

Learning and Development Policy



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I. Document Control

Revision History

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I. Acronyms

Abbreviation	Description
AC	Associate Consultant
BLAC	Being a Lead Architect at Capgemini
BSv	Business Services
BU	Business Unit
CACC	Capgemini Architects Core Concepts
CFMG	Central Fresher Management Group
CSR	Corporate Social Responsibility
DTA	Digital Training Academy
FMS	Facilitator Management System
FS	Financial Services
HR	Human Resources
ILT	Instructor Led Training
INR	Indian Rupee
L&D	Learning & Development
LBP	Learning Business Partner
LoT	Line of Technology
MCQ	Multiple Choice Question
QMS	Quality Management System
RMG	Resource Management Group
SME	Subject Matter Expert

SPOC	Single Point of Contact
VILT	Virtual Instructor Led Training
VP	Vice President
YP	Young Professional

II. Objective

The Learning and Development policy (L&D Policy) aims at providing a clear set of guidelines related to professional development for employees at Capgemini India.

Note: Please refer “Employee(s)” as any person who is on the direct payroll of Capgemini but does not include fixed term or temporary employees, contractor, and sub-contractors throughout this policy document.

III. Scope

- All employees and sub-contractors of Capgemini India are covered under this policy.
- College Hire FS employees are considered only for Exceller Academia training and Merit recognition program.
- FS employees are not covered under this policy.
- L&D is a centrally administered shared services model common to all eligible employees across India.
- L&D is responsible for training only Capgemini employees and does not entertain any request to train employees of other Organisation/Customers/Competitors.

IV. Inclusions

- All learning programs conducted in India are within the purview of this L&D policy
- Training programs conducted under the purview of L&D after a session link (session creation in MyLearning for registration) has been created in MyLearning (Path → talent.capgemini.com → MyLearning - portal through which employees can view complete information about their learning related activities, register for an upcoming program etc)
- The list of programs that are covered under this policy are listed in Annexure A
- The list of schemes that are covered under this policy are listed in Annexure B

V. Exclusions

- Any new initiative launched by L&D would be put up for consideration to the L&D Head/HR Head/Legal and will be included in this policy only after approvals are received

- Attendance/feedback of programs that do not have a session link created prior to the conduct of the training program, are not governed by L&D Policy, and will not be uploaded in Mylearning
- L&D reserves the rights to usage of terminologies like Academy/University and any BU is not permitted to use these terms without explicit written approval by the L&D Head
- L&D will not be responsible for arranging refreshments / lunch for any of its trainings and the spending of the above are outside L&D's purview

VI. Context of the Organization

L&D team is a part of HR, with the key focus on learning and has been accredited as one of the imperative drivers to nurture, develop and sustain talent in the organization. L&D strives to equip employees at Capgemini with the requisite skills to deliver quality service to clients and provide learning opportunities for continuous development in their area of work.

L&D works with the philosophy of Understanding and aligning learning to business goals through a "Push model" and a "Pull model":

- Push Model – Programs that are decided by Capgemini Group / India leadership/HR as necessary to build organizational capability
- Pull model- Programs that are announced to satisfy demands from BU's or interest shown by employees for their learning.

VII. Planning

IDENTIFYING TRAINING NEEDS

Push Model:

Based on the priorities set out by the India leadership team and India HR, a set of programs are identified for different layers of employees in the organization that would help meet the Capgemini Group, HR and country priorities.

List of programs:

- Exceller Academia training
- Training at Capgemini University
- Role based trainings
- Leadership / Managerial Development

Pull Model:

To meet training requirements that come from business, to fulfil skill and knowledge gaps among the employees and to support individuals pursue their growth and development in the organization and to address the feedback received from participants through feedback mechanism. L&D organizes a set of programs mentioned in Appendix A. Next Digital Learning Platform launched and self learning is encouraged.

List of programs:

- Calendar programs
- Need based trainings
- External seminars/Conferences/workshops
- Next Digital Platform – Open journeys

Request for Training

All training requests must be routed through Learning & Development (L&D) team. This will include nominations for programs mentioned in the training calendar, external training programs, University programs, and certifications. In case of requests for project-specific training, the BU Head/ Project Manager should make a request to L&D through the LBP of the corresponding BU at least 15 days in advance. Business Leaders / Project Managers constantly assess the skill gap for their employees in their projects / service-line portfolios and provide inputs to LBPs for any training that would be required to fill the skill gap. All requests for creating session link in MyLearning should be routed through L&D at least before 7 days of the program. Only training requests with total training duration 4 hours or more would be considered. Knowledge Transfer/sharing activities, Quizzes and contests do not qualify as Training programs.

Approval for Training

All training requests and nominations should be approved by the N+1 of the employee. However, N+1 approval is not required for programs executed on virtual except for global programs. Commercial approvals for all training requests should be done by the authorized person as per the Finance Authorization Matrix. Cancellation of nominations for training should be intimated before 2 Business days to L&D, failing which may result in training cost being debited from the respective

BU. For all training programs listed in the monthly training calendar, L&D operations team member would check the list of approved nomination in My Learning 5 business days prior to the date of Training. Trainings with 15 or more approved nominations are confirmed and others are cancelled. Relevant confirmation / cancellation mailers are sent 5 business days prior to the training date. On the day of training program, if there are less than 8 participants, L&D has the discretion to cancel the training which is decided on a case-to-case basis. There is no approval required for open journeys in NEXT digital learning platform. Employees can directly start journeys by clicking the list available on the Next platform.

Training calendar

All training requests are gathered, and monthly training calendar is prepared. Monthly calendar can be access via Capgemini's Talent portal – L&D homepage under Useful Links ([L&D Home Page](#)) L&D senior management verifies the Training Calendar, and it is published every Month after validation, to India Distribution List. Nominations for attending calendar programs can be done by employees through a link provided and with the approval of N+1.

NEXT – Digital Learning Platform

1. Self paced learning is enabled through a Digital Learning Platform NEXT
2. Every employee can self register and access NEXT

NEXT – Offerings

1. Courses available on NEXT can be viewed from [Skillpath](#) portal
2. Also available on Talent Page under Featured Links
3. Employees can choose to learn any course from the list of open courses available on NEXT
4. New course(s) can also be created on NEXT. BU SMEs can contact respective LBP to get necessary approvals from L&D has to provide approval in order to make required course(s) available to user/group of users.

BU Specific self-learning needs:

1. L&D would help in designing and developing learning programs on NEXT
2. Below steps / process need to be followed:
 - a. Raise a request with L&D
 - b. Curate Contents
 - c. Create design
 - d. Develop the course on Next
 - e. Review / baseline as per guidelines
 - f. Assign/Open for learning
3. Reports would be shared as per agreed timelines/frequency on completion status of learning

VIII. Budget

L&D is a cost center and a Budgeting exercise is carried out in the organization from a period of September to January. The budgeting activity involves review of the head count, priority and capacity of each initiative/program offered by L&D. Budgets are allocated for

every BU based on the review conducted and Exceller Academia trainings are also covered in L&D budgeting.

IX. Discover

- **Overview**
 - A program to digitally onboard new joiners in Capgemini
- **Scope**
 - All permanent employees are covered in this section.
- **Out of Scope**
 - All sub-contractors are not covered in this section.
- **Details & Guidelines**
 - All New joiners to complete the Discover modules before their joining date
 - Pre-boarder instance link will be provided by the Hiring team on the personal email IDs
 - Discover Compliance reports will be shared by L&D Ops with the respective HR BU Partners

X. Mandatory Training Programs

- **Overview**
 - These programs are important for all of us to have the right knowledge and skills to work and act in the most ethical way
 - **Scope**
 - All permanent employees and subcontractors who have access to Capgemini India network and applications and Capgemini India assets (laptop / Desktop, etc) are covered in this section.
 - **Out of Scope**
 - All those sub contractors who don't have access to any laptop / desktop and Capgemini India network and applications. (e.g office assistants, housekeeping staff, etc)
 - **Details & Guidelines**
 - All New joiners to complete all the mandatory modules within 45 days of joining date
- Compliance report / data will be shared with BUHR regularly

XI. Technical Programs

- **Overview**
 - Technical programs trainings are available for Capgemini users via the Next digital platform. L&D offers trainings via ITL / VILT (Instructor Led Learning / Virtual Instructor Led learning) programs, masterclass workshops, Blended Learning Programs and Tech programs for YPs and freshers programs to upgrade their Tech skills.
- **Scope**
 - All permanent employees are covered in this section
- **Out of Scope**
 - The subcontractors are not covered in this section.
- **Details & Guidelines**

- Business Units to connect with their BU Learning Business Partners for their BU training requests. Respective engagement layer Spoc's to plan the trainings based on trainer availability. Trainers can be L&D trainers and / or BU trainers.
- As per the Tech training request trainer availability on the Tech topic will be checked and trainings can be planned. The system used in the L&D internal TRF tool to capture the session planning , attendance and training records
- Training link is created and participants join via thin link (in case of virtual sessions)

Eligibility Criteria

- India Capgemini employees (Non FS/BSv, erstwhile Altran). FS is not included.

XII. India Behavioural Trainings

- **Overview**
 - Behavioral Training is centered around Soft skills /Management / Leadership development
- **Scope**
 - All permanent employees are covered in this section
- **Out of Scope**
 - All subcontractors, Seconded employees, Client employees and interns are not covered in this section.
- **Details & Guidelines**

There are two kinds of interventions that are offered under this area

- Calendar Based Training – On a monthly basis the L&D Calendar will list various training sessions offered for different Grades. Employees are requested to sign up as per convenience.
- Performance Consulting – A systematic approach offered to Business units to resolve workplace performance challenges through Training, Mentoring & Coaching

Guidelines

- Behavioral Training team has curated content basis the soft skills/Management/Leadership development needs
- The trainings are offered to College Hires and Lateral employees
- New courses/sessions are created depending on the organization needs

Eligibility Criteria

- Calendar Based Training – Self Nominated
- Performance Consulting – Through Learning SPOC and BU Representative

XIII. Exceller Academia Training and Merit Recognition program

- **Overview**
 - Exceller Academia offers Regular and Premier talent trainings.

- **Scope**
 - College Hire employees of Capgemini India and FS are covered under this program.
 - Employees in A3 / A4 / A5 / B1 Level who have been part of Exceller Academia Training Program are eligible for Merit Recognition
 - Requirements for Exceller Academia training, the LoT and the locations are provided by CFMG. Any change in technology / domain allocated for training will not be changed based on employee requests.
- **Out of Scope**
 - All subcontractors are not covered in this section.
 - Employees who do not undergo the full time Exceller Academia training program are not covered under this program
 - Engineering graduates who have been trained & certified and hired from specific institutes are not covered under this program
 - Project trainees and contract employees are not covered under this program
- **Details & Guidelines**
 - All regular employees, who are in A3 / A4 / A5 / B1 Level, undergo the full time Exceller Academia training program are required to clear L1 certification.

- **Regular**

Based on the assessments and minimum cut-off defined, L1 Certification would be awarded which measures the competency levels of employees who have undergone the Exceller Academia training program.

It also aims to appreciate the excellence in performance demonstrated by employees in their training program through Merit Recognition.

Applicable to:

- College hires – Fresh Engineering graduates hired from Campuses.
- Non-College hires - Fresh Engineering graduates hired outside of Campus selection drives.
- Non-Engineering science graduates (B.Sc., BCA, M.Sc., MCA etc...) hired as fresher.

- **Premier Talent**

Premier Talent trainings are planned based on eligibility and requirement. On completion of the training, a post training L1 test is conducted to measure the competency levels of employees who have undergone this training program.

Applicable to:

- College hires – Fresh graduates hired from NIT/IIT
- Regular college hire candidates who clear the differential hire selection process of the recruitment team

Merit Recognition is applicable to the following category of employees:

- The College Hire employees who successfully complete Regular training program in a given LoT as defined.
- College Hire employees trained in Premium Talent category are not eligible for Merit Recognition.

- The criteria for employees to be considered for this recognition are:
 - Must have secured 80% or more in L1 (Composite Score of Modules and L1 Test)
 - Must have secured 75% or more in technical modules
 - Must not have any improvement tests in any module

L1 Certification Guidelines:

Regular /Premier Talent Trainings:

- Duration of the Exceller Academia training program can be of 8 to 12 weeks full time
- All employees who have undergone full time Exceller Academia training will have to clear the L1 certification
- During the training, employees are evaluated on various skills which may be a combination of technical / soft skill / project assessment
- Inclusion / exclusion of technical modules evaluation is based on the LoT and decided on case-to-case basis
 - Technical modules assessment might include one or more of the following:
 - Theory Test (MCQs)
 - Practical Tests
 - Sprint evaluation
 - In any of the technical modules(whenever combined Theory & Practical tests are applicable), trainees scoring less than 60%, improvement test needs to be taken by the trainee to improve their module scores. Best score of the two attempts would be considered as final module score.
 - Trainee will get one or more improvement attempts depending up on the specific LoT
 - Maximum improvement attempts is limited to 2 for a LoT
 - EA Training participant would be required to clear the mandatory tests/assessments, if applicable, with a score of 60 or more, failing which would result in exit process initiated through BU HR as per the terms of employment.
- Sprint & Soft skill module assessment is based on the work done and the final presentations / evaluation
- Though specific pass criteria is not applicable for Sprint evaluations and subsequent MCQs, they would be considered in the L1 composite score
- L1 test will be conducted at the end of all modules
- L1 Certification **Pass Percentage is composite score of 60%** (Composite score comprises of all assessment scores with weightages as defined in the Training process document)
- Exceller Academia Trainee will get **ONLY 1 attempt** to pass the L1 Certification
 - 2nd attempt for L1 is given for certain models, decided based on evaluation model agreed and approved by concerned BU Heads
- L1 Assessment is replaced with Industry certification for certain variants based on BU requirements
 - Number of attempts depend on the certification type
- If an employee is unable to pass the L1 Certification in the first attempt, then exit process is initiated for that employee through BU HR as per the terms of employment
- Acquiring L1 certification is essential for confirmation and continuity of employment. The onus of getting certified lies with the employee.
- An employee who has cleared L1 in one LoT and who needs to be re-profiled to another LoT with formal training need not take up the L1 certification again.
- L1 tests are conducted as online MCQ test. The test score given by online test system will be treated as the final score for the purpose of declaration of the result.

Note- The number of technical modules and the total questions in final L1 test is not fixed and may vary for different LoTs. The above evaluation model is applicable for the batches commencing their training from Jan 2024 onwards.

Merit Recognition for Exceller Academia Trainings

1. Types of Awards and Identifying Participants

i. Batch award

- a. On completion of L1 certification for each batch, ONLY the topper who meets the eligibility criteria

In case of tie between multiple participants, all participants who meet the criteria are considered and the award amount is shared.

ii. Awards

Batch Awards will be as follows:

- a. Top batch performer get an award such as Gift Voucher / payment through payroll aligned to the finance framework.

Note- The award mentioned in this program document will be subject to taxes as applicable which will be deducted by payroll.

XIV. Engagement Management

■ Overview

- Crucial Role based training and certification (Internal) program for managers from Delivery organization. Global curriculum delivered locally (GLocal)

■ Scope

- For those managers who are responsible for managing the Capgemini's client engagements in Software Development and/or Service Support. It includes managing Delivery; People; Finance and Sales (account mining) of the engagement

■ Out of Scope

- Employees in the roles of Developers; Testers; Architects; Designers; Business Analysts or Sales and Account Management professionals.

■ Details & Guidelines

- There are 5 levels of Ems, Foundation and L1 to L4, depending on the engagement volume and complexity that EMs manage
- Each level has well defined curriculum designed by Capgemini University and a set of trainings + certification processes. The details are available on Global EM Central page. <https://capgemini.sharepoint.com/sites/EMCentral/SitePages/Curriculum.aspx>
- Capgemini India EM KM page <https://km3.capgemini.com/book/1100764>
- Besides EM trainings and certifications, there are multiple sub-initiatives to provide continuous learning avenues for EMs, such as, Skills Boosters; EM Connects; EM Clinics etc.

Eligibility Criteria:

- For grades C2 to F managers who are satisfying the condition as described in the Scope section above

XV. AGILE and SAFe

- **Overview**
 - Crucial Role based trainings and certifications for everyone in the organization
- **Scope**
 - Agile and SAFe trainings are mainly aimed at employees working in software development and service delivery organization and Group IT function in Capgemini India
- **Out of Scope**
 - Not MUST TO HAVE for employees from other support functions such as Finance; HR; MarCom; ICRES. But it's always NICE TO HAVE if employees from these support functions also get the basic understanding of Agile principles and practices
- **Details & Guidelines**
 - Different trainings and certifications (Internal as well as External) programs for different roles such as Developers, Testers, Scrum Masters, Product Owners, Agile Engagement Manager, SAFe Program Consultants; Agile Coach; Release Train Engineer etc.
 - Trainings are available both on Capgemini's Next digital platform as well as in internal or external Instructor Led format
 - Details of Capgemini Agile assets and offerings are available on Capgemini's Agile Playbook. [Agile & DevOps Home \(sharepoint.com\)](#)

Eligibility Criteria

- For grades A3 to F managers who are satisfying the condition as described in the Scope section above

XVI. India Architect Role Based Training

- **Overview**
 - A program to support creation of a strong, experienced Architect Community at India. 5 Key programs being run as a part of the initiative.
- **Scope**
 - A program to support creation of a strong, experienced Architect Community at India. 5 Key programs being run as a part of the initiative.
- **Out of Scope**
 - All subcontractors are not covered in this section.
- **Details & Guidelines**

There are two types of certifications for Architects at Capgemini

 - Role Based Certifications – Capgemini Architect Certification Levels 1 [CACC (Capgemini Architects Core Concepts)] & 2 [BLAC (Being a Lead Architect at Capgemini)]; There are 5 levels of Certification (Level 0 – Aspiring Architect, Level 1 – Certified Architect, Level 2 – Senior Architect, Level 3 – Chief Architect, Level 4 – Master Architect). Objective is to identify and promote good, experienced Capgemini Architects (independent of framework used), and to be able to position the right architects on the right projects.
 - Framework Certifications – These certifications certify that you understand a specific architecture framework and have successfully used it on projects, with more or less experience. IAF is a pure Capgemini-made architecture framework; TOGAF is defined and maintained by The Open Group

- Additionally, SAFe® for Architects course is run basis business demand. In the SAFe® for Architects course, learners get the context needed to align architecture with business value.

Guidelines

- For aspiring Architects, it is mandatory to attend the Virtual CACC & BLAC Sessions, before appearing for Level 1 & Level 2 Certifications respectively
- The Architect program focuses on 'Demonstrated Experience & Expertise' – colleagues are awarded higher level certifications if this was a major part of their role within Capgemini – or in the case of lateral hires – in other organizations too – post assessment by a Certification Board
- Being a Community initiative, interdependence within community is high. Contribution through Sponsoring & Championing among other initiatives, is a key criteria for next level certification

Eligibility Criteria

- Only Nomination-based – Through HR Learning SPOCs / BU SPOCs identified by Business

Annexure

- Additional information available on SharePoint

XVII. University Trainings

- **Overview**
 - Capgemini University has a catalogue of courses on different portfolios based on various grades
- **Scope**
 - All permanent employees are covered in this section
- **Out of Scope**
 - All subcontractors and interns are not covered in this section.
- **Details & Guidelines**

The university offer courses on the following areas:

- Sales & Account Management
- Delivery
- Leadership & Executive Education

Guidelines

- The Course catalogue is shared by the University team with local Learning SPOC of the BU
- The Learning SPOC collaborates with Business leader and other HRBP in seeking nominations
- All courses of University involves a cost per seat
- The cost per seat needs to be budgeted by the BU at the beginning of the year
- Separate iSOWs are created to cover the cost of university courses and billed periodically to the BUs

Eligibility Criteria

- Nomination based only

XVIII. Facilitator Management System (FMS)

- **Overview**
 - Facilitator Management System is an application used by India L&D that allows any employee of Capgemini India to register for being a Facilitator for a specified skill-set chosen.
- **Scope**
 - All permanent employees are covered in this section
- **Out of Scope**
 - All subcontractors are not covered in this section
- **Details & Guidelines**
 - The L&D Team would review the facilitator's request; post approval he/she can be mapped with Course Requests raised in the system for undertaking training at a specified date, time and location/virtual
 - FMS is open to all the India Capgemini employees and is used by L&D for encouraging our BU Practitioners to contribute to L&D

XIX. Capgemini Learning Facilitator Award

- **Overview**
 - To attract experts with on-the-job (practitioner) experience to facilitate learning of Capgemini employees.
 - Optimizing costs by reducing external spend on training programs.
 - A recognition & motivation to employees who dedicate time for building a learning culture.
- **Scope**
 - All fulltime employees of Capgemini India (Non-FS) who are delivering internal trainings and are fulfilling the eligibility criteria are covered under this program.
- **Out of Scope**
 - All subcontractors are not covered in this section
 - Programs which are NOT routed through and facilitated by L&D
 - Trainings conducted for FS BU by Non-FS Trainers
 - Trainings conducted by FS trainers for Non-FS BU
- **Details & Guidelines**
 - **Frequency:**

Facilitators will be awarded typically on a quarterly basis, based on number of hours of learning facilitation.
 - **Eligibility Criteria:**
 - All employees from Consultant (Grade B2) to VP are eligible
 - Only employees with a last performance rating of 3 or above are eligible for the same
 - Only employees who have been in the organization for at least 6 months are eligible
 - L&D Employees who are a part of Delivery quadrant of Learning value wheel are not eligible for this Award
 - Full time BU trainers having BU specific training delivery as their primary role are not eligible for this award

- Employees from their respective BUs recruited and dedicated for training delivery are not eligible for this award
- L&D live connects using GARI platform is not applicable under this award
- Learning Facilitation support received towards courseware creation, curriculum content creation/review, External trainer evaluation

Reward Type:

No of Learning Hours	Reward Amount
First 30 Hours	INR 30000
Next 20 Hours (Total 50 hours)	INR 20000
Next 50 Hours (Total 100 hours)	INR 50000

- **Anyone who satisfies the above criteria would be entitled to get maximum of INR 1,00,000/- in a calendar year (ie Jan – Dec)**
- **Note –**
 - Satisfactory feedback, as collected at the end of the learning facilitation is mandatory. Any further facilitation programs will be scheduled for the internal Capgemini facilitator, by the L&D team based on the feedback received.
 - Maximum number of learning hours credited & awarded for the calendar year would be 100 hours
 - The hours contributed to learning is calculated from 1st Jan to 31 Dec of a year. Learning hours will not be carried forward to the next year.

XX. Certification Reimbursement

- **Overview**
 - Certification reimbursement option is provided to employees in order to keep their skillsets up to date
- **Scope**
 - All permanent employees are covered in this section
- **Out of Scope**
 - All subcontractors, Seconded employees, Client employees and interns are not covered in this section.
- **Details & Guidelines**
 - There are two kinds of interventions that are offered under this area
 - Employee should seek N+1 and BU head (Director and above) approval before the actual spend
 - Post approval, Employee to submit pass Certificate & Fee receipt
 - Failed attempts will not be considered for reimbursement
 - Employees are required to use BU L&D code for claiming the certification cost
 - Only Certification cost is allowed to be claimed, training cost is excluded
 - Employee can claim only for current calendar year

- Employees in notice period are not eligible to claim certification reimbursement

XXI. KPI / SLAs

- **Overview**
 - To set up a proper effectiveness of the process which is monitored and measured
- **Scope**
 - All employees are covered in this section
- **Out of Scope**
 - The clients of Capgemini are not covered in this section
- **Details & Guidelines**
 - 85% of unique employees should have attended trainings excluding Orientation and QMS
 - 85% of Trainings should have an overall rating of more than 3.5 in case of internal trainings and 4 in case of external trainings.
 - 85% of Trainings will be conducted as per the defined plan
 - 85% of project specific training requests must be closed within 10 working days from the date of receiving the request.

XXII. Data Retention

- **Overview**
 - To set up a proper mechanism of Data retention.
- **Scope**
 - Only Training and Certification related data.
- **Out of Scope**
 - Any data which is not related to training or Certification
- **Details & Guidelines**
 - The duration of Data retention for any training related data (FMS, Certifications, Trainings) would be 7 years.

XXIII. Vendor Management

- **Overview**
 - To Manage Training requirements related to Project Specific, Campus & Leadership Programs through external vendors.
- **Scope**
 - All employees are covered in this section.
- **Out of Scope**
 - The clients of Capgemini are not covered in this section.
- **Details & Guidelines**

- Address External requirements from LBP's & Initiative owners related to Trainer or technology.
- End to End Procurement support for L&D which includes Trainer, Venue, Software & Cloud Labs.
- Collaborate with the end users for understanding requirements and floating the enquiries with multiple suppliers

XXIV. Capgemini CSR – L&D Collaboration

- **Overview**
 - L&D SMEs provide support in creating efficient process for the programs executed by Digital Training Academies(DTA), which form an integral part of Capgemini's Corporate Social Responsibility (CSR) effort.
- **Scope**
 - L&D Team works with DTAs and provide support on below areas:
 - Curriculum and content validation/review
 - Conduct TTT sessions
 - Support & guidance for placements
 - Governance
- **Out of Scope**
 - Training delivery to participants and deployment of resources in the project
- **Details & Guidelines**
 - **Curriculum and content validation/review**
 - L&D Curriculum is shared with DTAs and orientation conducted by L&D SMEs to meet industry expectation
 - Review project case studies and other learning artefacts created by DTA faculties and provide expert advice
 - **Conduct TTT sessions**
 - Conduct TTT sessions to set expectation, guide and share valuable inputs, learning artefacts to enable DTA faculties handle training delivery more effectively and efficiently
 - **Support & guidance for placements**
 - Provide guidance to placement preparation and interview readiness on technical non-technical parameters
 - **Engagements and governance**
 - Regular connects with DTA project team, trainers and students, conduct review on training progress and provide comments on overall training execution, project presentation by trainee participant to ensure smooth governance of the project
 - Organize Expert & leadership connects

XXV. Improvement

L&D captures feedback of every training program from the participants and they are uploaded in MyLearning and the Operations team provides a monthly report of feedback of all programs. This

data is analysed as and when required and action items are identified for continuous improvement in the quality of these programs.

XXVI. Approvals, Exceptions and Execution

- Any exception approval regarding the implementation/interpretation of this policy needs to be routed through the Head of L&D.

XXVII. L&D Organizational Chart

- XXVIII.
- Link to access L&D Team on portal ([Link](#)).

XXVIII. Effective Date

The revised policy is applicable from June 2023.

XXIX. Administrative information

This policy will be reviewed again as and when the need for revision is felt by any of the stakeholders of the policy or after 24 months from the date on which the policy was brought into effect / last reviewed.

XXX. Management Rights

Capgemini reserves the right to amend this policy from time to time without notice.