

Employee Development Programs (FY 2024-25)

Average Training Hours



Training Hours by Gender (Total Training Provided in Hours)

Safety Training		Skill-Based Training	
Male	Female	Male	Female
45,208	12,017	37,211	9,892

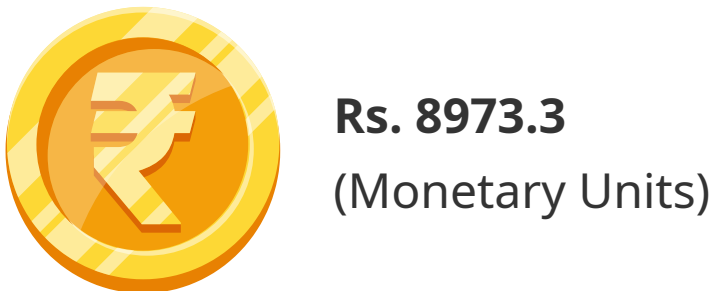
Training Hours by Cadre (Total Training Provided in Hours)

Category	Hours of training for employees at management level		Hours of training for employees at non-management level	
	Male	Female	Male	Female
Safety	2,266	309	42,627	12,023
Skill Upgradation	1,865	254	35,087	9,896

Mode of Training (in %)

On-Site/ Peer Learning	E-learning
59%	41%

Training Investment in FY 24-25:



Employee Development Programs (FY 2024-25)

Employee Training and Development

At UPL, we are committed to providing a supportive environment that fosters continuous learning, skill enhancement, and career advancement—enabling our employees to achieve their full potential and realize their aspirations. Our OpenAg mission is not just about connecting systems, it's also about connecting people and unlocking opportunities that enable personal and professional growth, at every level. Through performance evaluations and one-on-one conversations, employees and managers co-create Individual Development Plans that reflect personal ambitions and professional goals, ensuring that learning stays relevant, intentional, and impactful.

Our Learning and Development focus



Our development initiatives focus on equipping our employees with the capabilities required to enhance their in-role performance and drive measurable business impact. We have supported the growth of our NPP business and strengthened supply chain processes through well designed upskilling initiatives like the NPP Academy and Summit Academy, respectively.

The India 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.

To enhance the effectiveness of our sales and commercial teams, we use a combination of sales training, product training, and sales coaching, tailored to the requirements of the specific platforms / regions. Programs like Finance for Non-Finance help employees understand the business impact of their decisions, while our health and safety programs reinforce our commitment to providing a physically and psychologically safe work environment. We believe that our managers and leaders are key to translating organization's strategy into execution and ensuring alignment and engagement across teams. 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. We invest in developing their managerial and leadership skills through curated programs like UPLift and PowerUp, tailored to each stage of their leadership journey. 72 leaders and 284 managers went through 30 hours of training each as part of UPLift Programs; which was powered by research of MIT Sloan Business Review and supplemented by masterclasses by our leaders. Additionally, 209 first time managers were trained for 17 hours each on core skills to succeed in their roles.

Understanding that our global workforce has evolving development needs and learning preferences, we have enabled ongoing learning through an AI-powered, on-demand ecosystem called OpenIntel, powered by Skillsoft. This is further supplemented by region-specific, in-person learning interventions focused on key competencies and capabilities, as identified by our HR Teams, looking into development needs identified during performance appraisals or through discussions with local leadership.

Curated learning paths are created on our AI powered learning platform, OpenIntel, to meet these requirements, in addition to the curated journeys that are rolled out like UPLift programs or Finance for Non Finance professionals' journeys. Monthly learning calendars showcase the most relevant training sessions—both virtual and in-person, Leadercamps and Bootcamps, enabling employees to take ownership of their development in a structured and focused manner. In FY25, UPL employees collectively invested over **154000 hours in learning**.

By investing in our people, we aim to build a high-performing, agile, and adaptable workforce capable of navigating a rapidly changing business environment, while also developing a robust leadership pipeline for the future.

We continue to prioritize awareness and adherence to compliance and information security standards. Through focused training modules, we've achieved over **80% coverage** on these critical areas, reinforcing our culture of responsibility and accountability.

Our Talent Attraction and Seeding initiative has successfully enhanced our talent pool through the Apprentice Development Programme. This program achieved a 95%+ joining ratio, expanded campus outreach to over 50 campuses, and completed 80% of the planned campus drives—significantly optimizing recruitment efficiency and strengthening employee retention.

Employee Development Programs (FY 2024-25)

Employee Training and Development

Building Internal Talent Pipeline

At UPL, we view talent development not just as a priority, but as a strategic imperative. Building a strong internal leadership pipeline is essential to sustaining our growth, driving innovation, and delivering on our purpose of reimagining sustainability in agriculture.

Our approach to talent development is structured and future-focused. Through our annual Talent Review Process, conducted across Q2 and Q3, we bring together senior leaders and HR teams to evaluate talent holistically and build actionable development pathways. In FY25, this robust review process covered over **86.5%** of employees at mid and senior career levels, reinforcing our deep commitment to investing in internal capability.

These reviews help us recognize individuals with strong leadership potential. We implement targeted talent actions and broader learning interventions to ensure that we have a strong bench of ready and capable leaders as the succession pipeline for our key roles.

To nurture tomorrow's leaders, identified through our talent review process, we invest in mentoring, coaching, and job rotations, in addition to high potential training programs, enabling high-potential employees to learn from senior leaders, experienced coaches, and hands-on experiences.

Our flagship Advanced Leadership Development Program (ALDP) had 30 participants from across platforms and regions. The program followed a multi-modal learning approach—including online and classroom sessions, masterclasses, and an action learning project—to build UPL-specific competencies and deeper internal networks. This immersive experience equips leaders with the skills and mindset required to drive innovation, lead high-performing teams, and deliver business impact. Many of our program participants have already taken on expanded roles in the business, reinforcing our investment in them. The strategic projects they have worked on, as a part of the curriculum, under the guidance of our senior leaders, are at various stages of implementation. This is testimony to the dedication and commitment of these emerging leaders to the UPL Strategy and success and the investment of the organization in their inputs and ideas.

Our program for emerging women talent, Stand Tall, saw the participation of 28 women in early-mid level leadership roles, across platforms and regions. The 9-month development journey, focused on enabling mental models to enable personal growth, providing them with an enterprise lens and learning through peer mentoring. The program has an exciting sponsorship component where our senior leaders acted as sponsors and advocates for these participants, enabling them to access their internal and external networks and closely partnering with them and their managers to help the participants achieve their career goals. Some of our program participants have advanced their careers over the last few months, reinforcing the impact of this program.

Employee Development Programs (FY 2023-24)

Employee Training and Development

SCM Academy

The India Supply Chain Academy works as a performance enabler, supporting over 1600 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 Superform and India Formulation functional heads, to identify the mission critical functional and behavioural competencies for their functions.

Individual development plans based on these competencies have been created; training programs mapped and these learning journeys rolled out to individuals. These learning journeys are hosted on the OpenIntel e-learning platform, in classroom session mode, as well as assigned as part of talent pools “on the job developmental projects”.

The idea remains to ensure 360 degree development with the ease of learning access for 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, Engineering Trainees Development Journey, Utkarsh Program for blue collar colleagues, Sponsorship to external Universities for Post Graduate Diploma & Certification Programs etc.

The Academy has been working on creating a safety culture transformation across all the India based manufacturing sites; with a combination of safety standard training programs and quarterly ‘go and show’ activities. This approach is designed to ensure the technical awareness and on the other hand engage employees through experiential activities to drive home the importance of safety.

Employee Development Programs (FY 2023-24)

Employee Training and Development

NPP Academy

The program has advanced to four key components: Essentials of BioSolutions, Demand Generation (delivered through a Train-the-Trainer approach), continuous learning and cross-pollinating experiential learning via the innovative tools of NPP Academy SharePoint, and Chat NPP an AI assistant application providing personalized guidance for exploring tailored, country-specific NPP solutions for crops and related problems, backed by NPP expertise.

Program Objectives and Outline

- The NPP Academy SharePoint site offers innovative training tools—like organic certification, crop solutions, and Pronutiva practices—in four regional languages (English, French, Portuguese, Spanish). It supports experiential learning and cross-pollination of biosolution selling best practices, empowering teams to deliver sustainable, localized crop support
- Chat NPP our new AI-powered tool, offers country-specific NPP guidance to deliver precise product recommendations, crop advice, and application tips tailored to local agricultural conditions—backed by NPP expertise.
- NPP Assessments, help the employees to test their NPP knowledge and drive their learning journey on their own pace.
- NPP Gamification enables employees to track their learning journey across platforms like OpenIntel, NPP Academy, and offline initiatives—earning points for engaging in learning and promoting sustainable agriculture practices.

Quantitative Impact

- Over 10,000 employees accessing the NPP Academy SharePoint site with active engagement of 2,900 users – majorly from sales and marketing with over 82,700 visits.
 - Reduction in time consumed for internal queries due to easily accessible NPP content. (Most accessed documents: Product pages, organic certificates, country marketing folders and onepagers/ technical deck downloads.)
- - Average time spent for learning is 6 min 42 sec per user, increasing quarterly
 - 15- 20% faster onboarding due to availability of latest NPP information and communication through the platform
- Cross pollination initiatives offers 10-20% improvement in idea generation and innovation metrics. Also, 15–25% increase in inter-team engagement and knowledge exchange.

Business Benefits (Non-Monetary)

- Facilitates real-time cross functional dialogue ensuring NPP improved communication.
- Faster problem solving with localised crop solutions to the employees, empowers them to quick adoption and implement sustainable practices effectively.
- Empowered work force with self-paced development and consistent upskilling through structured learning.
- Enhanced engagement, motivation and collaboration through interactive learning, and behavior-driven gamified experiences.