Learning and Development at Happiest Minds is a continuous process of creating value through a learning culture which is agile, creative, collaborative and technologically advanced in alignment with business and organizational goals.

Key Highlights
Multiskilling Initiative

1,885 Happiest Minds covered as part of cross-skilling/multiskilling initiative across the BUs. 338 Happiest Minds deployed in the projects across BUs based on training of new skills. The additional skill base is enabling BUs to identify new opportunities, enhance current project work and increase efficiency.

- Dotnet Full Stack
- DevOps
- Cloud Boot Camp, AWS DevOps, Azure DevOps, Networking
- AI Fundamentals & Deep Learning
- Angular 10
- Cyber Security related trainings – Thycotic, CyberArk, QRADAR
- Azure DW, Modernization, Programming experts
- AWS ELB, Cognito, Microservices
- Cloud related trainings – AWS IoT, Azure IoT, Azure API Management etc.
- Advance SOC Analyst
- DataBricks
- DDR4 Basics
- SAP Hybris
- ITIL Foundation
- Kafka
- JS Full Stack
Niche Skills Program
A learning initiative to identify and create an internal pool for niche skills that is currently in demand or is going to be the future skills. **36** Programs conducted for skills which are not readily available in the market and **448** Happiest Minds covered as part of the various programs.

**Top Skills**
- ServiceNow
- SAP HYBRIS
- AI@ Scale
- Reinforcement learning
- AWS & Azure DevOps
- Vue.js & Golang
- Labware LIMS

**Happiest Minds Architect Academy Program**
As part of our Talent strategy, a customized industry standard Architect program rolled out in FY22. 26 Happiest Minds aspiring to become future Architects completed the structured learning path and are being groomed for future projects opportunities.

**D-Hub @Happiest Minds**
D-Hub is a Domain learning initiative providing a framework to gain insights and expertise into various Business domains. Program curriculum design and roll out completed for two domains Retail and CPG.

**Campus Programs**
Collaboration with internal stakeholders for curriculum design, content creation and program launch planning. Also, as part of pre-joining engagement programs Tech Mind series, Quiz and fun events rolled out to the participants.

Role Transition Programs
**IMPACT @Happiest Minds** is a customized program for our new Managers who are taking the first step into managerial positions. The program focuses on building key skills on planning, delegating, managing, decision-making. Also, the program covers aspects of emotional intelligence, awareness of personality styles and communication skills empowering them to become confident managers. **60** first-time managers have completed the program in FY22.

Professional Development Programs
Competency based professional development programs focuses on people skills & personality attributes to enhance an individual’s self-awareness, interpersonal skills, communication skills, social skills, job performance skills, character traits, managerial skills and leadership skills.
Key Metrics

326
Total Programs completed

1,18,325
Total Training Hours
(excluding mandatory programs)

32
Training hours per Happiest Mind
(excluding mandatory programs)

8,512
Campus training hours

117 trainers facilitated
209 courses
Internal trainer pool

24
Trainings & Certifications

Training Hours Overview

<table>
<thead>
<tr>
<th>Mandatory Programs</th>
<th>Professional Development Programs</th>
<th>Tech Talks</th>
<th>Technical</th>
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<tbody>
<tr>
<td>6,004</td>
<td>1,252</td>
<td>2,158</td>
<td>5,070</td>
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</table>

Happiest Minds Covered in Training (VILT)

<table>
<thead>
<tr>
<th>BU</th>
<th>FY21 Online Learning Hours (Udemy)</th>
<th>FY21 Training Person Hours (VILT)</th>
<th>FY22 Online Learning Hours (Udemy)</th>
<th>FY22 Training Person Hours (VILT)</th>
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</thead>
<tbody>
<tr>
<td>Total</td>
<td>37,625</td>
<td>35,081</td>
<td>58,699</td>
<td>59,625</td>
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Learning Hours Trend

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<tr>
<th>Quarter</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>VILT Learning Hours</td>
<td>9,842</td>
<td>13,808</td>
<td>16,752</td>
<td>18,297</td>
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<tr>
<td>Online Learning Hours (Udemy)</td>
<td>6,539</td>
<td>9,881</td>
<td>23,773</td>
<td>19,432</td>
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</tbody>
</table>

Learning Hours (Udemy & VILT)

- 50% Online Learning Hours (Udemy)
- 50% Training Person Hours (VILT)

Trainings Completed

<table>
<thead>
<tr>
<th>Type</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>External Trainer</td>
<td>47</td>
<td>12</td>
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<td>74</td>
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<tr>
<td>Internal Trainer</td>
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<td>Partnership Trainings</td>
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</table>

Training Hours

- 11% PDP
- 89% Technical