



NEQSOL Academy: Pioneering Digital Learning Excellence Across Six Languages

NEQSOL Holding
Best Learning Technology Implementation
November 2024



Company Background



Company-at-a-Glance	
Headquarters	AZERBAIJAN BAKU
Year Founded	(Insert text here)
Revenue	(insert text here)
Employees	10.0000
Global Scale (Regions that you operate in or provide services to)	(UK, the USA, Turkey, Azerbaijan, Ukraine, Georgia, Kazakhstan, the UAE and more.)
Customers/Output, etc. (Key customers and services offered)	(insert text here)
Industry	Oil&Gas, Telecommunications, Hi-tech, Construction
Stock Symbol	(insert text here)
Website	www.neqsolholding.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	800.000 USD
Number of (HR, Learning, Talent) employees involved with the implementation?	5
Number of Operations or Subject Matter Expert employees involved with the implementation?	20
Number of contractors involved with implementation	5
Timeframe to implement	6 Months
Start date of the program	2021-2022

Fit to the Needs

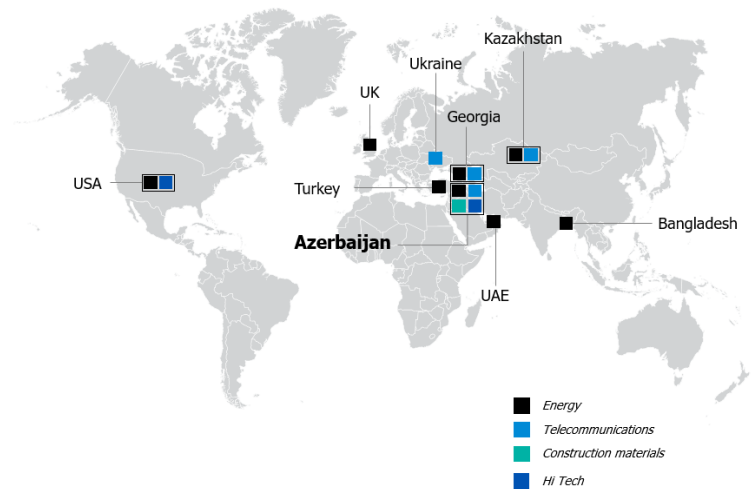
About NEQSOL HOLDING: NEQSOL Holding is a diversified group of companies operating across industries and countries. The main areas of business operations include oil and gas, telecommunications, hi-tech, and construction industries.

The group of companies operates in the UK, the USA, Turkey, Azerbaijan, Ukraine, Georgia, Kazakhstan, the UAE and more.

Most of the companies within the group have been active in their respective fields of operation for more than two decades. The Holding brings these companies together to build a multifaceted and multi-industry business portfolio that ultimately helps strengthen strategic management and synergies between the companies.

Currently, NEQSOL Holding has multiple operating companies that have leading positions in their respective markets thanks to their solid expertise and extensive experience.

NEQSOL Holding is an international holding with a professional team of more than 10,000 employees. Human capital is considered the most important asset. The Holding plans to expand its business activities by entering both new geographies and business areas. In line with the business philosophy and principles, a high priority on the value adding HR practices to attract, retain and develop talent were placed to have a sustainable performance in line with NEQSOL's ambitious objectives.



HR Strategies: NEQSOL Holding’s Human Resources strategies are formulated to support our HR mission to Attract, Develop and Retain Talents for Sustainable High Performing Team.

Human Resources policies at NEQSOL Holding are designed to offer employees unrivaled, equitable work experience and give the employees well-defined goals. Thus, NEQSOL Holding has a major focus on people development with the aim of ensuring the sustainability of the NEQSOL pool of talents and employee engagement

Business Need:

Rapidly changing environment, local and global expansion plans, diversified industries, short & mid-term business priorities mentioned briefly above are the drivers that foster the importance of Continuous Development in NEQSOL Holding.

All these growing organizations and rapid expansion in different geographies have made it vital to develop employees and to establish an healthy and sustainable learning environment for continuous development, employee engagement and Group synergy. . As a pioneer technology leader in the region, creating a best practice in terms of learning technologies was also important.

Overall Information regarding NEQSOL Academy Launch

NEQSOL Holding’s LXP NEQSOL Academy with a motto of “Our Journey to Excellence” was launched as a digital learning and interaction environment with a wide range of content in six different languages to empower employees of NEQSOL Holding's companies operating in various countries to manage all digital learning activities from a single source.



NEQSOL Academy drives synergy and sustainable growth through enhancement of professional purpose and perspective of the NEQSOL Holding's human capital.

The collaboration with global and local educational institutions and learning platforms, including Harvard Business School, MIT Sloan School, SkillSoft, RBL Institute, ADA University, Infosec, Udemy, O'Reilly enables users to access the latest knowledge and insights. NEQSOL Academy's library also boasts over 16,000 LinkedIn Learning courses, accredited by authorized institutions such as PMI, ISACA, ORACLE, SHRM, Six Sigma.

Content covers many different subjects in such areas as leadership, business trends, functional/technical areas, well-being, and personal development, which are essential to the work and life skills. The platform supports development journey of employees with global learning opportunities available from anywhere at anytime via the desktop version and mobile application.

NEQSOL Academy leads to achieve a learning culture mosaic with its diversified industries and varied cultures beyond the boundaries and gives space to interact, learn from each other and keep in touch through a social platform.

Overview

NEQSOL Academy – first digital training and development platform with a wide range of opportunities launched in Azerbaijan

Main pillars behind NEQSOL Academy:

- Consolidation of development activities in an Academy as a significant Group initiative
- Developing the human resources needed for the implementation of strategies on current dynamics within the framework of the group's human resources vision
- The need for a development platform that creates common culture and synergy for companies operating in different sectors, countries and business models
- to create synergy and drive sustainable growth through enhancement of professional purpose and perspective of the NEQSOL human capital.
- To be able to create an exemplary platform with design and functionality as a Group operating in the field of technology.

NEQSOL Academy Digital Platform was designed and launched as a web and mobile platform. It is a very dynamic, user friendly, AI based platform which enables NEQSOL Holding employees to learn and engage from anywhere at anytime. It's the one-stop-shop accessible anytime, anywhere for colleagues to satisfy their curiosity for learning and it became an enabler to creating and embedding a learning culture and one fundamental building element.

Main features of NEQSOL Academy Digital Platform:



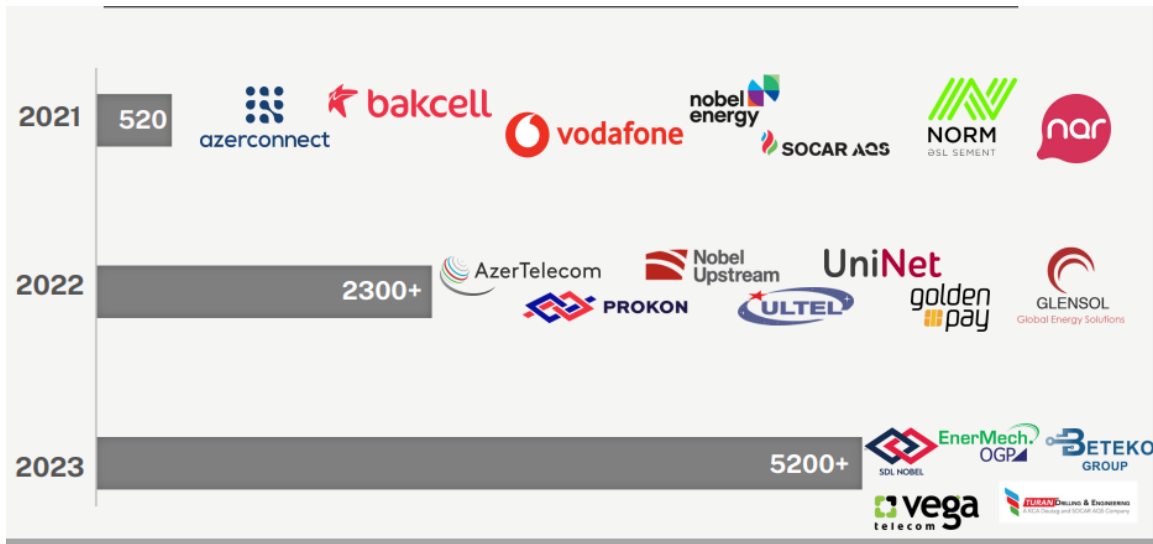
- It allows people to learn in ways that make sense for them, and engages them where they are
- It can host and curate custom content, so SMEs in the Group can create video content easily
- It delivers highly relevant content for participants thanks to AI- drive personalization
- It provides digital badges rewarding learning and lifelong learning map.
- Courses automatically made available to all eligible employees based on their employee profiles
- Ease of user access and seamless user experience with Single-Sign-On and state of the art design
- Reliable platform with Cloud system availability

Integration throughout the Organization

NEQSOL Academy targeted an ecosystem employees in the beginning. As the in line with the strategic plan, customers, students, employees' families, suppliers and for some cooperation with governmental institutions are being covered on initiative basis.

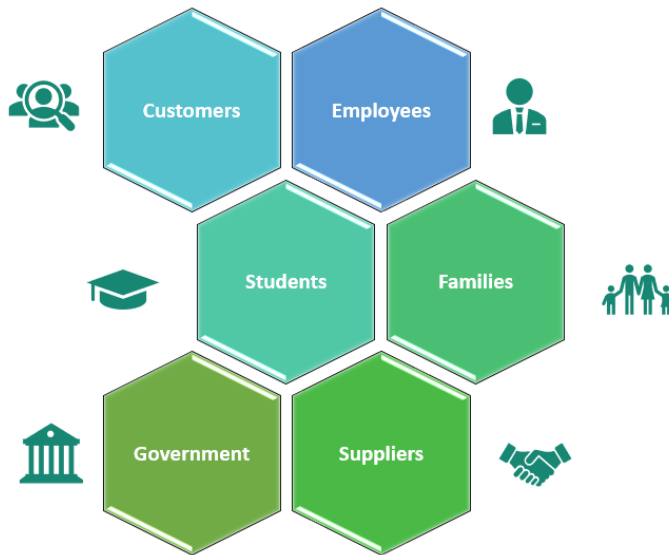
During the launch phase, it was opened to a 500 people including top management and senior management team as a priority target audience and started with programs for them. The most important reason for this decision was primarily the importance of gaining the ownership of the leaders and taking their allegiance for such a platform of learning and development.

In line with the expansion plan, by the year of 2023 It covered 5200 employees through different Group Companies in line with expansion plan and this year, 2024 different groups are being covered as It targeted in the strategic plan and the external groups.



Besides, It is opened to external participants starting from university students and families.

Target Audience



Picture-NEQSOL Academy Target Groups

There are 6 main content categories at NEQSOL Academy. Extensive and certification based programs have been established with the world's most important institutions, Azerbaijani educational institutions and universities, leaders, subject matter experts for the trainings in these categories. The format of the contents is diversified as

Trainings (with blended program alternatives)

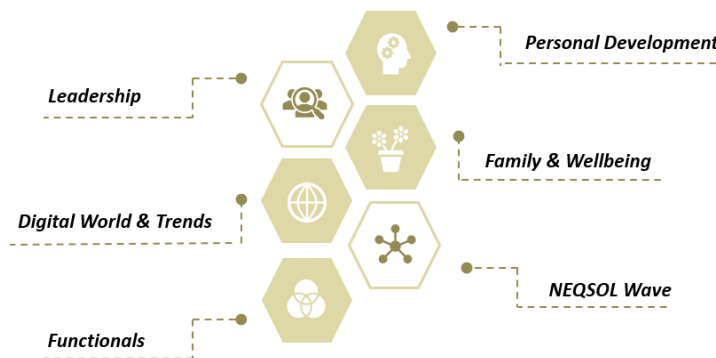
- E-learning



- Videos
- Articles
- Book Summaries
- Manuals
- Podcasts

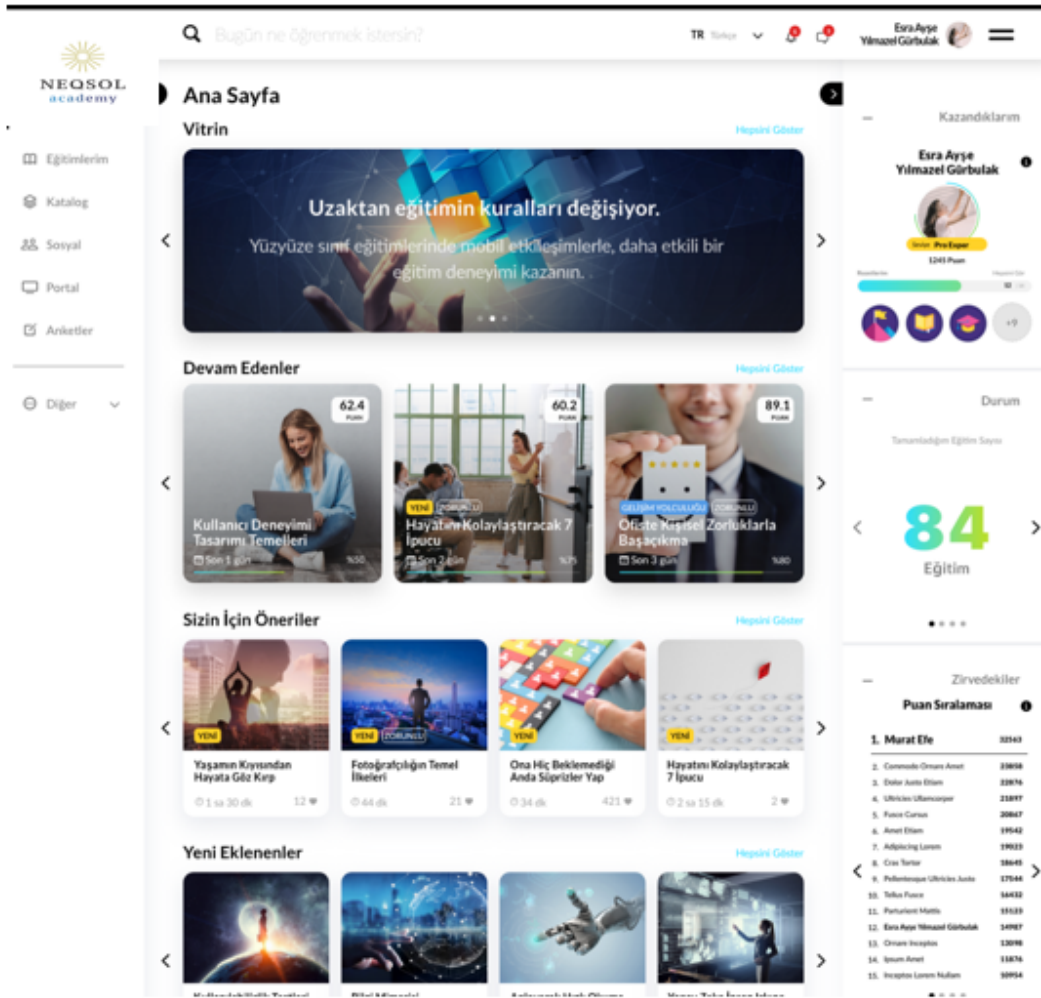
All contents are delivered in 6 languages in line with the geographies the Group Operate in and the employee profile.

Categories



Picture -NEQSOL Academy Main Content Areas

Number of content (including micro learning videos, videos and e-learning programs are 9845 under those headings including partner programs such as Linked in Learning, Harvard, MIT, Crossknowledge, Udemy and more importantly SME generated contents from Group Companies.

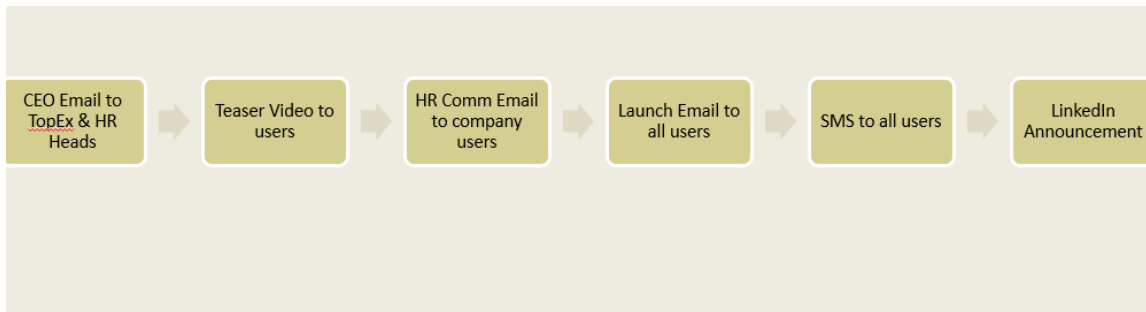


Picture -NEQSOL Academy Digital Landing Page

Communication:

To ensure high engagement and to proactively manage the participation, a structured communication plan was executed. Therefore It was crucial to apply a communication plan to ensure employees know NEQSOL Academy and the breath of learning material available to them.

Communication Plan for the Launch



CEO Email



From: **Yusif Jabbarov**
 To: TopEx & HR Heads



Dear Executives,

As you know, the world is changing at an extraordinary pace, organisations need talents to move forward and successfully negotiate volatile times. We, as NEQSOL Holding need to be ahead of the curve in this dynamic world. A skilled workforce is essential for the success of our organization. Such a transformation must be met with appropriate training and learning strategies.

I would like to inform you that we will be launching **NEQSOL Academy** digital platform, which will support our employees with development resources and a common space to engage with their colleagues within their company and our Holding.

NEQSOL Academy:

- will give us the flexibility to learn from anywhere at any time through a mobile app.
- will be partnership with the best global corporations such as Harvard Business School Publishing, MIT Sloan Executive Education, Skillssoft, Crossknowledge, TED, etc. and local partners like ADA University for different content needs.
- is a dynamic, self-directed, personalized learning and development tool
- covers many different subjects for our work and life skills such a leadership, business trends, functional/technical areas, well being and personal development etc.

At the first stage, we will be opening for about 500 employees for Top Executive, Senior Management and Manager and then expand it to other levels as well up to 10.000 employees of the group.

I highly encourage you to take an active role in this platform and encourage your colleagues as well.

More information to you will be provided by your Digital Platform task force members in your company.

Best regards,
 Yusif Jabbarov

Activate



Step forward with a new perspective on leadership in
NEQSOL Academy!



We are happy to announce that online Leadership Development Program by Skillssoft and MIT Sloan Management Review is launched. Wide range of lessons, assessments, reading materials, on-the-job practices, expert advice about leading the business, leading yourself and leading the team are now available for you to excel in your leadership journey.

Please, use your NEQSOL Academy credentials as username and password.

[Click here ...](#)



Dear xxx,

NEQSOL Holding has provided you with an unlimited access to the O'Reilly learning platform to help you keep up with the latest technical knowledge and business practices through your NEQSOL Academy account.

O'Reilly is an online learning platform that includes interactive learning with the help of live online trainings, books, videos, official certification preparation materials, dev environments and has the internationally recognized partners such as Google, Microsoft, Redhat, Oracle, CISSP, etc.

Tips from NEQSOL Academy



Neqsol Academy <info@neqsolacademy.com>
To yjabbarov@neqsolholding.com

👍 Reply ↶ Reply All → Forward

Çar 10.03.2021



LEADING YOUR TEAM: Leading by Developing People

Leaders are only as good as the people they lead. Learn how to use tailored techniques and strategies to optimize performance.

In this course, you'll learn how to use motivational factors and actions for developing your team. You'll explore strategies for performance improvement, as well as how to set and maintain high standards. You'll also learn how to overcome common myths about development, and how to mitigate the challenges leaders face in developing people.

WATCH if you have 10-15 minutes:

Activate V
Go to Setting

**Picture:** Examples of Communication Materials

Some of the strategic actions that helped to provide with high commitment rates are:

- Implement quarterly Strategic Alignment Meetings with Advisory Board
- Close monitoring with the NEQSOL Academy Task Force / Community of Practice
- Revamp home-page & channels
- Revisit categorization of trainings
- Creation of blended learning journeys
- Leaders' communication and interaction about Academy
- Roll-out function academies as they are developed
- Increase frequency of communication to end users- bulletin, weekly thematic recommendations, reminders
- Activating agreed notifications

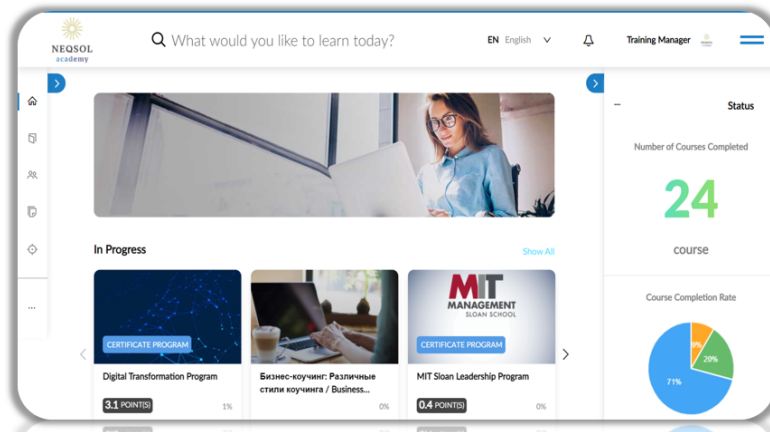
In line with the strategic plan, new content is constantly being developed and collaborations are made. In this context, the latest Linked in learning content is also included in NEQSOL Academy.



About NEQSOL Academy



NEQSOL Academy enables NEQSOL Holding employees to learn and engage from anywhere at anytime.



Design of the Implementation Plan


- NEQSOL Holding has launched NEQSOL Academy, a new digital learning and development platform with the aim of the personal and professional growth of its employees.
- Designed as a common development platform for employees of Holding companies operating in 6 different languages, different industries and 4 different geographies
- NEQSOL Academy leads to achieve a learning culture mosaic with its diversified industries and varied cultures beyond the boundaries.
- In order to be the only platform for the needs of Companies in different sectors and specialties and to create synergy by sharing valuable expertise inside, the contents prepared by subject matter experts are included in NEQSOL Academy as video-based or e-learning.
- NEQSOL Academy also gives space to interact, learn from each other and keep in touch through a social platform. Along with the programs of global and local educational institutions, NEQSOL Academy also creates an opportunity for employees of the companies to interact through a social platform.
- For the first time in Azerbaijan and the neighboring region, a training and development platform with such a wide range of capabilities and functions has been created.











- It plays a crucial role in the personal and professional development, as well as in strengthening the team spirit of the employees of the Holding in different countries.
- Content that covers many different subjects essential to work and life skills such as leadership, business trends, functional/technical areas, well-being and personal development can be reached anywhere any time through the mobile app.

In the strategic plan, as it was mentioned above, leaders of the Group were targeted (and for partially all employees for certain contents) and Audience will be expanded over the years to match relevant content and become a comprehensive learning platform.

Although this phased transition was planned, the main focus areas of the Platform on the basis of subject were determined in a very broad scope to cover diversified needs of different employee groups.



MAJOR CONTENT PROVIDERS

 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>One-year hybrid program specified for L.E.A.P. participants</p> </div>	 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>Digital Coaching Platform for L.E.A.P. participants</p> </div>	 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>Leadership Development Program for the Management of Holding</p> </div>	 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>Customized leadership content for Leadership Journey Program participants</p> </div>
 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>HBP Premium Collection & Harvard ManageMentor for Managers and Executives</p> </div>	 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>Online learning platform for Holding's technical teams</p> </div>	 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>Online Info Security Awareness trainings for Corporate Center employees</p> </div>	 <div style="background-color: #e0e0e0; padding: 5px; border-radius: 5px; margin-top: 5px;"> <p>16000+ online courses on Business, Technology, and Personal Growth for Holding employees</p> </div>

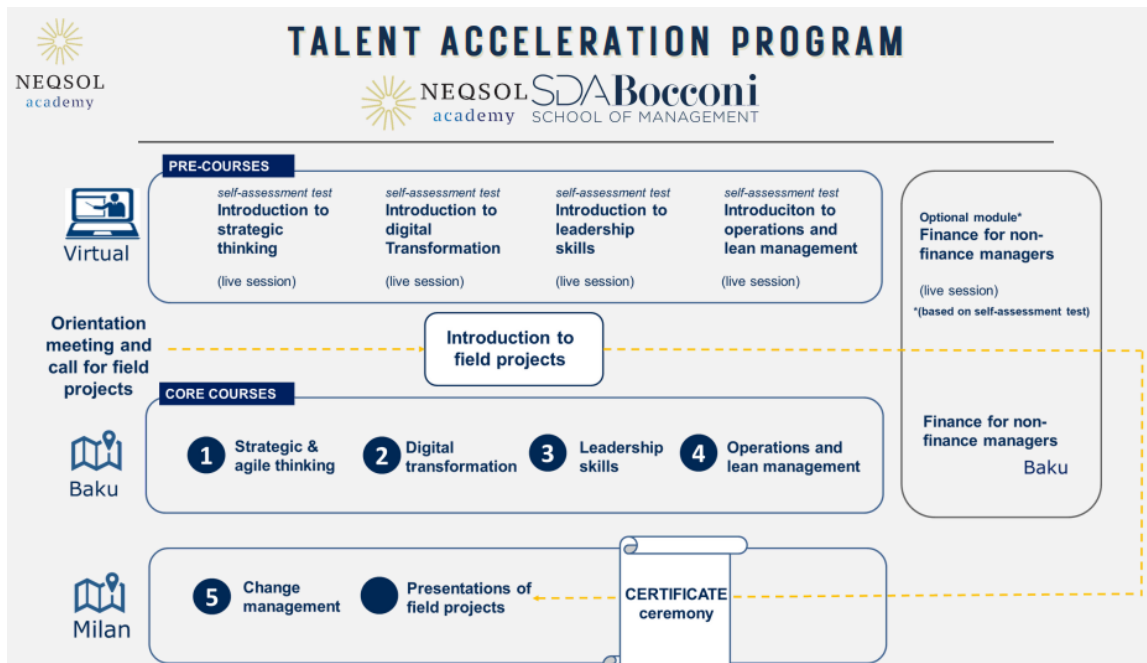
Delivery of the Plan

It combines various learning methodologies and technologies to provide a flexible, interactive, and user-centric educational experience.



Key Features Include:

- **Customized Learning Paths:** Tailored courses that align with individual career aspirations and the company's skill needs, enabling personalized learning journeys.
- **Leaders' Involvement:** Leaders are involved successfully from the beginning as participant, sponsor, SME and Advisory Board Member.
- **Blended Learning:** A mix of online tutorials, interactive content, live webinars, and in-person workshops to cater to different learning preferences and reinforce learning through multiple channels. Many critical blended learning programs such as LEAP Talent Development Program, Leadership Development Journey, NEQSOL Onboarding Program were designed as blended learning with NEQSOL Academy.





WHY DO WE NEED THIS?
 Provide all new hires with valuable insights into our **organization & culture** and bring them a sense of **belonging & inclusion** from day one.

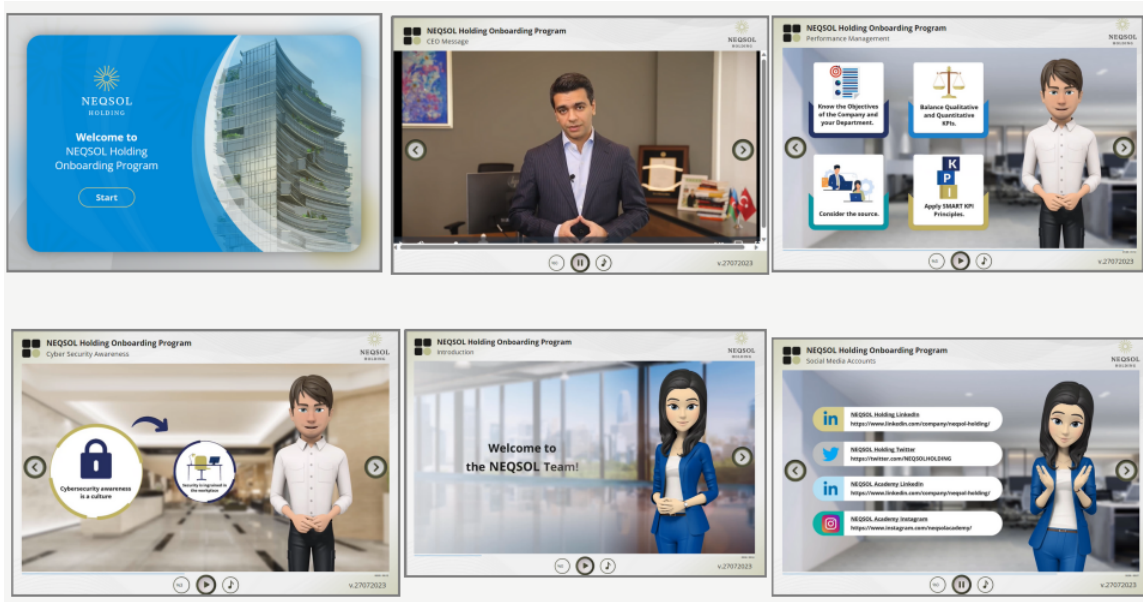
WHO IS THIS FOR?
 New Hires & Current employees
 Corporate Center - Full package
 Group Companies - Optimized package on top of their internal processes

ACTION PLANS

- Shared with Group Companies' HR Heads and L&D Task Force - July 2023
- Launch for Corporate Center - August 2023
- x2 points are applied in gamification for completion

Program is available in both web and mobile.

NEQSOL Onboarding Program Content	Corporate Center	Group Companies
NEQSOL Holding Azerbaijan CEO message	✓	✓
Brief Overview of NEQSOL Holding	✓	✓
Historic Milestones	✓	✓
Success Stories	✓	✓
Sustainability	✓	✓
Social Responsibility Projects	✓	✓
Corporate Governance (CG) & Compliance Structure	✓	
Ethics in NEQSOL Holding	✓	
Cyber Security Awareness	✓	✓
Working at NEQSOL	✓	
Learning and Development	✓	
Performance Management	✓	
Our Awards	✓	✓
Health and Safety Rules	✓	
Policies and Procedures	✓	
Social Media Accounts	✓	✓
Useful links	✓	✓



- **Gamification:** The use of game design elements in non-game contexts, like quizzes and simulations, to increase engagement and motivation. A well structured gamification policy was applied to increase completion.
- **Social Learning:** Forums and collaboration tools that encourage knowledge sharing and peer-to-peer learning among participants.

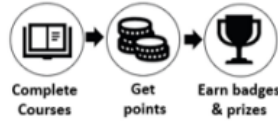


NEQSOL ACADEMY

GAMIFICATION

ARE YOU READY?

Learning has never been so much fun!



Complete these actions to earn points and get badges to win prizes.

Actions	Points	Daily Limit	Daily points	Monthly points	Quarterly points
Login the system <i>Daily sign in to NEQSOL Academy</i>	5	1	5	150	450
Program Completion <i>Series of courses & additional materials</i>	25	1	25	750	2250
Course completion <i>Single course</i>	5	10	50	1500	4500
Mobile Completion <i>Any activity/training completed on mobile app</i>	10	10	100	3000	9000
LinkedIn Follow <i>Follow NEQSOL Academy LinkedIn page</i>	250	-	-	-	-



Welcome badge
Daily login



Curiosity badge
Enrollment in 5 courses



Level 1 badge
20 training complete



Level 2 badge
40 training complete



Level 3 badge
60 training complete



Level 4 badge
80 Training complete



Best mobile learner
40 training complete on mobile

Learning Champion 2022

SABIR MAMMADOV
15805 POINTS

246 HOURS
43 COMPLETIONS

Learning Champions
FEBRUARY 2023

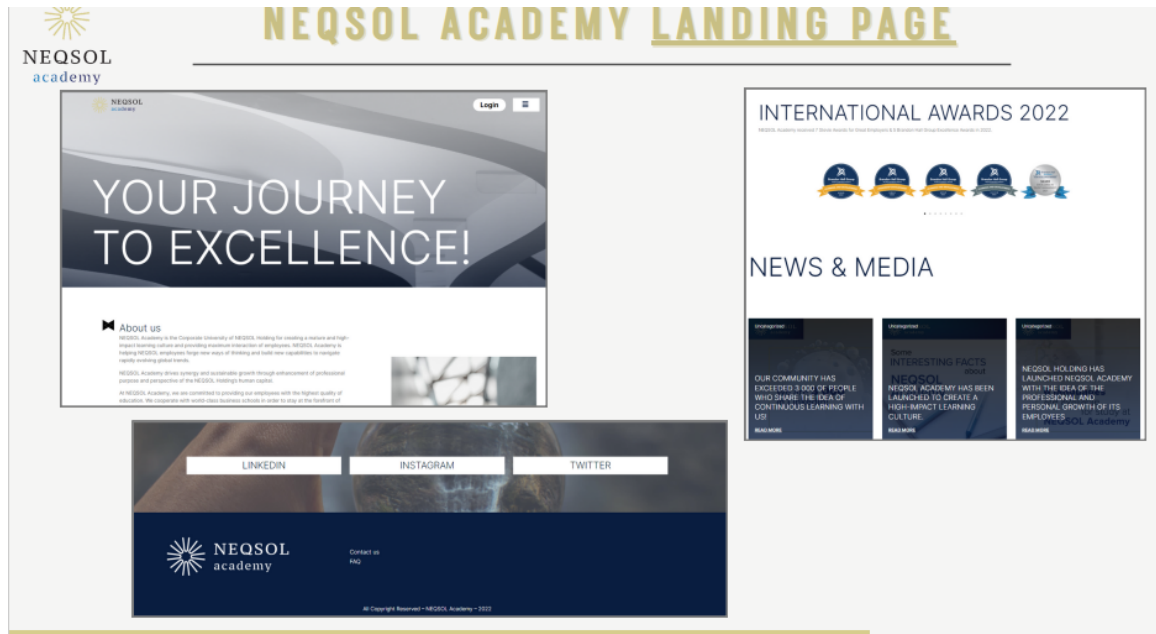
TUNZALA MUSAYEVA
560 POINTS

TURKAY JAMALZADE
675 POINTS

ISRIL ASALIYEV
175 POINTS



- **Mobile Learning:** A mobile app or mobile-responsive design allowing learners to access content anytime, anywhere, facilitating continuous learning.



- **Analytics and Reporting:** Advanced tracking and reporting tools to monitor progress, assess completion rates, and identify areas for improvement.
- In line with the strategic directions of NEQSOL Group, 2023 priorities were redefined for NEQSOL Academy as well as follows:

Leadership Development	Blended Learning	Digital Fluency	Cybersecurity Awareness
Skill-based learning	Technical & Functional Expertise	Strong Partnerships	Artificial Intelligence

As is is aimed in the begining, NEQSOL Academy Platform became a crucial vehicle for employees as a place to share a common culture, develop and integrate and communicate as well.



Increased Engagement: Gamification introduces elements like points, badges, leaderboards, and challenges into learning activities, making the learning process more engaging and interactive.

Improved Learning Outcomes: Thanks to NEQSOL Academy, It became very practical to deliver contents and learning subjects in line with strategic objectives groupwide with increased engagement and time spent learning. Learners tend to grasp concepts faster and retain information longer.

Higher Completion Rates: From the start, NEQSOL Academy realized high penetration and completion rates thanks to right curation, personalized approach, effective use of blended learning and gamification.

Feedback and Data Collection: The interactive nature of NEQSOL Academy allows organizations to collect valuable data on learner performance and engagement.

In summary, a learning technology platform like NEQSOL Academy could significantly contribute to achieving organizational goals by providing personalized, flexible, and engaging learning experiences. By leveraging data to continually refine and improve learning initiatives, organizations can ensure their workforce is equipped with the skills needed to succeed and adapt in an ever-changing business landscape.

NEQSOL Academy likely plays a crucial role in achieving key organizational goals:

Aligning Learning with Business Objectives: By customizing learning paths to align with organizational goals, NEQSOL can ensure that their workforce develops the skills needed to drive business forward.

Strong Employer Branding: By frequent interaction with social media especially Linked in,

employees are proud to share their program completions and information regarding NEQSOL Academy. This positively effects NEQSOL's employer branding and supports Company image as an investor in people company.



Improving Employee Retention and Satisfaction: Offering professional development opportunities can improve job satisfaction and employee retention. This is supported by highly motivating KPI results.

Cultivating a Culture of Continuous Learning: NEQSOL Academy helps foster a culture where continuous improvement and skill development are valued and encouraged. This can lead to a more agile and adaptable organization, better equipped to respond to industry changes and challenges.

Tracking and Improving Learning Outcomes: The ability to monitor learning progress in real-time allows for the adjustment of learning strategies as needed to improve outcomes.

Encouraging Knowledge Sharing: NEQSOL Academy include social features that enable learners to share insights, ask questions, and collaborate. This enhances the learning experience and foster a sense of community among employees.

Change Management Efforts

Describe any challenges or obstacles encountered and how the learning team reacted and overcame them. What was the process for addressing change management?

Details:

How challenges were overcome:

- Adapting to new learning technologies can be challenging for both instructors and learners. However, from Day 1, It was welcomed by the



- employees even the top executives of the Group. L&D Team provided comprehensive training sessions, user guides, and ongoing technical support to ease the transition. Interactive onboarding sessions and communication materials helped learners become familiar with the platform's features.
- Keeping the learning content up-to-date and relevant to the rapidly changing industry standards and technologies supported to phase-by-phase implementation of NEQSOL Academy. The L&D Team established a continuous review and update process, involved different strong content providers to nurture diverse and various needs, expectations throughout the Group. They also incorporated feedback mechanisms where learners could request updates or new topics.
 - Maintaining learner engagement and motivation in a digital environment can be challenging. The L&D team introduced gamification elements, Leader Boards, interactive content, to keep learners engaged. Recognizing achievements through digital badges and certifications, sharing them within the Group and on social media also helped in maintaining motivation.
 - The implementation of analytics and reporting tools enabled the tracking of learner progress, engagement levels. Surveys and feedback forms were used to gather direct feedback from learners.

By navigating these challenges with a structured change management approach, NEQSOL Academy successfully implemented a learning platform that supported organizational goals and enhanced learning outcomes. Continuous improvement and adaptability were key to its sustained success and relevance.

Change Management Process

1. **Assessment and Planning:** An initial assessment identified gaps in current learning programs and technological infrastructure. The planning phase involved setting clear objectives for NEQSOL Academy, identifying required resources, and establishing a timeline for implementation and strong communication plan.
2. **Starting from leaders** was a key success factor, presenting their commitment became an enhancing high penetration factor.
3. **Communication:** A comprehensive communication strategy was developed to inform all stakeholders about the upcoming changes, highlighting the benefits and addressing potential concerns. Regular updates kept everyone informed about the progress.
4. **Training and Support:** Prior to launch, the learning team conducted training sessions for both learners and instructors. A support system, including FAQs, help desks, and forums, was established to address any technical issues or queries.



5. **Pilot Testing:** A pilot phase with leaders was risky but provided valuable insights into the platform's functionality and content relevance. Feedback from this phase led to adjustments and improvements before a full-scale rollout including milestones described above.
6. **Review and Continuous Improvement:** Post-implementation, the L&D team conducted regular reviews of the Platform's effectiveness. This involved analyzing usage data, collecting stakeholder feedback, and making iterative improvements to ensure the academy continued to meet organizational goals and learning outcomes.

Measurable Benefits

Aligning Learning with Business Objectives: By customizing learning paths to align with organizational goals, NEQSOL can ensure that their workforce develops the skills needed to drive business forward.

Strong Employer Branding: By frequent interaction with social media especially Linked in,

Employees are proud to share their program completions and information regarding NEQSOL Academy.

Improving Employee Retention and Satisfaction: Offering professional development opportunities can improve job satisfaction and employee retention. This is supported by highly motivating KPI results.

Cultivating a Culture of Continuous Learning: NEQSOL Academy helps foster a culture where continuous improvement and skill development are valued and encouraged. This can lead to a more agile and adaptable organization, better equipped to respond to industry changes and challenges.

Tracking and Improving Learning Outcomes: The ability to monitor learning progress in real-time allows for the adjustment of learning strategies as needed to improve outcomes.

Encouraging Knowledge Sharing: NEQSOL Academy include social features that enable learners to share insights, ask questions, and collaborate. This enhances the learning experience and foster a sense of community among employees.

This has been validated by an Employer Branding Research saying NEQSOL Academy Platform has almost as equal recognition as NEQSOL Holding, this result is highly encouraging in terms of being an investor in people company regarding employer branding strategies for talent attraction.



The effectiveness and benefits of NEQSOL Academy has also been monitored by different KPIs and measures.

Key Facts and Figures for NEQSOL L&D Team:

Critical L&D KPIs have been determined each year in line with overall HR strategies to accompany Groupwide ambitions.

2022

KPI	Weight	TARGET/UNIT			Actual result	Fulfillment score
		80%	100%	120%		
Engagement	Login Rate	70%	80%	90%	96%	120%
	Leadership Programs Completion rates (HMM, MIT)	70%	80%	90%	98.63% (HMM 110% MIT 87.26%)	120%
	LL Activation rate	70%	80%	90%	96%	120%
	LL Engagement rate (At least 1 completed video user by each user)	70%	80%	90%	92%	120%
	NEQSOL Academy Internal & External Branding (revised)	2500 LinkedIn	3000 LinkedIn	3500 LinkedIn	3265	
	Social Group Facilitation	At least 1 post in a month	At least 2 posts in a month	At least 3 posts in a month	Done	120%
Content	Internal Content per internal program curator	1 presentations + videos + exams	2 presentations + videos + exams	3 presentations + videos + exams	Done	120%
Interaction Center launch*	Facility design & launch	Designed	Launch Q4	Launch Q3	TBD	

All data are from 31.12.2022

2

2023

KPI	Description	Weight	TARGET/UNIT			Actual result	Fulfillment score
			80%	100%	120%		
Digital Learning Experience	average learning hours per person		20	25	30	31.6	120%
Cultivating Talent	programs for L.E.A.P. program		1 program	2 programs	3 programs	3 programs	120%
Leadership Development	learning hours per person (only digital)		8	10	12	15.4	120%
Coaching Digitalization	Project completion, digital platform for Executive Coaching program		design & system integration	launch	utilization	utilization	120%
Technical Upskilling	hours per person*		70	80	90	97%	120%
Well-Being & Empowerment Program	team building activities, work-life balance trainings		1	2	<2	3	120%



- Main targets of L&D and Talent Management are followed up and measured at Group level. To reach that successful rate, a key action was also taken. NEQSOL Academy and Leadership Programs completion rates are added to Leaders Performance KPIs and are measured as part of their performance evaluation.
- The biggest success of the process was this ownership. Today, 6 % of total annual targets of senior management comes from L&D and talent management initiatives, including the CEO.

KPI	Weight	TARGET/UNIT			Actual result for Dec 2021	Fulfillment score for Dec 2021	
		80%	100%	120%			
Participation Rate – 6%	a. Total Participation rate of 95%	3%	80%	95%	98%	99%	120%
	b. Topex and SM Program completion rate 80% (at least 1 assigned program)	3%	70%	80%	90%	HMM – 100% MIT – 100%	120%
Content development	4%	at least 5 industry specific video based courses in Russian/Ukrainian	at least 10 industry specific video based courses in Russian/Ukrainian	rich industry specific content in Russian/Ukrainian %	Rich content in Russian/Ukrainian was added	120%	

- Considering the total population Overall login rate for 2023 is 96 %, Activation Rate is 96%, Engagement Rate is 92% which is above all benchmarks.
- Average number of Learning Hours per person is 45,7 (both digital+ other) which is above 32,9 (ATD Average result)
- It was a challenging task to attract the busiest target group as leadership team consisted of 500 leaders. With a very close monitoring and effective communication strategy and of course qualified programs with reputable cooperations such as MIT, Harvard Business School etc, 100 % of all leaders were involved in Academy. Total completion rate for the Programs is 98,3%
- **Overall average satisfaction surveys is 93%** including partnership programs, blended programs.
- NEQSOL Academy has a Linked in account and it reached out 5000+ followers in a short period of time.

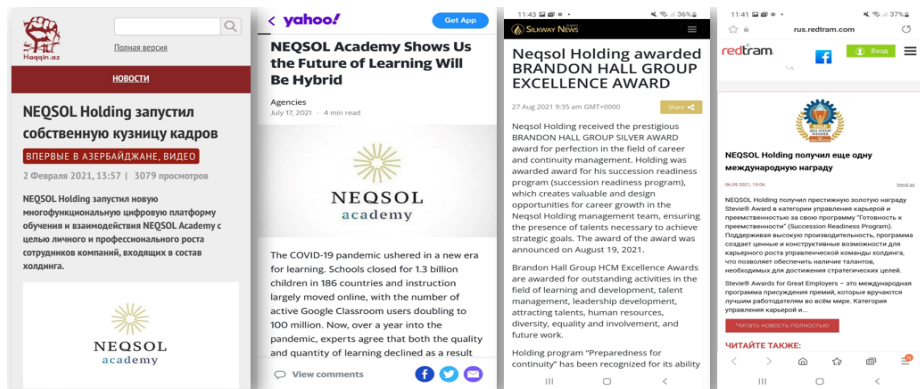
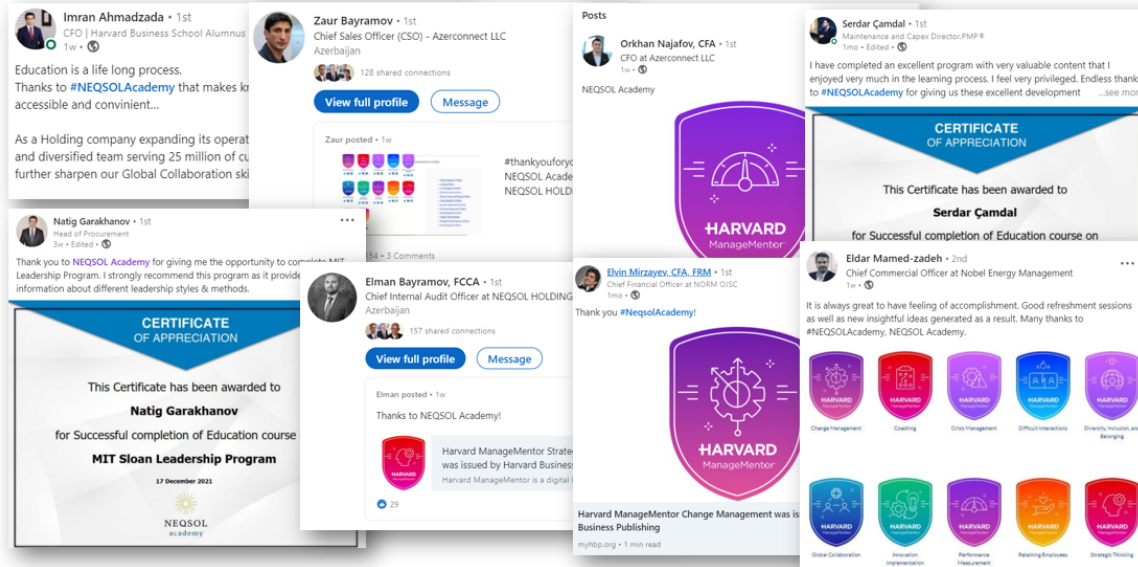
Moreover to L&D KPIs,

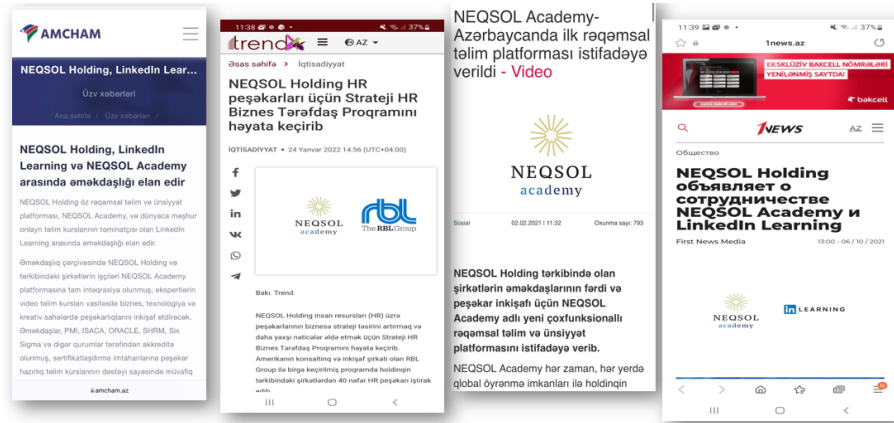
- Although it is not considered a one-to-one effect, the turnover of the target audience was compared before and after NEQSOL ACADEMY. **Turnover dropped from 7% to 1 % between 2021 and 2023.**



- Social media and press coverage were very effective in terms of NEQSOL Academy's contribution to employer branding. Positive reflections inside and outside for an academy in the establishment phase highlight the L&D Team's contribution to the Group's employer brand and support for more.

NEQSOL ACADEMY – Social Media Feedbacks





EXTERNAL COMMUNICATION



- Press releases
- News in website
- Collaboration with news agencies
- Posts on LinkedIn and Twitter pages
- Videoshootings with Executives

- NEQSOL Academy has won critical awards from global institutions such as Brandon Hall, Stevies Great Employer and Global Council of Corporate Universities
- NEQSOL Academy has been honored with the Silver Award in the category of Best New Corporate University at the 2023 GlobalCCU Awards Ceremony
Organized by GlobalCCU, Global Council of Corporate Universities, this prestigious ceremony took place on May 17, 2023, in Bangalore, India. It is aimed to recognize and celebrate Corporate Universities that have consistently demonstrated excellence and generated significant value for People, Business, Society, and the Planet. NEQSOL Academy's recognition is a testament to our unwavering commitment to providing exceptional learning experiences and driving positive impact.



Overall

NEQSOL Academy has reached critical results in a short time. Thanks to many factors such as cooperating effectively with leaders, effective communication & feedback with all employees, strong partnerships, healthy content curation, innovative approaches to develop new methodologies, governance and so on, It has become a strategic and successful partner supporting Group's people strategies and employer branding.



Lessons Learned:

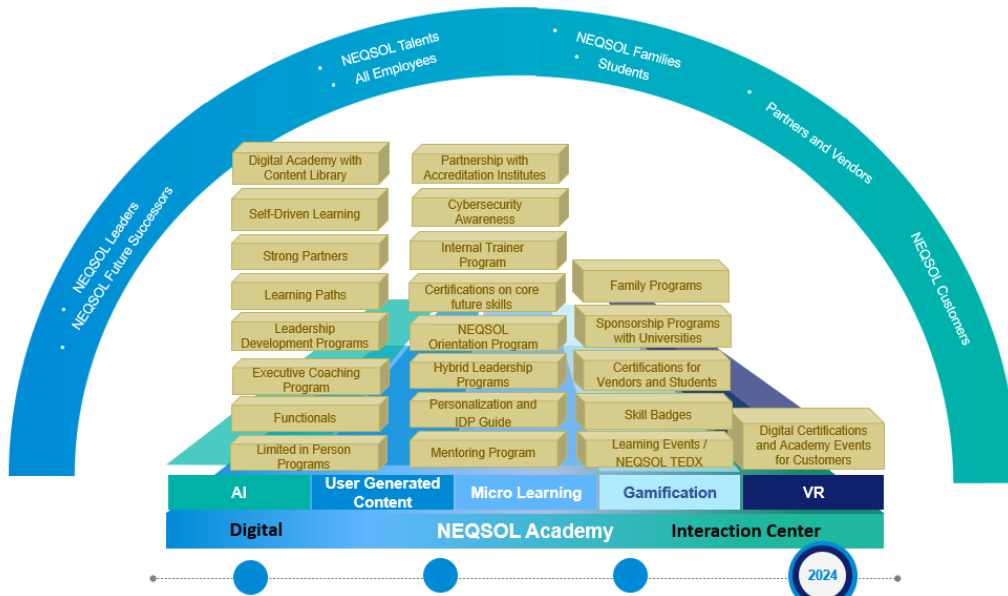
- **Strategic Alignment is Crucial:** Aligning L&D initiatives with the organization's strategic objectives is essential for their success and for achieving desired business outcomes.
- **Strong link with other HR areas:** Based on HR Strategies, strong cooperation especially talent management team and practices were a key factor for success.
- **Using technology as a Pioneer:** Creating new digital best practices and getting high level of engagement contributed to the Team's success and positioning within the Group Companies
- **Leadership Engagement Drives Success:** Engaging leaders not only as participants but also as advocates of learning programs is vital for fostering a learning culture.
- **Communication and Feedback are Key:** Continuous dialogue between the L&D team, learners, and stakeholders is critical for aligning learning initiatives with business and individual needs.



- **Content Quality and Relevance Matter:** The effectiveness of learning programs significantly depends on the quality and relevance of the content provided.
- **The Importance of Personalization:** Personalizing learning experiences enhances engagement and facilitates better learning outcomes.

Future Outlook:

As NEQSOL Academy expands its ecosystem, the organization is positioned to make a more substantial impact not just internally but also on the broader community and industry. This strategic focus on learning and development, combined with partnerships and community engagement, can drive innovation, talent development, and societal progress, contributing to the organization's long-term success and sustainability.



Expansion and Innovation in Learning Programs: Building on the success and lessons learned, the NEQSOL L&D team is likely to expand and innovate its learning programs, incorporating emerging technologies and methodologies to enhance learning experiences.

Sustainability and DEIB: Programs focused on sustainability and DEIB will become even more integrated into the learning strategy, reflecting the Group's commitment to social responsibility and inclusive growth.

Leveraging Data and Analytics: The use of data analytics will become more sophisticated, enabling more personalized and impactful learning experiences and better alignment with business goals.



Strengthening Employer Branding: As already a strong vehicle to present NEQSOL as an investor in people Company, the strategic and successful L&D practices will continue to support the Group's people strategies and enhance its employer branding, attracting and retaining top talent.

In order to keep up with changing business needs, to adapt to the new ways of learning and to attract learners, these focus on main areas will also be focused:

- Enhancing the **user experience**: revamp the landing page & architecture / realign the channels / use AI&personalization more effectively.
- Strengthening the **content**: Functional academies /enhanced target groups /more cooperations with reputable institutions
- Increasing frequency of **communication** to Learners: establish a comms drumbeat aligned to the business rhythm / launch a series of marketing campaign
- Increasing the **personalized curation**: activation of Individual development plans to help learners to curate their own learning maps.
- More **diverged learning technologies**: beside the advanced mobile experience at NEQSOL Academy, AR&VR Technologies on need basis and gamification will ve applied
- More **user generated content**: Especially on sectoral/ functional subjects, with the help of NEQSOL Academy Task force from Group Companies.



About Brandon Hall Group™

With more than 10,000 clients globally and more than 30 years of delivering world-class research and advisory services, Brandon Hall Group™ is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

Excellence Awards

Three annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

Membership

Individual and Enterprise Membership options: Includes research assets, advisory support, a client success plan and more.

Advisory Offerings

Custom research projects, including surveys, focus group interviews and organizational needs assessments for transformation, technology selection and strategy.



ENTERPRISE EXCELLENCE CERTIFICATION PROGRAM

Recognizes the best HCM programs that transform their organization and achieves breakthrough results. This designation is a step above the HCM Excellence Awards® which focuses on one program within a company. Enterprise Excellence is a hybrid of award winners who are also members.



SMARTCHOICE® PREFERRED PROVIDER PROGRAM

Uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's thirty-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.



AGENCY! BY BRANDON HALL GROUP™

Provides comprehensive marketing solutions for human capital management solution providers. We offer strategic services to establish a strong foundation for your marketing efforts.