

English language), Rosetta Stone (for gaining other language skills) and Culture Wizard (to get acclimatized with various cultures across the world). Our webinars, loaded with adaptive course curriculum, challenge our employees to expand the scope of their capabilities on their own terms. To top it all, we've introduced mentoring programs and buddy systems to support employees amass better knowledge retention and even proposes adjacent development opportunities.

## Career development and opportunities

Keeping a strong focus on Talent pipeline development, ABB Power Products & Systems India Ltd has embarked on a 'Build & Develop' journey this year, with the objective of enabling a powerful talent ecosystem that helps build and develop capabilities for the future. We are building a new paradigm of 'hybrid jobs' that combine technology, domain and industry experience. This enables us to attract skillsets that complement our growth paradigm. We are also reskilling our workforce through structured learning paths and offering them a new-age skill identity through various talent assessments & customized learning to bridge skill gaps. The Company continues to enable internal talent growth and development by offering open dialogues, having regular performance and development reviews including structured feedback, knowledge transfer and other opportunities for enriching their career. Talent redeployment has been encouraged by providing avenues for internal mobility through talent rotation when any new opportunity of hire arises. Adding to this, opportunities to work on different projects locally and across geographies / businesses are also been provided.

The Company encourages its employees to progress within the organization as opportunities arise. The organization has a strong talent management process to evaluate the best of talent, encourage and provide career development opportunities for promising employees through individual career development plans. Developing leaders internally continues to be a priority for the Company & with that in mind, succession plans are developed for all critical roles in the organization post talent risk assessments and engagement study.

## Diversity and inclusion

As a young organization, ABB Power Products and Systems India Limited did witness the launch of Diversity 360 - a new mindset, stronger culture, and new way of working in 2020. Our vision is to position Diversity & Inclusion at the core of our long-term business success. We believe Diversity + Collaboration = Innovation. With Diversity 360 in place, the organization promises to deliver brilliant employee experiences as a new Company, where our extraordinary talents are given the right environment and are empowered to thrive. Diversity 360 works across four workstreams:

1. **A new leadership model** which focuses on D&I strategy being embedded into our everyday behaviors, policies, and leadership decisions.

We focused on developing a new leadership model through

a people partnership approach engaging employees to define future leader needs and expectations, utilized appreciative inquiry methodology for collecting information, validated and co-created a unique leadership model with International Institute for Management Development (IMD).

2. **Female Acceleration** with a commitment to increase gender diversity from 8 percent to 10 percent and progress female representation in middle management and top leadership roles.

This year, the organization focused to strengthen early talent pipeline through university hiring programs and strengthen our female talent attraction strategy to improve diverse experienced professionals' hires. Key talent identification and dedicated development programs to ensure female talent enablement & exposure (Female Talent Development Program) also has been on top of the list.

3. **Live Diversity & Inclusion (D&I)** to create the cultural basis for collaboration and inclusiveness.

To foster the D&I culture in our organisation, ABB Power Products & Systems India Ltd focused on incorporating D&I as each business unit's accountability by launching SPECTRUM - India's diversity & inclusion forum. SPECTRUM provides a platform for employees' networking and engagement and also works with diversity councils to execute D&I initiatives across business units and also measure the effectiveness of all such initiatives. Different awareness programs including unconscious bias programs which help the people managers deep dive into understanding unconscious bias and actions and behaviors that interrupt or mitigate biases were imparted.

4. **Attract and grow talent** to spotlight our values = purpose and social innovation. The organization focused on amending talent attraction policies like Employee Referral Program with improved incentive schemes, early talent attraction policy for university hires with retention schemes etc. to accelerate diversity hiring in India. We created an Employee Value Proposition built on the foundation of our greater purpose, the scale and impact of our work, and how we develop and power careers. The organization continues to create opportunities to grow and develop internal talent - solving the challenges of today and the demands of the future.

The organization through various efforts and initiatives sustained and grew its diversity to 8 percent in 2020.

S.N Key human resource data of the Company for the year		2020
1	Total number of permanent employees	2,290*
2	New employees added	168
3	Apprentice / Interns / Trainees	346
4	Total number of employees hired on contractual basis	297
5	Number of women employees of the total number of permanent employees	136
6	Number of permanent employees with disabilities	10
7	Recognized employee association	YES
8	Percentage of permanent employees who are members of the recognized association	25%

\*As on December 31, 2020