

The background features a dynamic, abstract composition of glowing green and yellow light trails that sweep across the frame. In the lower-left quadrant, a cluster of translucent, glowing cubes is arranged in a roughly rectangular shape, with some cubes appearing to float or be in motion. The overall aesthetic is futuristic and digital.

/thoughtworks

Design. Engineering. AI.

Our purpose in action

Global impact report 2025

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This report includes forward-looking statements regarding the future strategies, goals, and initiatives of Thoughtworks. These statements may include, but are not limited to, expectations around our environmental, social, and governance (ESG) efforts, diversity and inclusion programs, data privacy practices, and talent-related initiatives. These statements are based on current assumptions and projections, and are subject to a variety of risks and uncertainties, including evolving client needs, changes in technology, regulatory developments, market conditions, and other factors beyond our control. Actual outcomes may differ materially from those expressed or implied in these forward-looking statements. Thoughtworks disclaims any obligation to update or revise any forward-looking statements in this report, whether as a result of new information, future events, or otherwise, except as required by applicable law.

CEO's introduction

For more than three decades, Thoughtworks has stood at the intersection of technology and the world it shapes. We have long believed that technology, applied with judgment and integrity, can improve how the world works. The challenge for our industry today isn't whether technology can drive impact, it's ensuring it does so responsibly and equitably.

The rapid evolution of the AI landscape means we're operating in a moment where capability is accelerating faster than comprehension. Systems can generate, decide and optimize at unprecedented speed. So we need to ask the right questions, to understand consequences beyond immediate outputs, and to act with accountability in complex, human systems.

This is where our role becomes clear. To operate not just as builders of technology, but as stewards of

its application. That stewardship is grounded in optimism: we've taken a deliberate choice to invest in people, in systems and in ideas that can move the needle.

We see that in Vapasi, our return-to-work program for women technologists in India, which has unlocked talent that the industry too often overlooks.

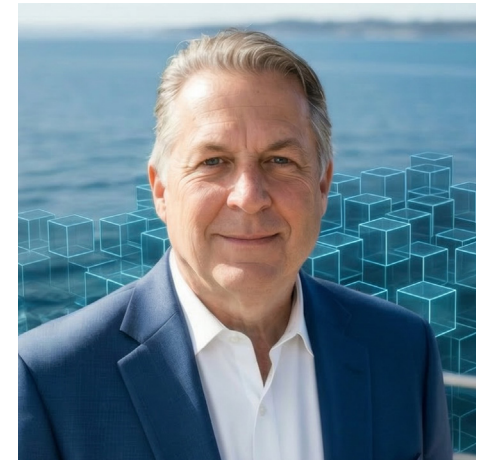
We've seen that for years in our dedication to a diverse workforce, which we are doubling down on in 2026. We are determined to re-establish and maintain 40% gender diversity in tech roles, we are also committed to achieving 40% leadership diversity.

We see it in Thoughtworks University, where cultural immersion and technical excellence combine to create a global community that is not only skilled, but deeply connected to our purpose.

And we see it in our partnerships. In our work implementing Bahmni with the International Organization for Migration. In projects like AntibioGo, where we are helping combat antimicrobial resistance in resource constrained environments.

We are concentrating where our capabilities, our perspective and our partnerships can create disproportionate value.

We will continue to work at the intersection of technology and society, because that is where the most impactful problems exist. We'll continue to invest in people, because they remain the differentiator in an AI-augmented world. And we'll continue to hold ourselves to a standard where the technology we help build leaves the world meaningfully better than we found it.



Mike Sutcliff

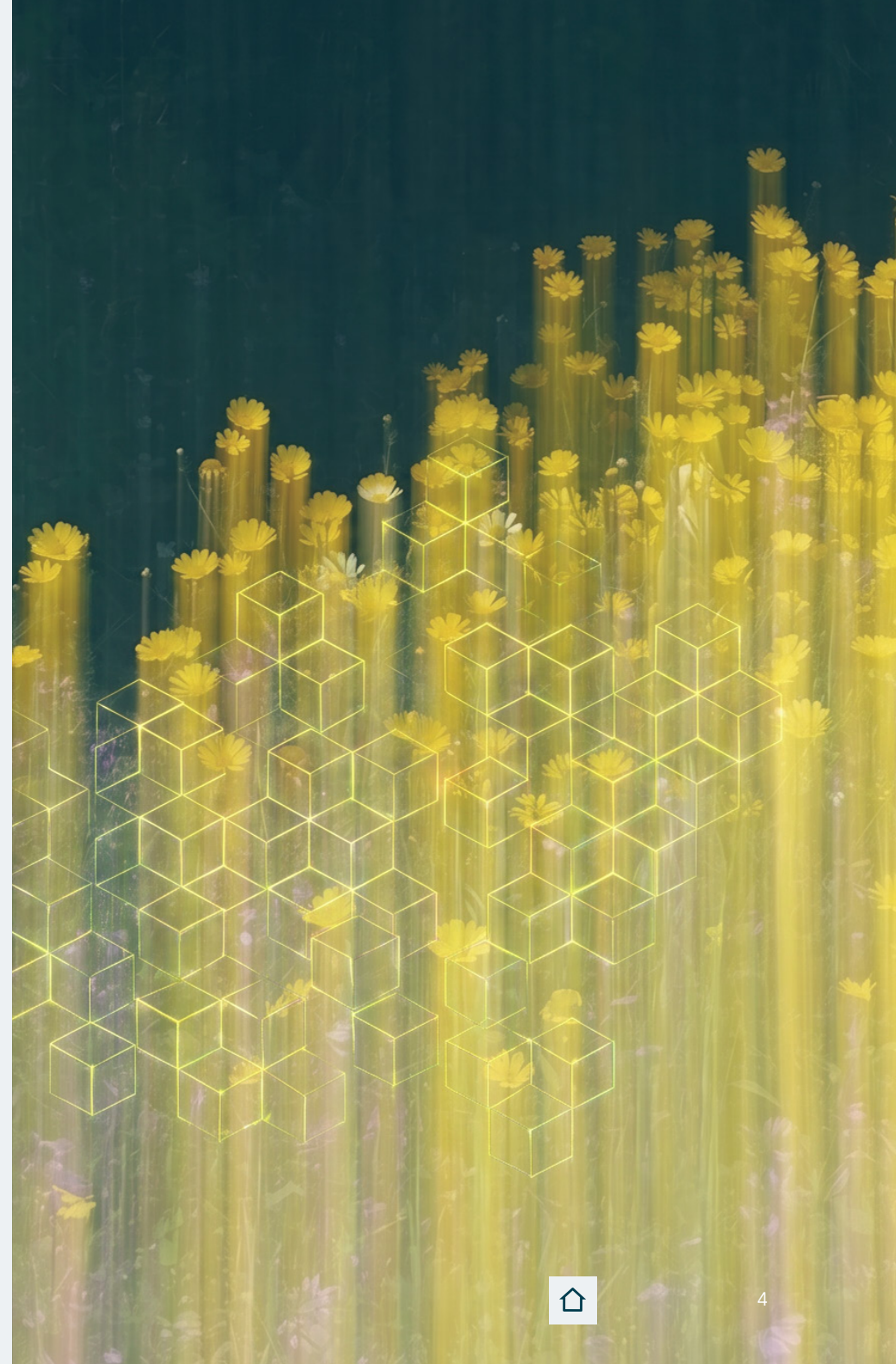
*Chief Executive Officer
and Director, Thoughtworks*

Advocating for responsible tech

Thoughtworks is committed to shaping the future of software development. We're keenly aware of the incredible opportunities to use emerging technology to address everyone's needs and create extraordinary impact in the world. In such a fast-changing environment, we have to be intentional about our governance processes, which includes keeping pace with regulatory frameworks. We're working at all levels to ensure that our technologists, and our industry, are meeting the moment; ready to embrace the opportunities and equipped with best-practice approaches for delivering high-quality, safe and ethical software.

We believe principles should be established at the outset, which is why we train our Graduate Consultants as green software practitioners to ensure they know the right software practices, right from the start. And we share what we learn, so that others in the industry can benefit from our learnings. For example, our Looking Glass report highlights responsible AI, and details our experiences of emerging practices, like our work on AI-powered datasets to help people with disabilities use public transport independently.

And all of our work is grounded in our steadfast commitment to engineering excellence. Our sensible defaults and guardrails, such as transparency, efficient code and automation of security and compliance, are more crucial in the AI era than ever before.



Security and data privacy

To ensure global security coverage, Thoughtworks combines centralized Global Cyber Defense and Security Architecture teams with regional Business Information Security Officers (BISOs). This is supported by our Security Champions program, which fosters a security-first mindset across all operations, from corporate functions to client delivery.

By embedding security into our core workflows, we build resilience into our clients' infrastructure. Security is integrated throughout the client lifecycle via our [Sensible Default Playbook](#), and our [award-winning Security Champions program](#).

2025 highlights:

Certifications: Became [Global ISO 27001 certified](#). This certification is a testament to the collective effort and steadfast commitment to security that exists across Thoughtworks. Other certifications include CE+ and TISAX for specific regions / offices alongside ISO9001, ISO 14001 and ISO 20000.

Security Champions: Created a 90-day development journey, designed to elevate new Security Champions from foundational to leadership levels through continuous learning.

AI cyber-security: Deployed a new AI-driven phishing simulation platform alongside targeted awareness campaigns.

Authentication: Implemented passkey technology to strengthen our authentication processes.

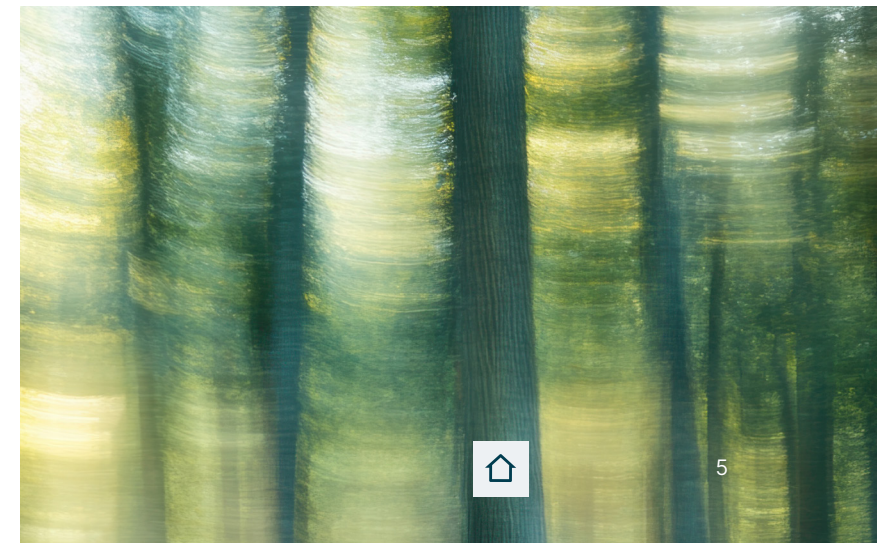
Equipping our recruiters: Launched specialized training for our recruitment team focused on deepfakes and AI, equipping them to identify technical anomalies and prevent fraud through voice or video cloning used to execute social engineering attacks.

Continuous monitoring: Increased document data leakage monitoring on the dark web.

Supporting our clients: Expanded our approach to building secure products, offering clients access to dedicated security leadership, strategic guidance and hands-on threat modeling.

Automation: Rolled out a custom-built AI platform designed to centralize security data and automate critical workflows.

Award-winning: Our Chief Information Security Officer, Nitin Raina, was recognized as [CISO of the year](#) for his visionary approach which embedded it into every aspect of our project delivery.



Explore in depth

Global Service Leader

Security-left overhaul for a Global Service Leader resolves over 1,000 vulnerabilities.



National digital identities

Modular, open source tech for national digital identity systems, with over 180 million users.




Accessible government services

Creating accessible government services with AI – ensuring there are no ‘wrong doors’ to seek support.



AI Compliance framework



Thoughtworks' AI Compliance framework is designed to ensure digital trust by integrating security and compliance across the entire AI lifecycle, from vendor procurement to client delivery. The foundational governance aligns with the ISO 42001 AI management framework and is anchored by an AI Compliance Policy. Operational diligence is overseen by the Technology Lifecycle Management (TLM) Group, which functions as the AI Governance Committee. This includes comprehensive due diligence for all new AI vendors and compliance assessments for internally built AI that is not associated with a client. To protect both the organization and its clients, AI-specific model clauses have been scripted for contracts to clarify responsibilities, reduce liability and protect AI processed data.

The framework is supported by significant enablement and guidance tools to foster a compliant culture. This includes mandatory annual AI training for all Thoughtworkers, which covers aspects of AI Compliance alongside Infosec and Data Protection training. Internal guidance is provided through the AI Compliance Crib Sheet, that gives detailed instructions on compliance themes such as risk classification, data security, transparency and fairness. AI compliance on client engagements is monitored via annual Account Health Monitoring (AHM) check-ins, and a path for AI Safety Champions is being developed for roll-out in 2026 to embed expertise within delivery teams.

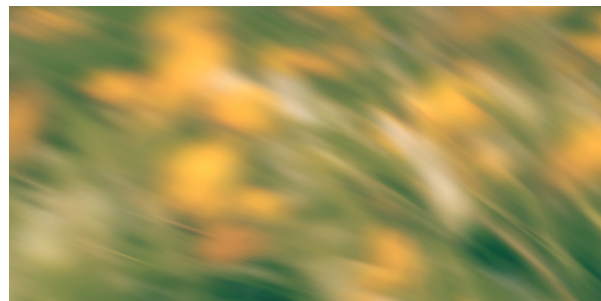
Research: AI ethics

Our recent AI research investigates hidden biases and risks in generative AI models. We've developed ways to test how AI responds to the same individual in different cultural contexts, such as religion, nationality or socioeconomic background, helping to uncover subtle biases that could otherwise go unnoticed and enabling the development of more inclusive systems.

We've also examined how AI systems interpret and assign values, such as moral or ethical judgments, based on cultural cues.

Our work shows that AI can make different assumptions about a person depending on their context, which risks reinforcing stereotypes or misrepresenting diverse perspectives. By understanding these patterns, we're helping shape AI systems that better respect cultural differences rather than oversimplifying them.

Alongside bias, we are addressing the responsible use of AI itself. In areas like scientific research, where trust and integrity are essential, we're investigating how easily AI-generated content can be used in place of human judgment.



Leading with inclusion

In 2025, we built upon over a decade's commitment to Diversity, Equity and Inclusion (DEI) and belonging. Our work this year spanned global and local themes encompassing gender, disability, LGBTQIA+, race and ethnicity and mental health inclusion.

Inclusion requires constant attention and effort, it is never 'done'. In 2019, we set a goal to reach 40% women or gender diverse (W/GD) representation in tech roles, which we achieved in 2022. Since then, while industry shifts and skills scarcity in hiring have brought that number down, our commitment hasn't changed. This year, we refocused our efforts: with more emphasis on inclusive leadership, retention and long-term growth.

As part of this commitment, we invested in hands-on programs worldwide:

- Fostering a more inclusive generation of leaders through our new "Beyond" program in LATAM.
- Building diverse C-level successors with the NextGen leadership program, where 53% of the participants in 2025's cohort identified as W/GD.
- Established a new leadership model integrating "Inclusive Leadership" as one of three core principles and capabilities in all of our development programs.
- Helping women re-enter the tech workforce through India's Vapasi returnship program, in partnership with our client REA.
- Training women in AI and data via Brazil's "Vem pra Dados, Mulher!" initiative.
- Uniting our global teams with campaigns and event series tackling gender bias and building connections.
- And of course, our Thoughtworks University program, which had 63% W/GD participation in 2025.





Beyond gender equity, we continued expanding visibility, rights and opportunities for our LGBTQIA+ community. Our global [“You Be You”](#) campaign and comprehensive pronouns awareness helped us earn a perfect score in [Brazil’s HRC Equidade “Best Places to Work for LGBTQIA+ People”](#) index.

We also deepened our focus on disability and neurodiversity inclusion. We partnered with [The Valuable 500](#) to support their [digital Engagement Hub](#), and launched the internal [“Inclusive Thoughtworker Journey”](#) to better understand the lived experiences of our People with Disabilities (PWD) colleagues. Our programs also focused on specific communities, supporting

people with motor disabilities through [Aceleradora Inclusiva](#), and expanding opportunities for Deaf professionals through our work with [Globo](#).

Because true inclusion means supporting the whole person, mental health is also a DEI and belonging theme. Workplace wellbeing goes beyond encouraging individual self-care. To help reduce stigma, our leaders shared their own mental health experiences in a series of internal blogs, opening up space for more honest conversations. Alongside this, we focused on how teams can support one another in practice, making care a shared responsibility, not something individuals carry alone.



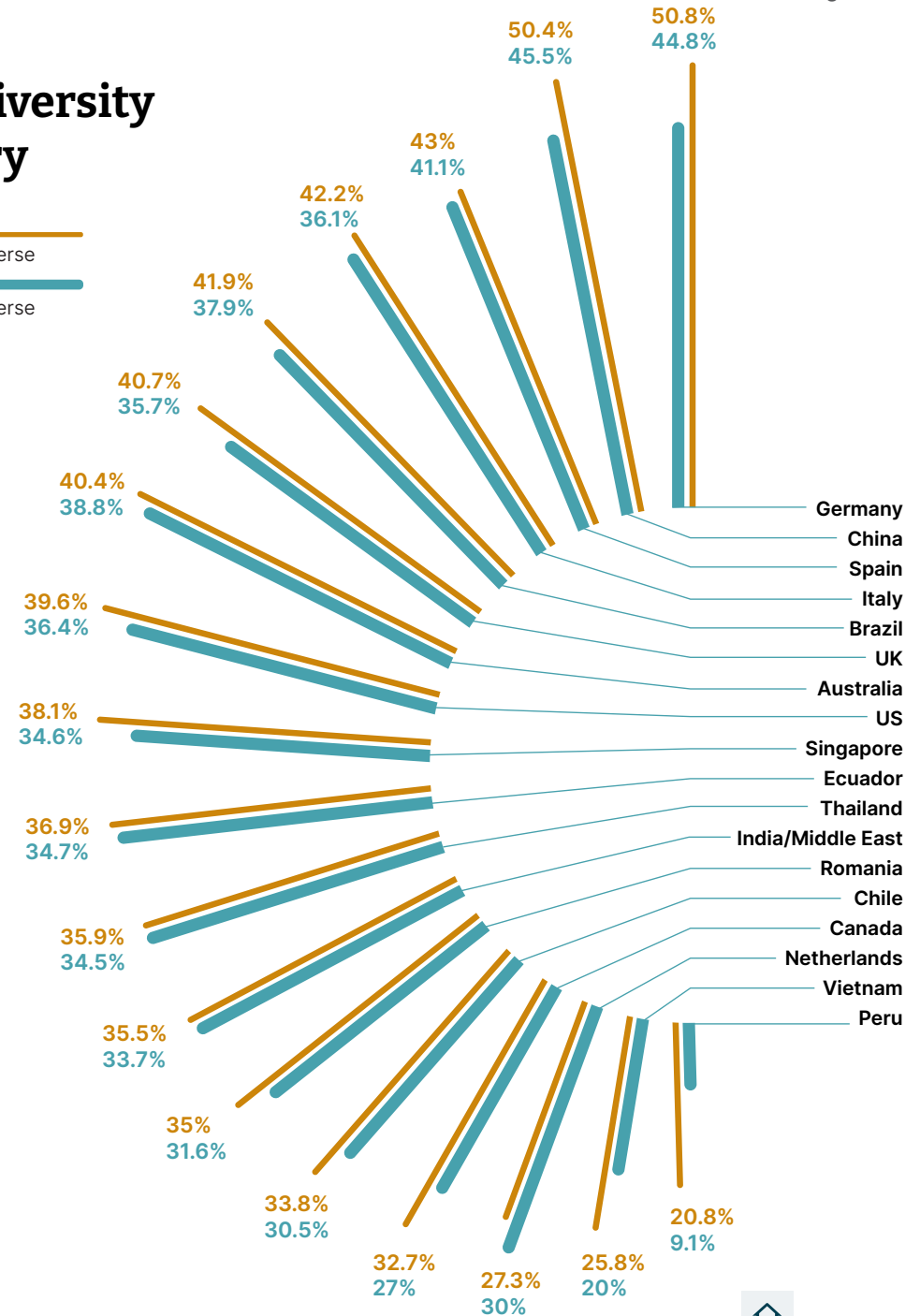
Gender diversity

5950 Men
4083 Women
16 Gender diverse

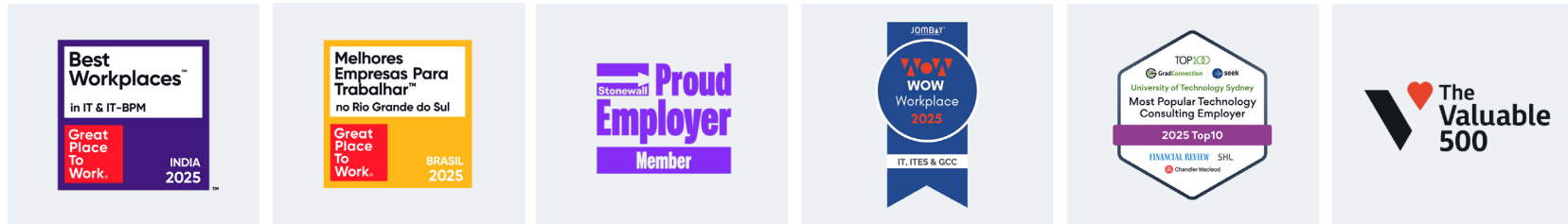
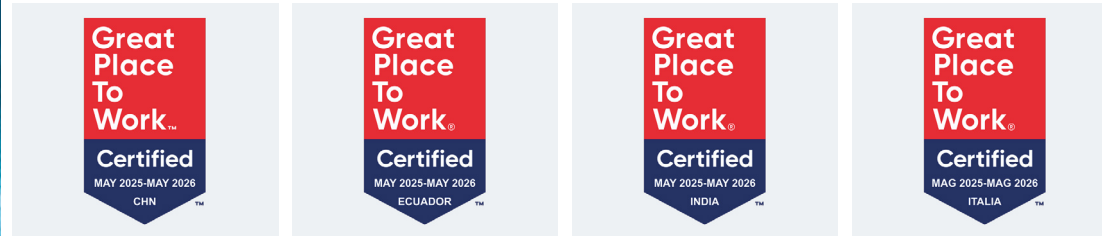


Gender diversity by country

Women or gender diverse
 Women or gender diverse in technology



Our partners, awards and recognition



Stories to explore

Vapasi

Over 250 women have returned to tech through Vapasi — which entered a new phase in 2025 with REA.

Inclusion as delivery

Creating opportunities for our D/deaf consultants with Globo.

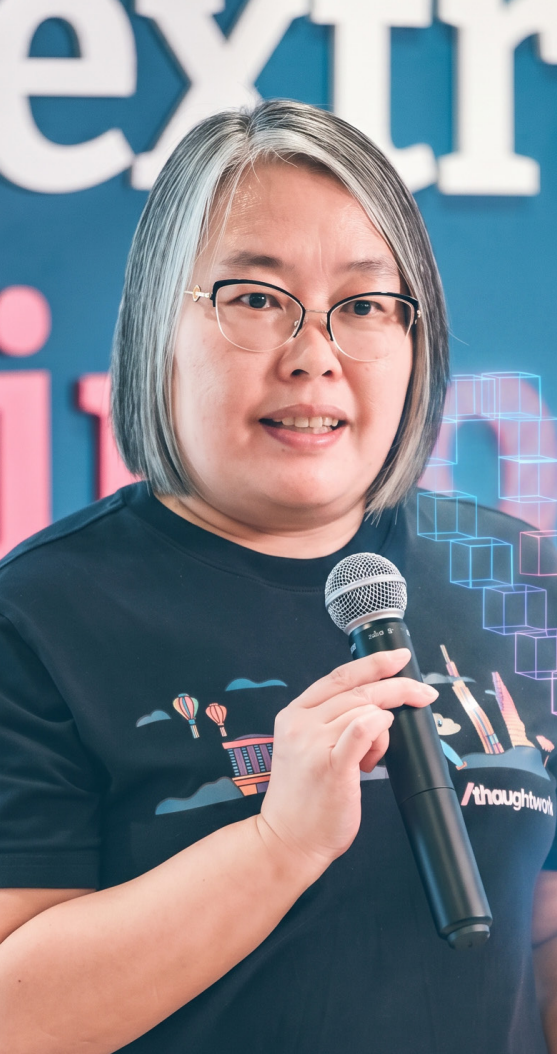
Gender bias

Examining gender bias around the world, through the eyes of Thoughtworkers.

A world of opportunity

Assistive AI as a world of opportunity for millions of people with disabilities.





Examples of regional programs

Inclusion in our client teams

Our Head of DEI in Europe has been working with Client leadership teams to embed inclusion, working far beyond representation. This work starts with transparency and has impacts from senior client stakeholders through to individual goals and practices. The outcomes? Engagement and learning across the Thoughtworks and client teams, micro inclusions becoming business as usual and improved equity in both hiring and opportunities.

Women in data

To address the historical gender gap in the technology sector, Thoughtworks, CESAR, and Télós partnered to deliver Vem pra Dados, Mulher! Based in Recife, Brazil, this six-month initiative provides scholarship-based training in Artificial Intelligence and Data Analytics, creating a definitive pathway for women to enter and lead in these high-impact fields.

By merging technical rigor with human-centered development, the program reinforces a collective commitment to diversity, equity, and social transformation through technology in the region.

Diversity on stage

xConf is our signature practitioner event that has been running for 12 years. We are deeply proud of xConf as a role model for inclusion. Getting over 50% women or gender diverse speakers into our line up doesn't happen by accident. It starts with who is in the selection committee and how the call for papers is crafted, through blind selection and various reviews that ensure a balanced program. Then we consider individual diversity and sometimes need to improve, suggesting pairing, or adding an expert on a topic. Inclusion is embedded at every step of the planning and production.

Deepdive: Operationalizing equity and belonging

Operationalizing equity and belonging is fundamental to how Thoughtworks is navigating the challenges of remote and hybrid work evolutions, rapid integration of AI, and shifting attitudes and priorities in relation to DEI.



We have embedded equity and belonging strategies across the employee lifecycle with a focus on fair and equitable access to opportunity. Key actions included:

- Broadening candidate screening to ensure a more inclusive intake process.
- Redesigning interview methodologies and prioritizing diverse representation across our interviewer panels.
- Modernizing global policies, from parental leave to workplace accommodations, to guarantee equitable access and support.
- Formalizing “Inclusive Leadership” as a core pillar of our leadership model, setting clear expectations for all leaders.
- Launching specialized development programs to equip leaders with the capabilities to thrive in diverse and distributed team environments.

The effectiveness of this centralized model is reflected in our talent retention (14% voluntary attrition rate, against an industry average of 20%), among other measures. Learn more about how a [strategic focus on equity and belonging](#) drives organizational resilience and future readiness, even amidst global disruption and industry shifts.

Partnering for social change

In 2025, our work in social change was centered on access to healthcare and strengthening Digital Public Goods (DPGs) around the world.

At the heart of this was Bahmni, our open-source hospital information system. We expanded its reach and capabilities in partnership with the UN International Organization for Migration (IOM) and CURE International, while modernizing its foundations using AI-first software delivery (AIFSD). Work was also completed to integrate Bahmni with India's national telemedicine platform, eSanjeevani.

Our work didn't stop there. We brought other digital solutions directly to the communities and non-profits that need them:

- Partnering with Médecins Sans Frontières, we launched Antibiogo, an app aimed at reducing antimicrobial resistance.
- We continued our work with the Rural Education Action Project (REAP), focused on healthcare for rural communities in China.
- We developed the Inji credential stack for MOSIP, making secure, cross-border digital identity a reality.
- Continued to partner with First Student on their 'First Alt' service which ensures over 5000 disabled children in North America get to school every day.
- Completed a time-critical update for the University of Sydney's StepUp for dementia research platform.
- Worked with Monash University on a platform that will reduce the need for animal testing in understanding and treating mental health disorders.





We also leaned into the power of AI for social impact. We delivered the first working platform for Every Cure to share AI-driven drug repurposing research, and helped evaluate AI connectivity solutions as judges for UNICEF's Giga hackathon.

At a grassroots level, we donated laptops to Latin American NGOs and Amsterdam's Forward Inc. to support displaced entrepreneurs. We also proudly sponsored the National Disabled Veterans Winter Sports Clinic and mentored young tech talent in open-source digital public goods across India.

Ultimately, all of these initiatives are rooted in our core belief of solidarity over charity. Rather than traditional corporate giving programs, we create opportunities for our people to contribute to marginalized communities through the skills and tech we create together.

Global health

Bahmni is an open-source hospital information and EMR system that Thoughtworks created and has nurtured since 2012.

Bahmni in action

In 2025 we established a partnership with The International Organization for Migration (IOM), which promotes orderly and safe migration. Upon request of Member States, IOM implements quality migration health assessment services in over 100 countries worldwide and aims to modernize its medical IT solutions, supporting these services. Thoughtworks is helping IOM implement a Bahmni-based system to replace its current medical IT systems with a unified, cutting-edge, open-source platform. This transformative project aims to significantly improve the efficiency, interoperability and reach of health assessments for millions of migrants worldwide, with future AI supported enhancements.



Supports hospitals and clinics in over **50 countries**

With more than **20 million** patients at 500+ hospitals and clinics.

National rollouts complete: **Lesotho, Tanzania, Bangladesh**

The first open-source software to be certified as part of the **ABDM – India's digital healthcare backbone**



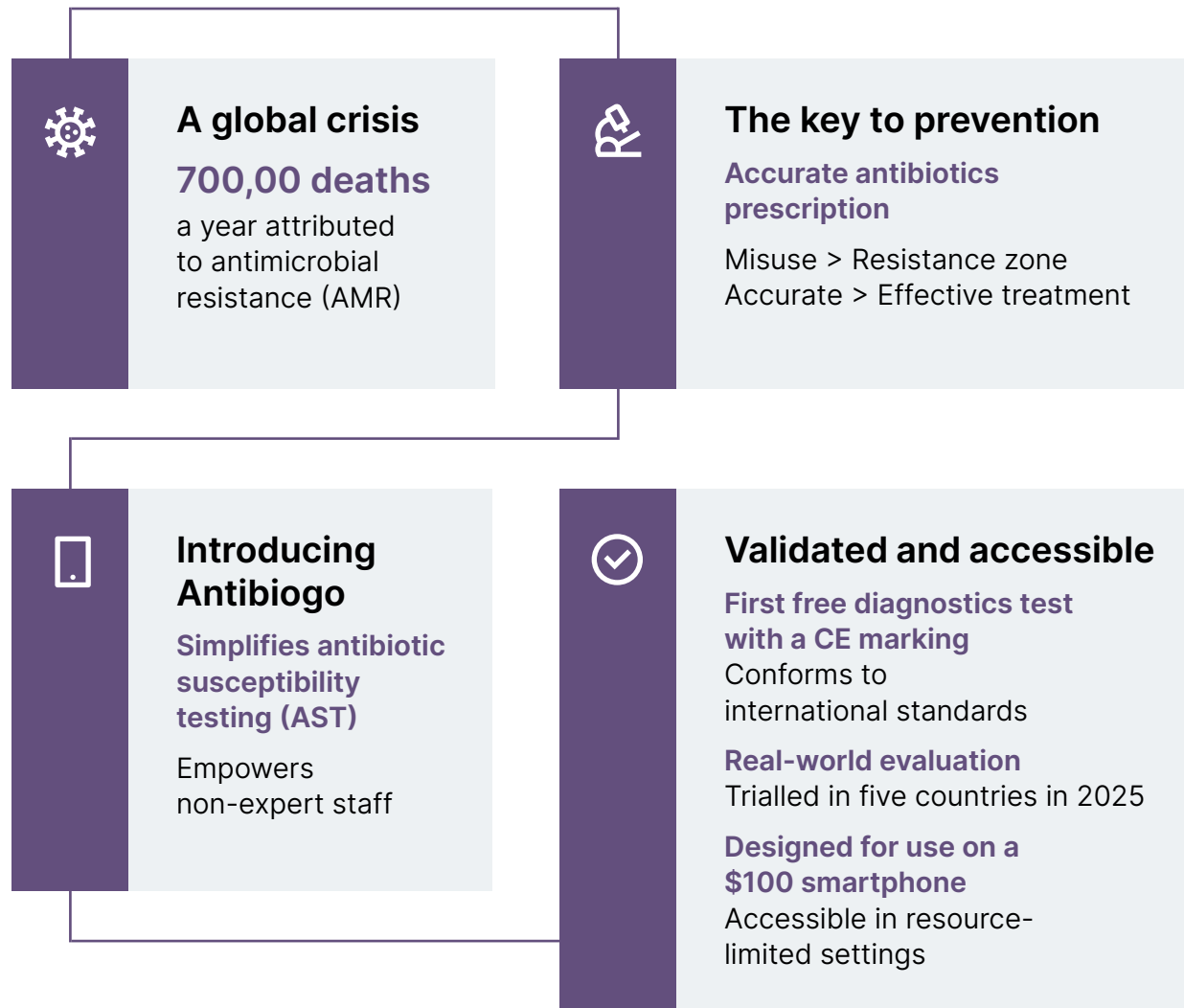
Helping deliver **163 million** tele-consultations to people in resource-constrained parts of India



Global health

Antibiogo

Antimicrobial resistance (AMR) is a growing global health threat commonly attributed to the misuse and overprescription of antibiotics, making previously reliable treatments less effective. We have been partnering with Medecins Sans Frontieres (MSF) on an app to tackle AMR, Antibiogo. MSF engaged Thoughtworks to assess and assist with app development, stability and scalability. Our work future-proofed the app and also optimized the code base to reduce application build time by over 60%. [Read the full story.](#)



Global health

Health prevention services

In 2024-2025 we worked with one of our long-standing Government partners to update their Preventative Youth Health service. This service interacts with many Government agencies to receive and provide information on schools, students, operational and clinical data. We partnered to combine and replace two 20-year-old legacy systems, serving students in over 3000 school and childcare centers. The change brought operational efficiency, reduced admin time for clinicians and shorter turnaround times for support. All students now receive the same access to care and health infrastructure, supporting equitable, consistent health outcomes across the country.

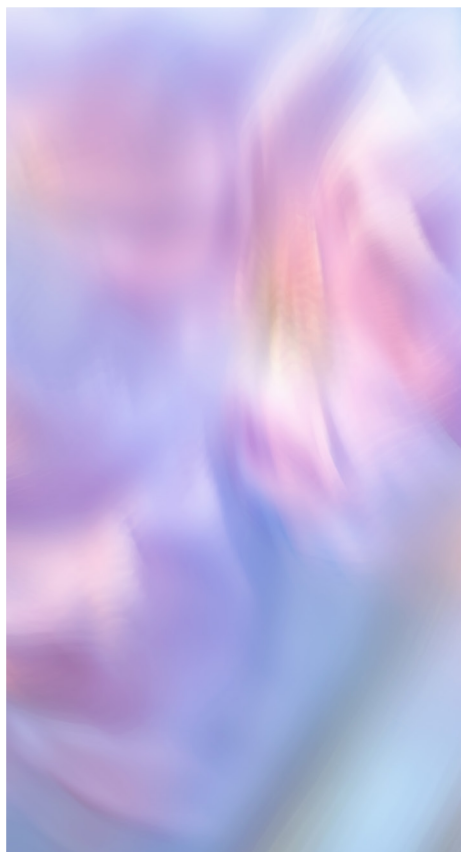
StepUp Vietnam

The University of Sydney's StepUp for Research connects healthcare researchers with volunteer participants. We have supported their work for six years with teams in Australia, Singapore and Vietnam. In 2025, we focused on a strategic platform upgrade and resolving security vulnerabilities. Together we also optimized core questionnaire logic and managed volunteer data migration to ensure accurate participant matching.

Explore in depth

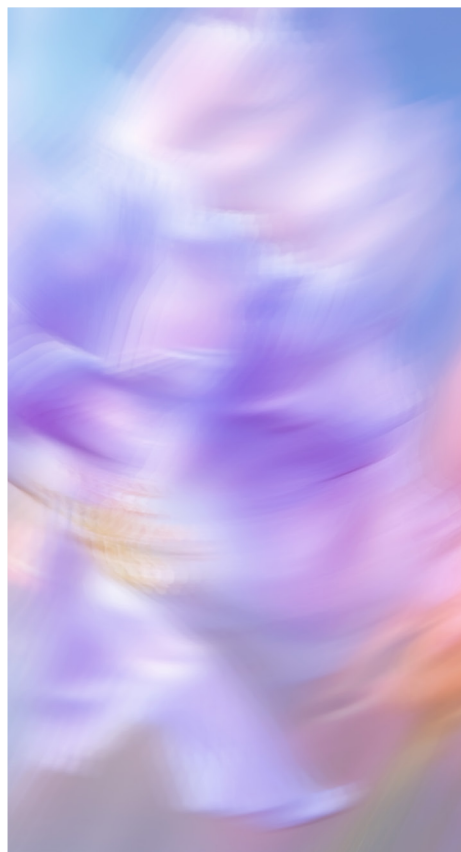
Digitizing healthcare

Bahmni creates efficiency for CURE international's paediatric hospitals across Africa.



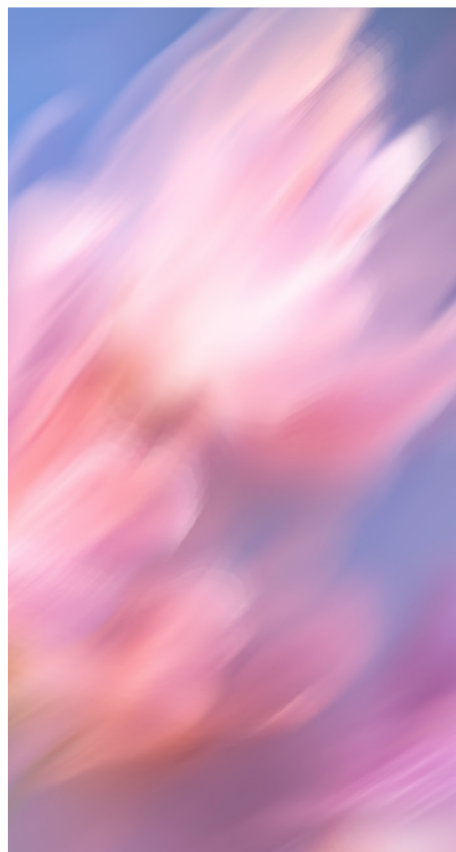
AI first

Learn how we modernised Bahmni with AIFSD.



Bridging the divide

Our ten year partnership with Stanford's Rural Education Action Program in China.



Smaller scale, significant impact

Aside from the large-scale engagements like IOM and Antibioigo, there are myriad small charities, NGOs and movements which we have supported over the years, and continue to work with, often informally. This takes the shape of mentoring leaders, offering advice around ecosystem changes, providing security or other essential tech updates or supporting efforts like UNICEF's Giga hackathon as judges. Often our people support projects we have implemented for partners, as volunteers, helping ensure the longevity of the solutions.

Todo Mejoras

A powerful example of this at work is Hora Segura. We worked together with Todo Mejoras, a foundation supporting LGBTQIA+ youth in LATAM, to build a helpline back in 2021, centered on suicide prevention. In 2025, critical updates were required as they could no longer generate the reports they needed. A small team of volunteers was formed to research and implement a solution to allow them to resume normal operations and provide documentation to support future implementation.

Monash University

Monash University received a Wellcome Trust grant to develop a repository of cross-referenced animal models and assays. This repository reduces the need for animal testing by helping researchers, clinicians and the general public understand and treat mental health disorders and illness. Thoughtworks has been involved from the very beginning, assisting in the grant application submission to build an Animal Models Data Platform. In 2025, a Thoughtworks team partnered with the University in a discovery, co-designing the website and data models that will constitute the animal model platform. Delivery has kicked off, and the build is well underway.

RiCi foundation

Also in the mental health arena, in 2025 we started a new partnership with a small foundation called RiCi. RiCi supports rural teachers — who

work under immense strain with classes of up to 60 students and many government expectations — in their mental health. Work continues in supporting RiCi's effort to integrate two existing products which will ultimately reduce their costs and improve the user experience for the teachers.

Charity Box

The Charity Box identifies and advocates for effective charities in China, working with the 1% pledge, which makes regular payroll giving easy and realistic and verifies the charities on the donor's behalf. Thoughtworks completed a thorough 'digital surgery' on the Charity Box user journey, addressing specific pain points in the donation journey and transforming complex forms into an intuitive, seamless user experience. Since the changes have gone live, Charity Box has experienced a marked increase in sign ups being completed.



Committing to sustainability

In 2025, we celebrated a significant milestone: hitting our target of sourcing 80% renewable energy for our global offices ahead of schedule.

Behind the scenes, we overhauled how we track our impact. We realigned our Social impact team to an outcome-centric model and introduced a new “Operational Health” pillar to anchor our ESG governance structure and compliance strategy. By centralizing ESG data that previously sat across different business units, we created a consolidated, auditable view of our footprint. This ensures we are fully prepared for mandatory global disclosure regulations.

On the ground, we continued our mission to drive corporate sustainability while building sustainable tech for the broader ecosystem. Key initiatives included:

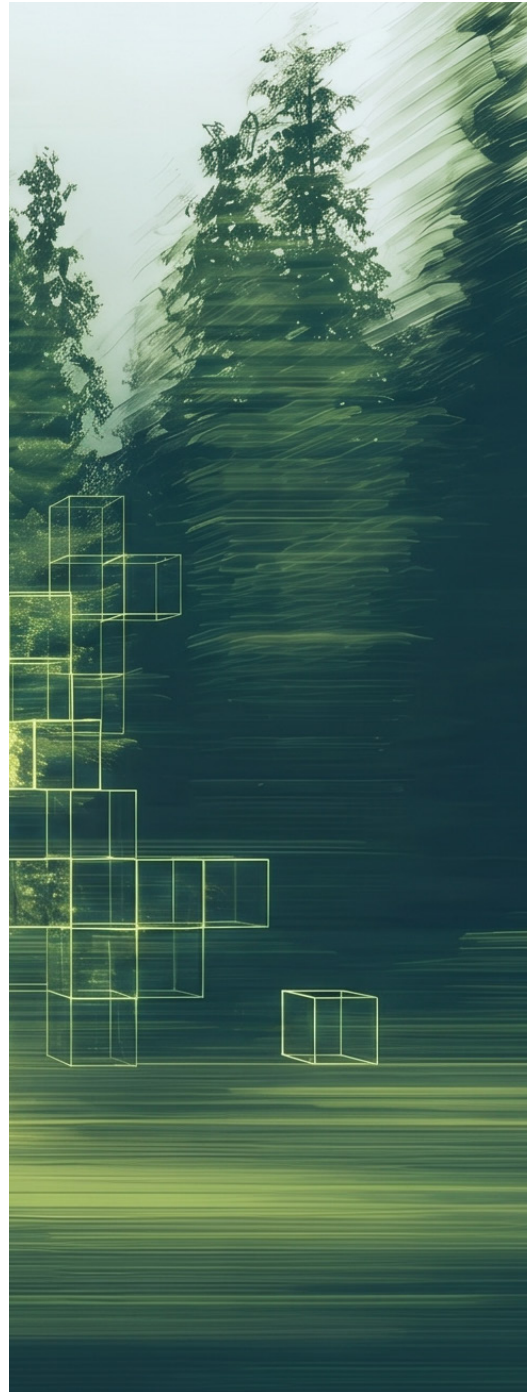
- Upgrading our open-source Cloud Carbon Footprint (CCF) tool to help the wider tech community reduce emissions.
- Rolling out an eco-friendly global laptop policy.
- Promoting low-carbon booking habits through our Fair Travel Pilot in India.
- Advancing our UK Carbon Reduction Plan and proudly achieving ISO14001 certification for a UK office.

Finally, we know lasting change starts with our people. We refreshed the sustainability training at Thoughtworks University (TWU) to educate our newest technologists on our 2030 decarbonization goals. By completing the Green Software for Practitioners course, they are empowered to champion green practices on every future project.

Our SBTi targets

Thoughtworks' near-term, SBTi approved and validated targets are to:

- Move to **100%** renewable energy in our offices.
- Reduce our Scope 1 and 2 greenhouse gas emissions by **50%** and our Scope 3 greenhouse emissions by **87%** per employee, by 2030 from a 2019 base year.



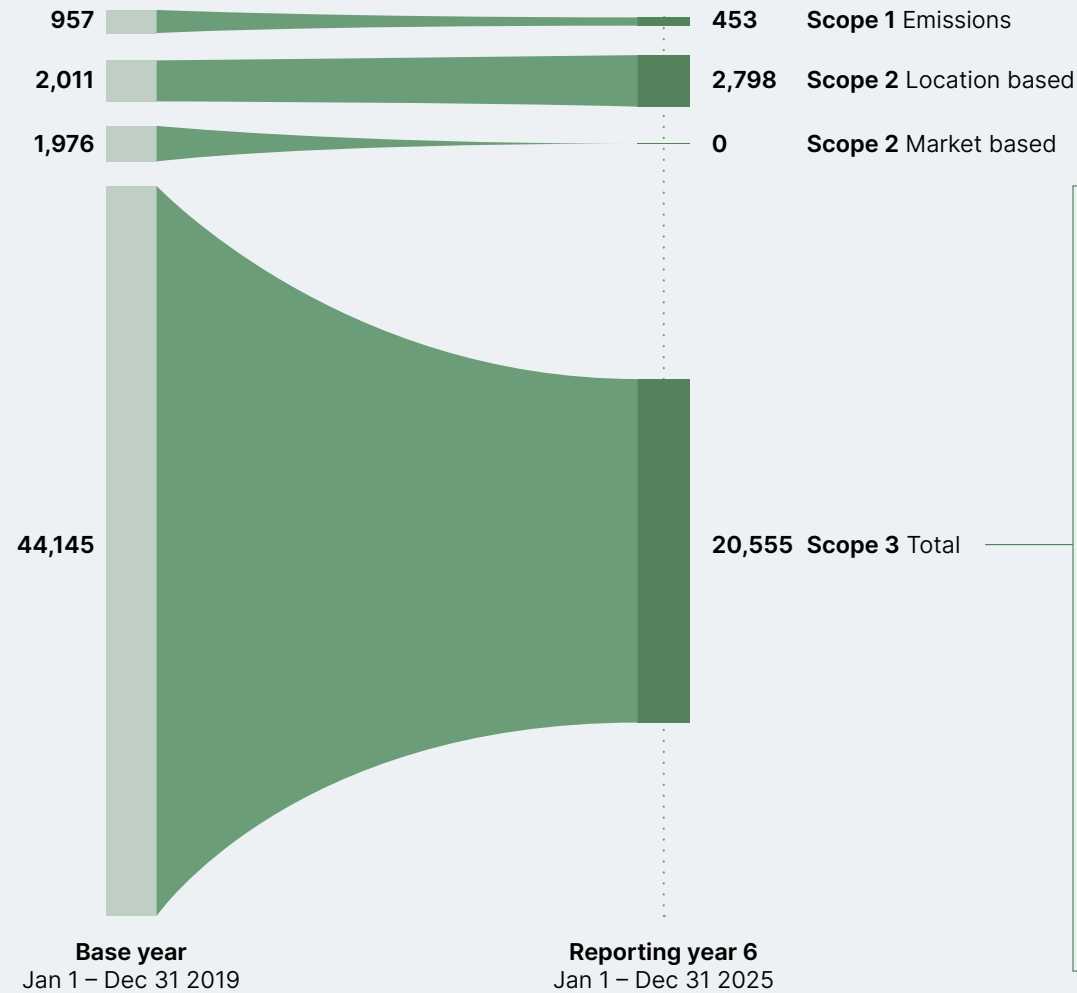
Travel

Travel is one of our highest emissions areas, as we must meet and co-create with our clients. We are focused on optimizing travel, choosing sustainable routes, providers and partners, an approach that is helping us step towards our 2030 goal:

- Our global travel policy commitments continue, simplifying decision workflows and continuously building greater visibility into data.
- Choosing industry partners who are committed to sustainability, not just Sustainable Aviation Fuel (SAFs).
- Collaborating with three major airlines in their sustainability working groups.
- Continued partnerships with sustainable vendors / transportation management companies who enable carbon emissions reporting and analysis.
- Improving data quality (from spend-based to activity based tracking).

Greenhouse gas inventory

All emissions shown: Metric tons CO2e



Please note that category 4 and categories 8 - 15 were calculated but found to be irrelevant to Thoughtworks' business. Scope 3 Upstream activities derived from financial and activity mixed data.



Workspaces

Sustainable office strategy

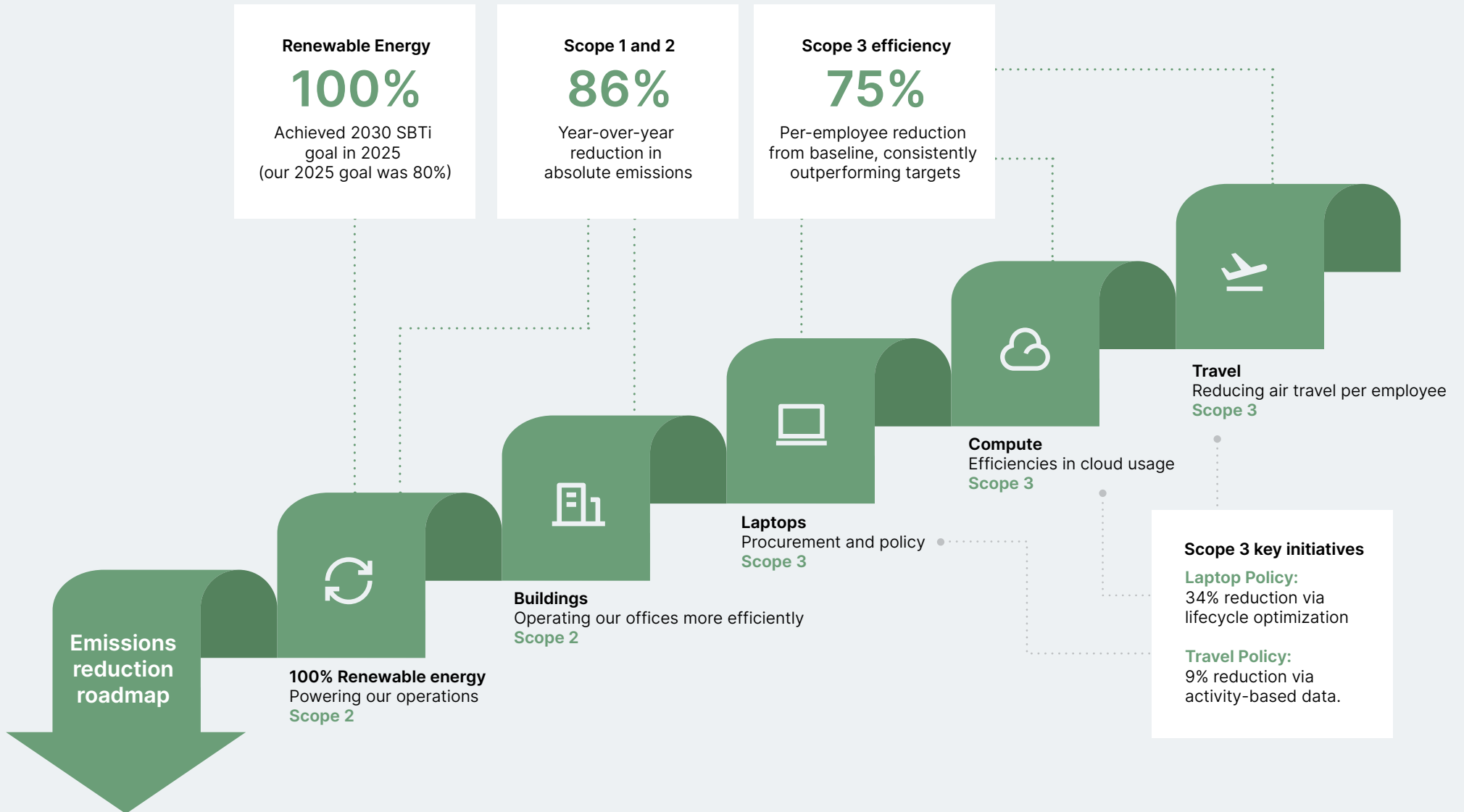
By embedding sustainability into every real-estate decision, we have already cut Scope 1 and 2 emissions since we launched our carbon reduction initiatives in 2024. Strategic steps include revising our global site-selection checklist to favor high-efficiency buildings and implementing green build-outs.

Waste management

- Wherever possible, we have comprehensive recycling programs for paper, aluminum and plastic containers, compostables and e-waste.
- Most offices are stocked with dishes and silverware to reduce single use consumables.
- Our housekeeping services are requested to use eco-friendly cleaning products and avoid paper goods whenever possible.



Progress towards our targets in 2025



Explore in depth

Why data quality matters

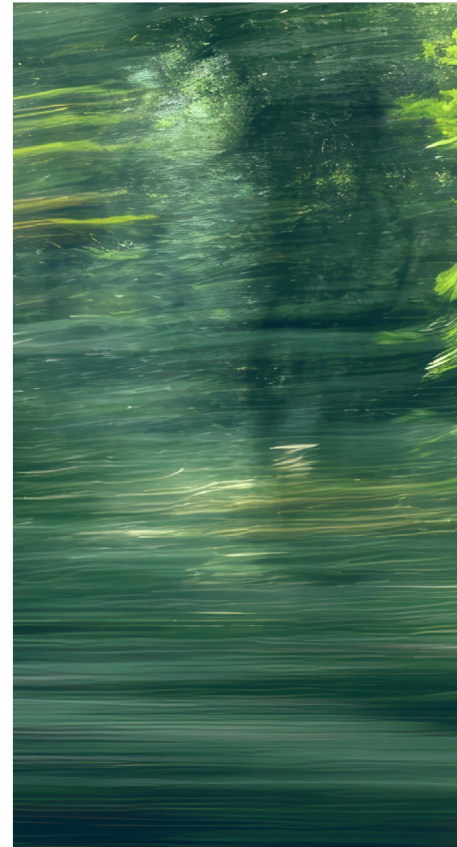
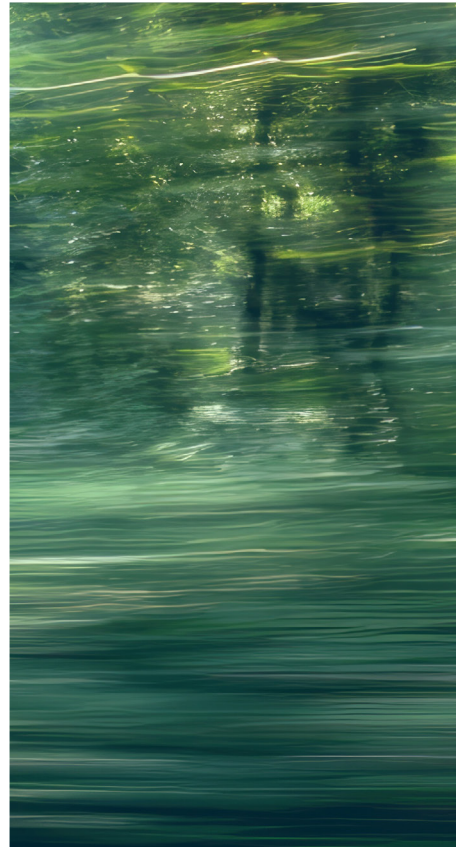
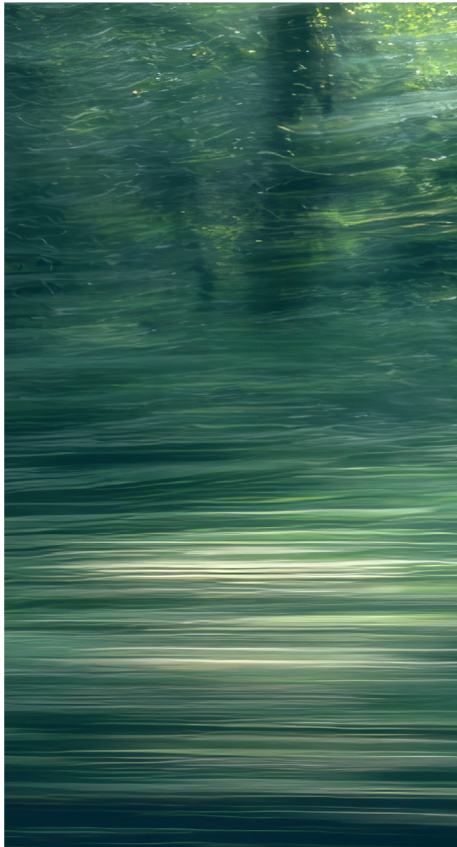
In Carbon accounting, data quality goes far beyond compliance.

Forward-thinking Laptop policy

Considering lifetime and right-sizing laptops helped us achieve a 34% reduction in this category of carbon emissions.

Cloud Carbon Footprint (CCF)

Our open source tool which measures and reduces cloud carbon emissions.



Environmental policy

Thoughtworks' Environmental Sustainability Policy outlines its commitment to managing environmental impact and reducing carbon emissions globally, in line with the Science Based Targets Initiative. The policy applies to all Thoughtworkers and third parties. Thoughtworks commits to embedding sustainability into its business strategy, operating in compliance with environmental legislation and reporting performance annually consistent with standards like CDP. Specific commitments focus on improving the environmental sustainability of operations and engaging employees, suppliers and clients to advance sustainable practices. Our ESG Council reviews policies and progress quarterly to ensure continuous improvement.



Stewarding good governance and ethics

Compliance, data protection, security, ESG 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.



ESG Governance


Executive and board social impact priorities

- Data privacy and cybersecurity,
- Regulatory compliance and reporting,
- Responsible AI deployment,
- Retention & development,
- Talent attraction.

Note: Representative as of December 2025. Gender composition of the entire board is shown.



Board of Directors




Audit committee

Oversees ESG program; annual review plus other touchpoints.

Oversees cyber-security and review plus (level 4-5) incident touchpoints as needed.

Executive level



John Reid-Dodick
Chief People / Leadership Officer

Amit Choudhary
Chief Operating Officer

Ramona Mateiu
Chief Legal / Compliance Officer

Accountable for outcomes: Reviews plans and policies, champions internally and reports to the board.

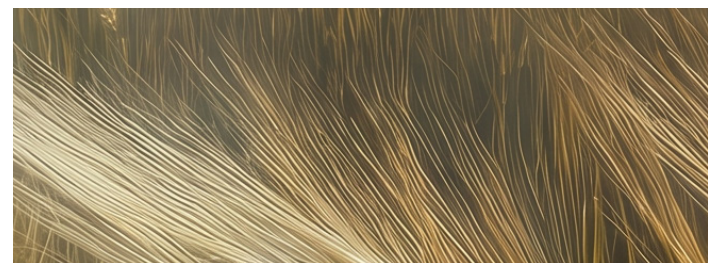
Management level



Social impact leadership

ESG, finance and legal leads

Plans, executes, responsible for delivering outcomes.



 W/GD  M



Policies and guidelines

We anchor our governance through a comprehensive suite of policies designed to uphold the highest standards of institutional integrity and operational resilience. These guidelines, alongside others, provide the structured oversight necessary to navigate complex business landscapes while safeguarding Thoughtworks.



Cybersecurity

- Global information security policy,
 - Systems and functions,
- Data protection policy,
- AI Compliance policy.



Risk

- Risk evaluation and escalation procedure.



Compliance

- Data protection policy,
- Privacy policy,
- Accessibility statement,
- Modern slavery statement,
- Integrity helpline (formal complaints process),
- Speak up policy.

Training and awareness

To ensure these policies are more than just static documents, we prioritize a culture of continuous learning. These initiatives translate our formal guidelines into actionable knowledge, empowering every Thoughtworker to recognize risks and uphold our high standards of integrity.

Thoughtworkers



Security awareness training

New joiners
A one off introduction



Compliance / Code of conduct

Annual, mandatory
Includes anti-corruption and anti-bribery



Intellectual property training

Annual, mandatory



Cyber security training

Annual, mandatory
Includes responsible AI



AI assisted / Agentic system dev

Role specific, ongoing



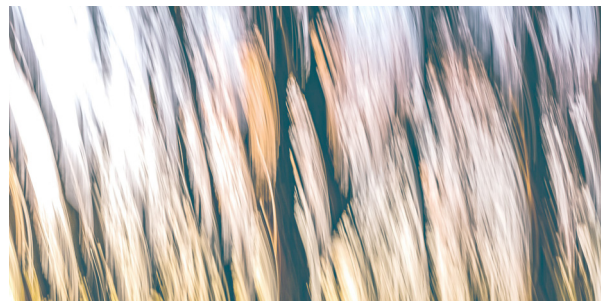
Suppliers

- **Compliance**
Compliance training delivered to all contractors and third parties, who need to acknowledge and comply with Thoughtworks' ABAC policy and Code of Conduct.
- **Sustainability**
All suppliers must sign and abide by our Sustainable procurement policy.

Risk management and compliance

To manage and address risks 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 Global Security Risk Management program 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.
- 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.



Incident response plan





Thoughtworks has a defined global incident management process and procedure. Additionally, and more importantly for every engagement, account teams create specific Incident Response Plans based on our individual client's procedures and policies. Security events are handled through Thoughtworks' incident management procedure to identify and mitigate weaknesses early. This also ensures continuous exercising and training on incident response across the organization.

ISO certifications

In 2024 we launched our ISO 27001:2022 certification journey, initially focusing on a few offices for certification. Building on this foundation and commitment to continuously maturing our security posture, we expanded our journey globally and now all Thoughtworks offices are ISO 27001:2022 certified.



Reporting frameworks and disclosures

 <p>SCIENCE BASED TARGETS DRIVING AMBITIOUS CORPORATE CLIMATE ACTION</p>	 <p>CDP</p>
Science Based Targets initiative (SBTi)	Carbon Disclosure Project (CDP)
 <p>ecovadis Business Sustainability Ratings</p>	 <p>United Nations Global Compact</p>
EcoVadis Business Sustainability Ratings	United Nations Global Compact (UNGC)

The UN Sustainable Development Goals (SDGs)

Our work, values and principles contribute to many of the UN's SDGs. We believe we can make the greatest impact across these six areas:

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



13 CLIMATE ACTION



Attracting, growing and retaining our people

In 2025 our People team was focused on optimizing the entire hire to retire journey for Thoughtworkers, centering on improving processes and tools and maintaining lifelong connections with our people. We streamlined our onboarding process to ensure a smooth and consistent start for new hires. For graduates and career changers, the journey begins with Thoughtworks University (TWU), our year-long program, which starts with an immersive five-week course in India. By combining cultural immersion with structured skills training, TWU successfully cultivates a close-knit, highly-skilled global community.

“Afterworks,” our global alumni network, launched in Q4 and rapidly grew to over 3,200 members, providing ongoing shared learning, connection and return opportunities.

Our people are remarkable and we want to ensure they thrive at Thoughtworks. To support their continuous growth and develop exceptional leaders, we:

- Focused our Learning and Development in specialized Academies, empowering Thoughtworkers to build future-ready capabilities.
- Rolled out a Performance Partner initiative, to maximize the effectiveness of over 3,000 Performance Partners globally.
- Centered inclusive behavior in all of our leadership programs.



What Thoughtworkers say

Glassdoor
4.05

Q4 2025
Overall rating of 4.05
IT industry
benchmarks 3.73

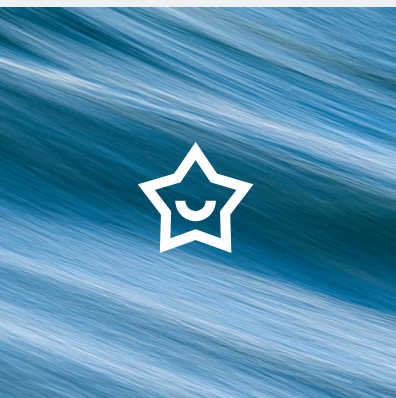
#1

Culture and values

Diversity and inclusion

Work life balance

Career opportunity

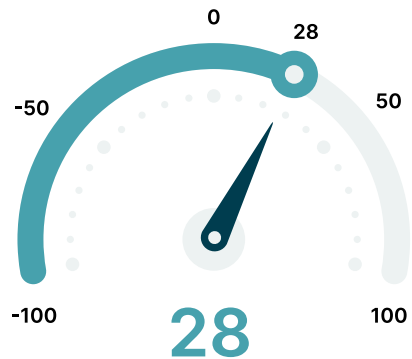


We ranked #1 against our measured competitors in four categories

Competitors: Accenture, Cognizant, Endava, EPAM and Globant

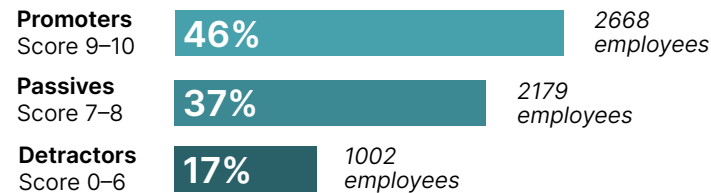
Our annual DEI and engagement survey

Employee satisfaction eNPS



“How likely is it that you would recommend Thoughtworks as a place to work?”

Score 28 (from -100 to 100)



Completed the survey: 58%

Core outcomes	Average score (0 to 10)	Net promoter score (-100 to +100)
Overall engagement	8.0 (+0.5 7%)	28 (+24 from NPS 4 in 2024)
Diversity and inclusion	8.4 (+0.1 1%)	44 (+7 from NPS 37 in 2024)
Health and wellbeing	8.1 (+0.4 5%)	32 (+17 from NPS 15 in 2024)

Highlights

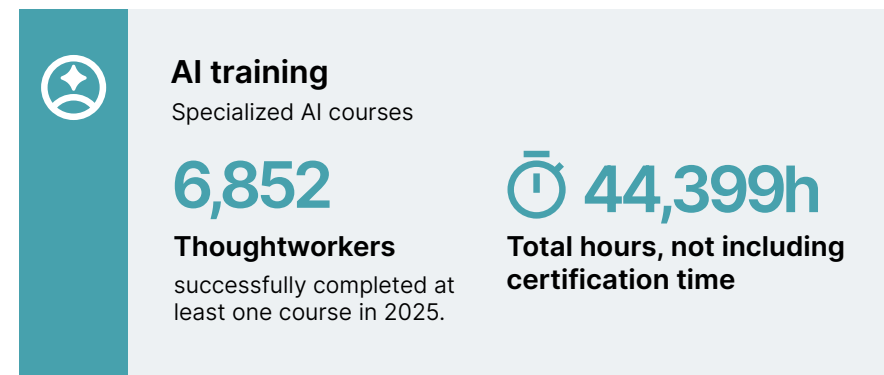
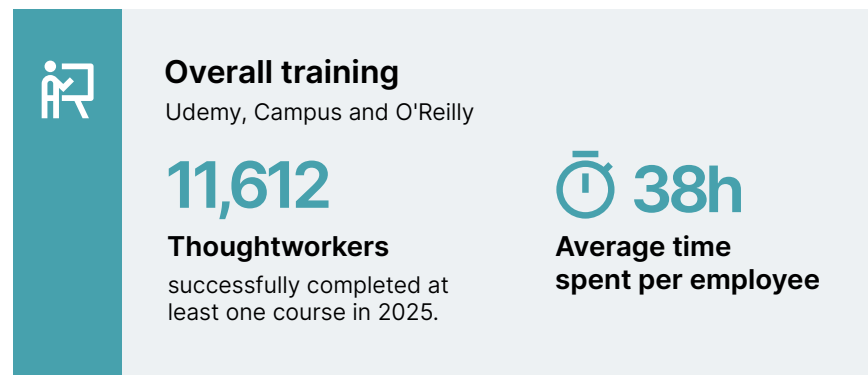
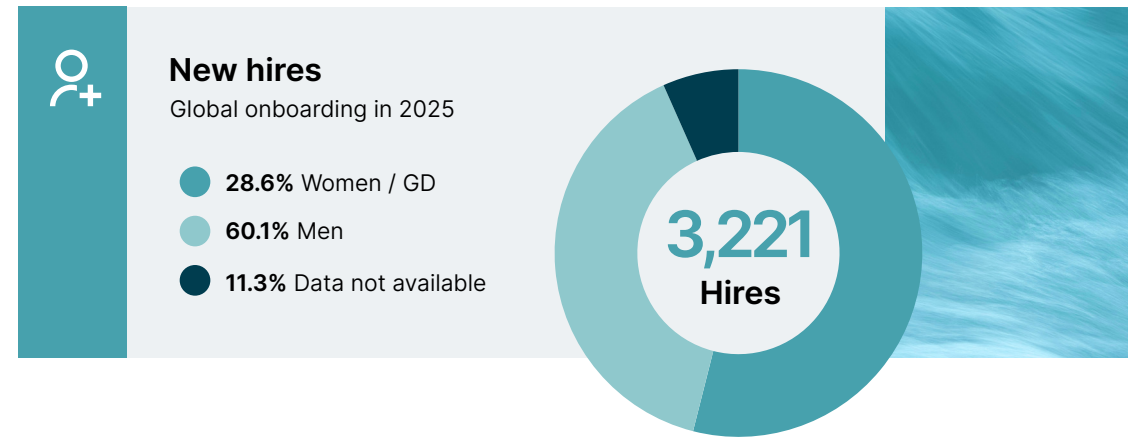
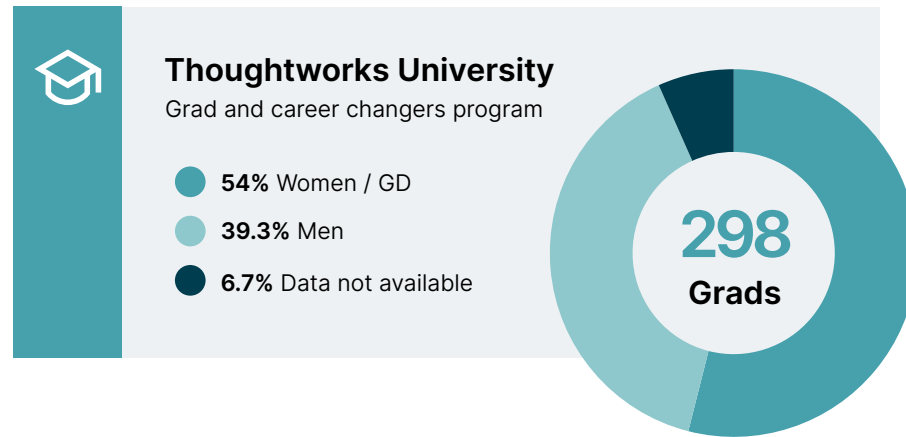
- **Environment:** enabling Thoughtworkers to do their jobs effectively 8.4 (+0.2)
- **Non discrimination:** An inclusive environment where employees feel they can safely be themselves. 8.6 (+0.2)
- **Social wellbeing:** how connected Thoughtworkers feel to each other. 8.6 (-)

Improvements sparked by feedback:

- **Reward:** To provide more transparency a video series and training were created, and commitment made to publish global pay ranges.
- **Promotions:** Launched a globally consistent and transparent process, including self-nomination options.
- **Strategy:** Our CEO and senior leaders share strategy updates monthly in global town halls and documented the vision for the company to support TWers’ understanding of our path ahead.



Training and development



Safety and wellbeing

Ensuring our people feel supported, safe and able to do their best work means prioritizing wellbeing and connection. We have literally thousands of communities, from self-organized games-night gatherings to the daily conversation in the entire-company chat space. Support, solidarity, ideas, challenge and advice are all openly requested and shared. Wellbeing is also supported more formally at the regional, country and office level through our workplace experience and people teams, in conjunction with our benefits providers.

Code of Conduct

Our Code of Conduct helps us create and sustain the culture which makes Thoughtworks special. It serves as a guide for navigating the complexities of the modern world while staying true to our identity and living our values. It helps us make ethical decisions and uphold respect, integrity and responsibility for our actions.

The Code of Conduct includes:

- Health and safety policy.
- Workplace harassment policy.
- DEI policy.
- Equal pay and opportunities policy.
- Annual mandatory training for all employees
- Mandatory agreement for all suppliers.

If the behaviors outlined in the Code are not followed, we encourage speaking up, with anonymous options including an independent integrity helpline and clear protection from fear of retaliation. Our Speak Up Policy details the process and paths available.

Attracting, growing and retaining our people



Processes for the future

As a professional services business, the connection between our people's skills and client opportunities is the heartbeat of our organization. In 2025 development was completed for a new platform, our Talent Marketplace. Designed with three connected AI agents, the marketplace introduces efficiencies; makes roles and opportunities more transparent, and gives Thoughtworkers more control as they navigate their careers and growth paths.

Leaders as our future

Every Leadership development cohort at Thoughtworks is representative of our population and includes deep learning on inclusion. In 2025 we evolved our Global Leadership course into the NextGen leadership program. This program is laser-focused on identifying CXO successors, providing CXO-level mentors and challenging the cohort in teams to solve future-focused business challenges — it is 53% gender diverse. In addition, we continued our Beyond program, which was created to support inclusive leadership pipelines. Over 200 participants in LATAM have completed the program to date. Coaching, mentoring programs and leadership masterclasses on leading distributed teams were also developed and rolled out.

Centering equity

In 2025 we updated our capability model and grade promotion guidelines to ensure that every Thoughtworker has the same opportunities and clarity about their career paths and next steps. We also invested in ongoing support for our Performance Partners, the 1000+ Thoughtworkers who manage and are responsible for overseeing and supporting the career trajectories of others.

AI/works™

AI/works™ is Thoughtworks' intelligent platform that integrates the entire software development lifecycle. In 2025 we established a dedicated product organization; the AI/works™ team balances rigor and innovation, incorporating security by design and composable systems that allow organizations to pivot and scale without friction. Opportunities for Thoughtworkers to innovate and collaborate abound in this space and we are intentionally building a diverse team to do just that, with current W/GD representation at 41%. Because diversity is crucial to innovation.



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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