Sovereign

We design and build things.

Sovereign is an independent creative and development agency. We create multichannel experiences that help our clients build relationships and move minds to action.

The What

Strategy

- Creative Consultation
- Development Consultation
- Content Strategy and Planning
- IA and UX Design

Creative

- Visual Design
- Website, App & UI Design
- Environmental and Event Design
- Digital Media Design
- Brand Identity Design
- Presentation Design
- Campaign Development
- Copywriting
- Animation & Motion Graphics

Development

- Digital Media Development
- Website and CMS Development
- Mobile App Development

The Why

Experience

We are a team of senior-level agency talent, experienced in working with a wide range of startups, SMB's and Fortune 100 companies.

Flexibility

We come to you as individual freelancers or full-service teams as needed. We scale quickly, adding specialized resources depending on project requirements.

Value

We operate at a competitive blended rate across all facets of strategy, design and development. Collective experience ensures greater effectiveness and efficiency.

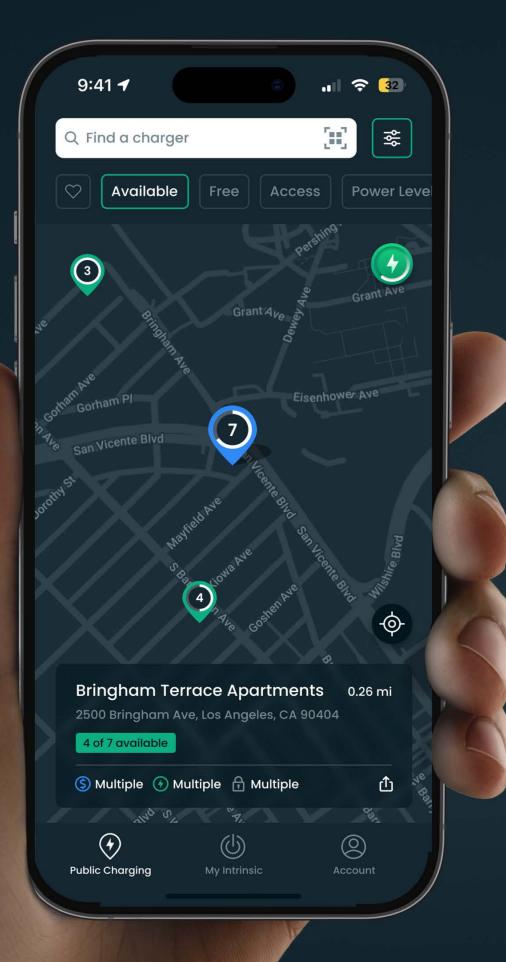# The Work

Digital Products & Websites

Brand Marketing

Digital
Products
& Websites
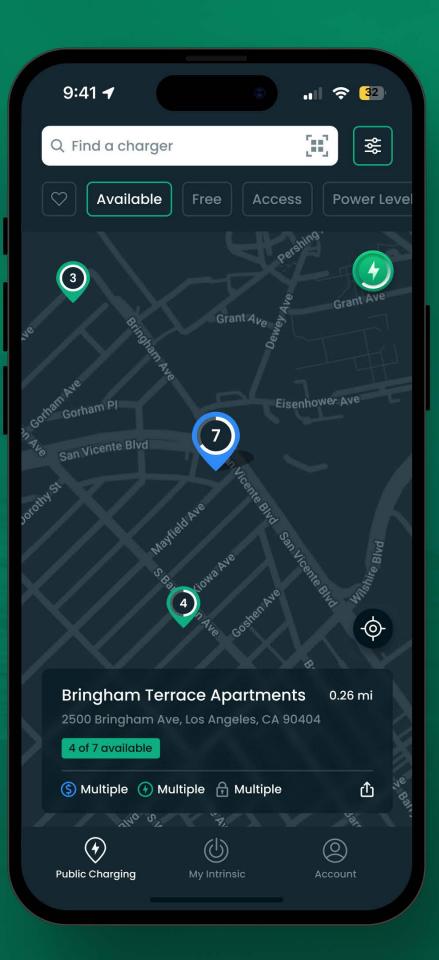
Intrinsic Power Mobile Application

Identity Design

Content Strategy
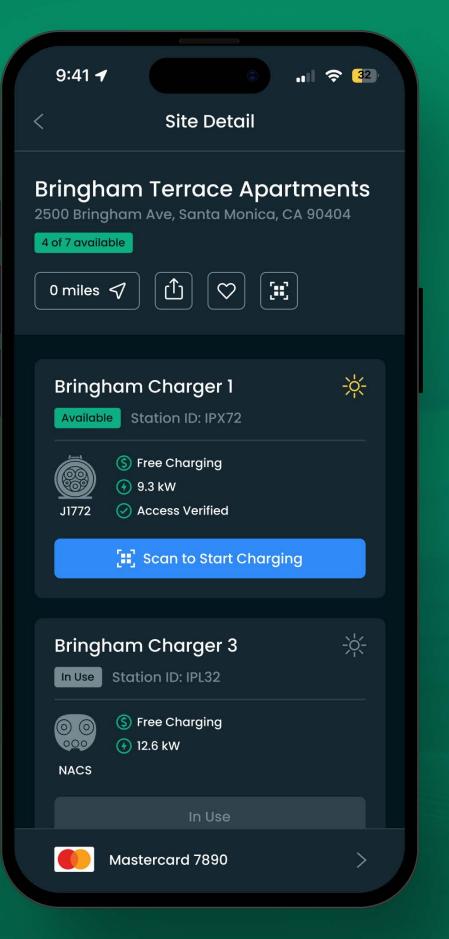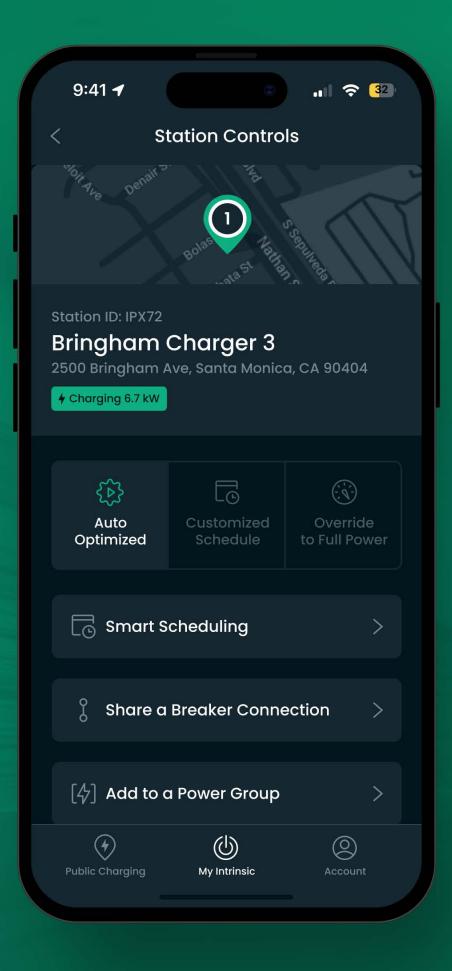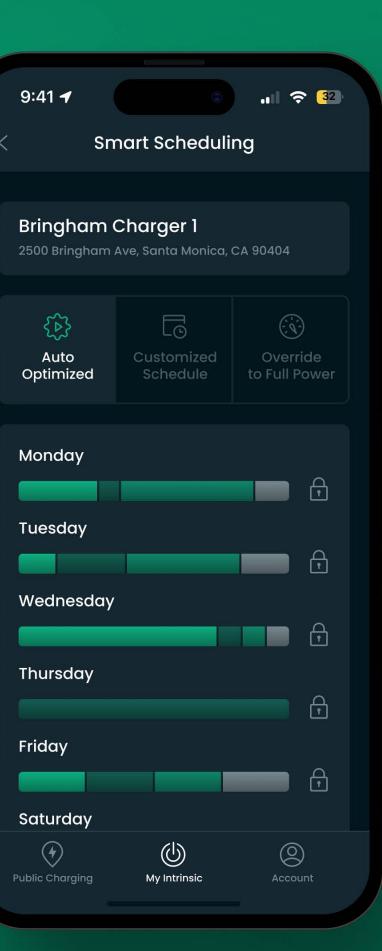
UX and UI Design

Mobile App Development

Animation

Screen 1 (left, settings)

Code: X4C5F **Change**

Show on Public Map: **OFF**

Monetize: **ON**

Charge Rate: $0.02 /kWh

Idle Rate: $2.25 /h

Discount Code: **ON**

Code: V6B7N **Change**

Public Charging | My Intrinsic | Account

Screen 2 (Add a Card)

9:41

Add a Card

Card Number

VISA 4458 0725 5555 5555

Exp. Date: 10/25   CVV: 224

Country: United States

Zip Code: 94110

Nickname (optional)

Personal Bank of the West Debit

Could not validate your payment

Screen 3 (Public Charging map)

Auto Optimized | Customized Schedule | Override to Full Power

Public Charging | My Intrinsic | Account

Screen 4 (User Charge History)

9:41

User Charge History

Total Energy Offset

400
300
200
100
0

● Total energy supplied ● Total CO2 offset

Lifetime total energy **409** kWh

Lifetime average cost **$0.21** /kWh

Lifetime total CO₂ offset **5.8K** lbs

Public Charging | My Intrinsic | Account

Screen 5 (Station)

9:41

Available Station ID: IPR45

Bringham Charger 2
2500 Bringham Ave, Santa Monica, CA 90404

⚡ 12.6 kW ⊘ NACS 🔒 Code Required

Screen 6 (Full/Medium/Low/Delay)

Full | Medium | Low | Delay

Public Charging | My Intrinsic | Account

Screen 7 (Customized Schedule)

Auto Optimized | Customized Schedule | Override to Full Power

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

Public Charging | My Intrinsic | Account

Screen 8 (Smart Scheduling)

9:41

Smart Scheduling

Bringham Charger 1
2500 Bringham Ave, Santa Monica, CA 90404

Auto Optimized | Customized Schedule | Override to Full Power

Monday

— 12 am ● ● ● ○
— 4 am ● ● ○ ○
— 6 am ● ○ ● ○

Screen 9 (Account)

9:41

Account

👤 My Profile ›

💲 Payment Methods ›

📊 Statements ›

⚙ Settings ›

❓ FAQ ›

🎧 Support ›

Logout

Public Charging | My Intrinsic | Account

User Charge History ›

Screen 10 (My Intrinsic Login)

9:41

My Intrinsic Login

Login to your account
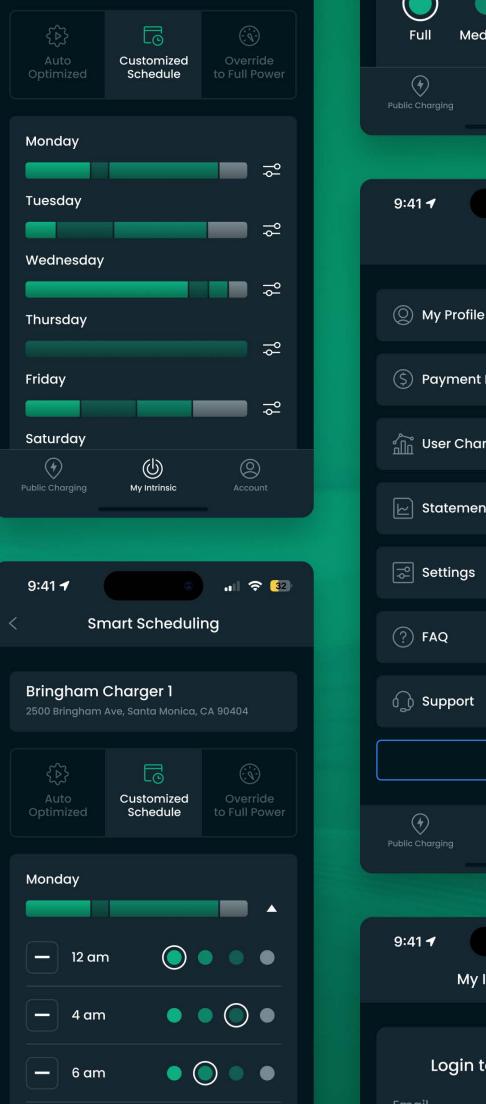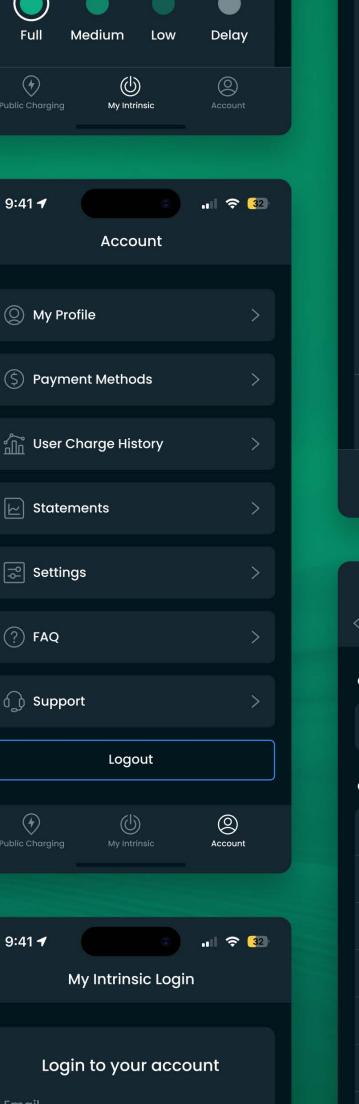
Email

Screen 11 (Shared Breaker, top right)

2500 Bringham Ave, Santa Monica, CA 90404

⦿ P1 B23,25 – 50 Amps **Edit**

○ P1 B3,5 – 40 Amps **Edit**

○ P1 B24,26 – 60 Amps **Edit**

Confirm

Cancel

Add a New Shared Breaker +

Bringham Terrace Apartment Shared Circuit Breakers

Public Charging | My Intrinsic | Account

Screen 12 (Choose a WiFi Network)

9:41

Choose a WiFi Network

Current Network

✓ Murphy Home 🔒 📶

Other Networks

Lotharius 🔒 📶

Woodboro West 🔒 📶

Crescent Corner 🔒 📶

Minocquabat 🔒 📶

Rhinelander Hodag 🔒 📶

Granite Peak 🔒 📶

Damon EV Motorcycles Instrument Display

UI Design

Motion Graphics

DAMON

Panel 1 — SETTINGS

⏻ PARK

SETTINGS

Configuration	Ride Modes
Controls	Connectivity
Bike Status	Account

🔋 61% 343 km

‹ Back

Panel 2 — RIDE MODES

RIDE MODES

	Power	TC	WC	ABS	Regen	
RACE	100%	High Slip	Partial	Track	Fast	Reset
SPORT	100%	Low Slip	Partial	Track	Full	Reset
ECO	50%	Grip	Controlled	Street	Full	Reset
RAIN	50%	Grip	Controlled	Rain	Low	Reset

‹ Settings

Panel 3 — RIDE MODES

RIDE MODES

	Power	TC	WC	ABS	Regen	
RACE	100%	High Slip		Track	Fast	Reset
SPORT	100%	Low Slip	Wheelie Control / Partial / Controlled	Track	Full	Reset
ECO	50%	Grip	Controlled	Street	Full	Reset
RAIN	50%	Grip	Controlled	Rain	Low	Reset

‹ Settings

Panel 4 — CONTROLS

CONTROLS

⭐ X press forward
▽ Y pull back

X Button Control Setup

| Function | CoPilot |
| Mode | CoPilot Range |

Touch Screen

| On |

Y Button Control Setup

| Function | Screen Brightness |
| Mode | Brightness |

Shift

| Scroll Transform |

‹ Settings

Pizza Factory Consumer and Franchising Sites

Content Strategy and Planning

Development Consultation

UX Design

Website Design

Website and CMS Development

Pleasant Valley, CA
(530) 644-6043
Change Location

Order Now

Hot Honey

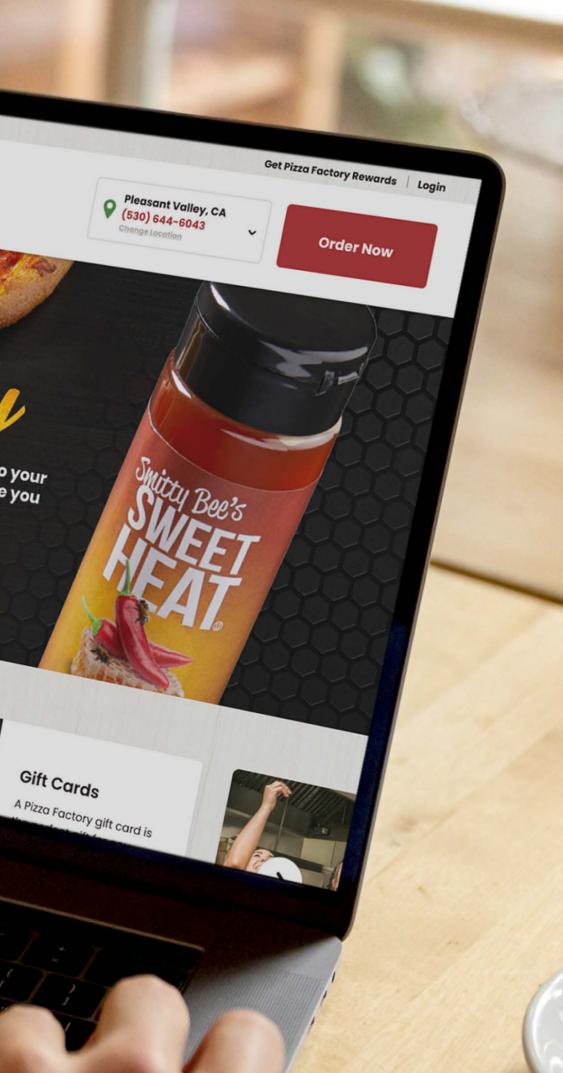Add a little sweet and a little heat to your next pizza for an over-the-top taste you won't forget. Limited time only.

Order Now

Smitty Bee's SWEET HEAT®
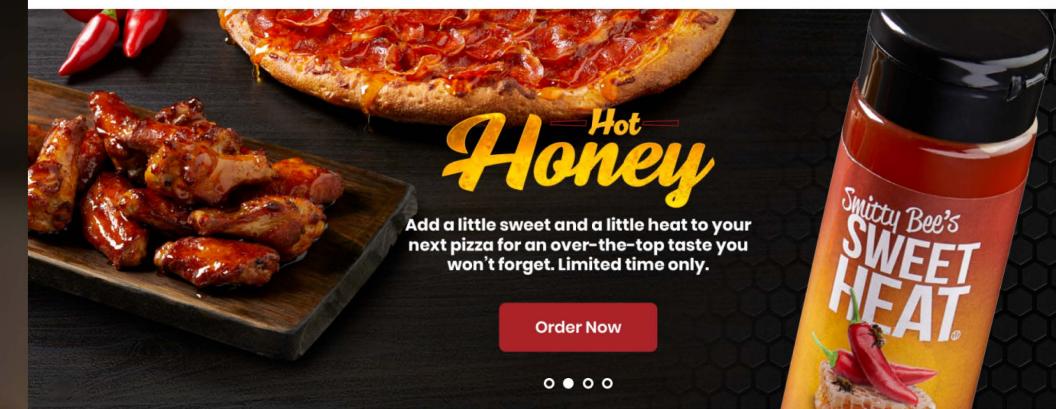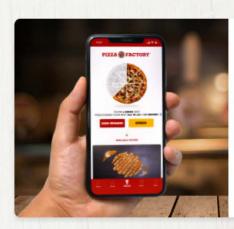
Get Rewards

Get rewarded for your love

Gift Cards

A Pizza Factory gift card is

Get Pizza Factory Rewards | Login

PIZZA FACTORY

Menu   Catering   Gift Cards   Rewards

Pleasant Valley, CA
(530) 644-6043
Change Location

Order Now

Pizza Factory Menu

ARE YOU HUNGRY YET?

Limited Time Only
Pizza
Appetizers
Soups and Salads
Calzones
Pastas
Sandwiches
Sides & Sauces
Desserts

Order Now

Hot Honey
Add a little sweet and a little heat to your next pizza for an over-the-top taste you won't forget. Limited time only.

Smitty Bee's SWEET HEAT

Order Now

Check out our
AWESOME OFFERS!
See coupons
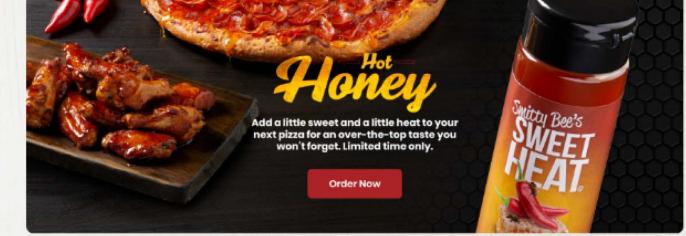
Limited Time Offers

Order Now

Hot Honey Pizza
Prices and nutritional info

Hot Honey Bottle
Prices and nutritional info

Caprese Pizza
Prices and nutritional info

Pizza

Order Now

All Meat Pizza   Factory Special Pizza   Hawaiian Pizza

Pleasant Valley, CA
(530) 644-6043

Order Now

Pizza

Hot Honey
Add a little sweet and a little heat to your next pizza. Limited time only.

Order Now

Pizza   Order Now

All Meat Pizza

Get Pizza Factory Rewards | Login

Menu Catering Gift Cards Rewards

Find a Location 📍 Order Now

Find a Pizza Factory Location

San Francisco

Search 📍 Use location

Showing results nearest to "San Francisco"

📍 **Oakland, CA 12 miles**
2521 Seminary Avenue
COMING SOON

📍 **Rio Vista, CA 49 miles**
201 Main Street
(707) 374-6868
See Menu Order Now

📍 **Winters, CA 57 miles**
108 Main Street
(530) 212-5101
See Menu Call to Order

📍 **Walnut Grove, CA 59 miles**
1234 River Road
(916) 776-2626
See Menu Order Now

📍 **Gilroy, CA 71 miles**

Rio Vista, CA
(707) 374-6868
201 Main Street
See Menu

WE TOSS'EM,
THEY'RE AWESOME!®

Our Story **Franchising** **Fundraisers** **Community**

Pizza Factory

📍 Find a Location ☰

Order Now

Find a Pizza Factory Location

📍 Use location

San Francisco Search

List Map

Showing results nearest to "San Francisco"

📍 **Oakland, CA 12 miles**
2521 Seminary Avenue
COMING SOON

📍 **Rio Vista, CA 49 miles**
201 Main Street
(707) 374-6868
See Menu Order Now

📍 **Winters, CA 57 miles**
108 Main Street
(530) 212-5101
See Menu Call to Order

📍 **Walnut Grove, CA 59 miles**
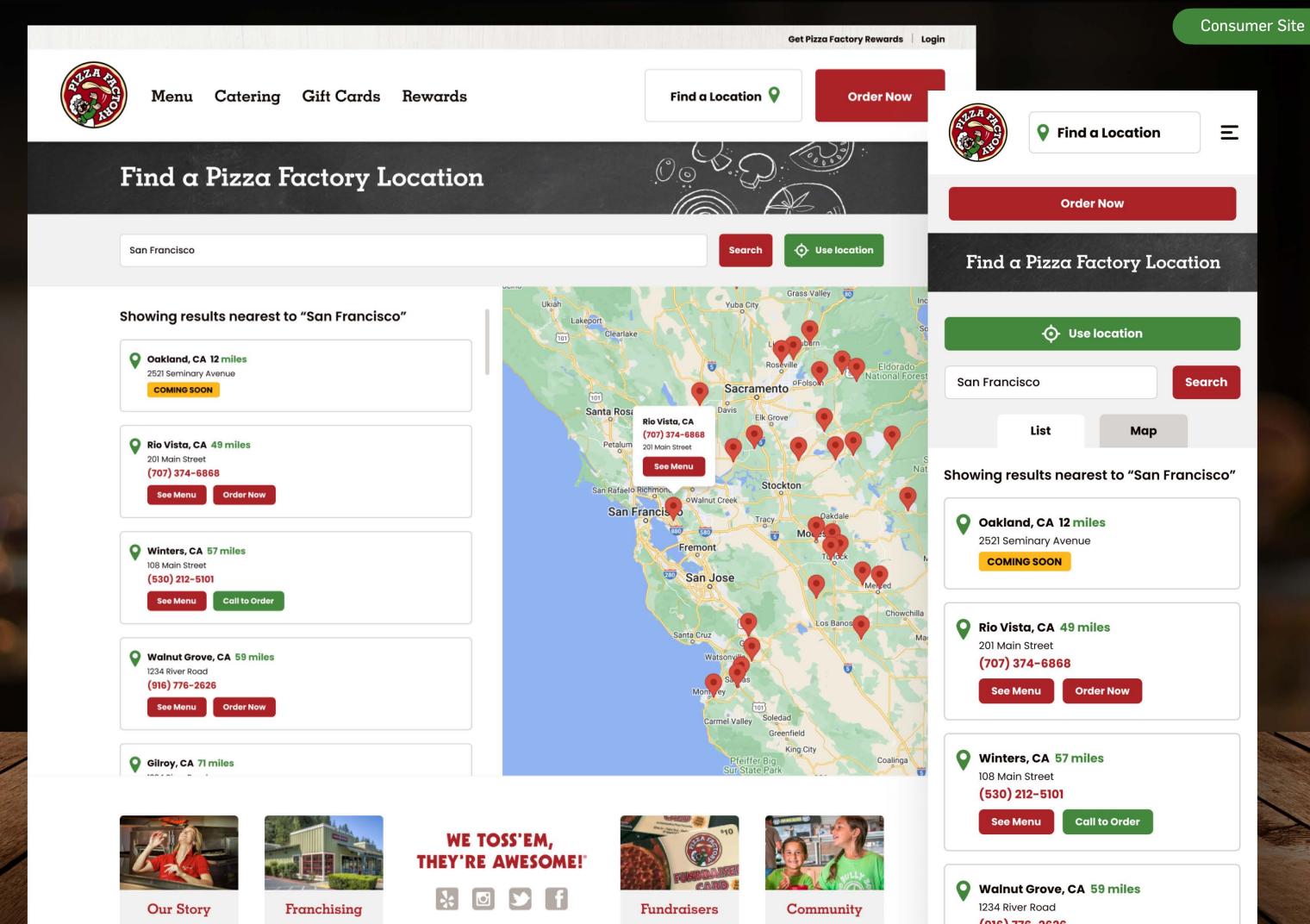1234 River Road
(916) 776-2626

Pleasant Valley, CA
(530) 644-6043

Pleasant Valley, CA

Call (530) 644-6043
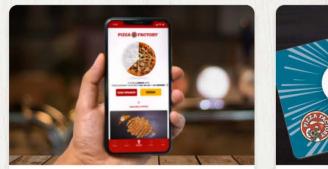
545 South Main Street
Suite 204
Pleasant Valley, CA

Get directions

Open Today: 10:30am–10:30pm

Start Order

See Menu

Hours & Info

Change Location

Get Rewards

Pleasant Valley, CA
(530) 644-6043

Sign up for Rewards | Login

Menu

Rewards

Gift Cards

Our Story

News & Event

Coupons

Careers

Franchising

All Locations

Fundraisers

Contact

Legal   Privacy Policy

Pleasant Valley, CA
(530) 644-6043

Order Now

Salads and Soups

Dinner Salad

Prices and nutritional info

Greek Salad

Prices and nutritional info

Chicken Caesar Salad

Pleasant Valley, CA
(530) 644-6043

Order Now

Salads and Soups

Limited Time Offers

Daily Specials

Pizza

Wings

Appetizers

Pizza Bread

Soups and Salads

Calzones

Pastas

Sandwiches

Calzones

Sides & Sauces

Buffet

Beverages

Desserts

Franchising

Our Brand The Opportunity Revenue & Costs Support Process

Get Started

HEART
OF THE
Hometown

Pizza Factory, a franchise opportunity that is piping hot!

Available Territories ›   Revenue & Costs ›   Next Steps ›

Awesome
Performance

We're raking in the dough with Awesome performance. With 12.5% YOY average unit volume growth in 2021, our sales are soaring systemwide.

The Opportunity

This figure represents the average gross sales of $623,300 for the 13 full consecutive months ending on November 30, 2021, for 97 restaurants compared to the average gross sales of $728,100 for the 12 full consecutive months ending on November 30, 2020 for 95 restaurants as stated in Item 19 of the 2022 FDD.

Robust Support

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore

Franchise Support

What makes Pizza Factory
Awesome?

▶
Franchise Overview
3 minutes

Grab a slice of our hometown roots

First Name | Last Name

Email | Phone

City | State

Requested Business Location | Best Time to Call

Request more info

A Community

Winning with families

Each Pizza Factory plays an important role in its neighborhood for a fun family-dining experience. Plus, franchisees are quick to sponsor sports leagues, school nights and fundraising events to further connect with the community- donating a helping hand to those who need it.

Pizza Factory Franchising

Our Brand · The Opportunity · Revenue & Costs · Support · Process · **Get Started**

An Awesome Brand · Community Roots · Awards & Recognition · Insights & News

WE TOSS'EM, THEY'RE *Awesome!*®

ARE YOU HUNGRY YET?

100%

A community favorite since 1985

From our humble beginnings in 1978 to present day, Pizza Factory has stayed true to its hometown roots. Now, with 100-plus restaurants nationwide, our philosophy is simple: go into towns to become part of the fabric of the community.

These towns have been our lifeblood since we began franchising in 1985, and our values and products remain the foundation of our success as we grow with new and existing franchisees.

What makes Pizza Factory *Awesome?*

THEY'RE AWESOME!

Franchisees come first

Pizza Factory is consistently named "Best of the Best" by the Franchise Business Review (FBR) for overall franchisee satisfaction. This puts us in an

Awesome food starts with fresh, high-quality ingredients

▶ Menu Overview
5 minutes

When it comes to pizza, Pizza Factory can't be topped! Our fresh, never frozen, ingredients ensure a top-quality product that keeps customers hungry for more. Learn more from our Food & Beverage Director, Bryan Ross on how we teach you to throw the dough like a pro.

> ❝❞
> I was a fan of the brand's culture and food, but after seeing firsthand how the executive team supports their owners, that solidified my decision to invest in the concept. I'm thrilled to be a part of Pizza Factory's franchise family and look forward to growing with the concept.
>
> **Anthony & Bre Lum**
> Winchester, California

Development & Innovation

We're focused on technology and finding ways we can hardness it to deliver a better customer experience and build a stronger business.

Rockstar TRAINING & SUPPORT

Support Overview
2 minutes

Our team knows dough.
And they like to help you earn it too.

We pride ourselves on providing franchisees with the best training, marketing tools and technology support in the industry. From our initial week-long kitchen training and in-store launch support to ongoing check-in from field staff, we bring ease of operations with proven systems and processes.

Franchisee Training

Pizza Factory franchisees have the distinct advantage of joining a turnkey business with world-class training and ongoing support through the many phases of business ownership.

Franchisee Training

> " If a franchisee calls, we want to be there for them. We're always looking for ways to negotiate better prices with vendors and get ready for the next big thing, so that franchisees can focus on their day-to-day operations. We want to provide the support and marketing that a franchise is supposed to offer.

MaryJane Riva
Pizza Factory CEO

Meet our leadership support team

Mary Jane Riva
Chief Executive Officer

Steve Gibbs
VP of Operations

Laura Tanaka
VP of Franchise Development

From throwing dough to CEO, Mary Jane Riva has worn many hats. Starting out as a Pizza Factory franchisee for 24 years, Mary Jane become the CEO of the brand in 2012 and continues to uphold the community ties the brand is known for as they continue to grow.

Favorite menu item:
Meatball Sandwich

Eric Lombardi
Director of Sites

Bryan Ross
Director of Food & Beverage

Mary Kay Haas
Director of Marketing
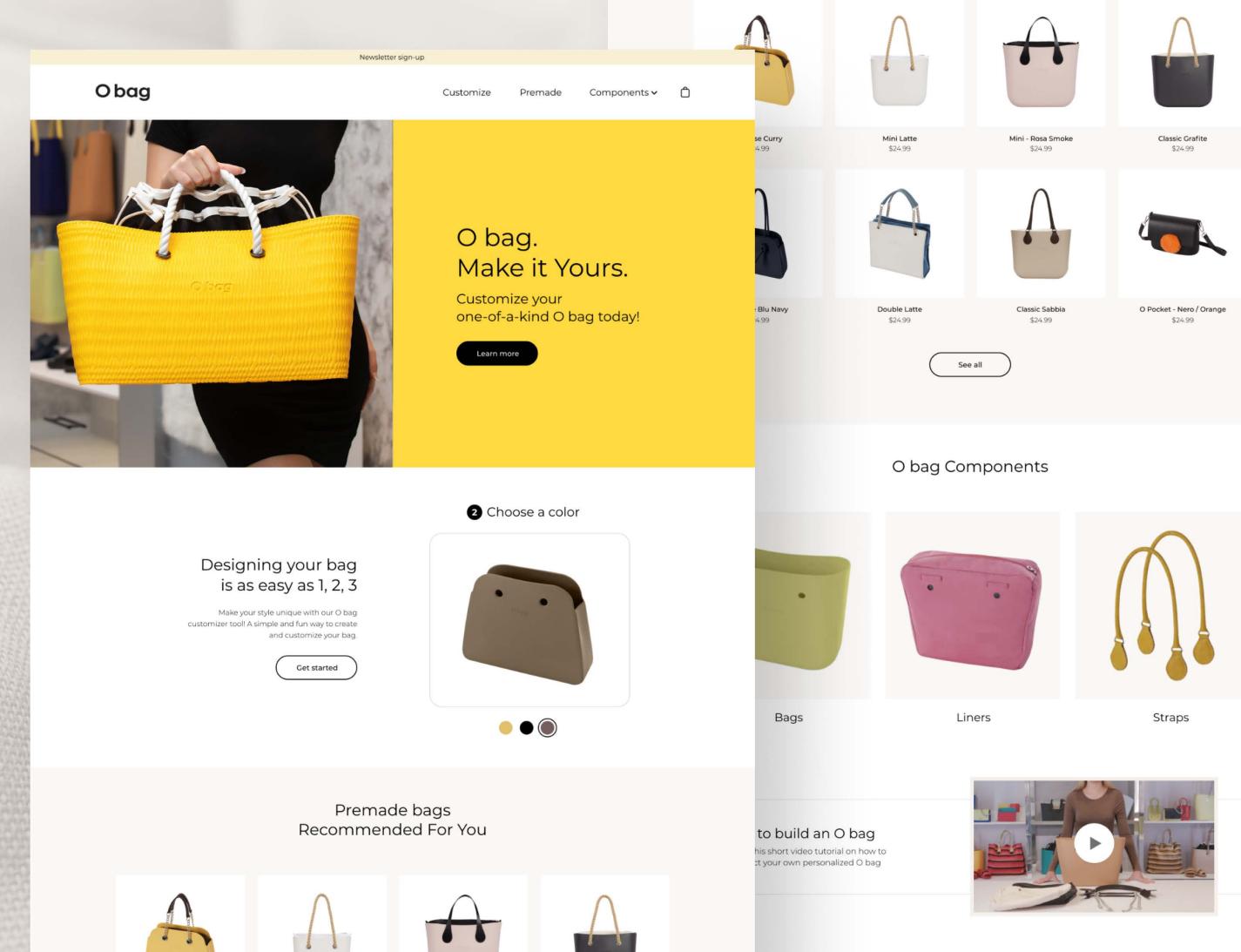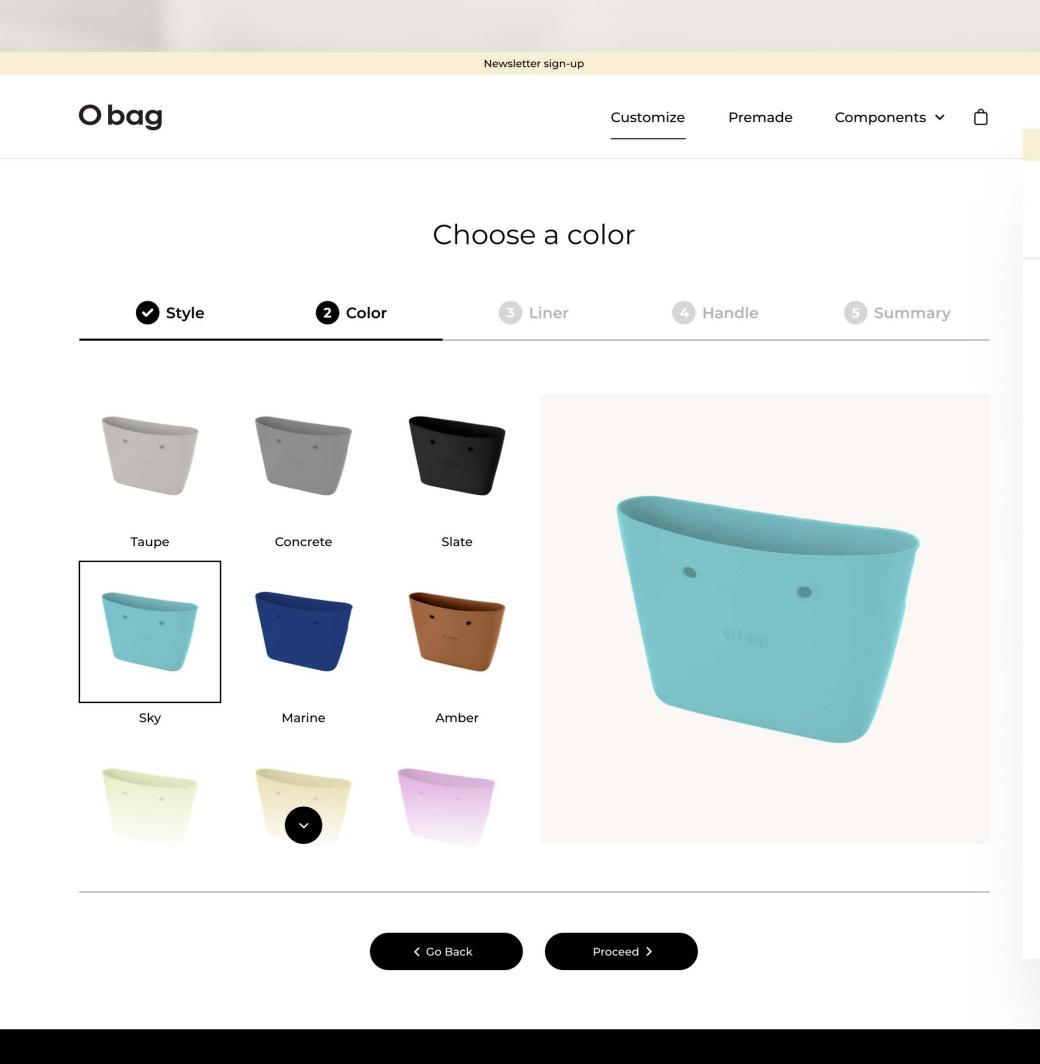
Obag Customizer App and eStore
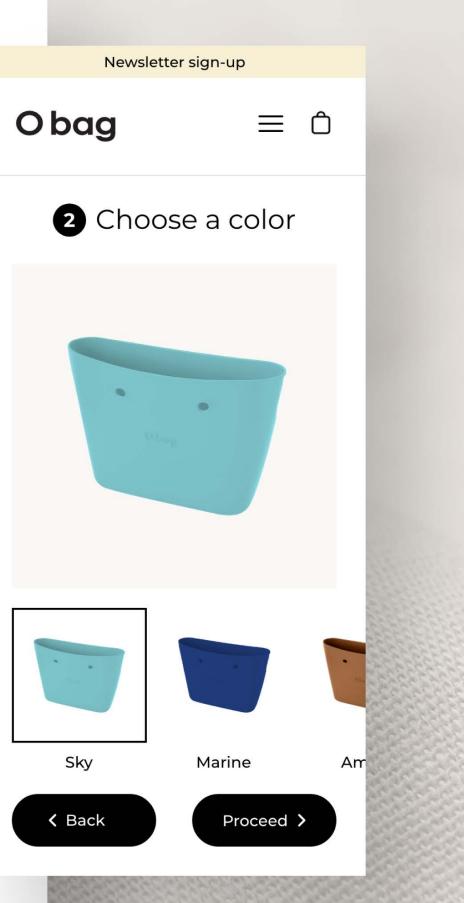
UX Design

Website Design

Application Design

Website and CMS Development

O bag

- Black
- Leather - Brown
- Chain - Black

< Back

Proceed >

O bag

Customize   Premade   Components ⌄

O bag.
Make it Yours.

Customize your
one-of-a-kind O bag today!

Learn more

Mini Latte
$24.99

Mini - Rosa Smoke
$24.99

Classic Grafite
$24.99

se Curry
4.99

Blu Navy
.99

Double Latte
$24.99

Classic Sabbia
$24.99

O Pocket - Nero / Orange
$24.99

See all

O bag Components

2 Choose a color

Designing your bag
is as easy as 1, 2, 3

Make your style unique with our O bag
customizer tool! A simple and fun way to create
and customize your bag.

Get started

Bags

Liners

Straps

Premade bags
Recommended For You

to build an O bag

his short video tutorial on how to
ct your own personalized O bag

O bag

Customize   Premade   Components ⌄   🛍

Choose a color

✓ Style   **2** Color   ③ Liner   ④ Handle   ⑤ Summary

Taupe   Concrete   Slate

Sky   Marine   Amber

‹ Go Back   Proceed ›

Sky   Marine   Am

‹ Back   Proceed ›

O bag

Get our latest product updates

O bag

Customize   Premade   Components ⌄   🛍

Choose a handle

✓ Style   ✓ Color   ✓ Liner   ④ Handle   ⑤ Summary

Chain - White   Leather - Black   Leather - Brown

Leather - White   Chain - Black   Rope - Brown

⌄

‹ Go Back   Proceed ›

O bag

Get our latest product updates

O bag   ☰ 🛍

④ Choose a handle

- Black   Leather - Brown   Chain - Black   R

‹ Back   Proceed ›

O bag

Customize   Premade   Components ⌄

Bags

Liners

Handles

Bags

Classic Bag

The iconic and inimitable modular bag that can be carried by hand, shoulder or cross-body.

Classic Bag - Black
$54.92

Classic Bag - Imperial Blue
$54.92

Classic Bag - Light Grey
$54.92

Reverse Bag

The trapeze-shaped tote that's minimal, classic and elegant.

O bag

Bags

Classic Bag

The iconic and inimitable modular bag that can be carried by hand, shoulder or cross-body.

Classic Bag - Black
$54.92

O bag

Customize   Premade   Components ⌄   🛍

Home / Premade / Reverse - Curry

Reverse Bag

$45.00

Duties and shipping cost excluded.

The compact O bag reverse is waterproof and easy to clean, thanks to the compound material it's made of. Pair this black bag body with your favorite liner and handle to create a handbag that's as unique as you are.

⬤ ⬤ ⬤

Curry

Product Info +

Quanity: 1   ⌄

Customize   Add to cart
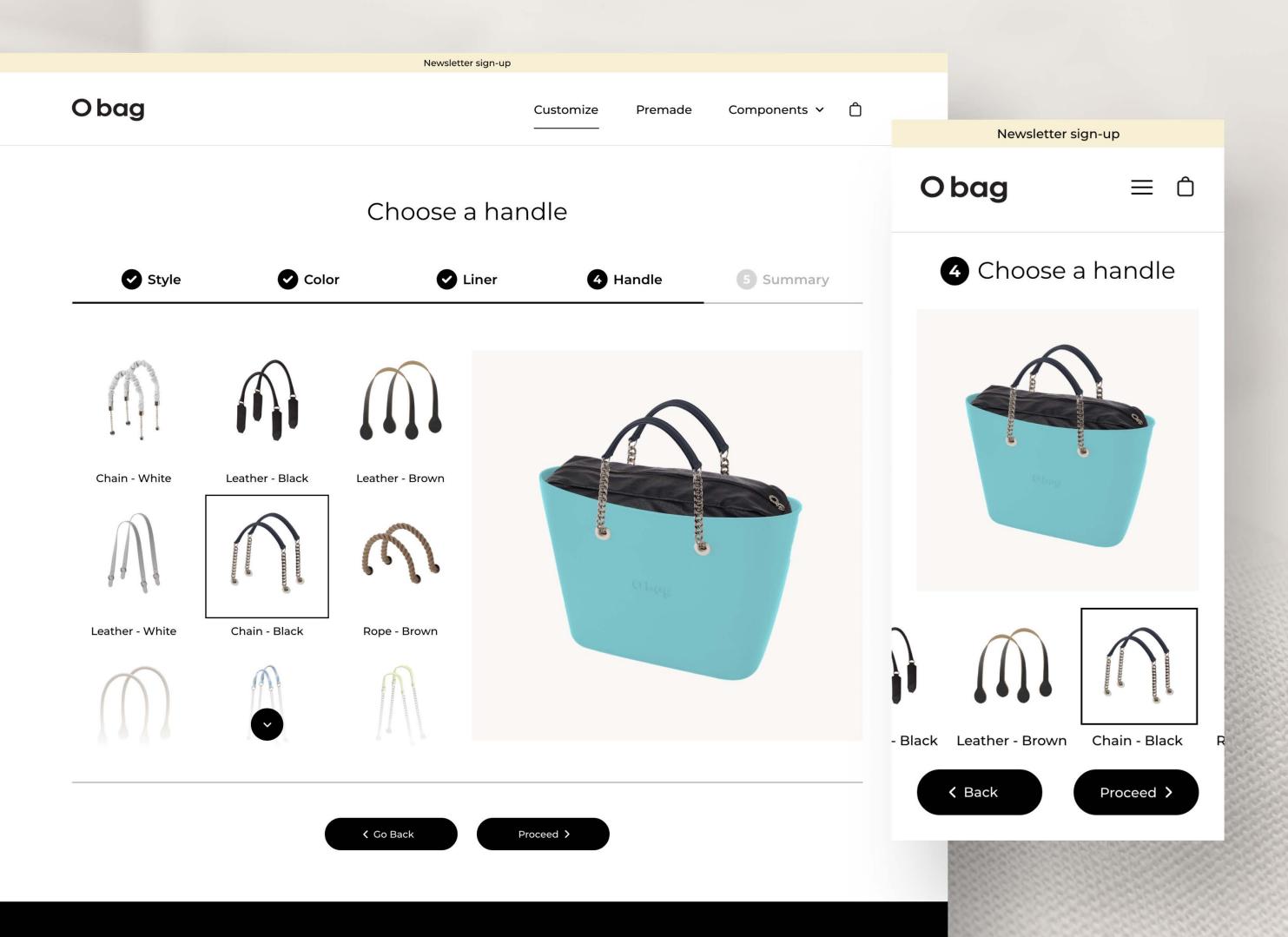
Recommended For You

Reverse Bag

$45.00

Duties and shipping cost excluded.

The compact O bag reverse is waterproof and easy to clean, thanks to the compound material it's made of. Pair this black bag body with your favorite liner and handle to create a handbag that's as unique as you are.

⬤ ⬤ ⬤

Curry

Product Info +

H&L Partners Website

UX Design

Website Design

Website Development

lovin' it®

We're a full-service ad agency with global vision and regional focus.

OUR EXPERTISE

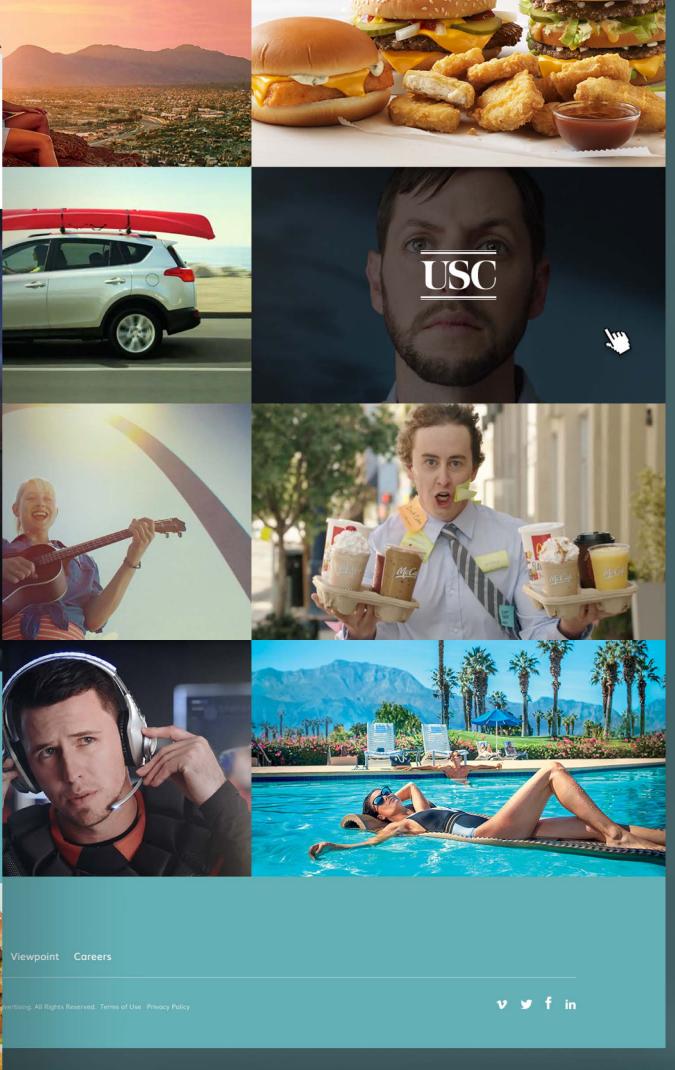New Campaign

Check out "Meet the Poseys" – our latest campaign featuring Buster Posey for Northern California Toyota Dealers.

USC

Viewpoint Careers

ABOUT US   OUR WORK   CONTACT

We help our clients win through high-performance advertising, marketing, and promotional programs.

Creative

Production

Media

Event

OVERVIEW

...highest owner-loyalty in its class, ...he feeling that makes Prius ...'s most-loved car. Lorem ipsum ...met, consectetur adipiscing elit, ...usmod tempor incididunt ut labore ... magna aliqua. Ut enim ad minim ...uis nostrud exercitation ullamco ...isi ut aliquip ex ea commodo

STRATEGY SERVICES

- Lorem ipsum dolor sit amet
- Consectetur adipiscing
- Sed do eiusmod tempor incididunt
- Ut labore
- Dolore magna aliqua
- Ut enim ad minim veniam
- Sed do eiusmod tempor incididunt
- Ut labore
- Dolore magna aliqua
- Ut enim ad minim veniam
- Sed do eiusmod tempor incididunt

FEATURED PROJECT

EXPLORE ST. LOUIS
Funnest Family: The Stop For Non-Stop Fun

Regional focus with global vision

H&L Partners is a full-service advertising agency specializing in two dynamic verticals: Retail and Franchisor and Travel and Tourism. In no other categories are the sales factors more acutely local and the marketing influencers more broadly global. This isn't territory for the faint of heart. It's where our locally activated, nationally savvy professionals in San Francisco, St. Louis, Boston and Richmond, Virginia thrive.

Leadership

Retail and Franchisor
We help our clients find success in the complex dynamics of franchise organization or multi-location retail sales strategies.

LEARN MORE

Travel and Tourism
We've spent the last few decades producing award-winning creative that moves travelers to take action.

LEARN MORE

Josh Nichol
CEO / Partner

Mark Schaeffer
President. St. Louis / Partner

Andrea Alfano
COO / Partner

Trey Curtola
EVP / Account Director / Partner

Our Capabilities

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo.

Rob Bagot
CCO / Partner
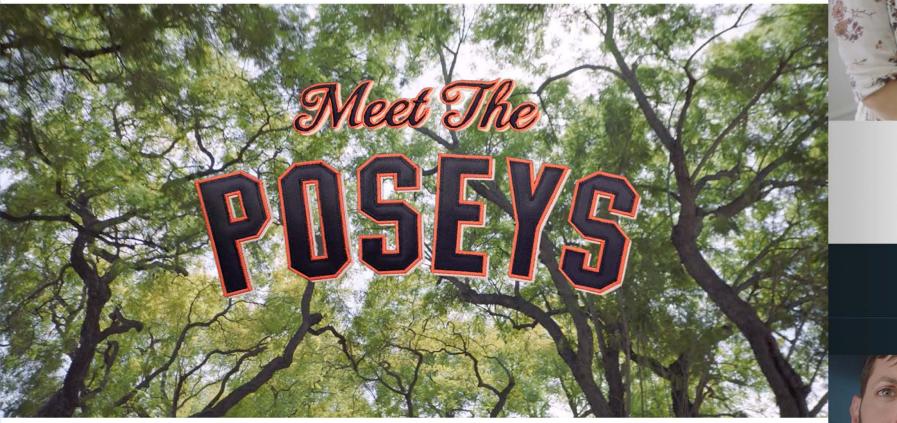
David Swope
CTO / Partner

TOYOTA
Meet the Poseys

Meet The
POSEYS

"Potluck"
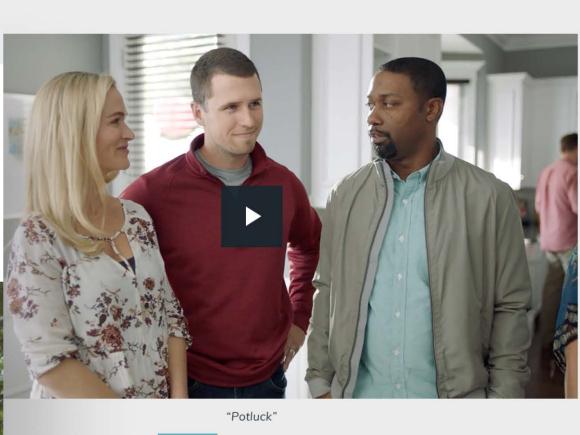
THE CAMPAIGN

Why lorem ispsum is the best antedote for paribular

With the highest owner-loyalty in its class, discover the feeling that makes Prius California's most-loved car. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

See all work

USC
Sports Medicine

We'd love to hear from you. Get in touch.

You're one phone call away from advertising you can brag about.

Get in touch with us: hello@handlpartners.com

Boston

al Street, 3rd Floor
n, MA 02114

367-2400

h@handlpartners.com
Business Contact: Mark Schaeffer

directions

Richmond

15 South 23rd Street
Richmond, VA 23223

(804) 655-2440

Richmond@handlpartners.com
New Business Contact: Tyler Martin

Get directions

San Francisco

353 Sacramento Street, 21st Floor
San Francisco, CA 94111

(415) 434-8500

SanFrancisco@handlpartners.com
New Business Contact: Andrea Alfano

Get directions

ngton

planade, Suite 330
on, KY 40507

454-0415

on@handlpartners.com
usiness Contact: Tyler Martin

directions

St. Louis

30 Maryland Plaza, Suite 300
St. Louis, MO 63108

(314) 454-3400

StLouis@handlpartners.com
New Business Contact: Mark Schaeffer

Get directions

Boston

132 Canal Street, 3rd Floor
Boston, MA 02114

(617) 367-2400

Boston@handlpartners.com
New Business Contact: Mark Schaeffer

Get directions

Viewpoint   Careers

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Brand Marketing

Calm

UX Design

Visual Design

Website Design

Environmental and Event Design

Digital Media Design and Development

Presentation Design

Animation

Web pages

Reimagine how people experience mental health care

Get the results that matter most to you and your organization - improving individual health and increasing workplace productivity.

I'm interested in:

condition-specific support

Explore Calm Health

Calm Business

Solutions | Outcomes | Plans | Resources

For Consultants | Partner Login | Book A Demo

12 Sessions

Calm Clinical
Navigating Depression with Practical Tools
Emiko Susio

What topics are you interested in?

Mental Health Screening
Anxiety
Moderate 11

What solution is right for you?

Mindful Mondays Challenge
For Work

5-100 PEOPLE
Team Plan
Helping your team or organization of up to 100 employees get immediate mental health support with access to the Calm content library.

Learn more | Take a product tour

101+ PEOPLE
Enterprise Plan
Partnering with your organization to provide actionable tools that reduce stress, increase resiliency, and align with your mental wellness initiatives.
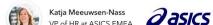
Learn more | Take a product tour

SELF-INSURED EMPLOYER
Calm Health
Clinical programming that unites physical and mental health care specifically targeted to reduce claims cost and increase utilization of benefits.

Learn more

The positive impact of Calm across the global workforce

"We found that Calm is a tangible, easy-to-use benefit with immediate effects. It's really important that we proactively reduce stress and anxiety and offer a preventive mental health tool as a first step for employees who are struggling. That's how I see Calm Business, and I'm proud to offer it to our employees."

Katja Meeuwsen-Nass
VP of HR at ASICS EMEA

asics

Join **3000+ organizations** that trust Calm in supporting **20 million+ employees** across the globe

ReedSmith | Cedars Sinai | Kraft Heinz | Edelman | overstock | M | LSA

Ready to get started with Calm?

Book a demo

Drive outcomes within the organization

2X
More users have rated Calm as a "place of relief" compared to industry competitors

21%
Of Calm users are more engaged at work

3X
Less likely to take a sick day

Bring Calm to your organization

Connect with our Calm Business specialists today and see how we can help you prioritize mental health initiatives.

First Name | Last Name

Work Email

Company

Number of Employees

Book A Demo

Solutions
Calm Premium for Employees
Calm Workshops

Outcomes
Our Impact
Customer Stories
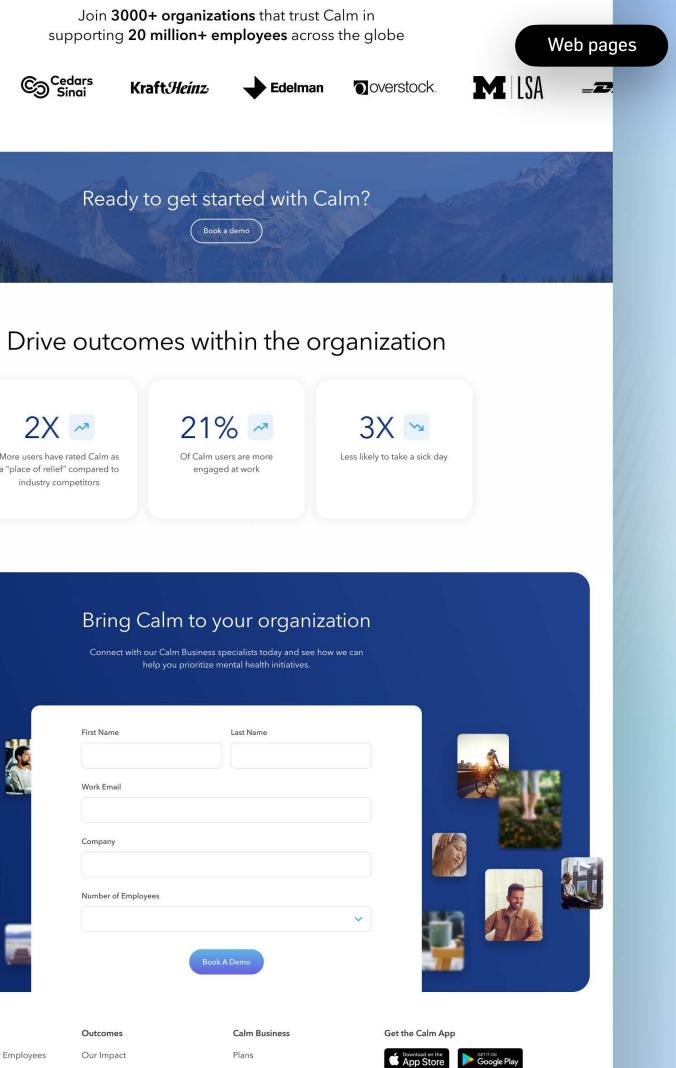
Calm Business
Plans
Resources

Get the Calm App
App Store | Google Play

Calm Business

Solutions ⌄ Outcomes ⌄ Plans Resources ⌄   For Consultants   Partner Login   Book A Demo

Give your team the gift of Calm

Helping your team or organization get immediate mental health support with access to the Calm content library and more.

Team Plan
Select between 5-100 employees

75 People

$60.57
Person / year

$5,875.29
Total / year

Buy Now

Tailored Wellness, Thriving Workforce

Give your team the support they need, so they can show up fully for themselves and your business.

Content tailored to your employees' personal needs

Approachable mental health practices that are engaging, culturally relevant, and diverse

- ✓ Guidance from wellness experts and celebrities, with 42% BIPOC narrator representation
- ✓ Mindful sessions to help navigate current events and better understand unique perspectives
- ✓ Support for the whole family including the little ones– Calm Kids content designed specially for them

The Beauty of Winding Down ASMR

MINIONS IN SPACE

AVENTA LOGISTICS
For Work
Wellness Tools for Your Workday
Featured
See all
Explore all of your employee benefits
Stress and Anxiety

WONDER

THE TALE OF TALEISHA

TOP CONTENT
See which categories of content your employees use Calm for.

MEMBER FEEDBACK
Track how many members have activated their Calm Premium benefit.

"Calm has been a fantastic help during this difficult year. I use it to help myself and my family **sleep** at night and even started **meditating** in the mornings for the first time in my life"

Calm
Reporting
Signups
66.6%
37%
Usage

Our solutions allow your employees (and your bottom line) to thrive.

With the Calm Business Team Plan, you can:

- ✓ Activate a mental health program within minutes
- ✓ Track your team's progress towards mental health goals with behavioral analytics
- ✓ Access content designed to help employees strengthen their mental wellness before, during, and after work

Help employees navigate their mental health at their own pace

Make accessibility seamless through Calm's workplace integrations on Microsoft Teams and Zoom

- ✓ Give unlimited access to Calm's platform of more than 3,000+ sessions focused on topics like burnout, sleep, stress, anxiety, and productivity
- ✓ Mindful sessions to help navigate current events and better understand unique
- ✓ Offer easy-to-implement mental health guidance and skill-building tips through engaging live, interactive Calm Workshops

Take a Deep Breath

Unwind
Release tension and calm your mind
ADVANCED
Technique:
Relaxing Breath (4-7-8) ⓘ
⏱ 2 min

How can I support my employees who are struggling with burnout?

ZOOM

Join **3000+ organizations** that trust Calm in supporting **20 million+ employees** across the globe

ReedSmith   Cedars Sinai   Kraft Heinz   Edelman   Overstock   M | LSA

TOP CONTENT
See which categories of content your employees use Calm for.

Our solutions allow your employees (and your bottom line) to thrive.

Ready to get started with Calm?

Book a demo

2023

Workplace Mental Health Trends Report: The Future of Work

Calm Business

Most employees aren't feeling better, despite your hard work

Against that backdrop, you might be surprised by a few key findings in our research:

- **69%** of employees say their mental health has stayed the same or **worsened** in the past year
- **81%** of employees say they've struggled with nervousness, anxiousness, and stress recently
- **61%** of employees have felt down, depressed, or hopeless recently
- **68%** of employees are having trouble falling asleep

2024
Voice of the Workplace Report
Mental Health Trends for HR Leaders and Executives

Calm

The following pages are designed to help you get started. To begin, we'll take a more in-depth look at these five trends:

TREND 1 — Financial woes are the top stressor for employees

TREND 2 — Technology is contributing to burnout

TREND 3 — Managers are the problem and the solution

TREND 4 — Women need more mental health support for life stages

TREND 5 — Gen Z, struggling the most, is leading the charge for change

---

How is your mental health...

- **59%** have increased feelings of anxiousness and worry about money
- **33%** experience frustration or irritability caused by financial pressures
- sleep disturbances or insomnia caused by money-related stress

---

...contributing

- **58%** of global workers agree that they're always connected or available for work
- **46%** say they often work outside working hours
- **1 in 3** workers are often interrupted by their devices while they're at work.
- **32%** feel tired from being online for work

Rapid technology innovation is also creating anxiety

With the advent of AI, the power of technology to reshape the workplace is only going to build. Many employees are worried.

Have you ever experienced anxiousness or nervousness due to the rapid pace of technology developments in your workplace (e.g., AI)?

- **20%** Yes, frequently
- **33%** Yes, occasionally
- **47%** No, never

State that the rapid pace of technology change in the workplace makes them anxious on a frequent basis:

- **35%** Gen Z
- **22%** Millennials
- **12%** Gen X
- **8%** Baby Boomers

- **45%** of employees are worried AI will take over their jobs
- **57%** of workers said AI will "give me more free time"
- **45%** said "it will make my job easier"

By contrast, nearly half of HR leaders are bullish about the impact of AI on mental health

- **49%** of HR/benefits leaders think integrating AI tools into the workplace will have a positive impact on employee mental well-being
- **32%** think AI tools will have a negative impact on employee well-being

---

TREND 3

Managers are the problem and the solution

A manager can make or break the employee experience, and relationships with managers are the **number one factor** in employee job satisfaction, according to analysts.

Most employees (65%) say that managers significantly influence their mental health. A caring and supportive manager can improve their mental health, for example, while a stress-inducing manager can have a negative impact.

What can managers do to better support employee mental health?

Up to half of employees say their managers are doing well when it comes to leading with empathy, managing their emotions, checking in regularly with them, modeling PTO, and establishing work-life boundaries. But about one-third of workers say they wish their manager would do these things.

According to employees, here's where managers need to improve:
- Adjusting workload
- Fostering a low-stress environment
- Allowing employees to take mental health breaks throughout the day
- Referring employees to mental health benefits and being open about their own mental health experiences

---

What's holding managers back from supporting employee mental health?

Fifty-five percent of managers say they feel confident having mental health conversations with their direct reports, but the rest feel less so. **Nearly one-third** feel they will be ineffective or awkward if they try to have a supportive discussion. There's room for employers to train managers and help them feel more equipped to have mental health conversations.

Employers are doubling down on manager support

Employers recognize that managers play a key role in the mental health of their employees and are increasingly making manager training an important part of their mental health strategy.

Employers' top 4 current manager strategies
1. Encourage managers to model PTO (67%)
2. Encourage managers to include well-being check-ins in their 1:1s (56%)
3. Ensure that managers evaluate & reprioritize workload to ensure work-life balance (54%)
4. Encourage managers to create work boundaries (51%)

- **37%** fear of saying the wrong thing

TREND 4

Women need more mental health support for life stages

In recent years, employers have increasingly prioritized family-forming benefits, including financial support for aspiring parents pursuing in vitro fertilization, adoption, and surrogacy.

90% of women said family planning challenges can be all-consuming and affect their overall mental health as well as their ability to focus at work and be productive.

- **61%** Miscarriage
- **47%** Fertility treatments

Employees say the workplace is not supportive of women's reproductive health

When we asked employees if their workplace is supportive of women's health:

- **35%** said their workplace is supportive of women's reproductive health (pregnancy, fertility, abortion).
- **25%** said their workplace is supportive of menopause needs.

61% increase in Calm search topics related to women's health and family planning—e.g., pregnancy, menopause, fertility, abortion, miscarriage—from 2022 to 2023

Menopause is the most taboo women's health topic at work

Menopause is the least-discussed menopause experiences with coworkers. By contrast, 5% of women said they would not share their fertility treatments, and 14% of women said they would not discuss a recent miscarriage with anyone at work.

I don't talk to anyone at work about this	16%	Dealt with a family member's illness	15%
Death of a loved one	12%	Experienced a miscarriage or pregnancy loss	8%
Experienced a personal illness	17%	Had an abortion	6%

TREND 5

Gen Z is leading the charge towards change

Workforce demographics are shifting to include more mental health benefits. The bottom line:

A Gen Z mental health epidemic is brewing

We surveyed Gen Z respondents 18 to 24 years old (Gen Z is defined as ages 9 through 24). Employers will need to pay special attention to supporting the mental health of both Gen Z employees and Gen Z dependents of older employees, especially teens.

Gen Zers feel worse than all other generations

While feelings of stress and anxiousness are running high across all generations, Gen Z is the most stressed and anxious generation, perhaps because Gen Zers have come of age during a global pandemic and in a technology-saturated world.

Additionally, nearly three-quarters of Gen Zers feel down or depressed, whereas about half of Gen Xers and baby boomers do.

	Percentage feeling anxious or stressed	Percentage feeling down or depressed
Gen Z		74%
Millennials	85%	64%
Gen X	75%	54%
Baby Boomers	71%	47%

TREND

Technology is

Calm

2024
Voice of the Workplace Report

Mental Health Trends for
HR Leaders and Executives

↓ Download the full report

Nearly 6 of 10
global workers agree that they are
always connected or available for work

55%
of managers feel confident
having mental health
conversations with their
employees

Only **38%**
of employees say their
manager fosters a low-stress
work environment

**Despite your hard work to improve workforce mental
health, employees told us they're not feeling better.**

69%
said their mental health has
stayed the same or
worsened in the past year

61%
said they've felt down,
depressed or hopeless over
the past month

68%
said they've had trouble
falling asleep over the past
month

| 2021 | 2022 | 2023 |

1% increase
Calm search topics related to women's health and
mily planning—e.g., pregnancy, menopause, fertility,
ortion, and miscarriage—from 2022 to 2023

Only **35%**
employees said their workplace is supportive of
productive health (pregnancy, fertility, abortion)

66%

Where do you go from here?

Start with our 2024 Voice of the Workplace Report

You'll find insights and
recommendations based on
survey research of **4,000+
employees around the world**
and **150+ US HR/benefits
leaders.** We've also analyzed the

2024 Voice of the
Workplace

Technology is contributing
to burnout

What now?

Calm
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2024 VOICE OF THE WORKPLACE REPORT

Calm

Top 5
Mental Health Trends for
HR Leaders and Executives

Download Now

2024 Voice of the
Workplace Report

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69%
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mental health worsened or
stayed the same last year.

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81%
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chnology is contributing
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Women need more mental
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81%
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Top 5 Mental Health
Trends for HR Leaders
and Executives

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2024 VOICE OF THE WORKPLACE REPORT

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Calm Business

Calm for Everyone

Universal Calm content recommendations that transcend language and culture.

We recognize the Calm app might not be available in your native language. That's why we've curated the following universal content collections that you can use despite the language barrier. Click on each collection's image to get started!

Soundscapes
Whenever you need to relax, sink into one of our soundscapes. There's a variety of soundscapes suitable for everyone—from nature sounds to ambient music.

Try Soundscapes

Breathing Exercises
During moments of stress or overwhelm, take a few breaths to soothe and re-center yourself. Breathing exercises can help minimize reactive behaviors and instead allow you to respond in a calm manner.

Try Breathe Bubble

Less Guidance
Less guidance means more room for creating a quiet space for yourself. A consistent meditation practice can help you stay centered and grounded in various life situations.

Try Less Guidance Meditations

Did you know you have free, unlimited access to Calm content?

Activate your Calm Premium subscription today by scanning this QR code. See you in the Calm app, we're here for you!

REPLACE WITH YOUR QR CODE

Download on the App Store
GET IT ON Google Play

Calm Business

Employer Tools & Resources

Calm Business provides an employer experience as simple and enjoyable as our employee experience. With so many tasks to manage during the day, we make it easy to promote awareness of Calm and its resources.

Reporting
Mood check-ins 87%
Engagement 82.4%   44%
Member feedback

Implementation

Launching Calm is seamless. Calm can be rolled out using an eligibility file, Single-Sign-On (SSO) integration or Secure File Transfer Protocol (SFTP).

SSO
Integrate Calm with the organization's SSO systems to authenticate, verify eligibility, and create an account.

SFTP
Ensure the employee roster for Calm Business is uploaded and updated in a timely manner—without all the hassle and potential for user errors.

Customer Success

From launch to ongoing action planning, a dedicated Customer Success Manager will help create and manage a dynamic, personalized plan for weaving Calm in the organization.

Strategic Partner
Drive towards long-term success and overall health of the partnership.

Maximize Engagement
Strategize on how to implement and maximize employee adoption with tailored engagement strategies and management tools.

Partner Portal Administrator Guide
Mindful Mondays Challenge

Engagement Resources and Additional Services
To support ongoing engagement efforts, Calm provides customizable and easy-to-use marketing assets and monthly engagement strategies, translated across 7 languages for global populations.

Webinars
Educate employees on how to best utilize Calm and to highlight monthly observances or product demo new launches.

Workshops
Help organizations transform how they talk about mental health through interactive, facilitated forums.
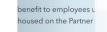
Pathways
Guide employees through curated collections of in-app Calm content designed to support specific mental health challenges.

Calm Business | Partner Portal

Email Templat...
Send as pre-launc...

Internal Comm...
Post on a company...

Announcem...
Include in benefit...

Calm Fundam...
Promote to employees and new hires upon registration to promote comfort with mental health exploration at launch

---

Calm Business

We help people make sense of mental health.

The leading global wellness preventative solution that supports individual well-being

Calm Business' comprehensive, diverse and highly accessible resources are designed to support a broad spectrum of needs across your population. We apply our award-winning approach to sleep, mental resilience, and relaxation to robust tools for HR and People Leaders to confidently address mental health at work and beyond.

Our customers are equipped to take an active role in making quality mental wellness a pillar of their culture, supporting their employees to effectively manage their well-being and stay as productive as possible. By tackling mental health at the individual, team, and full organizational level, this integrated approach results in enhanced employee well-being and productivity.

| Meditations | Sleep Stories | Music | Dailies | Movement | Work Life |

See the difference in your employees
In a randomized controlled trial of 1,000+ employees, on average, using Calm led to:

25%	24%	21%
Decrease in depressive symptoms	Decrease in anxiety symptoms	Decrease in insomnia symptoms

Easily champion... understand your...
- Drive high adoption strategies and in-ap...
- Gain rapid understa... feeling through adv... program performan...
- Lean on your Custo... long-term goals and... engagement
- Access Workshop's... topics that are deve... health and wellness

The Calm Difference

Industry leading engagement and utilization
32% sign-up and 77% engagement rates on average

Scientifically-validated outcomes
Proven rigorous studies anchored to the gold standard of randomized clinical trials
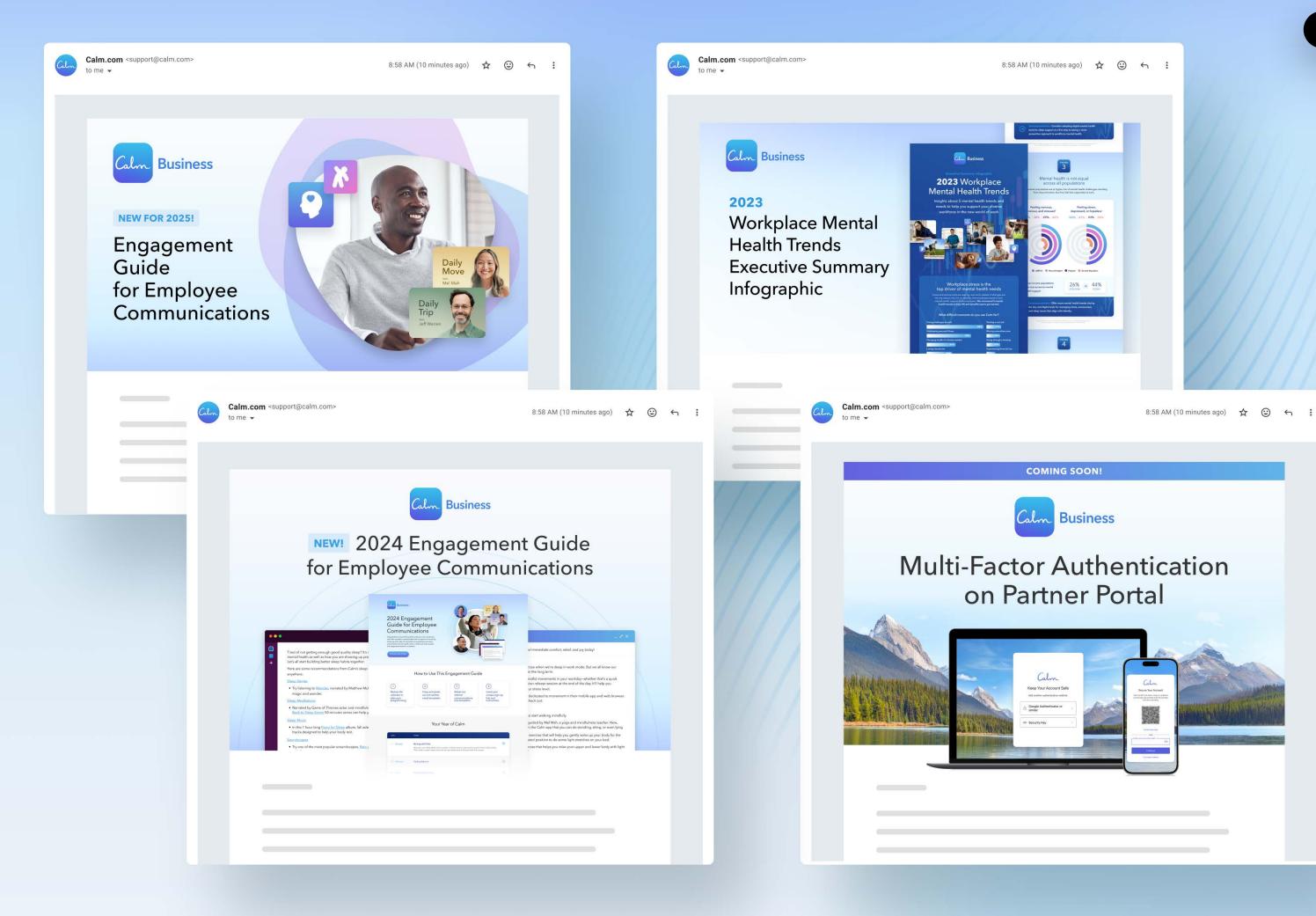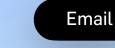
Diverse me...
45% BIPOC* of content a... local narrato...

Effortless p...
Dedicated C... to use admi... integration w...

* Black, Indigenous, and people of color

Email

Calm.com <support@calm.com>
to me

8:58 AM (10 minutes ago)

Calm Business

NEW FOR 2025!

Engagement Guide for Employee Communications

Daily Move
with Mel Mah

Daily Trip
with Jeff Warren

Calm.com <support@calm.com>
to me

8:58 AM (10 minutes ago)

Calm Business

2023
Workplace Mental Health Trends Executive Summary Infographic

2023 Workplace Mental Health Trends

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NEW! # 2024 Engagement Guide for Employee Communications

Calm.com <support@calm.com>
to me

8:58 AM (10 minutes ago)

COMING SOON!

Calm Business

Multi-Factor Authentication on Partner Portal

Udemy

Creative Consultation

Development Consultation

Content Strategy and Planning

IA and UX Design

Visual Design

Website Design

Environmental and Event Design

Digital Media Design

Presentation Design

Website and CMS Development

Imagine
A NEW FUTURE
for learning

ANNOUNCING Learning PATHS!

Move SKILLS forwar

REGISTRATION

REGISTRATION

Udemy
for Business

Udemy
for Business

Wi-Fi

Wi-Fi

Udemy business

Ebook

A Guide to Leading GenAI Initiatives

Best Practices for Technology Transformation

1

Are you ready to take on the new role of HR?

HR has always played a role in cultivating a company's greatest assets, its talent. But it's time to rethink HR's role in hiring, retainment, and growth. In other words, all things related to the employee experience.

11% — Only 11% of HR pros say they feel ready to address the changing nature of their roles

---

Retention

Proactively check in before employees check out

Two-thirds of full-time workers have experienced burnout on the job

---

Create the co_ tissue betwee_

2

Building a learning strategy tied to business outcomes

Your step-by-step guide to building your learning strategy

Building a learning strategy that is tied to business outcomes

- Step 1 → Define business outcomes
- Step 2 → Gather data sources
- Step 3 → Identify metrics and key results
- Step 4 → Develop content strategy
- Step 5 → Build evaluation framework
- Step 6 → Share results

Diversify your candidate sourcing

Take action

- Women Who Code
- Lesbians Who Tech & Allies
- Techtonica
- AfroTech World

Try this

3

Build a learning culture to boost resilience

Facilitate learning in the flow of work

1. Move away from programmatic and episodic learning.
2. Create the time and space for learning at work.
3. Managers reinforce the practice of learning at work.
4. Leaders make it clear that learning is a top priority.

Step 2 → Gather data sources

Data Sources	What to look for:	Business Outcome:
Internal job boards		• Improve employee retention
Customer satisfaction metrics		• Retain customers • Grow revenue
Project metrics		• Reduce costs • Support business continuity

54%

4

Organizational skills

Change management guide

Driving better learning outcome_

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Leading up

Ûdemy

Leading up

FEATURING
Melanie Weaver Barnett

Chief Executive Education Officer, Stephen M. Ross School of Business, University of Michigan

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Leading up

FEATURING
Alisa Cohn

Executive Coach and Author

Leading up

FEATURING
Stefanie Johnson

Director, Doerr Institute for New Leaders at Rice University

Leading up

FEATURING
Bob Quinn

Professor Emeritus at the University of Michigan's Ross School of Business

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Leading up

FEATURING
Samuel Ragsdale

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The skills they need to lead

Get them with Udemy

→ **Learn more**

Leaders are learners

Set them up right with Udemy

→ **Get tools**

Does your team have the **tech skills** they need?

→ **Get tools**

---

5 steps for supporting a growth mindset

→ **Get whitepaper**

The **best course** of action for leaders

→ **Request demo**

Do your teams have the **top 10** tech skills?

→ **Download now**

Udemy
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Leading up | recap

June

Episode 1
Shannon Lewandowski
How to Find Career Joy From Day One

Episode 2
Rebecca Ray
Creating the Workplace as an Oasis in an Uncertain World

Episode 3
Dr. Hamaria Crockett
Navigating the Corporate Jungle Gym

Episode 4
Adam Pannone
Lessons in Low Stakes Practice From a Military Leader

---

one

How to Find Career Joy From Day One

Interns and college grads, this one's for you. Learn how to navigate a corporate environment and thrive at work.

▶

Shannon Lewandowski

Development Program Director, **Great American Insurance Group**

---

two

Creating the Workplace as an Oasis in an Uncertain World

How do you succeed in a hybrid work environment? Can the workplace be a place of refuge? Listen up to find out.

▶

Rebecca Ray

Executive Vice President of Human Capital, **The Conference Board**

---

three

Navigating the Corporate Jungle Gym

Find out how to own your career journey, zero in on your professional purpose, and so much more.

▶

Dr. Hamaria Crockett

Keynote Speaker, Executive Coach, & VP of Leadership and Organization Development at **Pax Eight**

---

four

Lessons in Low Stakes Practice From a Military Leader

Discover how military training can be an excellent foundation for developing successful leadership skills in the private sector.

▶

Adam Pannone

Digital Program Leader, **Johnson & Johnson**

---

five

Sales Sheets

Grow your people, grow your business with our vast selection of Business courses.

ūdemy business

Investing in employees and prioritizing leadership development can be a game-changer for companies. Leaders in these companies are 1.5 times more engaged in their roles and twice as likely to vote their employer a best place to work.

But today's business leaders face numerous challenges: driving performance, retaining talent, fostering engagement, and developing skills, all within a hybrid work environment. And almost every leader could use some help tackling these challenges.

This is where you — and Udemy Business — come in. Our Business Content Collection is designed to help you cultivate leaders, upskill your workforce, drive revenue, and inspire innovation.

Unparalleled Business Skills content includes:

- Business Operations
- Communication
- Design Tools
- Finance & Accounting
- Language Learning
- Leadership & Management
- Marketing
- Personal Development
- Productivity

- Project & Product Management
- Sales & Customer Service
- Workplace & Human Resources
- Other key topics include:
  - Generative AI
  - Environmental, Social and Governance (ESG)
  - Diversity, Equity and Inclusion (DEI), and more!

Our Business Content Collection by the numbers

5K+
Courses

35K+
Hours of content

63%
Percentage of content updated in last 2 years

Learn more at business.udemy.com

"A huge proportion of our people are nurtured internally, with many of our senior team having risen through the ranks from graduate entrants. Udemy Business allows our staff to move into new career paths, specialize in particular areas, and develop their soft skills, such as leadership and public speaking more easily than before.

Dr. Tomisin Fashina
Managing Director, eProcess International - Ecobank

About Udemy Business

Udemy's mission is to improve lives through learning by providing flexible, effective skills development to empower organizations and individuals. Udemy Business enables employers to offer on-demand learning for all employees, immersive learning for tech teams, and cohort learning for leaders. With our complete learning solution and strategic partnership, we provide relevant learning at scale so organizations can build agile workforces and achieve critical business outcomes.

Learn more at business.udemy.com

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The best way to launch learning with Udemy Business

Our services team can take you from planning to launch to post-launch support and give you the tools to achieve key business outcomes.

With a project manager, launch and onboarding will be strategically designed and executed to get you off to a great start and keep the engagement going. You'll also be set up to realize important goals faster.

Here's how we can support your organization during the critical launch phase.

Pre-launch program design

Your project manager will work closely with you and your customer success partner to understand your particular needs and business goals.

Whether for simple or complex setups, your project manager will design a comprehensive and streamlined launch plan that aligns to the success metrics your business cares about most.

Strategic launch execution

Once goals and timelines are defined, your project manager will meet with you regularly to ensure the project is on track, minimizing any potential delays or disruption.

Your project manager will also work closely with your customer success partner to implement engagement and change management strategies.

Post-launch pulse check

Following your launch of Udemy Business, your project manager will continue to serve as a key partner in supporting your organization, benchmarking the success of the launch, and stepping in as needed to assist your customer success partner with new services, so you can scale with ease and confidence.

Example service d...

- Project ... goal alig...
- Project ...
- Project ...
- Technic... coordin...
- Change ...
- Content ... services coordination

...launch communications, and drive ongoing engagement.

Learn more at business.udemy.com

Let's launch learning together
Here's what we'll do from start to finish.

1. Design and plan a successful launch
2. Incorporate Udemy Business into your L&D programs
3. Integrate with your learning ecosystem and tech stack
4. Provide the tools to communicate with your workforce to maximize engagement
5. Unlock the full value and potential of your learning solution

About Udemy Business

Udemy's mission is to provide flexible, effective skill development to empower organizations and individuals. Udemy Business enables employers to offer on-demand learning for all employees, immersive learning for tech teams, and cohort learning for leaders. With our integrated learning solutions and strategic partnership, we equip companies with the tools to build a future-ready workforce, increase employee engagement, and achieve critical business outcomes.

Learn more at business.udemy.com

ūdemy business

Lead the resource race with the right learning solution

Discover how Udemy Business can help your team bridge skill gaps and achieve critical business outcomes

To meet consumers' demand for seamless, high-quality, safe connectivity, employees must have the skills, tools, and inspiration they need to not just modernize telecommunications, lead it. With the help of Udemy Business, your team can build learning into its business strategy and stay ahead of the competition.

Digital transformation in human resources

Emerging technology trends like the rise of 5G is paving the way for new opportunities and new offerings. But to take advantage of those opportunities, your employees must upskill and reskill, and calibrate roles with an eye toward future needs.

Building the next generation of leaders

Great leaders are learners. That's why our CorpU cohort learning experience focuses on emerging and established leaders. Professors, authors, and thought leaders help executives lead through change while empowering the next generation of leaders.

The impact of learning in human resources

Technical talent shortage

30%
of survey respondents (the largest percentage) ranked data analytics, IT, mobile, and web design as the skills with the highest expectation of a skills gap over the next 3 years.[1]
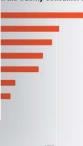
63%
of leaders expect to spend the same amount or more on IT-staff augmentation in the coming months.[2]

40%
of the workforce that will need to be either replaced or retrained to make up for their organization's skill gaps.[3]

...ng on our Udemy Marketpl... ...ning.

...on the Udemy Consumer Mar...

Cisco CCNA
HTML5

of Udemy courses from learners at AT&T

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"Excellent delivery of information. You're paying for a learning structure th... you can't find by digging through the rubble on Youtube. A major plus is tha... course is accompanied by hands-on labs which are invaluable, as they reinf... what you just learned by putting that knowledge into action.

Course: Ansible for the Absolute Beginner
Instructor: Mumshad Mannambeth

About Udemy Business

Udemy's mission is to provide flexible, effective skill development to empower organizations and individuals. Udemy Business enables employers to offer on-demand learning for all employees, immersive learning for tech teams, and cohort learning for leaders. With our integrated learning solutions and strategic partnership, we equip companies with the tools to build a future-ready workforce, increase employee engagement, and achieve critical business outcomes.

Learn more at busi...

Environmental, Social and Corporate Governance (ESG) at Udemy

Welcome from Gregg Coccari, CEO

At Udemy we believe that anyone can build the life they imagine by gaining access to the knowledge and skills they need to succeed in an ever-changing world. Udemy's culture encourages innovation, creativity, passion, and teamwork; and we strive to create a better world for all stakeholders including learners, instructors, customers, employees, our communities, the environment, and our investors. We're proud to showcase our key ESG programs and metrics that will help better understand how we are making a positive impact around the globe. We are committed to excellence in what we do, and we will continue to invest in making progress across ESG metrics, so please come back and visit these pages often.

We're proud to be recognized for our efforts worldwide

FORTUNE CHANGE THE WORLD 2020 · Best Workplaces Great Place To Work IRELAND 2021 · Great Place To Work Certified TURKEY · BPTW BEST PLACES TO WORK 2021 SAN FRANCISCO BUSINESS TIMES SILICON VALLEY BUSINESS JOURNAL

Committed to Creating New Possibilities

As a mission-driven company, we strive to create a positive social and economic impact, balancing the needs of our learners, instructors, customers, employees, investors, and the environment. We enable people from anywhere to market their expertise, and create new possibilities for people and organizations everywhere by connecting them to the knowledge and skills they need to succeed in a changing world.

Udemy ESG Goals, Policies and Reporting

United Nations Sustainable Development Goals

Access and inclusion are at the very core of our business and we have aligned our ESG goals.

Sustainability Accounting Standards Board

Beyond the United Nations SDGs, we reference the Internet Media & Services Sustainability Accounting Standard developed by the Sustainability Accounting Standards Board, or SASB, in our impact reporting. An independent institution, the SASB provides a globally recognized framework for sustainability reporting across companies and industries.

Sustainalytics

Recognizing the growing importance of fact-based, actionable assessments of ESG risks and opportunities across business operations, we engaged Sustainalytics, a Morningstar company and an independent provider of ESG and corporate governance ratings, research, and analysis to develop an ESG risk-rating report. The ESG risk-rating report is available from Sustainalytics, and a summary is available on the Sustainalytics website.

ESG Goals, Policies and Disclaimers

Udemy Free Resource Center

We've always been passionate about making learning accessible to everyone. In 2020, we launched the Udemy Free Resource Center — a curated collection of over 150 free courses to help people everywhere navigate new challenges and pursue new opportunities. Since then, over one million people have enrolled in Udemy Free Resource Center courses.

Visit the Free Resource Center >

Meet some of our Impact Partners

At Udemy, we're humbled by the opportunity to open access to education — especially for those whose opportunities have historically been limited. To do this, we've partnered with a number of organizations.

THE LAST MILE

The Last Mile (TLM) provides resources to incarcerated and formerly incarcerated people to help them thrive in a rapidly evolving job market. Since our partnership began in 2019, over 150 TLM learners have reentered the workforce after developing coding and workplace skills on Udemy.

PC*

AnnieCannons is dedicated to helping survivors of human trafficking and gender-based violence become software engineers and entrepreneurs. By partnering with Udemy, AnnieCannons further enables students with no prior development experience to learn data literacy, HTML, CSS, JavaScript, and more.

Oracle

Content Strategy and Planning

IA and UX Design

Visual Design

Website Design

Animation

Environmental and Event Design

Digital Media Design

Presentation Design

Website Development

eBooks

ORACLE

Transforming analytics

How the Network Data Analytics Function enables carriers to succeed in the 5G era

✓ 3GPP defined 5G core Network Function for network analytics

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70%
OF PEOPLE PREFER PHONE CALLS FOR URGENT ISSUES

The importance of telephone calls in the hybrid enterprise

Voice communications fulfill three primary functions for your business – immediate, personal, and confidential interactions.

Immediate
Real time, interactive communications between multiple parties. When urgency is required, you pick up the phone and dial. You can reach anyone, anywhere.

Personal
Facilitates personal relationships among your employees and customers. Pleasantries and social interactions provide an emotional bond which creates a better experience.

Confidential
Allows private and sensitive details to be shared without record keeping and potential for misinterpretation. "Off the record" conversations can provide a basis point for more formal negotiations.

Voice security attacks are on the rise

Cybercrime is a financially or politically motivated industry and attackers are moving to areas with a higher return on investment as traditional phishing remediation is becoming better. With this in mind, cybercriminals have moved to vishing.

Often cybercriminals will tailor their vishing calls and messages to a certain time of the year or a trending news story.

For example, during tax season, criminals will leave messages pretending to be from the Internal Revenue Service. And during the COVID-19 pandemic, cybercriminals called people promising vaccines and testing kits if they provided their bank account information and mailing address.

Many users are not aware of these sophisticated attacks, with the goal of identity theft or to get insight into customer data, that start via vishing. With the rise of these voice communications threats, businesses need to protect themselves and their customers.

Contact centers are targets

Cybercriminals frequently attack customer service departments. They gravitate to using phone channels due to the fact that the primary line of defense of the contact center - the human agent - is vulnerable to social engineering attempts. It is far easier for them to find answers to the challenging questions asked by human agents than it is to hack an IT infrastructure backed by a dedicated security team. Social engineering may result in access to customer accounts, bypassing other lines of defense.

CrowdStrike, an American cybersecurity technology company, has defined through recent research that the move away from malware to more **interactive intrusions** continues to increase.

Contact center fraudster attacks are on the rise – with a 58% rise in call spoofing and a 50% increase in fraudsters using virtual call services to launch anonymous attacks (Source: Neustar 2021 state of the call center authentication).

Vishing attacks initiated by email increased 554% in 2021 (Source: Phishlabs-QTTI Report-Feb 2022)

49%
OF ATTACKS ARE FINANCIALLY MOTIVATED

18%
OF ATTACKS ARE TARGETED TO SPECIFIC USERS

Source: Crowdstrike

The Oracle Communications NWDAF is disaggregated into two logical functions

The disaggregated architecture provides many benefits:

Ability to reuse preexisting data components
CSPs can reuse preexisting data components such as data lakes and message buses thereby reducing the time and cost of implementation.

Coexistence with the analytics vision
Separation of the components creates opportunities for NWDAF to coexist with and contribute to CSPs' broader analytics strategies.

Reducing barriers
The standard interfaces of the NWDAF reduce the effort and time required by data practitioners regarding data access and preparation.

Driving network monetization
The NWDAF serves as a data and analytics repository which can be exposed to third-party developers to support in the creation of new services that create revenue and generate customer loyalty.

Oracle's analytics platform encom...

NWDAF
✓ 3GPP defined 5G core Network Function for network analytics
✓ Address analytics requirements across 3GPP Rel 16 and evolution to Rel 17
✓ Provide statistical and predictive insights and actions for NFs' consumption

Data Director
✓ Provide centralized aggregation for N (Non-3GPP APIs)
✓ Offload the NF w distribute traffic tools
✓ Selected traffic Insight Engine a

Use cases

The implementation of the NWDAF should be viewed in a broader analytics context rather than simply deploying it as a silo to fulfill the 3GPP specification. The NWDAF should complement the building blocks of a CSP's broader, end-to-end analytics journey. CSPs should look beyond 3GPP's pre-defined NWDAF use cases to discover others that the NWDAF might support, in the areas of customer experience, network security, and optimization.

The NWDAF's disaggregated architecture is key to realizing these additional use cases because individual NWDAF components can coexist with, and contribute to, CSPs' broader analytics architecture. The NWDAF can also become a key data source within such architecture and can consolidate 5G core network data so that it can be easily accessed using standard interfaces. This will reduce the time and effort required by data practitioners to access and integrate network data with other data sets to drive company-wide analytics objectives. In addition to supporting 3GPP Rel 16 and 17 use cases, Oracle Communications NWDAF supports a comprehensive set of use cases currently not defined under 3GPP.

The move to the cloud moves the security perimeter to the user

With the shift to "work from anywhere", enterprises are faced with certain challenges. Hybrid work relies on cloud-based communications systems so employees can leverage enterprise resources remotely.

This move of communications paths through the cloud creates additional security challenges. Employees working from locations outside of...

A new approach in voice protection

Enterprises are faced with various challenges when securing their voice perimeter. Traditional IT security isn't equipped to detect bad phone calls disguised as regular calls.

1. Always-on security
The communications network does not provide alerts as to when it's being attacked, or what to do about it, how to stop it, nor how to prevent attacks in the future.

2. 360° visibility
It's critical to know in real time when an attack is occurring, and have the capability to monitor and investigate in-process or historical attacks, as well as the ability to record actions for compliance.

3. Automated validation
The ability to identify callers and validate that they are who they claim to be is a vital part of the new security approach.

4. Real-time enforcement
Enterprises are faced with various challenges when securing their...

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MOAT
by ORACLE DATA CLOUD

3 reasons to measure **beyond ad verification**

As new formats emerge, the digital advertising industry needs to continue enhancing the standards for measurement.

Here are 3 reasons why it's time to go beyond ad verification and get actionable metrics:

1 To understand true **consumer attention**

2 To **efficiently track** emerging formats in a fragmented market

3 To save money

Want to understand how to go beyond ad verification with your measurement strategy?

Click the link above and get access to our complete guide.

ORACLE
Data Cloud

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3 ways data remains relevant in a **cookie-constrained future**

ORACLE
Data Cloud

With the industry heading toward a 3rd party, cookie-free future, marketers will need to rely on other data signals to better understand and reach their customers.

The following three data resources can help.

1 Data from offline environments

Example: Purchase history

2 Data from logged-in user states

Example: Users on publisher sites, consumer platforms, and apps

3 Data from device IDs

Example: Mobile + Connected TV

Want to learn more ab... sourcing data in a cookie-less future?

Click the link in the post

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How to apply **contextual insights** to your digital campaigns

ORACLE
Data Cloud

Here are **3 ways** to use contextual insights to improve campaign performance.

Understand how people engage with content

See how consumer interest fluctuates online and learn how to pace your campaigns accordingly.

Track trending content

Discover how positive and negative content trends can impact a campaign.

Find related contexts and content categories

Learn about all the ways a page is interpreted and how broader content categories add scale and reach by drawing in new and relevant audiences.

Take...
Orac...
Intel...
reach...
your...

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Data Cloud

Spring Cleaning
Brand Safety

How to keep your brand squeaky clean and out of the mud with the new standards for contextual brand safety!

Brand safety is still an industry issue

71%
of U.S. client-side marketers are concerned or very concerned about brand safety issues when buying programmatically[1]

58%
of CMOs have increased spending on channels that can prove they are brand safe[2]
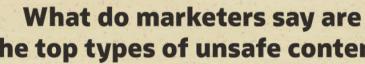
51%
of digital ad decision makers identify brand safety as their leading digital issue[3]

52%
of marketers have been exposed to brand safety issues multiple times or on a regular basis[4]

What do marketers say are the top types of unsafe content?
The usual suspects ... plus competitor content

39%
Disasters & Tragedies[5]

39%
Divisive Politics[5]

39%
Fake News[5]

32%
Competitor Content[5]

The new standards for brand safety
Dust off the dirt and reinvigorate your brand by following these safety standards

Embrace transparency
A fluid, open relationship among brand, agency partners, publishers, and technical vendors is essential to instill confidence.

Use context
Define, understand and use context to maximize campaign scale while maintaining safety.

Keep content top of mind
Analyze the content at the page level to understand its context and avoid it appearing next to unsafe content.

Customize and personalize
Adopt a custom strategy to address unique brand needs and pain points. Remember there's no one-size-all solution.

Be proactive to stay ahead
Avoid nasty surprises by keeping your brand safety solution always-on

Understand language
To avoid a high number of blocks on sites that a native user would deem safe, a localized view of language is critical to campaign success.

Create relevant experiences
Brand safety at its core hinges on creating relevant experiences for consumers by placing them in front of safe relevant content.

Extend audience reach
Identify trending contexts and content to find new, engaged audiences and maximize campaign reach.

Presentation Decks

ORACLE Data Cloud

Contextual seasonal segment guide: Europe's summer of sports

This summer, win over sports fans by making sure your message reaches them in the right environment, in the relevant mindset.

As we head into the warmer months, consumers are seeking out content online to fuel their sporting passions and interests. Oracle Data Cloud's contextual targeting tools can get your message in front of huge volumes of passionate and engaged audiences.

Oracle Predicts uses the leading Contextual Intelligence technology from Oracle's acquisition of Grapeshot to help advertisers:

Summer of Sports
- UFA Cup Final (May)
- ICC Cricket World Cup 2019 (May – July)
- UEFA Champions League Final (June)
- US Open Championship (June)
- FIFA Women's World Cup (June)
- Wimbledon (July)
- Tour De France (July)
- The Open Championship (July)
- The Ashes (August – September)
- Rugby World Cup (September – November)

Capture	Drive	Optimise
High-value inventory on trending content before your competition does	Greater scale and engagement by finding all relevant contexts for your brand's message	Campaigns with data-driven dynamic segments automated by relevant keywords

About Oracle Con...

The Oracle Contextual Intelli...
Grapeshot. The technology h...
action, and bring relevance t...

Oracle Data Cloud provide...
for something specific to y...
needs. Contact your accou...

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ORACLE Data Cloud

The right environment makes or breaks your message

Privacy issues and an increasingly programmatic internet make it harder than ever to find consumers in the right moment and environment.

Oracle Contextual Intelligence helps you capture attention by delivering your message alongside relevant, high-quality, and brand-appropriate media. That means improved performance and less waste across all your campaigns—without cookies required.

Key figures

15B
Web pages crawled each month

170+
Languages supported!

0
Cookies

How Oracle Contextual Intelligence helps you

Contextual targeting reaches prospects interacting with ...nt aligned to your ...e brand and objec...	Predicts, dynamic contextual intelligence, uses machine	Pre-bid brand safety, invalid traffic, and

---

ORACLE Data Cloud

Contextual seasonal segment guide: spring and summer

With trends coming and going faster than the seasons, aligning with the consumer mindset can be challenging. This spring and summer, clean up your campaigns with dynamic seasonal segments that expand audience reach with relevance, and help advertisers optimise campaigns with precision.

Oracle Predicts uses the leading Contextual Intelligence technology from Oracle's acquisition of Grapeshot to help advertisers:

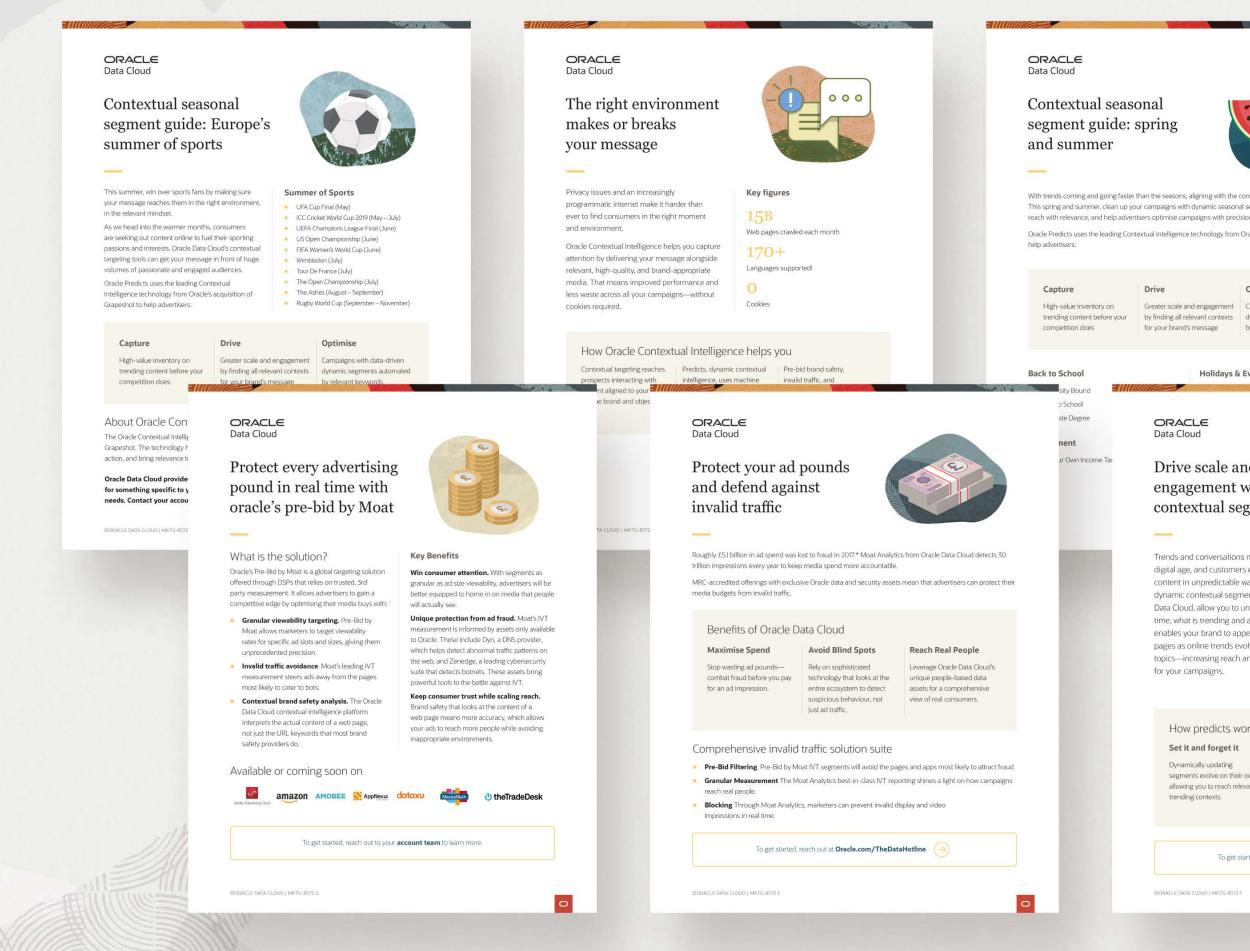| Capture	Drive	Optimise
High-value inventory on trending content before your competition does	Greater scale and engagement by finding all relevant contexts for your brand's message	Campaigns with data-driven dynamic segments automated by relevant keywords

Back to School / **Holidays & Events**

ORACLE Data Cloud

Protect every advertising pound in real time with oracle's pre-bid by Moat

What is the solution?

Oracle's Pre-Bid by Moat is a global targeting solution offered through DSPs that relies on trusted, 3rd party measurement. It allows advertisers to gain a competitive edge by optimising their media buys with:

- **Granular viewability targeting.** Pre-Bid by Moat allows marketers to target viewability rates for specific ad slots and sizes, giving them unprecedented precision.
- **Invalid traffic avoidance.** Moat's leading IVT measurement steers ads away from the pages most likely to cater to bots.
- **Contextual brand safety analysis.** The Oracle Data Cloud contextual intelligence platform interprets the actual content of a web page, not just the URL keywords that most brand safety providers do.

Key Benefits

Win consumer attention. With segments as granular as ad size viewability, advertisers will be better equipped to home in on media that people will actually see.

Unique protection from ad fraud. Moat's IVT measurement is informed by assets only available to Oracle. These include Dyn, a DNS provider, which helps detect abnormal traffic patterns on the web, and Zenedge, a leading cybersecurity suite that detects botnets. These assets bring powerful tools to the battle against IVT.

Keep consumer trust while scaling reach. Brand safety that looks at the content of a web page means more accuracy, which allows your ads to reach more people while avoiding inappropriate environments.

Available or coming soon on

Adobe Advertising Cloud · amazon · AMOBEE · AppNexus · dataxu · MediaMath · theTradeDesk

To get started, reach out to your **account team** to learn more.

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ORACLE Data Cloud

Protect your ad pounds and defend against invalid traffic

Roughly £5.1 billion in ad spend was lost to fraud in 2017.* Moat Analytics from Oracle Data Cloud detects 30 trillion impressions every year to keep media spend more accountable.

MRC-accredited offerings with exclusive Oracle data and security assets mean that advertisers can protect their media budgets from invalid traffic.

Benefits of Oracle Data Cloud

Maximise Spend	Avoid Blind Spots	Reach Real People
Stop wasting ad pounds—combat fraud before you pay for an ad impression.	Rely on sophisticated technology that looks at the entire ecosystem to detect suspicious behaviour, not just ad traffic.	Leverage Oracle Data Cloud's unique people-based data assets for a comprehensive view of real consumers.

Comprehensive invalid traffic solution suite

- **Pre-Bid Filtering** Pre-Bid by Moat IVT segments will avoid the pages and apps most likely to attract fraud.
- **Granular Measurement** The Moat Analytics best-in-class IVT reporting shines a light on how campaigns reach real people.
- **Blocking** Through Moat Analytics, marketers can prevent invalid display and video impressions in real time.

To get started, reach out at **Oracle.com/TheDataHotline**

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ORACLE Data Cloud

Drive scale and engagement with dynamic contextual segments

Trends and conversations move fast in the digital age, and customers engage with content in unpredictable ways. Predicts, dynamic contextual segments from Oracle Data Cloud, allow you to understand, in real time, what is trending and actionable. This enables your brand to appear on relevant pages as online trends evolve to span new topics—increasing reach and performance for your campaigns.

Key figures

6B+ URLs
Always-on monitoring of billions of URLs means complete trend coverage

31 Languages
Stay ahead of the conversation in multiple languages

0 Cookies
Dynamic contextual segments only look at the content of a page to deliver ads

How predicts works

Set it and forget it	Scale reach with machine learning	Complete transparency
Dynamically updating segments evolve on their own, allowing you to reach relevant, trending contexts.	Algorithms identify new, related keywords on web pages, improving reach.	See exactly which keywords comprise your dynamic segment, plus a history of added and removed keywords.

To get started, reach out at **Oracle.com/TheDataHotline**

Let's chat

If you'd like to start a conversation,
please don't hesitate to drop us a line.

hey@sovereignstudios.com