IPA Conference 2018

Quality Culture: Entry Level Training

28 FEBRUARY 2019
The working team - 20 leaders from 6 companies of the IPA
<table>
<thead>
<tr>
<th>Area</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision and Strategy</td>
<td>• Standard maturity framework to enable measurement of the 'quality culture' across organizations</td>
</tr>
<tr>
<td>Leadership</td>
<td>• Leadership forum for addressing cross-cutting challenges in quality for the industry</td>
</tr>
<tr>
<td>Accountability / Collaboration</td>
<td>• Standardized employee practices: role charters &amp; KPIs for critical positions, guidelines for required qualifications / skill-sets</td>
</tr>
<tr>
<td>Governance</td>
<td>• Industry-level escalation forums e.g. Ombudsman</td>
</tr>
<tr>
<td></td>
<td>• Audits &amp; accreditations</td>
</tr>
<tr>
<td>Right Capability</td>
<td>• Training academy &amp; assessment center for entry-level employees</td>
</tr>
<tr>
<td></td>
<td>• Up skilling programs for working professionals</td>
</tr>
<tr>
<td>KPIs and Benchmarks</td>
<td>• Research and publications on latest trends</td>
</tr>
<tr>
<td></td>
<td>• Statistics &amp; databank on industry benchmarks</td>
</tr>
<tr>
<td>Rewards and Recognition</td>
<td>• Knowledge sharing forums on best practices</td>
</tr>
<tr>
<td></td>
<td>• High visibility awards program for recognizing good quality performance</td>
</tr>
</tbody>
</table>
Recap ELT summary: Outline of the model

Whom
- Entry level training program for
  - 10+2 / ITI students (for Manuf. ops)
  - BSc/B Pharma (for Quality)

What
- 6 months 'finishing school' program:
  - 3 months classroom & practical training
  - 3 months on the job training

How
- IPA defines curriculum and certification program
- Partner to set up and run Training Institutes at pharma hubs
- IPA members absorb cost, new trainees, provide faculty
Recap on Timeline: first batch in Nov 2018; We started early on Gandhi Jayanti 2018

<table>
<thead>
<tr>
<th>Activity</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Seeking Government Approval for establishing IPA academy</td>
<td>Jan Feb Mar Apr May Jun</td>
</tr>
<tr>
<td>2. Certification and Tie-up with Academic Institutions and Designing Course Curriculum</td>
<td>Jul Aug Sep Oct Nov Dec</td>
</tr>
<tr>
<td>3. Branding</td>
<td></td>
</tr>
<tr>
<td>4. IPA Infrastructure Setup</td>
<td></td>
</tr>
<tr>
<td>5. Recruitment of Students / Candidates</td>
<td></td>
</tr>
</tbody>
</table>
Tremendous support from the Industry to get this off the ground

- 100+ Equipment's donated
- 415+ hours of curriculum donated
- 2.5 Cr commitment to Partner in the first year
- 250+ On Job Training and jobs committed
First batch of 90 students from 3 companies (Cipla / DRL / Lupin)
Centre is LSSSDC Accredited
Pedagogy being deployed for 6 month training

- 1.5 months - 1.5 months - 3 months

**Instructor led training**
- Basic of API / Formulations / Pharmaceuticals
- Safety module
- cGMP Overview
- Functional English & Language Communication
- Computer Skills
- Life Skill Education / Personal Effectiveness

**Simulation**
- Know your equipment
- Equipment safety and Process safety
- Operations safety and Static Electricity
- Job Specific Model SOPs training
- Data Entry & Document writing sessions

**On job training at Sponsor site**
- OJT (under supervision)
  - Unit Operations for manufacturing
  - Lab operations for Quality
- OJT (under minimal supervision)
  - Unit Operations for manufacturing
  - Lab operations for Quality
  - ...
- OJT (independent working)
  - Unit Operations for manufacturing
  - Lab operations for Quality

**Assessment**
- Final exam & selection

Option for continuous education post the 6 month program
Testing results and attendance has been encouraging

- 85%+ Attendance
- 95%+ Pass Test scores
It is not all work and no play ...
Three lock-ins developed post this period

- 6 months
- Post 6 months
- Post 18 months

LSSSDC certification & employment in sponsor company

Option for continuous education in sponsor company

Salary increase
Plan for rest of year and beyond

Challenges

- Teething issues with Infra, accommodation
- Getting test equipment live
- Managing diversity
- Securing engagement and success
- Getting OJT well settled

Plan going forward

- Ensuring learnings from Pilot batches are addressed
- Stabilize to batch strength of 90 per quarter
- Open up to member companies beyond core committee
- Define timelines for next location - Ahmedabad / Baroda
The services and materials provided by The Boston Consulting Group (BCG) are subject to BCG’s Standard Terms (a copy of which is available upon request) or such other agreement as may have been previously executed by BCG. BCG does not provide legal, accounting, or tax advice. The Client is responsible for obtaining independent advice concerning these matters. This advice may affect the guidance given by BCG. Further, BCG has made no undertaking to update these materials after the date hereof, notwithstanding that such information may become outdated or inaccurate.

The materials contained in this presentation are designed for the sole use by the board of directors or senior management of the Client and solely for the limited purposes described in the presentation. The materials shall not be copied or given to any person or entity other than the Client ("Third Party") without the prior written consent of BCG. These materials serve only as the focus for discussion; they are incomplete without the accompanying oral commentary and may not be relied on as a stand-alone document. Further, Third Parties may not, and it is unreasonable for any Third Party to, rely on these materials for any purpose whatsoever. To the fullest extent permitted by law (and except to the extent otherwise agreed in a signed writing by BCG), BCG shall have no liability whatsoever to any Third Party, and any Third Party hereby waives any rights and claims it may have at any time against BCG with regard to the services, this presentation, or other materials, including the accuracy or completeness thereof. Receipt and review of this document shall be deemed agreement with and consideration for the foregoing.

BCG does not provide fairness opinions or valuations of market transactions, and these materials should not be relied on or construed as such. Further, the financial evaluations, projected market and financial information, and conclusions contained in these materials are based upon standard valuation methodologies, are not definitive forecasts, and are not guaranteed by BCG. BCG has used public and/or confidential data and assumptions provided to BCG by the Client. BCG has not independently verified the data and assumptions used in these analyses. Changes in the underlying data or operating assumptions will clearly impact the analyses and conclusions.