

Learning and Development Policy

The purpose of the policy is to provide guidelines for employee training and development ensuring continuous learning, skill enhancement and career growth within the organization.

The Policy is applicable to all employees of Aragen.

Procedure:

1. **Training Need Identification:** Training Need Identification is a critical component of the Training and Development Policy. It ensures that training offerings are systematically identified at the beginning of every year to support organizations and employee's need.

Sources of Training Need Identification:

- a) Data from the Performance Management System module
 - b) Consultative approach- Reaching out to Business for training requirements
 - c) Partnering Approach: Partnering with BU HR leads to identify the contextual training requirements
- a) **Performance Management System:**
Skill gaps and development opportunities are identified for each employee during the performance appraisal process and documented in a training need identification form, ensuring a clear linkage between goals, training requirements and performance.
 - b) **Consultative Approach:**
Separate discussions with business leaders (Employee Managers/ HODs) are conducted to identify specific group and individual training needs. These discussions provide insights into areas requiring focused training interventions.
 - c) **Partnering approach:**
Additional Inputs are gathered from HR Leads to address common organizational training requirements. This collaborative approach ensures that the training strategy is comprehensive and aligned with respective BU goals and broader organizational goals.

After gathering and analyzing all the above inputs, training needs are finalized.

2. **Training Design and Delivery:**

After finalizing the training needs and categorizing the training types, a training calendar is prepared, and training design is finalized. This process is conducted in collaboration with subject matter experts (SMEs), trainers and HR Leads to ensure the training is both comprehensive and impactful. The design process focuses on two parts:

- a) **Curriculum Development:** The detailed curriculum is developed for each training program mentioning key topics, learning objectives and expected outcomes from the training program.
- b) **Training Content Creation:** Training material is gathered or developed with the help of subject matter experts/ Trainers.
- c) **Training methodology & Delivery:**

The training will be imparted by using different methodology depending upon the requirement.

- **Instructor Led Training:**
 - Classroom training: in-person sessions.
 - Virtual Instructor led training: Online sessions conducted via video conferencing tools
- **e-learnings:** Self-paced online courses that participants can complete at their own convenience.
- **On the Job Training:** Practical, hands-on training conducted in the actual work environment.

Cohort based training programs are facilitated for effective learning. Group coaching sessions and activity-based training is offered along with training material.

d) **External training opportunities:**

Conferences: Leaders are encouraged to attend conferences and learn about the industry trends, for example: CRO Forums, Pharma sector forums etc.

Webinars: Both online and offline

e) **Training tools:** Virtual learning platforms along with LMS, LXP, Gamified learning and simulation-based learning modules

The identified training will be imparted by certified Internal/External Training Partners.

3. Training Offerings:

Aragen offers multiple development training programs, broadly under **5 streams of excellence:** Scientific, Professional, Sales, Manufacturing, and Leadership excellences. Broad categories of Training within the organization to address various aspects of employee development:

a) Technical and Scientific Trainings: These trainings are identified based on the job roles of employees, ensuring they have required technical and scientific knowledge to perform the job efficiently.

- Scientific trainings for trainees under young achievers' program
- SEA – Scientific Excellence Academy Talks
- Journal Clubs
- Chemistry Clubs
- On the job trainings

Higher Education Policy: Company also encourages employees in the scientific stream to pursue PhD while working

b) Behavioral Trainings: A comprehensive training program is designed based on the employee's band or level within the organization in line with the competency framework, Global job architecture.

- a. Young Achiever's Program-** This programme is especially designed for Trainees, hired from across the country and to ensure that they are equipped with required knowledge, skills, and behaviours for smoother assimilation into the organization and contribute

- b. **Aspire** : This program caters to the development-requirements of the largest group of our employees, i.e. **P- Band, the professional band**, to enhance their skills to help them grow in their roles
 - c. **Empower** - This is a **Manager band transition program**, aimed at equipping individual contributors when they transition into **manager role for the first time**
 - d. **EMPOWER PLUS** – Empower Plus is for the existing managers focusing on concepts/ skill development like Communication, Scientific Problem-Solving, Execution Excellence and People Excellence
 - e. **LEAP** - Leap is a **Director band transition program** focused on the concepts of leading self, leading teams and leading projects and change.
 - f. **LEAP +** The LEAP Plus Program, in partnership with AON Hewitt, offers dynamic, experiential learning with a pivotal Assessment Centre shaping senior leadership (Vice President & above) personalized IDP, including tailored goals and milestones
 - g. **InterACT**: We've introduced various communication skills training programs focusing on business communication,' all consolidated under the overarching program 'Interact.'
 - i. Aragen Speaker Club
 - ii. English Podium
 - iii. Biz Com
 - iv. Client Interaction Skills
 - h. **Coaching interventions**
 - i. **Leadership shadowing**
 - j. **Stretched Assignments**
 - k. **Women Executive Development Program- EvolWE**: Promoting women's participation and gender equality in leadership roles at mid and senior levels
- c) **Compliance Trainings**: These training sessions are compulsory for all employees to comply with company's policies and external legal requirements. This training is offered largely on SOPs and guidelines related to legal and regulatory frameworks like policies induction training, safety training, GDPR, ISMS, GMP, GLP trainings etc

4. **Training Execution:**

The Training calendar is circulated to all the stakeholders every month of the year, and training programs are offered are executed as planned.

Pre-Training preparation:

- **Communication**: All the participants are notified for upcoming training sessions, including details such as the agenda, objectives, date, time, venue (for classroom training), pre training materials, etc.
- **Logistics Arrangements**: All the logistics arrangements including venue, accommodation and travel arrangements, if required, etc. are coordinated in advanced to ensure a seamless experience.

5. **Training Effectiveness:**

Post-training execution, feedback will be collected, and assessments will be conducted for the selected training programs as agreed upon during the preparation of the training calendar. If a trainee does not meet the assessment criteria defined by the Trainer, a refresher training session will be provided within six months of the original training date. This will be coordinated in alignment with the respective Trainer and Head of Department (HOD).

6. Training Review Mechanism:

- **Monthly dashboards:** L&OD will release the monthly dashboards that will provide detailed insight into the executed training programs.
- **Quarterly reviews:** The Corporate Learning and Organizational Development (OD) team will conduct quarterly reviews to evaluate the overall effectiveness of the training programs and identify areas for improvement.

7. Training Documentation and Records:

Training records should be maintained for all training sessions, including the Training Attendance Sheet and Assessment Sheet (where applicable). For awareness sessions, only the Training Attendance Sheet is required.

By adhering to this policy, the organization ensures that its employees are equipped with the necessary skills and knowledge to excel in their roles, contributing to both personal and organizational growth.

This policy will be communicated within Aragen, made available to the relevant interested parties, periodically reviewed and updated, as necessary.

Date: 25th July 2024



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