

Lead with AI

Annual Report 2024-25



Corporate information

BOARD OF DIRECTORS

Ashank Desai (Principal Founder)

Chairman (Non-Executive and Non-Independent Director)

Ketan Mehta (Founder)

Non-Executive and Non-Independent Director

Rajeev Kumar Grover

Non-Executive and Independent Director

Suresh Vaswani

Non-Executive and Independent Director

Marilyn Jones

Non-Executive and Independent Director

Umang Nahata

Whole-Time Director & Chief Executive Officer
(w.e.f. August 10, 2024)

New Shareholders' Nominee Director

AUDIT COMMITTEE

Rajeev Kumar Grover

Chairman

Ashank Desai

Suresh Vaswani

Marilyn Jones

NOMINATION AND REMUNERATION COMMITTEE

Suresh Vaswani

Chairman

Ketan Mehta

Rajeev Kumar Grover

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Ketan Mehta

Chairman

Suresh Vaswani

Umang Nahata

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Rajeev Kumar Grover

Chairman

Ashank Desai

Umang Nahata

RISK MANAGEMENT & GOVERNANCE COMMITTEE

Ashank Desai

Chairman

Rajeev Kumar Grover

Marilyn Jones

Umang Nahata

COMPANY SECRETARY & COMPLIANCE OFFICER

Dinesh Kalani

Senior Vice President - Group Company Secretary & Compliance Officer

STATUTORY AUDITORS

Walker Chandio & Co. LLP, Chartered Accountants

SECRETARIAL AUDITORS

P. Mehta & Associates, Company Secretaries

BANKERS

CITI Bank N.A.

ICICI Bank Limited

Standard Chartered Bank

HDFC Bank Limited

REGISTERED OFFICE

804/805, President House, Opp. C N Vidyalaya, Near Ambawadi Circle, Ahmedabad - 380 006, Gujarat, India

CORPORATE OFFICE

#106, SDF IV, Seepz, Andheri (East), Mumbai - 400 096, Maharashtra, India

CORPORATE IDENTIFICATION NUMBER (CIN)

L74140GJ1982PLC005215

INTERNATIONAL SECURITIES IDENTIFICATION NUMBER (ISIN)

INE759A01021

REGISTRAR AND SHARE TRANSFER AGENTS

KFin Technologies Limited

Selenium Building, Tower-B,
Plot No 31 & 32, Financial District, Nanakramguda,
Serilingampally, Rangareddy, Hyderabad - 500 032,
Telangana, India

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Forward-Looking Statement

This report may include forward-looking statements relating to the Company’s future plans, expectations, and intentions. These statements are based on information and projections that the Company considers reasonable and made in good faith at the time of reporting. They can often be identified by words such as ‘believe,’ ‘plan,’ ‘anticipate,’ ‘estimate,’ ‘expect,’ ‘may,’ ‘will,’ and similar expressions.

While these forward-looking statements reflect the Company’s perspective as of today, actual outcomes may differ materially due to various risks, uncertainties, and external factors. The Company remains committed to monitoring these factors and adapting its future strategies as circumstances evolve.

Reporting Suite

Our reporting suite includes a comprehensive Sustainability Report detailing our ESG commitments, performance, and long-term impact.

<https://www.mastek.com/wp-content/uploads/2025/07/Mastek-Limited-SR-2024-25.pdf>



To read this report online or to download please visit us at <https://www.mastek.com>

Key Partnerships

Leading with AI Through Strategic Partnerships

In a rapidly evolving digital landscape, no transformation journey is complete without the right ecosystem. At Mastek, we've cultivated deep, strategic alliances with the world's leading technology providers, enabling us to deliver solutions that are scalable, future-ready, and tailored to the unique needs of each industry.

Our collaborative approach ensures that our clients benefit from the combined power of innovation, domain expertise, and proven delivery excellence.

A High-Impact Partner Ecosystem

To help enterprises thrive amidst constant disruption, we've built a rich network of partnerships across cloud, data, automation, and enterprise applications. These alliances are more than just technical collaborations—they're catalysts for business innovation across various sectors, including Healthcare & Life Sciences, BFSI, Retail, Manufacturing, and the Public Sector.

Strategic Alliances – Trusted. Proven. Transformative.



A globally acclaimed and award-winning Oracle partner, Mastek brings end-to-end expertise across Oracle Cloud ERP, EPM, HCM, SCM, and CX. With over **2,000 Oracle-certified consultants** and **1,500+ successful implementations**, we help organisations modernise their operations and accelerate value realisation.



As an AWS Advanced Consulting Partner, Mastek is trusted to deliver mission-critical programmes at scale, especially in the public sector. We help clients leverage AWS to build secure, scalable, and resilient digital platforms that meet evolving regulatory and business demands.



As a Summit-level Salesforce integration partner, Mastek enables clients to transform customer experiences with intelligent, multi-cloud solutions. Our expertise in CRM, marketing automation, and platform integration helps businesses unlock deeper customer engagement and drive revenue growth.



With over two decades of transformation experience, Mastek offers unique value as a Microsoft partner across Business Applications, Data, and AI. Our Microsoft-powered solutions are helping clients in BFSI, Healthcare, and Government sectors drive agility, compliance, and insight-led decision-making.



In partnership with Snowflake, Mastek enables clients to unify siloed data, drive real-time analytics, and power data-driven decision-making. Our solutions unlock the full potential of the Snowflake Data Cloud for faster, more reliable business insights.



As a UiPath Services Network (USN)-certified partner, Mastek develops intelligent automation solutions that digitise repetitive processes, improve accuracy, and accelerate ROI. From finance to supply chain, our automation-first approach is reshaping operations across industries.



Our alliance with ServiceNow enables us to deliver modern workflow solutions that re-imagine enterprise operations. By digitising processes and enhancing employee and customer experiences, we help build smarter, more connected workplaces.

Co-Innovating for a Digital Future

These partnerships don't just expand our capabilities—they amplify our clients' potential. Together, we're enabling enterprises to adapt faster, operate smarter, and lead confidently in the digital era.

Impact That Spans Industries



Public Sector:

Strengthening mission-critical systems with secure cloud infrastructure and citizen-centric platforms



Healthcare & Life Sciences:

Driving data-driven clinical and operational decisions through advanced analytics



Retail:

Enhancing customer engagement and omnichannel experiences through integrated cloud solutions



BFSI:

Enabling real-time compliance, agile finance transformation, and intelligent automation



Manufacturing:

Improving efficiency and agility through intelligent ERP and scalable data platforms

Case Studies

Insights. Instantly.

Case Study 1

**Focus:**

AI-Powered Account Intelligence

Technologies:

Salesforce Agentforce | Generative AI

Mastek partnered with a leading U.S.-based HR services provider to transform how account managers accessed and utilised customer insights. Faced with growing data volumes and increasingly complex client interactions, the organisation needed a smarter, faster way to deliver account intelligence.

Challenge

Account managers struggled with manually gathering and analysing scattered data before client meetings, often resulting in incomplete preparation. This not only hampered proactive engagement but also limited the quality of strategic discussions with customers.

Our Solution

Mastek deployed an AI-powered automation solution using Salesforce Agentforce and Gen AI to generate weekly account summaries:

- **AI-Generated Summaries:** Automated, unbiased insights drawn from 30 days of account activity, covering performance, open cases, pain points, and competitor moves.
- **Frictionless Access:** Seamless integration with Salesforce data enabled zero manual prep before meetings.
- **Rapid Rollout:** Entire solution implemented in under two months, streamlining operations and cutting down internal effort.

Outcome

The solution delivered measurable impact:

80%

of required insights auto-delivered via AI summaries

Eliminated manual data prep, saving significant time for account teams

Enabled 360° customer views for deeper engagement

Improved collaboration and decision-making across teams

Uncovered hidden issues and reduced decision bias

Enabled quicker resolution of issues and enhanced visibility into overall system health

This initiative showcases how Mastek leverages Gen AI to drive data-led transformation, boosting efficiency, visibility, and customer impact at scale.



Modernisation. Accelerated.

Case Study 2



Focus:

Legacy System Modernisation

Technologies:

GitHub Copilot | OpenAI | .NET

A leading UK-based fintech platform for education sought to modernise its ageing desktop application, originally built on Delphi/Pascal. With a growing need for integration, scalability, and developer accessibility, the client aimed to re-platform without disrupting core business logic or UI familiarity.

Challenge

The legacy system was difficult to maintain and scale due to outdated technologies and limited developer availability. High technical debt and poor integration flexibility threatened long-term service delivery across its school-focused payment ecosystem.

Our Solution

Mastek led an AI-first transformation to modernise the platform with speed and accuracy:

Code Migration: Used GitHub Copilot to reverse-engineer legacy code into clean, maintainable .NET C# functions, enabling faster understanding and translation of legacy logic.

UI Redesign: Leveraged AI models to regenerate frontend screens from legacy UI images, significantly reducing UI design effort.

Smarter Testing: 90% of unit test cases were auto-generated using Copilot, freeing up the teams to focus on validation and refinement against business criteria.

Quality Assurance: Test teams created scripts based on business requirements and acceptance criteria to ensure high-quality test coverage.

Outcome

Achieved 2x faster speed to market through an AI-first modernisation strategy

Automated repetitive tasks, accelerating delivery without compromising quality

Streamlined code generation and documentation using AI tools

Freed up development teams to focus on strategic enhancements over routine work

Ensured system integrity and future scalability with intelligent, tool-driven modernisation

This case reflects how Mastek enables mission-critical system transformations with AI-led engineering, helping clients evolve rapidly and reliably.

Innovation

Redefining Growth with AI-Led Innovation

In FY25, Mastek sharpened its innovation focus around a bold and clear strategic intent: “Lead with AI.” This vision shaped how we re-imagined both our internal operations and client solutions through cutting-edge technologies, proprietary tools, industry-focused deployments, and a strong culture of responsible innovation.

Our innovation framework delivered tangible outcomes across five key pillars:

AI-Infused Delivery and Intelligent Tooling

Mastek made significant strides in embedding AI across delivery functions to accelerate project velocity, reduce manual effort, and unlock measurable business value:

Adopt ai. Methodology:

A structured approach to implementing AI across Oracle Fusion and other enterprise platforms, enabled by the AI Enabler platform, housing over 550+ reusable prompts, efficiency trackers, and implementation accelerators.

Proprietary AI Toolkits:

AI Amigo: A GenAI-powered assistant integrated with Microsoft Teams, supporting 80+ use cases across the software development lifecycle (SDLC).

AI ITSM Agent: Delivered a 40% reduction in manual effort for Oracle CAMS support services.

CodeSketch: Enabled automatic script generation for data engineering, reducing turnaround times significantly.

Outcomes: Improved delivery team productivity by **30%** and delivered **USD 300,000** in annual cost savings for a global manufacturing client through AI-led process automation.

Sector-Specific AI Impact

We deployed contextual, domain-led AI solutions that created measurable business impact across industries:

- **Healthcare:** Used GenAI to automate patient data handling and streamline insurance verification processes.
- **Manufacturing:** Combined RPA with Azure OpenAI to optimise financial workflows and reporting.
- **HR Services:** Enhanced responsiveness and case resolution through Salesforce Agent Assist, powered by AI.

Strategic Technology Milestones

FY25 marked significant recognition and expansion in platform capabilities:

Connected Enterprise Services: Recognised by IDC for seamlessly integrating IoT and AI, gaining traction across global markets.

Multi-Cloud Innovation: Delivered sector-specific optimisation using Azure (Copilot, GPU AI), AWS (Public Sector), and GCP (IoT).

Elevate Platform: Enabled AI-led digital maturity assessments and business outcome tracking to power enterprise transformation.



Talent Development & Ecosystem Expansion

To fuel innovation at scale, Mastek invested in talent readiness and ecosystem collaborations:

- **AI Academy:** Equipped over 3,600+ employees with AI capabilities, supported by hands-on hackathons and global tech partnerships (Microsoft, AWS).
- **R&D Collaborations:** Filed patents including a Scrum Meeting Analyser and co-developed an AI-led capstone education model with SP Jain University.

Responsible AI and Governance

Innovation at Mastek is governed by a strong commitment to ethics, trust, and accountability:

- Implemented Zero Trust Architecture and DevSecOps for secure AI deployments.
- Introduced internal, Responsible AI Policies, reviewed rigorously by legal and risk teams to ensure alignment with global standards.

Looking Ahead

Mastek will continue to scale its Generative AI and Connected Enterprise capabilities while investing in vertical-specific AI models and agentic systems, ushering in the next wave of business transformation.

FY25 was a year of turning possibilities into performance. Mastek's innovation strategy delivered real-world results, enhancing speed, strengthening client trust, and creating enterprise value. As we move forward, our commitment remains unchanged: to be at the forefront of meaningful innovation that drives business and societal progress.



Risk Management

Embedding Resilience, Enabling Growth

In an increasingly volatile and dynamic environment, risk management remains central to Mastek’s ability to sustain performance and deliver long-term value. Our proactive approach focuses on identifying, assessing, and mitigating risks across strategic, operational, regulatory, and emerging domains, ensuring resilience is embedded across the enterprise.

Our Approach to Risk Management

Mastek’s risk governance structure is overseen by the Board of Directors and supported by the Risk Management and Governance Committee. This framework is implemented and monitored by the Executive Risk Committee, comprising executive directors and key business leaders, meeting quarterly to evaluate principal and emerging risks, assess exposure levels, and drive mitigation plans.

Operationally, senior leadership actively manages risks within their functions, supported by the Group Risk function, which maintains the risk management framework and ensures alignment across the business. This integrated approach enables us to remain agile, responsive, and well-prepared to manage uncertainties and capitalise on opportunities.

FY25 Focus: Building Risk-Ready, Future-Fit Operations

As we continue to scale our operations and explore new markets, our risk management practices will remain central to our transformation agenda. In FY25, we are:

Enhancing predictive risk analytics to identify vulnerabilities early

Expanding scenario-based risk testing for key geographies and business verticals

Strengthening our ability to respond to climate, cyber, and regulatory risks

Driving risk awareness deeper into the organisation through continuous training and leadership engagement

Embedding ESG risk parameters into all major investment and operational decisions

By institutionalising a forward-looking and adaptive risk culture, Mastek is not only protecting value, but also creating it.

Key Risk Areas and Mitigation Strategies

Risk Category

Growth Risk	
M&A-Related Risk	
Country/Geo-Political Risk	
Competition-Led Risk	
Talent Risk	
Client and Account Risk	
Execution & Delivery Risk	
Cybersecurity Risk	
Litigation Risk	
Data Protection Risk	
Reputational Risk	
ESG Risk	

**FY25 Risk Focus****Mitigation Measures**

Risk of concentrated revenue streams and shifts in customer preferences impacting returns on investments.

Business diversification across geographies and sectors, strong customer engagement, micro- and macro-level risk monitoring, and strategic scenario planning.

Integration complexity post-acquisition impacting synergies and value realisation.

Rigorous due diligence, structured integration programmes, cultural alignment efforts, and governance oversight across pre- and post-merger phases.

Exposure to political, regulatory, and compliance risk across APAC, the UK, Europe, MENA, and the Americas.

Balanced centralised-local model, compliance reviews, and region-specific risk monitoring mechanisms.

Increased market competition, vendor consolidation, and disruptive technologies.

Investment in innovation, value-driven delivery, and deepening client partnerships to strengthen stickiness and competitive differentiation.

Industry-wide skill shortages, attrition, and pressure to retain critical talent.

Focused investment in recruitment, skilling and certifications, leadership development, succession planning, and an entrepreneurial, purpose-led culture.

Client dependency and strategic shifts in customer priorities.

Deep engagement, co-creation models, and embedding into clients' long-term planning cycles to enhance relationship resilience.

Project overruns, evolving customer needs, and contract modifications.

Robust delivery governance, proactive risk reviews, quality checkpoints, and adaptive execution models.

Threat of cyber attacks causing financial, reputational, or legal damage.

Advanced threat protection tools, continuous monitoring, regular vulnerability assessments, employee awareness programmes, and security policy enforcement.

Exposure to legal claims due to operational, IP, or compliance issues.

Internal legal counsel, global legal partnerships, litigation tracking mechanisms, and preventive governance controls.

Non-compliance with evolving global data privacy laws.

Global data privacy policy enforcement, staff training, contract management, and continuous audits to ensure regional legal adherence.

Negative stakeholder perception impacting brand value.

Strong ethical culture, transparent communication, robust internal controls, and a trusted track record in governance and delivery.

Increased stakeholder and regulatory focus on ESG practices.

ESG integration into enterprise risk management, decision-making frameworks, disclosures, and stakeholder communication.

Our People and Culture

Accelerating Growth through Culture, Capability, and Care

At Mastek, our people are our strongest differentiator. Over the past year, we have evolved our people strategy to align with VECTOR—our core values of Velocity, Empowerment, Collaboration, Trust, Ownership, and Respect. VECTOR is more than a value system; it is embedded into every facet of our people-first approach, from hiring and onboarding to engagement, learning, and leadership development, ensuring that as we lead with AI, we do so with people and culture at the centre.

Embedding VECTOR into People Practices

The VECTOR framework forms the backbone of all our people initiatives, ensuring that every interaction and intervention reflects our core values. **Velocity** drives swift grievance redressal and efficient HR operations, enabling a responsive employee experience. **Empowerment and Ownership** encourage managers to take independent decisions, fostering agility and accountability across teams. **Trust and Respect** are deeply embedded in our leadership connects, feedback loops, and performance evaluations, strengthening our culture of transparency. **Collaboration** fuels cross-functional teaming and co-creation, allowing us to build capabilities and culture in tandem. Together, these values enable Mastek to nurture a high-performing, inclusive, and purpose-driven workforce that is equipped for sustained growth and innovation.

Driving Engagement Across the Organisation

Our engagement strategy is built on a robust three-tiered approach designed to energise, connect, and empower our people. At the regional level, initiatives like Sprint of Mastek in the UK foster team spirit and strengthen cultural cohesion across geographies. Service line engagement focuses on activity-based programmes tailored for young developers and delivery teams, offering direct CXO-level interactions and mentorship from senior leaders. Finally, career engagement anchors our long-term commitment to talent development through upskilling opportunities, professional certifications, and well-defined career pathways, encouraging Mastekers to grow and thrive with the organisation.



Regional Level Events

Spirit of Mastek

The Spirit of Mastek celebrations commenced at the Heart of England Conference and Events Centre, where dynamic hosts, Ritujit Sikand and Dean Richardson, brought infectious energy to the evening with engaging quizzes and trivia. The momentum continued with two powerful keynote sessions that left the audience inspired and invigorated. Ashank Desai, our Founder, took the audience on a nostalgic journey, from the Company's modest beginnings to representing Mastek at London Tech Week and meeting the UK Prime Minister, underscoring the deep trust customers place in the organisation. This was followed by Abhishek Singh, President – The UK & Europe, who spoke passionately about leading with purpose in a digital-first world, highlighting that bold transformation must remain grounded in human values.

As the evening unfolded, guests were treated to an indulgent spread of world cuisines like Indian, Thai, and Mediterranean, topped off with an irresistible array of desserts. With appetites

satisfied, the crowd hit the dance floor, moving to the beats of a spirited DJ set and the infectious rhythm of desi dhol. The celebration wrapped up on a high note with a burst of colour, culture, and playful competition, as dodgem rides brought out the inner child and a few friendly rivalries among the attendees.



Fellowship Awards

In honour of Mastekers who have had a long-standing association with Mastek, the organisation acknowledges, appreciates, and celebrates their service milestones through the Fellowship Awards. Held every month across various locations, these long service awards recognise their unwavering commitment and invaluable contributions to Mastek's success.



Acting on Employee Voice

We consistently capture feedback through the annual Great Place to Work survey and ongoing unit-level workshops. In FY25, employee feedback led to several impactful changes:

- **Compensation Overhaul:** Rolled out transparent, skill-based compensation structures anchored in an external benchmarking study, ensuring fairness and market alignment.
- **Policy Refresh:** Simplified 24 key policies to promote agility, minimise bureaucracy, and reinforce the VECTOR principles of velocity and empowerment.
- **Leadership Connects:** Enhanced CEO and leadership-level communication channels to ensure better engagement with remote and delivery teams.
- **Performance Streamlining:** Ensured timely closure of performance appraisal cycles and variable pay disbursements, driving fairness, clarity, and workforce planning efficiency.

Learning: Skilling for Tomorrow

At Mastek, learning is not just a support function, it's a strategic driver of future readiness. In an era shaped by rapid technological change, we have re-imagined our learning ecosystem to equip our people with the skills, mindset, and tools needed to thrive in an AI-first world. Our approach blends mandatory digital upskilling, global certifications, and leadership development with a strong emphasis on culture and behavioural alignment. With structured platforms, defined learning targets, and role-specific training, we continue to build a workforce that is not only technically proficient but also agile, adaptive, and future-fit. Our learning strategy is focused on future readiness:

AI for All – Mastek AI Academy: Mandatory role-based AI training to prepare every employee for an AI-first world.

External Certifications: In partnership with Oracle, Salesforce, AWS, Microsoft, Snowflake, and Databricks to maintain partner credentials and technical currency.

Leadership & Culture Training: 'VECTOR' behavioural training, cross-cultural awareness sessions, and certified programme management workshops with Stackroute and KPMG.

~1,100 certifications were added across emerging technologies and platforms.

We deliver structured learning through SAP SuccessFactors, Udemy, and LinkedIn Learning, with defined targets for AI, Oracle, and other strategic skillsets.

Prioritising Well-being

At Mastek, we believe that employee well-being is foundational to sustained performance and engagement. Our holistic wellness strategy goes beyond physical health to encompass mental, emotional, financial, and spiritual support, ensuring our people feel cared for in every dimension of their lives. From empowering leaders to managing hybrid teams with empathy, to offering 24/7 global counselling services and continuously benchmarking our benefits, we are committed to creating a work environment where every Mastekeer feels supported, resilient, and empowered to thrive.

Our holistic wellness approach spans:

Hybrid Leadership Training: Equipping managers to support team well-being in hybrid work environments.

Silver Oak Partnership: A global wellness partner offering 24/7 anonymous counselling and themed wellness sessions.

Benefit Benchmarking: Enhancements to health, financial, and emotional support policies for global teams.

These efforts ensure our employees feel supported physically, mentally, emotionally, and spiritually.

Inclusion: Enabling Everyone to Belong and Thrive

At Mastek, Diversity, Equity, and Inclusion (DEI) are not just ideals, we translate them into deliberate, measurable actions. We believe that a truly inclusive workplace is one where every individual feels seen, heard, and empowered to succeed. Our DEI strategy focuses on creating equitable opportunities, building a culture of belonging, and ensuring that progress is driven by practice, not just policy. This year, we made meaningful strides in strengthening representation, supporting career advancement for women leaders, and embedding inclusion across our talent lifecycle. We are committed to advancing Diversity, Equity, and Inclusion (DEI) with action over intent:

- 'Upward and Onboard' – A 6-month development programme for women leaders resulting in tangible promotions and role transitions.
- Inclusive hiring, promotions, and salary reviews are governed by policy and practice, not just metrics.
- Women's representation in leadership roles saw a meaningful increase this year, aligned with our FY26 diversity targets.

Giving Back: CSR and Volunteering

From volunteering campaigns to tech-for-good initiatives, our people actively participated in community-focused CSR programmes throughout FY25. Several stories of impact emerged during the performance review cycle, reflecting our shared commitment to social responsibility.



Future-Ready HR: Digitised and Data-Led

Mastek's HR function continues to evolve as a strategic, technology-enabled facilitator of business growth. By embracing digital tools and data-driven processes, we are building a modern, agile, and responsive people ecosystem. From SAP SuccessFactors powering our end-to-end HR lifecycle to digitised stay interviews and focus groups that enhance retention insights, every initiative is designed to align talent strategy with business needs. Our refreshed job architecture and targeted rewards for niche skillsets further reflect a market-aligned approach to attracting, retaining, and nurturing top talent.

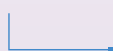
- SAP SuccessFactors powers end-to-end HR processes from talent acquisition to compensation and goal setting.
- Digitised stay interviews, focus groups, and leadership connects improve retention intelligence.
- Our job architecture refresh with AON, along with targeted rewards for hard-to-hire roles, reflects a modern, market-aligned HR function.

Our People Priorities

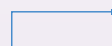
Area	FY25 Initiatives
Career Development	AI Academy, Certifications, Leadership Coaching
Culture Building	VECTOR Behavioural Training, Leadership Connects
Digitisation	SAP SuccessFactors Rollout, Automated Performance & Comp Cycles
Engagement	Themed Regional and BU-led Events, Stay Interviews
Recognition & Rewards	Job Levelling, Variable Pay Revisions, Role-Based Hard Skill Premiums

HR Strategic Priorities 2025

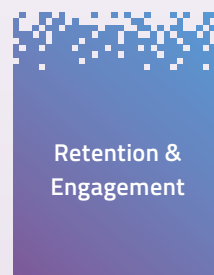
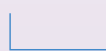
Succession
Planning Leadership
Development Top
Talent Programme
Annual Talent
Review



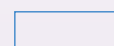
Culture Refresh
Ways of Working
Roll-Out Pulse
Surveys DE&I



Project HR Excellence
Digitisation: Success
Factor HR Shared
Services 2.0



Stay Interviews
New Manager
Assimilation.
Leadership connect
HR – Focus Group
Discussion



Hiring Grids Job
Architecture - Career
Leveling Variable/
Performance Pay
Special Programmes
(Hot Skills)

