



**Leadership Development
Training
FY 2025-26**



Leadership Academy

Delivery-partner and delivery-head readiness programmes to build a strong leadership pipeline

Internal AI courses offered

By end of FY2026, Persistent achieved over 30,000 cumulative internal GEN AI and AI/ML certifications via internally developed 20 GEN AI/ML courses

Experiential Learning Championship for Fresh Grads

Experiential learning programmes focused on ONE TEAM, Learning and “We are Persistent” mindsets

We Are Persistent

Induction programme for new joiners focused on corporate values, culture and purpose

GEMS

Graduate Engineers with Multidimensional Skills programme to fast-track industry and Persistent readiness for campus hires

Enabling Line Managers

Programmes, such as Be Awesome Manager (BeAM) and New Leaders Training Programme (NLTP) help line managers understand and perform their roles effectively

Experiential Programmes for Team Success

Action-based, team-building Programmes with focused learning outcomes. In FY2026, 15,000+ employees participated in Experiential Learning Interventions

My Learning Path to Become a Certified Professional

Learning meet-ups focused on hyperscaler certifications such as IBM, Salesforce, AWS, Azure, GCP, Snowflake, Databricks

Together, these programmes strengthen the capability pipeline across technical, managerial and leadership roles, while supporting internal mobility, succession planning and long-term talent retention

Key Highlights

500+

Technical & Power Skill Courses

60%

Formal Training

40%

Hands-on Learning

180+

Persistent Digital Engineering Technical skill clusters

Experiential Learning Portfolio

Hands-on and informal learning experiences through initiatives like Experiential programmes, Meetups and Friday Learning Clubs.

Career-related

Through a range of activity-based learning programmes including CareerView, The Brand I, SWOT, This Day Next Year and many more employees are enabled to:

- Develop greater awareness of their own careers
- Plan their careers with a long-term perspective
- Establish clear career-relevant goals and structured action plans
- Aspire to build a strong personal brand as professionals

Team Success

With the objective of fostering stronger team bonding and networking, Experiential programmes for Team Success are designed and delivered. These are gamified, theme-based and action-oriented learning programmes where employees engage with their team members, build deeper understanding of each other's perspectives and learn collaboratively while focusing on key team priorities.

Employee Resource Groups

Sessions are conducted with Prerana (Women's ERG) to enable women employees to understand and adopt the ENRICH (Empower, network, reach for your goals, invest in yourself, create/change, harmony) framework. Sessions with the Pehchaan community are organized to build awareness about the LGBTQ community and understand related challenges. Additionally, sessions with the Able community are conducted to promote inclusive initiatives for persons with disabilities people.

Performance Metrics and Key Indicators

We monitor a range of performance indicators to track the effectiveness and reach of training initiatives. Training investments and learning hours are monitored across employee categories and gender, with separate disclosures for full-time employees and contractors. Data includes active learners and covers operations across the organisation.

Training metrics are monitored across employee category, gender, geography, age profile and workforce type to help assess learning access, workforce readiness and capability depth across the organisation.

24,119

Permanent employees have received training

2,490

Contractor employees have received training

96.80%

Training Coverage (FTE & Contractors)

INR 11,702

Average amount spent per FTE

106.78

Average learning hours per FTE

13 days

Average learning days per FTE

Training cost per FTE

Training cost	FY2026	FY2025	FY2024
Average learning cost per FTE in INR	11,702	11,027	11,484

Average hours per FTE of training and development – Employee (GRI 404-1)

Training Hours	FY2026	FY2025	FY2024
Average hours per FTE	106.78	94.2	72

Learning participation remained balanced across genders. Average learning hours for regular male employees were 106.58 hours and for regular female employees were 107.25 hours, indicating comparable access to learning opportunities.

Average Training Hours - FTE by Training Category	Units	Non-Technical Skill Training	Soft Skill Training	Technical Skill Training
Employee Count	Male (Nos.)	19,291	9,547	12,589
	Female (Nos.)	8,195	4,832	5,412
Completion (%)	Male (%)	94.66%	46.84%	61.77%
	Female (%)	94.96%	55.99%	62.71%

Governance of Learning and Development

Learning strategy and capability roadmap are reviewed periodically by the Chief Human Resources Officer (CHRO) and senior business leadership through the Persistent University governance forum. Annual learning priorities, budgets and outcome metrics are reported to the Executive Leadership Team. Material learning outcomes, including deployment readiness, certification volume, training coverage and learning-experience feedback are tabled at the Board ESG Committee at least annually.

The scorecard below consolidates enterprise-level indicators linking learning inputs to measurable outcomes, certification attainment, bench deployment success, learner experience and business impact.

Leadership and Career Development

GRI 404-1, 404-2, 404-3

At Persistent Systems, we have established programmes (for all our full time and part time employees) that focus on hands-on learning through real-time problem solving and scenario-based training across Technical, Domain, Power Skills, Leadership and Project Management. This approach supports lifelong learning while aligning individual growth with business priorities.

Our development architecture supports progression from entry-level readiness to advanced leadership capability. Programmes are structured to build technical depth, project and programme leadership, consulting mindset and business leadership readiness across career stages.

Category	Leadership Development Programs
Program Overview	- Strategic leadership journeys for high-potential talent designed across three progressive capability stages—Leading Self, Leading Teams, Leading Business - Programs are delivered as 5-month blended journeys combining assessments, expert-led sessions, simulations, coaching and Action Learning Projects (ALPs), with strong business alignment and structured governance
Key benefits	- Builds enterprise-ready Delivery Partners and Delivery Leaders with strong business, financial and customer-centric capabilities - Enables shift from execution-focused roles to strategic leadership - Develops critical capabilities: strategic thinking, stakeholder influence, consulting mindset, financial acumen and leadership presence reinforced through continuous coaching, AI simulations and Action Learning Project sponsor connects
Business Impact	- Creates a strong internal leadership pipeline, reducing dependency on external hiring - Drives delivery excellence, customer satisfaction (CSAT) and business growth outcomes through real problem-solving - Action Learning Projects (ALPs) ensure direct linkage to business priorities such as AI adoption, margin improvement, customer experience and account growth - Enables enterprise-wide leadership capability consistency across delivery and business units
Quantitative Impact	This has significantly improved succession readiness and leadership continuity, reducing dependency on external talent markets. By prioritising internal leadership development and deployment. 71% participants moved to DP / DH roles
Employee Participation including contractors and part-time	Jarvis – 88 employees Pinnacle – 30 employees

Programmes for Career Advancement

Clear development pathways are provided for entry-level, mid-level, senior and leadership roles, strengthening internal mobility and leadership readiness.

Entry-Level Programmes

Graduate Recruitment Programme (GEMS): Graduate Engineers with Multidimensional Skills - Technical training for freshers.

Nebula: Training for undergraduate freshers.

Sheroes: Sheroes is an early-career development programme designed to encourage young women to proactively plan their career journeys. The programme focuses on building aspiration, self-confidence and foundational capabilities, enabling participants to begin skill development and career planning at an early stage.

Mid-Level Programmes

New Team Leaders Programme: Supports managers transitioning from individual contributor roles to people leadership positions. Through focused workshops, the programme equips participants with essential leadership, communication and people management skills to effectively support, motivate and engage team members, driving productivity and business results.

Be an Awesome Manager (BeAM):

Equips people managers with practical tools and frameworks to build engaged and high performing teams. The programme focuses on effective communication, constructive feedback, trust building, accountability and managing difficult conversations, strengthening managerial effectiveness and team outcomes.

Sheroes Plus: Targeted at women in the mid-career stage (8-10 years of experience) and is designed to enable participants to take ownership of their career progression. The programme focuses on addressing internal barriers, overcoming limiting habits and supporting women in shaping purposeful and sustainable career paths.

Senior-Level Programmes

Women Leadership programme: Aims to increase women's representation in senior leadership roles through structured learning experiences. The programme focuses on leadership capability building, confidence development and readiness for expanded responsibilities, supporting long term gender diversity in leadership.

Leadership-Level Programme

JARVIS - Delivery Excellence programme: Competency building programme designed to accelerate leadership readiness among current and emerging Delivery Partners. The programme integrates learning, facilitator led workshops, AI based simulations and Action Learning Projects to strengthen strategic thinking, operational leadership and business management capabilities.

PINNACLE - Business Leadership Programme: Executive development programme for high potential Delivery Heads and DH 1 leaders. The programme combines real world case studies, group coaching and Action Learning Projects to build capabilities in financial acumen, customer centric leadership and enterprise level decision making.

In addition to role-specific pathways, employee development is supported through coaching, mentorship, experiential interventions, cross-functional learning and manager-led development planning. This layered design helps strengthen internal mobility and succession readiness.

We have strengthened its approach to skills and knowledge development training by clearly defining programme scope, participant cohorts and measurable outcomes, addressing gaps related to general statements on leadership training with unknown scope or achieved results. Additionally, structured frameworks are in place to support comprehensive succession planning & development programmes at multiple levels, ensuring alignment with business needs and measurable capability building.

Our Flagship Learning Programmes and Initiatives

	Persistent Digital Engineering Academy (PDEA 3.0)	SASVA 3.0 laura and GenAi Hub	Learning on Demand (LOD) and Manager-Assigned Courses Programme
Programme Overview	Structured enterprise-wide upskilling programme designed to strengthen technical proficiency and support sustained career advancement through role-aligned learning paths and certifications	Focuses on targeted capability building through structured assessments and skill validation to strengthen deployment readiness and workforce effectiveness	Manager Assigned Courses (MAC) provide customized learning interventions designed to address specific business and performance challenges identified by managers and delivery teams
Key benefits	PDEA 3.0 builds organisation-wide technical and AI readiness by aligning skills development with business needs. It reduces skill gaps and reliance on external hiring through internal talent fulfillment, strengthens employee credibility through validated certifications and improves deployment success, enhancing business agility and client confidence	The programme supports improved workforce outcomes by enhancing employee readiness, billability and customer satisfaction. Participants demonstrated improved ESAT and CSAT scores, with billability levels of approximately 96%, indicating strong alignment between skills development and business performance	These interventions focus on resolving targeted areas impacting delivery quality, employee engagement and customer outcomes. The programmes support improvements in CSAT, ESAT, billability and delivery excellence, while ensuring broad coverage through multiple LOD interventions delivered annually
Business Impact	Increased internal fulfillment, reducing hiring costs Lower customer interview rejection rates, enhancing client confidence Strengthened employee credibility and career growth	Enables data-driven decision-making and smarter workload distribution Reduces manual effort through AI-driven automation Accelerates time-to-market, maximizing revenue potential	Improved Productivity, CSAT, ES
Quantitative Impact	During FY 2025-26, trained 10,000+ employees on PDEA 3.0 which contributed to fulfilling 2,000 positions internally (17% of total internal positions)	Helps businesses boost Annual Recurring Revenue (ARR) and Net Revenue Retention (NRR) Improves software engineering speed and efficiency 1,199 certified counts of employees	Billability improvement through LOD focusing on Facing Client Interviews led to 97% deployment in billable roles
Employee Participation including contractors and part-time Participation	98% of the eligible workforce enrolled and ~60% are certified	5,676 cumulative certified counts of employees	LOD: 1,892 employees MAC: 14,312 employees Self-enrolled: 19,539 employees e-Learnings: 18,652 employees

Cross-Cultural Capability Building

Category	Leadership Development Programs
Program Overview	Programs like cultural sensitization, Diversity Equity and Inclusion (DEI), unconscious bias and customer-facing cultural capability building
Key benefits	Improves cross-cultural collaboration, inclusion and stakeholder communication
Business Impact	Enhances client engagement and global team effectiveness; supports DEI goals
Quantitative Impact	67% requesters reported significant improvement in participants' performance 94% participants reported significant improvement in their cultural awareness and client interactions
Employee Participation including contractors and part-time	- Organization-wide participation across levels and roles 1,000+ employees underwent cultural Training - Covering 11 different Geographies based on business needs

Compliance Trainings

Alongside our flagship learning and development programmes, Persistent Systems conducts mandatory compliance trainings that are essential to our day-to-day operations and Company values. All employees and contractors are required to complete these trainings and formally confirm that they have read, understood and comply with the applicable policies and guidelines. These trainings apply to employees (full-time and part-time) and contractors, reinforcing consistent expectations on ethics, safety, rights and responsible conduct across the workforce.

Key compliance training areas include Modern Slavery and Human Trafficking, Anti-discrimination and Harassment, Safe Workplace Policies, Human Rights, Diversity, Equity and Inclusion (DEI), Environmental Health & Safety and Infosec Compliance including Acceptable Use Policy and Privacy Notice. These cover Code of Conduct, reinforcing ethical standards, data privacy, anti-corruption and responsible workplace behaviour.

99.43%

Employees trained on Annual Policy Compliance - Code of Conduct

Learning and Development Partnerships

Our strategic technology partnerships strengthen our certification-led learning model and help us build relevant capabilities aligned with market demand and client needs. We work closely with leading global technology partners to strengthen learning, certifications and workforce capability across the organisation. Through these strategic partnerships, we enable access to advanced platforms, industry-recognised certifications and hands-on expertise, helping our employees build relevant skills at scale.

Degree Programmes and Certifications

Degree Programmes and Higher Education Initiatives (Management & Technical)

We support employee advancement through sponsored higher education and management degree programmes aligned with business and leadership capability needs. In India, employees are supported in pursuing online MBA, BTEch programmes from institutions such as BITS Pilani in areas including AI in Business, Strategy and Consulting, FinTech, Business Analytics, Digital Transformation and Quality, as well as MBA programmes in HR, Finance, Marketing and Business Analytics through NMIMS and Manipal.

For employees based outside India, the Company offers reimbursement of up to USD 10,000 for online MBA programmes from universities of their choice, subject to successful completion. These initiatives strengthen leadership pipelines, enhance technical and managerial skills and support long-term career development.

Smart India Hackathon (SIH) – Knowledge Partner

As a Knowledge Partner to the Ministry of Education's Innovation Cell and AICTE, the Company plays a strategic role in the Smart India Hackathon by evaluating innovative solutions proposed for problem statements from government ministries and departments. This national-level initiative enables employees across mid-management and senior leadership to mentor emerging innovators while contributing to India's socio-economic development. Participation is voluntary, reinforcing the Company's commitment to responsible citizenship and purpose-driven engagement.



Solutions Partner in 5 areas*
7,520+ Certifications



Premier Partner
2,660+ Certifications



Google Cloud

Premier Partner
2,390+ Certifications



Global Summit Partner
9,300+ Certifications



Platinum Partner
1,540+ Certifications**



snowflake

Premier Partner
180+ Certifications



databricks

Select Partner
910+ Certifications*

7,000+

AI/ML/GenAI External Certifications

Cumulative 24,500+ Partner Certifications

As of March 31, 2026

*Infrastructure, Data & AI, Digital & App Innovation,
Security, Modern Work

**IBM Badges

Certification pathways support both employee development and business capability. They strengthen employee credibility, enhance delivery readiness, improve customer acceptance in project deployment and help maintain strong technology partnerships.

Our 360° Strategic Alignment



As an AI-led Transformation Partner:
Bringing in platform-led services approach



As an Engineering Partner:
Bringing in deep technical expertise and knowledge



As a Solutions Partner:
Bringing in customizable solutions



As a GTM Partner:
Bringing in customer understanding and implementation expertise

About Persistent

Persistent Systems (BSE: 533179 and NSE: PERSISTENT) is a global services and solutions company delivering AI-led, platform-driven Digital Engineering and Enterprise Modernisation to businesses across industries. With over 27,500 employees located in 21 countries, the Company is committed to innovation and client success. Persistent offers a comprehensive suite of services, including software engineering, product development, data and analytics, CX transformation, cloud computing, and intelligent automation. The Company is part of the MSCI India Index and is included in key indices of the National Stock Exchange of India, including the Nifty Midcap 50, Nifty IT, and Nifty MidCap Liquid 15, as well as several on the BSE such as the S&P BSE 100 and S&P BSE SENSEX Next 50. Persistent is also a constituent of the Dow Jones Best-in-Class World Index. The Company has achieved carbon neutrality, reinforcing its commitment to sustainability and responsible business practices. Persistent has also been named one of America's Greatest Workplaces for Inclusion & Diversity 2025 by Newsweek and Plant A Insights Group. As a participant of the United Nations Global Compact, the Company is committed to aligning strategies and operations with universal principles on human rights, labor, environment, and anti-corruption, as well as take actions that advance societal goals. With 468% growth in brand value since 2020, Persistent is the fastest-growing IT services brand in 'Brand Finance India 100' 2025 Report.

www.persistent.com

USA

Persistent Systems, Inc.
1731 Technology Drive
Suite 700, San Jose
CA 95110
Tel: +1 (650) 481 9180
Fax: +1(408) 451 9177
Email: info@persistent.com

India

Persistent Systems Limited
Bhageerath, 402
Senapati Bapat Road
Pune 411016
CIN: L72300PN1990PLC056696
Tel: +91 (20) 6703 5555
Fax: +91 (20) 6703 6003

