

## People and Culture

# People at the core. Future in focus.

At 'Z', our people are more than employees – they are the architects of our creative excellence, innovation, and future-readiness. In FY25, we deepened our commitment to building a values-driven, inclusive, and high-performance culture. From AI-powered learning platforms to inclusive leadership tracks and cross-functional growth, every initiative was anchored in the belief that when people grow, organisations thrive.

## GOVERNED BY INTEGRITY. DRIVEN BY PURPOSE.

Our HR policies are guided by Board-led oversight and built on global best practices and full legal compliance. From maternity and sabbatical leave to occupational safety and POSH protocols, we ensure regulatory adherence while prioritising employee dignity and protection. The Nomination & Remuneration Committee (NRC) ensures that compensation and engagement terms are aligned with our strategic objectives, attracting and retaining top talent while enabling long-term value creation for all stakeholders.

**100%**  
regulatory training  
compliance



### REINFORCING A CULTURE THAT CONNECTS

A strong culture is the heartbeat of 'Z'. We continued to nurture a people-first environment where values and belonging take centre stage. Through flagship initiatives like ZEELOMPICS, reimagined around our ACHIEVE values, and Cheers 4 Peers, our real-time peer recognition platform with 89% unique engagement, we celebrated everyday excellence and amplified our shared identity.

Our engagement efforts extended to families as well - with curated gifts, festive celebrations, and personal gestures of appreciation, building emotional resonance and community across teams and geographies.

**89%**  
Cheers 4 Peers engagement

### BUILDING CAPABILITIES. FUELLING GROWTH.

Learning at 'Z' is a continuous, self-driven journey. ZEEcademy, our AI-powered learning platform, delivered over 1,000+ skill courses across technology, business, creativity, and leadership. With curated content from Coursera, Forbes, HBR, and McKinsey, it enabled hyper-personalised, mobile-first learning.

#### ZEECADEMY FY25 HIGHLIGHTS

**9.38 million** learning hours logged      **75.1%** active learner engagement

**93.9%** content completion rate      **NPS: 70**  
Avg. Content Rating: **4.9/5**

Beyond the platform, our four learning academies - Compliance, Digital Learning, Techno-Functional, and Lead-Your-Ship - provided structured pathways to deepen domain expertise and build future-ready talent.



### DEVELOPING LEADERS WHO SHAPE THE FUTURE

We continued to strengthen our leadership pipeline through two flagship interventions.

#### ARISE | For Emerging & Senior Leaders

Structured across three tracks (ARISE 101-103), the programme built leadership agility, strategic thinking, and innovation capabilities.

**22,700+** learning hours      **2,840** man-days      **95.8** NPS      Avg. Feedback: **4.86/5**

**109.1%** seat utilisation      **24.4%** female participation

#### ASPIRE | For First-Time Managers

Designed to ease the transition from individual contributor to people manager, ASPIRE combined in-person workshops, digital modules, and mentorship.

**44,431** learning hours      **5,554** man-days

**4.78** average feedback rating      **24%** women participants





**BREAKING SILOS. BUILDING IDEAS.**

We continued to strengthen our leadership pipeline through two flagship interventions.

**iGrow: Mobility meets merit**

Through our iGrow policy, employees explored cross-functional roles, supported by mentoring and tailored development plans – creating a workforce that grows with the organisation.

**Samwad: Dialogue to A.C.H.I.E.V.E**

Our proprietary digital platform, Samwad, drove continuous performance dialogue. It enabled real-time goal-setting, feedback, and alignment with business outcomes – fostering ownership and agility across the board.

- Facilitates two-way feedback across hierarchies
- Enables self-driven goals with real-time tracking
- Encourages transparency and continual improvement
- Embedded with our ACHIEVE value framework

**From workshops to wins**

Our Team Collaboration & Ideation Workshops brought together diverse skill sets to solve real market problems. These forums not only enabled innovation across departments but also helped embed a co-creation mindset across functions.

**CELEBRATING IDENTITY. CHAMPIONING EQUITY.**

At 'Z', inclusion is not a checkbox – it is a culture. We believe diversity in thought, gender, and background drives creative and business excellence.

**FY25 HIGHLIGHTS**

**A Men's Day video campaign sparked dialogue around masculinity and mental health**

**Financial literacy sessions empowered employees to manage personal finances**

**On Women's Day, employees received customised postcards, badges, and free health check-ups via Thyrocare**

**24% women participation in both ARISE and ASPIRE**



**WHOLE-SELF WELLBEING. ALWAYS.**

Our integrated wellness platform SHIELD empowered employees with resources across physical, emotional, and mental wellbeing.

**250+ confidential counselling sessions via Trijog**

**Complimentary Cult fitness passes for all employees**

**Desk plants embedded with QR codes to access SHIELD tools**

**Recognised as a First Mover in Championing Mental Health**

**Safety at Every Site**

Our commitment to safety extends to all employees, including contractors and third-party staff. We maintained the highest safety standards through proactive implementation of safety protocols, including:

- Periodic air and water quality checks
- Preventive maintenance of HVAC and electricals
- Fire drills, fire suppression systems, and staff training
- 100% POSH, Digital Induction, Code of Conduct training completion

**BEYOND WORK. TOWARDS IMPACT.**

In FY25, our employees participated in initiatives that reflected our collective responsibility toward society:

**Nearly 250 employees contributed to a blood donation drive with Quantum, potentially saving ~300 lives**

**Donation drives with Goonj and Smile Foundation enabled contributions in kind, time, and funds**

**RECOGNITION FOR PEOPLE-FIRST EXCELLENCE**

'Z' was honoured on multiple platforms for its excellence in learning, leadership, and digital HR practices:

**Brandon Hall Awards**

**Gold**

Best Competencies and Skill Development (ARISE, ASPIRE)

**Silver**

Advance in Learning Management Technology (ZEEcademy)

**Bronze**

Best Custom Content (Digital Induction & Compliance Modules)

**TISS CLO Awards**

**Gold**

Best Skill Development Initiative (ARISE)

**Gold**

Best Leadership Development Program (ASPIRE)

**Gold**

Best Digital Learning Transformation Program (ZEEcademy)