TREDENCE

Beyond Possible



Reach out to beacon@tredence.com for all your queries on BEACON

TREDENCE

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BEACON



OUR PLAYBOOK


BEACON

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Notes from Our Founders



Shub Bhowmick

Co-founder and CEO

Our journey so far

Our first decade was about building foundations, turning a dream born in a small apartment into a company trusted by Fortune 500 clients to make decisions that matter. We've proven that grit, talent, and a relentless pursuit of outcomes can take us from the margins to the main stage.

But the next decade will be different. The AI market is exploding, and Agentic AI has moved from 'what's next' to 'what's now.' Enterprises are ready to scale it, and this is our moment to lead.

Here's the truth: technology and talent alone won't get us there. The best algorithms fail without alignment. The brightest minds stall without the right environment. What carried us so far—and what will carry us into the future—is the one-ness we've built: coming together, standing together, delivering together.

That is why BEACON matters. It isn't a poster or a program. It's our operating system for the tough moments—when client asks feel impossible, when the market shifts overnight, when we must move faster than feels safe. Those are the moments that define whether we scale or stall.

My commitment has always been to build an environment where Tredencians can do their best work—where trust, challenge, and innovation thrive. BEACON formalizes this commitment and gives us a shared way to rise to the demands ahead.

The opportunity is massive. The pace is intense. But our ambition is clear: to be the indispensable and trusted partner enterprises turn to when they want to lead with AI. We've made an impact against the odds once, and we will again. This is our moment to lead.



Shashank Dubey

Co-Founder and CRO

What lies ahead

Change is inevitable. Look back—cassettes became CDs, CDs became streaming. The web went from static pages, to social media, to AI. Each disruption felt overwhelming in the moment, but in hindsight, it was the next natural step forward.

AI is at that inflection point today. For years, enterprises toyed with pilots and dashboards that rarely scaled. With Agentic AI, we've entered a new era, AI that doesn't just predict, but decides in real time. Gartner forecasts that by 2028, one in seven business decisions will be made autonomously. That's not the future. That's now.

At Tredence, we are uniquely positioned to lead this revolution. Our edge has never been technology alone. It's been how we show up for clients—with ownership, obsession, and decisions that move outcomes. That's why a global retailer trusted us to redesign their supply chain, why a healthcare giant leaned on us to embed AI responsibly into clinical workflows, and why leading CPGs return to us when transformation is mission-critical.

But leadership in AI will demand even more. It will require us to learn faster, collaborate deeper, and adapt quicker than the market. That's why BEACON is not a "culture program." It is our competitive advantage, the way we stay agile, decisive, and together when speed is the only currency.

Think of Microsoft's cultural pivot under Satya Nadella—from "know-it-all" to "learn-it-all." That shift unlocked growth and market dominance. Our BEACON tenets can do the same for us.

The market is moving. Our clients are ready. And with BEACON guiding how we work, I know we're ready to stand apart and win.

Sumit Mehra

Co-Founder and CTO



Why BEACON

There are countless examples of companies transforming, pivoting, and achieving remarkable turnarounds simply by changing the way they behave. The best companies showcase their culture with as much pride as they do their profitability think Google, Netflix, LinkedIn, IKEA, and many others.

At Tredence, our culture has always been rooted in innovation, transparency, and ownership. That spirit took us through the first decade. Now, as we step into the frontier of GenAI and Agentic AI, we need a compass to guide us. That compass is BEACON.

BEACON is not a program. It is our transformative roadmap, shaping the behaviors and attitudes that will propel us into the leadership role we are meant to occupy. It is built on six tenets: 'Fire in the **B**elly,' 'Build **E**xceptional Talent,' '**A**ct with Ownership,' 'Obsess over the **C**ustomer,' 'Collaborate as **O**ne,' and 'Be **N**ice.'

These aren't just words on paper. They are lived behaviors, our playbook for the moments that matter. Whether you're in front of a client, leading a team, or facing ambiguity, BEACON is your guide.

At the end of the day, an organization is nothing more and nothing less than the choices its people make daily. With BEACON, those choices will not just define our success; they will become our advantage.

This culture playbook is your ready reckoner, your guide when you feel stuck, need direction, or want clarity. So let's chase the win, keep learning, take ownership, and walk this path together.



Vision

To put meaningful analytics into the hands of every decision-maker through the last-mile adoption of Data Science and AI

Mission

To become the world's most indispensable Data and AI partner

Purpose

To empower decisions that help our clients win

12+ Years' Journey Of Exponential Growth

2013

- Tredence is formed
- Won the first client – one of the world's top retailers

2014

- Expanded to the US

2015 2016

- Opened the first office in India
- Grew to 100 employees



2017

- Featured in **Inc. 5000**
- Delivered first full-stack project

2018

- Won the **Economic Times Startup Bootstrap Champ Award**
- Added three offices in the US
- Laid the foundation for customer analytics practice

2019

- Grew to **500 employees**
- Laid the foundation for supply chain and data engineering practices
- Recognized as a 'Strong Performer' in the **Forrester Wave™** for Customer Analytics Service Providers

2020

- Secured $30M in funding from **Chicago Pacific Founders**
- Established retail and consumer packaged goods verticals; hired business heads
- Created Tredence Studio and an AI Center of Excellence

2021

- Introduced first employee stock ownership (ESOP) buyback program
- Recognized as a 'Leader' in **Forrester Wave™** for Customer Analytics Service Providers
- Named an AI Game Changer by **NASSCOM**
- Launched 30+ multiple vertical and domain accelerators
- Grew to **1,000 employees**
- Expanded to the UK and Canada

2022

- Raised $175M in Series B funding from **Advent International**
- Named 'Partner of the Year' by Databricks (for retail and consumer packaged goods) and Microsoft (analytics)
- Won **Great Place to Work** certification in India
- Achieved 100% year-over-year growth
- Launched second ESOP buyback program for employees



2023

- Launched the **ATOM.AI** ecosystem
- Established GenAI and MarTech centers of excellence and partnerships
- Expanded into the banking & financial services and healthcare verticals; hired business heads
- Recognized as Partner of the Year by **Databricks**
- Grew to **2,000 employees**

2024

- Expanded to the Middle East
- Launched Tredence's largest office in Bangalore with 1500 seats
- Won **Databricks** 'Partner of the Year' for the third year in a row
- Announced strategic partnership with **NVIDIA**
- Named Launch Partner for **Snowflake AI Data Cloud for Travel and Hospitality**

2025

- Close to 4,000 employees
- Launched RCG Agentic GenAI Suite of Accelerators
- GPTW certified for the 4th year-in-a-row
- Named Google Industry Solutions Partner of the Year
- **Acquired Further Advisory**
- 3X Leader in Forrester Wave 2025 for Customer Analytics
- Named Snowflake RCG Data Cloud Services Partner of the Year
- Named Databricks RCG Partner of the Year & America's Growth Partner of the Year

BEACON is our cultural pulse, the force of direction for Tredence. The logo itself represents the guiding light it is meant to be, in our moments of doubt, hesitation, or uncertainty.

It's designed to inspire agility, collaboration, and a shared sense of purpose as we scale toward our next horizon. But it's your path to learning—pushing you to stay curious, challenge convention, and remain guided by an unwavering focus on our clients' success.

BEACON will help you stay aligned with our values, act with intent, and bring consistency to how you lead and deliver – the formula for us to win together.



Fire In The **B**elly

Build **E**xceptional Talent

Act With Ownership

Obsess Over **C**ustomer

Collaborate To Work As **O**ne

Be **N**ice

BEACON

B

Culture Tenet #1

Fire In The Belly



Fire In The **B**elly

Behaviors

- **Bring energy & passion in whatever you do**
- **Relentless drive to win**
- **Hustle with purpose**



Taboos

- **“It’s not my job”**
- **Being sloppy**

Why It Matters

- Tredence was born in a small apartment with nothing but hunger and belief. That hunger our Fire in the Belly has fueled our journey to $250M with 20-30% growth every year.
- Fire in the Belly isn’t about overwork or burnout. It’s about staying hungry to solve tough problems, finding innovative ways forward, bouncing back from setbacks, and sparking the energy that inspires others. As we sprint toward our $1B goal, that fire matters more than ever. Each of us carries a spark. When we bring determination, grit, and creativity to our work, sparks connect and grow into a powerful flame, unstoppable in shaping the future of AI and Data.
- Our Fire in the Belly is the hunger that got us here and the fuel that will take us to $1B & beyond.

Each spark matters. Together, we are **unstoppable.**



Common Language
(MEETINGS, REVIEWS, CONFLICTS)

CHASE THE WIN
Set bold goals. Own them. Make it happen

BRING THE SPARK
Your energy lifts the room. Bring it, share it, spread it

HUSTLE SMART
Be resourceful. Do more with less. Focus on impact

Prompts To Start Discussion

01
Share a time you bounced back from a tough setback

02
Tell us about a spark that turned a roadblock into a breakthrough or an underdog win

03
Which team had a hero's journey; struggled, pushed through, and came out stronger?

04
What small act of passion made a big difference?

05
Where do we need more spark right now?

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E

Culture Tenet #2

Build Exceptional Talent



Build Exceptional Talent

Behaviors

- **Identify & nurture high potential**
- **Celebrate silent successes**
- **Stay close to tech**

Taboos

- **Over relying on same set of "heroes"**



Why It Matters

- A young engineer joined with no background in data science. Within months, she was not only retrained but leading client pilots on MLOps. Her success wasn't an exception, it was the outcome of a company that bets on people, equips them relentlessly, and trusts them with bold challenges.
- At Tredence, exceptional talent isn't hired fully formed — it's built. It means seeing potential where others see limits, investing in learning as if it were oxygen, and holding ourselves to a standard where "good enough" is never enough.
- Building exceptional talent means staying close to our craft, teaching as much as we learn, and creating growth for others, not just ourselves. It's how we turn today's analysts into tomorrow's AI advisors, today's engineers into tomorrow's entrepreneurs.

We don't just scale skills. We scale confidence, curiosity & courage—the real engines of **last-mile AI.**



Common Language

(MEETINGS, REVIEWS, CONFLICTS)

WHO DID YOU GROW THIS WEEK?
Help a colleague step up or take a chance

SPOT THE SILENT
Notice the quiet contributions

LET'S KEEP LEARNING
Don't get stuck, keep upgrading

Prompts To Start Discussion

01 Who grew because of working with you?

02 When did you act as a compass, guiding someone through a tough or new challenge?

03 When did you choose learning over comfort in your own career?

04 How did you help spotlight a teammate's unseen contributions?

05 Where might you be blocking growth for others without realizing it?

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A

Culture Tenet #3

Act With Ownership



Act With Ownership

Behaviors

- Set bold goals
- Lead with accountability
- Be hands-on

Taboos

- Blaming others
- Hoarding information



Why It Matters

- In our early days, when salaries had to be delayed, the founders added 5% extra once pay came through. But one employee said: "If we are family, you didn't need to pay more." That moment defined who we are. Ownership at Tredence has never been about transactions, it's about shared responsibility, trust, and treating this company like our own.
- Every act of ownership makes Tredence faster, stronger, and more trusted. It is the radar, guidance, and discipline that will carry us from scrappy beginnings to the summit we're chasing together.
- At Tredence, ownership is being the 'Control Tower'. It means you don't just fly your piece of work, you see the bigger picture, anticipate risks, and keep things moving so everyone lands safely. Ownership is choosing to steer, not sit back. It's refusing to pass the buck, staying accountable when things get tough, and finishing what we start. It turns obstacles into breakthroughs, teammates into leaders, and customers into lifelong partners.

See it. Own it. Steer it.
Together, we will drive Tredence to the top!



Common Language
(MEETINGS, REVIEWS, CONFLICTS)

"ARE WE AIMING HIGH ENOUGH?"
Set bold goals, aim higher

CLEAR THE RUNWAY
Remove blockers before piling on more work

SEE IT, OWN IT, STEER IT
Reset mantra when accountability is slipping

WHO'S IN THE TOWER?
Clarify ownership and accountability

WHO'S ON THE GROUND?
Get hands-on, not hands-off

Prompts To Start Discussion

01 When did you step in to guide a project safely when it wasn't "your job"?

02 When did you choose the harder, less popular path because it was right for the customer, team, or Tredence?

03 Who acted like a tower, seeing the bigger picture, preventing a collision, or ensuring a smooth hand-off?

04 When you handed off work, how did you set the next person up to succeed?

05 When did you spot turbulence ahead and act early to avoid it?

06 When did lack of ownership create chaos? How would tower-style ownership have changed it?

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C

Culture Tenet #4

Obsess Over Customer



Obsess Over Customer



Behaviors

- **Respond quickly & clearly**
- **Provide a frictionless experience**
- **Single minded focus on client's success**

Taboos

- **Agreeing to a client request blindly**
- **Not seeing the Big Picture**

Why It Matters

- Tredence was born to solve one of the hardest problems in data, the last mile of AI adoption. Anyone can build models, but helping clients trust, adopt, and act on AI is the steepest climb.
- As AI becomes commoditized, this Sherpa approach is our human moat. Algorithms may get faster, but trust cannot be automated. Every obstacle removed and every step taken in our clients' shoes is what transforms us from a vendor into a true partner, building the momentum that powers tomorrow's greatness.
- That's why we chose to be Sherpas, guides who walk the trail, carry the load when it matters most, and never stop until the summit is reached.
  This mindset has earned us trust not by saying "yes" to everything, but by doing the right thing: listening harder, solving smarter, and showing up when others step back.

In the last mile, when others step back, Tredencians step up. **We climb together, and we reach the summit together.**



Common Language

(MEETINGS, REVIEWS, CONFLICTS)

CLOSE THE LOOP
Reply fast, reply clear, never leave clients hanging

LET'S MAKE IT SEAMLESS
Clients see smooth progress, while we solve blockers behind the scenes

BE THE SHERPA
Walk alongside, guide, carry, and elevate

Prompts To Start Discussion

01 When did we guide a client, partner, or team through a steep challenge?

02 When did a small, consistent action like a clear reply, update, or closing the loop build trust?

03 When did our team go beyond expectations to make a client successful?

04 When did a client credit us for their own success or career growth?

05 When did getting the fundamentals right, deliver an exceptional outcome?

06 When did doing things right, every day create big impact for a client or team?

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O

Culture Tenet #5

Collaborate To Work As One


10
Tredence
Tredence
11

Collaborate To Work As One

Behaviors

- Ask “How can I help?”
- Listen with Intent
- Be approachable

Taboos

- Being judgmental
- Being dismissive



Why It Matters

- At Tredence, progress is never achieved alone. The toughest challenges modernizing platforms, scaling businesses, solving the last mile of analytics demand that we move as one.
  When we pull in different directions, effort is wasted. When we align to a shared purpose, momentum is unstoppable.
- Our success is not measured by what we achieve alone, but by the breakthroughs we create together.
- We don’t just work with clients, we advance with them. We don’t just join hands with partners, we accelerate innovation together. We don’t just connect across teams, we turn strength into shared outcomes. Collaboration here is not cooperation.
  It is clarity of purpose.
  It is moving as one.
  It is the forward flow that turns insight into impact.



At Tredence, we don't just move forward.
We move forward as one.

Common Language
(MEETINGS, REVIEWS, CONFLICTS)

HOW CAN I HELP?
Step in, lighten the load, make it "we" not "me"

LET'S HEAR THEM OUT
Invite voices, and listen with intent

HERE'S THE WHY
Bring transparency into the room

Prompts To Start Discussion

01 Tell us about a time when the 'Why' changed your perspective

02 When did a teammate back you up when you struggled to be heard?

03 When did a leader admit they didn't have the answer and seek your input?

04 When was an idea reshaped because it wasn't aligned with purpose?

05 When did clarity on purpose help you move faster as a team?

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N

Culture Tenet #6

Be Nice



Be **N**ice

Behaviors

- **Show up on time**
- **Respect everyone**
- **Have fun at work**

Taboos

- **Being rude**
- **Using offensive language**



Why It Matters

- Be **N**ice is not a rule of manners. It's the force that binds us together.
- At Tredence, we show up on time because every minute tells someone: your work matters. We respect everyone because greatness has no hierarchy. And we choose to have fun because joy is fuel it powers resilience, sparks creativity, and turns pressure into possibility.
- When we are nice, we turn teams into communities, clients into partners, and challenges into journeys worth remembering. It is how we win trust, build belonging, and remind the world that humanity is our greatest technology.

Respect. Empathy. Joy. That is what makes Tredence unstoppable.



Common Language

(MEETINGS, REVIEWS, CONFLICTS)

YOUR TIME MATTERS, SO DOES MINE

DIGNITY FIRST
Every voice counts, no matter the role

BRING THE JOY
Energy, laughter, and pride, fuel performance

Prompts To Start Discussion

- Tell me about a time when being on time (or not) made a big difference at work
- Share an example of when you gave or received respectful feedback that made things better
- Describe a moment when fun or kindness helped your team push through a challenge
- Have you seen rudeness or negative language hurt a team? How did you handle it?

Livin' It Up with **BEACON**

The glue that binds the Tredence community – how BEACON is weaved into the fabric of Tredence's culture.



Hiring Philosophy and Interview Practices

As we continue to bring in industry talent to fuel our growth, the principles under BEACON will become the evaluation criteria to decide whether a potential candidate is the correct fit for Tredence.



Onboarding Rituals

BEACON will be the central framework while introducing company culture during onboarding. A dedicated BEACON segment in the onboarding orientation will be used to introduce the company culture using Beacon.



Learning and Development Opportunities

New Course Catalog:

A new course catalog is being developed. This catalog will explicitly communicate the alignment of new courses with BEACON pillars, connecting them to specific cultural elements or competencies.

Wider Interventions:

All L&D programs and interventions, based on TNI will be used to communicate and reinforce the new culture.

Dedicated Segments:

Programs like Leader 360 will include an entire segment dedicated to the culture piece on BEACON.

Content Alignment:

When creating or using training content, it will be explicitly linked to the relevant BEACON pillar. For example, training modules on customer-centricity will be connected to the corresponding client pillar within the BEACON framework.



Performance and Promotion



Annual Performance Process 2026 and Onwards:

1. Goals - People, Learning and Innovation pillars under the organizational effectiveness goal heading will now have BEACON instead of ACE
2. IDP will have BEACON linked behavioral competencies
3. Year-end review will have a 'how' element alongside the 'what' of goal achievement. This is where individuals and managers will reflect on the behaviors employed in the pursuit of goals. This will therefore factor into final rating

Promotion 2026 and Onwards:

1. Leadership (Director and above) promotion templates will call for examples of BEACON in action. Panel will be expected to include this in review and decision making
2. For all other levels, BEACON will impact promotions by way of the potential rating

Talent Reviews 2026 and Onwards:

1. Definition of potential will be changed to reflect learning agility + BEACON factors; with complete sunsetting of ACE
2. Training of potential assessment will consider BEACON

Celebrations, Recognition Ceremonies

All recognition, reward ceremonies and celebrations, no matter how big or small, will reflect and be tied back to one or more of the tenets under BEACON.



CSR and CARE

Our CSR philosophy squarely fits in with the 'Be Nice' tenet of BEACON.



Future Plans:

Future Plans: Starting next year, this 'Be Nice' connection will be woven into the "respectful equity" component of the compliance modules for COC.

The Communication:

This will be rolled out as a communication defining the company culture and its commitment to 'Be Nice' which ensures "safety and respect is across the board."



Raising the Rhythm with BEACON

The way we work each day should echo who we are.
This is where our culture moves from intention to instinct.

Rhythm	Individual Contribution Projects (Weekly)	Tredence Daily Stand-Up	Tredence–Customer Sync-Up (L3 & Above)
Purpose	Empower individual contributors working in customer pods to build visibility, deliver excellence, and drive client impact even with limited oversight.	Fast alignment and unblocking to sustain delivery momentum.	Build trust, transparency, and momentum with customers through outcome-led and proactive conversations.
How to Run it	• Celebrate Silent Success: Highlight positive client feedback or appreciation in internal forums — make invisible impact visible. • Lead with Accountability: Take full ownership of deliverables; anticipate blockers early and close loops without waiting for direction. • Communicate Clearly: Flag risks early and seek help before blockers slow you down. • Reflect: End the week with "What did I learn that makes me better next week?"	• Start with: "My finish line today is..." • Acknowledge: "Who helped me move faster yesterday?" • If a blocker exists: "Here's how I can help." • Reflect (Fridays): "Which BEACON tenet did we flex most this week?"	• Start with Impact: "The value we delivered this week was..." • Be Transparent: "Here's what went well and what we're fixing." • Spotlight Silent Success: Appreciate behind-the-scenes wins. • Own & Close: Assign ownership for next steps. • Forward-Scan: "What's the next growth opportunity with this client?"

Rhythm	Pod/Account Connect (Monthly)	Account Connect & Quarterly Townhall (Vertical Specific)	Outings & Activities (Quarterly/Account/Vertical Level)
Purpose	Foster collaboration, learning, and recognition across projects — celebrating both big and silent wins while strengthening team energy and connection.	Strengthen alignment, recognition, and belonging through storytelling, commitments, and visible leadership follow-through.	Team bonding and culture connection through shared experiences that strengthen collaboration, inclusion, and energy.
How to Run it	• Spotlight Rising Talent: Recognize emerging contributors and "silent heroes" from every project. • Collaborate as One: Discuss complex delivery challenges; invite ideas or help from other projects. • Commit to One Experiment: "What will we try before the next connect?" • Follow-Up: Review last month's experiment.	• Business Pulse: Begin with key delivery metrics, client highlights, and business wins that set context for recognition. • Silent Success Spotlight: Share a project-level impact story from a low-visibility pod or customer engagement that made a difference. • Leadership Commitments: Identify three focus areas for the next quarter (reviewed next time). • Storytime – Culture in Action: Share one BEACON story that reflects growth.	• Plan Together: Invite volunteers from across pods to co-lead the event; encourage diverse representation. • Include Everyone: Ensure diversity and participation across teams. • Celebrate Connection: End with "What connection did we build today?" • Spotlight: Feature a Culture Champion from the event.

Our **new way of life** at Tredence

Rekha Nair

CHRO



We started Tredence on the premise that this will be a place where professionals are given an environment where they can thrive in their own strengths and talent. A place where they bring their authentic selves every day. A place where innovation, collaboration and fun come together.

This central focus has continued till today, after more than a decade. We have dual intentions with BEACON. One is to celebrate our past successes and build on them for a future that awaits us. Two is to make it a way of life; to make it a habit. The attitudes and principles identified under BEACON come together in a beautiful harmony, that not only brings us together for a common purpose but also strengthens our relationships beyond work. It's not all work though; there's loads of fun involved as well.

Our next decade poses exciting opportunities and milestones that we will witness and navigate together, as we lead a world where technology and humans come together to make life better. It's going to be a fun, exciting ride with many milestones to achieve.



