

EMPLOYEE DEVELOPMENT & TRAINING

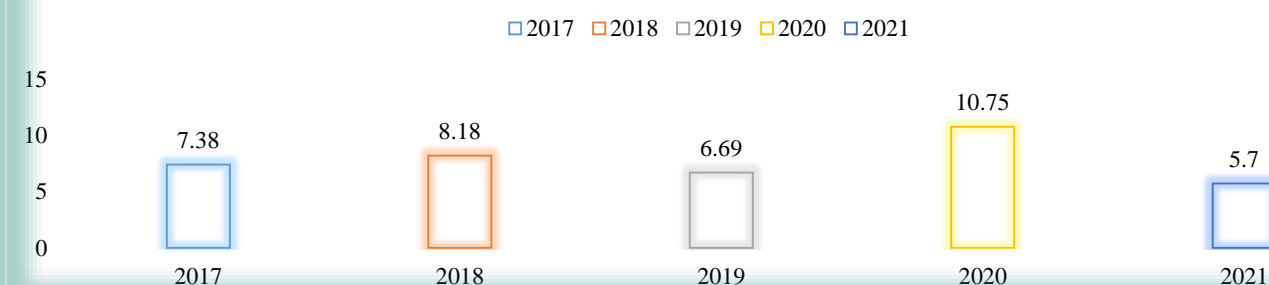
Company has a well-developed corporate culture for human resource development. Training & development of employees is ensured on continuous basis considering training need assessment, technical requirements & competencies. ARL has established T&D center for planning & arranging in-house/outside technical & soft skill trainings. Training plan forms a part of our performance management strategy and is formulated on the basis of training need assessment, staff career plans, succession plan and other organizational requirements. We are continuously striving to enhance employees' technical and managerial competence through in-house technical, soft skill trainings and periodic learning tours to foreign countries.

ARL HSEQ department provides 40 hours training program on health, safety & Environment to all newly inducted staff including trainees & apprentices. ARL has become first organization in country's oil refining sector to acquire customized Operator Training Simulator (OTS), a tool which creates real time environment identical to control room for operators to learn / practice operation of plants. The OTS has been engineered by M/s Schneider Electric (Invensys). It has been of great use for manpower training prior to Commissioning of new units. Additionally; it has immensely contributed to lessen the low skill level issue of relatively inexperienced workforce arising out of high employee turnover. This has helped in safe and smooth operation of the new and existing units hence ensuring sustained profitability for the company. The Skills Development Initiative (SDI) program leads to skills management and lifelong learning that supports the continued employability and assists in career progression. The company provides good working environment, which in turn makes it possible, for the employees to put in their best efforts.

| Training Hours By Gender | No. of Employees Trained | Training Hours | Training Hours/ Employee |
|--------------------------|--------------------------|----------------|--------------------------|
| Male | 197 | 1129 | 5.73 |
| Female | 6 | 29 | 4.83 |

| Training Hours per Employee by Employee Category | | | |
|--|------------------|-----------|--------------------|
| 2021 | | | |
| Category | No. of employees | Man-hours | Avg. Training hrs. |
| Top-Management | 1 | 27 | 1.69 |
| Mid-Management | 3 | 50 | 2.78 |
| Executives | 40 | 254 | 1.54 |
| Junior Management | 159 | 827 | 5.01 |

Training Hours/ Employee



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| Performance Reviews of Management and Non-Management Staff by gender and category 100% |
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Employee Performance Review

Every employee has the opportunity to realize their potential and develop a successful career. Performance evaluation and assessment of employees is also carried out on periodic basis. There are also bi-annual evaluation & review of performance appraisals to gauge the employee's efforts.

Employee Motivation and Encouragement

To encourage staff in attaining their optimum level of performance, ARL organizes regular quarterly award ceremony to appreciate the star performers of all departments through commemorative shields and cash awards. These performance awards are awarded in the fields of core performance, safety and housekeeping. Moreover CEO's special appreciation letters and cash awards are also part of encouragement for individual outstanding performers.



Performance Award Ceremony at ARL