Our purpose in action

Global impact report 2024

thoughtworks

Design. Engineering. AI.

An introduction from our CEO

At Thoughtworks, we know technology can drive positive change and create extraordinary impact in society. And while the past 12 months has given rise to many challenges, our purpose as a business remains steadfast, with inclusion, social impact and responsible tech at the core of everything we do. This report reflects on the past year, exploring our continued commitment to leveraging our technological expertise to address critical social challenges and foster an inclusive and equitable future for all.

A commitment to equity and belonging

As a company, 2024 was another year of significant change. I joined as CEO in June and in November we became a private company again. Despite those changes, there are some constants, not least of which is our commitment to strengthening our unique culture. This means connecting more people to our social change work, and redoubling our inclusion and belonging efforts. We recognize that to live our purpose, we have to cultivate an environment and culture where every Thoughtworker can thrive.

That's an easy statement to make, but far harder to deliver on in practice. For instance, we know there's no one-size-fits all approach to inclusion that will work for everyone. Even so, we strive to foster a sense of belonging that embraces the collective identities of all individuals. Part of that can be seen in our 'Beyond' program, piloted in LATAM, designed to support the development of Thoughtworkers from a wide range of backgrounds and for leaders to consciously plan team development and inclusive leadership styles.

For us, inclusion isn't just about our current Thoughtworkers, but extends to the talented folk who aspire to join us. In the past year, we've re-evaluated and enhanced our Thoughtworker journey through the lens of disability inclusion. We began by centering neurodiverse perspectives, which resulted in clearer job descriptions, an updated performance review process and improved tools.

Using our skills to make a difference

Our social impact extends beyond our internal practices through partnerships and projects that directly address societal needs.

In 2024, we made huge steps with Bahmni, the open-source Hospital Information Management System and EMR, a tool we are incredibly proud of. It supports medical teams in over 50 countries, and in recent years we have facilitated many implementations and partnerships that bolster the value of Bahmni. In 2024 we returned to JSS hospital, where Bahmni started out, to provide critical updates. Our work together ensures reliable,

high-performance healthcare services for a large patient population and connects JSS to India's digital national health system.

We continue to push the boundaries of generative AI through projects that break down barriers and enable transformational change. In collaboration with Agami, we pioneered the development of Jugalbandi, an open-source platform utilizing large language models (LLMs) and Indian language translation technology. The Jugalbandi platform and its chatbots facilitate access to essential services, such as Indian government welfare schemes. It's capable of understanding user queries in multiple spoken or typed languages, enabling people who may otherwise have been excluded from accessing government services due to the language or dialect they speak. Jugalbandi has the potential to empower over 500 million people in India.

While the example of Jugalbandi highlights the potential of AI, we're mindful that these powerful technologies amplify the need for a responsible mindset, both in the development and deployment of the technology. Any biases or gaps in representation within the datasets used to train AI models can be magnified and perpetuated at scale, potentially leading to discriminatory outcomes or excluding certain communities.

Forging a stronger future

The projects highlighted in this report represent just a portion of Thoughtworks' commitment to social impact in the past year. We firmly believe that by embedding our purpose — with a mind towards inclusion, responsible tech and sustainability — within everything we do and strategically applying our technological capabilities, we can contribute to a more just and equitable world. As we move forward, we remain dedicated to partnering with organizations and communities to address pressing social challenges and drive meaningful and sustainable change.

Mike Sutcliff
CEO, Thoughtworks

Advocating for responsible tech

Responsible tech has undeniably become more important than ever. Concerns around privacy, bias, misinformation and sustainability are all touched by the current AI boom; that means it's critical that we all, as technologists, reflect on what we can do to ensure we are leveraging these exciting innovations in a responsible manner.

What is responsible tech?

Responsible tech is an approach to building technology that aligns technology and organizational behavior with the interests of both people and the planet.

It requires not only an active consideration of the values, consequences and potential negative impacts of technology but also taking action to mitigate and reduce risk and harm.

In an era of generative AI, responsible technology is a critical lens that forces us to reckon with both 'how' and 'what' we build — from the data that powers our systems to the downstream effects on individuals and communities. In turn, it can reinforce justice, individual and human flourishing, inclusivity and equity, civil liberties and democracy.

Spotlight: Responsible AI

Our Looking Glass report urged readers to reimagine responsible technology in an era of generative AI. As we explain, this involves a range of considerations, from thinking through data privacy and processing, measuring the environmental impact of AI-related computation and engaging more closely with consumer needs and expectations.

In particular we emphasize that the foundations of responsible AI are organizational values: they need to be authentic, actionable and ensure alignment between leadership and teams. While there are a wealth of techniques and practices that need to be adopted and leveraged to be responsible in the face of AI-driven change, it is vital to recognize that these challenges cannot be met with a simple checklist of actions. It requires commitment at all levels.

Looking Glass
Bringing tech-led business changes into focus

/thoughtworks
Strategy. Design. Engineering.

2025

Spotlight: Social and economic advancement powered by gen AI

Thoughtworks, in collaboration with Agami and Microsoft Research, pioneered Jugalbandi, a conversational AI platform designed to raise awareness of rights, and improve access to essential services. Accessing government schemes and support in India was difficult for citizens who are illiterate, or speak in languages that aren't widely used in the digital world.

Having demonstrated its impact, the platform has moved beyond government applications, and has now also been adopted in a range of social sectors and by NGOs. It is driving the rapid creation of chatbots to address diverse yet urgent social challenges.

In 2024, we transitioned to the fully AI-powered, platform agnostic, Jugalbandi Manager. This new system creates bots that can handle conversations in both text and voice across any language, on multiple channels. A user can, for instance, ask a question in Malayalam using their voice on Whatsapp and (the bot having translated the question, found a response and translated back into Malayalam) receive a response in the same language — making the interaction as natural as speaking to a human assistant.

Leveraging Jugalbandi Manager, Thoughtworks has developed chatbots for NGOs, government agencies, and other sectors, including:

- Bandhu helps migrant workers find affordable housing.

- Nyaya Setu provides free legal assistance and information.

- My Scheme covers more than 2,000 Central Government schemes to help people find relevant information.

- CPGRAMS helps Indian citizens submit grievances to government authorities.

- UNESCO Heritage buddy can help answer questions regarding India's heritage and tourism.

- Pulse Protocol offers support for legal matters, including specialized advice for small business setup in India.

The Jugalbandi platform could eventually help more than 500 million people living in India by improving access to government schemes.

Security and data privacy

When working with all of our clients and the organizations we support, we build security in by default, significantly reducing their vulnerability. In our Healthcare work, privacy is of the utmost importance, for example in our collaboration with SNOMED on Bahmni, which continued in 2024. We also worked closely with an insurer to evaluate their security posture and then develop a strategy to strengthen it and proactively address potential vulnerabilities and risks.

Taking privacy seriously requires advocacy and the commitment and drive of individual team members. That's why we train privacy champions in Thoughtworks to push for good privacy and security practices in projects. This helps not only ensure that privacy is an upstream consideration, early in the project, but also helps us share knowledge with client teams around how they can implement effective, up-to-date privacy strategies in their work.

Privacy champions are a valuable asset on the ground but it is clear that there are important conversations required across the industry. Working alongside the BBC and AWS, we hosted an online panel discussion that dug into the challenges of data governance in the age of AI. Specifically, the panel explored how organizations establish a scalable AI governance framework that promotes ethical decision-making.

AI governance

AI governance isn't a top-down initiative. It requires collaboration and communication so all team members and stakeholders are aligned on not only the goals but also the risks and issues that need to be acknowledged and then, if necessary, addressed.

Thoughtworks developed a simple card game, called Singularity, as a tool to help organizations encountering these challenges address them in an engaging and interactive way. The premise is simple: cards are prompts that initiate conversations about how a team should go about addressing the challenges of a specific AI governance scenario.
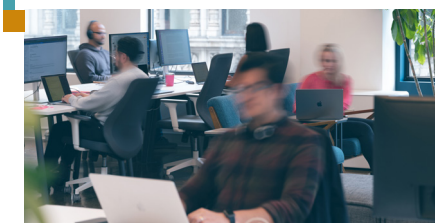
Accessibility and inclusive design

Our accessibility work is baked into transformation or customer experience-focused client engagements; we do this by shifting accessibility left — ensuring accessibility considerations are part of the early process of development and design, not a downstream afterthought.

While working with global solar technology company LONGi, we undertook a comprehensive accessibility upgrade as a standalone project. This included updating the LONGi global website, enhancing keyboard navigation, contrast ratios and integrating semantic tagging. This ensures compatibility with assistive technologies like screen readers. While much of this work is buried in the details, it can have a huge impact, enabling more users to interact with LONGi.

Spotlight: Accessibility and AI

AI-based tech is already making a major difference in assistive tech and accessibility, improving many people's lives, however, it has its limitations and algorithms can still be discriminatory. Developers can maximize AI's advantages and bring advances in accessible tech to market sooner, assuming they have thorough processes in place to avoid potential pitfalls.

Sustainable tech

Thoughtworks is a part of the Green Software Foundation. We have committed to improving the sustainability of the technology industry and this partnership is our primary pathway to delivering on that promise. Our work includes supporting the launch of the Software Carbon Intensity standard (an ISO-approved standard for measuring software emissions), and endorsement of policy and initiatives like the Environmental Impacts of AI Act.

In 2024, the GSF hosted a Global Summit where members, including Thoughtworks, showcased how to use the Impact Framework to make the environmental impacts of software easier to calculate and share.

Thoughtworks received first place in the "Best Educational Content" category at GSF's Carbon Hack 24 for its work evaluating LLM carbon footprints. See Climate Action for further details on sustainable tech.

"Responsible technology has always been critical but it has taken on greater urgency than ever in the age of AI. The landscape is changing rapidly and the opportunities for business are huge, but managing the risks and recognizing the potential negative consequences is crucial: if we want AI to deliver long-term value it must be used with care and with human needs and dignity at the center of our thinking."

— **Rachel Laycock** | CTO, Thoughtworks

Leading with inclusion

Diversity, equity and inclusion are at the heart of Thoughtworks' purpose as a business. To create extraordinary impact in the world, we know we must have a diverse community of technologists, operating in teams and a wider organization where they have equitable opportunities and feel belonging. It is only when belonging is experienced that all voices can be heard and so our full potential to drive impact and innovation can be realized.

These principles are core to how we deliver differentiated value for our clients. Embedding diverse perspectives, accessible experiences, and equitable experiences into our solutions strengthens our ability to address complex challenges and drive meaningful change.

Spotlight: Gender diversity in tech

Gender representation in our industry is a universal issue as far fewer women or gender diverse people (W/GD) enter tech careers, and, compounding this, more leave. Thoughtworks has championed gender diversity for 15 years, because we know that the teams who build technology need to reflect the society they serve.

We track and share our gender diversity overall, as well as within our tech-building community. Our long-standing aim is to be 40% W/GD in tech roles.* In 2024, we dipped under that goal, primarily because our hiring needs shifted to specialized roles. At the end of 2024, our overall W/GD population was 40.6% and our tech community was 37.6%. We continue to work on strategies around the globe to maintain our 40% balance.

*Where legally permissible.

Inclusion for all

Inclusion is not a one-size-fits-all concept. Everyone has intersectional identities, relating to their background, race and ethnicity, religious beliefs, mental health, gender, sexuality and much more. These identities affect who they are, how they are in any given moment and the unique value and perspectives that they offer. Fostering a sense of belonging that embraces all aspects of our identity is essential for individuals — and so teams — to thrive.

In 2024 a cross-functional team set out to strengthen culture and connection. Including:

- Increasing transparency, with monthly global and regional updates on our business performance, client engagements, strategy and policies.

- A structured plan to support more face-to-face opportunities, in all countries, for work and fun.

- Working towards global consistency in our people practices, and increasing communication around core processes.

- Connecting more people to our work in social change, sustainability and inclusion.

- Redoubling our inclusion campaign, providing equitable opportunities for different voices to be heard, and to build cross-cultural awareness.

In order to create an organization and teams where every Thoughtworker can thrive, it's critical that our leaders are equipped with the skills to foster inclusivity. A dedicated program to this effect was created during 2024, which is currently being piloted in LATAM: 'Beyond'. Beyond has been designed with care, equity and our purpose in mind, supporting people from diverse backgrounds and identities to reflect on and consciously plan their development and leadership style.

Spotlight: Aceleradora Inclusiva

In Brazil, only 5% of the population[1], the most privileged, speak English, which is a requirement for most computer science courses and technical careers. This is just one of the structural barriers to inclusion in tech in the country, and in recognition of this issue we have been running accelerators for several years, to create pathways to tech for underprivileged groups.

In 2024, we ran the Aceleradora Inclusiva, a more specialized version of these career access programs, specifically for people with disabilities in Brazil. It includes mentorship, social and psychological support, financial aid, and hands-on experience. In 2024, we celebrated the graduation of our first cohort, supported by partnerships with Globo, PUCRS, Tecnopuc, Colibri, and Faders.

1   https://www.riotimesonline.com/brazil-news/brazil/in-brazil-just-1-of-the-population-speaks-fluent-english

Supporting mental health

Mental health issues can affect anyone, at any time. Remote or hybrid working can create space for mental health issues to deepen, unnoticed, and stigma and stereotyping are still real issues in many parts of the world. So, globally, we take a layered approach to mental health, working at the individual, team, organizational and external support levels.

Self care
• Opportunities to learn and practice self care techniques.
• Regular reminder communications.

Team care
• Helping teams incorporate 'safe space' practices and techniques.
• Encouraging face to face connections.

Organizational care
• People team support.
• Culture of transparency and trust.

Benefits-based support
• Employee assistance packages.
• Encouragement to engage.

The inclusive Thoughtworker journey

In 2024, as part of our disability inclusion program, we launched an initiative to review and improve the entire Thoughtworker journey, starting with neurodiverse perspectives.

Our neurodiverse working group reviewed the Thoughtworker Journey Map, a visual outline of the processes, people, and activities involved in all stages of employment — from attracting candidates and to alumni experiences. Key issues were prioritized by impact, and then socialized with the relevant operations teams. Outcomes to date include: clearer job descriptions, a revised performance review process, and updates to tools. We plan to continue this process to ensure our Thoughtworkers' journey is equitably accessible to all.

Spotlight: STEP

Thoughtworks India runs STEP, an internship and learning initiative that supports students from less privileged backgrounds to begin a career in tech. The program lasts 18 months, combining classroom learning and mentorship with hands-on experience in Thoughtworks teams.

We welcomed our 10th cohort of STEP interns in 2024, and to date 253 participants have graduated STEP — all with a Bachelor of Computer Applications degree and headstart on their career. The program continues to create life-changing opportunities and foster a more inclusive tech industry in India.

"For me, the STEP journey was much more than just an internship. It was a transformative experience that helped me improve my technical skills, expand my problem-solving abilities, and introduced me to inspiring mentors and peers. From creating complex algorithms to collaborating on projects, every challenge helped me to grow, and every success made me love technology even more."

— **Sahaj Sangal** | STEP intern

Structure and strategy

Throughout our previous impact reports we have illustrated that diversity, equity and inclusion are embedded in our business. This is not a program that is run on the side, it's a fundamental part of our culture and the value that we provide for our clients. But what do we mean by embedding DEI?

This journey began around 15 years ago, when Rebecca Parsons, our former CTO, began championing the need for more gender diversity in tech. Under her leadership and dedication, and that of many others, gender diversity at Thoughtworks moved from being a goal to a core part of who we are. Two of the leaders involved in building and maintaining our gender diversity,

our regional Heads of DEI in Europe and India, explain in this article.

Diversity goes way beyond gender, and — as we explored earlier in the chapter — inclusion involves every single individual's intersectional identities.

The aim of inclusion is to help everyone feel able to do their best work — through a sense of safety and belonging. This requires role models, cultural practices, institutionalizing microinclusions and ceremonies that build psychological safety. It requires every function, team and policy to be mindful of individual and collective needs. So this work cannot (and should not) be the

sole responsibility of a separate team, or exist in a silo. Over the past two years, our DEI leadership has worked to ensure the integration and operationalization of DEI into every part of the business.

In addition to the work we do internally, our experts support clients on their journeys to inclusion. Regional DEI leaders have been working closely with clients and client teams to guide their strategies. This work includes facilitating leadership forums and helping to bring alignment on inclusion strategies, ensuring that work is both actionable and impactful.

"Operationalizing diversity, equity, and inclusion is not just about programs or policies; it's about embedding these principles into the fabric of how we work. From hiring processes to decision-making frameworks, every aspect of an organization needs to support the goal of true equity."

— **James Grate**
Global Head of DEI, Sustainability and Social Change

Spotlight: XConf Latin America

Natura, a long term partner we have supported on their DEI strategy, joined Thoughtworks on stage at XConf to talk about how our decisions today shape the future of tech and society. With a focus on plurality and inclusion, the debate addressed current challenges such as algorithmic discrimination and lack of representation. The panel invited participants to reflect on their power and influence in creating a more just technological future.

Thoughtworks Brazil donated the proceeds from XConf LATAM's ticket sales to the Programadores do Amanhã Institute, a partner organization that prepares underrepresented youth, including Black, Indigenous, and mixed-race individuals, for careers in tech.

Award winning inclusion

Some of the most recent recognition for our DEI work:

Thoughtworks Brazil was recognized by the Human Rights Campaign (HRC) in 2024 as one of its Best Places to Work for LGBTQ+Equality, having obtained the maximum score from the HRC Foundation.

Thoughtworks India participated in a study by AVTAR and was recognized as one of only 30 organizations selected as "Best Companies for Women".

Thoughtworks UK was awarded 15th place in Stonewall's Equality Index, with the prestigious Gold Award for ongoing efforts towards bi and trans inclusion.

Partnering for social change

Thoughtworks has always known that tech can be an incredible amplifier of positive social change. We use our skills and expertise to support social organizations to accelerate their impact.

In recent years our social change work has been varied and focused on outcomes with each partner we support. It has included many incredible projects and we're really

proud of the difference our people were able to make. In 2024, our Social Change group implemented a new approach. We adopted the Theory of Change framework, widely used in the not-for-profit sphere. This approach has provided us with a clear long-term vision, helping us work consistently towards common, measurable outcomes.
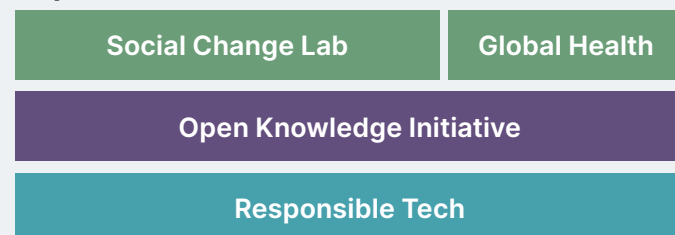
Our Theory of Change identifies key workstreams to help us progress toward this vision: Global health, Social Change Labs, and an Open Knowledge Initiative as well as continuing to build on Responsible Tech.

As we look back on 2024, many of our partnerships naturally fall into these workstreams and so we have organized them in this way.

Other projects helping organizations achieve transformative social impact include our work with Bookdance, a non-profit supporting low income families in Thailand, and a newly-formed alliance with InTouch, a multicultural center that supports women experiencing domestic violence.

Theory of Change

Impact streams

Social Change Lab	Global Health
Open Knowledge Initiative	
Responsible Tech	

Long-term impact

Tech is being built more to solve problems defined by marginalized people

General public cares about ethical aspects of tech

Tech legislation and public policies shaped with historically excluded voices

Tech companies publicly accountable for the social impact of tech
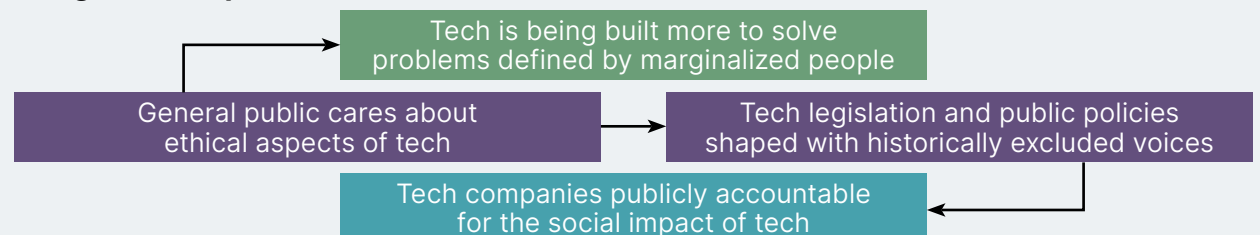
Social change lab

The Social Change Lab is how we work with social organizations that are leveraging tech to benefit marginalized communities and champion digital public goods. Amplifying the impact of our partners by providing tech, strategy, design and AI input, the lab supports systemic change that seeks to build a more equitable future.

One 2024 Lab project our team in Europe was particularly passionate about is Stop the Traffik.

Thoughtworks enhanced the Traffik Analysis Hub — a tool which uses data visualisation to help combat human trafficking. By improving usability we helped over 200 organizations work more effectively in this space. Through initiatives like this, the Social Change Lab aims to leverage tech for common good, creating sustainable, far-reaching solutions that our partners can manage themselves at minimal or no cost.

Spotlight: TreeO2

TreeO2 is a program that supports sustainable tree planting in Timor Lieste. We continued working with the xpand Foundation in 2024 to enhance the TreeO2 tech platform, which manages and monitors carbon capture as the trees grow. We collaborated to design an advanced analytics system that streamlines auditing processes, supports faster payments for farmers, and enables future funding projections. The results are remarkable: the analytics system has enabled a 75% reduction in time to prepare for audits, paving the way for TreeO2 to scale their operations.

Spotlight: SWOT

The Safe Water Optimization Tool (SWOT) is transforming water safety for displaced populations. Already in use across more than a dozen countries, the SWOT has improved access to safe drinking water for 700,000 vulnerable people, significantly reducing the risk of waterborne diseases. SWOT uses machine learning to optimize chlorination in emergency settings like refugee camps, uniquely taking into account the critical last mile between water distribution and consumption in homes.

We have been supporting the team behind SWOT — a collaboration between the Dahdaleh Institute for Global Health Research at York University and Médecins Sans Frontières — with strategy and experience design consulting.

Global health

Technology has enabled vast improvements for patient care and outcomes in recent years. Our focus is open source healthcare tools, like Bahmni, and partnerships which help deliver more global healthcare equity through tech.

Bahmni is an open source hospital information management and e-medical records system that Thoughtworks created and has nurtured since 2012. Designed for low resource settings, it is used to improve data management and access, and by extension, standards of care.

Over the years, we have supported many Bahmni integrations and collaborations. During 2024 we partnered with CURE international, a network of children's hospitals

in Africa, to develop an in-patient module for Bahmni. By adapting Bahmni to support their specific needs, we strengthened Bahmni for its whole community.

Also during 2024 we returned to Bahmni's roots, the Jan Swasthya Sahyog (JSS) hospital in rural Chhattisgarh, where we supported a major upgrade to their legacy version of Bahmni. This update allowed them to integrate with the Ayushman Bharat Digital Mission (ABDM) — the digital backbone of India's healthcare system — crucial for their daily operations and health record sharing. These critical updates (improving performance, security and support) can also now be utilised by other members of the Bahmni ecosystem needing to move onto newer, supported versions.
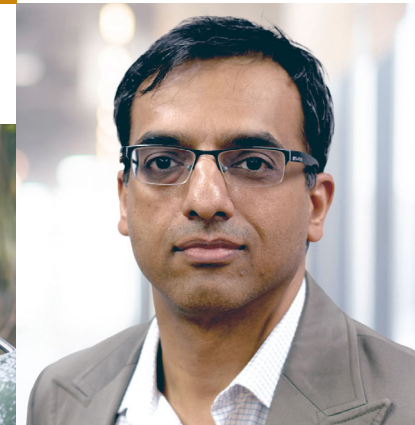
Spotlight: Narada foundation

Thoughtworks consultants in China have been partnering with the Narada Foundation for several years. In 2024, Narada connected us with a group of non-profit organizations (NPOs) that work in elderly care, disability support and low-income communities. With each NPO, we provided strategy guidance, analyzing their issues and challenges and helping them explore potential breakthrough paths for their products and services, with a business sustainability lens.

"Where you live should not determine your chances of survival. Yet, in many parts of the world, it still can. Tech is now a critical part of the global health landscape, and it can truly help underserved communities to thrive. Our long-term investment in this space reflects our determination to leverage the latest tech to help medical teams working in difficult conditions."

— **Sudhir Tiwari**
Global Head of the
Digital Engineering Center

Spotlight: Public health

Antimicrobial resistance (AMR) is a major threat to public health most commonly attributed to the misguided use of antibiotics. AMR already claims over 700,000 lives a year. This number is set to skyrocket, because every time a lab lacks accurate diagnostic technology and resorts to stronger antibiotics, it fuels resistance globally. Thoughtworks joined forces with a global humanitarian organization and their partner network to tackle this situation. Together we created an Android-based AI app that enables non-expert lab technicians to run antimicrobial susceptibility tests (ASTs) using a smartphone. By guiding specific and effective antibiotic use, it helps tackle the root cause of AMR.

The app's test quality, low cost and ease of use marks a giant leap forward in accessible health tech and combating antimicrobial resistance.

Spotlight: Collective Good

A collaboration between Thoughtworks and the University of North Carolina (UNC) led to the development of 'CollectiveGoodMD', an AI-powered app designed to support doctors with accurate clinical decision-making. By integrating patient data with diagnostic insights, the app boosts confidence and outcomes for healthcare providers in remote areas. CollectiveGoodMD is transforming rural healthcare in China, using AI to improve uneven access and limited resources; it already connects 200+ doctors.

Further work in global health in 2024:

- We completed our work on Blopup, an app which tracks the health of homeless people in Barcelona, helping reduce the negative health effects of high blood pressure in this vulnerable population. Blopup won a DVK Impacta 'top five social project' award in 2024, which granted the team funding to continue evolving the project.

- Our dedicated Bahmni team completed a major update, releasing Bahmni version 1.0 — dockerized, cloud-ready and with a pre-configured medical dictionary.

- Work completed on the SNOMED/Bahmni integration — SNOMED CT is a clinical terminology dictionary that is now integrated with Bahmni, making standardized clinical terminology available to its users and helping them move up the digital health maturity model.

- We collaborated on a conversational UI feature for Bahmni, called Medispeak. The tool showcases the possibilities of AI usage in a clinical setting by converting voice to structured data in the system. Its aim is to speed up the data entry process for doctors, improving accessibility and efficiency for healthcare providers using Bahmni.

- We also supported the implementation of Bahmni lite for a group of mobile health clinics in Indonesia.

- Teams in APAC continued work with the University of Sydney on their Step-Up program for ageing research.

- Our long term partnership with Stanford University, on the Rural Education Action Program, completed, translated and open sourced the "Healthy Future" app, which supports maternal and infant health. Healthy Future was also rolled out in Kenya, and other global organizations are now invited to utilize it.

Open Knowledge Initiative

The Open Knowledge Initiative is our commitment to a more inclusive and ethical digital future. The work we're doing here tackles digital inequity by creating pathways for historically excluded communities to play a central role in shaping technology. By fostering ethical considerations in tech and promoting education and collaboration, the initiative seeks to ensure that digital transformation benefits everyone.

Core to this initiative is our dedication to expanding access to technology careers for underrepresented and marginalized groups. For years, Thoughtworks has run programs like STEP in India and Inclua in Brazil, creating opportunities for underrepresented groups to break into the tech industry. These programs cultivate diverse talent but also build a generation of technologists deeply rooted in principles of responsible and equitable tech.

Spotlight: Yavirac

Yavirac, an educational institution in Ecuador, offers tech training to underprivileged youth. The seven-week program gives students the opportunity to apply classroom learning to real world situations under the guidance of our team. Thoughtworks provides mentorship, workspace, equipment, meals and stipends to support students financially through the course. Our team has the opportunity to cultivate leadership, mentorship and coaching abilities, as well as having a positive impact in their community.

Outcome and impact focused

The Responsible Tech workstream of our Theory of Change provides a set of guiding principles, ensuring all of our work — with commercial clients and social change partners — is ethical, sustainable, accessible and anchored in purpose. Our definition of responsible tech and details of the progress made in this area can be found in Advocating for responsible tech.

By concentrating our efforts in these three workstreams, and specifically on global health, we believe we can optimize our impact and leverage tech where it's desperately needed: in low resource settings and in support of marginalized populations. We're excited to begin tracking towards the vision and goals set out in our Theory of Change in the coming years.

Committing to climate action

The tech industry is one of the fastest growing areas of global emissions, and the explosion of AI is accelerating that trend. Climate action has to be a priority and a responsibility for our entire industry. Thoughtworks' commitment is to reduce our own carbon footprint, support clients on their sustainability journeys and influence systemic change within the software industry.

Our efforts are focused in two interconnected areas:

• Corporate sustainability — working to reduce Thoughtworks' emissions in accordance with the Science-Based Targets initiative (SBTi).

• Industry impact — working with partners to help our clients and the broader technology ecosystem to reduce the carbon footprint of software development.

Corporate sustainability

The operationalization of our sustainability objectives was our primary focus in 2024, led by the newly established Sustainability Council and its working groups. These groups are focused in three areas, related to our highest areas of emissions, to achieve our SBTi-aligned climate goals: optimizing office space, travel and IT procurement.

Optimizing office space

Our workplace experience team conducted a detailed review of Thoughtworks' property usage both in terms of footfall and the type of activities happening at each space. Following the review, several underutilized spaces were closed, others were reduced in scale and, where possible, we transitioned to more space and energy-efficient venues.

The office procurement process was revised with sustainability considerations including mapping commutes and using a scorecard approach for grading buildings based on industry energy benchmarks and ratings. As new office spaces are identified, sustainability criteria are applied. Custom buildouts take us to the next level by ensuring all remodeling reinforces the sustainability of the existing structure.

The final piece of this puzzle is the implementation of a platform to provide flexible meeting and working space for all Thoughtworkers. This provision, recently launched, is aimed at optimizing travel decisions and ensuring everyone has a sustainable route to meeting face to face.

Piloting fair travel

Launching in 2024, the Fair Travel Program promotes mindful travel by balancing client needs with sustainable practices. In partnership with cBalance, the pilot program in India introduced tools to display emissions data for flight choices and hosted workshops for frequent travelers to generate ambassadors for sustainable travel. The initiative focuses on building awareness and changing behavior.

As we gain greater insight into decision-making, we will refine our travel policies to further decrease emissions.

Extending laptop lifecycles

Laptop emissions fall under scope 3 and accounted for 3% of Thoughtworks' total carbon footprint. To address this, we revised our laptop renewal policy in early 2024. By leveraging advancements in hardware efficiency & durability (such as Apple processors) and taking advantage of extended warranties, we are extending the life of laptops. The policy is expected to result in an average reduction of carbon emissions about 25% per laptop annually.

Reducing our industry's impact

As part of the Green Software Foundation, we are focused on reducing the carbon footprint of software systematically, by making sustainability a core priority for software teams and contributing to policy initiatives. In addition, we developed Cloud Carbon Footprint (CCF), an open source tool which helps organizations track, monitor and improve the carbon footprint associated with their cloud computing.

Our policy and partnership efforts in 2024 included:

- **GSF Global Summit**. Led discussions on the "Impact Framework," enabling organizations to measure environmental software impacts.

- **Policy Leadership**. Championed critical regulations, such as the Environmental Impacts of AI Act, to reduce energy consumption in AI-driven technologies.

- **Software Carbon Intensity** (SCI). Supported development of the SCI standard, which is now ISO-approved.

Open-source contributions

Cloud Carbon Footprint delivers actionable data for IT infrastructure emissions. Listed as one of GitHub's top 10 tools to have social impact, its impact is far-reaching and we are excited about the potential to extend its value with AI.

Market analysts have recognized the value of CCF as an important component of green software engineering:

> **"Green software engineering can also help organizations control costs by reducing the use of computing resources. New tools enable organizations to measure their cloud carbon footprint at a granular level."**
>
> "Essential Skills for Cloud-Native Application Architects," Gartner®, Jan 2025

Connecting climate action to business strategy

Thoughtworks has been partnering with a leading SaaS provider that supports organizations with their integrated reporting needs, guiding them in developing a new Data Platform strategy. Through a blend of advisory and product expertise, we are helping shape a platform that enables organizations to connect their ESG and financial strategies. This alignment helps them focus on big-picture goals like sustainable growth and long-term value creation, ensuring that ESG is not just a compliance requirement but a fundamental part of their business strategy.

Spotlight: Aiven

Thoughtworks and Aiven partnered to manage and reduce cloud carbon emissions. The lack of reliable, actionable data on energy usage makes it difficult for organizations to align sustainability goals with their operations. Together, we leveraged CCF to identify inefficiencies, optimize infrastructure and drive Aiven's decarbonization efforts; minimizing environmental impact and improving operational efficiency.

Clients and community: working at all levels

The future of our planet can only be assured with a comprehensive energy transition plan and the engagement of communities, corporations and governments. We are proud to support clients working in energy transition.
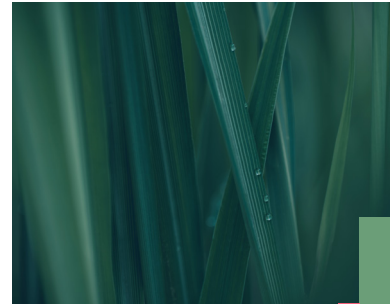
Spotlight: Bosch

Bosch developed a solid oxide fuel cell (SOFC) system, providing high-efficiency, low-emission electrical power and heat. The system includes a digital twin for visualization and monitoring, powered by extensive data integration. We collaborated to build a flexible, cloud-native infrastructure, including an Analytics Data Platform, to collect and analyze data from SOFCs.

The Thoughtworks team created a comprehensive delivery model for Bosch's SOFC data platform and created an MVP in just four months. The SOFC data platform now empowers Bosch's engineering, manufacturing, and data scientist teams to optimize systems and processes on their path to industrialization and beyond.

Spotlight: First Light Fusion

First Light Fusion is a pioneering inertial fusion company, with a single-minded goal: to develop a commercially viable path to fusion energy. Fusion energy, the power of the sun, is a promising alternative as it produces no greenhouse gases and utilizes abundant fuel sources like hydrogen and lithium, making it a key player in energy transition.

Our partnership is dedicated to promoting the adoption of Agile practices and fostering organizational growth. Once we established momentum for change in several key business areas, we conducted a comprehensive assessment of First Light's engineering practices — beyond software — which yielded a prioritized list of areas for improvement along with recommendations for future practices and behaviors. This change strategy has now been underway for over a year.

Community-led sustainability

Grassroots sustainability action complements our corporate strategy, for example:

- **The Week**
  An employee-driven program, focusing on individual and team-level sustainability responsibility. The program guides participants through an emotional learning journey to confront the climate crisis and take actionable steps.

- **eWaste programs**
  With dedicated collection points and awareness drives, we made significant progress toward e-waste reduction targets. One of our Workplace experience leads set up an initiative in Germany to encourage TWers to recycle electronic waste.

- **Carbon hacks**
  At the Green Software Foundation's annual Hackathon, our team received the "Best Educational Content" award for analyzing large language model (LLM) carbon footprints. Another Thoughtworks project, GCP Importer, was nominated for "Best Plugin for Enhancing the Impact."

"This year reaffirmed that the climate challenge has to be tackled collectively. We recognize the role we play as a leader and steward of sustainable technology practices and the need to balance short and long term impacts with thoughtful strategies to drive down our emissions."

— **Lisa McNally**
Global Head of Sustainability

Stewarding good governance and ethics

Spotlight: AI governance and ethics

We have established guidelines on the responsible use of AI, supported by an interactive set of guardrails for our tech teams. These guardrails provide the core legal, data protection and information security assurance expectations when using Generative AI at Thoughtworks.

When we utilize AI, in our organization and with our clients, we ensure responsibility for its governance, design, evolution and performance. We place people at the center of all AI processes, ensuring that outcomes reflect fairness, honesty and respect for individual rights.

We uphold ethical AI by using data responsibly, protecting privacy, and minimizing bias in our models. Our systems are transparent, auditable and explainable, and they align with our ethical standards, legal obligations and industry best practices.

Thoughtworks' culture is core to how we do business and achieve our purpose — to create extraordinary impact in the world. It is built on integrity, respect, responsibility and transparency: values that are embedded in our Code of Conduct.

The Code of Conduct is supported by global and local policies, and reinforced through annual training for all employees. We maintain an independent Integrity Helpline and internal reporting channels. Our global Speak Up Policy empowers employees to report misconduct and ensures complaints are handled objectively, with protection from retaliation.

We respect and support the rights and freedoms **every** person is entitled to have and do not use or condone any form of modern slavery, forced or child labor, or human trafficking. We have committed to the United Nations Global Compact, and outline these commitments in our Code of Conduct.

Thoughtworks supports fair labor practices and is dedicated to providing a workplace environment that is safe, healthy, secure, and free of discrimination and harassment. We comply with the International Labor Organization (ILO) standards and local labor laws, enable freedom of association, and facilitate privacy and data protection rights of all individuals.

We expect the same from all we work with, including suppliers.

All suppliers are required to confirm acceptance of key policies — including our Code of Conduct, Anti-Bribery and Corruption Policy, and Sustainable Procurement Policy — through our procurement platform. We conduct enhanced due diligence on higher-risk suppliers via a cross-functional vendor review process, involving teams such as Procurement, InfoSec, Legal, and Data Protection. We also integrate supplier diversity into our review and onboarding processes, tracking diversity data and sharing insights with key decision-makers to support more inclusive sourcing.

Integrated governance

Compliance and risk management are integrated into our corporate strategy and embedded into day-to-day business operations.

Our Board of Directors and cross-functional management teams oversee ESG-related matters, such as strategy, disclosure and business goals.

Spotlight: Risk management

To manage and mitigate risk across our global business and safeguard our people, clients and operations, Thoughtworks:

- Integrates compliance and risk management into corporate strategy and day-to-day business operations through our Enterprise Risk Management (ERM) program, risk assessment process and subsequent implementation of risk mitigation action plans.

- Prioritizes risk areas using a standard risk scale, for equivalent evaluation and escalation across all operations.

- Conducts routine risk assessments, and updates our risk management strategies as needed.

- Regularly reports identified risks and mitigation strategies to the highest executive level, as well as to the Board.

- Delivers training courses to all Thoughtworkers, as well as targeted training to leadership, specific regions and functions.

- Reinforces the risk management program through ERM on-demand education.

- Maintains clear internal processes for the reporting and escalation of risk events to minimize negative impacts and prevent recurrence, considering the risks exposure over the short, intermediate and long term.

- Maintains channels for reporting concerns, including an independent Integrity Helpline that may be used anonymously.

In 2024, we took the following actions:

- 17 offices are ISO 27001 certified and in 2025 we are working towards global ISO 27001 coverage.

- We have strengthened our offensive security maturity through automated threat detection, underpinned by crown jewels-focused offensive threat modeling.

- We have expanded our cyber intelligence program with digital threat monitoring, actionable threat profiles, and regular Thoughtworks Cyber Threat Report to relevant stakeholders.

- To operationalize these insights, we integrated with a SIEM and SOAR platform to accelerate detection and response workflows.

- We've bolstered our training and awareness modules, as well as phishing simulations, as part of our commitment to improve security in a threat environment that is accelerated by widespread availability of generative AI and deepfakes. Our new hire orientation training was remodeled to increase awareness of potential threats.

- We aligned our practices to ISO42001, establishing a comprehensive AI governance and compliance framework including policy, risk assessments, world-class training for our Data Protection team (IAPP's AIGP program) and compliance with the EU AI act.

- We have integrated AI Compliance into our annual account health checks.

- We closed the year with 46 fully trained Privacy Champions, who are positioned on client engagements where we are processing personal data.

- We renewed bespoke integrated Data Protection and Information Security training for all Thoughtworkers including AI Compliance.

- We continued global coverage with our professional services risk assessment on data protection, with a greater uptake and responsiveness from internal stakeholders.

We won the Foundry CSO50 award for security initiatives driving business value, for the second consecutive year.

Spotlight: Security and data protection

Security and maintaining safe and responsible digital operations, including data protection, are major focus areas across Thoughtworks' governance efforts. A robust cyber security program uses a next-gen antivirus platform, active monitoring and threat intelligence tools to defend our accounts and laptops, while our cutting-edge vulnerability management tools and techniques help secure all the services and applications that power Thoughtworks.

ESG methodology and focus areas

We believe that endeavors of sustainability, social change and responsible stewardship always provide value to our partners, clients and communities. We view ESG as a tool to help us assess our commitments, progress and accountability. Our ESG program is steered by our ESG Executive Council and overseen by Thoughtworks' Board of Directors.

We continue to report on the following global frameworks:

SCIENCE BASED TARGETS — DRIVING AMBITIOUS CORPORATE CLIMATE ACTION	CDP	ecovadis — Business Sustainability Ratings	United Nations Global Compact	Valuable 500
Science Based Targets initiative (SBTi)	**Carbon Disclosure Project (CDP)**	**EcoVadis Business Sustainability Ratings**	**United Nations Global Compact (UNGC)**	**Valuable 500**
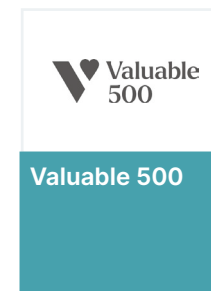
Climate and sustainability regulations – looking ahead

Thoughtworks is actively monitoring emerging climate and sustainability regulations, such as the International Sustainability Standards Board (ISSB), and the Corporate Sustainability Reporting Directive (CSRD) in the European Union. We are preparing to report under California's Climate Corporate Data Accountability Act (CCDAA) and are assessing other pending regulations in the jurisdictions where we operate to inform our approach to compliance.

Attracting, growing and retaining our people

Following a difficult year across the industry, 2024 was all about reinforcing our foundations. We dedicated time to reconnecting and to our culture, which is at the center of our purpose, the value we deliver and our uniqueness.

We updated and relaunched our employer brand, which celebrates both community and industry impact, with: "Together, let's be extraordinary." Joyfully, this reinforces our commitment to community, innovation and creating a workplace where every individual is empowered to thrive.

During 2024, the Thoughtworker experience worldwide was improved through global consistency in our people processes, a redefined career framework and deepened connection to our purpose. Our return to private ownership allowed us to re-establish some aspects of the transparency and openness that have always been core to our identity.

The Talent organization achieved a huge amount, and has even greater plans for 2025 — improving experiences and nurturing Thoughtworkers past, present and future.

Spotlight: Employer brand

"Together, let's be extraordinary," captures the essence of what it means to work at Thoughtworks — a dynamic community united by purpose, expertise and innovation.

This evolution of our employer brand was driven by research conducted in early 2024, involving Thoughtworkers globally and over 2,000 external participants. We uncovered valuable insights about the employment experience, strengths and opportunities for growth. We're taking this work forward with storytelling that puts a spotlight on the teams behind our client engagements, and using the learning to inform our talent strategy.

Evolving our approach

In 2024, Thoughtworks sharpened our focus on attracting and developing specialized talent, to support our clients' evolving needs. As part of this shift, we crafted additional specialized training to grow our people into these roles and support future client requirements.

We prioritized uniting our people both within and across regions, and are looking ahead to connecting in a more structured way with former Thoughtworkers as well, collaborating and learning from each other. In the last two years we launched alumni programs in North America and India. Given the importance of this community and our "once a Thoughtworker, always a Thoughtworker" mindset, Thoughtworks has invested in our first official alumni platform which will launch later in 2025 in a phased roll out.

2025 Thoughtworker experience priorities

Talent and culture

| Reaffirm our WHY |
| Re-establish security, stability and trust |
| Refresh our social impact strategy |
| Celebrate who we are |
| Meaningful connections |
| Growth and leadership |
| Reward and recognition |

Our purpose

Spotlight: Thoughtworker experience

Over the past year, we recognized the need to reconnect with our purpose, our people and our principles. Against a backdrop of constant change, we believe it's essential to anchor to our "Why" and deepen our collective sense of purpose.

This prompted us to begin a transformative journey across the whole People organization — one focused on security, stability and trust, keeping Thoughtworkers informed and engaged:

- Refreshing and underlining our Social Impact strategy and commitment.

- Making space to celebrate who we are — amplifying the voices and achievements of our global community.

- Investing in communities coming together both in-person and virtually.

- Supporting long-term growth by revitalizing our approach to career development and leadership, and launching a clearer framework for learning, role mobility and progression.

- Laying the foundation for greater transparency in rewards and recognition, including a global awards program to celebrate excellence.

This is just the beginning — the work we've started continues in 2025.

Employee engagement

Listening to and acting on employee feedback is fundamental to cultivating a thriving community. Our "Voice of the Thoughtworker" program integrates insights from various channels, including Glassdoor, Great Place to Work® (GPTW) and our annual DEI & Engagement survey, to provide a comprehensive understanding of our employee experience.

This integrated approach highlighted key engagement drivers needing attention and helped shape the transformation program outlined above. Specifically, it called out a need to increase transparency following our transition back to private ownership, which lifted restrictions on what information can be shared with our people and when.

In response to this feedback, we implemented several key initiatives in 2024:

Enhanced communication and transparency: We introduced monthly global and regional town halls, hosted by executive leaders, to foster dialogue and provide candid transparency through Q&A sessions. Additionally, we launched a company-wide chat space to facilitate connection and information access across all time zones.

Focus on growth and rewards: We improved career development paths (launching a new career framework, reviewing our growth philosophy, and refining promotion and performance management processes) and enhanced the understanding and transparency of our total reward processes.

Strengthening community and recognition: We initiated monthly in-person office activities to engage our internal community and planned a new peer-to-peer recognition program to foster employee appreciation.

These proactive measures have yielded positive results, as reflected in our updated "Voice of the Thoughtworker" data:

Improved DEI & Engagement scores: Our latest DEI & Engagement survey showed significant improvements in key areas: Overall Engagement (7.5, a 7% increase), Diversity and Inclusion (8.3, a 1% increase), Health and Wellbeing (7.7, a 4% increase), Freedom of Opinions (7.9) and Social Well-being (8.6).

Positive trend on Glassdoor: Our Q4 2024 overall rating on Glassdoor climbed to 3.89, with upward trends in ratings for Career Opportunities (3.66), Culture and Values (4.02), and Diversity, Equity and Inclusion (DEI) (4.33). Our CEO rating also saw a significant lift to 80%.

Great Place to Work® recognition: We were recognized as a Great Place to Work® in 13 countries, achieving a Global Trust Index Score of 74% across certified locations.

Across all "Voice of the Thoughtworker" platforms, our leaders are committed to sharing country-specific survey results and outlining corresponding action plans. This ensures that employees see a direct link between their feedback and the resulting changes. Dedication to actively listening, integrating feedback and implementing meaningful actions is central to our commitment to nurturing a workplace where every individual feels heard, valued and empowered.

Spotlight: XConf

XConf brings together our commitments to sharing what we learn for the benefit of the wider industry, developing thought leaders and fostering inclusivity in technology. We showcase both experienced speakers and new voices, with structured feedback for Thoughtworkers evolving their material — or presentation style — in supportive environments. We aim for the XConf series to be representative of our 40% commitment to gender diversity in tech,* which several events surpassed, with Europe's speaker representation at 50% and APAC at 70% Women or Gender Diverse people.

*Where legally permissible.

Through XConf, we aim to inspire progress and inclusivity in tech; fostering collaboration across our tech communities and providing diverse role models for technologists across regions.

You can watch all of the 2024 XConf sessions here:

Europe

India

LATAM (Portuguese)

LATAM (Spanish)

Singapore

Vietnam

Thoughtworker growth

Uniquely, our performance process is organized around the lenses of the Thoughtworks Why— every Thoughtworker sets their expectations in the context of our purpose and the lenses we use to direct us there. As we evolve these core processes, we also deepen connection with our purpose.

Growth at Thoughtworks is shaped by reflection, learning and alignment with business needs— whether it takes the form of new skills, new roles or expanded responsibilities. Our new career framework and grade structure was rolled out in 2024, creating clearer pathways for growth — especially at more senior levels — and enhancing transparency across the board.

We have always valued cultural exchange and employed international transfers and assignments as a means to build knowledge, seed our culture in new offices and support growth. During 2024, we reimagined Global Mobility as a means for offices to 'borrow' specific skills and experience. The new model, again, brings increased consistency and transparency, particularly in the application process.

Learning and development highlights

In 2024, Thoughtworks Academies delivered impactful learning experiences to over 4,000 Thoughtworkers globally. The design and delivery of our in-

house programs are supported by over 180 internal trainers and subject matter experts. Innovative programs—both in-person and virtual—span technical, consulting and leadership domains.

Tech and Craft Academy

- In 2024, our upskilling focus was on data and infrastructure capabilities. We trained over 3,175 unique learners.

- 2,420 Thoughtworkers completed our AI for Software Delivery courses.

- 292 Thoughtworkers progressed to meet the requirements of a specialist Data or Infrastructure role.

- In support of our partnership strategy, Thoughtworkers completed 685 cloud certifications and 151 data certifications.

Consulting Academy

- For competencies in Consulting, Leadership and Industries, we supported over 1,008 unique learners.

Thoughtworks University

- Thoughtworks University (TWU) is our global training program for entry-level consultants. First implemented in 2005, with 4240 participants graduating to date, the course has run remotely since 2020, as a full one year experience combining intense training and supported client project work.

- In 2024, we reimagined TWU with its cultural 'seeding' value firmly in mind and planned a return to the in-person model.

- The 'new' TWU cohorts meet for four weeks face-to-face to kick off their Thoughtworks and learning journey. This is followed up with monthly advanced training days and self-guided learning, alongside delivering client work as part of experienced teams.

- Our graduates and career changers also follow a certifications pathway to address evolving requirements and build deeper expertise in targeted skills from AI-assisted software delivery to distributed systems and data infrastructure.
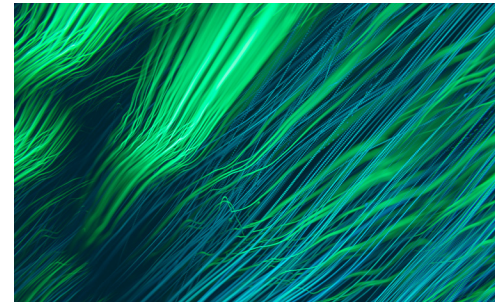
> "Significant changes across our global talent processes have laid the groundwork for more consistent, transparent and equitable experiences. All of these changes were carefully designed, as part of a wider transformation program, to center belonging, reinforce our culture and connect every employee to our purpose."
>
> **— Joanna Parke**
> Chief Talent Officer

Appendices

This report covers Thoughtworks' data for the fiscal year ended December 31, 2024, unless otherwise noted. Thoughtworks has committed to several frameworks and standards, including the Science Based Targets initiative (SBTi), Carbon Disclosure Project (CDP) and UN Global Compact (UNGC). You can access our disclosures on their respective websites.

We have also committed to Valuable 500, and you can find our statement aligned with that commitment here, as well as our alignment to the Sustainable Development Goals. Our disclosures on environmental, social, and governance matters have been guided by the frameworks and standards above, and by our ESG materiality assessment, which defines the most relevant topics in these areas to our stakeholders and business.

Appendix one: Greenhouse Gas summary

	Base year Jan 1 - Dec 31 2019	Reporting year 1 Jan 1 - Dec 31 2020	Reporting year 2 Jan 1 - Dec 31 2021	Reporting year 3 Jan 1 - Dec 31 2022	Reporting year 4 Jan 1 - Dec 31 2023	Reporting year 5 Jan 1 - Dec 31 2024
Scope 1 **Emissions (metric tons CO2e)**	957	656	258	476	1,219	1,172
Scope 2 **Emissions - Location Based** **(metric tons CO2e)**	2,011	1,609	2,182	2,500	2,633	2,228
Scope 2 **Emissions - Market Based** **(metric tons CO2e)**	1,976	1542	2,078	2,352	2,226	1,995
Scope 3 (metric tons CO2e) **(derived from financial data)**						
1 **Purchased** **goods and services**	11,048	6,303	8,583	9,007	7,291	7,744
2 **Capital goods**	2,029	1,364	1,766	1,552	4,564	2,576
3 **Fuel and energy** **related activities**	551	303	330	391	540	540
5 **Waste generated** **in operations**	20	2	3	15	71	74
6 **Business travel**	27,774	7,508	3,752	6,949	10,377	10,825
7 **Employee commuting**	2,722	1,400	3250	4,157	1,247	927

Appendix two: Valuable 500

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

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

In 2024, we became an ICONIC member of the Valuable 500 and we are looking forward to working closely with the rest of the ICONIC members in the coming years.

Progress towards our stated commitment:

- Full time global program manager for Disability Inclusion.

- Disability Inclusion communities established, and supported by a global steering group, in most of our countries.

- Reasonable accommodations policies in place in five countries, with plans to develop for all countries.

- Inclusive Thoughtworker journey program initiated. This program entails reviewing and improving the entire employee experience in terms of processes, tools and interactions. Completed in 2024 for the Neurodiverse community.

Supporting content:

- Inclusive hiring playbook supports all talent acquisition teams and interviewers.

- Accessibility handbook, a guide for software practitioners.

- Neurodiversity guidelines and cheatsheets to help Thoughtworkers understand, work effectively with and be better allies to neurodiverse people.

- Guidelines for inclusive remote meetings and communications.

Learning and development

- Thoughtworks University, our entry-level program for grads and career changers, was upgraded in 2023 to be completely accessible.

- Accessibility training, thought leadership and best practices library created and available on our internal learning platform.

- Aceleradora Inclusiva program in Brazil — a specific pathway to tech program for people with disabilities.

Tools and partners

- A11yOps continues to monitor the accessibility of our most-used internal applications, and as a result, in 2024, switched our expenses tool to provide a more accessible service for Thoughtworkers.

- Our vendor review process considers accessibility and for the most used tools we build in-house, we apply accessibility standards and monitor accessibility scores.

- We continue to engage with some of our vendors to understand their roadmap and share accessibility needs.

- Added a criteria for third party tools that they must be accessible, or there is a roadmap to make them accessible.

- Continue to use NEO Polaris, a tool developed in-house, to evaluate applications used internally.

Appendix three: The UN Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOALS

Our work, values and principles contribute to many of the UN's Sustainable Development Goals (SDGs). We have significant focus, and believe we can make the greatest impact, across six of the 17 areas.

Our Stories hub, Social Change, Sustainability and DEI pages provide further examples and information.

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

13 CLIMATE ACTION

We are a global technology consultancy that delivers extraordinary impact by blending design, engineering and AI expertise.

For over 30 years, our culture of innovation and technological excellence has helped clients strengthen their enterprise systems, scale with agility and create seamless digital experiences.

We're dedicated to solving our clients' most critical challenges, combining AI and human ingenuity to turn their ambitious ideas into reality.

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