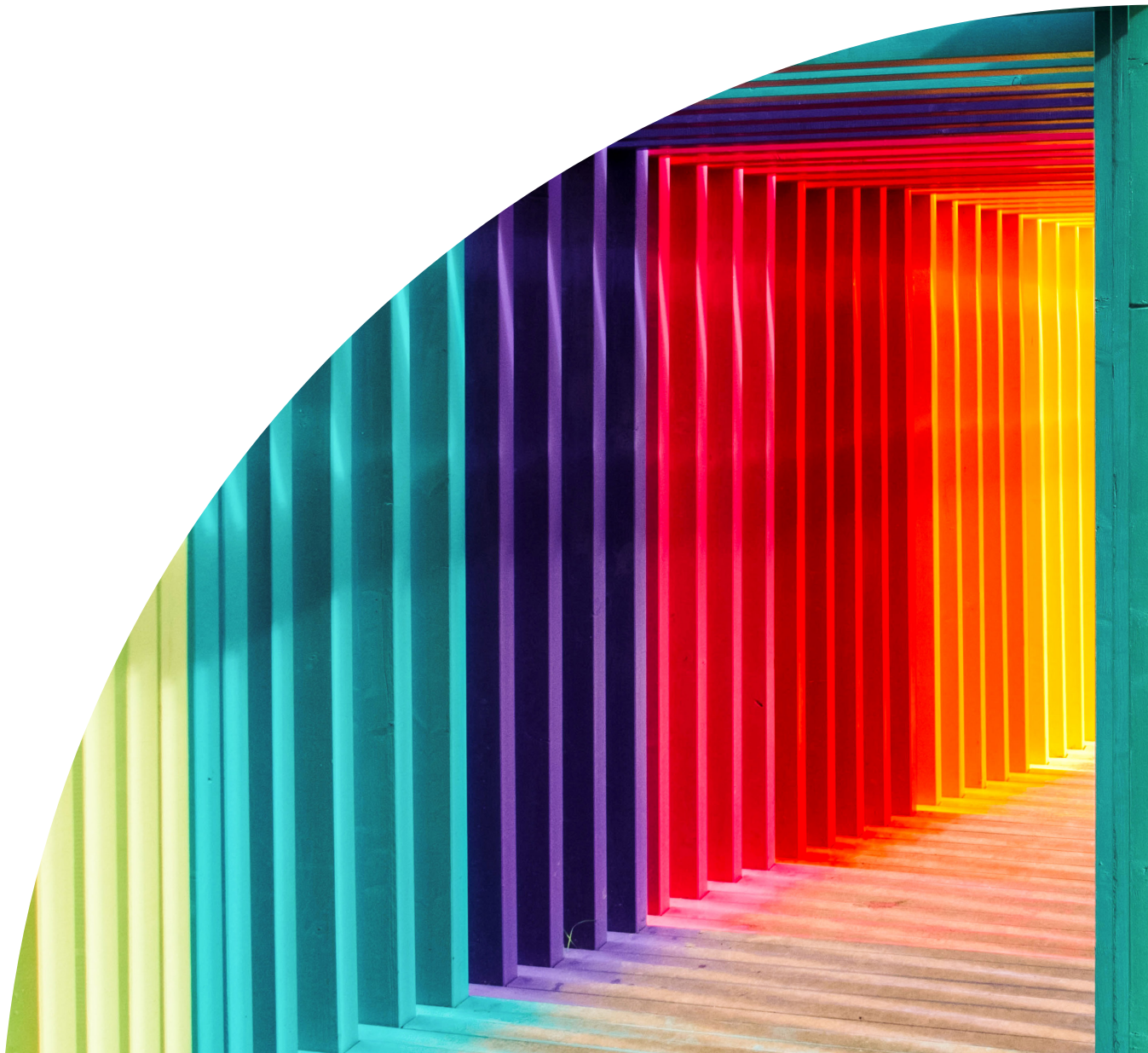


# 2021 Diversity, Equity and Inclusion Report



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## To our clients, colleagues and community stakeholders,

In last year's inaugural Grant Thornton diversity, equity and inclusion (DE&I) report, we chronicled a year of social reckoning on racial matters in our world and how we rapidly intensified our focus on DE&I in our firm. We listened and gathered different perspectives, working together to reassess strategies, tactics and priorities, and to reshape programs and policies that would create a stronger future for everyone in our firm. This year, we turned intention into further action, putting our collective shoulders to the wheel of progress.

We are pleased to have made strides in these major areas:

- Publicly reporting on diversity in leadership and recruiting
- Building an even more inclusive and equitable culture within our firm through DE&I educational programs, as well as expanding our culture immersion initiatives
- Empowering our business resource groups (BRGs) to help lead our DE&I work
- Working with historically Black colleges and universities (HBCUs) and high schools to diversify the pipeline of talent for the profession
- Providing financial and volunteer support to nonprofit organizations that are working to build more inclusive and equitable communities throughout the markets we serve

Those are just the highlights. More details about our work and results are in this report.

Putting in place the right programs, processes and policies, and measuring results are important. This is how we ensure we're working toward the right goals in the right ways, and how we hold ourselves accountable. Even so, making real progress on DE&I requires much more — as Rashada Whitehead, our national managing director for Culture, Immersion & Inclusion writes below, it requires a true culture shift. It requires everyone in an organization to rethink how they relate to and uplift the diversity of colleagues around them every day.

As we engage in this work together, we've learned that it's not enough for leaders to simply endorse DE&I priorities and initiatives. We must be part of the change by empowering all people — inside and outside of our firm — to be seen, to be heard and to make a difference. Within our firm, we must include our DE&I platform and goals in our growth strategy in a meaningful way, and measure our progress as we do any other business priority. Taking that step has focused our attention in a new way and led to positive results.

Reviewing this report, I'm pleased about all we've achieved. Many of our BRG leaders are developing into future leaders for our firm. Our succession planning process for leadership roles now includes a much more robust and clear DE&I component. We now include DE&I metrics in all of our partners' and principals' scorecards. We are reporting DE&I metrics publicly and in a way that holds us accountable for our work and results.

I know there is still much work to be done. Going beyond expectations in our quest to help build truly diverse, equitable and inclusive communities will require long-term commitment and determination. I believe that we are on the right path and that this work will help us build a stronger, more confident future for every member of our team and for all those we serve.

As always, I appreciate your interest in our firm, and I welcome your thoughts and ideas.



A handwritten signature in black ink, appearing to read 'Brad Preber'.

**Brad Preber**  
CEO  
Grant Thornton LLP

# Going beyond the numbers

In the professional services industry, it's easy to think about the numbers first. We're one of the best global tax, audit and advisory firms because numbers matter. But our true purpose — to make business more personal and build trust into every result — comes from our values. It's what unites us in creating a workplace where how we work with one another matters as much as what we do.

This year, for the second time, we are reporting publicly on our DE&I efforts. Yes, there are goals and metrics in the report, and those aspirations and achievements matter. However, real diversity, equity and inclusion require more. As a Black woman leading culture transformation through a once-in-a-lifetime period of social change, I know this firsthand. It's why we commit to actively amplifying diverse and underrepresented voices, and using our platform to ensure that all of us are seen and heard.

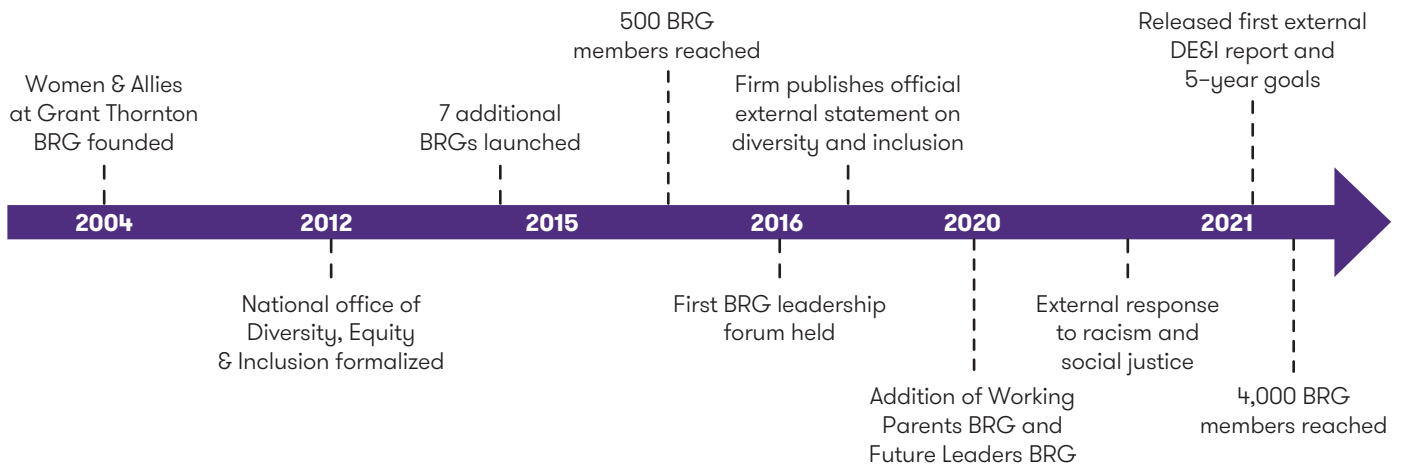
Numbers aren't values. We cannot risk leaving our colleagues behind even as we improve our inclusion data. To bring everyone along and advance representation at every level, progress and inclusion must be felt and championed in our lived experiences — how we interact with each other, how we think about assignments and promotions, and whom we develop for long, productive careers at Grant Thornton.

Our goals are aspirational, and we will need consistent, focused action to achieve them. It still will take years to do so because we recognize that transformation is not an event; it's a process. We know that our firm and the broader business world certainly have more work to do, but we will get there by listening first, seeking diverse perspectives and remaining transparent as we harness our resources and platform to create stronger futures for those within Grant Thornton and in our communities. Most importantly, we'll get there together.



**Rashada Whitehead**  
National Managing Director  
Culture, Immersion & Inclusion

## Transforming our plans into tangible progress





# Creating a stronger future

When it comes to our aspirations, we are reaching high and bringing the right people and resources together. By the conclusion of our fiscal year 2025, coinciding with our 100th anniversary, we aspire to fulfill a baseline of goals that serve and support our DE&I efforts.

We go beyond checking boxes, and that includes our DE&I work. We're using our platform — whether it's our power, our seat at the table or our resources — and we're working to ensure that those who are not often advocated for are seen and heard. In line with this commitment, we're focused on increasing representation. We're creating external partnerships that are reflective of our communities and that support our goal of building an even stronger array of opportunities for underrepresented groups. We won't stop until we've created an environment that amplifies diverse voices.

When we created our DE&I goals, we approached the process through the lens of the challenges today, and we looked ahead to what an inclusive workplace would look like in the future. We developed these goals to drive change and continue improvements for our people and the business as a whole. Our support goes beyond any one issue, and we are ready to tackle the most relevant and timely needs along the way.

In this year's report, we stay committed to sharing the progress we've made across several categories as we work toward our 2025 milestone. This report provides us with an annual opportunity to acknowledge the movement we've made on our goals, determine how we can best optimize our efforts, and address any infrastructure needs that are identified in the process.

In last year's inaugural DE&I report, we established five key milestones to achieve by the end of fiscal year 2025.

FY21  
Year-over-year  
% progress



**30%** of our new hires will be Black or African American, or Hispanic or Latinx (also recognizing opportunities for increased hiring for American Indian or Alaska Native, Asian, Native Hawaiian or Pacific Islander).

+25%



**35%** of our National Leadership Team and market-focused leaders will be women, people of color, LGBTQ+ people, individuals with disabilities, veterans or military spouses, and we will increase representation across all role levels.

+6%



**40%** of our partners, principals and managing directors will be women, people of color, LGBTQ+ people, individuals with disabilities, veterans or military spouses.

+12%



**50%** of our hot-skills training opportunities (including firm-sponsored certifications, advanced technology skills, and leader-sponsored training and development initiatives) will include women, people of color, LGBTQ+ people, individuals with disabilities, veterans or military spouses.

+62%



We will increase our representation of veterans, military spouses and individuals with disabilities across the firm by **50%** from fiscal year 2020.

+22%

Some of the ways we're working toward these goals include training and skill development opportunities, policy and process improvements, and community partnerships. Our people are our passion and the reason for our success. It's only through our people that we're able to achieve our purpose, which is to make business more personal and build trust into every result. As we wrap up the year, we're excited to look back on our cultural progress and to look ahead to an even stronger community of belonging.



# Acting for change

We are a community defined by our values — collaboration, leadership, excellence, agility, respect and responsibility (CLEARR). Our values unite us and reflect our commitment to culture by bringing the right people together to do the right things to get results in the right way. We foster an environment where extraordinary people come together to deliver quality and innovation to our clients and colleagues.

Many organizations are satisfied with the status quo — we're not. We want to go beyond what people expect. That's why we're continually listening to and learning from our people to make our workplace the best it can be. Here are just a few ways we've been doing that this year:

- Our National Leadership Team's DE&I Committee invited members from each of our BRGs to present ideas and actions for change. The committee was able to fast-track a variety of DE&I imperatives.
- We amplified the focus on mental well-being and colleague welfare by providing enhanced benefits for mental health, broadening access to mental health providers by diversifying our networks so more people can access the resources they need, establishing quiet hours on Friday afternoons and intentionally adding messaging in firmwide communications that encourages colleagues to take time off.
- We instituted a floating holiday that gives everyone the choice of taking an additional day off to celebrate one of the following holidays that is meaningful for them — Columbus/Indigenous Peoples Day, Veterans Day, Presidents' Day or Juneteenth. This was in addition to declaring Martin Luther King Jr. Day as a firm holiday last year.
- We continued building our Purple Paladin program — our signature cause program through which we support emerging nonprofit organizations — with the addition of [Hope in a Box](#), [Find Your Anchor](#), [Foster Nation](#), [Go Team Therapy Dogs](#), and [Warrior Reunion Foundation](#).
- We expanded our recruiting efforts to include earlier outreach to high school and college students through the Empower program, Train the Trainer Career Readiness program and other community partnerships.
- This year we held our second Inclusion Conference, a DE&I educational event that brought together Grant Thornton recruits, interns, colleagues and alumni to learn about the theme of intersectionality — a term that describes how race, gender, class and other backgrounds intersect with and overlap one another. Our theme was Keeping the Momentum Through Community, Empowerment and Action.



Grant Thornton volunteers assembling boxes for Purple Paladin, Find Your Anchor

### Providing training and leadership opportunities

To promote respect and responsibility among all of our colleagues, we offered a comprehensive suite of DE&I education as well as unconscious bias workshops. By the end of the fiscal year, 98% of partners, principals and managing directors and 90% of colleagues participated in an unconscious bias workshop. Additionally, we hosted firmwide workshops on psychological safety and microaggressions to introduce these important topics to our workplace. To continue the education on these topics, our BRGs are working to build the topics of psychological safety and microaggressions into all of their education events.

Additionally, for fiscal year 2022, we created DE&I and Inclusive Leadership learning badges. These digital badges are a credential earned after completing an instructionally designed learning pathway that combines self-study courseware with on-the-job experiences and learning activities.

Each pathway is designed to build proficiency in either a technical or professional skill while providing continuing professional education (CPE) learning hours. To continuously demonstrate inclusive behaviors, all partners and principals are required to complete one of the two DE&I-focused badges as part of their performance scorecard. The badges are optional but strongly encouraged for everyone else to complete.



## Ensuring every voice is heard



**Myles Marshall**  
Senior Associate

Our people are taking the initiative to celebrate our diversity and ensure that key conversations are happening. One phenomenal example is creative thinker [Myles Marshall](#), senior associate in Culture Transformation. Myles graduated from Morehouse College, a historically Black institution, and leveraged his background in humanities and philosophy to turn a short-term rotation in Culture Transformation into a full-time role of addressing important topics in the workplace.

“Each month I create culture videos, content and guides that allow colleagues to have important discussions around our core values, topical issues and effective ways to bring our culture to life. I also helped shape the firm’s first-ever Spirit Week, a celebration of our remarkable culture and the ways we all show up for each other as part of our community.”





### **Making inclusion part of everything we do**

Our DE&I efforts are deeply rooted in our CLEAR values, which is why this year we kicked off our culture immersion program, an interactive exploration of our firm’s differentiators and why they matter to us and our clients. Everyone in the firm is required to participate in this program.

“As individuals, we each have a unique story and background that shapes who we are and how we show up every day,” said Jonathan Philipp, DE&I manager. “Integrating DE&I into our culture immersion program has allowed individuals to activate their unique backgrounds into the work we do each day to improve the quality of results and relationships within the firm.”

### **Industry leadership**

Grant Thornton works in collaboration with industry organizations to advance diversity, equity and inclusion in various aspects of the accounting profession. For example, our firm for many years has partnered with the Center for Audit Quality (CAQ), a nonpartisan public policy organization serving as the voice of U.S. public company auditors and matters related to the audits of public companies. Together, we explore, challenge and solve critical issues that impact accounting and other industries. Grant Thornton leaders, including our CEO, serve in a number of capacities that include the CAQ’s Governing Board, Chief Diversity Officer working group and communications committee.

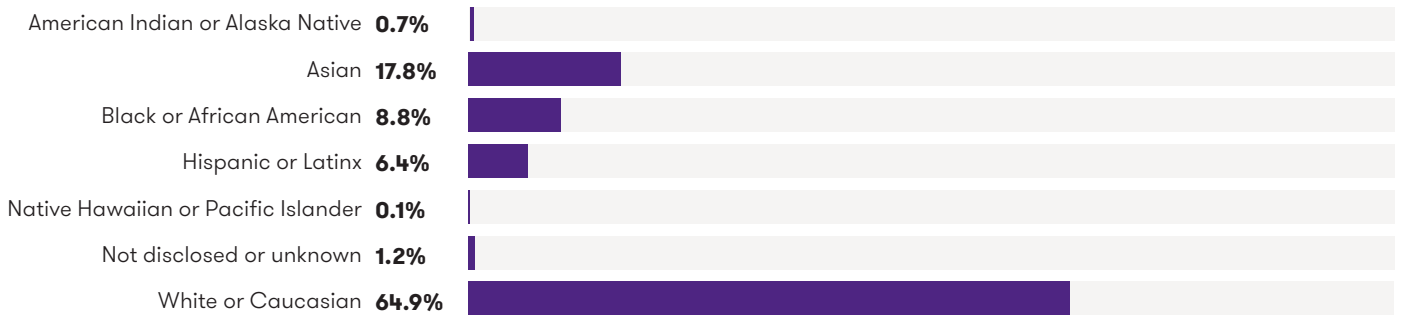
“Grant Thornton has been instrumental in advancing the work of the CAQ,” said CAQ’s CEO, Julie Bell Lindsay. “Their thought partnership in our recently launched Bold Ambition campaign has helped us to solidify and drive forward a vision that will reimagine opportunities for diverse talent to shape the future of the accounting industry.”

## Measuring what matters

### Hiring and recruitment

Of our new hires in fiscal year 2021, 58% were men and 42% were women. This was a decrease in women hires from 45% in fiscal year 2020. In fiscal year 2021, 65% of new hires identify as White or Caucasian, compared to 68% last fiscal year. Our expanded recruiting efforts are showing progress in our numbers, but we know there is still more work to be done.

#### New hires by race and ethnicity across all positions



Note: Percentages in each chart do not always total 100%, because of rounding.

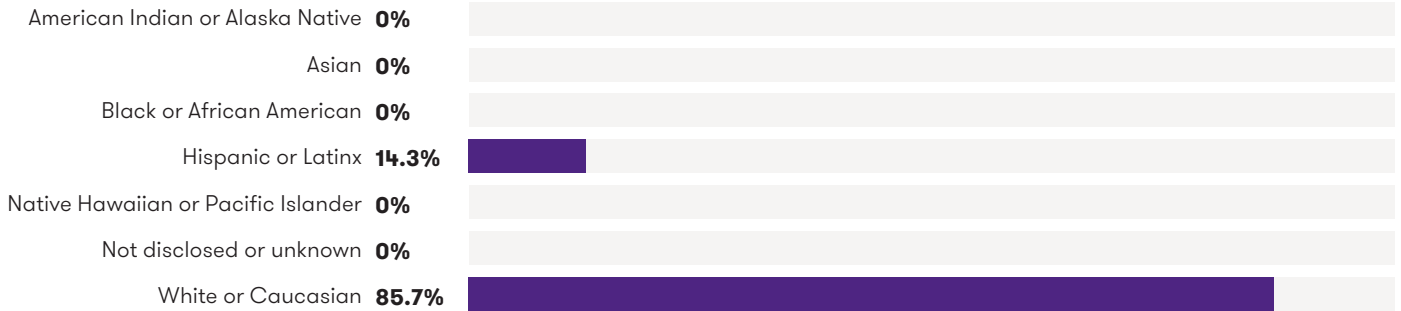


## Hiring by position

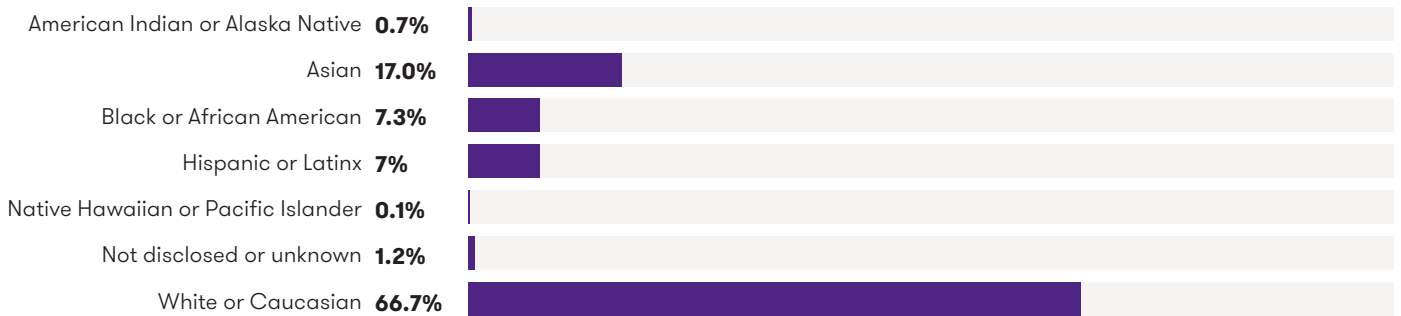
At the associate and senior associate levels, where most of our hiring occurs, 16% of new hires were Black or African American, or Hispanic or Latinx (a 33% increase from fiscal year 2020), and 18% identified as Asian (same as fiscal year 2020).

At the partner, principal and managing director levels, 23% of our new hires were people of color (a 130% increase from fiscal year 2020).

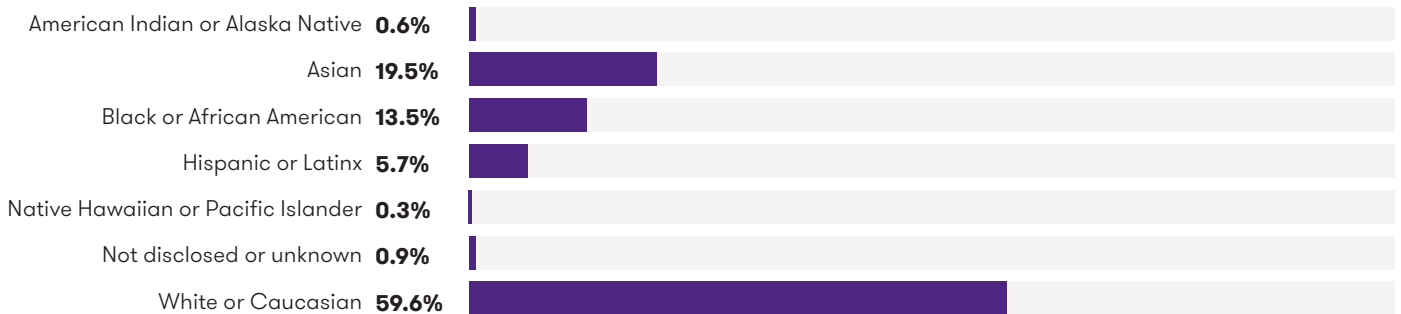
### Administrative hires



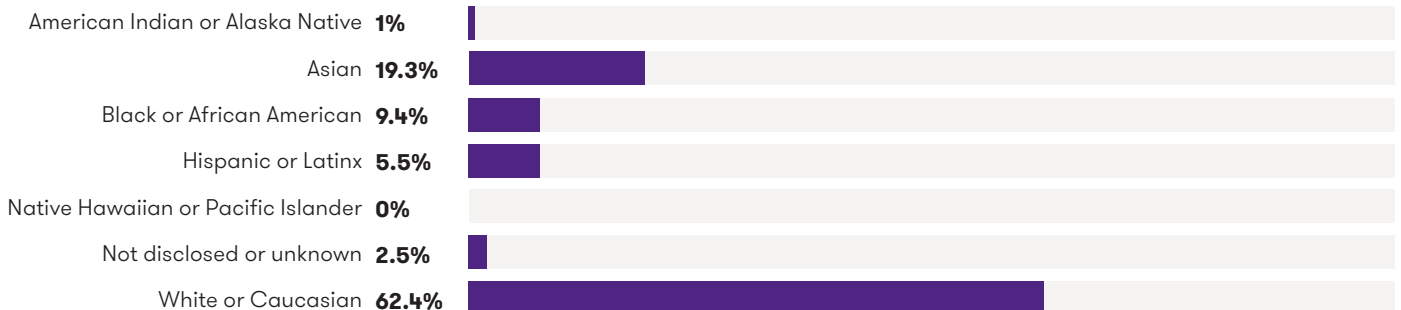
### Associate hires



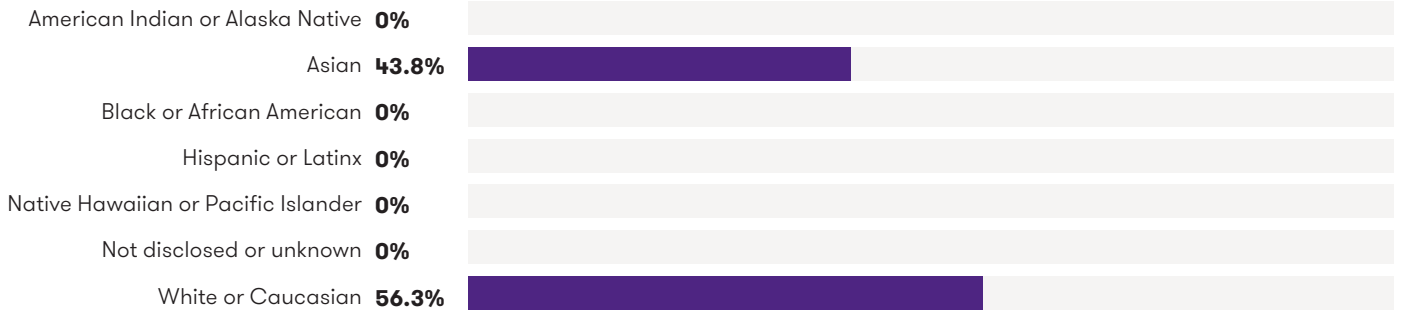
### Senior associate hires



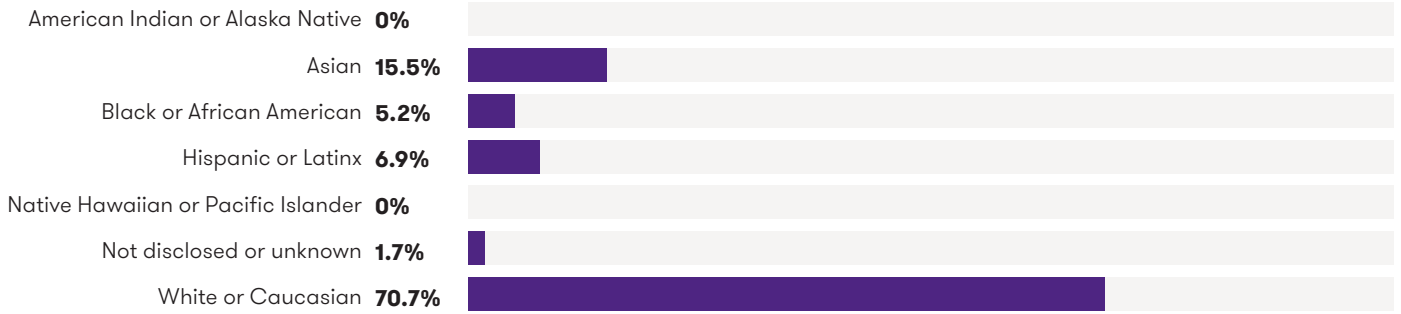
### Manager hires



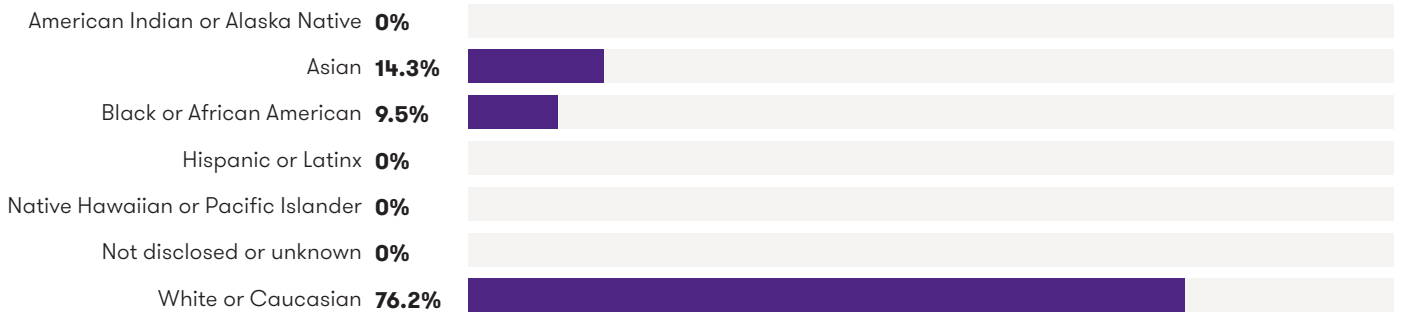
### Senior manager hires



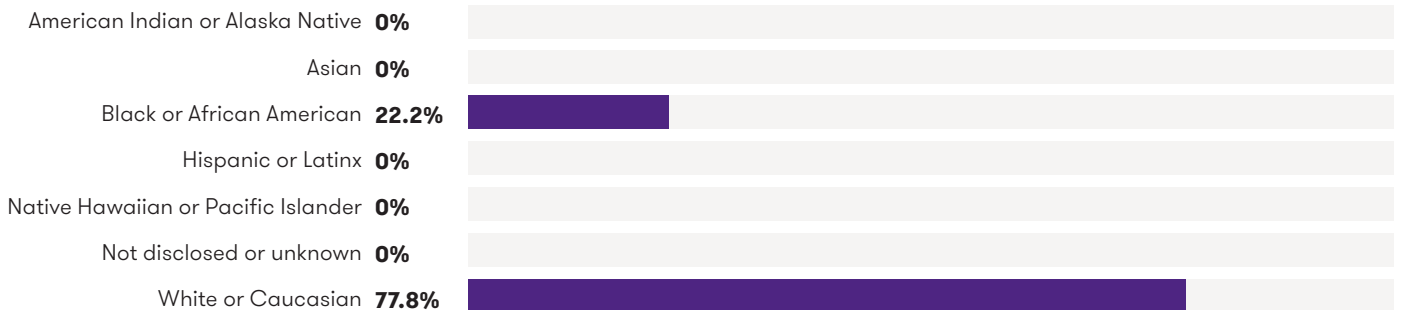
### Director or Senior director hires



### Managing director hires



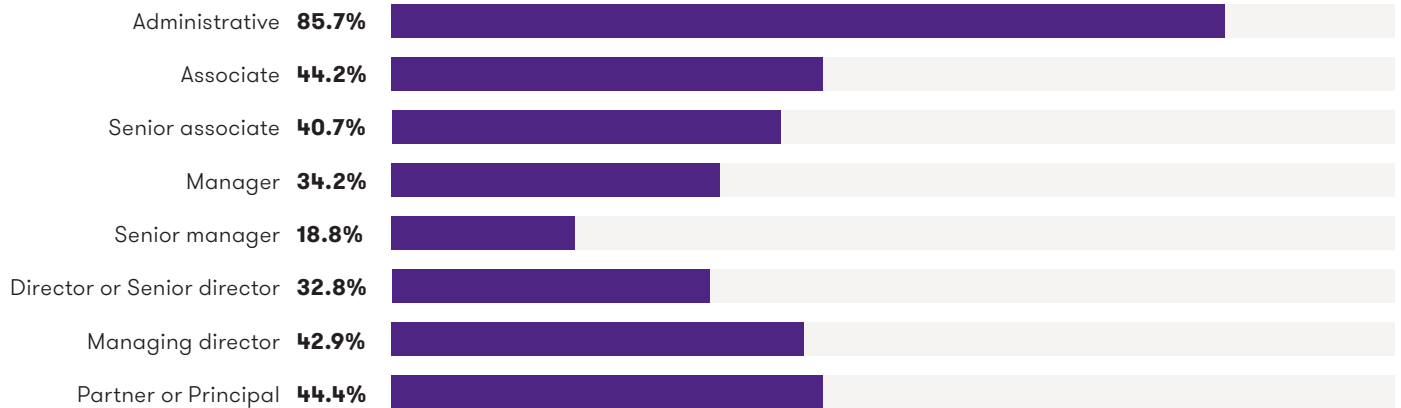
### Partner or Principal hires



### New hires by gender

From a gender perspective, while overall there was a slight decrease in the hiring of women compared to last fiscal year, certain job levels showed progress. The biggest decline was at the associate level, where 44% of newly hired senior associates in fiscal year 2021 were women compared to 49% in fiscal year 2020. At the senior associate level, though, 41% of newly hired senior associates in fiscal year 2021 were women, compared to 37% in fiscal year 2020. The percentages of women hired at the manager to director levels were down from the previous year. But 43% of newly hired managing directors were women, up from 33% in the 2020 fiscal year, and 44% of newly hired partners or principals were women, compared to 40% the year before.

### New hires who are women



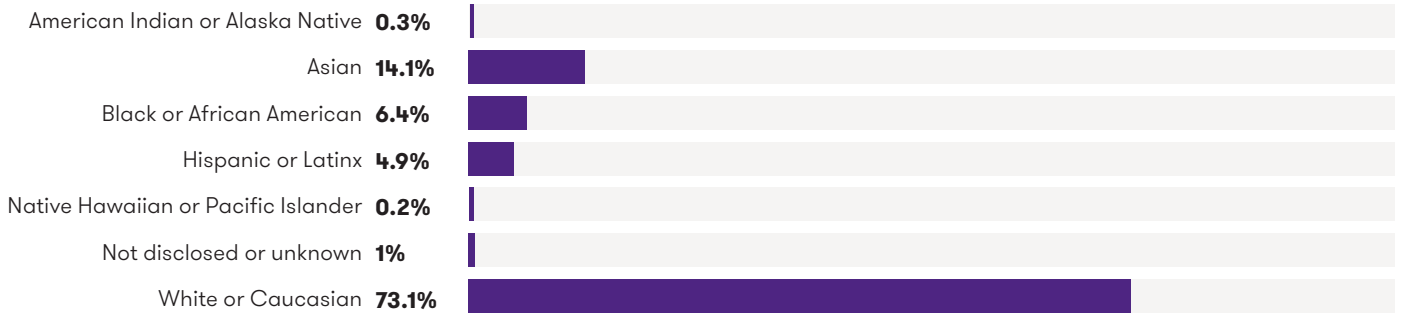
Note: Administrative job title includes paraprofessional, nonexempt professional and administrative roles.



## A look at representation

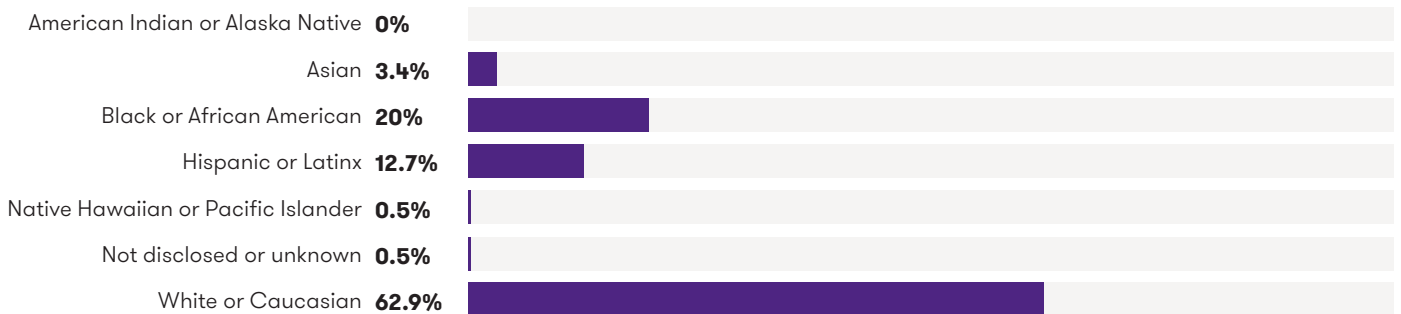
When it comes to race and ethnicity, our fiscal year 2021 numbers improved from fiscal year 2020. While we have seen progress at the associate and senior associate levels, we know there is much room for enhancement at all levels. We are committed to hiring, retaining and advancing diverse talent, including creating opportunities for exposure to new skills training.

### Race and ethnicity representation by all positions

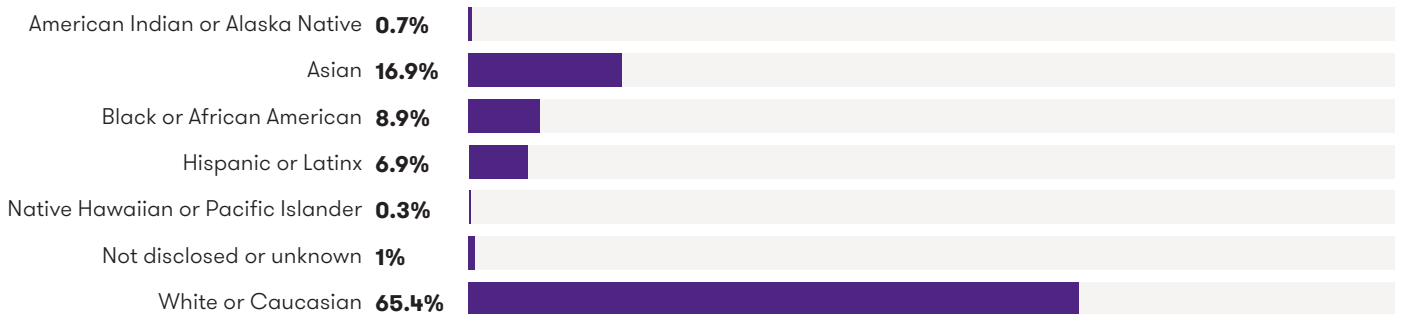


### Race and ethnicity representation by level

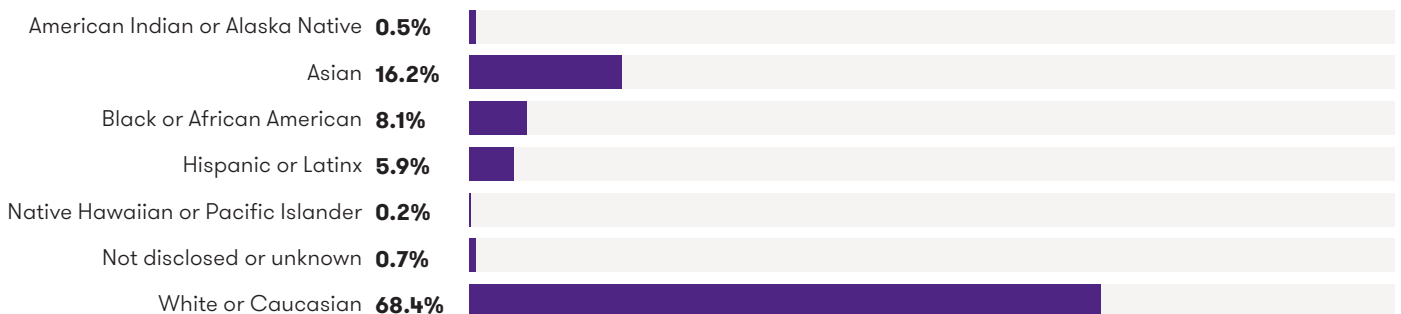
#### Administrative



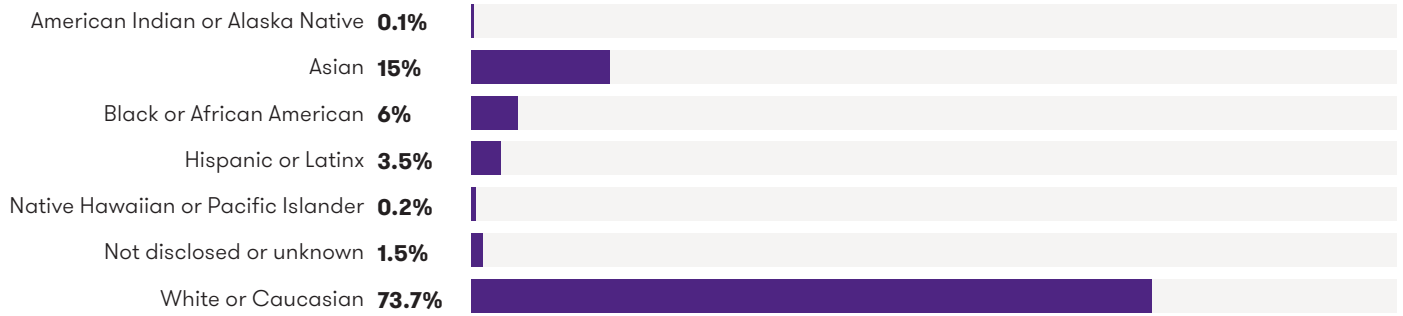
#### Associate



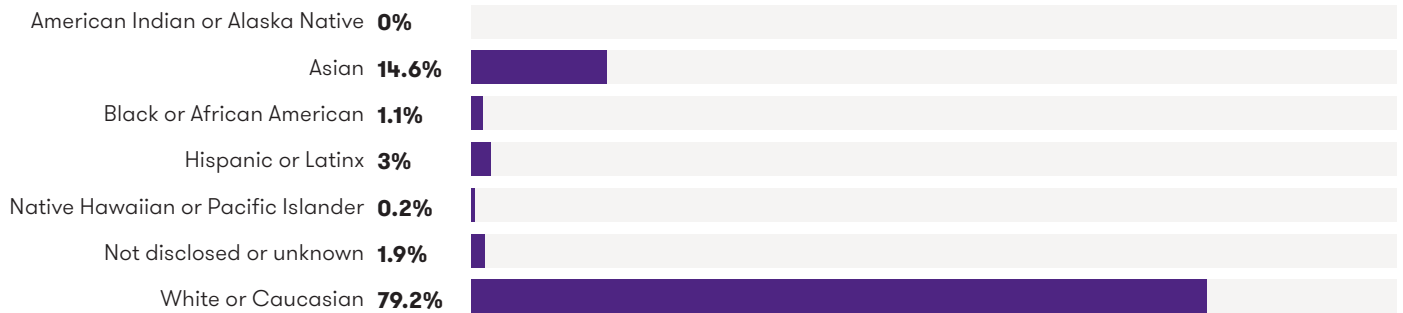
#### Senior associate



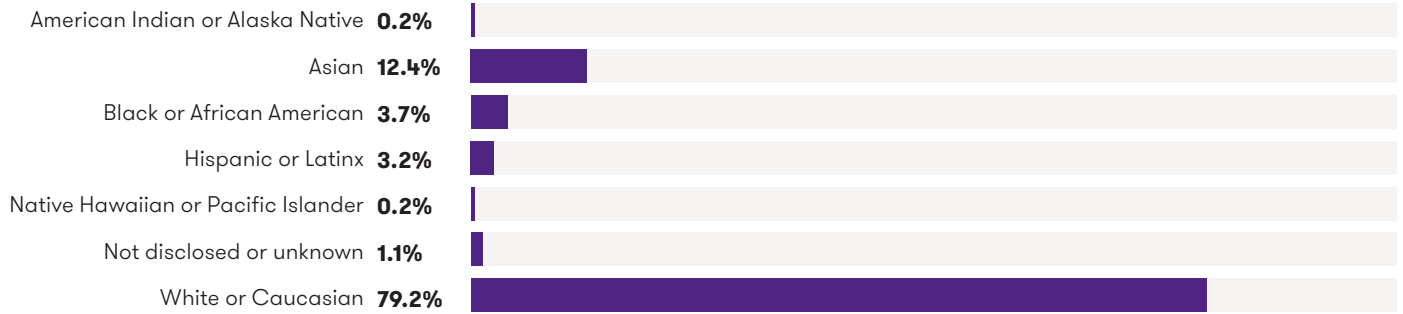
## Manager



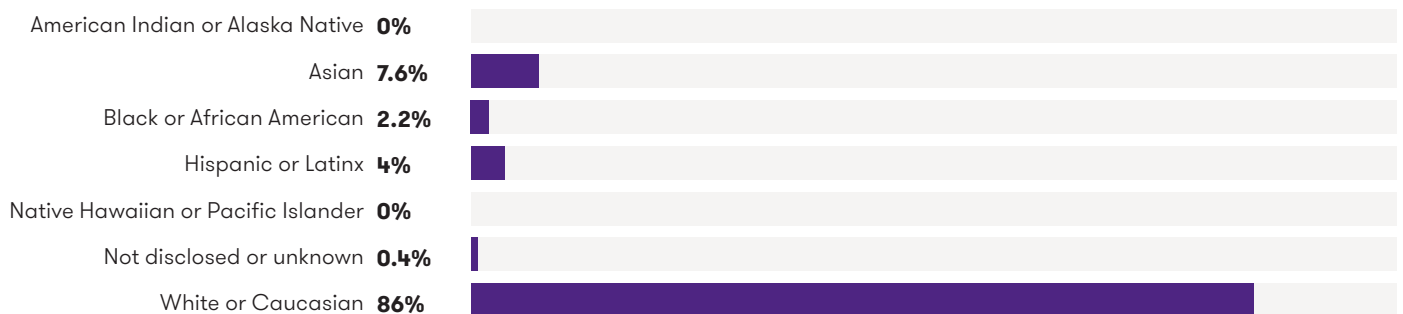
## Senior manager



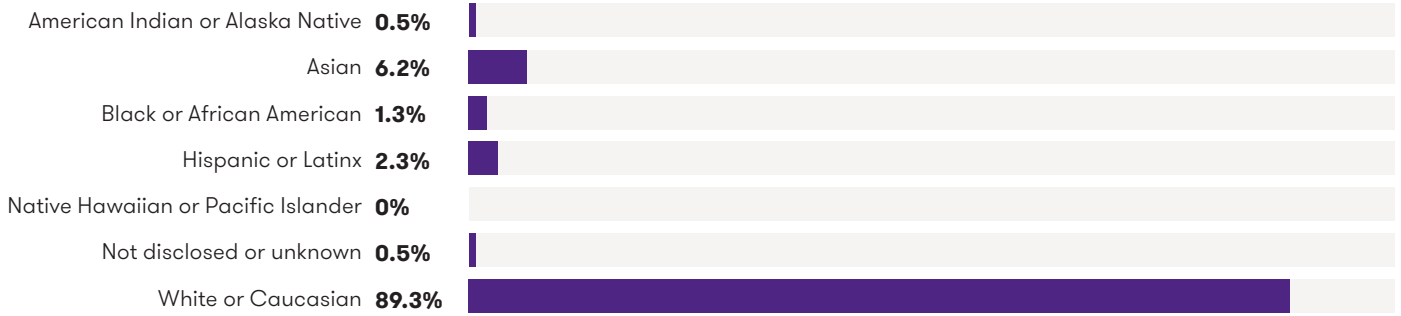
## Director or Senior director



## Managing director



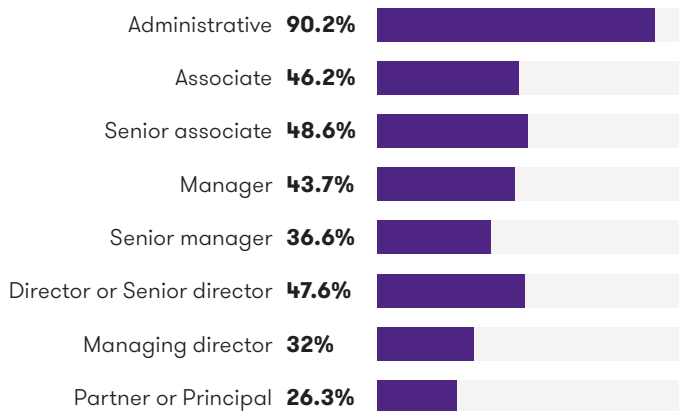
## Partner or Principal



## Gender

Despite the slight decrease in the percentage of women hired, the overall percentage of women working at Grant Thornton remained the same compared to the previous fiscal year. While women were leaving the U.S. workforce at a higher rate than men during this period, the number of women leaving Grant Thornton was 10% lower than that of men. This is due to our ability to align our benefits to our values and offer flexible work arrangements, extra paid backup child care days, fully remote work opportunities, additional mental health support and other benefits focused on supporting working women at all stages of their careers.

## Representation of women



Note: Administrative job title includes paraprofessional, nonexempt professional and administrative roles.







**Brittany Richardson**  
Senior Manager



**Linda Miller**  
Principal

## Leading and bringing people together

A highly skilled and passionate CPA, Brittany is a mother and one of many women on the rise at Grant Thornton. She has built an impressive career at the firm over the past nine years while bringing all of who she is into the workplace. Having started with Grant Thornton as an associate in Audit Services, Brittany has grown and developed into an integral part of our team through a variety of leadership roles. In 2021, she was promoted to senior manager and was also named Grant Thornton's Working Mother of the Year.

"From the time I wanted to be an accountant, I knew maintaining a healthy work-life balance could be a struggle. However, by working with leadership, resource management and my 'mentoring mom,' I have found that balance. While at work, I am one hundred percent focused on work. I try to be very organized and proactive. When I am off work, I try to be completely focused on my family and give them my full attention. I know that this wouldn't be possible without the flexibility of the firm and support of my teams."

— **Brittany Richardson**

After spending more than four years at Grant Thornton, in June 2020 Linda left Grant Thornton for a once-in-a-lifetime opportunity to become the deputy executive director of the Pandemic Response Accountability Committee (PRAC) for the federal government. During her time at the PRAC, Linda oversaw \$5 trillion in federal appropriations aimed at responding to the COVID-19 pandemic. As her term at the PRAC came to an end, Grant Thornton wholeheartedly welcomed Linda back. From her experiences at Grant Thornton and the PRAC, and as a former member of the U.S. Olympic Rowing Team, Linda has learned the importance of strong, people-first leadership, especially in a remote work environment.

"Leadership is about people. I think that too often, leaders forget this; they think it's about bottom lines and profit margins. But those things would be impossible without our people. People are motivated by different things, but one thing we all share is the desire to be seen and heard as individuals. When I was at the PRAC, we created the first fully virtual government startup, with a geographically distributed, remote workforce. My leadership team had never met one another in person, and I knew building team cohesion in that environment would be tough. So I initiated 'share topics' in our weekly leadership meetings. The share topics could be light ('What was the best book you read last year?') or deep ('What's something important you've learned about yourself by making a mistake?'). The results were amazing. There was much laughter — and more than a few tears — and most of all, there was tight cohesion, among the tightest I've ever been a part of. We shared our common humanity with one another and developed trust in the process. As leaders, we have no more important mandate than to create a team where everyone, at every level, feels empowered, respected, valued and included for the unique attributes they each bring." — **Linda Miller**



### Promotion path

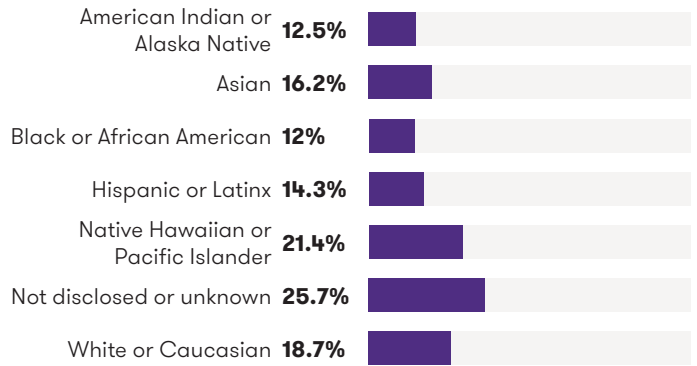
Promotion rates at Grant Thornton averaged 18% in fiscal year 2021. The overall promotion rate was 17% for men and 19% for women. Our 2021 partner and principal promotion class had the highest percentage of women (39%) in our firm’s history. From a race/ethnicity standpoint, the promotion rate for nonwhite colleagues improved compared to fiscal year 2020 but overall was lower than the average of 18%. However, the promotion rate was 45% higher compared to fiscal year 2020 for Black or African American professionals.

As part of our commitment to increase growth opportunities for our people, we continue to make enhancements to our performance process to eliminate barriers and biases that can impede advancement. This includes new enhancements to our new leadership impact index and upward feedback process, allowing for individuals to get continuous feedback from the colleagues they manage and work most closely with. We also have continued to remove barriers relative to leadership role identification and to build on our robust succession planning efforts from last year to ensure a diverse candidate pool is being considered for all leadership positions.

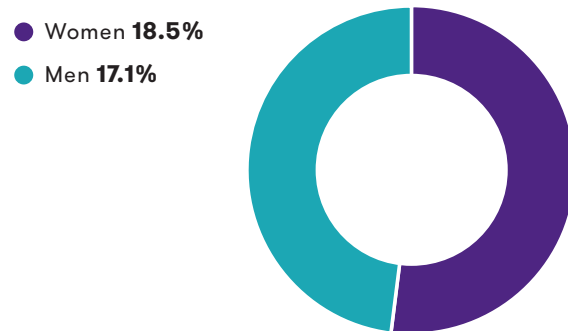
### Equity in pay

Equity isn’t just about access and opportunity — it’s also about fair pay and compensation. Our compensation philosophy is to reward individual performance that contributes to strategic business objectives. When developing pay ranges and setting individual compensation, we use annually updated market data and rely on objective criteria including job level, performance, skills and credentials, experience, geography and other job-related factors. We conduct regular reviews of our practices and decisions to ensure they are based on objective criteria and compliant with applicable federal, state and local laws. We know that when our people believe they are fairly compensated, they are invigorated and more passionate about the work they do and where they do it — which means our clients, business and culture benefit, too.

### Promotion rate by race or ethnicity



### Promotion rate by gender



**Khadyja Johnson**  
Partner

## Flexibility for what matters

Promoted twice in less than two years, Khadyja is a newly named Grant Thornton partner and national executive sponsor for the African Americans & Allies BRG. She does all this while being a mother to a busy middle schooler. Committed to the development of diverse talent throughout the firm, she still finds time to actively mentor colleagues.

When asked how Grant Thornton supports her in her role as a devoted parent, Khadyja said: “The biggest thing that has helped me is flexibility and the ability to manage my own schedule. I’ve had to travel the first week of school over the years, and because I wanted to be there for my son’s first day of each grade, I scheduled my flights to be later in the week. Flexibility has also allowed me to attend class parties, school presentations and field trips.”

# Cultivating active allyship

We love to celebrate and amplify the stories of our colleagues, who are dedicated and passionate people actively working toward our goals. They understand that at Grant Thornton, building community is an action, and a rich, supportive environment is the cornerstone. We continue to focus on creating a safe space to address individual needs and on highlighting phenomenal work and achievements. We welcome and encourage honesty and bold voices.



**Jennifer Hoffman**  
Partner



**Ash Dalnoot**  
Partner

## Creating space to belong

Here are just a few of today's Grant Thornton leaders who are helping others and using their resources both within and outside the firm to promote a more equitable future.

In addition to serving as the National Not-for-Profit and Higher Education Audit Services leader, Jennifer is a national executive sponsor for the Women & Allies BRG. She has been at Grant Thornton more than 18 years and views her participation in DE&I initiatives as an integral driver in her career success.

“As a first-generation college graduate, I remember being overwhelmed in my first days in a professional environment and in the public accounting industry. I can still remember feeling different and striving to belong. I often think about that experience when I have the privilege of being an ally. Being intentional with our attitudes and behaviors creates space for each of our teammates to bring their whole self to work each day in a safe and inclusive culture, one where we all belong and don't have to cover our experiences and backgrounds. I think that in advancement of our value of respect, genuine allyship drives deeper, more meaningful relationships and equally inspires more creative and productive teams.” — **Jennifer Hoffman**

With proven experience as a CPA, Ash started with Grant Thornton in 2015 as a director in Audit Risk Management. He spent the past two years serving as the U.S. resident managing director in Grant Thornton Brazil and has returned to the U.S. with a promotion to partner in the Grant Thornton New York City office. Prior to his stint in Brazil, Ash was the Grant Thornton Boston office Diverse Abilities & Allies BRG local champion.

“Being connected to one another in the workplace is vital for us to feel part of something much bigger than each of our individual selves, and at Grant Thornton, we truly believe that no one single teammate can be successful without the support of others. Being an ally to others is one of the most fulfilling means to accomplish this connection.”

— **Ash Dalnoot**



## Helping talent grow



**Julie Figueras**  
Partner

For nearly two decades, Julie has been with Grant Thornton; she currently serves as a national executive sponsor for the Pan-Asians & Allies BRG. A mom of five children, she is a great example of balancing work and life. Julie has been a driving force in actively recruiting and developing diverse talent.

“I have been involved in DE&I for many years, starting as a manager, and there is no doubt in my mind that my deep engagement with the DE&I initiatives and programs has significantly enhanced my career over the years. When I was a manager raising five kids with my husband, I was so fortunate to be surrounded by leaders and other working mothers who believed in me, mentored me, advocated for me, gave me confidence and helped me along the way to become a partner in the firm. As a leader and a BRG executive sponsor, I find so much meaning in getting to know our people, understanding their stories and backgrounds, and helping them grow. The trainings have also been invaluable and have taught me to be more thoughtful in my actions as well as to exercise empathy and compassion.”



## Building communities through allyship

At Grant Thornton, we're committed listeners and active allies on matters that are important to our colleagues. We find strength in each other and in our communities, and that means we embrace everyone exactly as they are. We know that when our people feel supported, they are more likely to be engaged and remain with us. It's one reason we continue to champion and build our BRGs.

Our nine BRGs allow our teammates to come together and share experiences, enjoy a sense of community and voice their ideas. It doesn't stop there — we've made it a priority to listen to the goals our BRG members bring to the table and ensure they become a reality. BRGs not only reinforce a sense of belonging but also help fulfill our mission and strengthen our firm. Our BRG members provide input that helps us make a stronger impact and serve our clients in the most effective ways possible. In support of their efforts, they are empowered to use 40 hours of billable time for their BRG-related work.

Our BRGs are led by our people and total nearly 4,000 members. These groups operate at the national and local levels, and are supported by the DE&I team, holding national webcasts that recognize and observe heritage and celebratory moments. Our national BRG teams have sponsors, chairs and committee members totaling more than 200 colleagues. In fiscal year 2022, BRGs will continue to focus on retention and education, as well as business impacts.

### Our Business Resource Groups



**African Americans & Allies**



**Diverse Abilities & Allies**



**Equality GT**



**Future Leaders & Allies**



**Hispanics/Latinxs & Allies**



**Pan-Asians & Allies**



**Veterans & Allies**



**Women & Allies**



**Working Parents & Allies**

Alia is a senior manager who started her career at Grant Thornton Lebanon. In 2014, she moved to the U.S. member firm, Grant Thornton LLP, as part of a manager rotation role. After completing the two-year rotation, Alia obtained an offer to stay in the U.S. permanently as part of the Grant Thornton team. During this time, she has been an active leader locally and nationally in two BRGs and was recently named to the [Diversity Women Media Power List 2021](#).

“My participation in both the Women & Allies BRG and the Working Parents BRG gave me the opportunity to connect with people I would not otherwise be able to know or meet, from executive sponsors and firm leadership to committee and BRG members across all geographies. Being an active member of a BRG creates a unique bond and a sense of belonging coming from our shared and similar experiences. This makes maintaining such connections very easy, even outside of the BRG platform. I have met new mentors, advocates and friends I learn from every day. I am confident that connecting with such a diverse network of people will be a key aspect of my career advancement within Grant Thornton.”



**Alia Alayyash**  
Senior Manager

“My participation in both the Women & Allies BRG and the Working Parents BRG gave me the opportunity to connect with people I would not otherwise be able to know or meet, from executive sponsors and firm leadership to committee and BRG members across all geographies.”

Danilsa Lopez started at Grant Thornton in 2005 as an intern. As a result of her incredible work ethic and passion, she was recently promoted to partner. She is the embodiment of the retention and professional growth we strive for at Grant Thornton.

A first-generation Dominican American Latina from New York City, Danilsa is also a national Hispanics/Latinxs & Allies BRG leader. She was selected to represent Grant Thornton at the Association of Latino Professionals For America (ALPFA) Leadership Development program for high-achieving professionals to further develop their professional networks. She was also named to ALPFA’s 2021 Latina Rising Stars list.

“I want to challenge and be a part of the change. Being a local leader of the Hispanics/Latinxs & Allies BRG and co-chair of the national education pillar committee has allowed me to help educate our sponsors and our allies on matters that are important to us. Because at the end of the day, these are the people who will help us drive change and impact in our workplace, and that is extremely important to the success of each of our BRGs. It is important for me to help guide our retention and recruitment efforts of Hispanic/Latinx professionals and other underrepresented groups, and help establish mentorship and/or developmental programs for our future leaders.”

As Grant Thornton continues to increase disability inclusion, we're listening to the voices of our people and taking their ideas and feedback into account. [Hannah Crabtree](#), a Diverse Abilities & Allies BRG leader at the national level and in the Washington, D.C., office, is one such shining example. Currently a manager and certified CPA, Hannah is a passionate advocate for disability inclusion and is helping lead our efforts to a more inclusive and equitable culture and workplace for all of our colleagues, especially those with disabilities.

"With the support of leaders, I go beyond standard programming, most notably being lead developer on an innovative new tool that will help open the door for me to serve as a liaison between developers and clients. I'm also empowered to use my innovative skill set as a national and local leader in our Diverse Abilities & Allies BRG. As someone with diabetes, I know it's important that we address stigmas and redefine disabilities. I serve as an advocate not only at Grant Thornton but also in the communities, where I serve as a volunteer with local nonprofit organizations focused on diabetes."

In our 2021 annual engagement survey, we measured the impact that the BRGs had on our colleagues. We found that individuals who are a member of at least one BRG had a higher overall engagement score and stronger feeling of inclusion at the firm. Members of the Working Parents & Allies BRG had the highest engagement score — more than 5% higher than the firm average.

Ryan Bertrand, a manager and Working Parents & Allies BRG National Communications chair, said: "By helping to lead the Working Parents & Allies BRG, I've been part of seeing and supporting the needs of parents across our firm. I'm happy to see how we've directly supported many parents who've expressed their sincere thanks, and I'm proud to help communicate and share that support."



[Hilda](#) is the former national co-coordinator in the Hispanics/Latinxs & Allies BRG. Hilda, a Mexican-American and first-generation professional, hit the ground running when she started at Grant Thornton, lifting up voices and encouraging unfiltered conversations. Hilda was named to ALPFA's 2021 Latina Rising Stars list.

"I have found a sense of community at Grant Thornton. I had never realized how important it was to work for an organization that makes your growth its own through its compassion and drive. The intentionality that leadership has placed in listening to our needs has been exceptional. We have shared perspectives, challenges and successes. I began my journey wondering if I had what it takes and have come to know that I'll have support for whatever I take on."



**Hilda Carrasco**  
Senior Associate

"I have found a sense of community at Grant Thornton. I had never realized how important it was to work for an organization that makes your growth its own through its compassion and drive."

# Seeking new voices and gathering perspectives

At Grant Thornton, we pride ourselves on championing collaboration, which includes seeking different ideas, perspectives and experiences. In taking time to understand each other and being committed to gathering diverse viewpoints, we ensure every voice is heard and fresh ideas transform into actions.

That's why in addition to making certain our colleagues are heard, we make our external partnerships a top priority. They are critical to ensure our work in the DE&I space is helping to create a stronger future. From investing in and working with students to partnering with community organizations, we're excited to be collaborating with a variety of partners who are working tirelessly to lift diverse voices and provide equitable opportunities for all.



## Bringing in diverse experiences

We want to see lasting change and equity for all, so we're taking action to get there. Over a three-year period, which started in 2020, the Grant Thornton Foundation is donating \$300,000 to the [Thurgood Marshall College Fund](#) (TMCF). This partnership, among others, solidifies our commitment to boost DE&I efforts and to support racial and social justice initiatives in our communities. This program was developed in partnership with our African Americans & Allies BRG (AABRG) as the answer to the call for “fewer words and more action” regarding strategic financial commitments and policy changes. The AABRG promotes the recruitment, development, advancement and retention of Black teammates through collaboration with allies and firm leadership. The same commitment was made to the Southern Poverty Law Center.

More than 500,000 Black students from more than 47 qualifying schools will benefit from the Grant Thornton and TMCF partnership. TMCF, American Express and Grant Thornton's virtual [Train the Trainer Career Readiness program](#) launched in November 2021 to build intentional partnerships with seven HBCUs. The program focused on fostering professional preparation skills and resources at each institution, with a goal of ensuring students can thrive in internships and full-time positions.

### Train the Trainer Partnerships are:

- Central State University, Wilberforce, OH
- Florida A&M University, Tallahassee, FL
- Jackson State University, Jackson, MS
- Medgar Evers College, Brooklyn, NY
- Morgan State University, Baltimore, MD
- North Carolina A&T University, Greensboro, NC
- Prairie View A&M University, Prairie View, TX



## Building bridges to a bright future

### Cristo Rey program

When it comes to investing in our future teammates, we start early. We've partnered with the Cristo Rey Network of high schools to help create opportunities for high school students to set them on a fulfilling and enriching career path. Founded to serve the immigrant Mexican community in a Chicago neighborhood, the Cristo Rey Network pioneered the Corporate Work Study Program model for inner-city education and remains committed to serving families with limited financial means. We're proud to partner with schools in various communities to provide paid internships for high school students so they can jump-start their careers and gain applicable experience while earning a living, which is the largest barrier for students looking to participate in an internship.



### Chris Gardner Foundation

We know investing in education is key if we are to ensure all are empowered to contribute and act toward real change. In line with this thinking, we are proud to partner with the Chris Gardner Foundation to support high schools across the country — from New York City to Los Angeles — where our colleagues not only introduce students to careers in the accounting industry but also speak to potential barriers and help them hone the life skills to navigate viable pathways. Students are also shown the movie “The Pursuit of Happyness,” followed by a presentation by Chris Gardner, CEO of Happyness. The high schools that are selected target students from underserved populations. “As a visionary myself, I’ve taken the development of future leaders personally, especially minorities,” said Charmone Adams, senior manager and volunteer speaker for the Chris Gardner Foundation partnership. “I honestly believe it’s my duty to expose youth to the world of business, such as accounting and finance. This is the major reason I decided to volunteer — giving back is essential.”

Chris explained: “The Chris Gardner Foundation is proud to lock arms with Grant Thornton to launch a comprehensive effort not only to expose underrepresented high school youth to careers in finance as a viable career path, but also to give them insight, life skills and fundamental guidance on how to navigate the barriers that often discourage their dreams. Many organizations talk about their commitment to diversity, equity and inclusion, but I have been pleased to see the way Grant Thornton diligently acts on its mission.”



**Charmone Adams**  
Senior Manager

“I honestly believe it’s my duty to expose youth to the world of business, such as accounting and finance. This is the major reason I decided to volunteer — giving back is essential.”

## Empowering through higher education

### Howard University

To attract more diverse colleagues — both today and in the future — we need to educate students on the career opportunities available at organizations like ours. Connecting with HBCUs is a key priority in accomplishing this. One example is our partnership with Howard University’s Center for Accounting Excellence (CAE), which has been an active and successful source for recruitment teams as we bring more students from HBCUs into our profession.

Within our partnership with the CAE, we also support the We’re About Success (WAS) program, which is specific to Black accounting and professional services professionals. This program gathers top industry leaders across the professional services and accounting industry to promote the importance of Black professionals. Historically, this program has been held in person, but it took a virtual approach this year. Grant Thornton CEO Brad Preber and Advisory Principal Mark Springer served as keynote closing speakers, while Senior Associate Sadé Baker and Senior Manager Bryan Screws presented on project management to WAS attendees. “Diverse teammate retention and advancement is more important than ever,” said Sadé. “Grant Thornton is making a conscious effort to ensure that it’s an endeavor that remains at the forefront of not only the firm but also the accounting industry. By sponsoring the WAS program, Grant Thornton devotes funds and time to the continued success and advancement of so many ethnic minorities while educating, engaging and empowering future leaders of the industry. It’s paramount for Grant Thornton to be a change agent in the accounting industry and maintain an inclusive and innovative culture. The future success of our firm depends on it.”

### NextGen Cyber Talent

Grant Thornton is joining the fight against one of the greatest barriers to equity — access — by teaming up with nonprofit education provider NextGen Cyber Talent to create access to cybersecurity coursework and information for underserved and underprivileged college students. As part of this collaboration, San Francisco Bay Area students receive free technology courses that will help them as they enter an increasingly vital industry in need of capable professionals.

### Arrupe program

Grant Thornton has partnered with the Arrupe College of Loyola University Chicago since 2016 to create an apprenticeship program for business students interested in pursuing a career in accounting. Arrupe offers students the ability to earn a two-year associate degree in liberal arts, business or social and behavioral sciences with little to no debt. The school helps students discover their interests and goals, while setting them up for success to transfer to a traditional four-year college to earn a bachelor’s degree. Through this program, we provide students with training, mentorship and experience necessary for them to join Grant Thornton full-time after graduating from both Arrupe College and the Quinlan School of Business at Loyola University Chicago. The five-year program starts with early exposure to the accounting profession in year one. Selected students work 20 hours per week learning about various functions within Grant Thornton and doing a mix of internal and external client work. In years three and four of the program, students continue to work 20 hours per week as audit and tax interns. In year five, they study for the CPA exam and continue working part-time at the firm with the goal of securing a full-time position here.



**Judith Dominguez-Ramirez**  
Associate

## Creating a path for others

“Within the Arrupe program, I was able to experience each of the three service lines — Audit, Tax and Advisory — and to see how people in these different areas work with each other. I made connections in all of them, not just the one I eventually joined.” Judith completed the program and currently is an associate in Grant Thornton’s Chicago office. “During my three apprenticeship years, people on whatever team I was on were interested in the classes I was taking and had recommendations for what I could do next.”

### Empower program

For the success of our firm — and our industry — we know how critical it is to introduce more students to the accounting industry earlier in their education. This is why Grant Thornton launched the Empower program. This student growth program invites first-year college students to discover what it is really like to work in a professional services firm — and to help them understand we're not afraid of doing things differently. Students are matched with a mentor from Grant Thornton and attend a virtual program focused on professional and leadership skill development.

This program was specifically designed for students who identify as being from a traditionally underserved population. Students who successfully complete the Empower program are eligible to interview for a selective rotational internship program the following summer.

Shannon Karpovich, university recruiting manager and Empower program leader, explained: "Students who participate in the program not only learn about Grant Thornton and the professional services industry, but also are given an opportunity to explore their strengths while being supported by dedicated mentors. These mentors play an integral role in the overall success of this program. While the content of the conference contributes to personal growth and development, the relationships formed help students establish a strong foundation for their careers. We are excited to continue the momentum and offer the Empower program again this summer."

### Hiring Our Heroes

We never forget that our veterans have made sacrifices and are crucial to our firm, which is why we participate in Hiring Our Heroes. This fellowship is managed in partnership with the U.S. Chamber of Commerce Foundation and offers workforce development fellowships that provide networking, professional training and hands-on experience to transition service members, veterans, military spouses and military caregivers into the civilian workforce.

The Hiring Our Heroes fellowships last 12 weeks for veterans and six weeks for their spouses. Veterans and spouses spend time at Grant Thornton or another partner firm, where they learn how to be successful in these civilian roles, with an option to be hired by the firm at the end of their fellowship. Fellowships are available in Washington, D.C., and will be expanded to Chicago, Atlanta and Philadelphia during 2022.

Rashid Abdullah, senior associate, is a national leader of the Veterans & Allies BRG. Rashid said that joining the BRG allowed him to continue "my mission to look out for others. The BRG provides opportunities for authentic conversations that let everyone know that underneath it all, we are all people."

In addition to the Hiring Our Heroes program, we provide training to all of our recruiters on the skills that veterans bring to the workforce. We recognize that a veteran's resume may look different, so it is important for our recruiting team to understand and celebrate veterans' background and experiences. We continue to explore and expand our internal training and external partnerships to build a better veteran recruiting experience.



Grant Thornton volunteers for the Hiring Our Heroes program

### ALPFA, NABA and Ascend partnerships

Without our people, we wouldn't have our successful partnerships. This is evident in our partnership with ALPFA, a professional association focused on the development of Latino professionals. Not only are we a Gold Sponsor of the organization's national convention, but also Partner Joseph Loretto sits on the national ALPFA Board of Directors.

We're also a partner of the National Association of Black Accountants, Inc. (NABA), a nonprofit organization dedicated

to bridging the opportunity gap for Black professionals in the accounting, finance and related business professions. We are a Titanium Sponsor of NABA's national convention and a Platinum Sponsor of the student convention.

Additionally, we partner with Ascend, the largest Pan-Asian business professional membership organization in North America. We've signed on to Ascend's 5-Point Action Agenda and are a Pearl Sponsor of the organization's national convention.



**Joseph Loretto**  
Partner



**Ivy Mantua**  
Director



**Barron Ford**  
Manager

## Building community connections

"I am a proud member and leader of ALPFA. As the largest student and professional organization for the Hispanic or Latinx community, ALPFA is a key partner for our firm. ALPFA helps provide an external community for our Hispanic or Latinx professionals to network and interact with people with similar backgrounds. ALPFA also provides great learning content for our members. In addition, ALPFA is a key source of wonderful talent for our firm." — **Joseph Loretto**

"My involvement with Ascend has provided me a platform to connect and build relationships with Pan-Asian business leaders, appreciate the contributions and impacts of Pan-Asian business professionals through its various leadership opportunities, and access programs that support my growth and empower me as a professional. Recognizing that the firm has a strong DE&I program with the Pan-Asian business resource group supporting the Pan-Asians in Grant Thornton, the continuous partnership between the firm and Ascend provides complementary opportunities and tools to develop Pan-Asian colleagues and also maintain our firm's reputation as an ally to the Pan-Asian business community." — **Ivy Mantua**

"My involvement with NABA has been especially rewarding to me because it has allowed me to play a very active role in Grant Thornton's effort to ensure more diversity, equity and inclusion in the firm. In order for a firm to move the needle on diversity, it must put mechanisms in place to reach those diverse candidates. As a NABA member and colleague at Grant Thornton, I have been able to help close the gap between the firm and those we are trying to identify as potential candidates for hire. As a NABA member, I have seen how important it is that all individuals are afforded at least an opportunity, and I feel that my role at Grant Thornton has allowed me the chance to present that opportunity to more diverse candidates than I otherwise would have been able to do. As the NABA motto says, we must all keep 'Lifting As We Climb.'" — **Barron Ford**



**Greg Wallig**  
Managing Principal

## Empowering supplier diversity

Supplier diversity is key to a strong economy and rich opportunities, which is why we support diverse businesses. We partnered with D.C. United and the Greater Washington Board of Trade to host a networking luncheon focused on the importance of relationships among small and large businesses. “These kinds of relationships are absolutely critical to driving economic growth,” said Greg Wallig, managing principal of Grant Thornton’s Metro DC-Arlington office. “By coming together to share our knowledge and learn from one another, we can build the powerful connections that help our metro area and its residents thrive.”

During the luncheon, representatives from Amivero, Leidos, M&T Bank, Best Best & Krieger and the Capital Region Minority Supplier Development Council came together for a wide-ranging conversation. Specifically, these experts touched on mentorship, best practices and their experience with the Small Business Administration’s (SBA) Mentor-Protégé Program. This program connects small businesses with larger, more experienced organizations that provide management guidance, valuable strategy advice and much more. Amivero, a woman-owned small business that provides IT innovation, is the recipient of Grant Thornton’s SBA Protégé award.

“We see Grant Thornton’s ongoing diversity partnership with D.C. United as an invaluable investment in our business community,” Wallig said. “The turnout and the conversations at this event were both incredible. We’re looking forward to continuing the work we’ve started around mentorship, diversity and uplifting our community and its businesses.”

### Disability:IN

We want our colleagues who identify as people with disabilities to feel empowered and to be heard. One of the ways we’re supporting this goal is through our partnership with Disability:IN. Disability:IN is the leading nonprofit resource for business disability inclusion across the globe. Through our partnership with Disability:IN, we are reviewing our office accessibility to go beyond Americans with Disabilities Act (ADA) compliance to ensure we are not just following the laws, but also going above and beyond to make our offices easy to navigate and accessible for everyone.

To further support these efforts and bring awareness to disability inclusion, our CEO Brad Preber signed the “Are You IN?” Disability Inclusion Pledge, and Grant Thornton hosted a panel at the Disability:IN National Convention, which was moderated by Karina Sanchez, a senior associate on our DE&I team. Grant Thornton was also named a 2021 Top Company for Disability Inclusion.



### Southern Poverty Law Center

We envision a world where all who are not often advocated for are seen and heard, which is why we partner with the Southern Poverty Law Center (SPLC) to support its mission of promoting racial justice and voting rights. In 2020, the Grant Thornton Foundation began a commitment to donate \$300,000 to the center over a three-year period, which started in 2020. As part of the partnership, SPLC joined Grant Thornton’s firmwide workshop on microaggressions to explain the impact that microaggressions can have not only on the workplace, but also on society as a whole.

# Why this matters

We're here to go beyond checking boxes. To reach our goals of a more diverse leadership team, increased representation in partner and management roles, and an overall more equitable landscape, we're continuing to invest in our future talent through early-identification programs and targeted partnerships, supporting our colleagues by providing a platform for true feedback loops, working with community partners and creating safe spaces for our teammates. At Grant Thornton, we not only accept our colleagues for who they are — we empower them.

We know why this matters. It matters to the new college graduate looking for somewhere real to belong in this industry. It matters to bold, creative thinkers who bring people together and build a better world. It matters to our firm's leaders, clearing the path toward equity and inclusion so that all have access. It matters to our clients, who need the best people and best thinking to solve their challenges — no matter where they come from. It matters to our communities within our firm, around the corner and all over the world.

It matters because when all are empowered to contribute and act, together we create stronger futures for our people, our communities and our clients — today.



**Joshua Jones**  
Associate

## Supporting all identities and expressions

Joshua said he feels comfortable bringing all of his passions, roles and identities — personal and professional — into the workplace. Joshua first performed in drag for a fundraiser for the LGBTQ+ organization he launched in graduate school. It was the inspiration for his stage name — P.H. Dee.

“Grant Thornton recognizes not just my skills, but also my entire identity, which includes my expressive self and drag persona, P.H. Dee. One of my work highlights was hosting ‘Drag 101,’ an educational virtual program — in full drag — for my teammates. A colleague and I shared the history of drag and its critical role within society and the LGBTQ+ movement. Our CEO spoke in support of expressiveness.”



## Creating new pathways for each other

During this dynamic time in our collective lives, we have been called to do differently and leave things better than we found them — caring for one another in ways we may never have imagined. This includes a willingness to examine organizational programs, policies and practices, to make systemic changes and sustainable progress. At Grant Thornton, our commitment has been and continues to be fostering our purpose-driven community to go beyond where we've been and what we've done — creating new pathways for our current colleagues and those to come.

While we continue to work to improve our metrics, we are equally relentless in enabling a culture in which we honor our collective experiences and demonstrate our firm's values in how we work together in service to our clients and one another.



**Michael Monahan**  
National Managing Principal  
People & Community

At Grant Thornton, our commitment has been and continues to be fostering our purpose-driven community to go beyond where we've been and what we've done — creating new pathways for our current colleagues and those to come.



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#### **How we built this report**

This report was created in partnership with Bernadette Davis Communications (BDC), a Black-owned strategic communications agency that partners with companies to extend the capacity of their in-house corporate communications teams.

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