



Strategic Learning & Development Management

At Definitive Healthcare, we are proud of our learning culture and invest in a variety of learning and development options to support the growth and development of our talent. Our Learning Philosophy is grounded in two of our guiding principles, where we are willing to challenge ourselves beyond our comfort zone and are willing to roll up our sleeves and get the job done. That means we must continually try new things, learn quickly, and adjust to keep up momentum and fuel innovation.

To help support that, we prescribe the 70/20/10 model for learning and development, where on average, 70% of a person's learning is experience-based, 20% comes from interacting with others, and 10% is the result of formal training and reading. We leverage custom learning developed internally as well as investments in third-party providers and platforms (e.g., LinkedIn Learning) to curate content and support our employee's continued development and growth.

Identifying Strategic Training Needs

Our yearly talent review and calibration process helps identify development needs.

- We perform a quantitative analysis of those needs to draw out major and minor themes and compare the output to our company engagement survey results and strategic plans.
- Based on our analysis, we plan out our yearly learning and development calendar with a series of learning spotlights to target critical areas of impact. Tools and resources are provided, and core themes are threaded through various messaging and communications channels.

Enabling Individual Training Plans

We work with employees and their managers to create a mix of development opportunities to support employee development and growth. In addition to formal learning opportunities, managers work to provide opportunities for staff through high-profile projects, job shadowing, and mentorship to help support their development. We also encourage all individuals to seek additional content that specifically supports their development needs, as not all featured content will apply to everyone depending on their unique needs.

Our core programming includes:

- Tier 1: Onboarding
- Tier 2: Elevate – Young Professional Development
- Tier 3: LEAD – Management Development
- Tier 4: LEAD in Action – Management on-the-job application
- Tier 5: Inspire – Leadership Development (piloting in 223)

Furthermore, we invest in off-the-shelf content to augment our development offerings and support just-in-time learning.

Finally, career conversations are an integral part of this process. These conversations take place each year in advance of talent review and calibration. We encourage people leaders to engage with their talent regarding their career aspirations and work collaboratively to build development plans, ensuring they are tied to professional development goals. To fully round out this process, we are also amid a broader project to build and give visibility to career paths across the organization.

Learning Measure and Tracking Results

Our learning and development objectives are evaluation year after year. We take the state of the organization and market climate into perspective and develop objectives to help the organization overcome current and future challenges. We also work to ensure our objectives align with the company's goals.

Our recent objectives were largely focused on engaging and retaining talent by elevating and expanding our management development programs, adding programming targeted to developing young professionals, and launching career conversations to ensure managers and employees have the tools and resources they need to explore career aspirations and build development plans.

To assess impact and results, we evaluate results through key performance indicators, including:

- Learning usage and penetration
- Learning Impact (via the 4-tier Kirkpatrick model)
- Engagement survey sentiment and feedback on career advancement and development opportunities
- New Hire Turnover
- Talent reviews and calibrations

We measure behavior change within our strategic programs (Tier 3,4, & 5 programs), using 360 degree and pre-and post-learning assessments.

Improving Learning and Training Through Results

In analyzing the impact of learning, different levels of assessment are used depending on the nature of the learning opportunity. We leverage the Kirkpatrick model, a globally recognized method of evaluating the results of training and learning programs. It assesses both formal and informal training methods and rates them against four levels of criteria: reaction, learning, behavior, and results.

Investment in training

During the course of 2021, the average time spent on learning was 10.5 hrs. per employee. The Company invested over \$1,100 per employee, inclusive of third-party content and platforms and internal program costs.