Our KPI Table: How We Hold Ourselves Accountable

**Prioritize**

- **New era, new skills.**
  - New Professional Staff: Society at Large $57%
  - New Professional Staff: Partnership Board 70%
  - New Professional Staff: Firmwide 70%
- **Learning and Development**
  - Society at Large 46%
  - Partnership Board 50%
  - Firmwide 50%
- **Engagement Quality**
  - Society at Large 30%
  - Partnership Board 35%
  - Firmwide 35%
- **Indigenous Engagement**
  - Society at Large 36%
  - Partnership Board 50%
  - Firmwide 50%

**Client Relationship Management**

- **Client Net Promoter Score**
  - FY 21: 55%
  - FY 20: 55%
  - FY 19: 55%
- **People Trust Index**
  - FY 21: 54%
  - FY 20: 54%
  - FY 19: 54%
- **Employee Trust Sentiment**
  - FY 21: 54%
  - FY 20: 54%
  - FY 19: 54%

**Workforce Representations**

- **Table Stakes:**
  - Gender Pay Equity
    - FY 21: 90%
    - FY 20: 90%
    - FY 19: 90%
  - Pay Equity
    - FY 21: 90%
    - FY 20: 90%
    - FY 19: 90%
  - Sexual Harassment Free Workplace
    - FY 21: 100%
    - FY 20: 100%
    - FY 19: 100%
  - Non-disparagement Clauses Updated
    - FY 21: 100%
    - FY 20: 100%
    - FY 19: 100%
- **Firmwide**
  - Percentage of Staff and Partners Who Identify as Women, Visible Minorities, Indigenous and Persons with a Disability
    - FY 21: 14%
    - FY 20: 14%
    - FY 19: 14%
  - Percentage of Staff and Partners Who Hold Leadership Roles
    - FY 21: 27%
    - FY 20: 27%
    - FY 19: 27%

**Economics and Policy**

- **Net Zero**
  - FY 21: 1,543 tCO2e
  - FY 20: 1,543 tCO2e
  - FY 19: 1,543 tCO2e
- **Scope 2 (electricity, fuel oil consumption, rail travel, hotel stays)**
  - FY 21: 1,543 tCO2e
  - FY 20: 1,543 tCO2e
  - FY 19: 1,543 tCO2e
- **Scope 3 (toilet paper, printing, paper rentals)**
  - FY 21: 1,543 tCO2e
  - FY 20: 1,543 tCO2e
  - FY 19: 1,543 tCO2e
- **Cumulative Total Upskilled**
  - FY 21: 2,000,000
  - FY 20: 2,000,000
  - FY 19: 2,000,000

**Build Momentum - License to Operate**

- **Risk & Quality**
  - Engagement Compliance and Quality Review
    - FY 21: 25,000
    - FY 20: 25,000
    - FY 19: 25,000
  - Client Compliance and Quality Review
    - FY 21: 100%
    - FY 20: 100%
    - FY 19: 100%
- **Professional Independence**
  - Compliance Tests Identifying Regulatory Exceptions: FY 21: 5 points gap
  - FY 20: 6 points gap
  - FY 19: 6 points gap
- **Ethics**
  - Percentage of New Professional Staff: Society at Large 57%
  - Percentage of New Professional Staff: Partnership Board 70%
  - Percentage of New Professional Staff: Firmwide 70%
- **Process Integrity**
  - Percentage of New Professional Staff: Society at Large 57%
  - Percentage of New Professional Staff: Partnership Board 70%
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**Indigenous People - Our People Trust Index**

- **Employee Trust Sentiment**
  - FY 21: 54%
  - FY 20: 54%
  - FY 19: 54%
- **Employee Trust Sentiment**
  - FY 21: 54%
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**Financial Performance**

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**Society at Large**

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- **Process Integrity**
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- **Responsibility**
  - Percentage of New Professional Staff: Society at Large 57%
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