

# Training & Development Disclosures (FY 2023-24)

## Average Training Hours



7.73hrs

## Training Hours by Gender (Total Training Provided in Hours)

Safety Training		Safety Training	
Male	Female	Male	Female
32878	17426	8793	1473

## Training Hours by Cadre (Total Training Provided in Hours)

Category	Hours of training for employees at management level		Hours of training for employees at non-management level	
	Male	Female	Male	Female
Safety	819	137	32058	17289
Skill Upgradation	103	17	12916	2164

## Mode of Training (in %)

On-Site/ Peer Learning	E-learning
79.92%	20.07%

## Training Investment in FY 23-24:



**Rs. 7994**  
(Monetary Units)

# Employee Development Programs (FY 2023-24)

## Employee Development Academies

### NPP Academy

#### About the Program

NPP Academy is a program initiated in August 2023 with the objective of transitioning from selling conventional products to selling BioSolutions through Pronutiva. The program has three key components: Essentials of BioSolutions, Demand Generation (delivered through a Train-the-Trainer approach), and continuous learning via the NPP Academy SharePoint. These components aim to build a strong understanding of BioSolutions, shift the sales team's mindset, and continuously upgrade their skills and knowledge to effectively sell BioSolutions.

#### Program Objectives and Outline

- The primary objective of the NPP Academy is to facilitate the transition to BioSolutions, aligning with UPL's long-term strategy by transforming the sales model and equipping the sales force with the necessary knowledge and skills to effectively sell BioSolutions as part of Pronutiva.
- The Essentials of BioSolutions component focuses on building a robust understanding of the basics, including definitions, regulations, market overview, and key bio stimulants.
- The Demand Generation module aims to shift the mindset of the sales team towards selling BioSolutions and equip them with the tools and strategies necessary to increase NPP portfolio sales growth.

#### Quantitative Impact

- Over 1500 employees (89% of the target population) in Sales and Marketing across regions successfully completed the Essentials of BioSolutions core module, enhancing their understanding of BioSolutions.
- 44 selected individuals across regions completed the Train the Trainer (TTT) module, enabling them to lead local rollout plans and further the reach of NPP products.

#### Business Benefits (Non-Monetary)

- Enhanced awareness and understanding of BioSolutions among the sales force.
- A mindset shift in the sales teams, leading to new ways of selling Pronutiva.
- Improved regional initiatives to increase the reach of NPP products, with the largest impact observed in LATAM and APAC regions.

### SCM Academy

#### About the Program

Supply Chain Academy acts as people capability development centre for the Supply Chain function India, which comprises of 14 manufacturing units both in technical and formulation business space.

#### Program Objectives and Outline

The SCM Academy supports over 1400 employees in management cadre and close to 2700 blue collar colleagues in building the necessary technical, functional and behavioural skills for their success in current and future roles.

The Academy has worked with the SCM function heads, to identify the mission critical functional competencies for their functions. Individual development plans based on these competencies have been created; training programs mapped to these and these learning journeys rolled out to individuals. These learning journeys are hosted on the OpenIntel platform for ease of access by the employees. Some of the teams that have been part of this competency building exercise are Global Procurement and Sourcing team; Safety and Health team; Quality Team, etc.

The Academy has been working on creating a safety culture transformation across all 14 sites; with a combination of safety standard programs and quarterly 'go and show' activities that engage employees through experiential activities to drive home the importance of safety.

#### Quantitative Impact

Over 3790 programs across behavioural, functional, safety and technical competencies have been delivered by this team in FY24, reaching all the employees in their remit.

# Employee Development Programs (FY 2023-24)

## Leadership Development

As a business, we believe that managers and the way they lead their teams are crucial for our sustained business success. Managers play a key role in translating business strategy to execution milestones and individual KPIs and building alignment and commitment to the organization's objectives. Through their ongoing interactions with the team members, they encourage necessary skilling and exposure for employees to successfully deliver for today's business priorities and enable employees to achieve their career ambitions by preparing them for the future. We have thus identified building managerial and leadership capability as one of our strategic learning focus areas. We have offerings in this space to support our new managers as well as differentiated offerings to support our high potential leaders.

## Leadership and Managerial Development Program

### About the Program

#### Power-Up Programs for Leadership and Managerial Development

Launched in 2022, the Power-Up programs aim to build key managerial and leadership skills across various levels within the organization. The program is designed for employees as they transition into people management roles and eventually lead larger teams. It includes a combination of self-discovery, face-to-face learning, assessments, self-work, and coaching over a 6-month period.

### Description of Program Objective

- The program's objective is to equip managers and leaders with the necessary skills to manage time, deliverables, teams, and challenges effectively. It also aims to enhance employee engagement and motivation by providing managers with tools and strategies to lead their teams successfully through periods of change.
- The program includes refresher sessions for all managers on effective performance management, emphasizing feedback, competency development, and fostering development discussions.

### Quantitative Impact

- 120 managers and leaders have completed the program, representing approximately 20% of the managerial population, with 90% of the target population reached.
- The program includes 4 days of face-to-face learning, supplemented by assessments and self-work, followed by a 6-month coaching journey.

### Business Benefits (Non-Monetary)

- Improved managerial and leadership capabilities across various levels within the organization.
- A positive shift in employee engagement scores in teams led by managers who have completed the program.

Enhanced performance management practices through regular refresher sessions, leading to more effective feedback and development discussion.

## Accelerated Leadership Development Program (ALDP)

### About the Program

The ALDP is a 9-month program designed for 28 high-potential senior leaders within the organization. Developed in collaboration with Emeritus, the program is a transformative journey, facilitated by global educators, on topics like strategy, sustainability, business finance, data analytics, adaptability, and leadership. The key program highlights are a 10-day in-person event at Oxford; and action learning projects that participants work on, focused on addressing specific, strategic business challenges.

### Description of Program Objective

- The ALDP aims to equip senior leaders with advanced skills and knowledge crucial for driving the organization's growth and success. By exposing them to diverse learning experiences and real-world business challenges, the program seeks to foster thought leadership and innovative problem-solving capabilities.
- The action learning projects allow leaders to apply their learning directly to critical business challenges, collaborating with internal leaders and external coaches to develop actionable solutions that align with the organization's strategic priorities.

### Quantitative Impact

- 28 senior leaders participated in the ALDP, contributing to six action learning projects over a period of four months.
- All six projects are in various stages of implementation, reflecting the quality and effectiveness of the solutions proposed by the participants.

### Business Benefits (Non-Monetary)

- Enhanced leadership capabilities and strategic thinking among senior leaders.
- Development of innovative solutions to key business challenges, such as streamlining investment approaches in agritech start-ups, increasing awareness of the BioSolutions portfolio, improving workforce planning efficiency, and reducing working capital in key geographies.
- The implementation of these projects demonstrates the value of the ALDP in driving meaningful change and contributing to the organization's long-term success.

## CTO Mentoring Program

### About the Program

A year-long mentoring program conducted within the CTO organization, targeting 38 mid-management associates. The program was designed to facilitate career advancement by pairing participants with senior CTO leaders who provided guidance and advice, helping participants sharpen their skills and strengthen the internal capability bench.

### Description of Program Objective

- The primary objective of the CTO Mentoring Program was to enhance the internal talent pipeline by equipping mid-management associates with the skills and knowledge necessary for career advancement within the CTO organization. Through mentorship from senior leaders, participants were able to gain valuable insights and develop the competencies needed to take on more significant roles within the organization.

### Quantitative Impact

- 38 mid-management associates participated in the year-long mentoring program.
- The program received positive feedback from both participants and leadership, highlighting its effectiveness in skill enhancement and career development.

### Business Benefits (Non-Monetary)

- Strengthened internal talent pipeline within the CTO organization.
- Enhanced skills and competencies of mid-management associates, supported by the knowledge and experience of senior leaders.
- Increased readiness of mid-level managers to take on more significant roles within the organization, contributing to long-term organizational growth.

# Employee Development Programs (FY 2023-24)

## Employee Performance Appraisal Program

At UPL, our Employee Performance Appraisal Program is designed to align individual goals with the company's broader strategy and vision, ensuring that every employee contributes to our collective success. The program is anchored by two key approaches: Management by Objectives (MBO) and Agile Conversations.

### Management by Objectives (MBO)

UPL employs a systematic process where employees collaboratively set pre-defined and measurable goals with their line managers. This process happens at least once a year, ensuring that every team member is clear on their targets and understands how their work contributes to UPL's overarching goals. Regular follow-ups throughout the year keep these objectives on track, ensuring that employees are consistently moving towards achieving them.

### Agile Conversations

In contrast to traditional performance management, UPL's Agile Conversations promote a more fluid and continuous approach to employee development. Instead of focusing solely on annual performance reviews, this method involves ongoing dialogues between employees and their managers. These conversations are unstructured and collaborative, focusing on the journey rather than just the destination. By regularly reassessing objectives and addressing any barriers to performance, Agile Conversations help employees stay aligned with their goals while adapting to any changes in the business environment.

### Aligning Goals and Ensuring Fairness

At UPL, we believe in aligning each employee's professional goals with the company's strategy. This alignment not only enhances employee productivity but also supports strategic employee wellbeing initiatives. We are committed to the professional growth and development of every individual, and our pay practices are purely merit-based, reflecting our commitment to fairness across the group.

### Performance Evaluation System

To ensure a robust and fair evaluation process, UPL follows a balanced scorecard approach, leveraging the SAP SuccessFactors system to manage performance evaluations online. Goals are set at the beginning of the financial year and are reviewed towards its end. Performance ratings are strictly based on actual achievement against set targets, providing a transparent and objective measure of success.

### Performance Appraisal Frequency

At UPL, performance appraisals are conducted annually, ensuring that employees have a clear understanding of their performance and areas for improvement on a regular basis. This annual review cycle is an integral part of our commitment to continuous development and excellence within our workforce. This comprehensive approach ensures that every UPL employee is not only aligned with the company's strategic vision but is also supported in their personal and professional growth, fostering a culture of continuous improvement and achievement.

# Employee Development Programs (FY 2023-24)

## Our Employee Support Program

At UPL, we are deeply committed to the wellbeing of our employees, recognizing that their health and happiness are vital to our collective success. Our Employee Support Program is a testament to this commitment, offering a comprehensive range of benefits and initiatives designed to support our workforce in every aspect of their lives. We provide extensive benefits packages that include life insurance, healthcare coverage, disability and invalidity protection, parental leave, and retirement provisions for all employees, including contractual workers. To address workplace stress and promote overall health, we offer stress management programs and a variety of sport and health initiatives, such as yoga courses and nutrition talks. These initiatives encourage our employees to lead active, healthy lives, both in and out of the workplace.

Moreover, UPL values flexibility and understands the importance of balancing work with personal life. We offer flexible working hours and work-from-home arrangements to help our employees maintain a healthy work-life balance. Our family benefits are equally comprehensive, with 32 weeks of paid parental leave for primary caregivers, 1 week for non-primary caregivers, and additional paid family or care leave for those supporting loved ones with health conditions. We believe in supporting our employees not just professionally, but also personally, by offering 24/7 access to employee assistance programs worldwide. To further recognize and celebrate our employees' contributions, we have established the OpenAg Awards, which honour individual and collective achievements, fostering a culture of collaboration and continuous learning. At UPL, every employee's contribution is valued, and we strive to create an environment where everyone feels appreciated, supported, and rewarded for their hard work.

## Long Term Incentive Plan

At UPL, the Long-Term Incentive (LTI) Plan is a pivotal component of the company's multi-dimensional compensation framework, particularly for the senior leadership team. The LTI Plan is structured as a stock option plan designed to align the interests of shareholders, investors, and employees, ensuring that compensation is fair, transparent, and market-competitive. The plan is also focused on rewarding performance and contributing to the long-term health of the company. The primary objective of the LTI Plan is to recognize and reward key leaders within the company for their collective efforts in achieving UPL's strategic business goals over an extended period.

The current LTI Plan is a 4-year fixed-term scheme that applies to the 2% of the workforce including key leaders within the executive leadership team and regional business teams who report directly to the CEO, extending up to two levels below. This program covers individuals who play a crucial role in driving UPL's business strategies and are instrumental in meeting the company's performance milestones, specifically those linked to EBITDA and net debt. Each year, 25% of the stock options vest, contingent upon the fulfilment of these performance conditions and the continued tenure of the employee with UPL. The exercise of these options is linked to a liquidity event, such as a significant share sale, company listing, or a decision by the board. Should a liquidity event not occur by the end of the 4-year term, the board will determine the best course of action to liquidate the vested options. Importantly, the plan ensures that vested options are honoured in cases of termination without cause, retirement, or permanent disability, while options are forfeited if an employee leaves voluntarily or is terminated for cause. Additionally, UPL has embedded an ESG-integrated culture, where every employee sets an ESG-related goal, which is monitored and reviewed annually as part of the performance cycle.

