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This procedure becomes effective when approved by appropriate persons. Approval of this page indicates approval of all pages in this procedure.

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Introduction

1.1 Purpose

The purpose of this Policy is to ensure that all training activities are planned and managed for each Nestlé CWAR employee in accordance with the needs of the organization and the needs of the individual.

1.2 Scope and Implementation

Nestlé employs the 70-20-10 model towards the development of individuals within the company.

Employee development plans are created with the support of Line Managers and HR Business Partners and incorporate experience, relationship and classroom-based development.

This policy is focused on the Classroom trainings and e-learnings and ensures that when training is delivered, it generates real world value to the business.

The scope of this policy covers leadership and behavioral trainings, as well as functional trainings that have been created and designed for the building of functional/technical skills in the organization. This SOP covers the process for white collar employees; however, Blue Collar employees will be covered under the scope of the Education & Training (E&T) Pillar approach.

Definitions

2. Definitions Index

The table below serves as a guide to the terms and abbreviations used throughout the document.

PDP	People Development and Performance which is a performance and career development tool
LMS	Learning Management Solution (iLearn)
MH	Market Head
HRD	Human Resources Director/Regional Head of Human Resources
FH	Functional Head
LM	Line Manager
Talent COC	Talent Centre of Competence
HRSM	Human Resources Services Manager
HRBP	Human Resources Business Partner
Training	Training program completely or partially dedicated to Nestlé Employees
Trainee	Attendee of training
Trainer	Nestlé Employee or external person/ group identified to deliver a training module/program
Nominee	A person designated to participate in training
Competency Matrix	Dynamic synthesis of individual competencies level progression compared to competencies required to perform at a specific position
Training Calendar	A document containing the planned training dates selected by the clusters to execute the training

Training Feedback	Evaluation of training material, facilities, and trainer by trainees for training beyond 4 hours & above
Training Catalogue	A compendium which provides details of all learning opportunities available to employees within Nestlē CWAR. It is simple to navigate and provides detailed information on signing up for trainings, description of each course and their respective mediums of delivery, and other relevant information.

Responsibility Matrix

3. **V: Validates** **R: is Responsible** **A: Approves** **I: be Informed**

<table>
<tr><th></th><th>Incorporation of training needs in PDP</th><th>Consolidation of training Plans</th><th>Carrying out of training modules/program</th><th>Training effectiveness & action plan completeness</th></tr>
<tr><td>MH</td><td></td><td>A</td><td></td><td></td></tr>
<tr><td>HRD</td><td></td><td>A</td><td>I</td><td>I</td></tr>
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Clarify the difference in the responsibility for consolidation for both SPOCs and HRBP</td><td>I</td><td>A</td></tr>
<tr><td>NiM Talent CoC – Learning & Development (Regional Training Operations Specialist, Leadership & Functional Learning Lead)</td><td></td><td>R</td><td>V</td></tr>
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<tr><td>EMPLOYEE</td><td>I</td></tr>
<tr><td>TRAINER</td><td></td><td></td><td>R</td><td></td></tr>
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Procedure

4.1 Training Needs Identification

Training plans may arise from needs identified through the following channels:

i. Performance & Development Plan (PDP)
ii. People Day discussions (Cluster and Functional)
iii. Functional Performance Development Managers / Learning SPOCs
iv. Functional Competency Development Curriculums
v. Special requests based on functional competency gap analysis
vi. Operational People Plan
vii. Functional Heads

4.2 Annual Training Plan

The NiM Talent CoC – Learning & Training team creates the annual training plan according to the below process. The plan includes the training actions and estimated costs against the total training budget.

Training is the responsibility of the related business units and functions. During annual budget preparation, Functional Managers plan the trainings for the upcoming year and communicate the plans to their HRBPs, who then cascade this information to the NiM Talent CoC. The NiM Talent CoC integrates this information into annual training plan.

In the case of ad hoc training, Functional Managers are responsible for informing their HRBP about unplanned trainings year-round in order to ensure that training records are updated and accurate.

The annual training plan is stored in digital format on the HR SharePoint in order to keep the plan dynamic. All line managers and functional managers can request a copy of the plan from their HRBPs.

The Annual Training Calendar is available at the CWAR me@Nestle site and will be updated on a quarterly need basis based on alignment with the Clusters/Countries.

4.3 Pre-Training Procedure

i. Training needs are identified (4.1)
ii. The Regional Training Operations Specialist completes the Regional Training Need Analysis, through collation and analysis of Leadership, Behavioral and Functional training needs from the PDP and OPP.
iii. Training Budgeting templates (5.3) will also be utilized to ensure proper budgeting of the trainings and should be approved by the Cluster Head and/or Functional Head.
iv. The Regional Leadership & Functional Training Leads engage the Above Market CoC to align on training needs that are available in the Region and align on the action plan for the coming year.
v. The Regional Training Operations Specialist engages Cluster and Country HRBPs to align and finalize the list of planned trainings, participants and training dates.

vi. The Regional Training Operations Specialist engages the Trainers (I-Teach Network) to confirm training dates based on their availability and the planned training dates from the countries.

vii. The HRBPs and the HR Leadership Team validate training calendar.

viii. The Training Calendar is published on the CWAR **me@Nestle** page

ix. iLearn SPOCs create events and book sessions on iLearn as per the agreed training calendar.

x. HRBPs re-validate the participant lists by ensuring that Line managers have given approvals for the attendance of their employees to the training. HRBPs must also check for exited employees, role changes, or employees no longer requiring the identified training(s).

xi. iLearn SPOCs should upload the participant lists into the iLearn sessions, which will then generate an email invitation to the participants. This should be done at least 60 days in advance of the confirmed training date.

xii. Individual participants are expected to confirm their availability based on the training event created in iLearn at least 10 working days to the training date.

xiii. If there is no confirmation of attendance from an individual participant within 10 days, another reminder e-mail will be automatically sent.

xiv. If there is no confirmation from an individual participant after the reminder e-mail, the seat may be given to a prioritized wait-listed participant, if any. If participation is cancelled for the individual, they will be notified.

xv. Mandatory pre-work may be assigned to the participants. Pre-work is designed to optimize the learning process and must be taken seriously.

xvi. At every stage of the process, the relevant HRBP is to be kept informed.

4.4 Post-Training Procedure

Once the training program is over, the employee is required to complete the Individual Learning Action Plan and submit this to his/her line manager, as well as to update his/her PDP development goals with this plan. Employees are also responsible for sharing his/her learning with the team.

4.5 Cancellation/Postponement of Trainings – (For both Internal & External Trainings)

i. A cancellation or postponement will be granted only upon receiving notification from the participant 3 weeks in advance of the training. This should be in consultation with the HRBP who will in turn inform the HR Services Manager.

ii. In the instance that notice of cancellation or postponement is given by the HRBP less than 2 weeks before the start of training, an immediate replacement must be provided.

iii. If there is no replacement, the individual's training fee will still be charged to the participant's business cost center.

iv. In the case of emergency, on medical grounds, the replacement may not be made and the same participant can be considered for the same program on a later date.

4.6 Types of Training

4.6.1 Internal Training

Internal trainings are trainings conducted in-house as per the training calendar. These trainings can be run by internal trainers or external consultants contracted by the training department or functions/businesses. These trainings support the development of competencies and skills required for the job as well as individual career development plan within the organization. Internal training covers both functional and leadership trainings.

4.6.2 Leadership & Functional Trainings Creation

i. Leadership Training Lead designs Leadership & Behavioral trainings based on identified needs from business and the PDP.
ii. Functional Performance Development Leads/SPOCs design functional trainings with the support of the Functional Learning Lead based on identified required functional skills and competencies.
iii. HRBP and NiM Talent CoC Training Lead(s), together with the Line Managers, identify and prioritize the annual training proposals in line with the CWAR Training Catalogue.

4.6.3 Mandatory Trainings

These trainings are core and mandatory for every Nestle employee. These mandatory trainings are updated based on the vision of the Nestle Organization. All employees are mandated to attend and complete these trainings. Employees are invited to attend these trainings as per the training calendar or registered in iLearn sessions. Attendance to these trainings are tracked and monitored on iLearn. Cluster & Country HRBPs are responsible to ensuring that employees who have not attended these trainings complete the training.

4.6.4 External Training

These are trainings that are held by external consultants and are done outside of the office premises at the location of the external consultant. They can be team trainings or for single individuals. As most of these kinds of trainings are usually as per request from individuals or functions as they are not usually included in our training catalogues, please see the section on Team and Private Programmes (4.10)

4.6.5 Rive Reine/International Trainings

Training conducted & organized by the Nestle International Training Centre (Rive - Reine) are called Rive Reine Trainings. These trainings can be based in the Rive Reine center Switzerland or can be decentralized in other locations. Trainings and workshops organized by the Centre or the Zone, or external trainings or seminars that are conducted outside the organization requiring travel outside of residing country are also regarded as international training.

4.6.6 Workshops

Workshops are trainings/meetings organized by either functions/businesses (cluster or regional - CWAR). They can be based in the cluster/country or may reguire travel outside of the primary location of most participants. Workshops are solely planned by the functions/businesses and should be budgeted for as a type of training.

4.7 Nomination Process for International Trainings

Every year, the Central West Africa Region nominates a number of people to attend international trainings for developmental purposes. The nomination and approval process is as follows:

- The Training and Learning team engages HRBPs for international training nominations and shares the catalogue/requirements with them.
- All Functional and Cluster Heads align with their HRBPs and send their lists of nominees to the Training and Learning team.
- The Training and Learning team reviews nominations based on training requirements and validates with the Functional Head, Regional HR Director, and Market Head for final approval.
- Training Budgeting templates (5.3) will also be reviewed by the Functional Head, Regional HR Director, and Market Head as part of the final training nomination approval process.
- For international trainings that require approval by the Centre or Zone, the Market approved nomination list will be sent for final validation to the Program Manager for the relevant trainings.
- The approved list from the Market Head is sent back to the Cluster HR managers for onward communication to the functional managers.
- Validated nominees are assigned on the iLearn platform and will receive notification of the nomination.

4.7.1 Requirements for Participants in Rive Reine Training

- Employees must be regular and confirmed in the company for at least 2 years to be eligible to attend an International Course and have a minimum sustained performance rating of Successful/Successful for the prior 2 years.
- Both the Functional Head, Regional HR Director, and Market will approve participation subject to budget availability.

4.7.2 Re-nomination for International Trainings

It is at the discretion of the Functional Head to re-nominate employees from the previous year for the current year if the previous year’s constraint was budgetary or due to a lack of space. Approved international training nominations that were cancelled due to unavailability of participant for business or personal reasons approved by line manager will be re-included in the next year’s nominations.

4.8 E-Learnings

E-Learning refers to the use of computer technologies to deliver a broad range of solutions that enhance knowledge and performance.

It is based on three criteria:

- E-Learning content may be instantly updated and shared across our global organization;
- E-learning is delivered to the learners via a computer (PC or laptop) using standard Internet Technology;
- E-learning focuses on the broadest view of learning – it allows us to blend different learning solutions that are beyond the traditional boundaries of training instructions.

It is necessary to make optimal use of the E-learning programs as a complement or substitute for formal training programs. According to needs, they should be made available at shop floor level.

4.9 i-Learn Platform

Within Nestlé we have the availability of tailor-made E-learning programmes specifically designed for Nestlé. These E-learning courses are available through the Nestlé Intranet – iLearn platform and are free of charge. There are anticipated changes to the use of ilearn (which will be part of the enhancements for 2020. (H2R BDP 5 BSU40)

4.9.1 Use of i-Learn

- The employee will agree with the line manager the expected results from the training by defining the "WHY" of development solution and the link to PDP.
- i-LEARN is also used for mandatory e-learnings and all employees are expected to complete the courses.
- Every classroom training must be registered in i-LEARN by creating events and booking sessions before employees can participate in the classroom training. Participant lists must be uploaded into the relevant sessions so that it can be documented in the training records.
- For International trainings, it is mandatory to have the participant registered in i-LEARN before the employee can attend.

In all clusters, SPOCs have been trained to ensure that events are created and sessions are booked in i-Learn 60 days before the employees can attend the classroom training.

4.10 Team and Private Programmes

During check-in discussions, if a development need arises for a training that is not included in the training catalogue, employees can send to the training team for processing the identified training with the approval of line Manager, Function Head and recommendation from the HR Business Partner that manages the respective function.

The employee should engage the HRBP to send an email with the following info to the Training and Learning team at CWAR.Training@gh.nestle.com with his/her line manager and Cluster HR Manager in copy. The email should include the following information:

- Program name (be consistent with the use of PROGRAMME and PROGRAM
- Link of program in employee's PDP development goals
- Line Manager & Function Head's approval on development goals & cost

4.11 Self Education

Nestlé encourages and strives to support all grades of employees to develop themselves through continuous education outside the organization. This will enhance their future prospects in their current role and future roles within the organization. Continuous learning should be directed through the HR Services Manager for further and country specific details.

To this end, for individuals who have been permanent employees for a minimum of 2 years, Nestlé will consider requests for financial assistance towards furthering the employee's own education. For further clarifications please see your HR Services Manager in your Country or Cluster.

4.12 Guidelines governing the Language classes

The Line Manager is responsible for the communication of the need of an employee to attend a language class, based on business need, with the approval of the functional manager.

For country specific costing guidelines, please consult your local HRBP.

Training Processes

5.1 Nominations for training programs

All training program nominations should be made through the PDP and the OPP. In general, the Line Managers, Functional Managers and HRBPs are informed by e-mail when new training programs are developed and planned. They will propose/nominate candidates for these programs while the employee should incorporate the programs in to his/her PDP.

5.2 Approval System for all types of training

Participants to External training programs and workshops outside Central & West Africa requires pre-approval from the Functional Head and final approval from the HR Director and Market Head. In the case of International leadership programs like the IMD and the LBS, final approval is from the Market Head.

5.3 Budgeting of Training

In Q4 of every year, the Learning & Training team will send out a template with an inbuilt cost component to all functions/division to fill out for their employees based on the training needs identified for the coming year This will include functional, leadership, and international trainings.

For budgeting purposes, workshops used for the purpose of capability building will be considered training and should also be captured on the budgeting template.

Once completed, the training budgeting templates will be validated by the HRBP.

They will then be reviewed by the Functional Head, Regional HR Director, and Market Head as part of the final training nomination approval process.

Training budget will be tracked and reviewed on a quarterly basis by the HR Controller, HR Services, and Training and Learning Team.

5.4 Recording and documentation process

All training attendance records should be uploaded on i-LEARN and can be downloaded for tracking purposes when needed. HR Services teams are responsible for keeping hardcopy training attendance records for the classroom trainings in their clusters.

6. Training Management Cycles and Flow charts

Figure 1

TRAINING MANAGEMENT - FUNCTIONAL & LEADERSHIP TRAINING

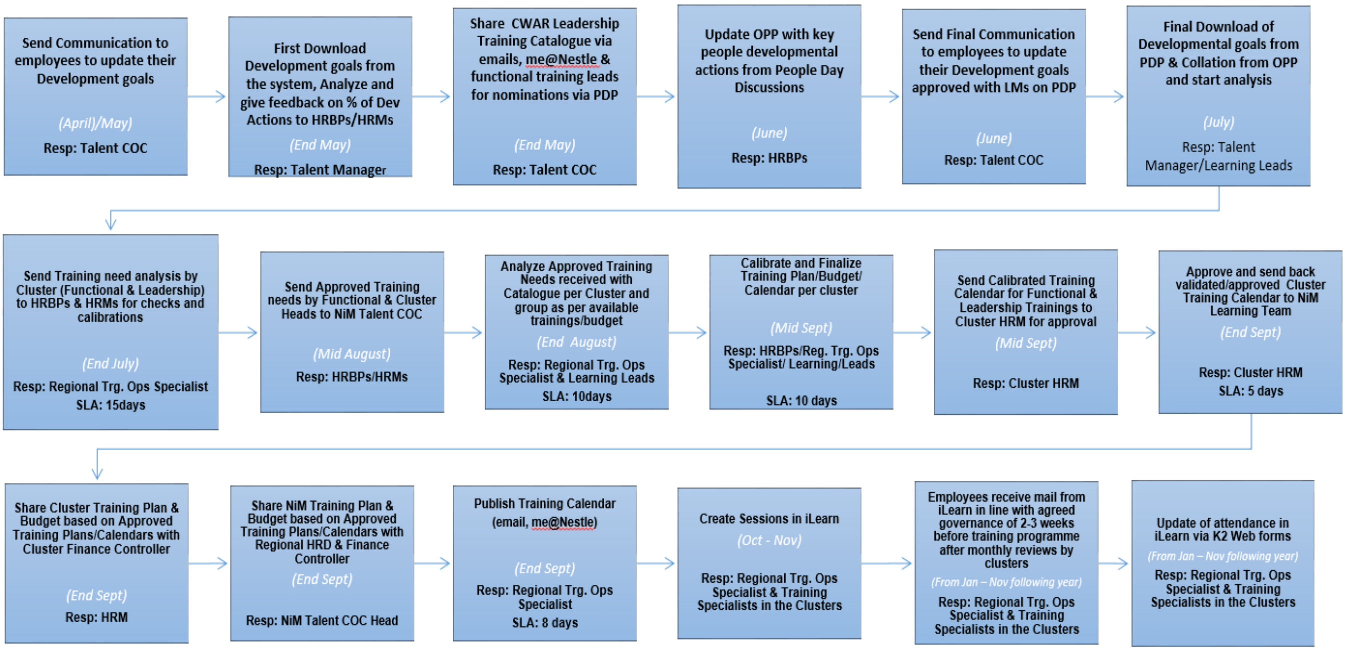


Figure 2

TRAINING EXECUTION - FUNCTIONAL & LEADERSHIP CLASSROOM TRAININGS IN CLUSTERS

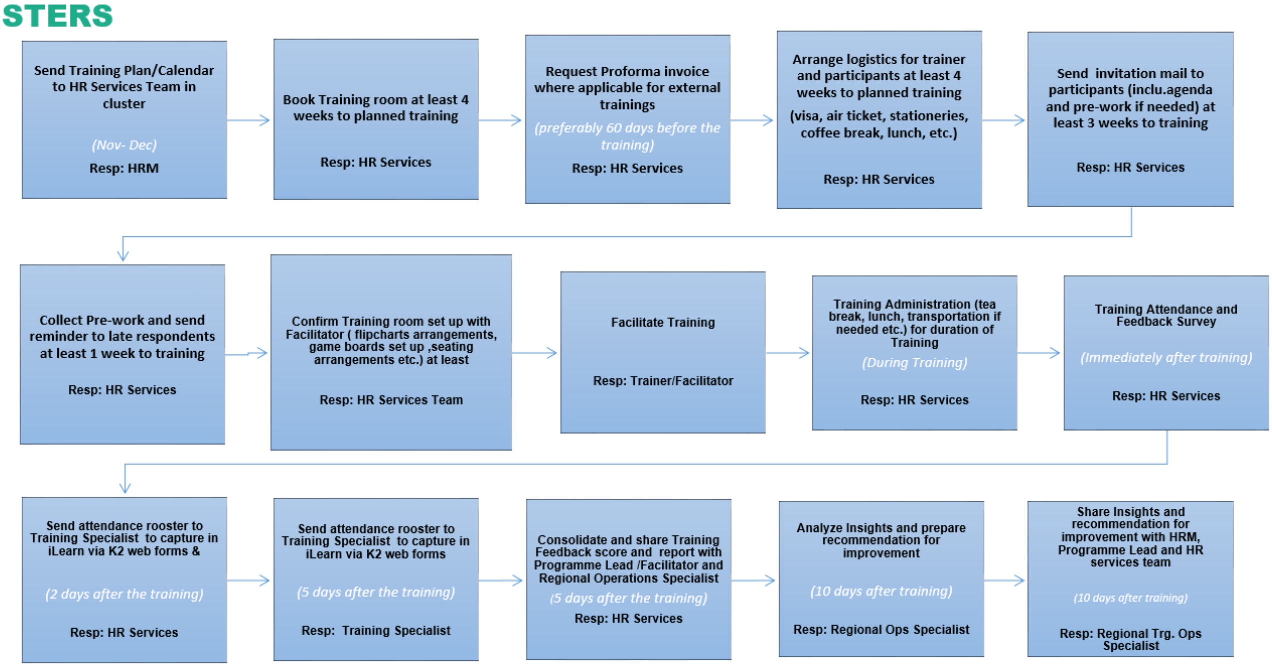
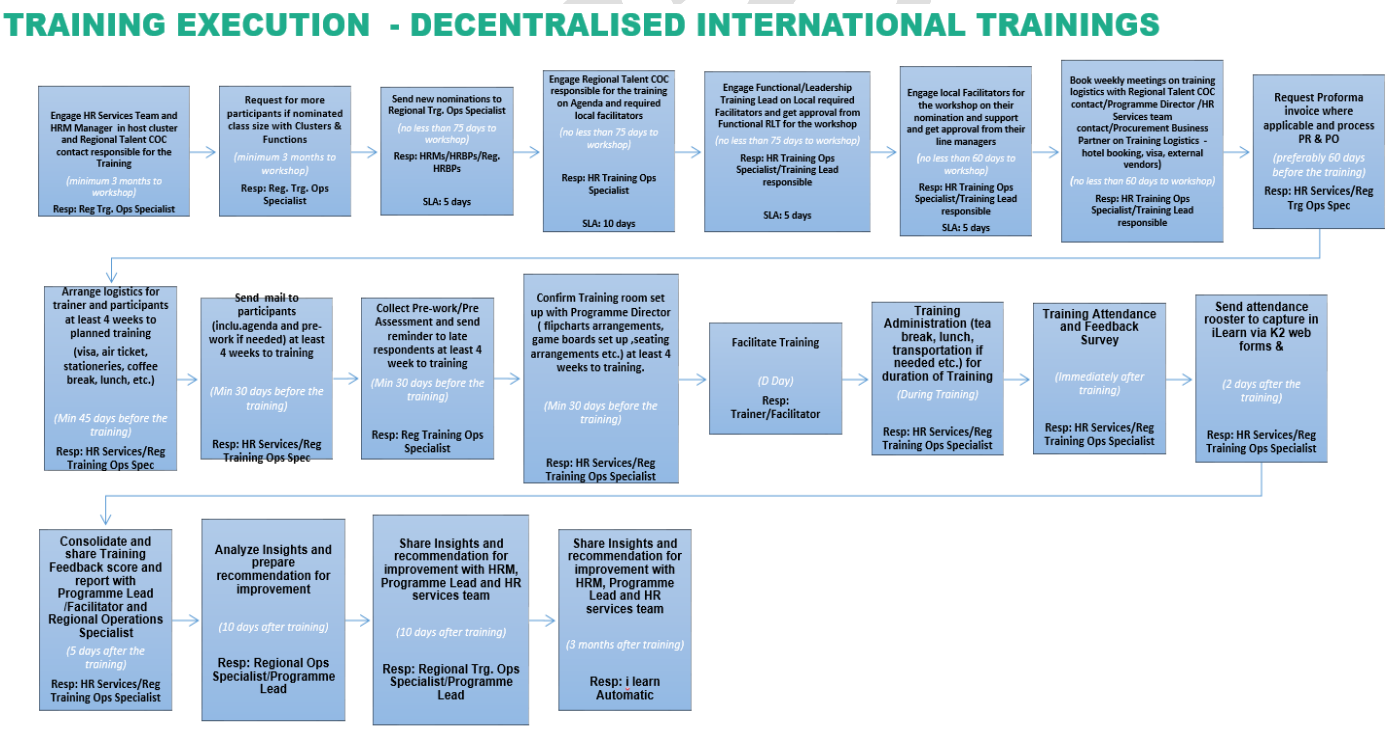


Figure 3

Figure 4



7. Risks and Controls

This SOP gives guidance to control the following risks:

Risk Area	Risk description	Control activity			Results reporting, approval	Actions if negative control results
		Who	What	When		
Budget	Budget Overrun	Line managers	Not having clear visibility regarding the cost of the training	When approving a training.	HR manager / Line Manager	Re-evaluate and revalidate training budget against that of the previous year's.
Non-Execution	Low execution versus planned training	Nominated Employees/ Available trainers	Inability of the countries to execute trainings already planned Availability of employees and trainers	In the particular month when the training is planned	HR Services and HRBPS	Ensure trainings are executed as planned Ensure re-scheduling of trainings and build pool of trainers
Training Effectiveness	Lack of visibility on training effectiveness and impact	Training Participants	No post training evaluation	3-6 months post training	HR Services	Ensure that events are registered with post evaluation trigger
Visibility	Poor visibility of training records	K2 SPOCS	Inability to have training records due to lack of uploads into iLearn	When training participants have been validated	HRBPs HR Services	Upload data to iLearn

Documentation

8. Manuals and relevant Policies

Nestlé Corporate Business Principles

Nestlé Human Resources Policy

Nestlé Leadership Framework

CWAR Educational Support Policy

Nestlé Business Travel Policy

Other relevant corporate documents available on Corporate Intranet site

9. Training

K2 Webform Training for Talent CoC Team and Cluster SPOCs

iLearn Training for Talent CoC Team and Cluster SPOCS

TPMS (Talent & Performance Management System) and Policy for LM

10. Documentation

Training Attendance Form/iLearn Session Registration

Training Feedback Form

PDP (Development Section)

OPP (Developmental Actions)

Training Catalogue (Market)

Training Catalogue (Rive Reine)

Regional Training Calendar