

Ready for tomorrow

Analyst and Investor Presentation
23 November 2020 11am



Presentation team



Octavius Black
Chief Executive Officer

- Co-founded Mind Gym at his kitchen table in 2000
- Co-authored Mind Gym's four books
- Prior to Mind Gym: Director for organisational communication consultancy Smythe Dorward Lambert (sold to Omnicom 1996)



Richard Steele
Chief Financial Officer

- Joined Mind Gym in March 2018
- 30+ years industry finance experience; started career at Tate & Lyle
- 11 years as FD including Cook Trading Ltd and White Stuff Ltd



Elaine Safier
Chief Digital Officer

- Joined Mind Gym in March 2020 after consulting on the digital strategy review
- 20+ years experience building and growing digital businesses
- Chief Commercial and Operating Officer - Digital Channels at HSBC most recently
- MBA and BSc in Economics from the Wharton School

Agenda



Half year results



Current trading and FY21



Market opportunity and how
we plan to realise it



Half year results

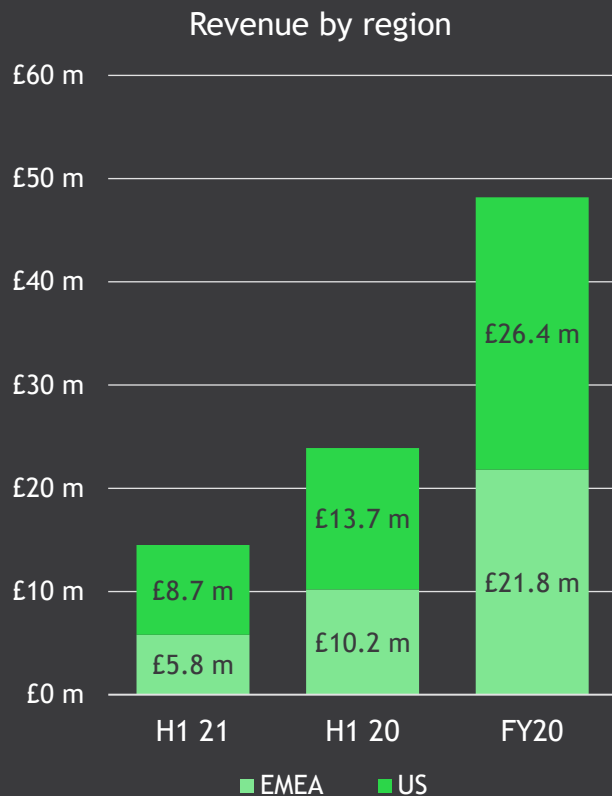
H1 FY21 Operating highlights

- Total revenue reduced YOY as COVID impacted client activity and face-to-face sessions were suspended
- Pure digital revenues grew YOY doubling their mix of total revenues
- Digitally-enabled¹ revenue increased, drove up gross margins and received strong participant feedback
- Reducing operating costs helped mitigate the loss from the reduced revenue
- We continue to make investments to support growth after the uncertainty of the pandemic has passed
- Cash from operations remained positive through working capital improvements and funded digital capital expenditure on new product development

¹ includes revenue from sessions delivered virtually



Revenue 6 months to 30 September 2020



Group

40% YOY decrease (39% constant currency)

87% “repeat revenue” (H1 20: 92%)

Tech, finance and pharma 60% of revenues

Regions

37% US reduction (35% in constant currency)

44% EMEA reduction

US 60% of group revenues (H1 20: 57%)

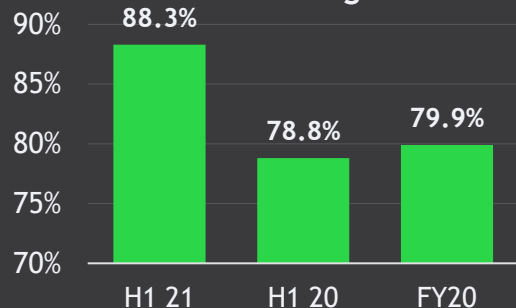
Revenue mix

Pure digital +7% YOY, mix increased from 8% to 15%

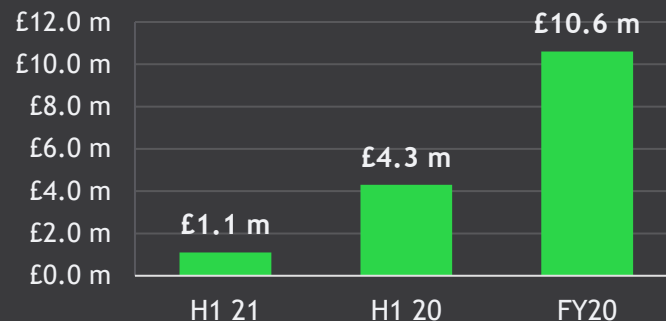
Digitally-enabled revenues +43% YOY from 30% to 73% mix

H1 21 Financial highlights

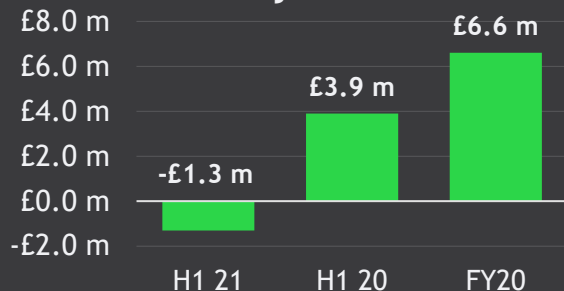
Gross Margin %



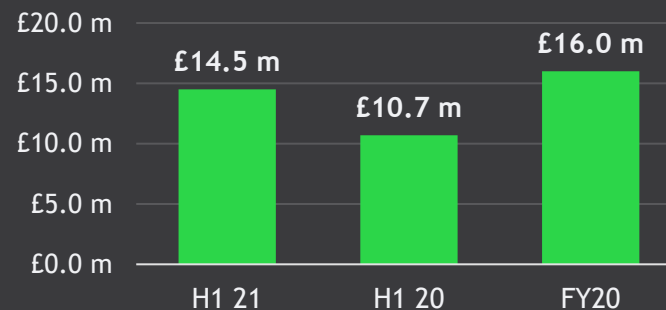
Cash generated from operations



Adjusted PBT ¹

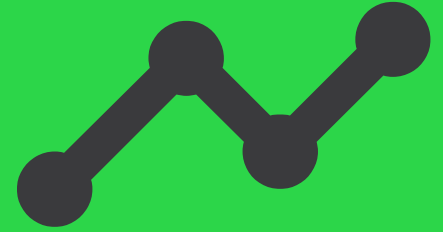


Period end cash balance

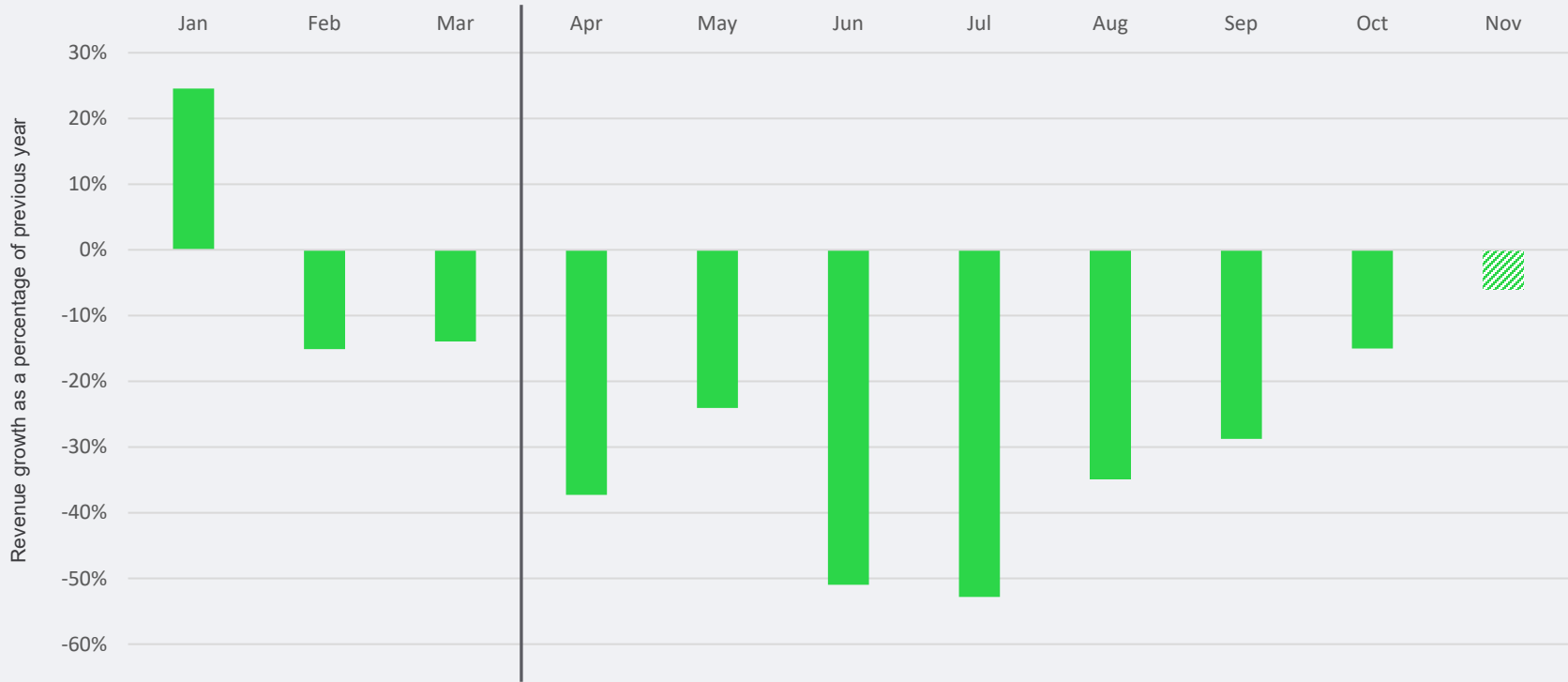


¹ Adjustments include restructuring costs in H1 FY21 and employee share option surrender bonuses in FY20

Current trading and FY21 outlook



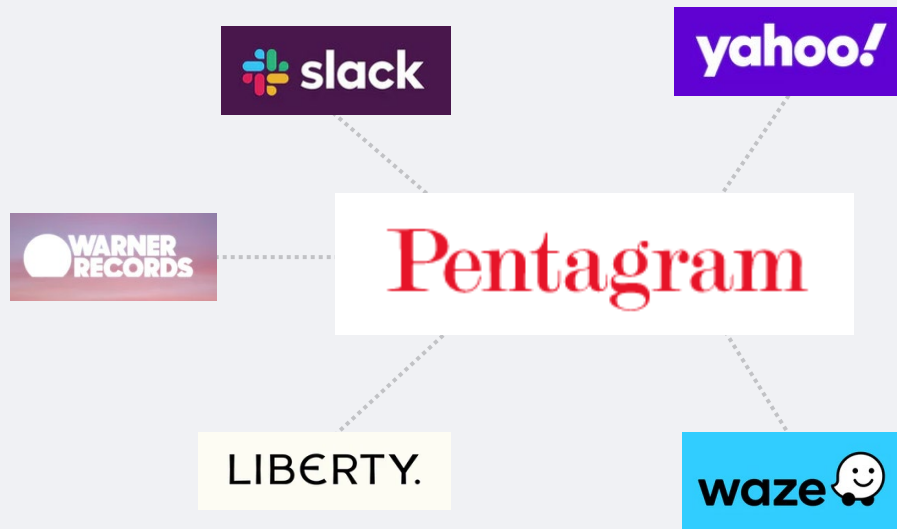
Monthly YOY revenue improving since July



Investing for growth

Continuing to invest in FY21 in ways that will pay off in FY22 and beyond:

- Marketing
 - Rebrand
 - New website
 - Campaigns
 - Systems
 - Team
- Leadership
 - President US
 - Chief Commercial Officer EMEA
 - Chief Digital Officer
 - Chief People Officer
 - More to come
- Sales team





Mind Gym

A history of market disruption

When others zig, Mind Gym zags

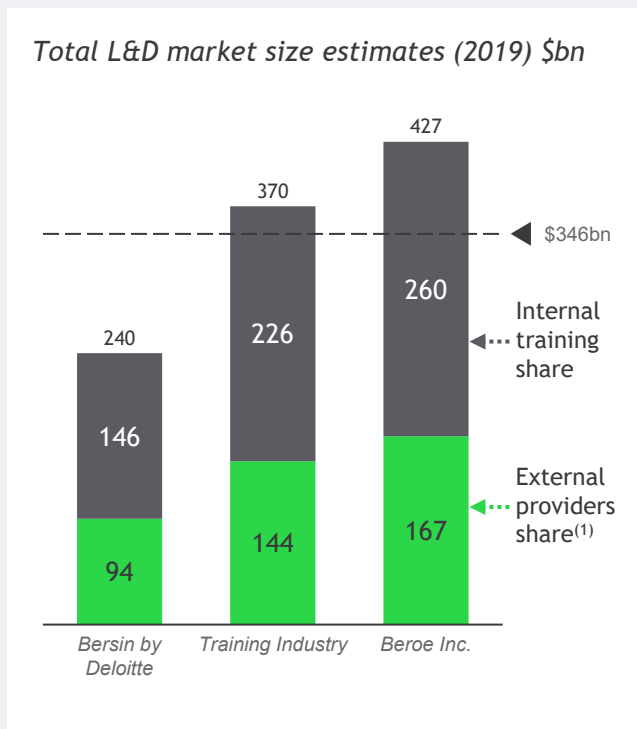
- Psychology before behavioural science was even a thing
- Bite-size when the prevailing view was '1 day minimum'
- Scalable live delivery first
- Proven when the existing market was for custom
- Published four books including an international bestseller
- Virtual 10 years before COVID
- Research papers that challenge HCM orthodoxy
- Only behavioural change start-up to grow organically to £50m and IPO on London Stock Exchange





The opportunity

Mind Gym's large and growing addressable market













Subject / Domain areas 'long list'		Market size
People leadership	▪ Manager development	\$19bn
	▪ Executive/leadership devpt.	\$9bn
	▪ Change mgmt. / leadership	\$5bn
	▪ Team effectiveness	\$7bn
Universal behaviour	▪ Personal effectiveness (productivity, interpersonal)	\$13bn
	▪ Dealing with change	NA
	▪ Mental wellness / resilience	<\$5bn
	▪ Physical wellness	>\$10bn
	▪ Other wellness	<\$5bn
	▪ Inclusion (& Diversity)	\$19bn
Role & situation specific behaviours	▪ Ethics / values / purpose	\$4bn
	▪ Sales effectiveness	\$8-12bn
	▪ Customer centricity, service excellence	\$8bn
	▪ Onboarding/ time to value	\$11-12bn
	▪ Business partnering	NA
Technical, legal, functional disciplines	▪ Agile behaviours in the workplace	NA
	▪ IT and Data security	\$9bn
	▪ Digital knowledge and tools	c.\$3bn
	▪ Technical/function specific	\$13bn
	▪ Product knowledge	\$8-13bn
	▪ Compliance and risk mgmt	\$14-17bn

Addressable market (highlighted green)

Key Core area Content Coverage

Source: CHRO Interviews, Beroe Inc., Training Industry 2019, CCL (Centre for Creative Leadership), Brandon Hall Report, ATD State of the Industry 2019, Bersin HR Disruptions Report 2019. Note: (1) External providers assumed to be c.39% of the market using sources from ATD, Training Industry, and Centre for Creative Learning (2) Performance Management as an L&D domain not explicitly called out, but associated training will be covered in Manager Development and Team Effectiveness

The human capital market (HCM) is highly fragmented with no dominant players ...

Opportunity Area	Illustrative players	Definition / Comments
Coaching		<ul style="list-style-type: none"> Digital learning is ‘democratising’ coaching, which has traditionally focused on senior executives, making it available to a broader employee base
Consultancies		<ul style="list-style-type: none"> Consultancies are investing in digital as they try to become more dominant forces to support their content which is largely custom work
L&D content (B2B and B2C) ⁽¹⁾		<ul style="list-style-type: none"> Content producers across the various domains (e.g. manager development, technical skills, etc) offer it directly and via 3rd party provider platforms
Learning Management/ Experience Systems (LMS/LXP)		<ul style="list-style-type: none"> An LMS is used to store, deploy and track online training content LXPs provide an experience layer to enable content discovery and usage
B2C Learning Platforms		<ul style="list-style-type: none"> Direct to consumer platforms enable “self-directed” learning
Employee Engagement Measurement		<ul style="list-style-type: none"> Capture and analyse employee engagement data- e.g. to drive retention and counter risks M&A, etc. Often includes consulting on follow up actions
Outsourced and Managed Services		<ul style="list-style-type: none"> Providers take end-to-end ownership of sections of L&D/ Human capital management on behalf of a client
Talent Assessment		<ul style="list-style-type: none"> Typically includes aptitude/ cognitive testing, interviewing, and personality testing and sometimes offer advice on outcomes
Outplacement services		<ul style="list-style-type: none"> Assist a departing employee with obtaining a new job or transitioning to a new career. Typically employer-paid and including 1-to-1 sessions
Career Coaching		<ul style="list-style-type: none"> Broader career advice often based on diagnostics and career options output A common format is to take a test and have career options suggested

Source: Sherpa Executive Coaching Report, eLearning Industry “Best Management systems” article, Gallup Employee Engagement article, JB HR Technology report, CHRO interviews. Note: (1) This is part of the \$240bn L&D market, **This figure is for the Employee Engagement Measurement Market,

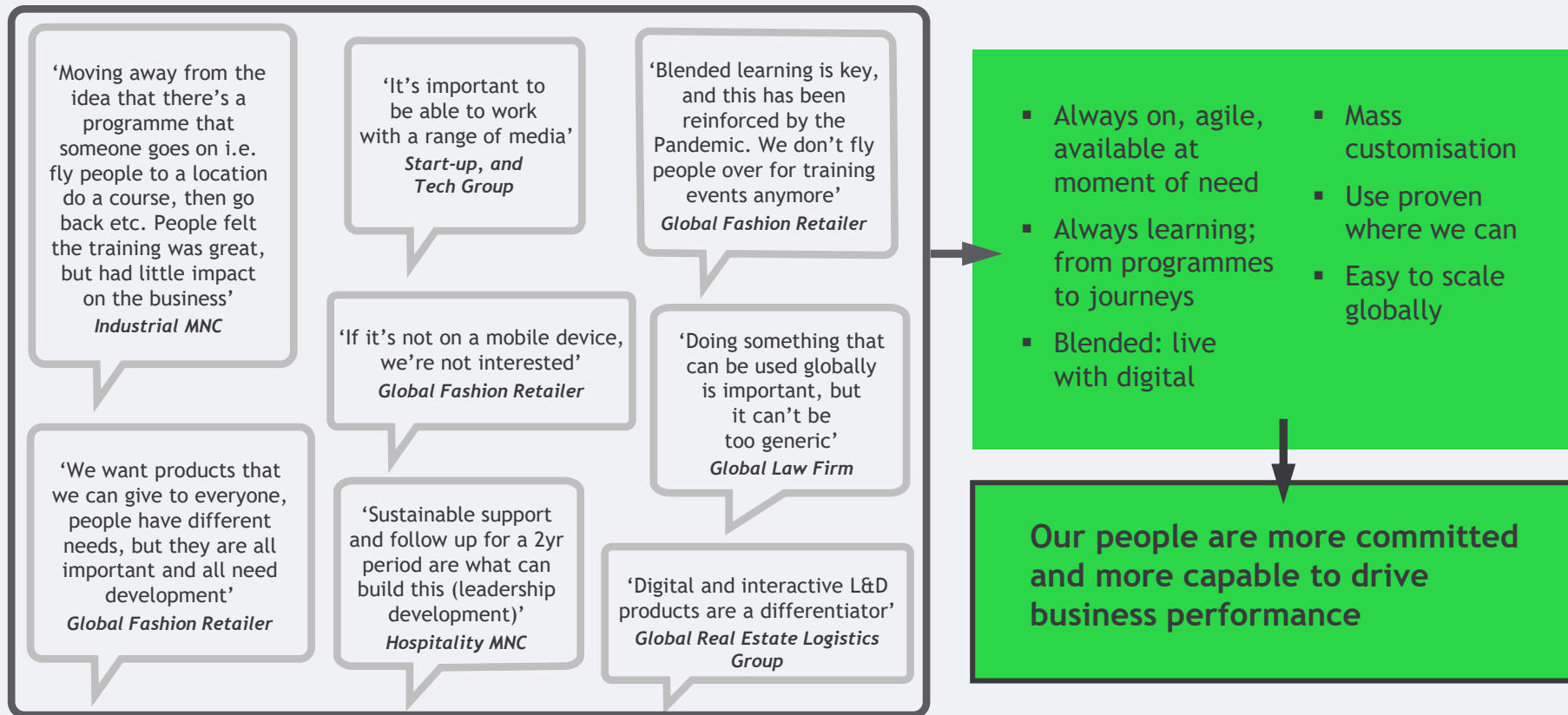
How clients buy today



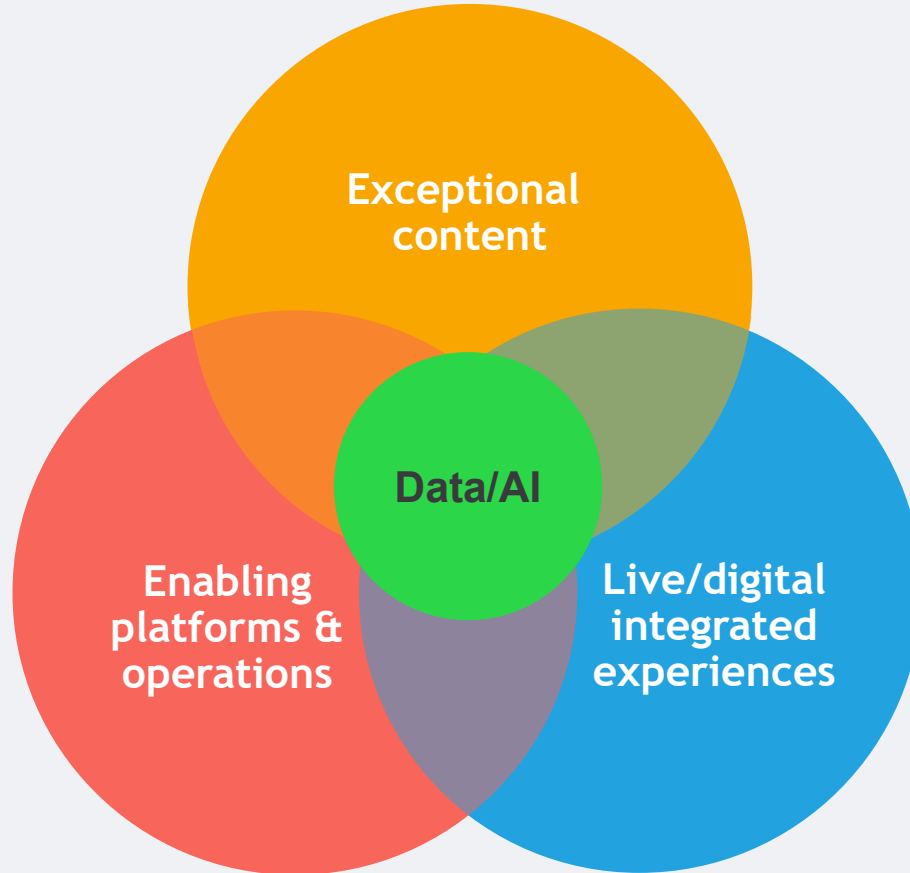
New programme development

Activity	Months
Needs analysis	2
Exec commitment	2
Source supplier	2
Design	2
Pilot	1
Adapt	1
Plan rollout	2
TOTAL	12-18

Clients want learning that drives business performance



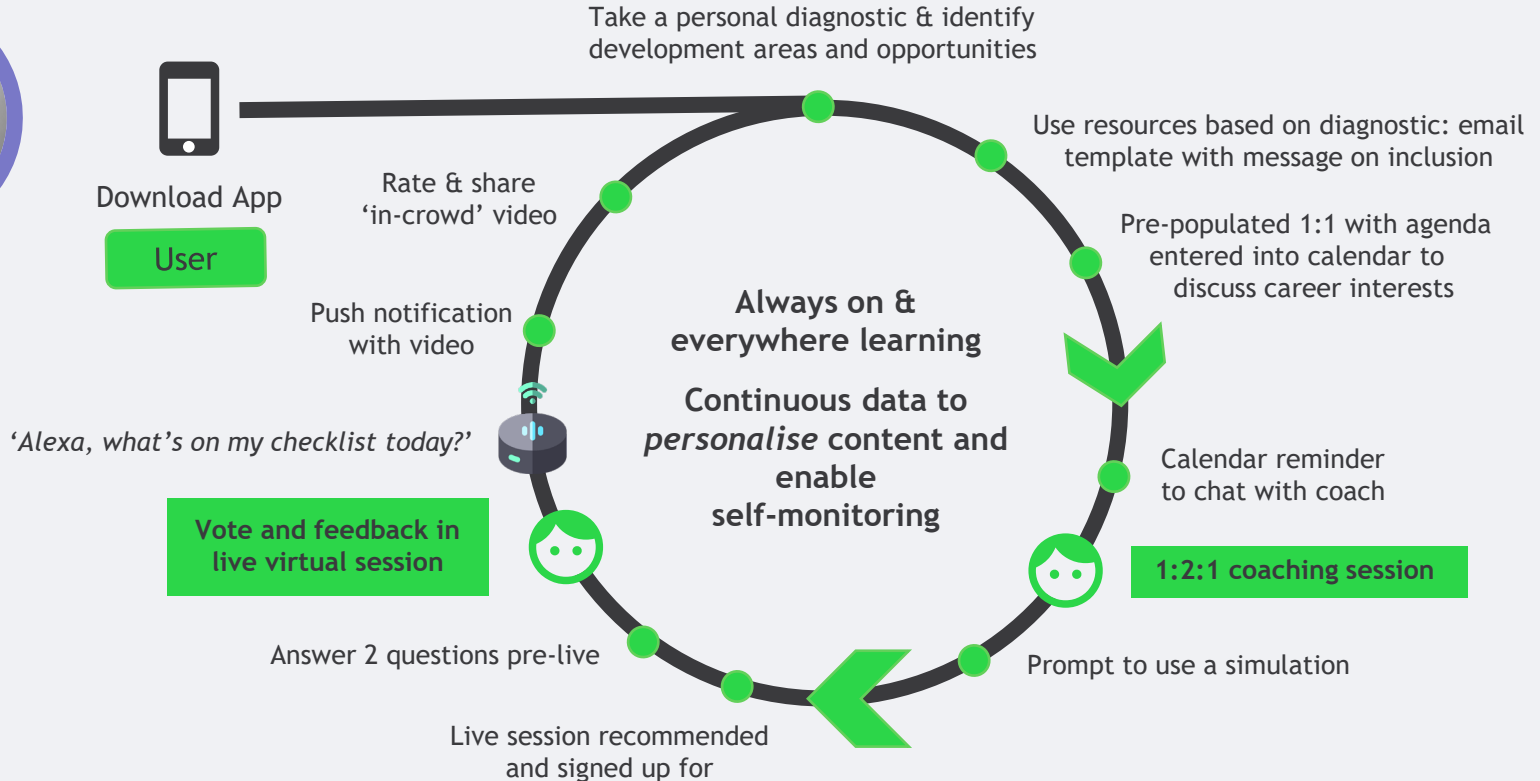
Aggregate and integrate: the behavioural change ecosystem



The user's ever more personalised journey



Azim



How clients will buy with an ecosystem



Why clients will buy BCE

Company

- Greater, longer lasting, behaviour change that drives business performance, e.g., output per employee
- Data to drive my investment decisions to increase ROI
- **Always on** - totally agile, no downtime
- Constantly improving (AI, updates)
- Lower running cost

Why employees will use it

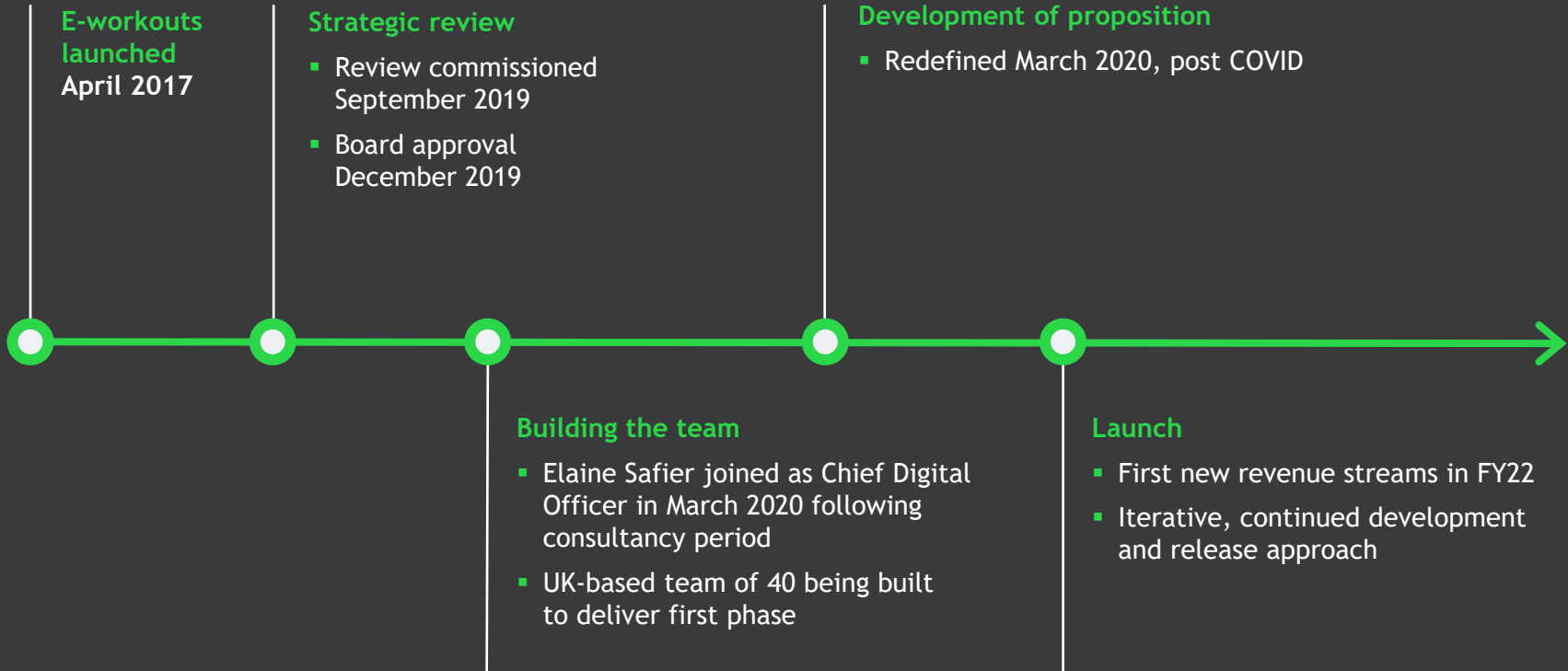
Individual

- Solves my immediate challenges
- I'm getting better, all the time
- It's personal for me
- Easy to use and digest



Mind Gym's Digital Journey

Our digital journey



The digital road map



Timescale ————— FY21 ————— FY22 ————— FY23 - Onwards —————>

└──────────────── Concurrent priorities ─────────────────┘

Investment ┌────────── Opex ───────────┐ ┌──────────────── Capex ─────────────────┐

We continue to enhance the existing eWorkout proposition and market offer to maximise short term value



- Increased usability of most popular eWorkouts : industry-standard accessibility
- Increased language availability - most popular eWorkouts in five languages as standard: English, French, Spanish, German, and Simplified Chinese
- New enterprise pricing model offering an unlimited subscription launched Nov '20

In parallel, we are building MVPs for two new products to demonstrate product/market fit



Digital Content Experience

- Tools, techniques and proven content to enable participants to understand and improve performance
- Engaging formats and behavioural ‘nudges’
- Dashboards for clients to measure and evaluate performance over time

Coaching

- An integrated experience that engages participants through high quality coaching and relevant content
- Matches coaches and participants and schedules the sessions
- ‘Democratises’ coaching to all levels of an organisation, cost effectively

-
- Feature development will be prioritised through rigorous client and user testing
 - It is anticipated that v1.0 of the products will be beta tested in FY21 and generating revenue from H2 FY22

The behavioural change ecosystem

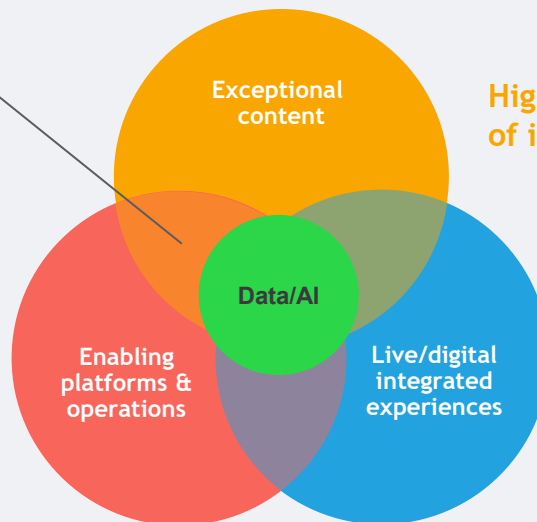


Three integrated components driven by data and AI

Data Driven/AI

Continuous data collection to train algorithms to '*hyper personalise*' the content and experience

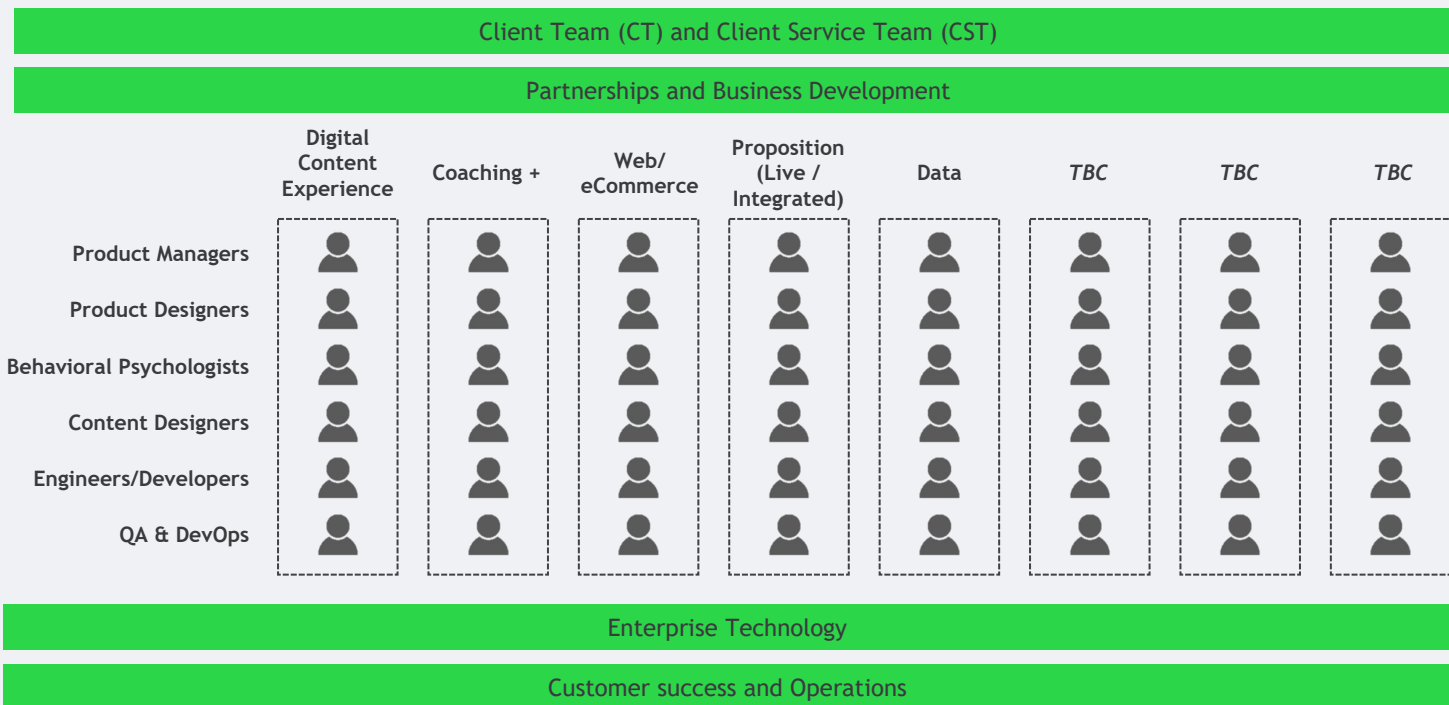
Platform that supports operationalising the 'always on' experiences



High quality content covering a wide range of inter-related topics on 'power skills'

Integrated digital and live (both in-person and virtual) experiences that fit together

Set up like a digital business - but at the core of Mind Gym



Digital commercials

- Investment of £4m in FY21 will increase in subsequent years as we build the team and technology to continue to develop and expand the new products
- Revenue estimates are based primarily on our current client base (c.600) with only modest growth from new clients
- Revenue projections assume slow build in early years; all new products will be sold on a SaaS basis
- Pricing assumptions have been benchmarked against competitors or comparables
- We expect the new digital products to complement and integrate with our existing offer. However, to be conservative, we have assumed some modest cannibalisation
- The digital investments start generating cash in FY23

Financials

For the current financial year ending 31 March 2021 (FY21):

- Revenue anticipated to be between 20% and 30% below the prior year
- Expect return to profitability mitigating the majority of the loss in H2 21
- New digital (capex) investment to total £4m in FY21. No impact on FY21 PBT as amortisation will commence when new products are launched from FY22 onwards
- Cash balance at 31 March 2021 is estimated to be c.£9-£11m reflecting the ongoing digital and other investments

For FY22 onwards it is too early to reinstate guidance due to COVID uncertainty however:

- Detailed investment appraisals and extensive modelling up to FY25 undertaken
- Multiple sensitivity cases run and modelling reflects the change in revenue recognition from the move to SaaS products and impact on cash
- The high revenue potential of the new digital products combined with continued high margin growth in our established business generates strong ROI's
- Investments will be under constant review. We anticipate funding the digital investment organically given our cash generation and balance sheet strength
- We do not expect to reinstate dividends before the new products are cash generative



Why **Mind Gym** will win

- 20 years of **content proven to drive behavioural change**
- **Established relationships** with majority of FTSE 100 and S&P 100
- Adjacent proposition to grow our share of client wallet
- **500,000 professionals** attend live events pa
- Delivering up to **500 live in-person/virtual experiences** pcm in 50 countries
- **Existing digital products** with growing revenue
- Strong, new digital team **working like a digital business**, integrated with the rest of the company

Questions

Appendix

Half year results
Who's Mind Gym



Half year results

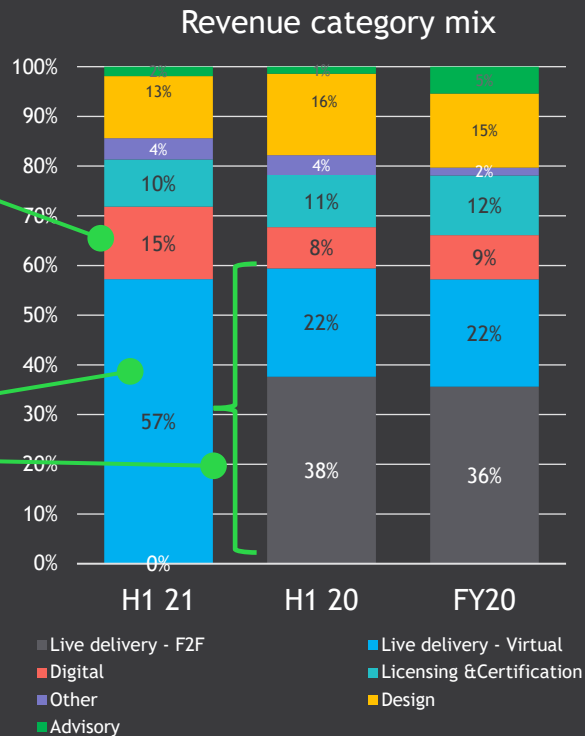
H1 21 Financials - P&L

	H1 21 £m	H1 20 £m	FY20 £m	Change H1 21 v H1 20	
Revenue	14.5	23.9	48.2	(40%)	(39%) in constant currency
Gross profit margin	88.3%	78.8%	79.9%		Switch to virtual and increased pure digital revenue has improved the gross margin
Gross profit	12.8	18.9	38.6	(32%)	
Staff costs (excl restructuring costs)	(10.7)	(11.8)	(23.8)	(9%)	
Other admin costs	(3.3)	(3.2)	(8.2)	5%	Staff costs reduced £1.1m from headcount reductions
Adjusted administration costs	(14.0)	(15.0)	(32.0)	(6%)	
Net finance costs	-	-	-		
Adjusted PBT margin	(9.2%)	16.1%	20.3%		
Adjusted PBT	(1.3)	3.9	6.6	(134%)	
Adjustments	(0.7)	-	0.8		Restructuring costs
(Loss)/Profit before tax	(2.0)	3.9	7.4	(152%)	
Tax	0.4	(0.8)	(1.5)		Adj ETR 21.9% (H120: 21.0%) due to higher US revenue mix
(Loss)/Profit after tax	(1.6)	3.1	5.9	(151%)	
EPS-Adjusted diluted (pence)	(1.04)	3.06	5.22	(134%)	
EPS-basic (pence)	(1.58)	3.07	5.93	(152%)	
Dividend per share (pence)	-	0.90	0.90	(100%)	

H1 21 revenue mix

Digital up 7% YOY to £2.1m, mix increasing to 15% (H1 20: 8%)

73% of revenues digitally-enabled (H1 20: 30% last year) from face to face sessions converted to live. Pure digital revenues grew 7% YOY.



H1 21 Financials - Balance Sheet

	H1 21 £m	FY20 £m	
Intangible assets	1.3	0.1	Includes development costs for digital team of £1.2m
Property, plant and equipment	3.9	4.4	
Deferred tax assets	0.5	0.1	
Other receivables	0.5	0.5	£0.5m of deferred tax asset arising from UK and US current period losses and share options
Non-current assets	6.2	5.1	
Inventories	-	0.1	Trade receivables & accrued income days down 3 days to 65 days. Overdue debt down to 14% of total
Net trade receivables	4.6	7.9	
Accrued income	0.6	1.1	
Other receivables and prepayments	1.0	1.1	
Current tax receivable	0.2	-	Lease liabilities under IFRS 16 for office properties in London and New York
Cash and cash equivalents	14.5	16.0	
Current assets	20.9	26.2	
Total assets	27.1	31.3	
Trade and other payables	(7.1)	(8.9)	
Lease liability	(3.9)	(4.4)	
Current tax payable	-	(0.4)	
Total liabilities	(11.0)	(13.7)	
Net assets	16.1	17.6	

H1 21 Financials - Cash Flow

	H1 21 £m	H1 20 £m	FY20 £m
Adjusted profit after tax	(1.1)	3.1	5.2
Depreciation and amortisation	0.6	0.3	1.2
Tax charge	(0.2)	0.8	1.4
Working capital - receivables and inventory	4.1	0.3	2.3
Working capital - payables and other	(1.8)	(0.3)	0.2
Share-based payments	0.2	0.1	0.3
Adjusted cash generated from operations	1.8	4.3	10.6
<i>Adjusted cash conversion</i>	<i>-254%</i>	<i>98%</i>	<i>136%</i>
Adjustments after tax	(0.5)	-	0.7
Tax credit on adjustments	(0.2)	-	0.1
Adjustments not paid	-	-	(0.8)
Cash generated from operations due to Adjustments	(0.7)	-	-
Cash generated from operations	1.1	4.3	10.6
Tax (paid)/received	(0.5)	-	0.6
Interest received	-	-	0.1
Capex	(1.4)	(0.1)	(0.6)
Cash repayment of lease liabilities	(0.5)	(0.3)	(0.5)
Dividends paid	-	(1.6)	(2.5)
Reported cash generated	(1.3)	2.3	7.7
Opening cash	16.0	8.3	8.3
Foreign exchange	(0.2)	0.1	-
Closing cash	14.5	10.7	16.0

Trade receivable and accrued income days fell 23% to 65 days (H1 20: 85 days)

Adjusted cash generated from operations divided by Adjusted EBITDA

Q2 restructuring and redundancy costs paid

FY19 final dividend paid

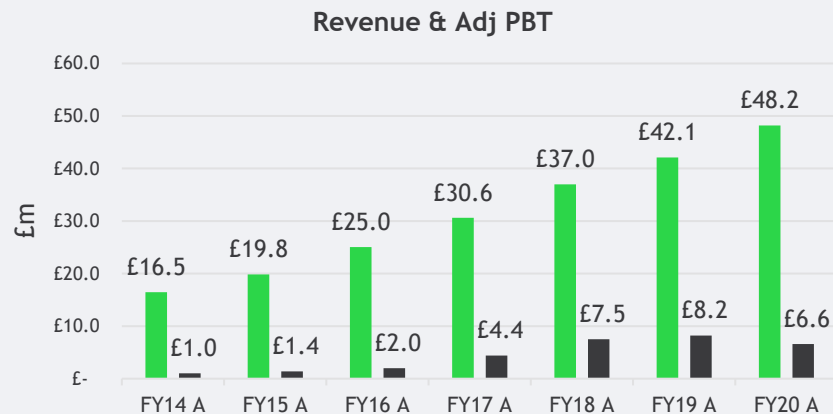
A black and white photograph of a person standing on a rocky outcrop at night, silhouetted against a starry sky. The person is holding a flashlight, which is turned on, casting a bright beam of light upwards into the sky. The beam of light illuminates the Milky Way galaxy, which is visible as a dense, glowing band of stars and dust stretching across the upper right portion of the image. The person is standing on a dark, jagged rock formation. The overall scene is dark and atmospheric, with the stars and the beam of light providing the primary sources of illumination.

Who's Mind Gym?

Mind Gym snapshot

Leading behavioural science company delivering business improvement solutions to companies across the world.

- Founded by Octavius Black and Dr Sebastian Bailey, in London in 2001
- Offices in London, New York and Singapore
- Over 200 employees and a network of coaches across the world, delivering in over 90 countries
- Provides integrated culture and behaviour change solutions to blue chip organisations across the globe by deploying a blend of proven, bite-size live and digital experiences using a highly scalable methodology



Investment summary

Reaching remote workforces

- Over 160 qualified virtual coaches
- 100% of H1 20 live sessions delivered

Distinctive digital strategy

- Launched 2018
- Currently 15% of revenue from digital

Rapid innovation unit

- Respond quickly to changing needs
- New points of view on virtual working and wellness in response to COVID-19

Strong new leadership

- Added four new leaders in FY20, including President US, CCO EMEA, Chief Digital Officer and Chief People Officer

Top-tier client relationships

- C-suite and C-1 strong relationships
- 52% of FTSE 100 and 65% of S&P100 clients

Healthy balance sheet

- £14.5m cash, no bank borrowings

Large global market

- Global L&D market \$240bn

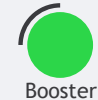
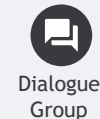
Proposition



Point of view on 15 universal human capital challenges

Leadership	Ways of working	Effectiveness	Transformation
Performance Management	Diversity & Inclusion	Customer Service	Reorganisation
Manager Development	Ethics	Sales	Culture
Executive Leaderships	Respect	Personal Effectiveness	Change
	Wellbeing	Onboarding	Employee Engagement

Over 300 products in 12 categories



Addressing market trends

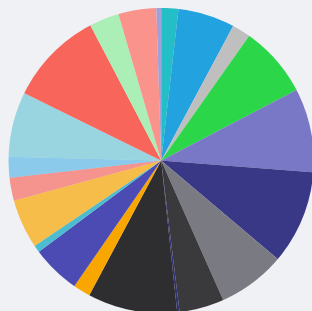
Market trend	Mind Gym positioning
Grounded in behavioural science	All content sourced from peer-reviewed behavioural science; all courses designed by psychologists
Blended: instructor-led and digital	Integrated portfolio of 300 products that are both instructor-led and digital
Agile	Proven products ready to deploy and adapt as circumstances change - From standing start to deliver in a few days
Bite-size	Core products are 90-minute Workouts, which deliver same impact as traditional day-long, and 10-minute eWorkouts
Consistent quality, globally, at scale	Track record with 2m+ professionals; local coaches in 30 countries
Fewer, key suppliers	Established relationships; relative size; credibility as public company
Proven to work	Case studies that demonstrate business impact and high levels of repeat purchase from blue chip clients

Our business model



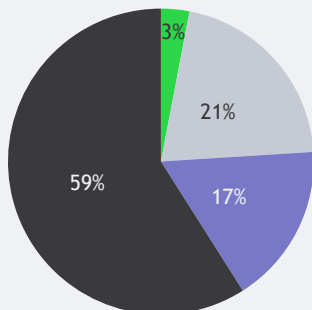
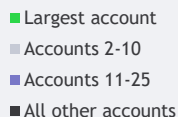
FY20 revenue continues to be well diversified and with high repeat spend

Significant end-market diversification



% of total revenue
for FY20

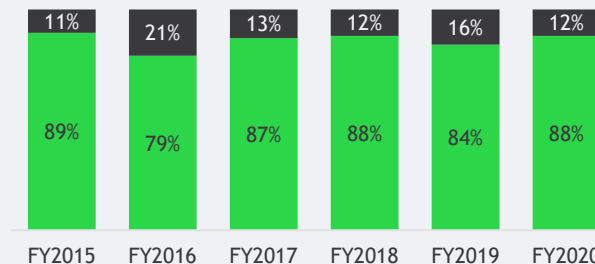
Low dependency on key accounts



Key client strategy has
delivered growth with
revenue from top 25
accounts 41% of total
(FY19: 35%)

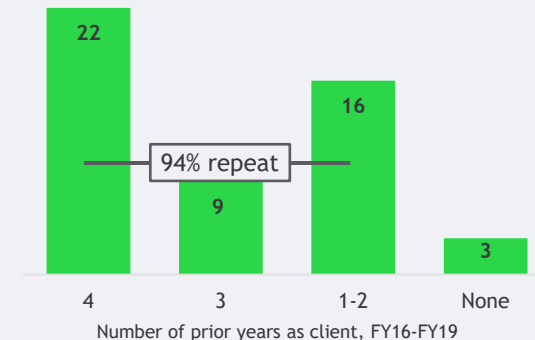
% of total revenue for FY20
by account size

Total revenue mix: repeat vs new clients



Repeat defined as brought in one or more of prior 3 years ■ New Client Revenue

Buying history top 50 clients (FY20)



1% decrease in headcount including Digital additions

Client team (Sales)

- Client team accreditation on point of view (PoV) and products
- Sales enablement for rapid proposal development
- Solutions strategy expertise

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Client Service

- Portal delivers automation
- Streamline fulfilment process
- Significant outsource operations

60



Headcount as at September 2020

34

Creative

- 300+ proven products
- Unique design methodology
- Codified versioning
- Robust innovation process

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Infrastructure

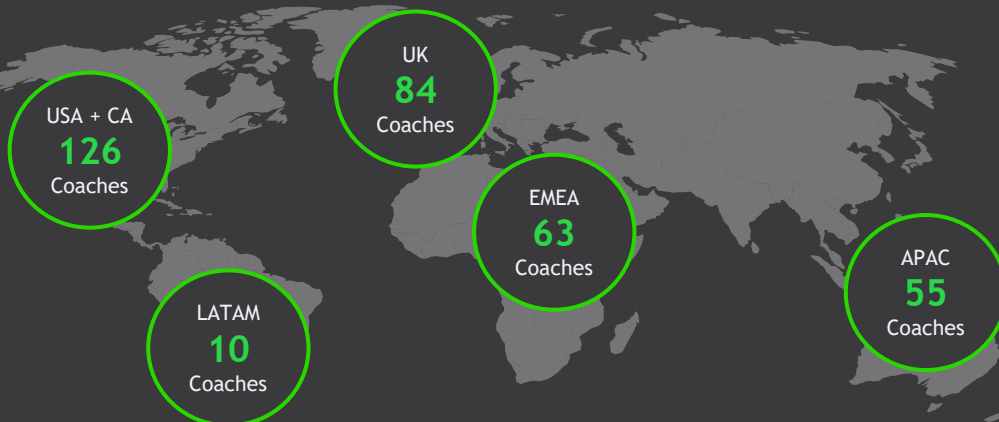
- Management
- Finance
- HR
- IT
- Marketing
- Operations
- Talent Network

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Digital

Coaches (self-employed)

- Deliver all live events
- Certified by Mind Gym's ISCAN
- Continuous evaluation
- Same quality for in-house



Board structure



Octavius Black
Chief Executive Officer



Joanne Cash
Board Chair



Richard Steele
Chief Financial Officer



Seb Bailey. Ph.D
Executive Director

- Co-founded Mind Gym with Octavius Black
- Co-authored Mind Gym's four books
- BSc in Psychology with Cognitive Science from University College London
- PhD in Psychology and Education from University of Bristol



David Nelson
Non-executive Director

- Advisor to Chair and CEO
- Partner at Accounting firm Dixon Wilson, serving as senior Partner from 2008-2018
- NED on the Board of DMGT since 2009
- NED on a number of private companies



Trevor Phillips
Independent Non-Executive Director

- Co-founder of the data analytics consultancy, Webber Phillips and Chairman of Green Park Interim and Executive Search
- Chairman of the global freedom of expression campaign charity Index on Censorship
- Founding chair of the Equality and Human Rights Commission



Sally Tilleray
Senior Independent Non-Executive Director

- Group COO and FD at Huntsworth plc from 2004 to 2014
- Non-Executive Chair at Cognito Europe since 2016
- Non-Executive Chair of digital agency Kagool
- Non-executive Director of NAHL Plc
- Previously CFO Europe for Predictive Inc., an IT network consulting business which floated on Nasdaq in 2000



Ruby McGregor-Smith
Independent Non-Executive Director

- Chief Executive of MITIE Group plc, from 2007 to 2016
- President of the British Chambers of Commerce
- NED at the Department of Education

Management team (MGX)



Octavius Black
Chief Executive Officer

- Co-founded Mind Gym with Sebastian Bailey
- Co-authored Mind Gym's four books
- Co-founded Parent Gym (Mind Gym's philanthropic arm) with Joanne Cash



Seb Bailey
PhD
Executive Director

- Co-founded Mind Gym with Octavius Black
- Co-authored Mind Gym's four books
- Chair of Mind Gym's Academic Board of Professors
- BSc in Psychology with Cognitive Science from University College London & PhD in Psychology and Education from University of Bristol



Richard Steele
Chief Financial Officer

- 30+ years industry finance experience; started career at Tate & Lyle
- 11 years as FD including Cook Trading Ltd and White Stuff Ltd
- Joined Mind Gym March 2018



Desi Kimmins
Chief Commercial Officer, EMEA

- Head of Leadership Development EMEA, Korn Ferry, responsible for leadership development, executive coaching and the firms Diversity & Inclusion practice
- Joined Mind Gym in February 2020



Wei-Li Chong
President, Mind Gym Inc.

- Joining from KinderCare, as president responsible for c.30,000 employees
- Previously, SVP of HR at ANN Inc, with responsibility for over 18,000 associates
- Joined Mind Gym in January 2020



Ryan Boughan
Chief Commercial Officer, Americas

- Leader of Mind Gym's Sales and Client Services teams in the US
- Key sponsor for Mind Gym's largest and most complex US Clients
- Previously worked at The Corporate Executive Board - another learning business
- Joined Mind Gym January 2011



Claire Poll
General Counsel

- 25+ years experience as a lawyer specialising in intellectual property
- Responsible for setting up the IP worldwide governance framework at Barclays
- Joined Mind Gym in January 2019



Mark Dickinson-Keen
Chief People Officer

- Chief People Officer at TalkTalk
- Previously held HR Leadership roles in financial services and retail
- Joined Mind Gym in March 2020



Elaine Safier
Chief Digital Officer

- Chief Commercial and Operating Officer - Digital Channels at HSBC
- MBA and BSc in Economics from the Wharton School
- Joined Mind Gym in March 2020 after consulting on the digital strategy review

Academic Board



Tomas Chamorro-Premuzic

CEO of Hogan Assessment Systems, Professor of Business Psychology at University College London (UCL), and visiting Professor at Columbia University. An international authority in people analytics. Author of 10 books and over 150 scientific papers with a media career comprising of over 100 TV appearances.



Sophie von Stumm

Associate Professor in Developmental Psychology at the London School of Economics. Founder and leader of the Hungry Mind Lab, she has published more than 40 peer-reviewed journal articles and book chapters and developed two smartphone apps.



Dimitrios Tsivrikos

Professor of Consumer Behaviour and Business at UCL. He is a leading commentator on consumer behaviour/psychology and a frequent guest on the BBC, as well as acted as a scientific consultant in various periodicals such as *Property Week*, *Esquire* and *The Guardian*.



Debra Noumair

Professor of Psychology and Education at Columbia University. Founder and Director of the Executive Masters Program in Change Leadership (XMA) and Director of Executive Education Programs in Change and Consultation in the Department of Organization and Leadership at Teachers College, Columbia University.



Lasana Harris

Senior lecturer on experimental Psychology at University College of London, Dr Harris' research addresses questions such as: How do we see people as less and human, and non-human objects as human beings?

Alumni



Michelle Ryan
Professor of Social and Organisational Psychology.



Elaine Fox
Professor of Psychology and Affective Neuroscience at University of Oxford.



Janet Reibstein
Professor Emerita in Psychology at the University of Exeter.



Peter Robinson
Emeritus Professor in Experimental Psychology, University of Bristol.



Dr Ilona Boniwell
Dr Ilona Boniwell heads the International MSc in Applied Positive Psychology (I-MAPP) at Anglia Ruskin University.



Robert Bor
Director, Clinical Team Lead and Subject Matter Expert at The Centre for Aviation Psychology.



Ingrid Lunt
Professor Emeritus Green Templeton College, Oxford University. Previously President of the BPS.



Michael West
Professor at Lancaster University Management School.



Sir Gary Cooper
50th Anniversary Professor of Organizational Psychology and Health at the Manchester Business School, University of Manchester.

Strong Academic Relationships

World-renowned professors who have spoken or written on Mind Gym platforms



Jonathan Haidt

Professor of Ethical Leadership at New York University's Stern School of Business. Known in the popular press as a 'moral psychologist' he is the author of *The Happiness Hypothesis* and *The Righteous Mind*.



Noreena Hertz

Renowned thought leader with best-selling books, *The Silent Takeover*, *IOU: The Debt Threat* and *Eyes Wide Open*. She advises a select group of the world's leading business and political figures on strategy, economic and geopolitical risk, digital transformation, Generation K and millennials.



Paul Dolan

Head of Department and Professor of Behavioural Science in Psychological and Behavioural Science at the London School of Economics and Political Science. He is a best-selling author and an internationally renowned expert on happiness, behaviour and public policy.



Kenji Yoshino

Professor of Constitutional Law at NYU School of Law and the Director of the Center for Diversity, Inclusion, and Belonging. Talks widely in the media about the intersection of law and diversity. Author of *Covering*.



Kevin Dutton

Research psychologist at the Department of Experimental Psychology, University of Oxford. He is an affiliated member of the Royal Society of Medicine and of the Society for the Scientific Study of Psychopathy.



Herminia Ibarra

Charles Handy Professor of Organisational Behavior at London Business School. Prior to joining LBS, she served on the INSEAD and Harvard Business School faculties.



Adrian Furnham

Professor of Psychology at University College London. He has written over 700 scientific papers and 57 books including *The Elephant in the Boardroom: The Psychology of Leadership Derailment*.

Proven product portfolio

Diversity and inclusion	Compelling case	Execute	Rate success	Networking	Sorted for stress
Knowing me, knowing you	Create your own luck	Fleeting meetings	Held to account	Wood for trees	Tricky people
Micro-messages	Creativity for logical thinkers	Follow me	Rewarding	At the top of our game	Turn criticism around
Minus the bias	Different perspectives	Impressing groups	Shaping futures	Be a top coach	Wake your mind up
One of us	Good decision	Innovate	True Grit	Confidence	Win them round
The in-crowd	Collaborative solutions	Relate	U-turn performance	Finding the pearls	Time to thrive
Building bridges	Influence & persuade	Thrive	Performance coaching	Fix your relationships	Respect
Ignite inclusion	Inspire	Why managers matter	Home truths	Generating creative sparks	Call it out
Leading inclusively	Make it happen	Onboarding	Fantastic feedback	Get connected	Fair warning
Different like me	Dynamic delegation	First 100 days	Help poor performers	Get creative	Help at hand
Did you hear?	Getting things done	You're hired	Managing talent - why bother?	Get more done	Power Control
Employee engagement	Storytelling	Me, me, me	Performance management	Get on/along with everyone	Respect me
Team spirit	The big picture	Performance management	Real team	Give me time	Virtual working
Ethics	Trust me	Challenging messages	Personal effectiveness	Love work	@virtualcollaboration
Before the fall	Unleash your creativity	Find your mojo	Business brain	Partner for success	@virtualmeeting
Good business	Your impact on others	Give me strength	Conflict detox	Power persuader	@virtualpresence
In fairness	Remote control	Goal getting	Extra time	Raise your game	Alone, not lonely
No regrets	Stress busters	Goal setting	Having presence	Raise your status	Wellbeing
Scruples	Stress busters [COVID-19]	Great feedback	Hearing what people say	Rapport building	Take control
Standing firm	A tour of your mind	Make it matter	Managing upwards	Right writing	Leading well
Barrels not apples	Coach	Managing expectations	Me Inc/Plc	Sense and credibility	Well balanced
Manager Development	Create your own future	Motivate	Conflict handling	Sharpen your thinking	
Remote control	Direct	Pathfinder	Courageous conversations	Show me the value	
Buddy to boss	Empower your team	Peak performance	Saying what you want	Show you care	
@VirtualWork	Energize	Play to strength	Negotiation	Soft sell	

Engage



Engagement

Visually engaging and thought-provoking comms campaign.



Diagnostic

Online questionnaire measuring competence in desired behaviours. Features 360°.

Participate



Workout Pro

180 minutes, face to face, 20 people. Immersive, practical with emphasis on peer learning.



Workout

90 minutes, face to face, 20 people. Fast-paced, specific, with plenty of practice.



Virtual Workout

90 minutes, virtual, 12 people. Designed to maximise learning on a virtual platform.



Go Large

60 minutes, face to face, up to 1,500 people. Inspiring, interactive and mindset shifting.



Virtual Go Large

60 minutes, virtual, up to 1,500 people. Inspiring, interactive and mindset shifting.



Live Action

90 minutes, face to face, 20 people. Practise workout tools in a real-play scenario.



Dialogue Group

60 minutes, face to face, 50 people. Peer coaching focusing on one personal challenge.

Activate



Mission

Face to face or virtual. Three action challenges to try back at work.



Booster

30 minutes, face to face or virtual. Revisit topic, share success and coach through blockers.



Pledge

30 minutes, face to face or virtual. Make a meaningful public commitment to change.



Toolkit

Printed or digital. For managers of participants to coach through the programme.

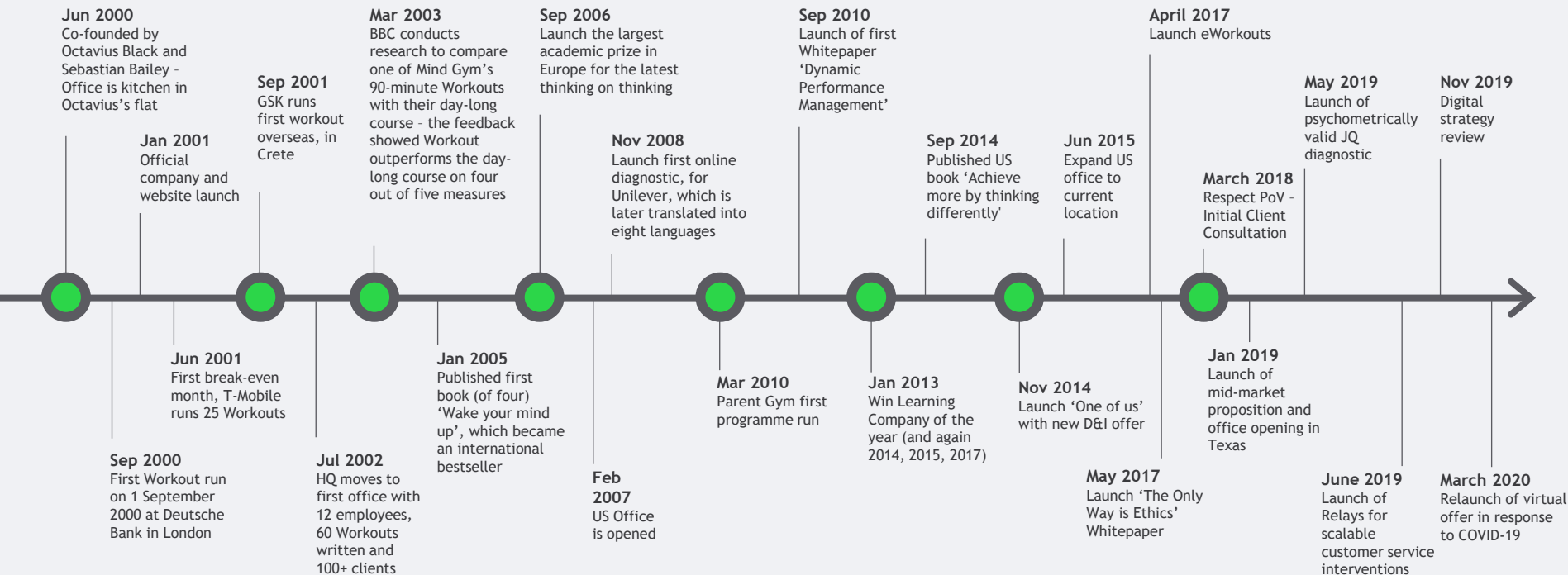


eWorkout

15 minutes, online. Designed for interactive, self-directed learning.

History of innovation and growth

Continuous cycle of thought leadership, product launches and industry recognition



Awards

2020

Named a Top 20 Leadership Training Company by Training Industry

2019

Gold Brandon Hall Learning & Development Award for Best Advance in Leadership Development

Named a Top 20 Leadership Training Company by Training Industry

2018

No. 36 on the Sunday Times Profit Track 100 2018 (Top UK private companies with the fastest growing profits)

Named a Top 20 Leadership Training Company by Training Industry

2017

Chief Learning Officer Learning in Practice Awards - Excellence in Content

Brandon Hall HCM Excellence Awards, Excellence in learning in partnership with Audi of America - Bronze Award

No. 151 on the Sunday Times International Track (Top UK private companies with the fastest growing international sales)

Top 20 Leadership Training Watch List by Training Industry

The Learning Awards' Learning Provider of the Year

2016

Top 20 Leadership Training Watch List by Training Industry

The Learning Awards' External Learning Project of the Year

No. 77 on the Sunday Times SME Export Track (UK's Top SME's with fastest growing international sales over the past two years)

2015

Chief Learning Officer, Learning in Practice Awards, Excellence in Vendor Partnership - Gold award

No. 16 on the Sunday Times SME Export Track (UK's Top SME's with fastest growing international sales over the past two years)

HR Distinction Awards, HR Consultancy of the Year - Shortlisted

Top 20 Leadership Training Watch List by Training Industry

The Learning Awards, Learning Provider of the Year

2014

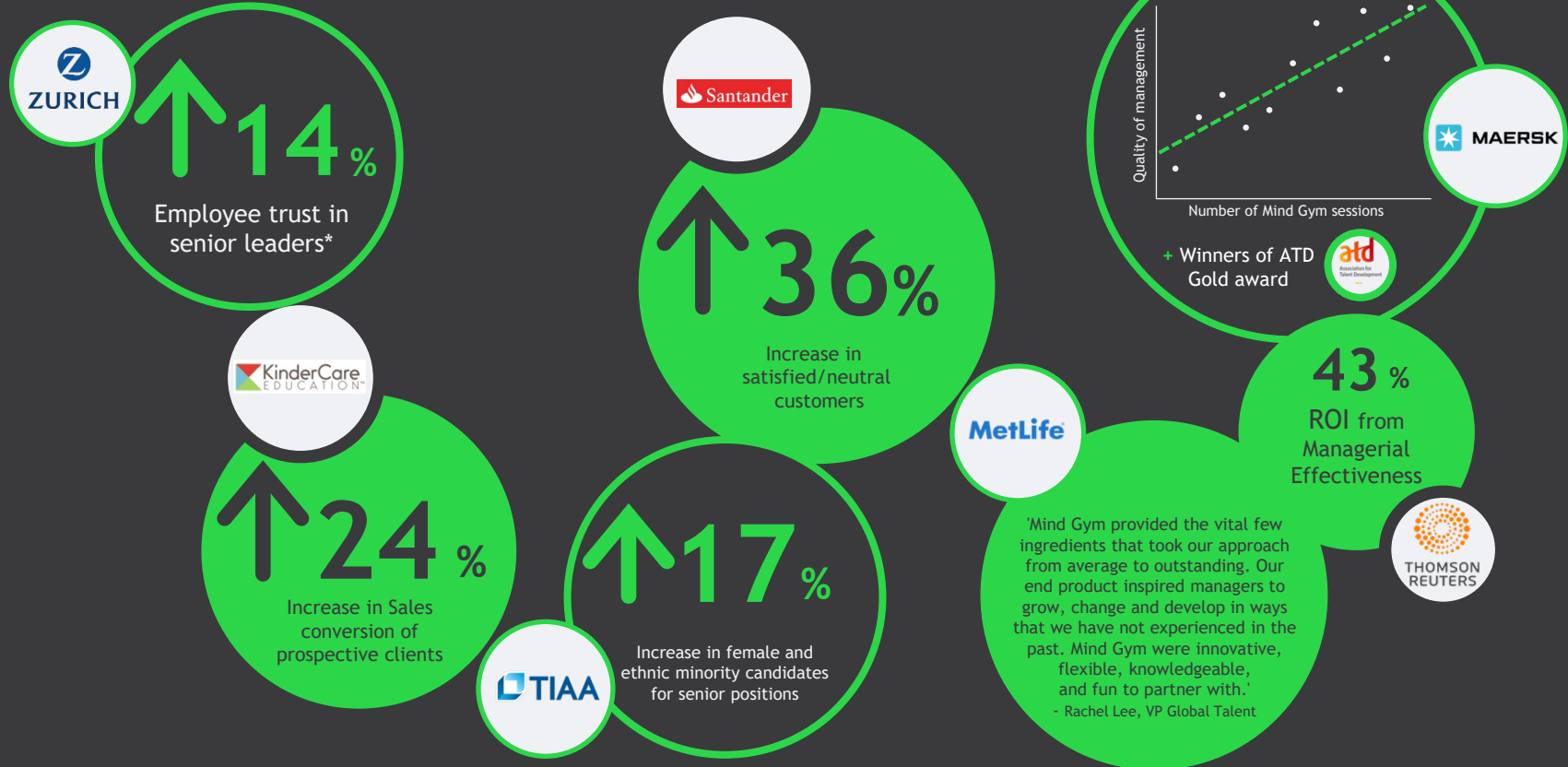
Personnel Today Awards - Consultancy of the Year

Chief Learning Officer, Learning in Practice Awards - Excellence in Vendor Partnership

CIPD People Management Awards, Best L&D Supplier - Finalist



Proven business impact



FY20 case study: Lloyds Bank

Performance management



The challenge

- A central part of Lloyds' strategic three-year plan is to transform the Group for success in a digital world.
- Lloyds had a traditional approach to performance management based on ratings and annual reviews. It was unpopular and lacked transparency. They were spending two million hours a year documenting performance reviews, rather than coaching and learning.
- Recognising that this was not fit for the new world, Lloyds adopted a new approach to performance management which largely removed ratings and replaced the old annual review with more informal, quarterly check-ins.
- The leaders recognised that changing the process would have only a very limited impact if they didn't also change how people thought and behaved. Above all, the challenge was to change the performance culture.

After a formal review of all the alternatives in the market, Lloyds' leaders chose Mind Gym to be their partner for this vital strategic priority.

The solution

- The behavioural programme was built around Mind Gym's six conditions for high performance.
- These were applied in the regular 'Check-ins' which were a key part of the new approach. These are effective only if they are adult-to-adult conversations which help people take responsibility for their performance and build the capability and confidence a bit at a time.
- To enable the shift, Mind Gym developed a blended learning solution that involved all 70,000 people throughout the UK in immersive, instructor-led bootcamps (delivered face-to-face and virtually for 500-1,000 participants at a time), 80,000 eLearning sessions, as well as digital toolkits and other resources for team huddles.
- This 'tapas style' approach was successful as it was accessible and flexible which suited the competing business challenges. This saved time, money and provided legacy training which can be revisited at any time for new and existing colleagues, ensuring that every colleague understands the new approach and can develop the behaviours to engage in it.
- Delivering 250,000+ hours of training is one of the largest transformation programs in Lloyds' history - involving changes to systems, processes and human behaviour. Each release addressed a particular part of the performance management life cycle.
- At every release, Mind Gym worked closely with Lloyds' communications agency to pique participants' interest, developing a compelling visual identity and enticing communications.

Results

The new approach means that managers now spend 60% less time documenting performance and correspondingly more time coaching and developing their teams. 89% of colleagues believe the changes make a positive experience compared to only 20% in 2018.

The quality of the Check-ins is having a very positive impact. Of colleagues who've had 3+ Check-ins :

- **80%** know how they're performing, compared to **35%** who've only had one or fewer
- **72%** believe the Group's commitment to learning is making a difference, compared to **46%** who've only had one or fewer
- **90%** feel listened to by their manager, compared to **73%** who've only had one or fewer

We've seen a positive relation to colleagues health and wellbeing too:

- **95%** agree their manager cares about their wellbeing
- **85%** feel they get more praise and recognition

FY20 case study: Jardine Matheson Leadership development



The challenge

Group Learning in Jardines had traditionally focused on many small-scale leadership development programmes for the vital few. As part of the rollout of a new learning strategy, Jardines looked to set up a globally consistent and effective learning offering for the important many.

The solution

Jardines selected Mind Gym to pilot 4 learning programmes for 1,017 employees across 15 businesses and 8 countries. The programmes were:

- Managing managers (for 76 managers of managers)
- Managing others (for 238 first line managers)
- Managing self (for 304 individual contributors)
- Personal effectiveness (for 399 across all levels)

The pilot had two specific aims.

First, it needed to test the effectiveness of digital, self-directed learning. Classroom and virtual learning alone would not be a viable solution on a fully rolled out programme. Accordingly, 3 of the 4 programmes tested significant digital elements.

Second, the pilot tested whether a bite-size, little-and-often approach to learning would work for Jardines. A real departure from Jardines' traditional approach.

Results

- **93%** felt the content was relevant to them
- **87%** would recommend the programme to others
- **89%** learnt new information and skills from the programme
- **71%** successfully applied the knowledge and skills they learnt
- Forecast ROI figures for all programmes that exceeded expectations

From pilot to programme

We could not have anticipated when we designed the future-proofed programme that its format would be stress-tested so rigorously by recent global events in 2020. The programme was set up to primarily leverage virtual and digital learning which has meant that the programme has continued unaffected by COVID-19. We have also further finessed the programme's format off the back of the pilots and have seen feedback scores go from strength to strength.

'Mind Gym have been a great partner for us on our journey to reach the "important many" with a scalable and cost-effective approach without sacrificing the quality of content or learning impact. They are a class act and a firm part of our stable of world-class learning partners.'

Peter Attfield, Chief Talent & Learning Officer