mindtickle

ESG Performance Report 2023-24

Mindtickle Inc.

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About Mindtickle

Mindtickle helps leading organizations ramp quickly, win bigger deals, and expand customer accounts further. Our revenue enablement platform keeps teams up to speed with market changes and the needs of buyers combining training, content management, coaching, call insights, and digital sales rooms in one. Brands like Cisco, Henkel, Juniper Networks, and Janssen use Mindtickle to increase the productivity and performance of their customer-facing teams. Since 2011, we've transformed traditional training into dynamic, engaging, and interactive journeys that improve the performance of customer-facing teams. Our innovation is driven by a strong dedication to generative AI, with the release of Copilot, helping sellers capitalize on every customer and conversation and enablement teams launch engaging, personalized training quickly.

Mindtickle distinguishes itself through its cutting-edge technology and fostering an employee-centric culture where collaboration and growth are paramount.
We understand that success for any business hinges on the strength and capabilities of its people, which is why the Company prioritizes their development and empowerment with the right tools and insights to thrive in a rapidly changing market.

As a true partner in success, Mindtickle goes beyond being a mere technology provider for its customers. The Company is committed to helping businesses and their employees win together. By integrating advanced innovations with a people-first philosophy, the organization ensures our customers achieve sustainable success through actionable insights and a relentless focus on the growth and development of their teams.

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Our operations

We aspire to be a global leader in enabling organizations to drive revenue growth and operational excellence through our flagship platforms: Revenue Enablement and Revenue Operations. The Company's holistic approach empowers businesses to optimize their sales teams' performance, providing solutions that directly improve both sales effectiveness and operational efficiency.

With offices in San Francisco, Pune and Bengaluru and employees working in multiple other countries, the Company serves a global clientele, ensuring our services are accessible and adaptable to businesses of all sizes and regions. Mindtickle platforms not only help organizations meet their immediate sales and revenue goals but also build a foundation for long-term success by equipping teams with the tools and insights they need to navigate an increasingly complex business landscape.

The Revenue Enablement platform offers a suite of tools tailored to help sales teams perform at their peak. Through AI-powered Sales Enablement & Training, Sales Content Management, and Sales Coaching, the Company ensure that sales representatives are not only well-prepared but also continually developing to meet the evolving demands of the marketplace. These tools streamline onboarding, reinforce ongoing learning, and enhance skill development, resulting in sales teams that are more agile, efficient, and effective.

Complementing this is our Revenue Operations platform, which provides in-depth insight into sales processes with the help of advanced features such as Conversation Intelligence, captures and analyzes sales conversations, helping teams identify best practices and areas for improvement that enables sales representatives to refine their communication skills, ultimately leading to stronger customer relationships. Sales Forecasting Revenue Operations and Intelligence (RO&I) suite, empower sales leaders to predict future sales performance with greater accuracy. By leveraging historical data and trends, managers can develop more effective strategies for their teams and optimize their approach to each account.

The inclusion of Digital Sales Rooms further enhances collaboration among sales teams and clients, providing a seamless platform for sharing information, resources, and insights and our detailed analytics dashboards aggregate performance data, giving sales leaders a clear view of their team's activities and outcomes. These capabilities allow sales leaders and managers to make informed, data-driven decisions, leading to more accurate forecasting, optimized account strategies, and increased deal closure rates. By harnessing the power of real-time data, the Company help businesses transform their sales operations, achieving greater visibility, predictability, and success.

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Our cloud-based platform, powered by artificial intelligence, delivers tangible outcomes for our clients across industries including Automotive, Medical Devices, Consumer Goods, Chemicals, and Technology. Our solutions enable organizations to achieve faster sales onboarding, deliver continuous coaching, and execute strategic account reviews and sales kickoffs. As a result, our clients see enhanced sales productivity, better customer engagement, and sustained revenue growth.

By offering a host of innovative solutions, Mindtickle plays a critical role in helping businesses accelerate growth, increase competitiveness, and foster lasting client relationships. We remain committed to driving positive outcomes for our clients, empowering them to deliver value at every stage of the sales process.

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Our Mission and Values

Mindtickle's mission is to inspire and equip revenue teams to reach new heights, blending innovative enablement solutions with a commitment to driving growth, unlocking potential, and nurturing a culture of continuous learning and success.

Ethical business practices and accountability are critical to our success and reputation. Every aspect of our operations is guided by our commitment to integrity, from how we interact with our employees to how the Company engage with clients and partners. We prioritize responsibility and openness, ensuring that our activities reflect our beliefs and continuously adhere to the highest ethical standards. To support this, the Company follow three precise guiding principles of Accuracy and Truthfulness, Fairness and Respect and Privacy and Security to ensure our communication is both ethical and efficient.

Our organization's success is fuelled by our people and guided by our values: Delight Our Customers, Act Like Founders, and Better Together. At Mindtickle, we believe in empowering our teams to take ownership, collaborate, and deliver exceptional results that exceed customer expectations. The culture of accountability, innovation, and teamwork here ensures that we continue to lead in both business performance and sustainable practices.

As we continue to expand, the focus is on maintaining high standards of integrity, accountability, and excellence. Our objective is not just to transform sales enablement, but to do so in a way that contributes to long-term resilience and sustainability for our clients, our employees, and the communities. By focusing on building lasting value, we are shaping the future of revenue enablement while upholding our commitment to ethical governance, social responsibility and environmental stewardship.

Turn revenue enablement into performance results

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Our People

Mindtickle is fully devoted to creating a progressive, inclusive, and employee-centred culture that fosters growth and development at all levels. Our team represents the lively variety we value, with 10% of management positions occupied by young leaders and nearly 30% by women, ensuring that diverse viewpoints impact our decisions and plans. We are deeply committed to supporting new parents by providing the time and resources they need to embrace this life-changing journey. Our parental leave policies are designed to ensure that every parent can bond with their child, adjust to new family dynamics, and navigate their responsibilities with confidence and care. By fostering a culture of empathy, shared responsibility, and equality, we aim to create an environment where all parents feel supported during this pivotal stage in their lives.

Our Employee Assistance Program (EAP) provides access to expert guidance and comprehensive resources to help team members navigate personal challenges, from family care and education to financial and emotional concerns. Paired with our ample leave offerings, which guarantee employees the time necessary to rejuvenate and handle life's pressures, these programs enable our staff to attain equilibrium, fortitude, and continual progress in both their work and personal lives.

We believe that financial security is the cornerstone of a stable and fulfilling life. That’s why we’re proud to offer a matching 401(k) program, empowering our employees to invest in their future with confidence. This isn’t just a benefit—it’s a reflection of our commitment to their well-being beyond the workplace. We understand that the journey to financial independence is deeply personal, and through this program, we aim to provide more than a safety net; we offer peace of mind and a foundation for long-term growth. It’s our way of showing that we’re invested in their success, not just today, but for all the tomorrows ahead.

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About This Report

We are pleased to present Mindtickle's inaugural Sustainability Report, marking a significant milestone in our commitment to transparency and accountability across environmental, social, and governance (ESG) areas. This report shall highlight the progress made by our company in aligning our operations with the principles of responsible growth and transparency. It is a reflection of our goal to delivering long-term value, not just to the customers and business partners, but also to our employees and society at large.

This Report outlines the Company's approach to addressing key material environmental, social, and governance (ESG) topics that influence business performance and stakeholder expectations. Our identification of these material topics is based on a thorough analysis of sustainability challenges relevant to our industry, guided by established international frameworks and in line with the ESG reporting practices of our peers. The selected topics, include enhancing employee well-being, fostering an inclusive and dynamic workplace, reducing our environmental footprint, and upholding robust governance practices. Each of these initiatives aligns with our long-term vision of driving sustainable growth while maintaining ethical, customer-centric practices. Unless otherwise specified, the data in this report covers Mindtickle's operations for the fiscal year 2023 (January 1 to December 31, 2023). Figures have been rounded or approximated where necessary.

In preparing this report, we have followed globally recognized ESG reporting standards, including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB) standards. This ensures that our disclosures are comprehensive, consistent, and aligned with best practices, offering our stakeholders a clear view of our sustainability journey. Moving forward, we aspire to meet the leading industry benchmarks in ESG, exceeding beyond regulatory compliance and will continue to refine our reporting to align with evolving standards and guidelines.

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Message from our CEO

Dear Stakeholders,

As we proudly present our inaugural Sustainability Report, I want to take a moment to highlight MindTickle's vision: to "Turn potential into performance." This vision extends beyond our business offerings as it encompasses our commitment to fostering a sustainable future for our customers, employees, and the broader communities we impact.

At MindTickle, we firmly believe in the ethos of being "Better Together." Our diverse team, representing various backgrounds and perspectives, exemplifies the power of collaboration. Our core values—"Delight Customers," "Act Like Founders," and "Better Together"— drive us to be more than just another company; they guide our actions and decision-making processes. We aspire to build something that creates meaningful, lasting value for all stakeholders.

This year marks a significant milestone as we formalize our commitment to Environmental, Social, and Governance (ESG) principles through the introduction of not only this report but also our new ESG policy. While this report presents the opportunity to showcase our current ESG practices and processes, the ESG policy reflects our focus towards responsible business conduct by outlining strategic priorities, goals, and targets in all aspects of sustainability. Both our reporting and policy covenants are aligned with leading global sustainability frameworks and industry best practices. We recognize that our actions today will have a lasting impact on our future and the world we inhabit. Our values are what set us apart, enable us and give us the confidence to achieve our mission of making meaningful and measurable positive impact through sustainable business operations.

Caring for our people lies at the heart of our company culture. We prioritize work-life balance, career development, and the well-being of our team members. Our commitment to diversity, equity, and inclusion remains steadfast, as we believe a diverse workforce drives innovation and success. Through this report, we showcase our efforts to promote a supportive and inclusive work environment for everyone. Our ESG policy further solidifies these values, setting clear objectives to ensure that we continue to foster an environment where everyone can thrive.

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As a prominent player in the industry, we are cognizant of our responsibility to minimize our environmental footprint. Our ESG policy includes specific targets aimed at reducing energy consumption, promoting sustainable practices within our operations, and leveraging technology to drive greater efficiency. We recognize that environmental sustainability is not just an opportunity but our collective duty. Through this report, we highlight the initiatives we've undertaken so far and the steps we're taking to align our sustainability efforts with global commitments, contributing positively to environmental preservation.

It is essential to our operations and for stakeholder trust to adhere to robust governance principles. Our responsibility towards transparent reporting, ethical business practices, and accountability is underscored by our ESG framework. The framework will continue to evolve, guided by stakeholder feedback and industry best practices as we advance on this journey towards sustainability. By cultivating a culture of integrity, responsibility and transparency, we aim to build enduring relationships with our customers, partners, and the communities we serve.

As we look to the future, we are focused on enhancing our sustainability practices, ensuring meaningful service delivery to our customers and creating long-term shared value for all stakeholders. Further, with the introduction of the ESG policy, we are more committed than ever to integrating sustainability into every aspect of our business. Together, we can address the challenges and opportunities that lie ahead, ensuring our responsibility to sustainability is integrated into everything we do.

I'm grateful to all our stakeholders for your continued interest in our Company and for being part of this journey. With your support, we strive to contribute to a brighter, more sustainable future.

Warm regards,

Krishna Depura

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Our ESG Strategy

Mindtickle's ESG strategy is rooted in ethical behaviour and responsible conduct, committed to acting with responsibility, fairness, and transparency across all areas of our business. The aim is to make a positive difference, not just within or for the company, but in the communities and environment that we indirectly interact with and impact. Mindtickle strives to be a reliable and responsible partner, focused on both business success and creating a lasting, positive impact on society.

About our ESG Policy

The ESG policy focuses on key topics relevant to our sector, guided by international frameworks. We attempt to prioritize sustainability in each aspect of business operations to drive responsible growth.

Environment

As a responsible entity, Mindtickle is focused on reducing its environmental footprint and making a meaningful impact in a world where resources are scarce. To accomplish this, the Company plans to standardize processes to track key ESG metrics that cover waste management, water usage, and energy consumption. These actions will help us optimize resource efficiency, decrease waste and minimize inefficient consumption. By prioritizing water conservation, sanitation, and effective waste segregation, we aim to ensure that our operations are cleaner and future ready.

At Mindtickle, we are also taking active steps to reduce greenhouse gas emissions (scope 1 and 2) from the Company's own operations and has taken the first step in our decarbonization journey by establishing a mechanism for the measurement of scope 1 and 2 emissions in our operations. Going forward, we shall seek ways to increase our reliance on renewable energy to further minimize our carbon footprint. In addition to minimizing our footprint on the environment, we will also focus on developing strong governance structures to keep us on track and provide effectively monitor the progress.

To strengthen our resilience, we shall undertake climate risk assessments to understand the impact on our operations. This shall be done periodically to identify areas that are susceptible to extreme weather conditions and accordingly develop mitigation and adaptation strategies to ensure service continuity. Furthermore, by forging industry partnerships on climate initiatives, we aspire to exchange learnings, perspectives and key insights from our collective experiences and operations.

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Social

At Mindtickle, our people are our top priority. We are dedicated to creating a safe, healthy, and inclusive workplace where every employee feels valued and supported. This increases job satisfaction overall and helps them perform at their best, which creates a more engaged and devoted team. Creating a grievance procedure that is clear and open has been essential to employee engagement because it allows workers to freely express their concerns and know that they will be taken seriously without fear of reprisal. To constantly enhance communication between levels, the Company is continually experimenting with different methods and tools.

By embedding diversity, equity, and inclusion (DEI) into our core values, Mindtickle aspires to create a culture where every team member feels valued, boosting morale and encouraging creativity and innovation. A diverse workforce brings fresh perspectives, leading to smarter problem-solving and driving the Company toward forward-thinking solutions. Setting and monitoring diversity goals ensures that equal representation becomes a reality, reflecting the richness of varied experiences and backgrounds. This inclusive environment helps everyone thrive.

Mindtickle's mission is to ensure that every employee operates in a fair and respectful environment, where their rights are protected, and practices are regularly reviewed. This allegiance fosters trust and loyalty, as team members feel valued and secure. The Company also places a strong emphasis on continuous learning and development, which allows employees to grow both personally and professionally. By providing them with the resources and confidence to face today's challenges, Mindtickle enhances their adaptability and effectiveness, ultimately strengthening the Company's position in a fast-paced world.

Looking ahead, we are committed to developing a comprehensive standalone human rights policy to provide clear guidance for our practices. We will actively monitor and evaluate our impact, implement targeted training programs, and engage with stakeholders to uphold these principles, ensuring that human rights are respected in every aspect of our operations. In parallel, we are expanding our training and upskilling initiatives to help employees adapt to the evolving business landscape. A structured learning hours mandate tailored to different employee levels is being introduced, allowing individuals to focus on both personal and professional growth.

By putting a priority on social responsibility and employee well-being, these initiatives build a positive, progressive culture that demonstrates our dedication to improving the lives of both our employees and the communities we serve.

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Governance

Transparency, regular stakeholder engagement, and responsible business conduct are values that are embedded in the culture at Mindtickle since the beginning. To maintain accountability and alignment with worldwide best practices, we are dedicated to consistently sharing our progress on ESG performance using internationally accepted standards.

As part of our strategy, our focus is on identifying the gaps and prioritizing the most significant challenges to the smooth functioning of the Company. To do this, we will undertake materiality assessments to understand the most relevant issues from the viewpoint of our internal and external stakeholders. This would involve looking inward to understand the business areas that most heavily impact the society and environment and vice versa – identifying the external parameters that could significantly affect the business and our operations. The insights from the assessment would provide targeted input to continuously refine our ESG strategy.

We also aspire to integrate ESG-related risks and opportunities within our Enterprise Risk Management efforts, allowing us to address challenges early and seize opportunities that align with our sustainability objectives. As part of institutionalizing ESG practices across the organization, we will initiate regular performance evaluation on ESG metrics along with offering sustainability related trainings to employees and executives at all levels, including the Board members. To keep employees informed and engaged, we will share regular ESG updates and communications, fostering a unified approach to sustainability across the organization.

We will also extend our commitments to our vendors and partners by codifying clear expectations through a Supplier Code of Conduct and developing a responsible supply chain management framework. This would include supplier screenings, assessments, and capacity-building initiatives to ensure responsible sourcing.

Our efforts are focused on strengthening the culture of responsible governance, building stakeholder trust and enhancing business resilience – key aspects for the long-term success of any organization.

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Our contribution to the Sustainable Development Agenda

SDGs	Relevant Initiative	Chapter Reference
	We follow a strict policy of no human rights violations or risks associated with child labour, forced labour, violations of employee rights, harassment, working conditions, etc. Mindtickle is proud to be Great Place to Work certified. The survey highlights the Company's greatest strengths and dedication to establishing a secure, just, and empowering work environment as one of its top strengths.	Our People Matter Most
	44% of our most recent hires are women, reinforcing our dedication to developing the next generation of leaders. Setting a bold example of diversity at the highest decision-making level, our board is composed of 78% female executives.	Our People Matter Most
	A comprehensive Code of conduct and ESG policy is in place to ensure ethical business conduct.	Robust Governance: Our Foundation
	Robust corporate governance structures in place with the high priority accrued to compliance and ethics. Mindtickle has a zero-tolerance policy for all forms of harassment, discrimination and any violation of human rights	Our People Matter Most
	Stakeholder engagement is a key aspect of our ESG framework. We also collaborate with industry peers, industry alliances and other specialised agencies for knowledge sharing and advocating for an inclusive and ethical business ecosystem	Our ESG Strategy
	The Company has committed to reducing scope 1 and 2 emissions and working on improving waste management practices and adopting circular practices.	Environmental Stewardship

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Stakeholder Engagement[6]

Mindtickle has established a comprehensive Stakeholder Engagement Framework to foster strong, meaningful relationships with our diverse stakeholders. This framework integrates a range of strategies and initiatives designed to promote clear communication, collaboration, and mutual understanding. Our key stakeholders and the ways we engage with them are outlined below.

Key Stakeholders	Engagement Method	Frequency
Employees	Internal newsletters, town halls, performance reviews, surveys, training programs	Monthly
Customers	Customer feedback sessions, surveys, user conferences, product updates	Ongoing/Quarterly
Investors and Shareholders	Internal investor meetings, financial reports, annual general meetings	Quarterly
Partners	Joint initiatives, partner workshops, co-branded events, regular check-ins	As needed
Suppliers and Vendors	Regular performance reviews, contract negotiations, internal meetings	Annually or at the time of renewal
Industry Regulators	Compliance reports, audits, regulatory filings	Annually/As required
Local Communities	CSR initiatives, volunteering, sustainability projects	As needed
Academic and Industry Thought Leaders	Thought leadership events, webinars, white papers, industry conferences	Annually/As needed
Government Bodies	Regulatory compliance meetings, public policy discussions, tax filings	Annually/As required

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Long-term Governance Goal - Robust and Impactful Governance

2024
Transparent Reporting- Inaugural ESG report aligned with GRI

2025
Comprehensive Materiality Analysis

2025
Board Committee for oversight and dedicated ESG Governance

2025
Ensuring 100% board members complete ESG Training

2027
Internal and External ESG audits

2026
Climate Risk Strategy – Governance and Risk Analysis

2026
Ethical Sourcing and Resposible Supply Chain Management

2027
Achieving leadership position in Data Privacy and Security.

2029
Net zero targets, diversity metrics racking for all critical suppliers

Robust Governance: Our foundation

At Mindtickle, corporate governance is foundational to our mission of empowering organizations to build high-performing, sales-ready teams. As a leader in sales readiness solutions, we are trusted by revenue leaders to drive impactful results with transparency, integrity, and accountability. Our Board of Directors and leadership team are steadfast in upholding these principles, recognizing that robust governance is essential to sustaining investor trust and operational excellence. Through a multi-layered governance structure, clear role definitions, and proactive compliance with the highest standards, we strive to not only meet regulatory expectations but to lead with best practices in corporate governance on a global scale.

Board Oversight

The Board of Directors play a key role in ensuring the highest standards of corporate governance, focusing on risk control and regulatory compliance. Serving as mentors to the management, the Board is dedicated to value creation and enhancement, aligning with our mission to elevate sales competency and drive sustained corporate value. With extensive industry experience, the Board provides strategic oversight, guiding the Company's overall operations while safeguarding the interests of shareholders and stakeholders. Both Mindtickle Inc. and Mindtickle Interactive Media Private Limited have independent boards, each composed of diverse members and independent directors, to ensure impartial decision-making and effective governance while balancing continuity with the need for fresh perspectives in alignment with regulatory standards.

The Board is responsible for developing, approving, and updating our purpose, values, mission statements, strategies, policies, and goals related to sustainable development and is supported by the leadership team to implement these goals. They oversee processes to identify and manage our impacts on the economy, environment, and people by engaging with a variety of stakeholders within and beyond the organization. The Board meets at a regular cadence as per the Companies Act, 2013 to review the effectiveness of the organization’s processes.

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Meet the Board of MindTickle Inc[8]

Krishna Depura
Co-founder and CEO

Deepak Diwakar
Co-founder, COO and DPO

Joydeep Bhattacharyya
Nominee Director

Scott Beechuck
Nominee Director

David Yoo
Nominee Director

Narendra Rathi
Nominee Director

Meet the Board of MindTickle India

Deepak Diwakar
Co-founder, COO and DPO

Nishant Mungali
Co-founder, Head of Product and US operations

Deepa Krishnan
Senior Director, Legal

Sourabh Modak
Director, Treasury and Internal Audit

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Board Diversity

We prioritize board diversity as it leads to more informed decisions and builds stakeholder trust. We understand that a diverse board brings varied perspectives and expertise, enhancing decision-making and representing the wide-ranging interests of our stakeholders.

Particulars	Male	Female
MindTickle Inc	7	0
MindTickle India	3	1

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Corporate boards are essential in supervising management teams to serve the interests of both shareholders and stakeholders. As representatives of these groups, boards are key to strong corporate governance. Therefore, it's critical that board members have the right experience, skills, and independence to make decisions that prioritize the well-being of all stakeholders.

Directors	Management	Finance	Governance	Information Technology
Krishna Depura	✓		✓	✓
Deepak Diwakar	✓		✓	✓
Joydeep Bhattacharyya	✓	✓	✓	✓
Scott Beechuck	✓	✓	✓	✓
David Yoo	✓	✓	✓	✓
Narendra Rathi	✓	✓	✓	✓
Nishant Mungali	✓		✓	✓
Deepa Krishnan	✓	✓	✓	
Sourabh Modak		✓	✓	

Performance Assessment[10]

The Board's performance evaluation involves directors conducting a collective review to identify strengths and areas for improvement, with the goal of enhancing overall effectiveness. This assessment is performed periodically as needed, with the Board working together throughout the process.

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Committees of the Board

MindTickle Inc. and MindTickle India have formed various Committees to focus on specific areas, enabling informed decision-making within their respective scopes. Each Committee follows a charter that outlines its purpose, responsibilities, and authority, with any decisions and recommendations requiring Board approval. Board Meeting guidelines are followed in Committee meetings where practical. Committees have the authority to seek external experts, advisors, and legal counsel as needed, and senior officers or department heads are invited to provide essential information.

Committees of the Board and their responsibilities	MindTickle Inc.	MindTickle India
Audit Committee • Oversee the process of financial reporting and ensure accuracy and transparency. • Monitor the effectiveness of internal controls, risk management systems. • Review and approve the internal and external audit processes and findings.	✓	✓
Nomination and Compensation Committee • Determine and recommend compensation policies and packages for senior executives and leadership teams. • Assess the performance of senior management and consider linking compensation to certain performance outcomes, when required. • Comply with legal and regulatory requirements regarding executive pay.	✓	✓
Workplace Management Committee • Develop and implement policies for workplace safety, employee well-being and creating an employee friendly culture. • Oversee facilities management and ensure the workplace meets certain health and safety standards. • Foster a positive workplace culture through employee engagement initiatives.	✓	✓
CSR Committee • Define and guide the organization's corporate social responsibility strategy and initiatives. • Monitor the impact of CSR programs and ensure alignment with company values and ensure compliance with relevant applicable CSR regulations. • Engage with stakeholders and report on CSR activities and outcomes.		✓

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Committees of the Board and their responsibilities	MindTickle Inc.	MindTickle India
POSH Committee • Develop and implement policies to prevent and address sexual harassment in the workplace. • Conduct training and awareness programs to educate employees about their rights and responsibilities. • Handle complaints and ensure a fair and confidential investigation process.		✓

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Business Ethics and Integrity[11]

Ethics and compliance are core to the Company's dedication to sustainability and good governance. We believe that maintaining strong integrity and accountability builds transparency, trust, and long-term value for all stakeholders.

Code of Conduct

We prioritise ethics and compliance through their Code of Business Conduct and Ethics. Our Code of Business Conduct and Ethics applies to each of our employees (both MindTickle Inc. and MindTickle India), and third-party contractors, globally. The Code emphasizes adherence to a safe, respectful, and inclusive workplace. Some key elements of our Code are:

- Safety, Health, and Environment: Compliance with health and safety laws;
- reporting of hazards and unsafe conditions; prohibition of drug and alcohol influence at work.
- Non-discrimination and Equal Opportunity: Equal employment opportunity regardless of race, gender, age, or other classifications; a zero-tolerance stance on discrimination and harassment.
- Harassment Prevention: Strict prohibition of all forms of harassment; mechanisms for reporting and addressing complaints.
- Fair Competition and Fair Dealing: Most countries we operate in have laws to encourage and protect free and fair market competition by regulating anti-competitive conduct, including unfair acts by market leaders. These laws regulate our relationships with our customers, competitors and business partners.
- Misconduct and Disciplinary Actions: Clear definitions of misconduct,
- including violence, theft, and substance abuse, with outlined disciplinary procedures for violations

All employees of MindTickle Inc and MindTickle India receive an in-depth training on the code through a detailed onboarding program.

Compliance at MindTickle

All our compliance aspects are governed through our Code of Business Conduct and Ethics. At Mindtickle, we emphasize strict compliance with applicable laws and regulations across all markets in which it operates. Dedicated and experienced personnel to handle regular compliance affairs such as timely income tax and GST filings with the relevant tax departments, filings for annual statements with the Ministry of Corporate Affairs, Employee provident fund filings etc. During the reporting period, there were no material non-compliances that resulted in any fines, penalties or non-monetary sanctions.

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Tax

We comply with applicable tax laws and regulations in India and the USA and other offices where MindTickle operates (UK, Costa Rica, etc.). We are committed to compliance with the spirit as well as the letter of the tax laws and regulations in the countries in which we operate, not to transfer value created to low tax jurisdictions, not to use tax structures without commercial substance and to undertake transfer pricing using the arm's length principle. The ultimate responsibility in terms of tax rests with our CFO supported by our dedicated compliance teams who oversee regular tax matters. The Company regularly files country-by-country tax reports to the tax authorities and maintains a transfer pricing benchmarking study[1].

Further, all Mindtickle employees are required to adhere to legal standards, prioritizing them over the Company's ethical guidelines if a conflict arises. Any legal or ethical violations must be reported to the Compliance Team, and violations can lead to severe disciplinary actions, including termination. Employees are encouraged to seek guidance from management when faced with potential conflicts.

Managing Conflict of Interests

We have implemented a Conflict-of-Interest policy as a subset of the Code of Business Conduct and Ethics. The policy emphasizes that all employees must avoid conflicts of interest by not working for competitors, vendors, or suppliers. Key points include:

- No Dual Employment: Do not assist or work for competing organizations.
- Disclosure: Report potential conflicts to management or legal counsel.
- Financial Transactions: Avoid significant transactions with competitors and disclose family business interests.
- Personal Relationships: Disclose relationships that may affect judgment.
- Gifts and Payments: Accept no gifts over $100 or improper payments.

Overall, employees are advised to use good judgment and consult if unsure about conflicts.

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Handling grievances and critical concerns[15]

Mindtickle's Code of Business Conduct and Ethics has a 'Disciplinary Action Process' for employees to report work-related grievances, misconduct, or breaches of the Code of Business Conduct and Ethics. Employees may report issues to their manager, HR, or the People Success team, with an option for anonymous reporting, if needed. Formal complaints involve a written grievance, followed by an investigation leading to a decision by the disciplinary committee within a fixed time period. Outcomes can range from corrective actions to termination. Employees also have the right to appeal decisions, with further escalation to the CEO's designee or, in rare cases, to the Board. Confidentiality and protection from retaliation are assured throughout the process, but false or malicious complaints may lead to disciplinary action.

Combatting Bribery and Corruption[16]

The Company's Anti-Bribery and Corruption Policy aims to prevent violations of anti-bribery laws and uphold ethical standards in the business. Employees are required to adhere to the policy, report any issues, and face disciplinary action if found in violation. The policy promotes honesty, integrity, and fair dealing. It addresses instances relating to recruitment, gifts, entertainment and hospitality, political and charitable contributions, third-party interactions, contractual terms, payments, and government Interactions in detail.

The Policy emphasizes high ethical standards, legal compliance, and prevention of bribery and corruption risks. It aims to reduce corruption through clear guidelines, vigilance, monitoring, and firm action. It defines key terms and responsibilities and applies to all our employees, directors, and business partners.

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Safeguards against Money Laundering

The Anti-Money Laundering (AML) policy is a subset of the Code of Business Conduct and Ethics and it focuses on preventing involvement in or facilitation of money laundering activities. Key aspects include:

- Prohibition of Engagement: The policy prohibits all employees from engaging in or enabling any suspicious financial activities.
- Due Diligence: Employees must exercise diligence and avoid willful ignorance when dealing with third parties.
- Restrictions on Accepting Assets: Employees cannot accept assets suspected to be from criminal activities.
- Limits on Business Relationships: Relationships with known or suspected terrorists, criminals, or their financiers are prohibited, as are relationships with shell banks unless they are part of a supervised financial group.

This policy ensures that our operations are safeguarded against financial misconduct and criminal associations.

Ethical Marketing Practices[17]

Ethical marketing and communication practices are paramount to the integrity and sanctity of our business operations. We are guided by 3 key principles to ensure responsible behaviour while interacting with our clients, partners and any other external stakeholders. We prioritize accountability and openness, ensuring that our activities reflect our beliefs and continuously adhere to the highest ethical standards.

Accuracy and truthfulness is critical; all of our marketing materials are accurately portrayed, avoiding misleading statements that may misrepresent our goods.

Fairness and respect- incorporating ethical principles into our marketing activities, showcasing our products' merits and differentiators without condemning our competitors.

Privacy and security is key to the business - respecting customer privacy and adhering to the GDPR framework to safeguard personal data.

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We prioritize privacy and security by respecting customer privacy and adhering to the GDPR CCPA, and the UK DPA to uphold transparency and give customers control over their information, while SOC2 and SOC3 certifications ensure robust internal controls for security and confidentiality. For healthcare and regulated industries, HIPAA and 21 CFR Part 11 compliance guarantee the secure handling of sensitive data. Our CSA STAR certification demonstrates excellence in cloud security, and FINRA compliance assures strict adherence to financial industry standards. Additionally, the Data Privacy Framework (DPF) enables seamless and secure cross-border data transfers. Together, these measures form a comprehensive shield, delivering a trusted and compliant environment for our customers. We recognize that maintaining these standards requires continuous vigilance through regular training and open communication, we emphasize the critical role of raising concerns and reporting unethical behaviour

Further, through regular training and open communication, we cultivate a culture of free and fair conduct where employees are encouraged to voice concerns and report unethical behaviour without fear of retribution. In FY 2023-24, there were no cases of marketing malpractice or service information miscommunication and the Company did not incur any fines, penalties or observations for any such incidents.

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Risk Management

The risk landscape in today's business environment is evolving rapidly, with key concerns such as Cyber Security, Information Security, Business Continuity, and Data Privacy becoming increasingly significant for organizations in our sector. To effectively address these risks, we have implemented a risk management framework that enables us to proactively identify, prioritize, and mitigate potential threats, ensuring that we continue to support our clients in building sales knowledge and readiness.

Our approach to risk management

Our Enterprise Risk Management (ERM) framework aims to facilitate our organization's growth by identifying and managing risks that may affect our goals. Although still in development, this framework highlights the significance of risk assessments and the necessity to adjust to evolving business conditions. We are committed to establishing a foundation for improved risk awareness and decision-making while promoting a culture that prioritizes proactive risk management. As the Company expands, we strive to enhance our practices and gain insights from industry benchmarks.

STEP 1

Risk Identification

- Stakeholder Engagement: Involve team members from development, sales, and customer support to gather diverse perspectives on potential risks.
- SWOT Analysis: Conduct a SWOT analysis to identify strengths, weaknesses, opportunities, and threats related to the software and market environment.
- Regulatory Review: Assess compliance risks by reviewing relevant industry regulations and standards.

STEP 2

Risk Assessment

- Impact and Likelihood Evaluation: Rate each identified risk based on its potential impact on the platform and the likelihood of occurrence.
- Risk Matrix Creation: Develop a risk matrix to visualize risks and prioritize them based on their severity.
- Documentation: Document findings in a risk register for transparency and future reference.

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STEP 3

Risk Prioritization

- Criticality Analysis: Classify risks into high, medium, and low categories based on assessment results, focusing on those that could severely impact revenue or customer satisfaction.
- Resource Allocation: Prioritize risks that require immediate attention and allocate resources accordingly to address them.
- Stakeholder Review: Present prioritized risks to key stakeholders for validation and feedback.

STEP 4

Risk Mitigation, Monitoring, and Reporting

- Impact and Likelihood Evaluation: Rate each identified risk based on its potential impact on the platform and the likelihood of occurrence.
- Risk Matrix Creation: Develop a risk matrix to visualize risks and prioritize them based on their severity.
- Documentation: Document findings in a risk register for transparency and future reference.

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Approach to Business Continuity and Disaster Recovery

Aligned with ISO 22301 methodology, the Business Continuity Policy (BCP) outlines key procedures to ensure rapid recovery and minimal downtime in case of business disruptions. It includes a Business Continuity Policy, Disaster Recovery strategies, and Incident Response Procedures to handle events such as internal/external interruptions, workforce unavailability, and technology/infrastructure outages. A Crisis Management Team, consisting of cross-functional leads, oversees incident resolution from designated Command Centers, enacting decisions on recovery plans and communications. High Availability configurations, regular backups, and alternative AWS infrastructure are set for seamless data recovery. Communication protocols, transportation plans, and SOPs for critical systems are in place to coordinate responses and maintain stability.

Further, the Company's Incident Recovery Plan outlines steps to handle and recover from various disruptive incidents, including fires, power outages, earthquakes, and malicious threats. During an incident, specific teams (IT, Facilities, and Support) have designated roles, such as communicating with authorities, assisting with evacuations, and providing psychological support to employees. The Crisis Manager is responsible for ordering evacuations and overseeing damage control, while the Facilities Team handles building safety and utility shutdowns. In the recovery phase, the Crisis Manager nominates teams for damage assessment, preserving assets, and restoring operations. Finally, action plans detail responsibilities, resources, and timelines for restoring business activities.

Considering Emerging Risks

The growing division in society, highlighted by ongoing and new risks to human health, rising unemployment, and widening digital gaps, can have serious effects in a time of interconnected economic, environmental, geopolitical, and technological challenges. As a company, we are impacted by these risks, which can pose significant challenges to our operations. To proactively address these complex macro risks, we strive to conduct thorough environmental analyses and implement effective mitigation strategies.

Risk Governance

The Company's Risk Management function consists of cross-functional individuals who manage policies, ensure compliance, and foster a culture of risk awareness. We maintain regular reporting and communication channels to keep stakeholders informed and involved in proactive risk mitigation efforts. This governance framework guarantees that risks are effectively managed to safeguard the organization's objectives and the interests of stakeholders.

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Our People Matter Most

Mindtickle operates from strategic locations across key regions, with the primary U.S. office in San Francisco and its Asia-Pacific hubs in Pune and Bangalore, India. The Company enhances its global presence with a European base in London and a Latin American base in Costa Rica, where it also embraces remote work to support its growing international operations

At Mindtickle, we firmly believe that diversity plays a crucial role in driving growth, creating opportunities, and achieving long-term success. Recognizing and celebrating diversity is pivotal for the overall prosperity of any organization. It's more than just hitting numbers; it is a strategic lever that directly impacts our company's capacity to innovate and thrive in a constantly evolving global market. A diverse and dynamic team offers different viewpoints, capabilities, and ideas that stimulate creative decision-making that helps our organization stand apart from other industry players.

Female employee ratio at various levels

30%	25%	30%
Diversity in total workforce	Diversity in top and senior management levels	Diversity in mid and junior management levels

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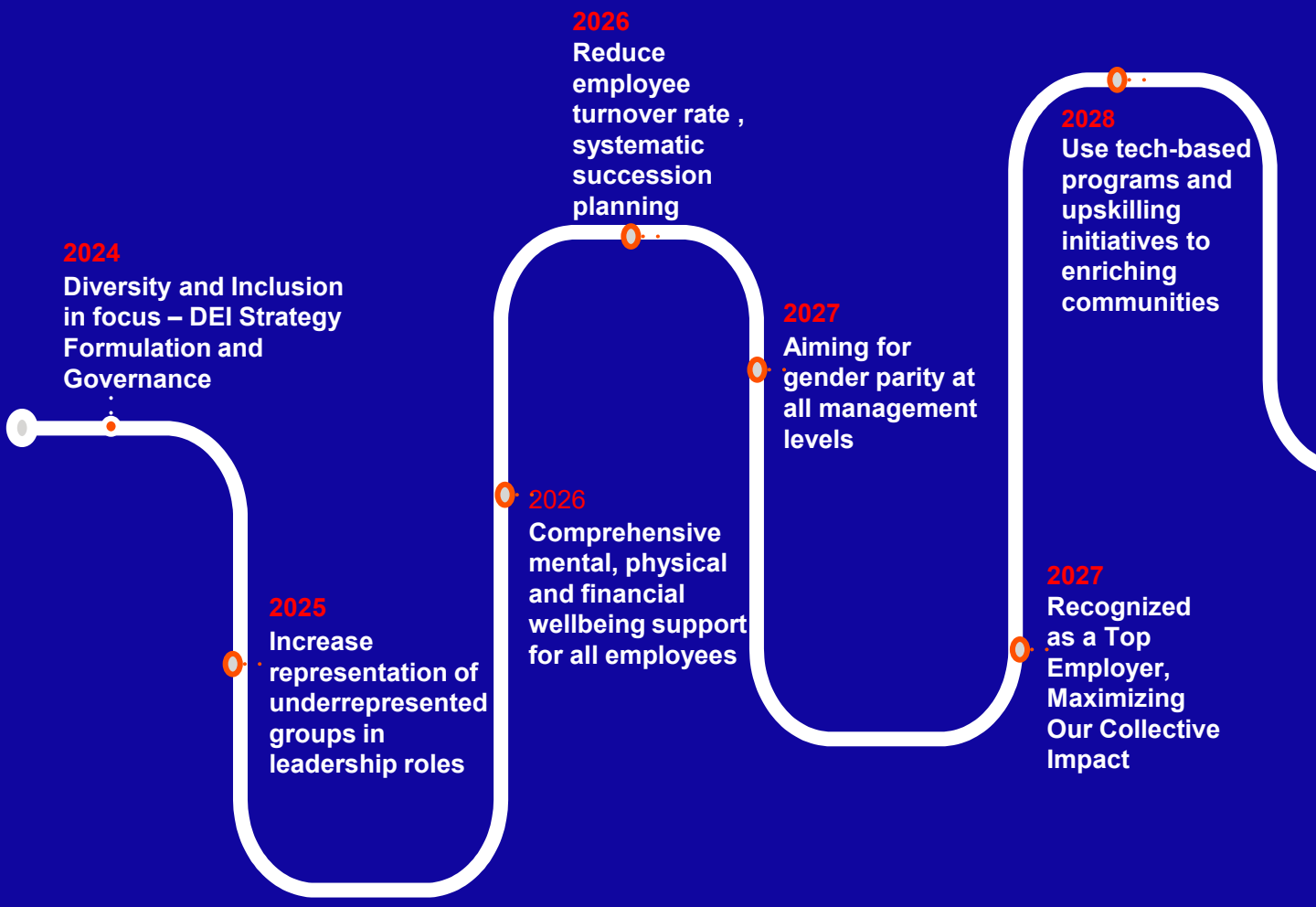
Long-term Social Goal- Building the Ideal Workplace, Empowering Communities.



Female employee ratio at various levels

Employee category	<30 years	30-50 years	>50 years	Total	Male	Female
Board of Directors	0	2	0	**2**	2	0
Executives	0	5	4	**9**	2	7
Top Management	0	10	3	**13**	11	2
Senior Management	0	25	2	**27**	20	7
Middle Management	2	54	1	**57**	44	13
Junior Management	24	108	3	**135**	90	45
Executives on Contract	0	0	0	**0**	0	0
Associates	225	133	4	**362**	254	108
Trainees	8	0	0	**8**	8	0
Total Employees	**259**	**330**	**13**	**602**	**427**	**175**
Advisors	10	7	0	**17**	7	10
Total Associates	**10**	**7**	**0**	**17**	**7**	**10**

Hiring and Turnover

% new hires in FY 2023-24: 27.5%

Employee New Hires	<30 years	30-50 years	>50 years	Male	Female
Top Management	0	4	2	4	2
Senior Management	0	8	3	9	2
Middle Management	1	12	0	9	4
Junior Management	8	19	0	19	8
Non-Management	12	6	1	9	10
Contractual	0	0	0	0	0
Associates	45	43	2	65	25
Total	**66**	**92**	**8**	**115**	**51**

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% turnover of employees in FY 2023-24: 39.3%

Employee Turnover	<30 years	30-50 years	>50 years	Male	Female
Top Management	0	3	2	4	1
Senior Management	0	10	4	8	6
Middle Management	0	10	2	9	3
Junior Management	8	45	9	45	17
Non-Management	7	3	2	6	6
Contractual	0	0	0	0	0
Associates	82	49	1	93	39
Total	**97**	**120**	**20**	**165**	**72**

This fiscal year, Mindtickle saw an increase in employee attrition as part of a thoughtful effort to strengthen our organization and align with long-term goals. Through a comprehensive review process, including 360-degree feedback, we carefully evaluated roles and identified areas where performance improvements were essential. As a result, we made the challenging but necessary decision to restructure certain roles and transition associates who did not meet the required benchmarks. While these changes were difficult, they were undertaken to build a more focused and effective team, ensuring a stronger foundation for future success.

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People Wellbeing

The well-being and empowerment of our employees are central to everything we do, and our policies are designed to reflect this commitment. Our "Future of Work" policy, which supports remote work, unlocks global opportunities for career growth, reducing the limitations of geography, and thereby enabling employees to advance professionally from anywhere and everywhere. This flexibility has not only promoted professional development but also enhanced personal well-being by allowing for greater work-life balance for our employees through reduced stress of commuting and improved time management capabilities.

Each year, Mindtickle brings together its global team - either online or in-person - to collaborate from a scenic destination. A blend of work and vacation, known as "Workation," embodies the essence of our Company, offering a unique, innovative approach to working that includes opportunities for better collaboration, active participation and team bonding.

The unlimited leaves policy empowers our team members with the flexibility to manage their time in a way that best supports their personal well-being and the well-being of their families and close ones. This policy reflects the Company's trust in its employees to take the time they need to recharge, pursue personal interests, and care for their loved ones without the limitations of a capped leave structure. By embracing this freedom, we're able to reduce burnout, foster resilience, and support a happier, healthier team that is ready to bring their best to work every day. We are passionate about creating a culture that values each person as an individual with agency, ensuring everyone feels cared for and supported.

At Mindtickle, prioritizing workplace safety and equality through strong, proactive policies that foster a respectful and inclusive environment is fundamental. The POSH (Prevention of Sexual Harassment) policy provides employees with a safe, confidential space to report any concerns of harassment, abuse, or discrimination via accessible channels, including the People Success Team and direct communication with our General Counsel. All complaints are managed impartially by an Internal Committee (IC), formed as per legal requirements and reachable at icc_posh@mindtickle.com. To further ensure a safe and conducive work environment, we enforce a strict anti-retaliation clause in reporting incidents—any attempt at interference, coercion, or restraint by respondents or other employees will prompt immediate, appropriate action in coordination with the Internal Committee (IC).

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We have adopted a broad interpretation of discrimination and harassment to curb such practices in all its forms, sexual, non-sexual, implicit, explicit, etc. Our policy defines sexual harassment as any unwelcome behaviour with a sexual undertone, including physical advances, verbal remarks, or other conduct that creates discomfort. We emphasize that harassment can occur outside of the workplace at work-related events or in employer-provided transport, always reflecting our commitment to a respectful working ecosystem.

As clearly outlined in our Code of Conduct, we are equally committed to upholding human rights within our organization ensuring that the rights of all employees and external stakeholders are safeguarded and a respectful and equitable work environment is ensured. Moving forward, the Company shall focus on developing a comprehensive standalone human rights policy to guide our practices in a structured and standard manner. We will actively monitor and assess our impact, implement training programs, and engage with stakeholders to uphold these principles and ensure that no rights are compromised in any aspect of our operations.

At Mindtickle, we have specific initiatives to support in the mental well-being of our employees. We have introduced a specialized mental health training program for managerial-level employees. This program equips our leaders with the tools to not only manage their stress but also assist in guiding team members' mental well-being and establish a safe workspace. Furthermore, we provide services like mental health first-aid to make sure our staff has the necessary resources and assistance whenever required.

Employees are able to fuel happiness, development, and teamwork through engaging activities that transform workdays into memorable moments. These actions extend past just involving people; they create confidence, raise spirits, and spark a feeling of direction and inclusion among team members.

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Mindtickle's Yoga Workshop demonstrates the company's commitment to fostering a culture of wellness and self-care among the employees. The company invited employees to explore the true essence of yoga, going beyond physical postures (asanas) to understand the scientific basis behind its teachings. Through this initiative, we promoted mental well-being, reduced stress, and enhanced overall job satisfaction among our employees.

HiFli- Set Sail on the Grand Global Adventure demonstrates our allegiance to fostering a culture of global inclusivity and teamwork. The company embarked on a virtual journey, taking employees on a grand adventure to explore diverse cultures, collaborate on challenges, and celebrate with friendly rivalry. This initiative aimed to break down geographical barriers and unite the team under a shared experience.

Mindtickle Premiere League (MPL) Our signature sports event, featuring a full-scale tennis ball cricket tournament complete with team auctions, bringing the excitement of a true league experience to our employees. Additionally, we offer a company-wide fantasy league, allowing teams to compete in a vibrant corporate ecosystem, fostering both camaraderie and competitive spirit across the organization.

Kavi Sammelan offers a magical evening of verse and rhythm where employees come together to share their poetry. Whether you're an experienced poet or a first timer, this event encourages creative expression and fosters a sense of community. It's an opportunity to step into the spotlight, celebrate diverse voices, and engage in a unique cultural experience that enhances team connection.

Great Place to Work

Mindtickle is proud to be Great Place to Work certified, following a thorough employee engagement survey that identified the strengths and areas for improvement in our company culture. This survey provided valuable insights into the evolving needs of the Company's employees. The survey highlights the Company's greatest strengths and dedication to establishing a secure, just, and empowering work environment as one of its top strengths. Employees understand that their Company is more than a place of physical safety; it is a space that provides them with a sense of security, encouragement, and appreciation on a daily basis. Regardless of sexual orientation, everyone is treated with respect and equality, showcasing our commitment to genuine inclusivity at the core of our culture. One key finding from our analysis is that employees feel encouraged to thrive when entrusted with important tasks, which promotes personal development, leadership skills, and the opportunity to make a meaningful impact.

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DEI[20]

At Mindtickle, we acknowledge the significant impact of diversity on driving innovation, growth, and fostering inclusive leadership. Our company's dedication to promoting women in leadership roles is apparent at all levels. Setting a bold example of diversity at the highest decision-making level, our board is composed of 78% female executives. This equality of opportunity has positively influenced the direction of strategy, encouraged innovative problem-solving, and embedded a culture of inclusivity and belonging across the organization.

Women play a significant role in Mindtickle's overall leadership. 30% of managers identify as female and actively support boosting team performance, guiding talent, and creating a nurturing atmosphere for personal development and success. These leaders motivate cooperation, promote varied viewpoints, and aid in constructing a stronger and more flexible organization.

The Company's commitment to achieve a diverse workforce extends to our talent pipeline. 44% of our most recent hires are women, reinforcing our dedication to developing the next generation of leaders. By nurturing diverse talent, we ensure that fresh ideas, varied perspectives, and innovative approaches continue to shape the future our Company. Every female employee at Mindtickle plays a role in our ongoing prosperity, offering distinct perspectives that improve our flexibility, build resilience, and solidify our diverse culture.

The Company's work in advancing women in leadership roles is evident at every level of the organization. Looking ahead, we are dedicated to developing a standalone Diversity, Equity, and Inclusion (DEI) policy, complemented by clear diversity targets and a focused strategy to achieve them promptly. This holistic approach will not only enhance the workplace culture but also strengthen overall performance and impact.

The Company celebrates the energy and forward-thinking that comes with having 43% of our workforce under the age of 30. This dynamic group of young professionals brings an incredible blend of innovation adaptability, and fresh perspectives that fuel our company's growth and evolution. Their drive to challenge conventions and embrace new ideas is reshaping our company culture, pushing boundaries, and unlocking creative solutions to complex challenges we have the advantage of youthful energy, innovation, and adaptability, all of which are crucial in shaping the future of sales enablement.

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The youthful energy fosters a vibrant, agile work environment where curiosity and experimentation thrive. Younger employees are natural digital natives, often at the forefront of new technologies and modern business practices, helping us stay ahead in a rapidly changing market. Their willingness to question traditional ways of doing things promotes a culture of continuous improvement and resilience, vital to maintaining a competitive edge. The diversity of age acts as a catalyst for out of the box thinking, sustained growth, and a more inclusive, future-ready organization.

Fair and transparent compensation

Gender does not define our approach to remuneration. Our statistics that women in top management earn 20% more than men, and 14% more at the junior management level, reflects our responsibility towards a merit-based compensation structure. The average female-to-male salary percentage across management levels is 104.75% with women compensated higher on average than their male counterparts, across different management levels. These figures are not driven by a gender-focused remuneration policy but rather stand as a testament to our belief in fairness, performance, and equality across the organization.

Ratio of Female to Male Salary

Employee category	Ratio of basic salary of female to male employee
Top Management	119.74%
Senior Management	100.89%
Middle Management	84.99%
Junior Management	113.95%

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Attraction and Retention[23]

This year at Mindtickle, we inducted 116 new hires, with 40% of them being under the age of 30, reflecting our focus on attracting young talent and building a future-ready workforce. Our hiring philosophy centres around finding individuals who align with our values and hiring not just for skill but for potential, ensuring that every individual who joins us can grow.

The Company gives importance to developing and supporting talent through regular internal surveys to understand and meet the needs of our employees. This approach based on insights is crucial for both recruiting and holding onto top talent. We are equally dedicated to promoting a culture in which open communication easily travels through all levels, making sure that each employee's voice is respected and acknowledged.

We also celebrated 74 internal promotions this year, underscoring our commitment to recognizing and rewarding growth within the organization. Internal promotions not only motivate employees by showcasing clear career progression opportunities but also strengthen our workforce by leveraging existing talent that understands our values and goals..

We also organized 40+ employee engagement activities in the course of this financial year, alongside continuous daily collaboration efforts, all aimed at fostering a strong sense of belonging and enhancing team dynamics. These efforts are key to our strategy for talent retention and nurturing, helping us create an environment where employees are supported, engaged, and motivated to grow within the Company.

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Attraction and Retention[23]

Description	UoM	TOTAL (2023-24)
Top Management (Male)	Total training manhours	24
	No. of employees trained	15
Top Management (Female)	Total training manhours	6
	No. of employees trained	4
Senior Management (Male)	Total training manhours	46
	No. of employees trained	29
Senior Management (Female)	Total training manhours	14
	No. of employees trained	9
Middle Management (Male)	Total training manhours	88
	No. of employees trained	55
Middle Management (Female)	Total training manhours	26
	No. of employees trained	16
Junior Management (Male)	Total training manhours	178
	No. of employees trained	111
Junior Management (Female)	Total training manhours	86
	No. of employees trained	54

Our people are committed to collaborating, learning and growing together. In FY2023-24, the Company offered 468 hours of specialized training to 293 managers in the team. This program provides our leaders with the necessary skills and knowledge to effectively lead, promote team unity, and enhance performance. The training sessions focus on building leadership skills and highlight the importance of empathy, adaptability, and strategic thinking to successfully navigate the changing business environment.

"We believe that when our managers develop, they also pave the way for their teams to develop together with them. This principle of reciprocal growth bolsters our organization across all levels, nurturing an environment of assistance and collective achievements."

Quote from Senior VP, Engineering

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To ensure that the team has access to updated training, tools, and resources to guide them in their roles our programs support continuous learning at every stage of the career, from improving core skills to understanding new industry trends. The transition assistance programs offer personalized help, including career advice, mentorship, and skills development, to support individuals starting new endeavours with confidence and preparedness. We support our employees throughout their journey with the organization.

To strengthen our L&D program further, we continue to expand our training

and upskilling initiatives to ensure that our employees adapt easily to the rapidly changing business landscape. We are committed to establishing a comprehensive learning hours mandate tailored to different employee levels, enabling individuals to dedicate time for personal and professional development. Plans have been executed to include the development of robust leadership programs that will cultivate the next generation of leaders while focusing on inclusivity and varied perspectives. We have also introduced online platforms for self-paced learning for our technical and engineering functions and we aim to expand the coverage to all employees, offering a range of courses on emerging trends, technologies and a host of different topics.

Additionally, compliance training courses form a core aspect of our Learning Program. We require employees to complete mandatory compliance training on our Code of Conduct, discrimination, harassment, ethical business practices, etc. These trainings, along with annual refresher courses and immediate retraining following any incident reporting, ensure that we maintain a safe and respectful workplace through effective governance mechanisms. By investing in our L&D programs, we are not only enhancing employee skills but also reinforcing our commitment to a positive and inclusive organizational culture.

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Performance and Career Development[25]

Total No of Employees receiving performance and career development reviews			
Employee Category	Male	Female	Grand Total
Board of Directors	2		2
Executives	7	2	9
Field Employees	254	108	362
Junior Management	90	45	135
Middle Management	44	13	57
Senior Management	20	7	27
Top Management	11	2	13
Grand Total	428	177	605

Effective communication and feedback are essential to our culture, promoting growth and collaboration throughout the organization. The Annual Performance Review process is crafted in a manner that allows employees to assess themselves and build a supportive environment for their growth by providing timely feedback on their performance. By prompting employees to think about their input, the Company bolsters responsibility, ownership and mindful improvement. Managers are pivotal to this process, and we focus on training them to provide feedback to their teams in a way that reflects our core values—Delighting Customers, Acting Like a Founder, and Building Together. These principles are crucial in all review sessions, ensuring that performance discussions not only showcase accomplishments but also support the values that drive our success.

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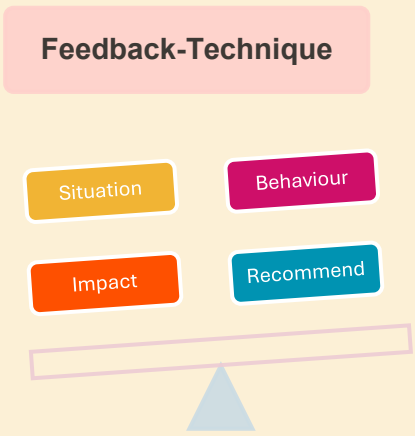
Besides the role of managers in this process, peer feedback is highly valued in developing a collaborative and honest culture at Mindtickle. The growth as an organization thrives on our commitment to open communication. Using our core values as a guide, peer feedback empowers employees to provide insightful observations on how their colleagues exemplify these values in their daily work. This helps individuals to better understand the impact of their actions and behaviours on others, fostering stronger relationships and promoting both individual and team development. Complementing this, our upward feedback system allows employees to provide constructive feedback to their managers, creating a transparent environment where leadership can evolve alongside their teams. This platform offers employees the opportunity to reflect on the support they have received from their leaders over the past year and to discuss areas for growth openly.

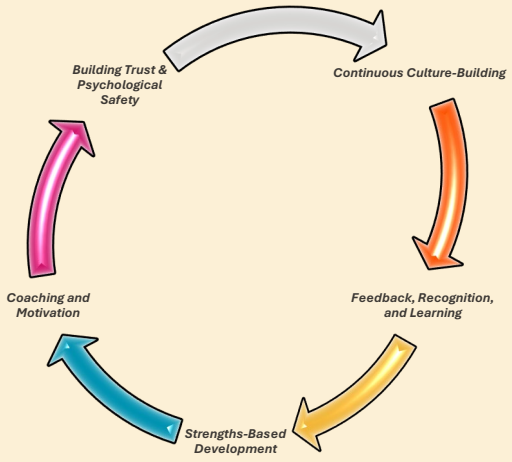
The grievance redressal system alongside these communication channels ensures that all voices are heard and valued, reinforcing a culture of trust, mutual respect, and continuous learning. At Mindtickle, open communication is not just a practice; it is a key strength that drives our collective success and nurtures a thriving workplace.

Crafted after rigorous analysis and experimentation, our performance philosophy is underpinned by dynamic feedback techniques that empower every individual. Our approach goes beyond traditional evaluations, incorporating upward and peer feedback to foster a more holistic, growth-oriented environment.

We invest in training our managers on effective feedback techniques and the psychology behind support. The Company believes that if managers are responsible for guiding our people, they must continually grow and adapt. This means providing steady support helping employees identify key priorities, and creating clear, actionable plans to help them succeed.

The MindTickle Way-





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Safe and healthy work environment[26]

We have formed a Health, Safety, and Welfare Committee with key members from the HR and Administration teams to actively oversee and promote the well-being of all employees. This committee regularly checks workplace conditions, identifies and addresses potential hazards, and ensures that health and safety guidelines are followed. Through consistent monitoring and meaningful initiatives, the committee aims to build a work environment where everyone feels safe, supported, and valued. The HSW Committee holds regular meetings to put in place programs that promote employee wellness by encouraging involvement and gathering feedback. This method guarantees that safety services in the workplace are pertinent and successful, addressing the requirements of every team member. Skilled staff members can offer necessary health and safety support at the workplace during normal business hours. Also, we provide transportation services to health clinics to ensure employees have convenient and dependable options for their health needs. Our efforts underscore our dedication to creating a workplace that prioritizes and sustains well-being.

Furthermore, we provide various insurance benefits to ensure the security and well-being of our employees in different regions. In India, workers receive coverage through Group Life and Personal Accident Insurance, as well as Group Medical Insurance, providing crucial support for their health and safety. In the United States, team members receive Group Medical, Dental, and Vision Insurance, as well as Life and Accidental Death & Dismemberment (AD&D) coverage. Our insurance protection ensures the well-being and protection of employees and their families. This covers complete protection from health problems, accidents, and even death, giving peace of mind to the entire community. To improve ease of use and convenience, we teamed up with Pazcare to provide employees with mobile app access to various wellness perks. Employees can utilize the Pazcare platform to book complimentary health screenings, effortlessly find partner hospitals in their vicinity, and engage with a pool of experienced physicians. Besides regular healthcare services, we also focus on engaging wellness programs like yoga classes, mental health support, and optional health initiatives, all aimed at promoting overall well-being and encouraging a harmonious lifestyle.

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Engaging with Local Communities

Engaging with our communities is core to our Company's purpose. By building strong relationships and supporting local initiatives, we work toward shared growth and resilience. Every project has a distinct goal, such as promoting inclusivity, improving health, or encouraging environmental sustainability, and collectively they address a host of needs that enhance quality of life and bolster community resilience. We have teamed up with over 12 reputed NGOs like The Trevor Project Pride (US), Shashwat Foundation, and Sukriti Social Foundation contributing around USD 60,000 to bringing about positive change where it's most needed. By partnering with different causes, our humble attempt is to impact a few lives, promoting positive transformation in our communities and the society at large. In the years to come, we are committed to expanding our efforts in this direction and increasing our collective investment in ensuring better quality and standard of living for all.

The Company understands that actively involving the community is an ongoing obligation that demands close attention. After careful deliberation with our board members, Mindtickle is strategically outlining gender equality/women empowerment, education and environment as main areas to focus our resources for maximum impact. Alongside this, we plan to set clear financial goals for our investments and conduct a detailed analysis to optimize our processes for even more effective outcomes.

Driven by curiosity, we learn and grow to make a real impact"- *"Head of People Success"*

The Trevor Project Pride

In our dedication to helping LGBTQ youth, our staff took part in the Trevor Project Pride fundraiser, raising $1,000, which was then matched by the organization with a corporate donation of the same amount. This joint venture led to a sum of $2,000, offering crucial assistance to LGBTQ youth via TrevorSpace—a positive online platform for individuals between 13-24 years old. This effort highlights our commitment to diversity and inclusion as well as paves the way for ongoing collaborations and upcoming fundraising activities to support marginalized communities.

Little Brother for Elderly I

To help tackle loneliness and isolation in elderly individuals, Mindtickle hosted a charity event to raise funds for LBFE, a nonprofit organization. This effort generated important funds that help LBFE in their goal of giving companionship and assistance to elderly individuals who require it. LBFE has already made a positive difference in over 370 older adults' lives in San Francisco just this year.

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Manavya – Empowering Lives Beyond HIV

We collaborated with Manavya to run awareness campaigns targeting the stigma around HIV. By engaging in open discussions and implementing educational programs, we strived to cultivate a culture of compassion and comprehension among community members. Moreover, we also worked towards helping the young athletes at Manavya achieve their sports goals and encourage them to follow their passions. We take pride in promoting awareness and offering opportunities to make a positive impact on the lives of individuals affected by HIV, thus working towards a more inclusive society.

Sharad Ashram – Solar Lamps for Rahibai Soma Popere Village

In an impactful effort to support renewable energy, we gifted 1,000 solar lamps to households in Rahibai Soma Popere village, helping more than 100 indigenous inhabitants. This project offered instant lighting solutions and shared important information on renewable energy. Moreover, we conducted a training session on assembling the Solar Lantern Model Bhaskar for over 15 community members, providing them hands-on experience in sustainable technology. This program has given the community the ability to rely on themselves and has promoted the adoption of environmentally sustainable practices.

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Cyber Security and Data Privacy

As technology rapidly progresses, it is essential for us to stay alert in protecting sensitive information and securing our systems against cyber threats. Data privacy is crucial for maintaining trust with our clients and stakeholders. At Mindtickle, prioritizing the confidentiality, integrity, and availability of data throughout the lifecycle is the bedrock of our operations. This commitment involves implementing strong security measures, such as encryption, role-based access controls, effective monitoring, and regular audits to ensure compliance with privacy regulations.

Our policy framework and systems

Mindtickle has established comprehensive control systems to ensure compliance with the IT Act, of 2000, and other relevant information technology regulations. These control systems are designed to protect information, ensure privacy, and maintain the integrity and security of IT systems. Our platforms have been further validated against ISO 27001, ISO 27017, ISO 27018, ISO 27701 and ISO 22301 requirements and aligned our internal controls and policies with the standards. The Information Security Management System (ISMS) framework is put in place for managing overall security which is also in the process of obtaining a formal certification.

To govern our overall cybersecurity and data privacy aspects, The Company has formulated an IT security policy, information security policy and a platform privacy policy. The key policy components include:

- Data Classification and Handling: Data is classified by sensitivity (e.g., public, internal, confidential, restricted) with defined protocols for storage, transmission, and handling.
- Data Privacy: Compliant with GDPR and relevant laws, personal data is processed with strict privacy measures under the oversight of a Data Protection Officer (DPO).
- Access Control: Access to information is restricted based on the principle of least privilege, allowing only authorized personnel to access sensitive data.
- IT Governance and Maintenance: IT policies adhere to industry standards and include routine system updates to address vulnerabilities.
- Software Management: Ensuring the use of licensed software and monitoring open-source licenses reduces risks associated with unauthorized software.
- Threat Detection and Incident Response: Systems for real-time threat detection and a structured incident response plan provide immediate action against security breaches.

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The information security and Privacy team presents regular updates to the executive management on the status of Information Security programs, emerging threats, Customer and Industry security trends, and risk management strategies in Monthly Review Meetings. Our board of directors and executive management are actively engaged in the information security and cybersecurity strategy and review process.

Incident Management System

Mindtickle's incident management procedure addresses all stages of handling security incidents, from detection to recovery. It includes:

- Detection: Monitoring network activities with automated systems and reports.
- Immediate Response: Teams are alerted to contain breaches; customers are notified within 48 hours if private data is affected.
- Investigation: Conducting Root Cause Analysis (RCA) with detailed reports shared via status updates and direct customer communication.
- Communication: The Incident Commander oversees coordination, with clear updates for employees, customers, and regulatory bodies as needed.
- Recovery & Review: Post-incident reviews focus on restoring systems and refining response strategies based on lessons learned.

IT Governance and Responsibility

The Chief Operating Officer (COO), also serving as our Data Protection Officer (DPO), leads the Information Security and Privacy functions and reports directly to the Chief Executive Officer (CEO). The COO is responsible for developing and executing a cybersecurity strategy that aligns with Mindtickle's business goals, overseeing risk management to safeguard digital assets, and establishing security policies to protect information systems. Regularly briefing executive management on cybersecurity, the COO ensures compliance with industry standards and promotes company-wide security awareness and training programs. The Information Security and Privacy team reports directly to the COO, reinforcing a structured reporting and oversight framework.

Trainings and Development

Mindtickle has implemented comprehensive training and awareness initiatives to ensure all employees understand and prioritize information security and cybersecurity. New hires complete security training during onboarding. All employees undergo annual security training, which includes policy updates and privacy obligations, tracked on our platform. Regular training sessions address threats like phishing, malware, and social engineering. Policies are communicated clearly, and employees are encouraged to report security incidents. The leadership supports a strong cybersecurity culture, with regular third-party audits ensuring compliance and awareness.

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Environmental Stewardship

As we advance in our journey to bring shared value to our people and partners, it is important to remain cognizant of the impact businesses have on global climate change and the responsibility to minimize Mindtickle's environmental footprint and contribute towards the net zero emissions agenda. As part of the Mindtickle culture, the focus is on ensuring minimal strain on environmental resources and our digital nature of operations further allows us to maintain a lower footprint. However, the Company is dedicated to adopting a more holistic approach to environmental stewardship in our daily operations. Promoting a culture of sustainability and integrating sustainable business practices into our organizational planning and operations is vital for effective management and long-term business success and we strongly believe in this mission.

Mindtickle's commitment towards implementing environmental best practices lends support to our efforts in creating a robust culture and positive work environment. Focusing on responsible business conduct also helps us attract like-minded and purpose-driven individuals while ensuring employee satisfaction and well-being. To enhance transparency and accountability, we have devised mechanisms to track our scope 1 and 2 emissions for all our global offices from this financial year. This will help us identify areas of improvement and prepare a targeted net zero strategy. We are committed to continuously monitoring and reporting our emissions, with plans to extend our analysis to include scope 3 emissions, enabling us to pinpoint key areas of impact throughout our value chain. The Company has also reported 0 non-compliances with applicable environmental laws and regulations

ESG Governance

Mindtickle's ESG policy outlines the our commitments towards pivotal environmental aspects such as waste reduction, water conservation, greenhouse gas emissions reduction, etc. The policy also highlights processes and practices for achieving these goals by actively monitoring our targets and reporting on our progress annually. This shall be achieved through proactive governance and inter-departmental coordination.

Internal accountability is vital to achieving tangible outcomes against our commitments. Our CSR director provides strategic and central oversight to ESG matters and their governance. Clear roles and responsibility areas are assigned to department heads who are expected to oversee and provide regular updates to senior executives on the progress made on their respective targets. This ensures that accountability stems from the top and engages all key executives and function heads in sustaining sustainability practices in our operations.

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In the near term, however, our goal is to formalise and establish a sustainability core committee with dedicated responsibilities such as reviewing and setting targets based on baseline performance indicators and undertaking timely reviews on the performance against those goals This will ensure robust sustainability governance and integration of these principles into strategic business planning and operations.

To drive the message of sustainability across the Company, we have a variety of training modules for our employees on environmental good practices and essential topics such as waste segregation and management, e-waste disposal, responsible electricity consumption and water usage, etc to enhance awareness and inculcate a culture of environmental consciousness in daily functions. Furthermore, employee engagement and participation in community building are strongly encouraged through regular email correspondence and communication on CSR initiatives undertaken by the Company.

Our Commitments

The Company has initiated the process of data collation across key ESG metrics, further strengthening our systems and institutionalising processes to collate data and smartly track ESG KPIs such as waste management, water consumption & discharge, and energy management will significantly enhance our capabilities to optimize our resource utilization. These SOPs will enable the Company to systematically monitor key performance indicators, gain valuable insights, and make informed decisions to drive sustainability within the organization while reducing operational expenses.

Working towards standardizing processes for our US and Indian offices to ensure proper segregation and management of waste is crucial to reducing the effects of e-waste and landfilling. This will aid in minimizing landfilling of waste and shall promote recycling and reuse. We have also identified established vendors for e-waste management and disposal and has tied up with the local municipal corporations to safely discard other forms of waste. Further refining this practice will reduce the environmental impact of waste disposal and propagate circularity within the organization. Efficient waste management is a mutually beneficial practice that has led to cost savings and improved our regulatory compliance.

Engaging employees to adopt sustainability practices and participate in developing sustainable solutions has become a management priority. The people working at Mindtickle define the Company's culture, and working as a collective will enable the incorporation of multiple perspectives to generate innovative ideas and practices that enhance sustainability within the organization. Engaging our employees in sustainability initiatives will also improve morale and job satisfaction, as their jobs will feel like they are contributing to a greater cause beyond their daily activities.

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Although Mindtickle's emissions are not significant relative to industry peers, we are actively seeking opportunities to reduce our greenhouse gas emissions (scope 1 and scope 2). This exercise will contribute to combatting climate change and provide cost savings benefits through improved energy efficiency. Emission reductions will also decrease the Company's reliance on non-renewable energy sources and enhance our brand value. It will also bolster our case in meeting the growing demand for environmentally responsible business practices from our clients and stakeholders.

Developing a decarbonization strategy is crucial in phasing out non-renewable energy in direct operations for long-term sustainability. By transitioning to renewable energy sources where possible, the Company can ensure a more stable and predictable energy supply, reduce exposure to volatile fossil fuel prices, and align with global sustainability trends. This strategic shift can position our organization as forward-thinking and responsible within the industry, attracting investors, customers and emerging talents who care about the impact their organization has on the environment.

In the medium term, the organization shall form a clear governance structure for environmental management across the organization and develop an effective monitoring mechanism to track performance against targets for improved accountability and measurement of progress. A well-defined governance framework can facilitate the integration of sustainability into business operations, enhance compliance with environmental regulations, and foster transparency and accountability. This structured approach enables us to systematically achieve our sustainability goals and demonstrate our commitment to environmental stewardship.

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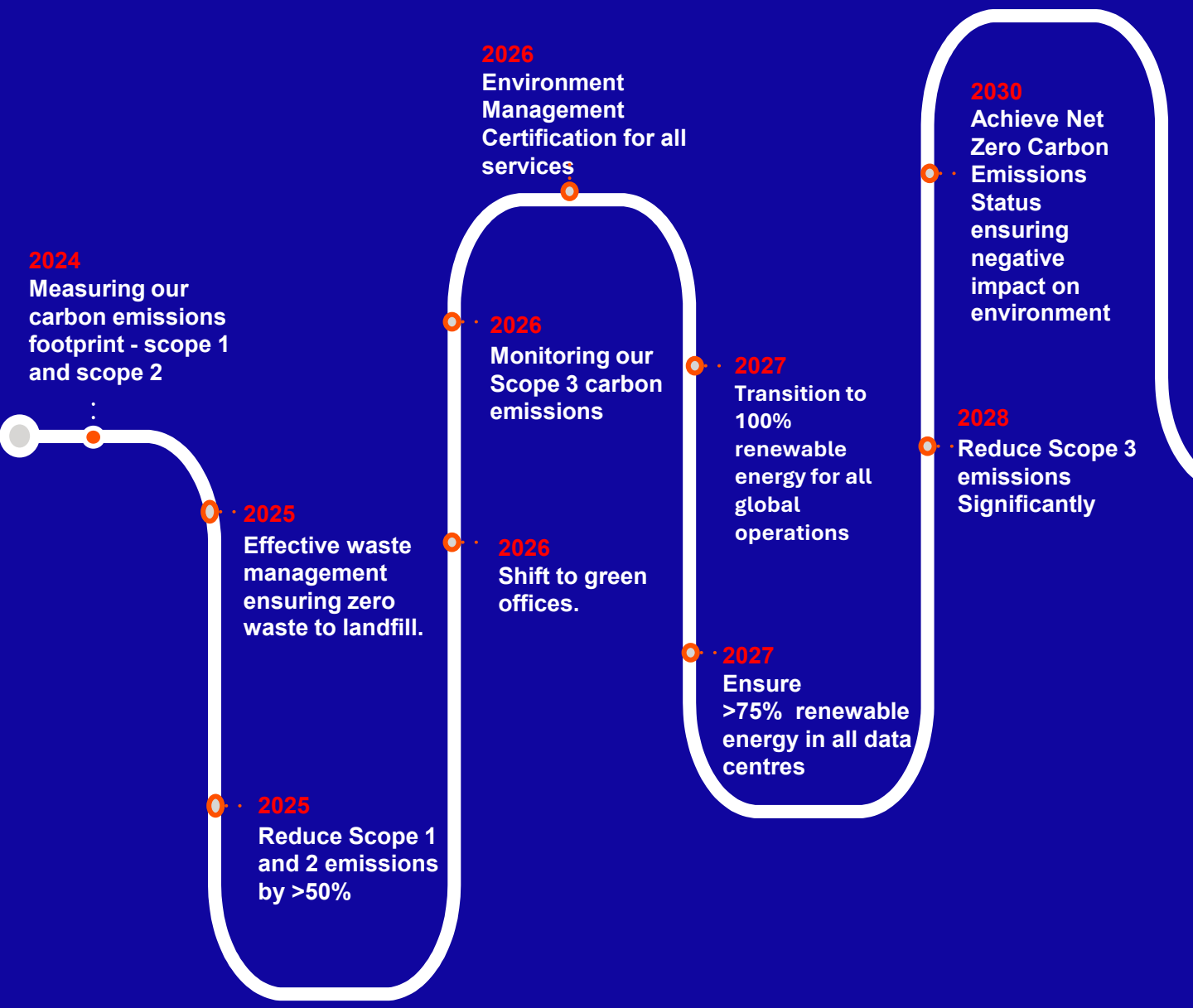
Long-term Environment goal- Nature Positive by 2030



Tracking our footprint

A step towards understanding areas where we can reduce our emissions was to track and calculate the Company's scope 1 and 2 emissions. This exercise was conducted for Mindtickle's global offices by collecting data from various sources and stratifying the inputs to Mindtickle's operations. We have followed the GHG Protocol standards to calculate our emissions and have used emission factors from the Central Electricity Authority of India (CEA) and the Western Electricity Coordinating Council, California (WECC California) for the Indian and US entities respectively. The following is the Company's scope 1 and scope 2 emissions for the financial year:

Scope Emissions	Unit	Emissions
Scope 1	MtCO2e	23.738
Scope 2 (market-based)	MtCO2e	133.217
Total (scope 1+2)	MtCO2e	156.955
Scope 1+2 Intensity	MtCO2e/USD	0.00000302

Energy consumption for Mindtickle in FY24 (Mwh)	**75.55**

Energy Consumption & Waste Management

Currently all electricity being used at Mindtickle offices is provided by the incumbent electricity providers in our districts/provinces. We have taken active measures to ensure only necessary usage of energy in our offices. The Company's operating model has recently started to transition back to working from offices. To ensure this transition occurs with a minimal rise in energy consumption, we have planned to install motion-based sensors for lights. Currently, due to the lack of in-person activities, we proactively ensure that only areas of the office that are in use have lights on.

For waste management, we have onboarded a vendor that deals exclusively with e-waste management and disposal. The vendor acquires discarded/end-of-life assets from our offices and segregates them as per their usability. These assets are then sent for processing where end-of-life assets are disposed of in a manner and assets that can be refurbished are sent to refurbishing plants. To minimize the generation of e-waste the Company recycles any functional used assets from past employees by refurbishing them for deployment. This has enabled us to reduce the purchase of new assets and promote reuse and circularity within the organization.

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Environmental best practices followed at Mindtickle

Sensor-based taps to minimize water wastage

Segregated waste baskets in our offices to properly sort the waste at source

Our Bengaluru office which is operational from FY25 is LEED certified

Awareness campaigns on resource conservation and associated best practices

The company has adopted principles to propagate wastewater management and maintain hygienic workspaces at all times

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Glossary

GRI Index

GRI Standard	Disclosure	Text of Disclosure	Section
GRI 1: Foundation (GRI 1 does not include any disclosure)			
GRI 2: General Disclosures	The organisation and its reporting practices		
	2-1	Organization details	About Mindtickle
	2-2	Entities included in the organization's sustainability reporting	About Mindtickle
	2-3	Reporting period, frequency and contact point	About the Report
	Activities and workers		
	2-6	Activities, value chain and other business relationships	About Mindtickle
	2-7	Employees	Our People Matter Most
	2-8	Workers who are not employees	Our People Matter Most
	Governance		
	2-9	Governance structure and composition	Robust Governance: Our foundation
	2-12	Role of the highest governance body in overseeing the management of impacts	Robust Governance: Our foundation
	2-13	Delegation of responsibility for managing impacts	Robust Governance: Our foundation
	2-15	Conflicts of interest	Robust Governance: Our foundation
	2-16	Communication of critical concerns	Robust Governance: Our foundation
	2-17	Collective knowledge of the highest governance body	Robust Governance: Our foundation

	2-18	Evaluation of the performance of the highest governance body	Robust Governance: Our foundation
	2-19	Remuneration policies	Our People Matter Most
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Our ESG Strategy
	2-23	Policy commitments	Our ESG Strategy
	2-24	Embedding policy commitments	Our ESG Strategy
	2-25	Processes to remediate negative impacts	Robust Governance: Our foundation
	2-26	Mechanisms for seeking advice and raising concerns	Robust Governance: Our foundation
	2-27	Compliance with laws and regulations	Robust Governance: Our foundation
	2-18	Evaluation of the performance of the highest governance body	Robust Governance: Our foundation
	2-19	Remuneration policies	Our People Matter Most
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Our ESG Strategy
	2-24	Embedding policy commitments	Our ESG Strategy
	2-25	Processes to remediate negative impacts	Robust Governance: Our foundation

	2-26	Mechanisms for seeking advice and raising concerns	Robust Governance: Our foundation
	2-27	Compliance with laws and regulations	Robust Governance: Our foundation
	Stakeholder engagement		
	2-29	Approach to stakeholder engagement	Our ESG Strategy
GRI 202- Market Presence	202-1	Ratios of standard entry-level wage by gender compared to local minimum wage	Our People Matter Most
GRI 205 - Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	Our People Matter Most
	205-3	Confirmed incidents of corruption and actions taken	Robust Governance: Our foundation
GRI 206 - Anti-competitive Behaviour	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	Robust Governance: Our foundation
GRI 207 - Tax	207-1	Approach to tax	Robust Governance: Our foundation
	207-2	Tax governance, control, and risk management	Robust Governance: Our foundation
	207-4	Country-by-country reporting	Robust Governance: Our foundation
	Environment		

GRI 302 - Energy	302-1	Energy consumption within the organization	Environmental Stewardship
GRI 305 - Emissions	305-1	Scope 1 emissions	Environmental Stewardship
	305-2	Scope 2 emissions	
	305-4	GHG emissions intensity	
GRI 306 - Waste	306-1	Waste generation and significant waste-related impacts	Environmental Stewardship
	306-2	Management of significant waste-related impacts	Environmental Stewardship
	306-3	Waste generated	Environmental Stewardship
GRI 307 - Environmental Compliance	307-1	Non-compliance with environmental laws and regulations	Environmental Stewardship
GRI 401 - Employment	401-1	New employee hires and employee turnover	Our People Matter Most
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People Matter Most
	401-3	Parental leave	Our People Matter Most
GRI 403 - Occupational Health and Safety	403-3	Occupational health services	
	403-6	Promotion of worker health	Our People Matter Most

GRI 404 - Training and Education	404-1	Average hours of training per year per employee	Our People Matter Most
	404-2	Programs for upgrading employee skills and transition assistance programs	Our People Matter Most
	404-3	Percentage of employees receiving regular performance and career development reviews	Our People Matter Most
GRI 405 - Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Our People Matter Most
	405-2	Ratio of basic salary and remuneration of women to men	Our People Matter Most
GRI 406 - Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Our People Matter Most
GRI 413 - Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Our People Matter Most
GRI 417 - Marketing and Labelling	417-3	Incidents of non-compliance concerning marketing communications	
GRI 418 - Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Robust Governance: Our foundation: Cybersecurity and Data Privacy

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Ambitions Table

Topics	Ambition	Progress in FY-24	Progress in FY-25
Environment			
Emissions	Measuring our carbon emissions footprint - scope 1 and scope 2		
	Reduce Scope 1 and 2 emissions by >50%		
	Monitoring our Scope 3 carbon emissions		
	Achieve Net Zero Carbon Emissions Status ensuring negative impact on environment		
Energy	Ensure >75% renewable energy in all data centers		
	Transition to 100% renewable energy for all global operations		
Green Infrastructure	Shift to green offices.		
Certifications	Environment Management Certification for all services		
Waste	Effective waste management ensuring zero waste to landfill.		
Social			
Diversity, equity and inclusion	–DEI Strategy Formulation and Governance		
	Increase representation of underrepresented groups in leadership roles		
	Aiming for gender parity at all management levels		
Employee wellness and experience	Comprehensive mental, physical and financial wellbeing support for all employees		
Using technology to create positive change.	Use tech-based programs and upskilling initiatives to enriching communities		
Employee retention and hiring	Reduce employee turnover rate , systematic succession planning		
	Recognized as a Top Employer, Maximizing Our Collective Impact		
Governance			
Corporate governance	Board Committee for oversight and dedicated ESG Governance		
	Ensuring 100% board members complete ESG Training		
Responsible Supply Chains	Ethical Sourcing and Resposible Supply Chain Management		
	Net zero targets, diversity metrics racking for all critical suppliers		
Risk Management	Climate Risk Strategy – Governance and Risk Analysis		
	Conduct a comprehensive Materiality Analysis		
Data Privacy/Cybersecurity	Achieving leadership position in Data Privacy and Security.		
Assurance and Audits	Internal and External ESG audits		

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