



Human Capital

Empowering Our People for Sustainable Success

UNSDG:



Strategic Pillars:



Business Model Canvas:



Material Issues

1, 2, 4, 5, 6, 8, 9, 10, 13, 18, 23, 24, 25, 26, 27, 30, 35, 37

GRI Alignment

201, 203, 302, 401, 403, 404, 405



Employee-Centric Strategy:

At Union Bank of India, our employees are the cornerstone of our sustainable and digital future. Discover how our employee-centric approach drives our vision.

At Union Bank of India, we passionately believe that our most valuable assets are our employees. Their skills, enthusiasm, and commitment are the foundation for our vision of a sustainable, digitally empowered future. By investing in our human capital, we aim to provide the highest quality services to our customers and contribute meaningfully to India's journey towards becoming a digital powerhouse and a net-zero emissions country.

Recognising that human capital is the cornerstone of sustainable success, Union Bank strategically invests in its workforce to achieve key goals, including environmental sustainability and transitioning to a low-carbon economy. By seamlessly integrating robust human capital initiatives into our broader business strategy, we ensure that employees have the necessary skills and knowledge to navigate today's rapidly changing landscape.

This commitment enhances the Bank's financial performance and plays a crucial role in meeting its environmental sustainability targets. Our focus on fostering a motivated, skilled, and inclusive workforce positions us to lead in developing green technologies, offer innovative sustainable finance solutions, and contribute significantly to a cleaner and greener future.

Number of Employees

75,866

Total workforce at Union Bank of India.



Strategic Priorities and Initiatives

Strategic Priorities	Initiatives	Details	GRI Standards
Inclusion and Diversity	Employee Education and Training	Enhanced educational initiatives emphasizing bias awareness, cultural competence, and inclusive leadership. Regular training sessions and workshops keep employees informed about the latest practices and principles in diversity and inclusion.	GRI 405: Diversity and Equal Opportunity 2016
	Interactive Listening Sessions	Regular interactive sessions allow employees to voice concerns, share experiences, and contribute ideas. These sessions are crucial for understanding employee sentiments and identifying areas for improvement.	GRI 405: Diversity and Equal Opportunity 2016
	Refined Recruiting Practices	Recruiting practices refined to attract a diverse pool of candidates. Emphasis on reaching underrepresented groups through targeted outreach programmes, partnerships with diverse organisations, and inclusive job advertisements.	GRI 405: Diversity and Equal Opportunity 2016



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Strategic Priorities	Initiatives	Details	GRI Standards
Leadership Development	Comprehensive Leadership Training Programmes	Robust training programmes covering strategic thinking, digital fluency, and change management to prepare leaders for future challenges and opportunities.	GRI 404: Training and Education 2016
	Mentorship and Coaching	A mentorship and coaching framework pairs experienced leaders with emerging talents, fostering knowledge transfer, supporting career development, and building a pipeline of future leaders.	GRI 404: Training and Education 2016
	Leadership in Diversity	Special training modules dedicated to developing leadership capabilities in managing diversity, helping leaders understand the nuances of leading diverse teams and creating an inclusive work environment.	GRI 405: Diversity and Equal Opportunity 2016
Evolving Employee Experience	Employee Needs Assessment	Regular surveys and focus groups gather insights into employee needs and preferences, ensuring that the Bank's policies and benefits align with what employees value most.	GRI 405: Diversity and Equal Opportunity 2016
	Enhanced Benefits Offerings	Augmented benefits offerings include flexible work arrangements, wellness programmes, and comprehensive health coverage to improve work-life balance and overall job satisfaction.	GRI 401: Employment 2016
	Innovative Work Methodologies	Continuously evolving work methodologies to keep pace with technological advancements and changing employee expectations. Agile work practices, and collaborative tools enhance productivity and engagement.	GRI 401: Employment 2016
Future of Work	Workforce Remodelling	Investing in upskilling and reskilling initiatives to ensure the workforce has the necessary skills for future roles, including training in emerging technologies, digital tools, and new business processes.	GRI 404: Training and Education 2016
	Refined Talent Acquisition	Talent acquisition strategy aligned with strategic priorities, focusing on attracting talent with the skills and mindset needed to drive innovation and growth. Advanced recruitment technologies and data-driven insights streamline the hiring process.	GRI 401: Employment 2016
	Balancing Employee Work Dynamics	Committed to offering greater flexibility in how, where, and when work is done. Hybrid work models, flexible scheduling, and policies that support work-life integration foster a culture of flexibility, enhancing employee satisfaction and productivity while maintaining solid in-person collaboration.	GRI 401: Employment 2016

GRI

201-1, 201-4

Governance Structure for Human Capital Initiatives

Union Bank of India has established a robust governance structure to manage its human capital initiatives effectively. This structure ensures that all efforts align with the Bank's broader ESG (Environmental, Social, and Governance) and strategic goals.

Board Oversight

The Board of Directors at Union Bank of India oversees human capital initiatives through a structured approach that includes:

- ❖ **Strategic Alignment:** Ensuring that human capital strategies align with the overall strategic objectives of the Bank, including its ESG goals.
- ❖ **Policy Formulation:** The formulation and implementation of policies related to human resources, ensuring they foster a conducive work environment and promote sustainable growth.
- ❖ **Performance Monitoring:** Regularly monitor performance metrics related to human capital to ensure targets are met and identify areas for improvement.

Dedicated Committees

Union Bank of India has formed specific committees to manage and drive human capital initiatives:

- ❖ **ESG Steering Committee (ESGSC):** This committee, comprising Executive Directors and Heads of business and control verticals, meets quarterly to discuss various aspects of ESG transition and submits its recommendations to relevant committees for approval. It ensures that human capital initiatives are integrated with the Bank's broader ESG strategy.
- ❖ **Stakeholders Relationship Committee (SRC):** A Board-level committee that addresses non-risk ESG-related matters, ensuring all human capital initiatives align with broader ESG goals.

Learning and Development

The Bank emphasises continuous learning and development through:

- ❖ **Training Programmes:** Comprehensive training programmes for officers and other staff to enhance their skills and knowledge, ensuring effective implementation of human capital initiatives.
- ❖ **Digital Tools:** Utilising digital platforms for training and development to ensure accessibility and efficiency across the organisation.

Diversity, Equity, and Inclusion (DEI)

Union Bank of India is committed to fostering a diverse and inclusive workplace. Initiatives include:

- ❖ **Gender-specific Committees:** The 'Empower Her' and 'Power Him' committees address gender-specific career issues and promote equal opportunities.
- ❖ **Escalation Mechanisms:** Policies like HR Apke Dwar, Whistleblower Policy, and others encourage employees to report grievances and ensure a safe work environment.

Through these mechanisms, the Union Bank of India ensures effective management of human capital initiatives, aligning with strategic goals and fostering a productive, inclusive, and sustainable work environment.



Governance Structure:

Our robust governance framework ensures strategic alignment and effective oversight of all human capital initiatives. Read on to see how our governance structure supports our strategic goals..

Employees Training Programmes

1,829

Number of training programmes conducted to enhance employee skills and knowledge.

Total Training Hours

1.84^{MN}

Total hours of training provided to employees, ensuring continuous learning and development.



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102-19

ESG Steering Committees Meetings

4

Number of quarterly meetings held by the ESG Steering Committee

GRI

404

Leadership Development Participants

480

Number of executives participating in leadership development programmes.

GRI

404, 405

Delegating Authority

Union Bank of India has instituted a structured approach for delegating authority concerning economic, environmental, and social topics from the highest governance body to senior executives and other employees. This process is pivotal in ensuring that strategic goals and responsibilities are effectively managed and executed across all levels of the organisation.

The Board of Directors is at the helm of this delegation process. They delegate authority to the ESG Steering Committee (ESGSC), which comprises Executive Directors and Heads of business and control verticals. The ESGSC meets quarterly to discuss and drive the Bank's transition and adherence to ESG principles, ensuring that human capital initiatives and other strategic goals are integrated within the Bank's broader objectives.

Additionally, the Bank has formed other specialised committees, such as the Stakeholders Relationship Committee (SRC), which addresses non-risk ESG-related matters, ensuring alignment with the Bank's strategic goals. These committees are crucial in managing and overseeing specific domains, allowing for focused and effective governance.

Through this delegation framework, Union Bank of India ensures that responsibilities are clearly defined and managed, promoting accountability and strategic alignment throughout the organisation.

Diversity & Inclusion

Union Bank of India intensified efforts in FY2024 to foster an inclusive workplace, emphasising employee education, interactive listening sessions, and refined recruiting practices. By creating a diverse and inclusive work environment, Union Bank aims to harness the full potential of its workforce and drive sustainable growth.

Category	FY2023	FY2024
Scheduled Castes (SCs)	19.67%	19.54%
Scheduled Tribes (STs)	7.91%	8.05%
Other Backward Classes (OBCs)	30.10%	30.55%
General	42.32%	41.86%
Ex-Servicemen	6.23%	6.34%
Women	28.82%	29.14%
Minority Communities	7.14%	7.25%

Leadership Development

Union Bank of India has made significant strides in enhancing its leadership development initiatives to cultivate a robust leadership pipeline that drives success in a diverse and technologically evolving environment. Key programmes and tools have been implemented to ensure leaders at all levels have the necessary skills and knowledge to excel.



Union Prerna Project:

This flagship initiative is designed to identify and nurture leadership talent within the Bank. Key components of the project include:

- ❖ **Skill Profiling for Scale 4 & 5 Employees:** This initiative involves a comprehensive assessment of skills and competencies for employees in Scale 4 and 5 positions. By identifying skill gaps and strengths, the Bank can tailor development programmes to enhance the leadership capabilities of these employees.
- ❖ **Talent Management & Succession Planning Tool:** To ensure a steady pipeline of future leaders, Union Bank has developed a sophisticated talent management and succession planning tool. This tool helps identify high-potential employees, map career paths, and prepare them for leadership roles through targeted development programmes.
- ❖ **Wings Programme for Female Leadership:** Recognising the importance of gender diversity in leadership, the Wings Programme is specifically designed to support and promote female leaders within the Bank. This programme includes mentorship, training, and networking opportunities to empower women to advance to senior leadership positions.

Focus on Enhancing Leaders' Capabilities:

In addition to the Union Prerna Project, the Bank has implemented various other initiatives to enhance the capabilities of its leaders:

- ❖ **Comprehensive Leadership Training Programmes:** These programmes cover a wide range of essential skills, including strategic thinking, digital fluency, and change management. By equipping leaders with these skills, the Bank ensures they are prepared to navigate the complexities of the modern financial landscape.
- ❖ **Mentorship and Coaching:** A structured mentorship and coaching framework pairs experienced leaders with emerging talents. This initiative facilitates knowledge transfer, supports career development, and helps build a strong leadership pipeline.



Leadership Development

Programmes: Building a strong leadership pipeline, our initiatives like Union Prerna and Wings Programme ensure effective succession planning and diversity. Explore our leadership development programmes and their impact.

- ❖ **Leadership in Diversity:** Special training modules focus on developing leadership capabilities in managing diverse teams. These modules help leaders understand the nuances of leading a diverse workforce and creating an inclusive work environment.

Union Bank of India's leadership development initiatives are aligned with its strategic goals, ensuring that the Bank has the leadership talent needed to drive innovation, achieve business objectives, and foster a culture of inclusivity and excellence.

This comprehensive approach to leadership development not only enhances the Bank's capacity to achieve its strategic objectives but also reinforces its commitment to nurturing a diverse and inclusive leadership pipeline that can effectively address the challenges and opportunities of the future.



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Flexible Work Models:

Supporting hybrid work models and flexible scheduling, we cater to the evolving needs of our employees, enhancing productivity and satisfaction. Learn how our flexible work models benefit our workforce.

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Employee Experience & Future of Work

Union Bank of India is committed to continually enhancing the employee experience and preparing for the future of work. The Bank's initiatives focus on understanding diverse employee needs, improving benefits, evolving work methodologies, and aligning talent acquisition with strategic priorities. These efforts are designed to accommodate employees' desire for greater control over their work dynamics while maintaining the benefits of in-person collaboration.

Surveys Involving Diverse Employee Groups:

Union Bank conducts regular surveys and focus groups involving diverse employee groups to gather insights and inform its strategies. These surveys help understand employees' varying needs and preferences, ensuring that policies and initiatives are aligned with what matters most to them.

Enhancing Benefits Offerings:

The Bank has augmented its benefits offerings based on employee feedback. Key enhancements include flexible work arrangements, comprehensive health coverage, and wellness programmes. These benefits aim to improve work-life balance and overall job satisfaction, making Union Bank an attractive and supportive employer.

Evolving Work Methodology:

Union Bank continuously evolves its work methodologies to stay ahead of technological advancements and changing employee expectations. The Bank has adopted agile work practices, remote working options, and collaborative tools to enhance productivity and engagement. By fostering a flexible work environment, Union Bank ensures employees can work efficiently while maintaining a healthy work-life balance.

Talent Acquisition Aligned with Strategic Priorities:

The Bank's talent acquisition strategy aligns with its strategic priorities and growth plans. Emphasis is placed on attracting talent with the skills and mindset needed to drive innovation and growth. Advanced recruitment technologies and data-driven insights are used to streamline the hiring process, ensuring that Union Bank attracts the best candidates to meet its future needs.

Accommodating Employees' Desire for Greater Control Over Work Dynamics:

Recognising the evolving expectations of its workforce, Union Bank is committed to offering greater flexibility in how, where, and when work is done. The Bank supports hybrid work models, flexible scheduling, and policies that facilitate work-life integration. These efforts are designed to enhance employee satisfaction and productivity while preserving the benefits of in-person collaboration.

Digital Empowerment

Union Bank of India has significantly advanced its digital transformation efforts to integrate cutting-edge technology into people processes. This transformation enhances operational efficiency and empowers employees with the necessary skills to thrive in a digital-first environment.

Integration of Digital Transformation into People Processes:

Union Bank has integrated digital solutions into various aspects of human resource management, enhancing efficiency and accuracy in these processes. The Bank leverages digital tools for performance management, employee engagement, and workflow automation, ensuring a seamless and efficient experience for all employees. This digital integration helps manage data effectively, make informed decisions, and streamline HR operations.

Learning & Development Initiatives:

Union Bank is committed to building a digitally skilled workforce through comprehensive learning and development initiatives. Key programmes include:

- ❖ **Union Learning Academies:** These academies play a pivotal role in imparting digital skills and knowledge to employees. The Union Learning Academy for Operations & Digital Banking offers various training programmes through webinars and podcasts. These sessions cover essential topics such as digital banking operations, cybersecurity, and emerging technologies.
- ❖ **External Partnerships:** Union Bank has partnered with leading educational institutions and industry experts to provide employees with world-class training. These partnerships facilitate access to advanced training programmes and certifications, ensuring employees are well-versed in the latest digital trends and technologies.
- ❖ **Skill Development Programmes:** Focused on enhancing digital fluency, these programmes include workshops on data analytics, artificial intelligence, and blockchain technology. Employees are encouraged to participate in these programmes to stay ahead of technological advancements and apply these skills.

By focusing on digital empowerment, Union Bank of India is not only enhancing its operational capabilities but also equipping its employees with the skills and knowledge necessary to excel in a digital-first world. This strategic approach ensures that the Bank remains at the forefront of technological innovation while fostering a culture of continuous learning and improvement.

Impact of Digital Transformation

Union Bank of India's efforts in digital empowerment have also resulted in several notable achievements:

- ❖ **Digital Gold Loan:** The Digital Gold Loan application, available through the VYOM app and the Bank's corporate website, offers loans for retail, MSME, and agriculture purposes. In FY2024, 2,50,433 applications were mobilised and sanctioned, amounting to ₹ 5,007 crore.
- ❖ **Online OTS:** The fully automated OTS application processing system allows eligible borrowers to complete the settlement process without visiting a bank branch, enhancing convenience and efficiency.
- ❖ **V-KYC:** Video KYC solutions have streamlined the account opening process for new customers, ensuring minimal turnaround time (TAT) and enhancing the onboarding experience.



Digital Transformation:

Leveraging digital technologies, we enhance operational efficiency and empower employees with the skills to excel in a digital-first world. Dive into our digital transformation journey and its benefits.

Digital Gold Loan Applications

2,50,433

Number of digital gold loan applications mobilised and sanctioned.

These initiatives highlight Union Bank of India's commitment to leveraging digital technologies to improve both employee and customer experiences, drive operational efficiency, and foster a digitally skilled workforce that can adapt to the evolving demands of the financial sector.



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Wellness Programme Participation

100%

Percentage of employees participating in the comprehensive wellness programmes.



Continuous Learning and Development:

Investing in continuous learning, we empower our workforce to be skilled, knowledgeable, and future-ready. Find out how our training programmes prepare employees for the future..

Learning & Development

Union Bank of India strongly emphasises the continuous learning and development of its employees. By investing in robust training programmes, the Bank ensures that its workforce remains skilled, knowledgeable, and prepared to meet the evolving demands of the financial sector. The focus on learning and development is a critical component of the Bank's strategy to foster a culture of continuous improvement and innovation.

Internal Training

Training FY 2021-22, FY 2022-23, and FY 2023-24

Training Programs	FY 2021-22	FY 2022-23	FY 2023-24
No. of Programs	2,245	1,582	1,829
Nos. Trained	1,19,439	88,477	72,723

External Training

Training FY 2021-22, FY 2022-23, and FY 2023-24

Training Programs	FY 2021-22	FY 2022-23	FY 2023-24
No. of Programs	179	185	175
Nos. Trained	985	977	1,782

Training Programs and Hours of Training

In FY 2024, Union Bank expanded its training initiatives significantly compared to the previous fiscal year. The Bank has made concerted efforts to increase the number and scope of its training programs, providing employees with more opportunities to enhance their skills and competencies. Below is a comparative table highlighting the training programmes and hours of training provided by Union Bank in FY 2023 and FY 2024:

Metric	FY 2023	FY 2024	YoY Change (%)
Number of Training Programs	1,582	1,829	13.50%
Total Hours of Training	13,66,200	18,38,412	12.72%

Expansion of Training Programmes

The Union Learning Academy (ULA) conducted 249 training programmes covering over 6,700 employees in FY 2023-24. Additionally, 324 virtual programmes/webinars covered more than 56,000 employees. This significant increase in training initiatives reflects Union Bank's commitment to improving the proficiency and skills of its workforce through comprehensive learning and development programmes.

Increase in Training Hours

Total hours of training also saw a significant rise, from 13,66,200 hours in FY2023 to 18,38,412 hours in FY2024. This increase underscores the Bank's dedication to enhancing the depth and breadth of its training initiatives. By offering more training hours, Union Bank ensures that employees receive thorough and in-depth instruction, which is essential for their professional growth and the Bank's overall performance.

Key Learning & Development Initiatives

- ❖ **Union Learning Academies:** These academies are pivotal in providing structured and targeted learning programmes. They offer a variety of courses designed to improve digital skills, operational knowledge, and leadership capabilities.
- ❖ **External Partnerships:** Collaborations with leading educational institutions and industry experts provide employees access to world-class training programmes and certifications. These partnerships ensure the training content is up-to-date and relevant to industry trends.
- ❖ **Digital Learning Platforms:** Union Bank leverages digital platforms to deliver training content efficiently. Online courses, webinars, and e-learning modules allow employees to learn at their own pace and convenience, fostering a culture of continuous learning.

Focus Areas for Training

Union Bank’s training programmes in FY2024 focused on several key areas:

- ❖ **Digital Skills:** Training in digital banking, cybersecurity, and emerging technologies to equip employees with the skills needed in a rapidly digitalising world.
- ❖ **Leadership Development:** Programmes aimed at enhancing leadership qualities and preparing future leaders within the Bank.
- ❖ **Customer Service Excellence:** Training to improve customer interaction and service delivery, ensuring high levels of customer satisfaction.
- ❖ **Regulatory Compliance:** Courses designed to keep employees updated on the latest regulatory requirements and ensure compliance.

Employee Wellness

Union Bank of India strongly emphasises the health and well-being of its employees. Recognising that a healthy workforce is fundamental to achieving sustainable growth and operational efficiency, the Bank has implemented a comprehensive Employee Wellness Programme that addresses physical, mental, and emotional well-being.

Annual Health Check-up Scheme: The Bank offers an Annual Health Check-up Scheme for all employees, ensuring early detection and management of health issues. This initiative underscores the Bank’s commitment to proactive healthcare.

Antenatal Check-up Scheme: Union Bank provides an Antenatal Check-up Scheme for expecting mothers. This programme includes regular health check-ups and consultations to ensure the well-being of both mother and child during pregnancy.

Child Care Facility Scheme: Recognising the importance of work-life balance, the Bank has introduced a Child Care Facility Scheme. This initiative gives employees access to quality childcare services, allowing them to focus on their work without compromising family responsibilities.

Group Accidental Insurance Scheme: To ensure financial security in the event of an accident, the Bank offers a Group Accidental Insurance Scheme. This coverage provides financial assistance to employees and their families in case of accidental injuries or fatalities.



Employee Wellness Programmes:

Our commitment to employee well-being is demonstrated through comprehensive wellness programmes addressing physical, mental, and emotional health. See how we prioritise the well-being of our employees..

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Group Insurance Scheme:

Complementing accidental insurance, the Group Insurance Scheme provides comprehensive health insurance coverage for employees and their families. This scheme includes coverage for hospitalisation, surgeries, and other medical expenses.

Union Bank of India’s comprehensive approach to employee wellness ensures that employees are supported in all aspects of their health and well-being. By prioritising its workforce’s physical, mental, and emotional health, the Bank fosters a supportive and resilient organisational culture.

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Female Employees

29.10%

Percentage of female employees in the workforce, promoting gender diversity.

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Diversity and Inclusion:

Promoting an inclusive workplace, we ensure equal opportunities and support for all through targeted recruitment and comprehensive training programmes. Uncover the steps we take to foster diversity and inclusion.

Inclusion Metrics

Union Bank of India remains committed to fostering a diverse and inclusive workplace. The Bank's focus on diversity ensures that its workforce reflects the rich diversity of the communities it serves. Below are the workforce diversity statistics for FY2023 and FY2024 and the comparative year-over-year (YoY) changes.

Workforce Diversity Statistics

Metric	FY2023 (%)	FY2024 (%)	YoY Change (bps)
Scheduled Castes (SCs)	19.67	19.54	-16
Scheduled Tribes (STs)	7.91	8.05	14
Other Backward Classes (OBCs)	30.10	30.55	45
General	42.32	41.86	-46
Ex-Servicemen	6.23	6.34	11
Women	28.82	29.14	28
Minority Communities	7.14	7.25	11

Talent Management & Retention

Union Bank of India recognises the crucial role of effective talent management and retention strategies in fostering a dedicated and high-performing workforce. In FY2024, the Bank focused on key areas such as onboarding, performance management, and retention, particularly emphasising digitalisation and sustainability in its talent management practices.

Focus on Onboarding, Performance, and Retention

Union Bank has implemented several initiatives aimed at enhancing the onboarding experience, improving performance management systems, and retaining top talent. These efforts ensure that new employees are smoothly integrated into the organisation, current employees are supported in their professional development, and all employees are encouraged to remain with the Bank for the long term.

- ❖ **Onboarding Programmes:** The Bank's onboarding programmes are designed to provide new employees with a comprehensive understanding of the Bank's culture, values, and operational procedures. These programmes include orientation sessions, mentorship pairings, and training on key banking systems and processes.
- ❖ **Performance Management:** Union Bank has enhanced its performance management system to include regular feedback loops, precise performance metrics, and development plans tailored to individual employee goals. The system is designed to ensure that employees know their performance expectations and are provided with the resources needed to meet them.
- ❖ **Retention Strategies:** To retain its top talent, Union Bank offers competitive compensation packages, career development opportunities, and a positive work environment. The Bank's retention strategies also include recognition programmes celebrating employee achievements and contributions.

Emphasis on Digitalization and Sustainability in Talent Management

Union Bank has made significant strides in incorporating digital tools and sustainable practices into its talent management processes. These efforts aim to create a more efficient, resilient, and future-ready workforce.

- ❖ **Digital Tools for Talent Management:** The Bank utilises advanced HR technologies to streamline its talent management processes. This includes using digital platforms for recruitment, performance reviews, and employee engagement surveys. The EKAM Mobile App, for instance, provides employees with 24/7 access to performance reviews, rewards points, and relevant training for upskilling.
- ❖ **Sustainability Initiatives:** Union Bank integrates sustainability into its talent management by promoting practices that contribute to environmental and social well-being. This includes supporting work-life balance through flexible work arrangements and encouraging participation in sustainability-focused training and development programmes.

Succession Planning and Leadership Development

Union Bank of India emphasises succession planning and leadership development as crucial components of its human capital strategy. Recognising the importance of preparing the next generation of leaders, the Bank has implemented innovative tools and programmes to ensure a seamless transition and continued leadership excellence.

Innovative Talent Management & Succession Planning Tool

Union Bank has developed and deployed an advanced Talent Management & Succession Planning Tool. This digital tool leverages data analytics to identify high-potential employees and prepare them for future leadership roles. The tool assesses employees' skills, performance, and readiness for promotion, ensuring that the Bank can effectively plan for leadership continuity. This strategic approach helps mitigate risks associated with leadership gaps and ensures that the Bank remains agile and resilient in a rapidly changing business environment.

Wings Programme for Female Leadership

In alignment with its commitment to gender diversity and inclusion, Union Bank has launched the Wings Programme, specifically designed to address female employees' gender-specific career challenges. This programme provides targeted support to enhance the leadership capabilities of women within the Bank. Key components of the Wings Programme include:

- ❖ **Mentorship and Coaching:** Experienced leaders mentor female employees, providing guidance and support to help them navigate career challenges and opportunities.
- ❖ **Leadership Training:** Specialised training modules focus on developing skills necessary for effective leadership, such as strategic decision-making, negotiation, and conflict resolution.
- ❖ **Networking Opportunities:** The programme facilitates networking events and forums where female leaders can connect, share experiences, and build professional relationships.

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The Wings Programme aims to create a robust pipeline of well-equipped female leaders to take on senior roles within the Bank, thereby promoting gender equality and diversity in leadership positions.

Key Achievements in Leadership Development for FY2024

- ❖ **Leadership Development Programmes:** Over 14 leadership development programmes were conducted and attended by more than 480 executives across various scales (IV to VIII). These programmes enhance strategic thinking, digital fluency, and change management skills.
- ❖ **External Training and Exposure:** The Bank provided external training opportunities to 1,793 employees, including overseas training exposure for 327 officials. These programmes ensure that employees gain global perspectives and best practices in leadership.



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Digital Learning Sessions

324

Number of virtual training programmes/
webinars conducted to enhance
digital skills.

- ❖ **Union Learning Academies (ULAs):** The ULAs conducted 249 training programmes covering over 6,700 employees and 324 virtual programmes/webinars covering more than 56,000 employees. These initiatives have significantly improved the proficiency levels of participants in various new-age skills.

Employee Code of Conduct and Whistle Blower Mechanism

Union Bank of India prioritises ethical conduct and transparency, underpinned by a robust Employee Code of Conduct and Whistle Blower Mechanism. In accordance with section 19 of the Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970, the Board of Directors of Union Bank of India, in consultation with the Reserve Bank of India and with the previous sanction of the Central Government, is responsible for formulating Conduct Regulations. These regulations set the standards for professional behaviour and ethical conduct expected from all employees, ensuring their actions align with the Bank's values and legal requirements.

The Bank has also implemented a comprehensive Whistle Blower Policy, designed to provide a secure avenue for employees and Directors on the Board to report concerns about any misconduct. This policy assures confidentiality and protection against retaliation for whistleblowers, fostering a safe and transparent environment where issues can be raised without fear.

In addition to these measures, the Union Bank of India emphasises the importance of ethics through dedicated training programmes. These programmes aim to promote ethical behaviour and equip employees with the knowledge to handle ethical dilemmas effectively. Training sessions focus on improving overall ethical conduct and ensuring that all employees are well-versed in integrity and accountability.

Awards & Recognition

Union Bank of India has garnered numerous accolades for its exceptional human capital management, innovative practices, and commitment to inclusivity. These awards underscore the Bank's dedication to fostering an inclusive, dynamic, and forward-thinking workplace. Below is a detailed account of the awards and recognitions received, presented in chronological order:

Award	Year	Description
Best ATM and Self-Service Innovation at Retail Banker International Asia Trailblazer Awards	2024	Recognises the Bank's advancements in ATM and self-service technologies.
Leading Technology Bank at Elets BFSI CXO Awards	2024	Recognises the Bank's leadership in leveraging technology for banking excellence.
Excellence in Banking Innovation Using Emerging Tech at IBEX India BFSI Tech Award	2024	Acknowledges the Bank's innovative use of emerging technologies in banking.
Best MSME Bank at MSME Banking Excellence Awards	2024	Awarded for the Bank's outstanding support and services to Micro, Small, and Medium Enterprises (MSMEs).

Award	Year	Description
Best MSME Friendly Bank (Runner-Up) at MSME Banking Excellence Awards	2024	Recognises the Bank's efforts in being a supportive and friendly institution for MSMEs.
Star Performer-Rank 1 Award in NPS The Game Changer Campaign by PFRDA	2024	Recognises the Bank's leadership and excellence in implementing the National Pension System.
Golden Peacock National Training Award 2024 by Institute of Directors	2024	For those organisations who have achieved overall excellence in their HR and People Management Practices
Pioneering Work in Creating Future Ready Inclusive Organization at IAC Corporate Awards	2023	Recognises the Bank's forward-thinking approach in building an inclusive organisation ready to meet future challenges.
Championing Accessibility Award at Mission Accessibility Annual Event	2023	Acknowledges the Bank's efforts in promoting accessibility and inclusivity for all customers and employees.
Best Self-Service Banking at Global Retail Banking Innovation Awards	2023	Recognises the Bank's innovative self-service banking solutions, such as Union Voice Assistant (UVA).
Excellence in Innovation - Voice Banking Implementation at Global Banking and Finance Awards	2023	Awarded for the successful implementation of innovative voice banking solutions.
Use of Emerging Technologies at Governance Now 6 th BFSI Awards	2023	Awarded for the Bank's strategic use of emerging technologies to enhance banking operations and customer experience.
Indian Academia Conference Corporate Award	2023	Recognises Union Bank's contributions to academia-industry collaboration and its efforts in promoting educational excellence through corporate initiatives.
Apex India HR Excellence Award at Apex India	2023	For outstanding contribution towards the HR good practices and Business Excellence
Excellence in Learning Experience at ET HR World Future Skills Award	2023	This award recognised the efforts of the most innovative and ground-breaking ways of engaging learns, creating and sharing knowledge integrating learning and work and accelerating organisational learning and generating business impact.
Gold Category in BFSI for the Union Prerna Project by Skoch Awards	2023	For HR Digital Transformational Project "Union Prerna"
Future Ready Organization 2023 Award by Economic Times	2023	The wards have recognised the best companies who have done a commendable job at becoming ready for the future.
Disability Positive Award presented by BW People	2023	The Disability positive awards honour and showcase the extraordinary efforts of person and organisation that foster an inclusive society.



Recognition and Awards:

Recognised for our innovative HR practices and leadership in technology, we are committed to excellence in human capital management. Discover the awards that highlight our commitment to innovation and excellence.

Awards Received

20+

Number of awards received in recognition of innovative HR practices and leadership in technology.



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