

Learning & Development Policy



Purpose

The purpose of this policy is to establish a structured framework that promotes a culture of continuous learning, professional excellence and organizational capability development across all divisions of Company.

Policy Statement

The Company views learning & development (L&D) as a shared responsibility between the company, managers & employees, hence the HR Department shall design, deliver, and monitor development programs that:

- Reinforce Company's values (ISOMA).
- Strengthen functional, behavioral and leadership competencies.
- Contribute measurable results to individual performance and overall business success.

1. Performance Appraisal & Needs Identification

- Each year, following the performance appraisal cycle, managers and employees collaboratively identify areas for development based on competency gaps, KPI results and career aspirations.
- HR consolidates these inputs into a Training Needs Analysis (TNA) to identify organizational trends, recurring skill gaps and critical development priorities.
- The TNA is reviewed by the Head of HR and shared with Heads of Department (HODs) for validation before being translated into the Annual Learning & Development Plan (LDP).
- The TNA is structured around three dimensions:
 - **Behavioral Competencies:** ISOMA-based values and soft skills.
 - **Functional Competencies:** Job-related technical skills.
 - **Leadership Competencies:** Strategic thinking, decision-making and people management.

2. Annual Learning & Development Plan (LDP)

- The LDP outlines all training activities planned for the year, their objectives, target audience, delivery method, budget and expected performance outcomes.
- The LDP is submitted for approval by the Head of HR and shared with HODs by the end of performance cycle maximum February of each year.
- Priority is given to programs to 1) Close identified performance or compliance gaps, 2) Build technical expertise critical to business operations, and 3) Develop future leaders and successors.
- The LDP may include:
 - **Functional & Technical Training:** Role-specific programs for engineers, operations, finance, IT, etc.
 - **Behavioral & Soft Skills Training:** Communication, teamwork, service excellence & time management.
 - **Leadership Development:** Modules for supervisory, managerial and executive levels.
 - **Mandatory & Compliance Programs:** Health, safety, environmental, legal, and ethical training.

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3. Training Delivery

- Training may be delivered through:
 - **Internal Programs:** Conducted by Company trainers, subject-matter experts or the HR Learning team.
 - **External Programs:** Delivered by accredited institutions, consultants or online learning platforms.
 - **Blended Learning:** Combination of classroom sessions, workshops, simulations, coaching and e-learning modules.
- Key principles of delivery:
 - Content must align with Company's operational standards and ISOMA values.
 - Learning activities must be interactive, practical and results oriented.
 - Attendance must be recorded and communicated to HR for tracking and compliance.
 - The L&D will maintain a Training Calendar to ensure balanced scheduling across departments, avoiding operational disruptions.

4. Post-Training Application & Follow-Up

- Upon completion, employees are expected to apply the learned concepts in their daily work.
- Managers must conduct follow-up discussions within one month to review progress, assess application and identify support needed.
- HR will coordinate post-training evaluations to measure behavioral change and performance improvement.

5. Roles & Responsibilities

- **HR / L&D Department:**
 1. Conduct the annual TNA and develop the Annual LDP.
 2. Design or source quality training programs aligned with business needs.
 3. Maintain training records, attendance and evaluation results.
 4. Prepare periodic reports on training impact, participation and budget.
- **Line Managers**
 1. Identify learning needs through performance discussions.
 2. Nominate suitable employees for relevant programs.
 3. Reinforce and monitor application of learning on the job.
 4. Provide feedback to HR on program relevance and outcomes.
- **Employees**
 1. Participate actively in assigned training and development activities.
 2. Take ownership of personal learning and growth.
 3. Apply new skills, share knowledge, and uphold company values.
 4. Complete evaluation forms and provide honest feedback.



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6. Types of Training and Cost-Sharing Structure

Company offers several categories of training to support diverse learning needs.

1. **Functional and Technical Training:** Job-specific programs designed to strengthen technical expertise and operational excellence.
2. **Behavioral and Soft Skills Training:** Programs that improve communication, service mindset, teamwork, and emotional intelligence.
3. **Leadership and Management Development:** Structured programs for supervisors, managers, and executives to build leadership capabilities.
4. **External certifications and diplomas & postgraduate\ master's Degrees:** Professional certification programs aligned with Company's strategic needs subject to certain eligibility & approval as outlined in the policy.

7. Performance Linkage & Continuous Development Cycle

L&D framework ensures that learning is not an isolated activity but a driver of performance, career growth and business excellence.

- **Needs Identification:** Rooted in the performance appraisal and KPI review process, ensuring that each training addresses actual performance gaps.
- **Program Design:** Tailored to deliver measurable outcomes, enhance productivity & service excellence.
- **Implementation:** Trainings are integrated into departmental objectives, ensuring that learning supports strategic priorities.
- **Post-Training Application:** Managers evaluate behavioral and technical improvements through observation, KPIs and feedback sessions.
- **Evaluation:** Training effectiveness is tracked through assessment scores, post-training surveys and performance improvement metrics.
- **Performance Review Integration:** Outcomes are incorporated into the next performance appraisal cycle, rewarding learning-driven performance improvements and accountability.

Through this continuous cycle, Company ensures that learning investments translate into tangible improvements in performance, engagement, and retention.

8. Funding & Approvals

- All programs in the Annual LDP are funded through the HR budget that is set at the beginning of each year.
- Any non-planned or external training requires written justification and prior approval from the Head of HR.
- Funding priority is given to programs that demonstrate measurable ROI, enhance compliance or improve efficiency.
- Budget utilization is reviewed quarterly to ensure optimal use of learning resources.

9. Record Keeping

The HR Department shall maintain:

- Attendance sheets and training schedules.
- Certificates, evaluations and feedback forms.
- Cost summaries and budget reports.
- Annual and quarterly effectiveness analyses.

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10. Training Cancellation / No Show

- Employees will be informed of training events at least ten (10) business days in advance.
- If an employee fails to attend without notifying HR at least five (5) business days prior, all related costs will be borne by the employee.
- In the case of sudden illness or emergencies, documentation must be provided to HR for exemption.

11. Professional Certificates, Diplomas & Academic Degrees

- **Eligibility Criteria**
 - **Relevance:** The program must align with the employee's current or potential future role.
 - **Performance:** The employee must have a satisfactory performance rating.
 - **Tenure:** The employee must have completed a minimum of two (2) years of service.
- **Financial Support:** The company will cover 100% of the tuition fees and related costs (e.g., books, examination fees) for approved programs on reimbursements basis.
- **Approval Process:** Employees must submit a detailed proposal including the program's relevance to their role, expected benefits to the company, and a breakdown of costs. Approval must be obtained from their direct supervisor and the concerned HOD along with HR.
- **Undertaking & Commitment**
 - **Undertaking Form:** Employees who receive financial support from the company must sign an undertaking form agreeing to the following conditions:
 - **Commitment Period:** The employee agrees to remain employed with the company for a minimum of 2 years following the completion of the program.
 - **Repayment:** Should the employee leave the company before fulfilling the commitment period, they will be required to repay a prorated amount of the financial support received. The repayment amount will be calculated based on the remaining commitment period.
 - **Commitment Waiver:** Is subject to Head of HR's approval.
- **Monitoring & Compliance**
 - Employees must submit progress updates and final certificates.
 - HR tracks the impact of sponsored programs & integrates findings into the annual training report.

12. Key Principles

- Learning is a continuous, shared responsibility between the company, leaders, and employees.
- Every training initiative must serve a clear business purpose and performance goal.
- Functional excellence and cultural alignment form the foundation of all development programs.
- Development is a key pillar in succession planning and employee engagement strategies.
- Post-training performance improvement and knowledge sharing are mandatory expectations.