



LEARNING AND DEVELOPMENT POLICY

Department	HR - Learning & Development
Company	TeamLease Services Limited

DOCUMENT REVISION HISTORY

Version	Reasons for change	Effective Date	Review Date	Prepared by	Reviewed by	Approved by
1.0	-	September 01, 2015	September 01, 2015	Navin Patil	-	Asha Shivashakar
1.1	Annual Policy Review	July 26, 2019	July 26, 2019	Reshmi Raghavachari	Alaka Chanda - Company Secretary and Compliance Officer	Ravi Vishwanath- Chief Financial Officer

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1. Objective

The Learning and Development Policy (L&D Policy) of TeamLease Services Limited (TeamLease/Company/Organisation) is adopted by the Company to ensure that its structure(s) and people/employees have the capabilities and capacity to meet its goals and objectives as mentioned below:

1. Employees efficiency across all levels and all Business Units (BUs)- To nurture all employees of TeamLease with right skills and capabilities across all BUs, to cater to the growing business and to achieve Company's imperatives and goals.
2. Future Leadership – To develop future leaders for all departments and the organization as a whole, so as to provide career growth opportunities to “Top Talent”.
3. Critical Capability – To build capacity in all departments for preparing the employees for critical roles.

2. Scope

1. The L&D Policy is applicable from July 26, 2019.
2. The L&D Policy is applicable to core employees of TeamLease.
3. Succession Planning cycle will coincide with the Performance Management System (PMS) cycle of the organization
4. Top Talent will go through structured development track to be considered for succession planning

3. Definition

Succession Chart -Succession Chart is a spreadsheet or slide to track the succession plan for different roles within the organization.

IJP - Internal Job Posting

Top Talent – Identified employees with highest performance rating based on performance on current role and demonstrated potential to take on future larger or critical role in the organization.



4. Responsibility

The following people have a responsibility in relation to this procedure:

1. Managing Director
2. Chairman
3. SBU (Strategic Business Unit) Head
4. HRBP (Human Resource Business Partner)
5. L&D (Learning and Development) Head.

5. Procedure For Learning & Development:

Based on joint discussion and conclusion among BU Head, L&D Head and HRBP, specific skills, behaviours and capabilities gaps are identified at the beginning of each financial year. Basis them, specific training interventions (includes programs, workshops, coaching) are ascertained and executed for the identified employees.

These trainings shall be for all employees in the organization / BU/ Function.

Training Effectiveness: In order to assess the effectiveness of the trainings, the following evaluation mechanisms are deployed:

- A. Participants' Program Feedback - Immediately after the training, the feedback shall be collected from the participants
- B. Pre Manager Evaluation - One week prior to the program, the HRBP shall assess the baseline of key behaviours, skills of the participants, identified to be addressed through the program
- C. Post Manager Evaluation - Post sixty days of the training, L& D head along with the Manager shall reflect on the degree of improvement on the identified skills and behaviours and shall take necessary steps towards improvement.

Steps/Procedure for Top Talent development leading to Succession Planning:

- A. Succession charts for each division to be created and each role/level to be colour coded accordingly depicting high competence, mediocre competence, and low competence.
- B. Critical role identification: All critical roles to be identified during the annual appraisal cycle as defined in PMS
- C. To build capacity in departments
- D. Identify two successors for each critical role
- E. Determine capability gaps using the succession chart
- F. Capability gaps to be addressed by development strategies of existing employees or by hiring new employees or through IJP
- G. Future leader identification: Based on the focal reviews, high performers and high potential to be identified by the SBU head and HRBP for respective departments.



- H. Identified High Performers and High Potentials to undergo 360 degree assessment and basis of the assessment, IDPs to be drawn
 - I. Future leaders to be developed by executing IDPs
 - J. Plan and execute development track based on IDPs for grooming the top talent to become effective successors
6. **Amendment:** Any change in this Policy shall be approved by the Board of Directors of the Company. The Board of Directors shall have the right to withdraw and / or amend any part of this Policy or the entire Policy, at any me, as it deems fit, or from time to time, and the decision of the Board in this respect shall be final and binding.
