

Social impact report 2021

Our purpose in action



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Our purpose in action

Our purpose is to deliver extraordinary impact through our culture and technology excellence, and our annual Social Impact Report provides a summary of how we have put that mission into practice over the past year. This report aims to capture the depth, breadth and global reach of our commitment to social impact and Environmental, Social and Governance (ESG) principles.¹

The report explores how we are driving positive outcomes across some of our focus areas: Responsible tech and innovation; diversity, equity and inclusivity; social justice; sustainability and climate action; healthcare and human rights; education; and integrity and governance.

This report also takes into account the perspectives and priorities of our various stakeholders—from current and future Thoughtworkers to clients, investors and regulators — on weaving social and sustainability considerations as well as governance more deeply into our operations and into the technology industry. We share stories as a powerful way to track our efforts and their outcomes, and amplify the efforts of the partners, groups and movements with which we stand in solidarity to solve deep-rooted societal problems.

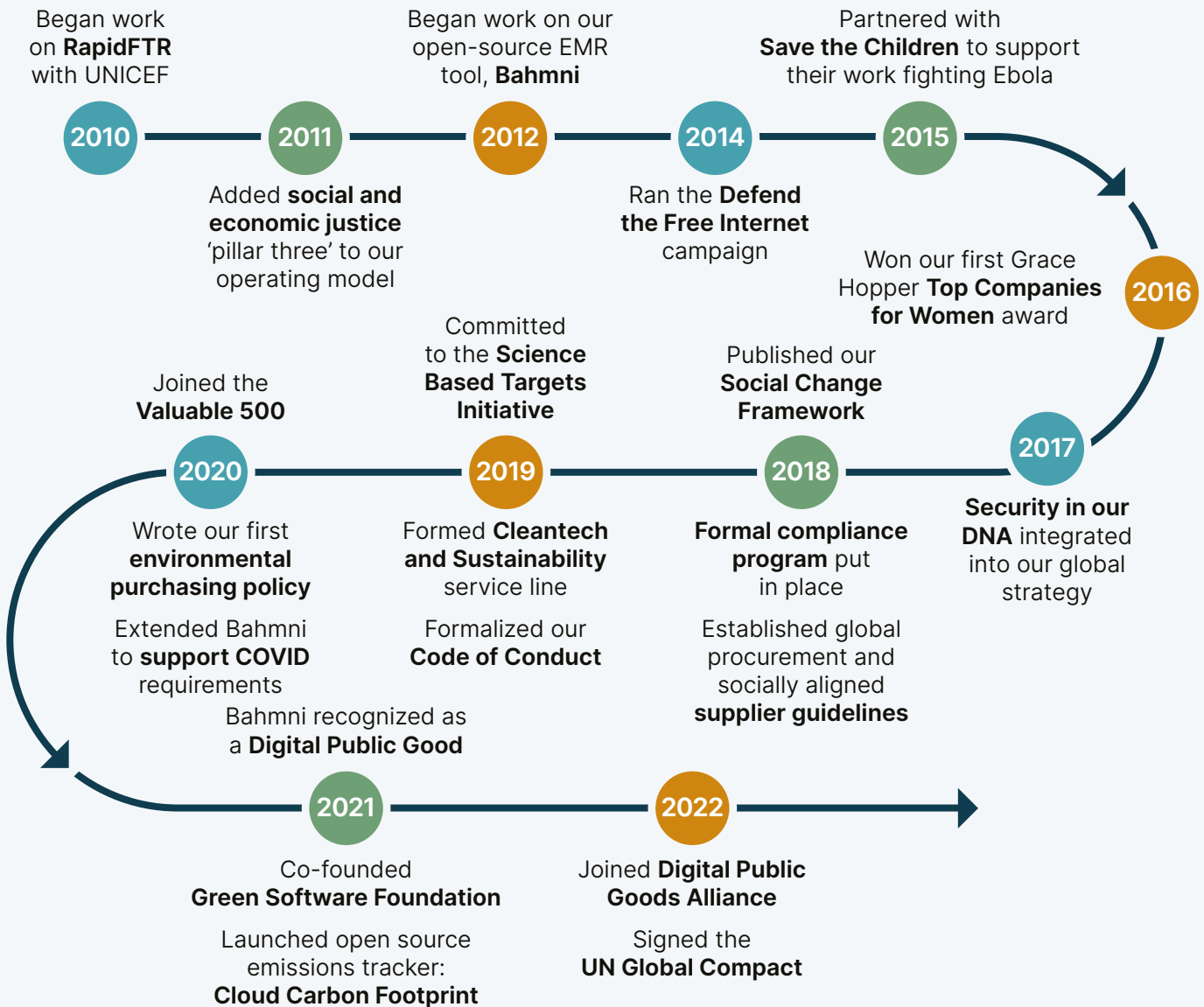
“Our real ‘superpowers’ as a company are our people and our ability to straddle the worlds of technology, business and social movements.”

Guo Xiao, Chief Executive Officer, Thoughtworks

1. The majority of this report reflects on 2021 action, programs and events. Some information includes “forward-looking statements” within the meaning of the “safe harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements include statements that are not historical facts and can be identified by terms such as “believe,” “plan,” “expect,” “likely,” “will” or similar references to future periods. These statements are based on the information, beliefs and expectations regarding the future of our business, anticipated events, the economy and other future conditions as of the date of publication, but are subject to many risks and uncertainties that may cause actual events or results to differ from our expectations, including general business and economic conditions, or our ability to execute on our strategic plans. Information concerning these and other risks and uncertainties may be found in the “Risk Factors” section of Thoughtworks quarterly reports on Form 10-Q, our Annual Report on Form 10-K, and other filings and reports we may file from time to time with the SEC. We undertake no responsibility to update or revise forward-looking statements whether as a result of new information, future developments or otherwise.

Though we have been committed to social impact for close to three decades, we are just starting our journey with more formal ESG reporting. We began reporting on our social impact in 2018 and have since signed on to the Science Based Targets Initiative (SBTi), the UN Global Compact and the Carbon Disclosure Project (CPD) platform.

Key milestones in our commitment to social impact



We have begun work on our ESG materiality assessment and reporting frameworks, completing a Sustainability Accounting Standards Board (SASB) assessment in 2021 and aligning our priorities to the UN Sustainable Development Goals (SDGs). In 2022 we will complete a full materiality assessment with our stakeholders to guide our focus and reporting. We use the Global Reporting Initiative (GRI) as a guiding framework for sharing our impact data and plan to report more formally on GRI metrics in 2023.

Letter from our CEO



Guo Xiao
President and CEO,
Thoughtworks

Today, as a global community we face tremendous challenges: the impacts of the pandemic, the growing humanitarian crises due to war, systemic poverty, racism and the many repercussions of climate change. It's key that we all operate in a way that actively confronts growing societal, economic and ecological divisions and lay the groundwork for positive change.

2021 marked a milestone in our journey as we became a [public company](#). This step formalized our accountability to a broader group of stakeholders and invites engagement around our environmental, social and governance (ESG) practices.

A commitment to the underlying purpose and principles of ESG isn't new to us. We were early in our commitment to a more diverse tech sector and have won numerous awards since 2016, notably the Anita Borg Institute's [Top Company for Women](#). This commitment is unwavering. Today, for example, we host training and mentorship programs all over the world to encourage and support diverse candidates into tech roles.

When it comes to taking action on the environment, we have built on initiatives like the [Global green office challenges](#) and environmental justice campaigns to formalizing our path with the Science Based Targets Initiative and co-founded the [Green Software Foundation](#); both holding us accountable to climate action and convening the technology community around reducing the footprint of our sector.

Every Thoughtworks region is undertaking work to address systemic social change. In 2021, we invested in over 140 projects in our 17 regions,² tackling issues ranging from the rights of domestic workers to reforestation. Globally we have deepened our partnership with responsible technology advocacy organizations, like Mozilla, who are working across sectors to drive meaningful change. Together we have collaborated on thought leadership and community spaces, partnering on both [Thoughtworks' XConf](#) and [Mozilla's MozFest](#).

The projects and initiatives shared in this report — just a selection of the work that's been undertaken — demonstrate that our real 'superpowers' as a company are our people and our ability to straddle the worlds of technology, business and social movements. These allow us to cultivate the shared perspectives and understanding needed to address challenges that are too entrenched, significant and multi-faceted for any one community or organization to take on.

Some of the stand-out contributions of 2021, from my perspective, have been: our strides forward from a sustainability perspective, including launching Cloud Carbon Footprint, a tool that carves out

2. Investments are primarily in the form of pro-bono or low-bono consulting and technology services, as well as laptop donations to partners.

technology-driven emissions data; supporting the response to the refugee crisis emerging from Ukraine through movements like [LeaveNoOneBehind](#), and the way we've come together as a community focused on employee wellbeing and mental health, creating great support structures and initiatives like the [Programa Cuidado](#) in Brazil.

Going forward we aspire to continue to be a leading voice in Responsible tech — guiding best practices and stepping towards a more equitable tech future for all. We also intend to accelerate our climate commitments, and create positive climate impact through partnerships and working with our clients across all industries. Our work to champion inclusion in tech will continue to evolve and grow, as will our conviction to address systemic inequalities by enabling our partners with technology.

More than anything, the humanitarian and climate crises we now face require solidarity, honesty, a willingness to listen and a commitment to deep collaboration and shared learning. I hope this report demonstrates how our people, and partners, bring all of these qualities together and invite you to learn more about our commitments and progress in the following pages.



Guo Xiao
President and CEO
Thoughtworks

Introduction

As technologists it's in our nature to strive to solve problems. But as an organization that's had a social mission from the very beginning, we've come to understand that we occupy a distinct position at the intersection of technology, society and business. This position is both a privilege and an obligation, and compels us to act in the service of our many stakeholders — while always remaining mindful that technology doesn't have all the answers.

In every Thoughtworks region, we work to support needs identified locally, establishing long term partnerships with social organizations on the ground, and then seek to align those strategies with broader global goals. Over the course of years our stakeholders — including Thoughtworkers and society — have shaped this approach. It gives us natural alignment with many frameworks and compacts around social and environmental issues globally, including SASB (Sustainability Accounting Standards Board) and the United Nations Sustainable Development Goals (SDGs).

In addition to our social change work being aligned to the SDGs, we continue working with UN partners on specific initiatives to advance the SDGs. For example, we partnered with the US Coalition on Sustainability to build the SustainChain™ platform, which was recently recognized as one of Fast Company's 2022 World Changing Ideas.³ SustainChain exists to accelerate progress toward the SDGs by enabling various stakeholders and groups to intelligently discover, align and unify sustainability efforts under one ecosystem.

This report shares multiple examples of technology being harnessed to benefit society. But **Responsible technology** requires a reckoning and acknowledgement that technology is not inherently a force for good, or necessarily neutral.

The stories in this report show what it's possible to achieve with a Responsible tech mindset — and also why our work must continue. So much remains to be done.



“Our world is being reshaped by a technological revolution. As technologists, we need to be aware that we have a fundamental responsibility towards the future we are helping to build. This means that we face contradictions and tradeoffs that we need to make difficult decisions about and own. Working with social movements that bring a voice to those who have been historically marginalized enables us to better understand and resolve those contradictions.”

Eduardo Meneses, Global Head, Social Change Group, Thoughtworks



3. SustainChain™ received an honorable mention in Fast Company's World Changing Ideas 2022 list in the [AI & Data](#), [Best World Changing Ideas North America](#) and [General Excellence](#) categories.

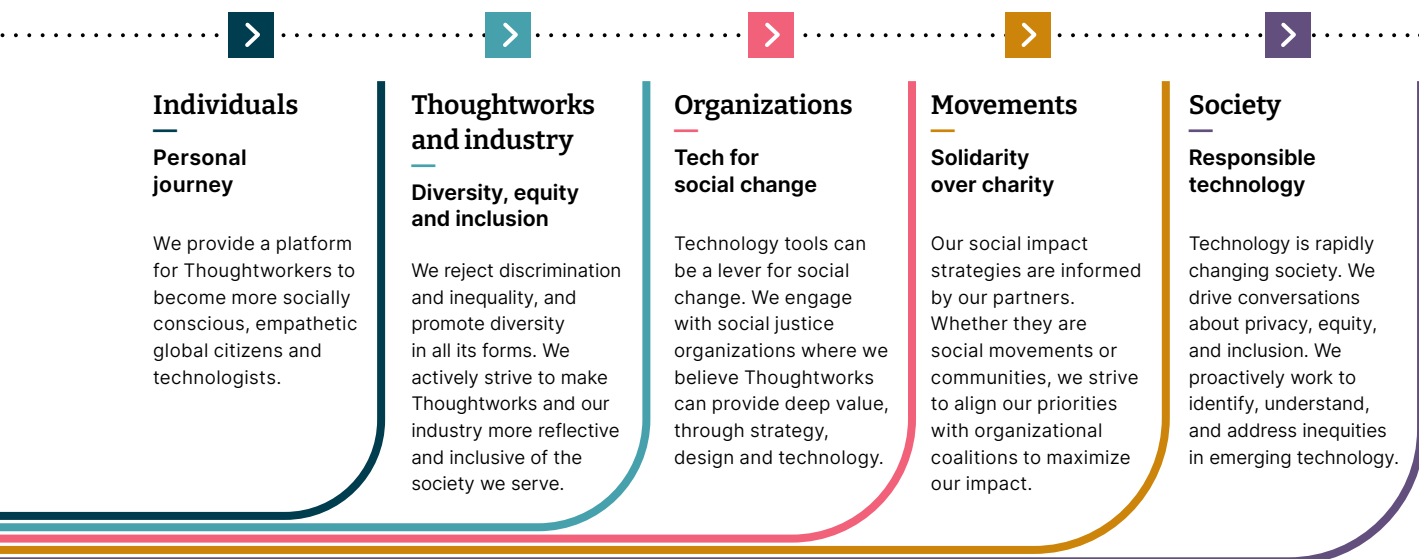
Our social impact framework: A foundation for Responsible tech that drives results

Responsible technology is a key component of our long and ongoing commitment to social change, because it's increasingly evident that each requires the other. Technology has become **core to society**, and can create connections and solutions that were never before possible. Yet technology, and technologists, can't solve societal problems alone.

Meaningful progress depends on partnerships and on forging relationships with social movements and voices that have been historically excluded — such as migrant workers and **First Nations**. Embracing diverse views and acting at multiple levels are the only ways to address challenges of the complexity and magnitude we now face, from rising inequality to climate change.

We developed our social impact framework in 2018, to help us think about the levers of social change, and ensure our work advances along many dimensions, from the individual to the international.

Our social impact framework



Tech as a changemaker and an ally

In the past year we took new steps to pinpoint and address persistent systemic inequalities with tech. Examples include creating a tool that reports on the real diversity through influence and share of voice, with **Women at the Table**, and helping unite and mobilize informal workers in the Global South.

We have efforts focused on the response to refugee crises unfolding in Ukraine and other conflict zones. These are built on existing partnerships, allowing us to effectively offer meaningful help to medical logistics and refugee support organizations on the ground. Our priority goes beyond immediate action; from providing donations and paths to safety, to supporting the infrastructure that sustains longer-term aid and recovery.

From a climate perspective, we've embarked on ambitious programs to push ourselves and our clients to reduce our emissions, and those of the tech industry. Tech has emerged as a major contributor to climate change and will play a critical role in the fight against it. By signing the **UN Global Compact** we've joined other leading enterprises in upholding important commitments on anti-corruption, labor and human rights, as well as the environment.

As this report shows, our social impact initiatives take many different forms. They're in varying stages of development, and are often work-in-progress as part of multi-year programs and long-term partnerships. But they're all rooted in the same basic convictions. First and foremost is solidarity; that our **response to any crisis** or challenge should be led by the organizations and communities that are the closest to the situation, rather than our own priorities or preconceptions.



“A natural evolution of being a purpose-led company is to deeply consider the environment in how we operate our business. But that perspective is not limited to carbon reduction. It extends to the dynamics that underpin the climate crisis, and ensuring that investments prioritize the most vulnerable people.”

Elise Zelechowski, Global Head of DEI, Sustainability and Social Change
Thoughtworks

The second is that entrenched social, environmental and economic imbalances can't be addressed in isolation. Genuine transformation requires the efforts and participation of a broad range of sometimes competing actors, coming to terms with tension, and making occasionally contentious decisions. This isn't easy. Guided by our values, our partners, and the people and organizations with which we stand, we ensure our work will always be an expression of purpose, directed where it is needed most.

The 17 Sustainable Development Goals



Thoughtworks supports realization of the SDGs



Responsible tech and innovation



Responsible tech and innovation

For anyone deeply involved in technology and excited about the possibilities, it can be easy to forget that even when built with the best intentions, there can be unintended consequences. Technologists themselves sometimes struggle to predict these outcomes, and, for the vast majority of people less familiar with the dynamics involved, technology remains a tightly sealed ‘black box.’ Most people have no say in how technology is created, no means to shape its development and little visibility into its impacts — even when they’re among those most affected.

Responsible tech as an approach recognizes this fundamental imbalance, and strives to make the design and development process more transparent and inclusive. Our determination to foster a more diverse workforce internally and to build bridges with social movements externally is rooted, in part, in trying to open the black box, and to integrate the points of view of those typically excluded from the development process. This is the only way to both minimize harm and to ensure these groups can leverage technology to meet their needs.

Engagements with excluded voices can shed new light on the implications of technology for culture and society, as well as business. We’ve witnessed this in ongoing initiatives like [Migracode](#) and [Thoughtworks Arts](#) and in an evolving collaboration with the [Mozilla Foundation](#), with the latter creating an ecosystem and avenues for learning about how marginalized populations view and interact with technology. Our intent is not simply to change our own practices but to prompt an industry-wide reckoning about the power structures implicit in technology, and where tech takes us — for better and for worse. We put our purpose into action by encouraging our clients to consider the ethical dimensions of their tech-driven transformations, and have, with like-minded technologists, developed the [Responsible tech playbook](#) to share and instill best practices.



“We’re aiming to integrate the Responsible tech perspective not just into technology development standards, but business strategy and culture, because all businesses are becoming tech at core. Our increasingly digital world demands that businesses themselves become Responsible tech practitioners.”

Rebecca Parsons, Chief Technology Officer, Thoughtworks

We’re also trying to tackle one of the most pernicious legacies of technology — the rapid proliferation of dis/misinformation — by teaming up with organizations tackling it head on. Our partners include [Full Fact](#), a fact-checking charity that organizes a network of volunteers to fight the spread of bad information online, and [Tattle](#). We supported Tattle in improving the efficiency of a searchable archive of fact-checked content for the use of researchers and media organizations. Our approach to Responsible tech will continue to evolve, but the goals will remain the same: to create a more equitable tech future and explore how Responsible tech principles can be extended to create more responsible societies.

Questioning and addressing tech power dynamics

The creation of technology requires specialized knowledge and resources. This means that technology is often built by those with power, influence and means – and designed to suit that same group. At the same time, tech has clear potential to connect and empower traditionally marginalized or excluded groups, and to help people identify and better understand entrenched power structures.

We're deeply involved in several initiatives at the intersection of innovation, power and ethics aimed at ensuring tech contributes to equality rather than concentrating power in the hands of the few. One way to achieve this is to open the development and innovation process to different viewpoints and areas of expertise. We're pursuing this through Thoughtworks Arts, a decade-long initiative that incubates collaborations between our employees and artists to investigate the impacts of emerging technologies on society.

Over the past year these collaborations produced a series of interactive works underlining the urgency of the global climate emergency; exploring how Artificial Intelligence (AI) systems shape and sometimes undermine efforts to understand identity and language; and encouraging people to rethink their relationships with privacy and surveillance. These collaborations will continue to develop, surprise and enhance understanding of the ways in which technology will shape society and culture in future.



“(In Thoughtworks Arts) developers are learning about creative expression but they’re also experiencing the ethical implications of these technologies, which they don’t necessarily learn through their work.”

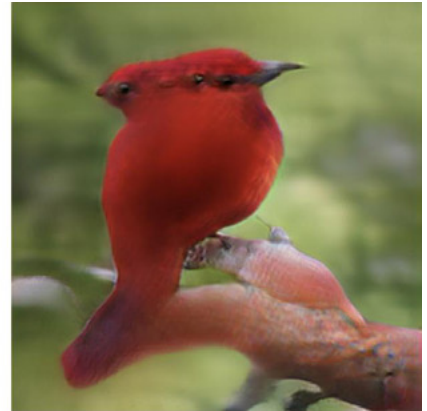
Nouf Aljowaysir, Thoughtworks Arts resident

Nouf Aljowaysir's project **سلف** (**Salaf**, ancestor) explores transmission of colonial worldviews through human generations and into contemporary datasets powering AI. The development team illustrated how Computer Vision systems mis-label historic photographs of Middle Eastern desert portraits as likely to contain militaristic content. Aljowaysir's artwork responds by using an image segmentation AI to erase the stereotypically “oriental” figures in historic portraits, leaving only the surrounding context, signifying the eradication of her ancestor's collective memory.



Images from **سلف** (Salaf, ancestor) courtesy of Nouf Aljowaysir

James Coupe's work examines the role archives play in indexing colonial worldviews. The project '[Birds of the British Empire](#)' focuses on an aviary in the UK which historically showcased birds from British colonies, grouping and describing them based on their perceived geopolitical status. The team worked with James to create a multi-layered AI system which examines historical literature to extract descriptions of birds, from which a new synthetic aviary of imaginary birds is generated. The project highlights the role colonialism plays in how representational technologies generate meaning and explores the potential for machine learning systems to dissolve seemingly fixed cultural hegemonies into new configurations and new possibilities.



Images from Birds of the British Empire, courtesy of James Coupe

The vast majority of the technology used in the Global South is planned and designed based on the context, needs and norms of end-users in the Global North, where it's created. This can lead to misalignment and negative impacts that we're trying to address with organizations such as [Cuadrante Sur](#). Together we are working on a collective digital rights initiative, the [Conectadxs](#) project. Conectadxs brings informal and platform workers into the development process for applications that these communities will put to use. The experience has underlined how co-design and co-creation are critical to ensuring innovation serves a broader segment of society globally.



Data can be one of the most precise and insightful means to highlight how power is distributed and applied. In Australia we're working with researchers and activists to map and visualize the complex relationships and interconnections that underpin industries like energy, providing more context on how they function and the parties ultimately in control.

Similarly, with a Swiss-based organization, [Women at the Table](#), we've built a tool, underpinned by an AI model, that analyzes data to measure how international events measure up to their surface level diversity numbers – in real terms. The model allows organizers to see at a glance who is speaking, influencing and leading on which topics at key international forums. By deriving meaning from complex datasets, these projects provide campaigners, business leaders and other concerned parties with intelligence that can inform future action, drive better inclusion with women and other underrepresented groups at the table and go beyond notions of representation to participation and influence.



Making Responsible technology tangible

Responsible technology is a concept that many organizations and technologists support in theory, but it can be harder to put into practice. Thoughtworks has been on this journey for a while now and we're always learning. What we have learned along the way is that Responsible tech won't work as an add-on or afterthought; it has to be a lens through which the organization views its design and development strategy, and serve as the foundation for interactions with clients and other stakeholders. Only a truly Responsible tech-oriented organizational culture can ensure that unintended consequences of digital products are minimized, and that informed strategic decisions can be made concerning adversarial components.

To operationalize a Responsible tech culture, an organization should have a set of defined principles and governance models. To this end we published the [Responsible tech playbook](#) in August 2021. This freely available resource collects and summarizes some of the leading tools, methods and frameworks — successfully trialed by us and others — which enable organizations to comprehensively assess, predict and mitigate the ethical values and risks of technology projects.



Rather than rigid rules or codes of practice, the playbook's emphasis is on interactive exercises and workshops that stimulate open conversations, and draw in diverse perspectives to flag issues like bias and negative consequences early in the development process. Together with our industry peers, we intend to refine and expand the playbook through successive editions, so it serves as a comprehensive reference for enterprises seeking to ensure their digital endeavors proceed along ethical lines.

While we are deeply committed to these principles, we also acknowledge the complexity of the questions they raise. We understand that every organization will need to define their own journey and way of approaching the ethical, social and environmental implications of the innovations they adopt. This is why, alongside taking further steps to embed Responsible tech principles and practices in our own process of building technological solutions, we are also creating specific tools, frameworks and offerings to help our clients navigate this complexity.

While we're not expecting to move the needle overnight, we are moving forward via a combination of reflection and targeted advocacy to develop what we've come to see as sensible defaults — standards around technology that we hope will eventually be integrated as best practice.

These defaults include things such as accessibility for people with disabilities and neurodiversities; data privacy and security, and environmental impact. By helping our clients understand, visualize and factor these considerations into their technology plans and strategies, we've been able to build the business case for each, and to articulate the value of a more Responsible technology approach. We hope to take this work further by both solidifying these standards, and creating tools and techniques that make them easier to adopt.

Beyond diversity



Beyond diversity

Our deliberate and action-oriented approach to Diversity, Equity and Inclusion (DEI) plays a part in the extraordinary accomplishments of our teams, and has built an industry-leading DEI rating amongst our employees.¹ Women and underrepresented gender minorities (WUGM) now make up the majority of our executive officers.²

“For many years our approach to DEI has been fundamental to our values, culture, vision, community and business strategy. We understood early on that the true value of DEI can only be realized if it’s integrated within all aspects of the business, across functions and specifically within teams.”

From *The DEI and business agility series* by **Tina Vinod and Vishal Prasad**

We have assimilated DEI into every aspect of our operations, complementary to the Agile principles that are at the core of how we deliver software for and with our clients. Agile and DEI are built upon many similar values — collaboration, adaptability, flexibility and offering a safe space for all. But as we delve deeper into creating an equitable space for all to contribute, these commonalities are not enough — it’s also essential to challenge preconceived notions of what’s normal.



This questioning process includes reevaluating the assumptions underlying Agile principles and practices with an eye to rooting out unconscious bias. One obvious example is the term ‘stand-up’ to describe the daily meeting ritual in many Agile teams. While it emphasizes the need to conduct a meeting in an active way to keep it short and sharp, it creates a daily sense of exclusion for employees who can’t get up on their feet. Let’s also consider how those with hearing or visual impairments, or neurodiverse people who struggle to be productive in a noisy working space, can be limited by the environment from bringing their best to a role.

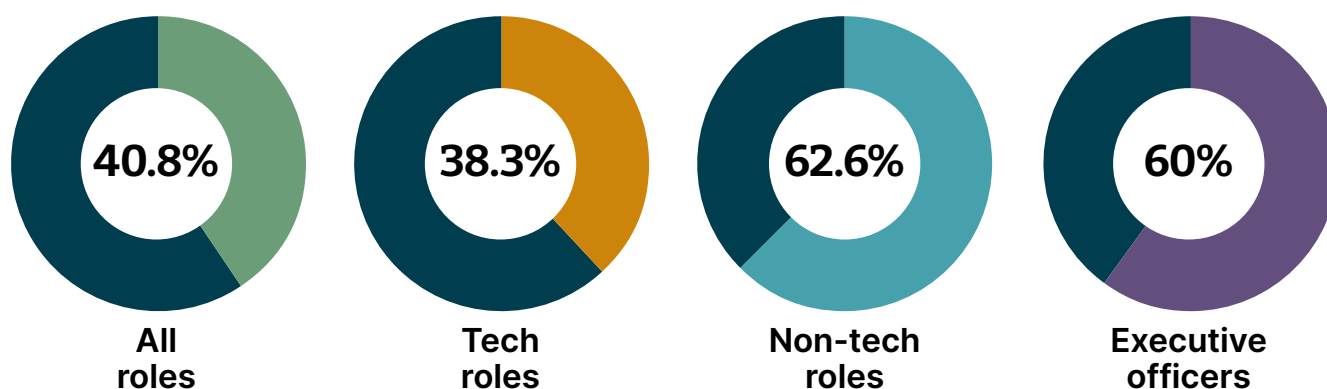
¹ Peakon, annual DEI and engagement survey - DEI rating in 2021 was 8.9 - 0.6% above industry benchmark
² <https://www.thoughtworks.com/about-us/diversity-and-inclusion/our-people>

As a company and an industry, there's much we can achieve by reexamining our ways of working, to make our processes more sensitive to people of different backgrounds, cultures and abilities. At Thoughtworks India, we developed an initiative to address just this issue. The inclusive team social contract³ which is an exercise for teams and individuals to revisit existing ways of working and help define collectively aspirational behaviors and social norms to enhance connection, empathy, engagement, collaboration and more. It requires teams to identify and adjust biased or non-inclusive work processes in four key areas: meeting scheduling and format, building trust, communication practices and norms of engagement. The social contract is revisited every time a new member comes on board, and adapted to ensure the new joiner feels included and comfortable.

Looking past gender and other labels

Thoughtworks has made significant strides to increase the representation of WUGM throughout our organization. As of 31 March, 2022, WUGM represents more than 40% of our global workforce: 38.3% of tech roles and 62.6% of employees in non-tech roles.⁴ We are striving to have 40% WUGM in tech roles by the end of 2022 and are constantly focused on how we attract, retain and advance WUGM in every region to support this goal.

Women and underrepresented gender minorities (WUGM) at Thoughtworks⁵



However, our work doesn't stop there. We strive to create an equitable and inclusive space for both the people who are part of Thoughtworks and the tech industry at large. We do not believe the proportion of WUGM in tech is just a pipeline problem. It is about systemic inequities that exist and disproportionately impact the underrepresented. But, critically, it is also about making all people in the room feel valued as technologists and providing them with equal opportunities to advance and grow.

Slowly but surely, we have been breaking biases as we introduce new voices, perspectives and norms into the system. We are honored that our efforts to enhance LGBTQIA+ inclusion have been recognized by the Indian Institute of Management Bangalore. At the institute's invitation, Thoughtworks India co-created a case study to document our LGBTQIA+ inclusion journey.

This case study shows how organizations can build a welcoming and inclusive culture and safe spaces for LGBTQIA+ employees, along with the employee resource groups and human resources systems and processes required to do so. These can range from providing gender-neutral washrooms, to inclusive training programs, to providing the option for employees to state their personal pronouns in internal systems. This case study is available on [Harvard Business Publishing's](#)

³ <https://thepeoplemanagement.com/how-can-teams-relook-at-their-ways-of-working-in-this-new-normal-tina-vinod-head-diversity-equity-inclusion-thoughtworks/>

⁴ Diversity metrics as of March 31, 2022

⁵ Source: <https://www.thoughtworks.com/about-us/diversity-and-inclusion/our-people>

website and has been cited as one of the most impactful on the topic. It will serve as a learning resource for business management students — many of whom will go on to leadership positions in large corporations — shaping conversations on DEI and LGBTQIA+ inclusion throughout India for the next generation.

Helping people with disabilities progress in the workplace

The push for a more equitable and inclusive society needs systemic change and the participation of many with educational institutions key to opening up more opportunities and setting the path for successful careers. To this end, we work with many organizations where tech talent is fostered.

One such institution is the [Informal School of IT](#) in Romania, a nonprofit that cultivates the next generation of tech talent through courses and mentorship from IT professionals. Thoughtworks Romania initiated the IT4Teens project, which provided the school with support for an online programming course for high school students with physical and associated disabilities. The second stage of the course is recognized with a diploma and the third stage gives students the opportunity to achieve credentials recognized by Romania's Ministry of Education and the Ministry of Labor, paving the way for careers in tech.



In addition to equipping people from underrepresented groups with career skills, extra effort needs to be taken to increase their visibility in the job market. To that end, we joined forces with Australia's [Autism CRC](#) – the world's first autism-focused national, cooperative research organization – to raise the profile and perception of individuals diagnosed with autism. Thoughtworkers lent their expertise to the development of [myWAY Employability](#), a web-based career management tool to help young autistic individuals discover their interests, match with job opportunities that align with their preferences and profiles, and systematically work toward their professional goals. We plan to expand our work with Autism CRC in the coming months and develop digital tools that help teachers create more autism-friendly classroom environments.



We are also proud to collaborate with organizations building inclusive tech and enhancing the employability of people with disabilities (PwDs), such as Thailand's [Vulcan Coalition](#). Vulcan Coalition builds AI tools co-created by PwDs to hone their tech skills, providing them with the path to fulfilling careers. The potential impact on Thailand's artificial intelligence industry and the country's economic and social progress is significant. Among Thailand's more than 800,000 people of working age identified as PwDs, currently only one-third have access to employment while more than a third remain dependent on state funding.⁶ We support Vulcan Coalition's efforts to change that by selecting and testing a learning management system designed for PwDs. We've also extended our initial partnership to include a discovery workshop on a PwD job matching platform.

Using technology to reach vulnerable populations and enhance mental wellbeing

Mental health is a pressing challenge for workers across industries and generations in the wake of the pandemic.⁷

⁶ https://vulcancoalition.com/home_en.html#ourstory

⁷ <https://www.shrm.org/resourcesandtools/legal-and-compliance/state-and-local-updates/pages/coronavirus-ongoing-pandemic-worker-mental-health.aspx>

Internally we have both formal and informal channels in place, such as employee assistance programs and a global, online chat group for Thoughtworkers to discuss and share tips on mental wellbeing — a vibrant space with approximately 700 participants. Our regional employee assistance programs offer access to mental health resources, and our people and communications teams ensure we regularly provide Thoughtworkers with avenues to seek help and reminders to take care of their mental wellbeing, look out for each other and recognize when to seek support.



“To create a wellbeing culture we have to pay attention to both individual and holistic needs. We are constantly rethinking what’s possible so that care for our people is nurtured in the collective.”

Grazie Mendes, Head of Diversity, Equity and Inclusion, Brazil, Thoughtworks



In China, where 20% of college students are reportedly dealing with varying degrees of mental health or psychological disorders,⁸ a huge mental health gap urgently needs to be addressed. Morning Public Welfare, an organization in Wuhan that provides support for people with mental health issues, is focused on closing this divide. Together we conducted a two-day workshop where college students were invited to design a solution targeted at improving their peers’ mental health awareness. The outcome was a vision and blueprint for an interactive, online mental health science museum that provides a rich resource for students dealing with or wanting to learn more about psychological or emotional challenges.



The convenience and privacy digital avenues afford are creating opportunities for people to seek the advice of trusted mental health professionals in a safe, virtual space. **Todo Mejora** is part of the global **It Gets Better Project**, which provides LGBTQIA+ youth with a supportive community network and educational resources. We worked with them to transform their mobile app, web platform and organizational practices, with the goal of optimizing the emotional support and suicide prevention services they offer to LGBTQIA+ youth in Chile.

We began with a workshop to understand the features required for an app that serves as a suicide prevention line for LGBTQIA+ young people facing violence. The result was the improvement of Hora Segura, or ‘Safe Hour,’ a pioneering, volunteer-staffed helpline for at-risk youths. We continue to support Todo Mejora by developing their platform and building the product roadmap to improve the app’s functionality.

⁸ <https://www.researchprotocols.org/2021/5/e25009/>

In addition to working with partners supporting long-term mental health challenges, we have paired with those providing rapid support for individuals and communities affected by traumatic events. In the wake of the devastating Australian bushfires, Thoughtworks helped a network of medical practitioners who had created a support group for adults and children affected by the fires. The goal was to digitize a 12-week course the group developed to help it reach more people grappling with trauma. With our technical advice, they identified a Software as a service (SaaS) platform that met their needs and budget, and also welcomed our design advice and recommendations for their website upgrade. We will continue to help develop the solution to maximize its reach and impact.



“DEI for us is completely embedded — not just in who we are, but also in what we do and how we work together. The values of inclusion and equity inform the way we work and interact, the way we show up for each other and for our clients; it’s a huge part of what makes us a community, over and above a company.”

Joanna Parke, Chief Talent Officer, Thoughtworks

Read more about our approach to DEI within Thoughtworks in [Operating with integrity](#).



Inclusivity and social justice



Inclusivity and social justice

Economic and social inequality manifests in different ways, often in the denial of opportunity — whether that opportunity is to receive fair wages; to access basic rights like food, shelter and education; to connect and build solidarity with others in a similar position; or to migrate in search of a more secure life.

As technologists we strive to make our skills and solutions available to social organizations that connect and empower vulnerable groups, and seek to distribute resources more evenly. One example is our work in Ecuador with unions representing domestic and delivery workers — industries dominated by informal and chronically under-protected labor. Our skills and technical contributions have served the National Union of Professional Houseworkers (UNTHA) in their quest to raise awareness of labor rights and provide legal advice, through apps the workers themselves had a major hand in designing.

Russia's invasion of Ukraine and consequent flow of refugees has thrown a spotlight on the injustice that accompanies migration and the treatment of displaced people. This is just one example of a constantly unfolding crisis in different parts of the world as people flee conflict or devastation, or seek a better life for their families.



“The growing support needs for people fleeing the conflict in Ukraine has underlined how difficult it is to scale resources in response to an emergency. This has prompted us to look more deeply into the possibilities of access to tech for grassroots organizations. Tech that is open source and can be easily deployed in reaction to a humanitarian crisis, as well constantly maintained rather than only at flash points. Our goal is to create something customizable that can be deployed by any organization, as a proactive step to build capacity for future crises.”

Peter Buhrmann, Managing Director, Europe, Thoughtworks

In recent years we have provided sustained support to organizations responding to immediate refugee needs, laying the foundations for a more humane, equitable approach to migration long term. Often we support in ways that are unseen and for which it can be hard to secure funding. For instance, in 2021 we created a contact management system, so that one of our partner organizations, a social movement concerned with refugee support, can now keep track of their contacts in a way that preserves privacy and is GDPR compliant. Recently, in support of specific Ukraine humanitarian relief efforts, we have been working on the development of a secure database that links volunteers with grassroots groups and projects concerned with refugee welfare. We have also provided technical and process recommendations to partners aiming to ensure more migrants survive the perilous journey across the Mediterranean to Europe.

A more inclusive global conversation

Digitalization has driven unprecedented expansion of health and other services into areas where they were previously limited or unavailable. But many of these services, and the underlying technologies, are designed primarily for English language users, which can marginalize or exclude billions of speakers of other languages. In few places is this divide as apparent as in India, which is home to over 100 languages and where millions still struggle to access technology.



“Exponential change multiplies and triggers more change. Technology is a force multiplier, a springboard that can help a country jump development stages. We believe tech will allow India to leapfrog decades ahead. We are humbled to participate in this voyage through our contributions to Health and AI/ML based Digital Building Blocks.”

Vinod Sankaranarayanan, Head of Digital Public Goods, Thoughtworks

Collaborating with educational foundation EkStep, our scientists and developers have created Sunbird **Vakyansh**, which addresses this gap by building data resources and modeling to support speech-to-text in multiple Indian languages. This paves the way for more non-English speakers to engage, transact and secure healthcare, payment and other key services digitally. Vakyansh is part of the open-source Sunbird platform of learning and development tools, which is a Digital Public Good. Along with our open-source projects in the health sector, **Epirust** and **Bahmni**, Vakyansh (funded by Ekstep) underpins **our membership in the Digital Public Goods Alliance**, which recognizes organizations using open-source to promote equitable access to digital services.

Word error rate (WER) comparison against standard speech-to-text tool

हिन्दी

Hindi

Vakyansh WER **16.50**

Standard WER 25.90

English

IN

Vakyansh WER **7.90**

Standard WER 33.10

ગુજરાતી

Gujarati

Vakyansh WER **19.08**

Standard WER 33.36

اردو

Urdu

Vakyansh WER **23.19**

Standard WER 27.30

ಕನ್ನಡ

Kannada

Vakyansh WER **26.94**

Standard WER 30.44

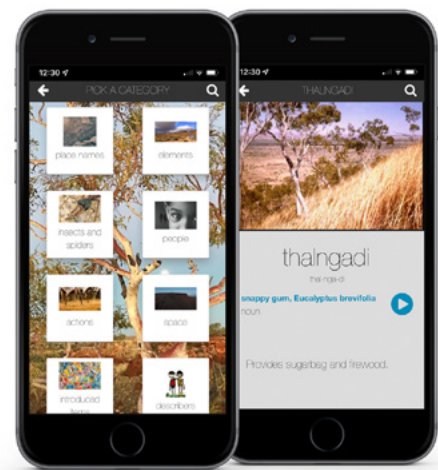
தமிழ்

Tamil

Vakyansh WER **20.30**

Standard WER 27.41

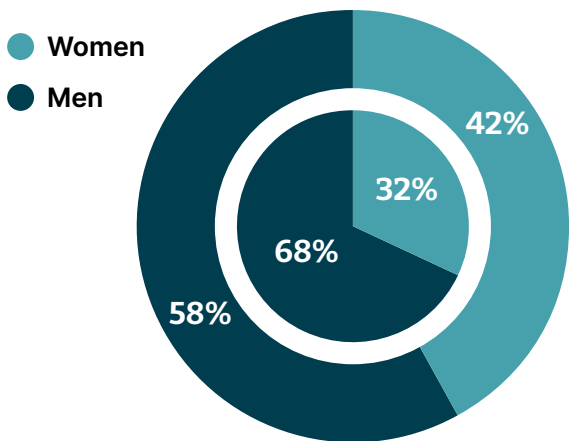
A similar focus is evident in Australia, where, as a part of our ongoing commitment to First Nations rights and reparations, we worked with language researchers and communities on growing the open-source [Jila](#) framework. It helps speakers of traditional languages like Gooniyandi build mobile apps to preserve language and culture for future generations, encouraging current generations to learn. The demonstration of continued connection to culture and language is a powerful tool for First Nations peoples to gain legal recognition of their right to their lands.



Gooniyandi language app

Beyond language, technology can also be used to critically examine who gets to speak in the corridors of power. We are proud to partner with [Women at the Table](#), a Geneva-based civil society group that uses data to expose the reality of inclusion of women, youth and Global South voices. Together we have built an AI-powered app that analyzes who is in the room and who has the most airtime — and their relative influence — at major international events like the Paris Peace Forum and COP-26. The solution sheds light on how paper commitments to attendee diversity stack up against the reality — and as with Vakyansh and Jila — we see significant potential to expand its data resources and capabilities in exciting new ways.

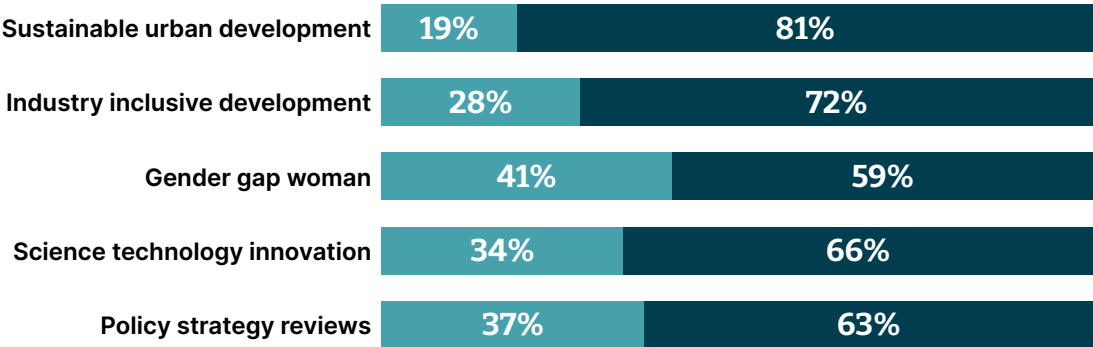
Gender distribution summary from a global science and technology conference



Outer circles represent percentage of delegates.
Inner circles represent percentage of speaking time.
Men spoke 3 hours, 23 minutes more than women out of 9 hours, 40 minutes

Speaking time by topics at a global science and technology conference

Which topics do women and men most discuss in the fora?
Is there relatively equal speaking time on both “hard” and “soft” topics?



Source:

WOMEN AT THE TABLE

Supporting organizations focused on eliminating hunger

Ensuring more equitable access to food can be less a question of resources than logistics, especially with needs constantly changing, supply chains under pressure and conflict at times complicating the delivery of resources to vulnerable populations.

The Felix Project tackles both food waste and food poverty in London by mobilizing a network of volunteers to collect surplus food from suppliers and deliver it to over 1,000 local charities and schools. They were determined to upgrade their planning and routing system after facing a fivefold increase in collection and delivery requirements. Our **Social Change Lab** worked with the Felix Project team to review its routing solution and identify possible improvements, focusing primarily on user feedback since early interactions indicated driver engagement with the solution was limited.



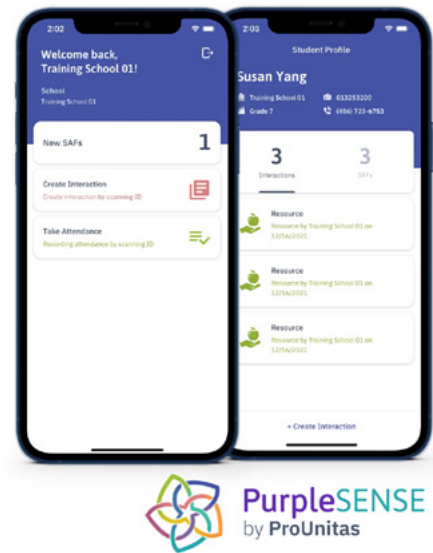
The exercise resulted in a shortlist of recommended enhancements and viable new solutions to offer drivers technology better suited to their skills and real-world conditions. It will also boost Felix Project's ability to track its network and optimize routes on the fly, underlining the importance of user experience in making technology decisions.

One of our long-term partners, a large global humanitarian organization working on food security, asked us to assess its main beneficiary and transfer management platform. The platform is a complex and crucial resource that touches on virtually all aspects of our partner's operations, including beneficiary registrations, intervention setups and distribution planning. Our team conducted a thorough review of its technical and business capabilities, codebase management and architecture to identify potential barriers to modularizing and potentially rewriting the underlying codebase. This will make it easier to scale and repurpose the platform to meet demands as they evolve.

Enabling services to those in need

We forged close and productive alliances over the past year with a number of organizations directly tackling social inequalities by delivering advice and services to vulnerable and at-risk populations.

ProUnitas, an education-focused nonprofit in Houston, Texas, sought our help to enable the rapid expansion of its PurpleSENSE platform. The platform connects students facing challenges to support services like counseling and food assistance, while reducing the administrative burden that all too frequently accompanies aid requests. The expansion took PurpleSENSE mobile, allowing student support teams to turn to the solution on the move and further accelerate response and intervention times, which the platform has already helped reduce by some 90 percent. By freeing staff to meet students in a wider range of locations while remaining fully compliant with privacy and security standards, the mobile version of PurpleSENSE will play an important part in the expansion of the solution to more than one million students during the next decade.



Working with a similar purpose on a nationwide scale, Citizens Advice came to us for help improving the user journey for their clients. Citizens Advice is an independent organization that provides UK residents confidential information and assistance on issues such as employment, debt and housing. Over the last year alone, they have helped 2.45 million people (one-to-one), many from marginalized populations who would struggle to access such services any other way. Citizens Advice provides services via their network of local offices across England and Wales and partners with hundreds of other organizations, with some of its clients requiring referrals to several at once. This complexity and the need to protect sensitive information can create stumbling blocks for clients seeking help. We are working with the organization to enhance the inbound referral process to remove some of these barriers and enhance the customer experience and overall efficiency.

Citizens Advice in numbers



In Germany we've worked closely with Brückensteine, an organization focusing on reducing the risks faced by an often overlooked group – young adults leaving the foster care system – to identify optimal opportunities for positive intervention. As they tend to lack the support systems of peers in their age group, many 'care leavers' are particularly vulnerable to mental health issues and other challenges, and can struggle to successfully integrate into society.

Through a series of workshops, we zeroed in on a particular problem that confronts many such people immediately on their release from care: finding and managing the legal processes to secure accommodation. With Brückensteine we set about gathering information that could ease this transition and began to think through presenting it in a way that would encourage its use. The resulting app is now in development.

Sustainability and climate action



Sustainability and climate action

At Thoughtworks, we believe that climate action should be holistic, addressing our own carbon footprint and working to support broader systemic change. We also believe that any action on climate should encompass a lens of equity and prioritize the communities most impacted by resource extraction and most vulnerable to climate change.



“While offsets have value and carbon removal is increasingly an option, they don’t deal with the urgency of the most vulnerable people being affected by climate change. Our sustainability strategy goes beyond decarbonization, to spell out the ways in which we want to make commitments to social movements. We see technology and climate as interlinked, whether in the environmental footprint of software, or in the way tech tools are being used to both create solutions and perpetuate environmental harm.”

Chad Wathington, Chief Strategy Officer, Thoughtworks

We believe that climate action has to go beyond attempts to change the behavior of individuals or companies, to address the inequalities that underpin our dominant economic models. To make meaningful change happen, it’s crucial that stakeholders from all corners of society come together to address these issues, urgently.

We also believe that bringing together diverse perspectives is a critical part of addressing climate change. These groups need to be truly inclusive and open-minded to seed change in all corners — that means bringing in voices from governments and companies involved in the natural resource extraction process. The task before us is monumental, but we are firm believers that technology can enable new models and new relationships that lay the groundwork for ongoing action and are more sustainable in all senses of the word.

To address our decarbonization ambitions, we’ve committed to achieving near-term targets set by the [**Science-Based Targets Initiative \(SBTi\)**](#), the benchmark for best practices in greenhouse gas emissions reductions. We’ve set aspirational targets that are built on four principles: authenticity, boldness, inclusion and agility.



Principles for our climate commitments



Our targets – currently being verified by SBTi – are to move to 100% renewable energy in our offices, reduce our absolute Scope 1 and 2 greenhouse gas emissions 50% and our Scope 3 greenhouse emissions by 85% per headcount, all by 2030 from a 2019 base year. More details and definitions outlined below.

Beyond our own decarbonization journey, we're developing solutions that allow our clients and partners to achieve their sustainability ambitions, for example our free, open-source tool, Cloud Carbon Footprint. Authentic to our long-term focus on improving the tech ecosystem for all, we're helping teams to assess and mitigate the environmental impacts of digitalization.

Green Software Foundation: A new standard-bearer for sustainable tech

As the scope of what's possible with software expands exponentially, so too does software's energy intensity. The raw computing power needed to train neural networks or to fuel innovations like blockchain will be a significant driver of tech sector-led emissions that could account for up to 14% of the global carbon footprint by 2040, versus under 2% in 2007.¹

More sustainable approaches to building software are urgently needed. But these, in turn, require new expertise, new best practices to follow and standards that measure performance in terms of the environment as well as efficiency.

We co-founded the Green Software Foundation (GSF) alongside partners such as Microsoft and the Linux Foundation aiming to address these gaps, and to ensure the software industry contributes to wider efforts to cut greenhouse gas emissions. In less than a year since launch, the GSF has released the alpha version of a Software Carbon Intensity Standard (SCI) that allows developers to score and track the carbon intensity of an application as it's built, just as easily and transparently as they gauge factors like cost and security. Importantly, by omitting neutralization from its calculations, the SCI reflects our belief that emphasis has to stay firmly on emissions reduction. While significantly more challenging, it is the only real basis for meaningful net-zero progress.

$$SCI = ((E * I) + M) \text{ per } R$$

Energy consumed by software in kWh

Carbon emitted per kWh of energy, gCO₂/kWh

Carbon emitted through the hardware that the software is running on

Functional Unit; this is how software scales, for example per user or per device

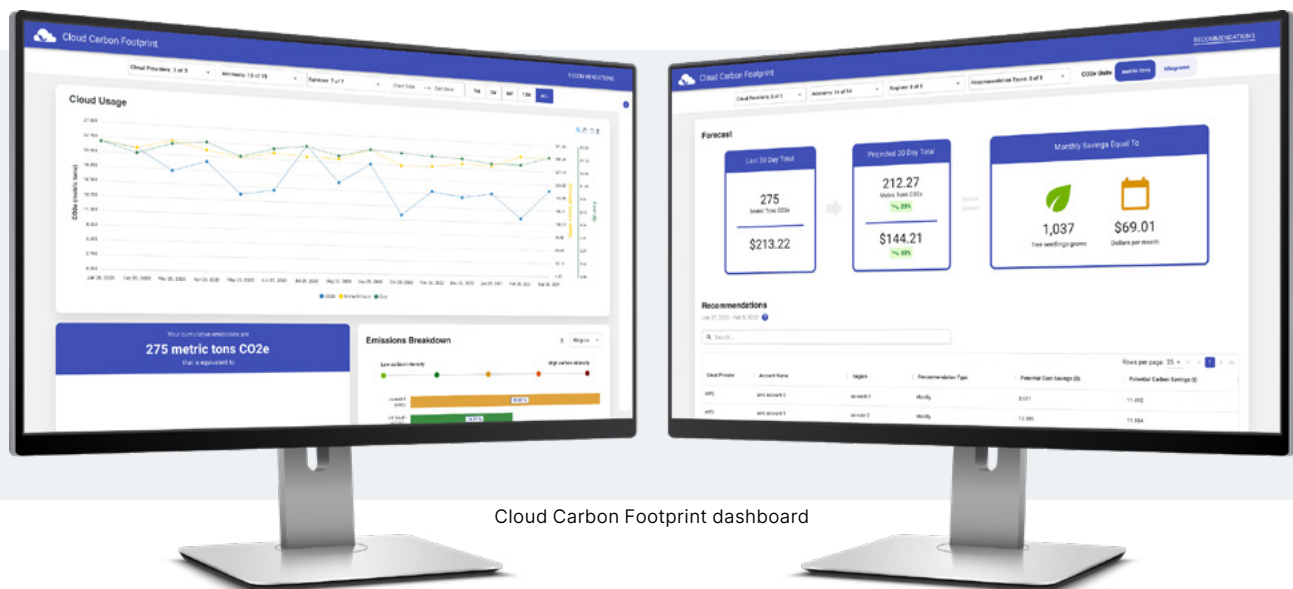
¹ <https://hbr.org/2020/09/how-green-is-your-software>

Precise, broadly accepted metrics and greater collaboration between builders and deployers of software are vital to achieving sustainability targets. For this reason the GSF welcomes members from all sectors. The foundation will continue to develop green software skills and standards and push for their adoption in government and corporate policy through training, education and outreach programs.

Cloud Carbon Footprint: Calculating the real costs of digital infrastructure

In 2021 we refined the capabilities and functionalities of our Cloud Carbon Footprint (CCF) tool, an open-source solution that helps organizations assess, monitor and reduce emissions from their cloud computing resources. Based on client and community requests, we worked to incorporate more memory, networking, replication and embodied emissions data points in carbon estimates, and enabled the display of data center carbon intensity readings from major cloud providers.

Critically, we're encouraging adopters to create a recommendation dashboard that points the way to targeted optimizations and calculates the carbon and cost savings that can result.



Cloud Carbon Footprint dashboard

Our partnership with Spain-based green energy technology company [Holaluz](#) is an example of what the CCF makes possible. As a leading advocate of the shift to renewable energy, Holaluz is also intensely focused on reducing its own environmental footprint, and turned to the CCF to shed light on the carbon emissions and energy consumption of its cloud infrastructure.

Together we identified clear opportunities to slash emissions and energy consumption, and to trim annual infrastructure costs by 3%. Insights from the tool are now factored into 'business as usual' for Holaluz's tech teams, giving them the confidence that their decisions and workloads serve broader sustainability goals.

Decarbonization: A long-term, multi-dimensional commitment

Thoughtworks has been committed to addressing environmental and climate-related issues for close to three decades, through partnerships, campaigns and the development of software solutions. Our technologist community has come together over the years to raise awareness about [climate action](#) and [drive change programs](#) in our office operations around the globe, such as Green Office Challenges.

We formalized this commitment and joined other leading enterprises in signing up to the best practices set out by the Science-Based Targets Initiative (SBTi). SBTi was jointly established by the Carbon Disclosure Project (CDP), the United Nations Global Compact, the World Resources Institute and the Worldwide Fund for Nature to develop benchmarks for the corporate path to net-zero.

SBTi doesn't allow avoidance-based carbon offsets as part of the emissions reduction approach, instead focusing on true reduction and carbon removals once emissions targets have been reached.



“Thoughtworks is continuously challenging ourselves to reduce our emissions sooner than our stated 2030 goals and, long term, to invest in carbon removal projects that align with our vision of inclusion, solidarity and the focus on those most impacted by resource extraction and climate change.”

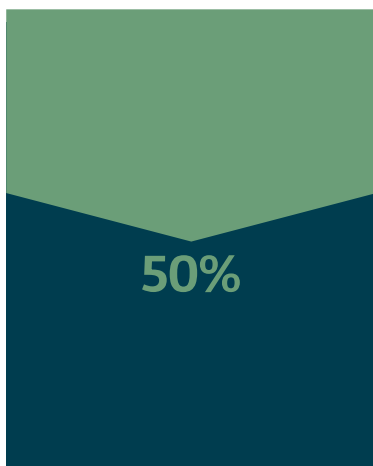
Amanda Ting, Sustainability Program Lead, Thoughtworks

We have calculated our emissions across the SBTi framework, including Scope 1 (direct emissions), Scope 2 (indirect emissions associated with electricity consumption) and Scope 3 (other indirect emissions, such as those related to transport or outsourced services). For any organization of our size and with our geographic footprint, assessing emissions throughout our markets and supply chain is a complex process.

Our near-term targets are now with SBTi for review and will serve as a foundation for comprehensive and sustained emissions reduction. These targets are to: reduce absolute Scope 1 and 2 greenhouse gas emissions 50%, Scope 3 greenhouse emissions by 85% per headcount, and increase annual sourcing of renewable electricity from 2% to 100%, all by 2030 from a 2019 base year.

Our targets for 2030 from a 2019 baseline year

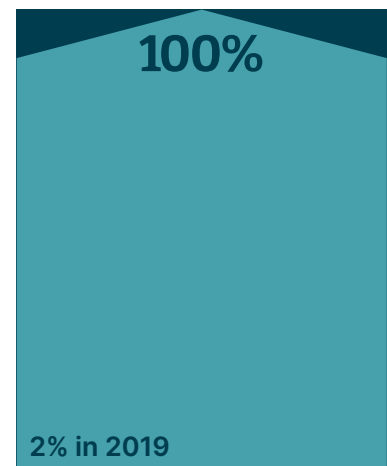
Scope 1 and 2 greenhouse gas emissions



Scope 3 greenhouse gas emissions



Renewable energy sourcing



While these targets await SBTi validation, we're putting the governance and infrastructure in place to ensure they can be reached, and taking steps to assess and proactively implement the changes they are likely to require in our day-to-day operations. For example, our team in Spain is exploring what a [360 degree approach to carbon responsibility](#) might look like.



“It’s vital that in all the urgency around net-zero we don’t lose sight of the fact that our climate commitments need to be formulated carefully and align with our core beliefs as an organization. We have to stay true to ourselves, set goals that challenge us and encourage innovation, act in solidarity with those on the climate change front lines and always ask what we can do better. This year we’ll be working to incorporate these beliefs into a governance model that will guide our net-zero drive, ensuring it’s consistent, accurate and constantly evaluated and optimized.”

Guo Xiao, Chief Executive Officer, Thoughtworks

Partnerships and platforms for action

[Comunidades Agroecológicas do Bem Viver](#) (Community of Good Living) is a transformation project that unites farming families with urban neighbors as co-farmers. Together, using agroforestry systems, while regenerating degraded areas, they make the biome self-sustainable, transforming the area into a forest that also produces healthy food with a low carbon footprint.



In 2021 we had a dedicated team to support the digital infrastructure of the program, including payments, registration, reporting and structuring, and extending their website. Our work together continues and is progressing to review and advise on the user experience, retention and scaling; we aim to enhance the work of the Agroecological Communities of Good Living, based on a scalable and replicable virtual infrastructure.

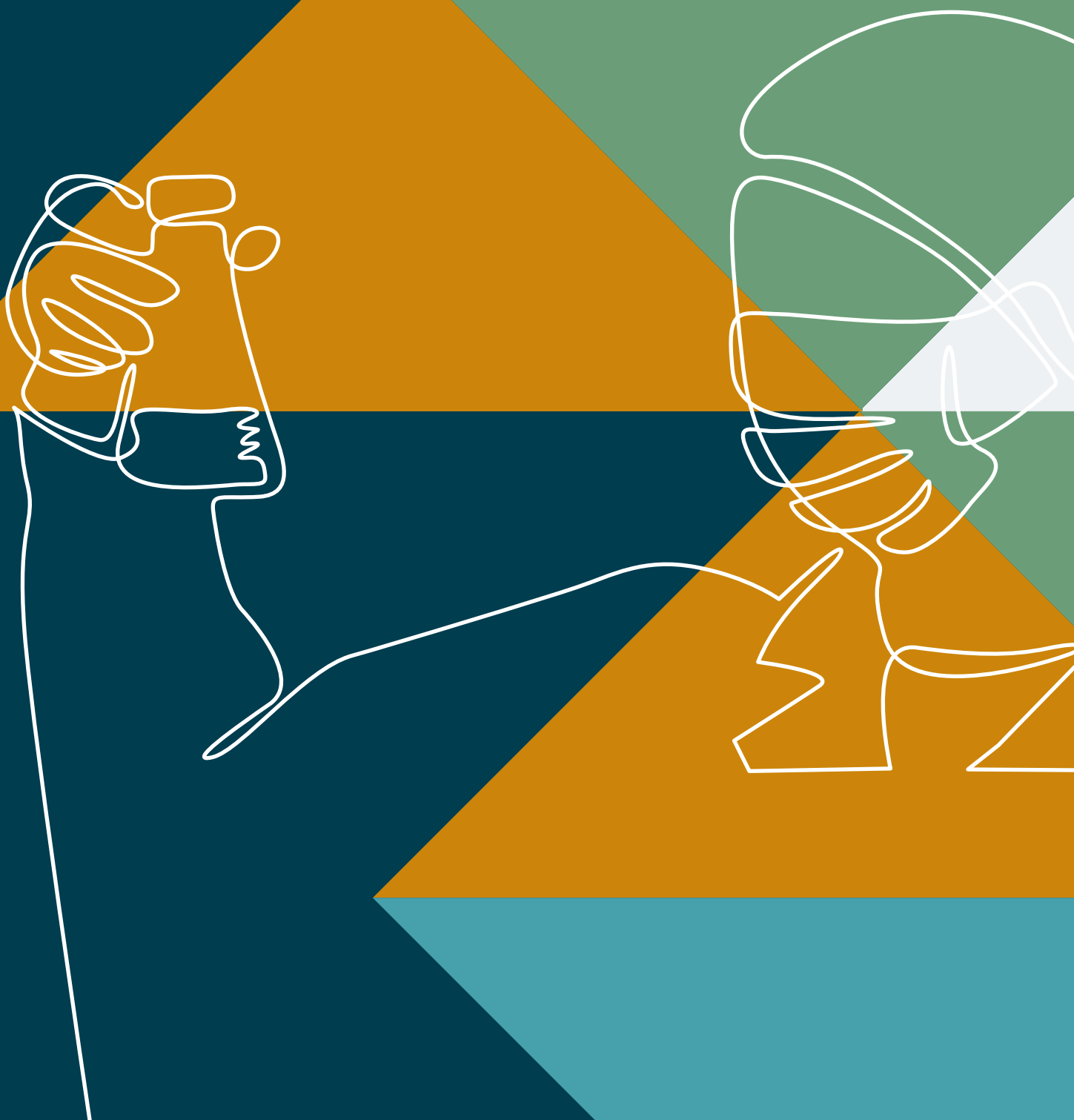


“The traditional system that has caused the climate crisis is coexisting with a new, emerging system, which means we are innovating during a period which is full of contradictions. As a tech company, we can help our clients during this transition process. We understand complexity, and know that tech can enable more efficient economic production and facilitate growing social relationships. We are continuously building on that knowledge and embracing our role in the transition to a more sustainable future.”

Lisa McNally, Head of Cleantech and Sustainability, Thoughtworks



Healthcare as a human right



Healthcare as a human right

Over the past year our technologists and partners have continued to support efforts by countries around the world charting a path out of the pandemic. Together we are contributing to solutions that build a collective understanding of how diseases such as COVID-19 spread and impact populations.

While so many resources are concentrated on the pandemic, it is vital that we don't lose sight of other issues that will put significant pressure on health systems over the long term, i.e.: areas where healthcare is failing, aging populations. Our primary initiatives in healthcare are focused on building the capacity of health systems to manage these challenges and extend access to care in communities where it remains inadequate or available only to a select few.

The experience of the last few years has highlighted both the gaping inequalities in healthcare globally, and the devastating human toll when health services become overwhelmed. It is an unfortunate truth that, due in part to the legacy of globalization and the impacts of climate change, more such health crises are likely to emerge in future.¹ Applying technology to enhance the precision, reach, quality and affordability of care is one of the best ways to ensure that if crises can't be prevented, they can at least be swiftly — and more fairly — managed.

Making pandemics more predictable

For health professionals and policymakers, accurately predicting the trajectory of a pandemic is essential to formulating a proactive response. A lack of historical data and the unique variables that shape any disease make this an elusive goal. Our [Engineering for Research \(E4R\) initiative joined forces with experts at India's Ashoka University](#) to bridge this information gap by developing an agent-based modeling and simulation framework that sheds light on disease spread, including that of COVID-19.



The framework, BharatSim, is inspired by our [EpiRust open-source framework](#), and allows researchers to introduce and understand the spread of a pathogen through a virtual society under various true-to-life conditions, such as selective lockdowns or mass commuting. As an 'agent-based'

¹ See e.g. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1299207/>; <https://www.hsph.harvard.edu/c-change/subtopics/coronavirus-and-climate-change/>

simulation framework, the complexities of interactions between individuals can be captured, and by minimizing the need for memory management or changes to source code, the team ensured it remains fast, flexible and highly scalable.

The approach can model real-world conditions in large cities like Mumbai and Pune, with more than 10 million inhabitants. It helps researchers understand the effectiveness of lockdowns and other interventions, and provides estimates of hospital bed requirements. There are ongoing efforts to expand the framework's capabilities to model a wider segment of the Indian population, up to 40 percent.

Contributing to the science of dementia

Rapidly aging populations have profound implications for economic and health systems globally. Therefore, the more that we know about the aging process, the better. Building this knowledge is the intent of an initiative we're supporting at the University of Sydney. Today, in Australia, up to 472,000 people are living with dementia-related illnesses and up to 337,200 more are providing those individuals with consistent yet unpaid care.² With the proportion of the Australian population over 65 years of age set to more than double by 2057,³ the effects of this complex set of diseases are expected to rise dramatically. Expanding research is critical.



"We would like to acknowledge the ongoing support and partnership ThoughtWorks has provided to StepUp to enable this platform to become an important part of the research infrastructure for dementia researchers. StepUp is now filling a major gap in dementia and aging related research in Australia."

Professor Robyn Ward, Executive Dean and Pro-vice Chancellor,
Faculty of Medicine and Health, University of Sydney

We've been working with the University of Sydney for several years and in 2021, we worked on refining their volunteer-matching system — **StepUp** — which connects citizens to academic researchers. This makes it easier to find people willing to discuss their experiences with this still highly-stigmatized condition, and empowers those same people to contribute to the discovery of new treatments.



Bahmni - a Digital Public Good

Bahmni is an open-source hospital information management system for low resource settings. Thoughtworks has been its primary contributor for a decade — as part of the Bahmni coalition since 2017. Today, Bahmni continues to gain recognition and benefit from steady enhancements. In 2021 it was officially added to the **registry of Digital Public Goods** maintained by the Digital Public Goods Alliance, certifying it as a project built on genuinely open-source principles that helps drive progress towards the **UN Sustainable Development Goals**.

² <https://www.health.gov.au/news/announcements/dementia-in-australia-2021-report-released>

³ <https://www.aihw.gov.au/reports-data/population-groups/older-people/overview>

Our Bahmni experts share lessons from eight years of Open Source at XConf - watch here:



The year also saw new features added to Bahmni's integrated medical record, laboratory management and billing systems, including: tele-consultation capabilities to help medical professionals manage COVID-19 outbreaks; and the use of 'dockerization' or containers to improve the installation and portability of applications. In India, Bahmni became the first open-source solution of its kind to attain [Ayushman Bharat Digital Mission](#) (ABDM) integration and security certification. This makes it part of the emerging national digital health infrastructure, and a successful pilot launch was undertaken in this capacity in the state of Bihar.



"Bahmni was designed to make quality healthcare possible in places that traditionally struggle to deliver such services due to a lack of resources. By helping doctors reach more patients and raising the standards and availability of relevant medical information, it's made a significant contribution to reducing inequalities in care where it's been adopted. We hope its recognition as a Digital Public Good will give it more global visibility and encourage more contributions to the system, whether in the form of funding or technological improvements, because it's been a collective effort from the beginning."

Sudhir Tiwari, Co-Managing Director, India, Thoughtworks

Looking ahead, Thoughtworks is investing heavily in Bahmni in 2022 to expand its capability to cater to the thousands of small clinics across India that support the healthcare of a billion people. This expanded capacity to create digital health accounts for patients in Bahmni at the point of care will significantly strengthen the reach of the ABDM, which is building the backbone for integrated digital healthcare infrastructure across India, centering the patient.

Since 2010, Thoughtworks has consistently invested in Bahmni, building its core infrastructure, working directly with pilot hospitals, supporting implementations and extending its capabilities. We have invested multiple Thoughtworks teams from around the world throughout the last decade, and in 2022 we are ramping up this commitment because, as the only [open-source](#) solution that is ABDM certified, we believe this investment is crucial for India's extensive healthcare needs.

Education



Education

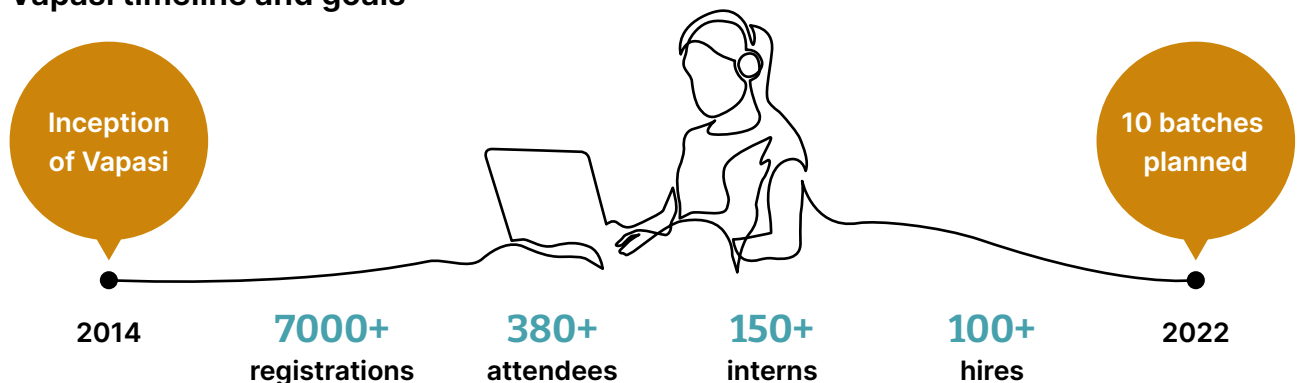
Education, learning and knowledge exchange are core to who we are and to how we evolve as technologists, as a company and as an industry. We believe that by freely sharing information and learning from each other and our mistakes, we can deliver better solutions not only for clients, but also for society as a whole. More broadly, in line with the UN's fourth Sustainable Development Goal, we are firm believers that quality education is a basic human right that must be available to everyone. Access to education is the bedrock that ultimately enables each individual to thrive and make a difference in the world.



We put these beliefs in action by partnering with organizations, foundations and non-government organizations (NGOs) addressing inequalities in education systems, and supporting people in underprivileged, rural and remote communities who might lack access to technology and educational resources. From assisting refugees in their continued learning to bridging the gap between rural and urban students in China, we apply technology and tech skills to create a more level educational playing field, and aim to ensure that opportunities are extended to all.

We place the same emphasis on equality of opportunity and technology as an enabler in internal mentoring and training programs. In India, our **Vapasi** program provides a foundation of hands-on training and internship experiences to help women transition back into tech roles after taking a break from the workforce. Meanwhile, our **STEP** program offers students a chance to build practical skills and mentorship opportunities through a unique 'work-while-you-study' methodology, launching them on the path to a promising tech career. We believe in lifetime learning and apply this continuous mindset to our social impact work as well as our people development.

Vapasi timeline and goals



Empowering rural mothers

Our ongoing partnership with the Stanford University-sponsored [Rural Education Action Program](#) (REAP) aims to tackle the significant education gap between urban and rural students in China. With an estimated 60 million¹ students left behind in the country's rural areas, there's an urgent need to address a lack of education funding, shortage of support for working parents and low levels of digital literacy. We've responded with innovations like Taoli Online, a gamified online education product designed specifically to help rural students improve their academic performance. During the pandemic, we released a mobile version for students to support the disruptive shift from on-site to remote learning.



Another key initiative with REAP is in Early Childhood Development (ECD). Children in rural areas are at higher risk of cognitive delay, but this can be addressed by early interventions focused on supporting their parents and caregivers.



“Early childhood is the most critical stage in a person’s life and investments in their development during these first three years will have the greatest positive impact. It is urgent and vital for us to broaden our focus on education to early childhood development and work with partners to help fill in the gaps that persist for children in China’s rural areas.”

Nina Zhou, Head of Social Change, China, Thoughtworks

REAP developed a curriculum covering children’s nutrition, health and well-being that could be used by community health workers on household visits. But these efforts proved challenging to scale due to training issues, difficulties tracking progress and bureaucratic inefficiencies.

To overcome these issues, Thoughtworkers teamed up with REAP to develop the Healthy Future app, rural China’s first online training product for families with infants. The app contains the entire ECD curriculum in a fully digitized format, including text, images and videos. The curriculum is designed to be interactive and simple to use, even for less experienced health workers. It can be customized to each household’s needs, which may vary depending on factors such as the age of the children and also makes it easier to monitor each household’s progress. Using the app, community health workers can visit rural households and provide practical training and advice on maternal nutrition, breastfeeding, complementary feeding, mental health and other critical topics. The app has already been successfully piloted in a number of villages and will be launched in more than 100 villages in Sichuan this year.

¹ <https://scei.fsi.stanford.edu/reap/docs/left-behind-children-intern-introduction>



“We are now almost a year into our program and reaching more than 1,500 families in rural China. The platform we built with the Thoughtworks team has been key to this success by substantially reducing the burden on the health workers and allowing them to focus on serving their families.”

Sean Sylvia, PhD, Gillings School of Global Public Health

We look forward to continuing to work with REAP and its parent initiative, the [Stanford Center on China's Economy and Institutions](#) (SCCEI), as it expands its China-focused research to the environment and sustainability.

From social issues to social innovation

Thoughtworks China is also supporting the non-profit [A Better Community](#) (ABC) to develop training and educational opportunities for NGOs and students interested in social issues. ABC's Digital Social Innovation Camp is a dynamic forum that brings together professionals and students to develop digital solutions that help NGOs in their work. This collaboration neatly solves a number of challenges: NGOs' shortage of tech expertise and financial resources to invest in new products and solutions; a lack of awareness of the social issues NGOs are tackling, and an absence of hands-on learning opportunities for students looking to hone their tech skills.



ABC holds three Digital Social Innovation Camps each year, with up to 50 participants per camp, with enrollment based on interest in each camp's theme. Shortlisted volunteers spend three to four months working in groups to develop digital solutions that NGOs can apply successfully in the field.

As ABC's key partner, Thoughtworks provides a number of technologists to help guide teams through the product design and development process. They cover fundamental techniques from defining problems and using design thinking to find solutions, to conceptualizing a minimum viable product and planning the product build. The result is a comprehensive and meaningful educational experience for students, and innovations that extend the reach and impact of NGOs working to improve the lives of people across China.



In Thailand we continue to support [UNESCO's LearnBig app](#). LearnBig is an open-access digital library and smartphone application which makes books and learning materials available to teachers and students. It promotes literacy and good reading habits among out-of-school and marginalized children in Thailand. In 2021 we added gamification and book encryption features.

Encouraging women to apply their ingenuity

Unequal access to education is not just a challenge for children or those in remote areas. It is also a difficulty commonly faced by women, particularly in more traditional societies or positions of vulnerability. For women in such situations, learning tech skills can be a powerful means to build independence and improve their lives.

In Ecuador a group of indigenous women formed Warmi STEM in 2020 to encourage and guide their peers in establishing science, technology, engineering and mathematics (STEM) careers — a relatively rare endeavor in the community. Thoughtworks is supporting Warmi STEM on this journey by strengthening the organization's business capabilities. We hold monthly member workshops that touch on a variety of essential leadership and technology skills, and each leader at Warmi STEM also has a one-on-one mentor from Thoughtworks Ecuador. Our partnership with Warmi STEM also informed the development of our '[Decolonizing Tech](#)' campaign. The campaign explores how indigenous communities perceive and use technology, the challenges they face in accessing and interacting with tech solutions, and lays the groundwork for more inclusive approaches to tech development.

In Spain we're working with [Valentes i Acompanyades](#), whose mission is to raise awareness of forced marriages and provide support for women victims, and those at risk, so they can live freely and with personal agency. The organization does this through a combination of education, career coaching and emotional support to foster self-esteem and the confidence to live independently. We are supporting and helping extend the impact of their efforts through a combination of technical and operational support and one-to-one coaching.

Contributing to collective tech training in Spain

We have joined the collective effort of Spain's vibrant tech community to teach coding and other skills to disadvantaged groups, helping them kick-start careers in tech. For [Migracode](#), which offers free tech education to youth refugees and migrants and also guidance on the job search process, Thoughtworkers volunteer their time as educators and regularly run workshops and mentorship programs.



Thoughtworkers also stage workshops emphasizing practical tech skills for [Factoría F5](#) (FF5), an inclusive digital school that runs intensive six-month technology courses free of charge to learners from disadvantaged backgrounds who would not otherwise be able to access such specialized training. FF5's FemCoders bootcamp has been recognized by [Google's Impact Challenge for Women and Girls](#) for the success of its training for women from refugee, ethnic minority and low-income groups, as well as survivors of violence.

[Codebar](#) is committed to growing a diverse tech community by delivering free tech workshops and career guidance for members of minority populations. Thoughtworkers volunteer as coaches and hold workshops for Codebar students, contributing to a collaborative and safe environment and positioning learners to achieve a range of career goals.

Expanding possibilities for disadvantaged groups

Thoughtworkers in Romania have had the opportunity to support multiple organizations working to dismantle the barriers faced by students with disadvantaged ethnic backgrounds and disabilities.



In partnership with the Providenta Foundation, which provides educational and social programs to ethnic-minority Roma children in rural areas around Romania's capital, Bucharest, [Thoughtworks Romania built an educational app to teach reading and assess literacy levels](#). Our team developed the concept and wrote the functionalities for this application, then students from the Computer Science department of Babes-Bolyai Cluj University continued with its development. The app provides a quiz based on each book the children read as part of the program, with questions written by students of Foreign Languages and Psychology at Bucharest University. In addition to quizzes, the app includes other engaging and practical features like e-books, a random question generator, skill level ratings and information dashboards.

“Yet another step towards removing ethnic barriers and promoting education in underprivileged areas: Thoughtworks Romania, in partnership with a group of students at Cluj University, develops an educational application for reading and evaluating reading competencies for the children in the Romani rural community around Bucharest. All these kids benefit from the educational and social programs provided by Providenta Foundation. Thank you for your support!”

Mihai Ciopasiu, Executive Director, Providenta Foundation (RUTH Project)

In 2021 Thoughtworkers in Romania also teamed up with the [Informal School of IT](#) to develop an eight-week online introductory course on programming called IT4Teens, aimed at students with motor disabilities. Variations of the course were offered for different skill levels, with completion of all three course elements resulting in accreditation.

In North America, following the 2020 racial justice protests, we brainstormed with many Thoughtworkers and came up with an action plan to increase representation of historically marginalized groups in tech. One of the outcomes was an internship program for Black, Indigenous and People of Color (BIPOC) technologists, which ran for the first time in 2021. Interns learnt core software development and Agile fundamentals, gained hands-on team project and consulting skills, and spent time understanding the intersection between technology and business operations. We are delighted to have hired all six interns who entered the first instance of the program.



“Being an intern at Thoughtworks was a truly amazing experience that propelled my knowledge, connections and exposure to tech.”

Martin Guillen, Thoughtworks intern

“My experience during my internship here at Thoughtworks was extremely rewarding. I was given a ridiculous amount of support and space to learn new technologies and skills.”

Abdulrahman “Abdi” Moussa, Thoughtworks intern



We are excited to see the program expand in 2022. In addition to increasing the number of interns supported, we are also extending the program to a 10-week course. This will provide program participants with additional skills-based and career readiness learning opportunities.

In many of our regions, we partner with organizations and training institutions supporting marginalized communities and creating pathways to tech careers, these are just a few of them:



Operating with integrity

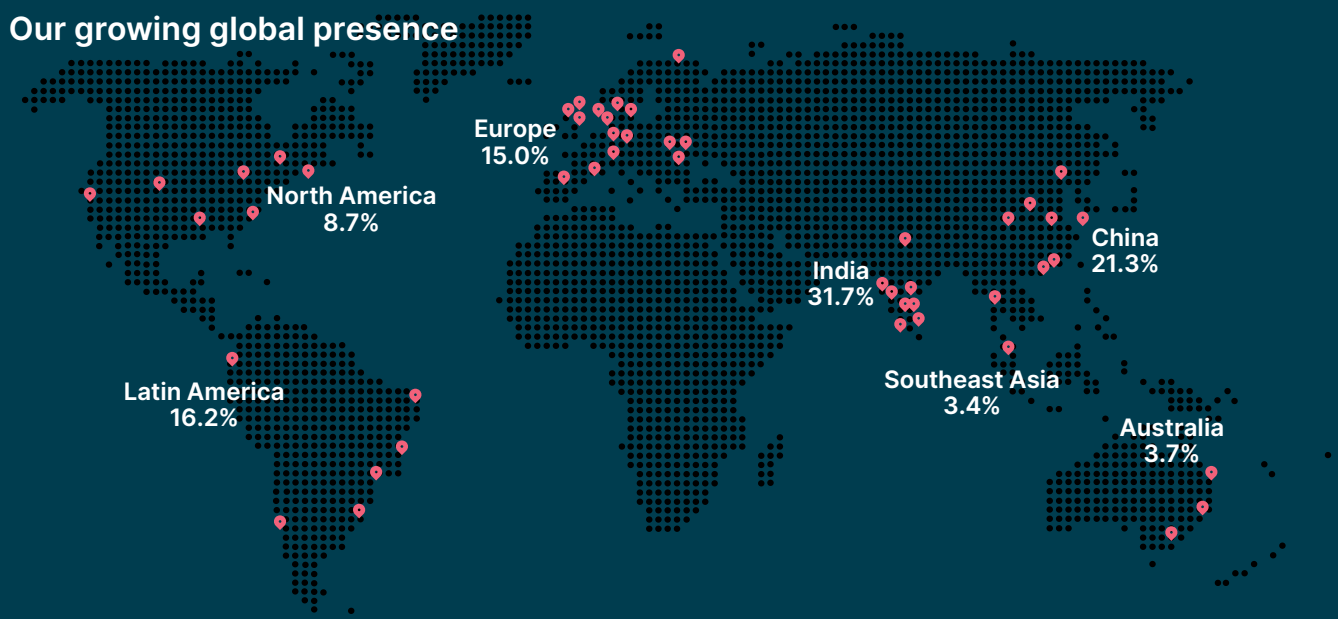


Operating with integrity

Thoughtworks is a rapidly growing business and in September 2021 we listed as a public company on the NASDAQ stock exchange. Our constant focus at every step of our evolution has been to steward a strong, purpose-led culture centered on our people and values.

We operate in 17 countries¹ and welcomed new employees in every region in 2021, notably in Finland, The Netherlands and Romania — where we acquired two companies.

Our growing global presence



As a socially-minded organization, our principles and practices naturally align with many environmental, social and governance (ESG) best practices. We have begun work on our ESG materiality assessment and reporting frameworks, completing our first Sustainability Accounting Standards Board (SASB) assessment in 2021. Earlier this year we signed on to the UN Global Compact to further articulate our priorities in line with the UN Sustainable Development Goals (SDGs) and their 10 principles. In 2022 we will complete the full materiality assessment with our stakeholders to guide our focus and reporting. We also use the Global Reporting Initiative (GRI) as a guiding framework for sharing our impact data and plan to report more formally on GRI metrics in 2023.

At Thoughtworks, we proudly and actively seek to make ourselves and the technology industry more reflective of the society we serve. Diversity, equity and inclusion (DEI) have been at the heart of what we do since we were founded, and we've enshrined these beliefs into our policies and practices.

Earlier in this report we explored examples of our work with partners across our DEI focus areas: women and underrepresented gender minorities (WUGM), LGBTQIA+, disability inclusion and mental health. In this section, we will expand on our commitment to social impact, as well as our work to ensure good governance, in every area of our business.

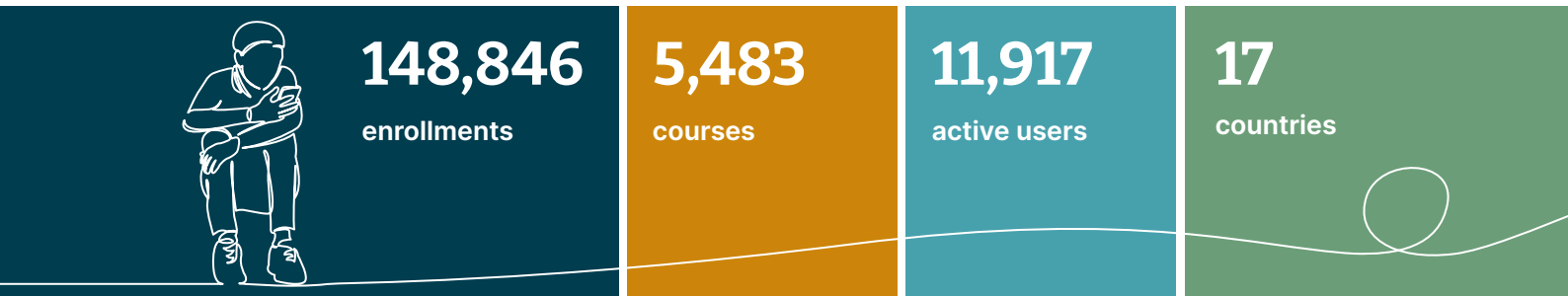
¹ Thoughtworks metrics as of March 31, 2022

Our people

We hire and nurture curious technologists. Thoughtworkers are constantly learning: from each other, from clients and through more formal development programs.

In 2021 we implemented a new global learning platform to support every Thoughtworkers' unique career path. We developed a tool that helps our people reflect on their growth, strengths and capabilities, creating individualized learning and development plans to match.

2021 learning and development²



We encourage our people to constantly seek feedback as a part of their career and personal development. This philosophy of continuous assessment helps align our business strategy and vision with individual growth goals, and to enhance our collective capabilities. In 2021 we completed the organization-wide roll out of a standardized performance management tool, ensuring Thoughtworkers have visibility into their reviews and that all data is handled securely. We are planning to incorporate the five lenses of our 'why' into every Thoughtworker's role attributes and performance review cycles in the coming year. This gives us an opportunity to engage every Thoughtworker in how they are contributing to our goals of DEI, sustainability and social change.

In addition to individualized learning, we craft in-house leadership development programs for Thoughtworkers from around the globe. The 2020-2021 cohort consisted of 97 participants from 12 countries, 54% of which were WUGM. Each region also delivers local leadership development programs tailored for their specific needs. One example of this is our WiLD (Women in Leadership Development) program which offers our WUGM emerging leaders training throughout the year. The program participants select the areas which they need support in, tailoring WiLD to each individual.

A unique approach to pay parity

In every Thoughtworks region, we are working to address the gender pay gap. In Ecuador for example, our local leaders convened to tackle two challenges: attracting WUGM into the tech industry (in Ecuador, only 29% of people in STEM careers are women³) and closing the gender pay gap, which currently stands at 22% in the local tech industry.⁴ Pay parity was approached in a human-centered way, by first running unconscious bias training that focused on the salary review process. This annual exercise reviews salaries, grade balances and opportunities with the aim of creating gender equity, training everyone involved to look out for biases along the way.

² Data source: Campus built-in analytics

³ <https://lac.unwomen.org/sites/default/files/Field%20Office%20Americas/Documentos/Publicaciones/2020/09/Mujeres%20en%20STEM%20ONU%20Mujeres%20Unesco%20SP32922.pdf>

⁴ <https://criteriosdigital.com/tecnologia/mpoveda/en-ecuador-apanas-2-de-mujeres-estan-en-ocupaciones-digitales/>



“This program is critical for Thoughtworks Ecuador, because we are working daily to build a better and more equitable office and world. Cognizant of the systemic gender-based oppression that means inequities in payment and opportunities, we are very intentional in constantly reviewing and revisiting all of our processes and policies.”

Samatha Gordillo, Head of Diversity, Equity and Inclusion, Ecuador, Thoughtworks

Diversity, equity and inclusion: Policies and practices

We strive to ensure that all our policies are representative of Thoughtworkers' experiences, while constantly asking ourselves whether these policies can be made more inclusive. An example is the recent revamp of our '[Growing Your Family](#)' policy in Thoughtworks Australia, to make it more inclusive and flexible by revising the definition of 'family' to reflect Thoughtworkers' real lives. Similar work is occurring across our four main DEI focus areas as we continue our journey to be as inclusive as possible.

Women and underrepresented gender minorities (WUGM)

While we're proud of the progress we've made championing [women in tech](#), our plans and actions will maintain a focus on WUGM inclusion, attraction and retention as we know there is always more to be done.



“As an organization we are committed to onboarding, retaining and providing growth opportunities for WUGM and marginalized groups. The representation of WUGM in tech roles is hugely important in this commitment because we want the balance and diversity of perspectives in every team.”

Julie Woods-Moss, Chief Marketing Officer, Thoughtworks

We have set a goal of having 40% of our tech roles filled by WUGM by the end of 2022. In 2021, we reached 38.2%, and will continue to strive to increase WUGM representation at all levels of our business. Each Thoughtworks country has additional focus areas to advance hiring of underrepresented groups specific to their region.

LGBTQIA+

In many regions we have long-established [LGBTQIA+](#) employee resource groups (ERGs). These have been instrumental in the creation of progressive policies such as our [gender affirmation policy](#) and [transition in the workplace policy](#), which is live in Australia, India, the US and the UK. ERGs also organize talks, run training and workshops, and mobilize Thoughtworkers on key issues.

Since 2018 Thoughtworks India has run the [Interning with Pride](#) technical training program, designed for recent technology graduates from the LGBTQIA+ community. Upon completing this program many participants have continued their professional journeys at Thoughtworks.

Disability inclusion and accessibility

We are accelerating our journey to [disability inclusion](#), having established a global Disability Inclusion ERG in 2021. Some of the ERG's initiatives include: an inclusive hiring playbook detailing best practices, regional Disability Inclusion ERG set up, programs to help people with disabilities join Thoughtworks and workplace accommodation policies in some regions.



“Our vision is to build an actively inclusive, accessible and safe space for people with disabilities, caregivers and allies to share, care and network. We want Thoughtworks to be a truly inclusive place for all whether they have a lived experience with disability (visible or invisible) or otherwise.”

Matthew Johnston, Global Head of Disability Inclusion, Thoughtworks and digital accessibility advocate

As pioneers in tech, we also expect and guide Thoughtworkers to think about physical and digital accessibility, and embed this into our work with clients. The global Disability Inclusion ERG is partnering with our digital team to improve accessibility on our [website](#), which is currently 97% WCAG 2.1 compliant.

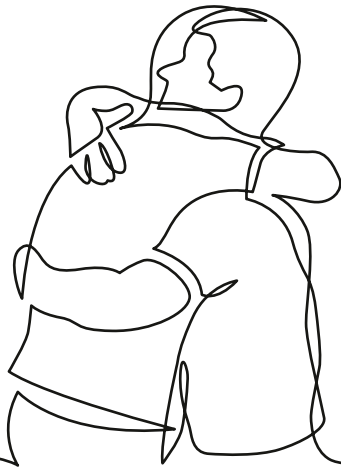
Memberships



Mental health

As responsible technologists we recognize the systemic bias that those dealing with mental health issues can face, and look to address holistic, not just individual, needs to create a culture of positive mental health and wellbeing.

We believe that a healthy work environment allows us to take care of ourselves, our relationships and colleagues, and we seek to give space and support to encourage those that need help to find it. We are also conscious that there is no single approach to supporting the mental health needs of our colleagues. This is an ongoing learning journey, where we look for support from partners and experts in the mental health arena.



We are building a culture where everyone feels safe to talk about mental health by implementing initiatives to support Thoughtworkers across our regions. One example is the [Programa Cuidado](#) (Care Program Brazil), which aims to unify and revitalize existing support structures with new initiatives and content, to support both professional and personal development.

Integrity and Governance

In everything we do we strive to role-model integrity, transparency, responsibility, respect and trust. This is a key part of creating the positive impact we strive to have in the world and is embodied in our [Code of Conduct](#).



“Our values are the foundation of our governance structure and compliance program. We believe that our commitment to good governance and compliance practices helps us uphold a culture grounded in those values, run a responsible business and build trust – among ourselves, our clients, shareholders and society.”

Ramona Mateiu, Chief Legal Officer and Chief Compliance Officer
Thoughtworks

Corporate governance

Thoughtworks’ governance structure is designed to foster principled actions, informed and effective decision making, and appropriate monitoring of compliance and performance, ensuring that the long-term interests of Thoughtworks and its stakeholders are being served.

Our Board of Directors is composed of a majority of independent⁵ directors and oversees our corporate strategy, as well as our ESG strategy and practices. As a newly public company, the Board of Directors has set up new governance processes and established three committees: audit, compensation and talent, nominating and governance. The role of our board and its committees, as well as other corporate governance matters, are described in our [2022 Proxy Statement](#) and company and committee charters, available on our [investor website](#). In particular, ESG-related matters, such as strategy, disclosure and goals, are overseen by our nominating and governance committee.

5 Board are all independent, with the exception of Guo Xiao, our CEO - <https://investors.thoughtworks.com/node/7441/html#tBD12>

Board of Directors



Ian Davis
Chair



Guo Xiao
Chief Executive Officer
and Director



Robert Brennan
Director



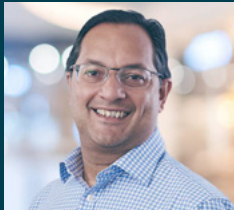
Jane Chwick
Director



Rohan Haldea
Director



Gina Loftén
Director



Salim Nathoo
Director



William Parrett
Director



Roxanne Taylor
Director

Executive Officers



Guo Xiao
Chief Executive
Officer
23-year tenure



Rebecca Parsons
Chief Technology
Officer
22-year tenure



Sai Mandapaty
Chief Commercial
Officer
12-year tenure



Erin Cummins
Chief Financial Officer
17-year tenure



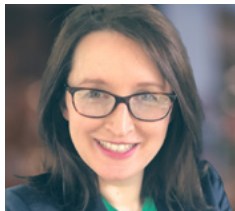
Chad Wathington
Chief Strategy Officer
18-year tenure



Joanna Parke
Chief Talent Officer
19-year tenure



Julie Woods-Moss
Chief Marketing
Officer
3-year tenure



Ramona Mateiu
Chief Legal Officer
13-year tenure



Ange Ferguson
Chief Transformation
Officer
16-year tenure



Chris Murphy
Chief Executive
Officer, North America
17-year tenure

Board of Directors by gender



Executive Officers by gender



We take active steps to integrate compliance and risk management into our corporate strategy and day-to-day business operations. Risk areas such as information security, privacy and personal data, legal and compliance, finance, business operations and strategy are regularly discussed by our leaders, and reported to the board on an ongoing basis to ensure adequate risk management and accountability.

As we mature in our journey as a public company we will continue to assess our corporate governance policies and practices, gradually implementing enhancements that contribute to being an environmentally and socially responsible business, and serve the long-term interests of Thoughtworks and its stakeholders. We are also working to integrate ESG considerations, such as climate matters, into our enterprise risk reporting.

Ethics and integrity

The values of integrity, transparency, responsibility, respect and trust form the basis for the community we are proud to be part of. They brought us here and are critical to the success of our business. To ensure these values are preserved as we grow, we codified them, along with the behaviors we expect as a business, into our [Code of Conduct](#). Our Code is a guide to help us to make ethical decisions, enabling us to protect, preserve and promote our culture worldwide.



Our Code applies to every Thoughtworker. To keep our people aware of and engaged with our code, we deliver annual training for all employees on its main topics. The training is available in six languages and supported by extensive awareness campaigns. In 2021, the training covered areas such as ethical conduct, data privacy, workplace harassment, conflicts of interest, reporting and non-retaliation. In 2022, other topics will be included such as social media, insider trading, anti-bribery and anti-corruption. All Thoughtworkers are required to complete the training and certify that they comply with the Code and its related policies.

Thoughtworks relies on several documents and policies (both global and regional) that guide us to act with integrity. These include the following, which correspond to elements of the GRI general disclosures on governance, ethics and integrity:

- [Code of Conduct](#)
- [Speak Up Policy](#)
- [Anti-Bribery and Anti-Corruption Policy](#)
- Insider Trading Policy (internal)
- Conflicts of Interest Policy (internal)
- Related Party Transactions Policy (internal)
- [Code of Ethics for Senior Financial Officers](#)
- [Statement on Modern Slavery](#)

Speaking up

We have always encouraged people to raise their voices when something is wrong. Since the release of the Code in 2019, we have very intentionally been building trust and raising awareness around reporting. We make it clear that people can report without fear of retaliation and provide multiple reporting channels: local and global leadership; people or legal teams, and the global compliance team.

In 2021, we implemented an additional reporting channel: [Thoughtworks Integrity Helpline](#). It is a dedicated portal through which anyone — Thoughtworker or not — can raise concerns about actions that violate or appear to violate our Code, policies or the law. An independent third party operates the helpline and supports anonymous reporting. We also published a global policy on speaking up, increasing transparency on how to raise concerns and how people will be protected if they do so. We refreshed our investigation process and delivered training for investigators on how to handle concerns according to the process.

Promoting a strong speak up culture with no retaliation will continue to be one of the most important areas of focus in our compliance program, supported by the people teams and leadership teams in each region.



Information security

Thoughtworks embeds [security](#) in everything we do, internally and in how we deliver for our clients. We formally established a security team in 2012, which has grown to 35 full-time members in 2021. It is composed of local information security leads, a center of excellence and a cyber security team. Security strategy roles connect these groups, oversee and align security efforts with business goals.

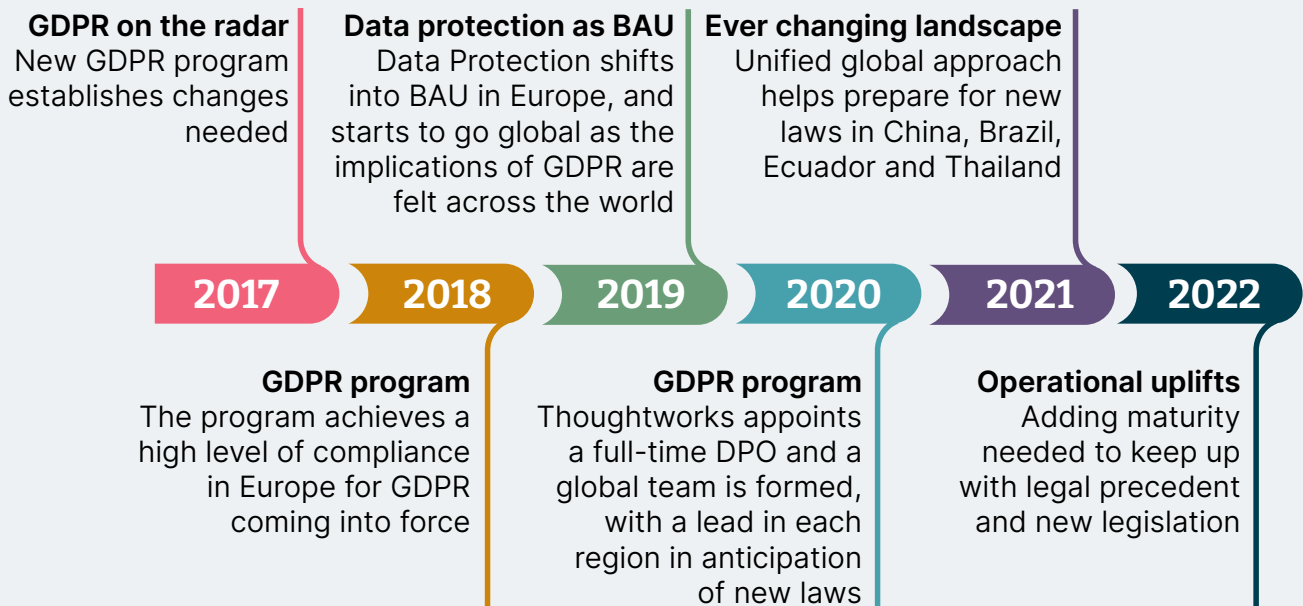
Our approach is to make information security a natural part of how we create positive impact in the world. This helps our business scale; strengthens our relationships and allows us to be a security partner all through the value chain for our clients, and enables us to operate efficiently and effectively.

In 2021 the security team focused on building capability and overall awareness amongst employees, as well as process and control improvements. Major global and local initiatives included expanding our security champions program; implementing automated vulnerability and misconfiguration detection/reporting; global security awareness training program and mapping country security initiatives to a global framework. We also report regularly to our Audit Committee providing them a view of our security risks and program progress updates.

Data privacy and protection

As a company of technologists focused on Responsible tech, respect for data protection and privacy has long been embedded in our culture. We go beyond legislation requirements to do what we believe is the right thing.

Data protection journey



Data Protection and Privacy Leads are in place in every geography we operate in, forming a group of regional experts who take a global-first approach together. With varying and rapidly changing data protection and privacy laws across our landscape, we implement the most rigorous rules, and apply them globally. This not only provides the greatest possible standard of data protection and privacy compliance; it helps us operate across borders, particularly when we are delivering work for clients through a distributed model.

We do not gather customer data or act as a data service provider. As such, our data protection policies are internal, or bespoke for specific client arrangements. The data protection and security teams ensure that all Thoughtworkers are kept up to date by operating regional privacy week events, providing regular training and managing vibrant global communities.

Appendix: SASB materiality matrix

SASB reporting dimensions for Thoughtworks

Technology and communications

Dimension	General issue category	Software and IT Services / FY 2021 (Reporting in 2022)
Environment	Energy management	<ul style="list-style-type: none"> 2021 emissions currently being verified as part of the SBTi validation process. Our targets – currently being verified by SBTi – are to move to 100% renewable energy in our offices, reduce our absolute Scope 1 and 2 greenhouse gas emissions 50% and our Scope 3 greenhouse emissions by 85% per headcount, all by 2030 from a 2019 base year.
Social capital	Customer privacy	<ul style="list-style-type: none"> Data protection leads in each region and privacy by design across our processes Data protection policy and Retention schedule for data minimization live (internal documents) Client data is only collected and used per contractual agreements. Website users data is collected and used per the website privacy notice Total amount of monetary losses as a result of legal proceedings associated with user privacy: 0
	Data security	<ul style="list-style-type: none"> Data breaches in last 12 months: 0 Number of users affected by data breaches: 0 Data security assessment: we use NISF CSF framework and risk management techniques Identifying data security risks: we use threat modeling, interviews and other security assessment methods Data protection policy and retention schedule for data minimization have been published and we have numerous policies, standards and technical controls in place to safeguard against data security risks Awareness weeks have been carried out in various regions to provide a more holistic approach to data protection and privacy awareness
Human capital	Employee engagement, diversity and inclusion	<ul style="list-style-type: none"> Employee engagement: 8.7 (against benchmark of 8.2) Diversity satisfaction: score is 8.9 (against benchmark of 8.3 in tech) Women and UGM in tech: <ul style="list-style-type: none"> 40.8% WUGM across the business 38.3% WUGM in tech roles 62.6% WUGM in non-tech roles 60% WUGM in Executive Officer roles
Leadership and governance	Systemic risk management	<ul style="list-style-type: none"> Administrative and technical controls are in place to ensure the disruption of operations caused due to core systems availability is minimized ITGC controls represent the foundation of the IT control framework. They help ensure the reliability of data generated by IT systems and support the claim that systems operate as expected and that the output is reliable Controls are tested for their design and effectiveness by external contractors and are reviewed by members of the SOx team In addition, all third-party systems used, including cloud-based, are tested by external auditors, who issue a report based on their opinion. These reports are frameworks established by the American Institute of Certified Public Accountants (AICPA) for evaluating internal controls implemented in a company and are essential for controlling and monitoring the safeguards built into the data governance foundation to ensure these safeguards work
	Competitive behavior	<ul style="list-style-type: none"> Legal actions pending or completed regarding anti-competitive behavior and violations of anti-trust and monopoly legislation: 0

About Thoughtworks

Thoughtworks is a global software and technology consultancy that integrates strategy, design and engineering. We are 11,000+ people strong across 17 countries. Over the last 27+ years, we've delivered extraordinary impact together with our clients by helping them solve complex business problems with technology as the differentiator.

[thoughtworks.com](https://www.thoughtworks.com)