



ADB Career Management and Learning & Development Policy

ADB Career Management and Training efforts, tools, and procedures aim to secure the organization's sustainability while nurturing the growth and deployment of everyone. By providing the necessary skills and experience for effectiveness, recognition, and engagement, we strive to foster lasting growth and success.

1. Principles

- Facilitating a seamless talent flow to establish and sustain the essential Talent Pool.
- Promoting career opportunities to increase individual career awareness.
- Embracing and nurturing a culture of continual learning and people development.
- Promoting a holistic approach to career management that synergizes with industry common practices and standards.
- Elevating organizational efficiency and efficacy by enhancing the experience and performance.

2. Career Management

Career Management involves lifelong resource investment to achieve future career goals. This process encompasses self-awareness, career development planning, and continuous learning. ADB provides opportunities for individuals to improve their skills and career trajectories, while also maintaining an optimal Talent Pool.

2.1. Performance Management Process (PMP)

A robust PMP is essential to foster engagement, enhance quality, and cultivate a culture of continuous improvement and lifelong learning.

Our approach is built on three fundamental principles

- **Strategic Communication and Goal Setting**
 - ✓ The CEO presents the strategy for the upcoming year and Company Goals.
 - ✓ Engage in goal setting to establish mutual goals for H1 for every individual.
- **Support and Goal Alignment**
 - ✓ Mid-year, we review and evaluate achievements to gauge performance.
 - ✓ We set H2 goals based on post-mortem analysis and alignment with current strategic objectives.
- **Feedback and Accountability**
 - ✓ At year-end, a comprehensive performance appraisal assessment measures progress against goals, identifies strengths and developmental areas, and explores short and long-term aspirations and training needs.

Goal Setting

By clearly defining and aligning expectations we synchronize efforts to attain desired outcomes. Goal setting marks the initiation of a comprehensive annual process. Our goal categories align with business strategy and cascade throughout the organization. Individual goals, in line with global categories, are discussed and approved by Managers.

Annual Appraisal

To maintain accountability, everyone must strictly follow our performance assessment process. All members throughout the organization participate in self-assessments to assess goal achievement, recognize strengths, areas of development, and consistently offer insights into their career goals. Subsequently, the Manager



assesses one's individual performance based on self-assessment, own managerial assessment and conducts discussion concerning final scores, results, and potential growth opportunities.

Competencies

Competencies encompass observable skills, knowledge, behaviours, and abilities essential for effective job performance and are based on our corporate values. These competencies are promoted throughout the organization and can be viewed inside your performance assessment tools, online on our company website, and via the P&C intranet.

Ratings

Performance ratings are determined during an annual review at the end of each year. Everyone is assessed against expected deliverables and competencies. We use the 9 Box Matrix to categorize every individual based on their potential and performance scores to help personalize potential career paths and developmental strategies.

Employee of the Year and Expert/ Principal Nominations

Annually, Managers hold the prerogative to deliberate and nominate exemplary candidates for the titles of Employee of the Year and/or for Expert or Principal promotion. These nominations are founded upon the scores derived from the annual Performance Assessment, coupled with supplementary criteria that lend substantiation to the selection. For further elucidation, please refer to the Employee of the Year and Expert/ Principal Nomination process guidelines in the P&C Department.

2.2. Career Opportunities

All available job vacancies are listed on our company website and are also featured in our internal newsletter. ADB is committed to equal opportunity employment and values workforce diversity, thus welcoming applications from all qualified individuals. At the same time, we promote opportunities for internal local movements as well as overseas assignments.

2.3. Career Planning

Each person collaborates with their manager to craft an Individual Development Plan (IDP), detailing career goals, strengths, improvement areas, and skills to nurture. The IDP boosts current performance and paves the way for promotion. Individuals driving their careers is key. Managers aid by providing access to resources like training and challenging tasks. Aligning career planning with internal procedures ensures fairness and consistency.

2.4. Succession Planning

The organization will identify key positions critical for its success and sustainability. Prospective successors for these critical roles will be recognized based on their performance, skills, competencies, and alignment with the organization's core values. Through deliberate career planning and comprehensive discussions, employees will be equipped and nurtured to seamlessly transition into higher roles as and when these positions become available.

3. Learning and Development

Our Learning Culture offers a diverse range of programs, including but not limited to:

- Classroom and online training courses: designed to enhance skills and competencies.
 - Mandatory Compliance: Environmental Health and Safety (EHS), IT, and data protection training to ensure adherence to relevant laws and regulations.
 - Technical training based on specific needs: to maintain compliance and deliver high standards services.
 - Functional training: on-the-job training facilitated by experienced colleagues in specific areas.
 - Apprentice and Interns Programs: for attracting Talents and securing a Talent Pool.
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In the organization, all associates are encouraged to use 5% of their working time for their individual development. Use it wisely to accelerate your career growth.

3.1. Internal Learning Opportunities

Online Learning Platform- external resources

The organization offers an extensive selection of online courses through our Online Learning Platform. Our training catalogue comprises over 24k top-tier courses developed by subject matter experts. The online learning collection is regularly updated with new courses to enhance knowledge, stay current with products, processes, and market demands, and foster the adaptation of emerging technologies.

Online Learning Platform- Internal resources

In addition, you can use our internal platform, featuring webinars by expert colleagues on topics like products, procedures, and more. Log into the Intranet to access these resources, boosting your understanding of our offerings. For detailed courses, check the Intranet to fuel your learning and professional growth.

On-the-job Training

This kind of learning opportunity enhances your skills and expertise through a hands-on learning approach that immerses you in real work scenarios. As you perform your daily tasks, you will gain practical experience and receive guidance from experienced colleagues. This method allows you to learn by doing, contributing to your professional development.

Mentoring

This form of development is a personalized guidance system that pairs you with experienced professionals in your field. Mentors provide insights, advice, and support as you navigate your career path. In ADB some roles, such as Experts, Principals, and Managers are obliged to serve as a mentor for less experienced colleagues.

Training (Classroom or online)

Training provides you with a structured learning experience, deepening your understanding of specific subjects and boosting your capabilities to excel in the role. All current trainings are published through the People and Culture Newsletter or provided in a less formal way by team leaders.

3.2. External Learning Opportunities

By creating an IDP, you are actively guiding your interests and career path. It is important to note that nomination for external training follows an approval procedure.

4. Targets and objectives

Qualitative Objectives	Quantitative Targets
<p>Skills Enhancement: Facilitate continuous learning and skills development to enable everyone to adapt to changing roles and responsibilities.</p>	<p>a. 90% of associates participate in the creation of an Individual Development Plan during their performance review within the next two years.</p> <p>b. Average hours of training for associates should be at least on the level of 30 hours annually.</p> <p>c. Make sure that at least 70% of training was related to role and business goals in the given year.</p>
<p>Equal Opportunities: Transparent career growth with fair rules, equal access to new opportunities, and objective criteria.</p>	<p>a. 90% of Associates complete their assessment (during the Performance Management Process) and provide tailored development plans to bridge any identified skill gaps, regardless of their background within the next two years.</p>



Advanced Digital Broadcast SA

Route de Lausanne 319, CH-1293 Bellevue
Switzerland

	<p>b. Internal job offers are open for all associates within the organization in the given year.</p> <p>c. Achieve and sustain a minimum 30% representation of underrepresented groups in executives and managerial roles within 3 years.</p>
<p>Leadership Pipeline: Develop a robust leadership pipeline by identifying and nurturing high-potential employees for future leadership roles.</p>	<p>a. Min. 70% of leadership positions are filled through internal promotions and succession planning initiatives within the next 2 years.</p> <p>b. 90% of new managers complete dedicated leadership training within the first 12 months of onboarding.</p>