

**HINDUSTAN AERONAUTICS LIMITED
CORPORATE OFFICE :: BANGALORE**

HAL/HR/42(26)/2016

04th July 2016

Sub: Training Policy for Directors of HAL
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1. Objective and Eligibility

1.1 This Policy aims at providing orientation and facilitating Training to be offered to members of the Board of Directors of HAL. It aims at building leadership qualities & providing a platform to share the knowledge, skills & experience gained to and by the Directors.

1.2 The Policy will be implemented by the HAL Management Academy, Bangalore, in co-ordination with Company Secretary.

2. Programme Coverage, Frequency & Duration

2.1 **For new Full Time Board Members:** The endeavour will be to provide training (within India) within three months of the appointment of the new Director for a minimum period of three days.

2.2 **For Part Time/ Independent Directors:** The endeavour will be to provide familiarization training within 3 months of the appointment by visit to one of the Complexes/Divisions of HAL, along with a HMA Faculty. The visit will be followed by training on Corporate Governance organized by the Department of Public Enterprises, IIMs or such other reputed Institutes.

2.3 **For existing Board Members:** The endeavor will be to provide training (within India) for a minimum period of three days, once in two years, on issues considered contemporary for the efficient running / governance of the Organization. The Programme can be in batches also. Needs of the Individual, requirements of the Company, aspects of synergy etc. would also be kept in view.

2.4 For managing and directing the activities of a Navaratna Defence Organization, having many global collaborations, it is advisable for the full time Board Members to get exposed to the global strategies, best practices and management techniques so as to steer the Company towards reaching & sustaining globally comparable levels of excellence in its various aspects. Therefore, all full time Board Members would be given opportunity to attend foreign training programmes (of upto 2 weeks duration) at globally acknowledged Centres of learning located in reputed international Universities/Institutes, once in 2 to 3 years.

2.5 **Top Team Retreats:** This would be considered for all the Board Members, once every two years, for 2 -3 days, with External Faculty. The Programme Modules could cover:

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Core Areas	
1	Applicable Acts and Laws
2	Enterprise Risk Management
3	Sustainability Issues
4	Corporate Governance & Ethics
5	Role of Directors in guiding various functions of the Company
6	Industry update and changes in various Regulations and Laws
7	Greater oversight and higher level of Financial and Accounting expertise
8	Changes in Economic Scenario of India vis-à-vis Global Trends
Other Areas	
1	Emotional Intelligence in Management and Leadership
2	Financial Reporting and Disclosure
3	Handling Difficult people and situations- Resolving Conflicts
4	Strategic Planning and Thinking – turning the Vision into reality
5	Networking and representing the Organization
6	Leadership Ability
7	Yoga and Meditation

2.6 In order to let the Company benefit from the Investment in the training/ learning of Board Members, endeavour has to be made to ensure that they are sent for training before they enter into the last year of stint as Board Member.

2.7 While deputing the Directors for Training Programmes, the Company would consider only those relevant Programmes, which would benefit the Directors and inturn the Company.

2.8 Deputation/ Nomination for the Training Programmes will be done in such a way that it does not impact the work.

3. Framework

3.1 Industry Experts and Experts from reputed Consulting Agencies/ Academia shall guide the Board Members on Strategy, Business Plan, challenges before the Company, etc.

3.2 Company information shall be provided by Senior Executives of HAL.

4. Partners of Training

4.1 Reputed Consultants, Top ranked Institutes/ Institutions like IIMs/ SCOPE / ASCI/ IPE etc will be the Training Partners for the purpose of conducting such Programmes. HMA will co-ordinate with them.

4.2 In case the number of Board Members to be trained is such that an exclusive Programme is not feasible, such Board Members will be deputed to Training Programmes conducted by SCOPE or any other Training Partners.

5. Budget


5.1 All the expenditure incurred on Training Programmes for Board Members with respect to Faculty Honorarium, Transport, Boarding & Lodging, Course Material, Hospitality, Venue etc will be borne by the concerned Office/ HMA.

6. TA/DA

6.1 Part Time/ Independent Directors will be eligible for TA/DA for attending the Training Programmes at par with the TA/DA admissible to Full Time Directors.

7. The Scheme is applicable to CEOs as well.

8. The Policy will be effective from the Financial Year 2016-17 onwards.


(Jose Jacob)
General Manager (HR-ER)