COMMUNICATION

This chapter contains details of various channels of communication available in the Company for disseminating information, instructions and opinions across different levels of organizational hierarchy. The objective is to strengthen two-way communication and create transparency in the organization.

1. MD’s Online
2. Open House Forum
3. Vartalaap
4. E-Mail
5. In-House Magazine (DISHA)
6. Training News
7. Video Conferencing

1. **MD’s ONLINE:**

MD’s Online, popularly known as ‘Log-on-to MD’, is an initiative for employees to directly approach the Managing Director through a Toll free number (18002000055) and communicate their views, grievances and suggestions.

The toll free number has been activated at various units of Adhunik Group. When an employee calls on this number, he gets connected to an answering machine which is placed at MD’s Office. The employee can leave his views in the form of a message along with his Employee Code or any other relevant details to indicate his identity. The messages get recorded one after the other in the system and stored for the MD to respond to the same.

The system is restricted to MD’s Office only and care is taken to maintain utmost confidentiality.

2. **OPEN HOUSE FORUM:**

This is a two-way communication between the Managing Director and the employees at various levels to support the Company’s objective of creating an open and transparent organizational culture. The forum is primarily meant to share Company related information, discuss improvement ideas related to workplace, inputs, processes, safety, cost, marketing, business growth etc. Discussion on individual grievances is discouraged.

Open House is organized for all levels of employees as follows:
### Level/Grade and Frequency

<table>
<thead>
<tr>
<th>Level/Grade</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGM and above (M7 and above)</td>
<td>Once in two months</td>
</tr>
<tr>
<td>MT/GET to Sr. Manager (M0-M6)</td>
<td>Once in three months</td>
</tr>
<tr>
<td>Office, Supervisory &amp; Workers (O,S &amp; W)</td>
<td>Once in six months</td>
</tr>
</tbody>
</table>

#### 3. VARTALAAP:

‘Vartalaap’ is similar to Open House forum which is conducted by the Unit Heads accompanied by the HR Head and other senior executives. The objective is to meet employees in group and know their concerns and grievances and address them appropriately.

It covers employees at the levels of supervisory, office staff and management staff up to Sr. Manager. The forum is conducted weekly/fortnightly/monthly, depending upon the convenience and issues prevalent at the respective locations but not less than once in a month.

Record notes of the proceedings are prepared and corrective action taken. A copy of the record notes is sent to the Managing Director.

#### 4. E-MAIL:

The Company uses Microsoft Outlook as its Official E-mail System.

This is the most commonly used mode of communication for sharing data and information between employees, departments and the Organization as a whole.

E-mail id is allotted to an employee based on job requirement. The person concerned has to request the departmental head for allotment of e-mail id in the prescribed format and the same is sent to the IT department for email id creation.

Use of internet is governed by the Security Policy of IT Department and is accessible to limited sites only.

Some basic guidelines for using corporate e-mail id:

i) The management has the right to access and disclose all e-mail messages transmitted or received via the Company's computer system. The Company is free to exercise its legal right to monitor employees' e-mail activities. When it comes to e-mail, employees should have no expectation of privacy.

ii) The e-mail system is reserved primarily for business use.

iii) The use of corporate e-mail system for personal communications is strictly prohibited.
iv) Unnecessary or large file should not be attached in the mail.

v) Misuse of passwords, sharing of passwords with non-employees, and/or the unauthorized use of another employee's password will result in disciplinary action including termination of service.

vi) Privacy does not exist when using Company's computer system including desktop computers, laptops, and handhelds. Confidential or personal information should never be sent via e-mail because it can be intercepted. Employees should exercise extreme caution to ensure that the intended recipient's e-mail address is correct.

vii) Proper care must be taken while distributing e-mail messages. Client-related messages should be carefully guarded and protected like any other written materials.

viii) Employees are prohibited from sending jokes via e-mail. Jokes, which often contain objectionable material, are easily misconstrued when communicated electronically.

ix) Employees must not waste computer resources and thus others' time. E-mail messages and copies should be sent only to those with a legitimate need to read your message. Chain messages and executable graphics should be deleted, not forwarded, as they can overload the system.

x) Do not overuse the 'high priority' and 'reply to all' option.

xi) Do not request Delivery and Read receipts.

5. **IN–HOUSE MAGAZINE (DISHA):**

“Disha”, the in-house magazine of Adhunik Group, comes out once in every two months. This communication medium is designed with the objective of providing a common platform, for sharing information related to the significant happenings across the Group with all employees. It features important information about the Company, significant achievements, achievement of individual employees both at work and in their professional field, installation of new facilities, awards and accolades, HR updates and the activities pertaining to Corporate Social Responsibility (CSR) carried out by the Company in and around its different units.

This magazine is distributed to AGMs and above and it is expected that the same is shared with all the team members so that they are well informed about the significant happenings in the organization. Soft copy of “Disha” is uploaded on Employee Self Service (ESS) Portal. In addition, the magazine is displayed on the notice boards at conspicuous places in various locations.
6. **TRAINING NEWS:**

The Training News is a monthly publication which covers the details of the various training and development activities carried out across the Group during the previous month. The newsletter is circulated in hard copy to senior executives and in soft version to others. This is also uploaded on e-HR (ESS) portal.

7. **VIDEO – CONFERENCING (VC):**

Video Conferencing is used for conducting meetings between two or more locations simultaneously. This is a very effective tool for keeping in contact with the key personnel posted at various locations and knowing the status of operational activities and sort out critical issues. Video Conferencing facility is available at Corporate Office- Kolkata, AML-Rourkela, AAPL-Kandra, APNRL-Padampur, OMML-Koira, Ranchi and Delhi Offices. The Video Conferencing facility is maintained by the IT Department at the respect locations.
COMPENSATION AND BENEFITS

This Chapter deals with the Compensation and Benefits payable to all regular employees of the Company except those who are in the unionized category or covered under any separate Agreement.

1. PAY-ROLL PROCESSING:

Payroll of all regular employees is processed by the HR Department at the respective locations. The salary of new employees who join on or before 25th of a month will be processed during the same month. Those who join after 25th of the month will get their salary in the next monthly salary processing cycle. The employees will necessarily have to provide a copy of their PAN card at the time of joining so that there is no delay in crediting the salary.

2. GRADE STRUCTURE:

The following table shows the designations and corresponding grade at various levels of organizational hierarchy:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>GRADE Name</th>
<th>Grade Code</th>
<th>GRADE Name</th>
<th>Grade Code</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>MANAGEMENT STAFF</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>EXEC. DIRECTOR</td>
<td>E6</td>
<td>JR.EXECUTIVE</td>
<td>O5</td>
</tr>
<tr>
<td>2</td>
<td>PRESIDENT /COO</td>
<td>E5</td>
<td>SR.OFFICER</td>
<td>O4</td>
</tr>
<tr>
<td>3</td>
<td>Sr. V.P.</td>
<td>E4</td>
<td>OFFICER</td>
<td>O3</td>
</tr>
<tr>
<td>4</td>
<td>V.P.</td>
<td>E3</td>
<td>SR.ASSISTANT</td>
<td>O2</td>
</tr>
<tr>
<td>5</td>
<td>A.V.P.</td>
<td>E2</td>
<td>ASSISTANT</td>
<td>O1</td>
</tr>
<tr>
<td>6</td>
<td>SR. G.M.</td>
<td>E1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>G.M.</td>
<td>E0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>D.G.M.</td>
<td>M8</td>
<td>ASST. ENGINEER</td>
<td>S5</td>
</tr>
<tr>
<td>9</td>
<td>A.G.M.</td>
<td>M7</td>
<td>SR. FOREMAN</td>
<td>S4</td>
</tr>
<tr>
<td>10</td>
<td>SR. MANAGER</td>
<td>M6</td>
<td>JR. ENGINEER</td>
<td>S3</td>
</tr>
<tr>
<td>11</td>
<td>MANAGER</td>
<td>M5</td>
<td>FOREMAN</td>
<td>S2</td>
</tr>
<tr>
<td>12</td>
<td>DY. MANAGER</td>
<td>M4</td>
<td>JR. FOREMAN</td>
<td>S1</td>
</tr>
<tr>
<td>13</td>
<td>ASST. MANAGER</td>
<td>M3</td>
<td>D.E.T.</td>
<td>S0</td>
</tr>
<tr>
<td>14</td>
<td>SR. EXECUTIVE</td>
<td>M2</td>
<td>WORKERS</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>EXECUTIVE</td>
<td>M1</td>
<td>HIGH SKILLED (H.S.)</td>
<td>W3,W4, W5,W6</td>
</tr>
<tr>
<td>16</td>
<td>G.E.T./ M.T.</td>
<td>M0</td>
<td>SKILLED (S)</td>
<td>W2</td>
</tr>
<tr>
<td>17</td>
<td></td>
<td></td>
<td>SEMI-SKILLED (S.S.)</td>
<td>W1</td>
</tr>
</tbody>
</table>
3. **COMPONENTS OF SALARY (CTC):**

3.1 The following table shows the percentage of monthly gross salary (CTC) paid as Basic Pay to various levels of employees.

<table>
<thead>
<tr>
<th>Level</th>
<th>Grade</th>
<th>Percentage of monthly Gross (absolute figure rounded off to nearest ten digit)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Staff</td>
<td>M-0 and above</td>
<td>40%</td>
</tr>
<tr>
<td>Supervisory / Office Staff</td>
<td>S and O</td>
<td>35%</td>
</tr>
<tr>
<td>Workmen</td>
<td>W</td>
<td>35%</td>
</tr>
</tbody>
</table>

3.2 **House Rent Allowance (HRA)**

Employees are paid House Rent Allowance between 25% to 50% of Basic Salary based on the Grade structure and Metro (50%)/ Non Metro (40%) city locations.

3.3 **Leave Travel Concession (LTC)**

i) Employees are paid 8.33% of Basic Salary per month as LTC.

ii) Payment of LTC
   a) Management staff (M0 & above) are paid LTC annually at the end of the financial year.
   b) Employees, other than those in Management cadre, are paid LTC through monthly salary.
   c) Employees are entitled to payment of LTC for part year of service on pro-rata basis.

iii) Employees wanting to avail of LTC under the provisions of Income Tax Act will be governed as follows:
   a) Year is defined as calendar year. Only two journeys in a block of four years are exempt from income tax. The current block year is January 1, 2010 to December 31, 2013 for reference.
   b) The amount exempt under IT Act is the value of travel concession received from the employer for the employee and his family in connection with proceeding on leave to any place in India.
   c) LTC amount payable is the actual expenditure incurred by the employee and his family for traveling subject to a maximum of one month’s basic salary per annum.
   d) Family in relation to member means, (a) Spouse and children (b) Parents, minor brothers and sisters who are wholly or mainly dependent on him.
   e) The leave for availing LTC may either be CL, PL, Holidays or combined.
   f) LTC should be claimed in the prescribed form. Approval of leave must be attached at the time of claiming LTC.
   g) Proof of expenditure will have to be submitted while claiming non-taxable LTC.
h) The IT exemption is allowed only in respect of fare. Expenses incurred on porterage, conveyance, boarding and lodging during the journey do not qualify for exemption.

i) Accumulation of unavailed LTC is allowed up to two years within the block of four years specified under the Income Tax Rules. However, the fourth year’s LTC cannot be carried forward to the next block period.

j) LTC amount is paid as reimbursement; it shall not be paid in advance.

3.4 Ex-gratia

i) Employees are paid Ex-gratia @ 8.33% of monthly Basic Salary as part of CTC, i.e., up to one month’s basic salary per annum.

ii) Ex-gratia for a particular financial year is paid in the month of September-October of the next financial year.

iii) Ex-gratia is paid on pro-rata basis for part year of service.

3.5 Medical Reimbursement

i) Employees are paid Medical reimbursement @ 8.33% of monthly Basic Salary subject to a maximum of Rs. 1250/- per month.

ii) Medical reimbursement on submission of requisite bills, subject to a maximum of Rs. 15,000/- per annum is exempted from income tax.

iii) The coverage includes employees and their family members. Family in relation to member means, (a) spouse and children (b) Parents, minor brothers and sisters who are wholly or mainly dependent on him.

iv) Management staff (M0 & above) are entitled for Medical Reimbursement. Medical reimbursement is paid on pro-rata basis for part year of service.

v) Medical allowance payable to employees, other than those in management cadre, is paid through monthly salary.

vi) Medical reimbursement for the year must be claimed during the same financial year. Any unclaimed amount will be paid at the end of the financial year. Tax liability, if any, will be borne by the employee.

vii) All expenses towards doctor's fee, medicines, laboratory tests, spectacles, dentures etc. claimed for medical expenses reimbursement, must be supported by proper documents and the same should be submitted to the Accounts department through HR department.
3.6 Provident Fund (Employer's contribution)

i) Employer's contribution to Provident Fund of an employee is 12% of basic salary per month. For employees drawing basic salary of more than Rs. 6500/- per month, the basic salary is deemed to be Rs. 6,500/- per month and a PF contribution of Rs. 780/- per month is deposited as employer's contribution to PF.

ii) Out of the employer's contribution of 12%, 8.33% subject to a maximum of Rs. 541/- per month is diverted to Employee Pension Fund under the PF Act.

3.7 Miscellaneous Reimbursements

i) Telephone Expenses Reimbursement (wherever applicable) amounting up to a maximum of Rs. 24,000/- per annum can be claimed against bills. Any unclaimed amount will be paid as Telephone Expenses Reimbursement at the end of the financial year. Tax liability, if any, will be borne by the employee. Pro-rata Telephone Expenses Reimbursement will be paid for part year of service.

ii) Gift reimbursement (wherever applicable) amounting up to a maximum of Rs. 4,800/- per annum against bills can be claimed annually. Any unclaimed amount will be paid as Gift Reimbursement at the end of the financial year. Tax liability, if any, will be borne by the employee. Pro-rata Gift reimbursement will be paid for part year of service.

3.8 Other Allowances

(i) Conveyance Allowance
(ii) Children Education Allowance
(iii) Washing Allowance
(iv) Special Allowance
(v) Professional Development Pursuits

Employees will be paid the above allowances as percentage of Basic pay as shown in Table no. (3.9.1), (3.9.2) and (3.9.3) below:
3.9 Allowances corresponding to Grades

**Management Staff**

**Table No. 3.9.1**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HRA **</td>
<td>LTA</td>
<td>Medical Reimb.</td>
<td>Exgratia</td>
<td>12% of Basic if basic is Rs&lt;6500/- p.m. &amp; 12% of Rs.6500/- p.m. if basic is &gt;6500/- pm</td>
<td>500</td>
</tr>
<tr>
<td>E5- E6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>E3- E4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500</td>
</tr>
<tr>
<td>E0 – E2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>400</td>
</tr>
<tr>
<td>M8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>300</td>
</tr>
<tr>
<td>M7</td>
<td>50%</td>
<td></td>
<td>8.33%</td>
<td>8.33%</td>
<td></td>
<td>250</td>
</tr>
<tr>
<td>M5 – M6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>200</td>
</tr>
<tr>
<td>M4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>150</td>
</tr>
<tr>
<td>M3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
<tr>
<td>M1 – M2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>M0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

* Special Allowances: Individualized

**HRA will be 40% of the Basic pay in case of Non Metro Cities.**

**Supervisory & Office Staff**

**Table No. 3.9.2**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>O5 –O3 S5- S3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>O2 S2</td>
<td>40%</td>
<td></td>
<td>8.33%</td>
<td>8.33%</td>
<td></td>
</tr>
<tr>
<td>O1 S1</td>
<td>30%</td>
<td></td>
<td>8.33%</td>
<td>8.33%</td>
<td></td>
</tr>
</tbody>
</table>
* Special Allowances: Individualized

Workers

Table No. 3.9.3

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>HRA</td>
<td>LTA</td>
<td>Medical Reimb.</td>
<td>Exgratia</td>
<td>12% of Basic if basic is Rs &lt;6500/- p.m. &amp; 12% of Rs.6500/- p.m. if basic is &gt;6500/-p.m</td>
</tr>
<tr>
<td>W3-W6</td>
<td>25%</td>
<td>8.33%</td>
<td>8.33%</td>
<td>8.33%</td>
<td></td>
</tr>
<tr>
<td>W2</td>
<td>250</td>
<td>400</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W1</td>
<td>200</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4. OTHER BENEFITS:

4.1 Car Policy

i) Scope and Entitlement: Employees of the level of General Manager (E0) and above are entitled to the following:

Table No. 4.1

<table>
<thead>
<tr>
<th>Grade/Cat. Entitleme nt for</th>
<th>CAR Value (Maximum limit) *</th>
<th>Fuel Reimbursement (per month)</th>
<th>Maintenance expenses (Max. limit Rs. per annum)</th>
<th>Driver’s salary &amp; expenses (Rs. per month)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E6</td>
<td>Discretion of Management</td>
<td>120 litres of fuel (petrol / diesel)</td>
<td>Rs.36000/-</td>
<td>Rs.6000/-</td>
</tr>
<tr>
<td>E4-E5</td>
<td>Rs.8.5 lacs</td>
<td>100 litres of fuel (petrol / diesel)</td>
<td>Rs.30000/-</td>
<td>Rs.5500/-</td>
</tr>
<tr>
<td>E2-E3</td>
<td>Rs.7 lacs</td>
<td>88 litres of fuel (petrol / diesel)</td>
<td>Rs.24000/-</td>
<td>Rs.5000/-</td>
</tr>
<tr>
<td>E0 – E1</td>
<td>Rs.5.50 lacs</td>
<td>80 litres of fuel (petrol / diesel)</td>
<td>Rs.18000/-</td>
<td>Rs.4500/-</td>
</tr>
</tbody>
</table>

* (Above rate does not include cost of insurance and registration, road tax)
The above table is applicable only to those who are provided with company's vehicle.

In case an employee already owns a car (car registered in his name) and wants to use the same for official use, he/she will be given Fuel, Maintenance Expenses and Driver’s wages (as per the limits specified in Table No. 4.1 above)
ii) **Fuel Reimbursement**: Fuel reimbursement will be based on actual fuel consumption up to the limits as shown against each grade in Table no. 4.1

iii) **Repair, Maintenance and others**

   a) The repair, maintenance and upkeep of the vehicles will be the responsibility of the executives.

   b) Annual ceiling of Maintenance charges is shown against each grade in Table 4.1 above. However, maximum reimbursement in a quarter shall not exceed 30% of the ceiling. The reimbursement of monthly/quarterly Repair & Maintenance bills will be valid for the particular financial year. If an employee joins in between the financial year, he will be entitled to get pro-rated reimbursement.

   c) The unutilized amount for Repair and Maintenance can be carried forward to the next financial year beyond which it will lapse.

   d) Annual limit for repair and maintenance of company owned cars allotted to executives shall include maintenance, servicing, engine oil, upholstery, tyre replacement etc. In case of accidents, expenses will be claimed from the insurance Company and the remaining will be paid by the company or the employee as the case may be.

   e) The Administration Department will arrange for the annual renewal of the tax token and insurance of the Company owned/leased cars.

   f) It is also expected from the user to keep a track of expiry dates of tax token, insurance and PUC and inform Administration department well in advance for renewal.

   g) Log book for each vehicle should be maintained to keep record of fuel consumption, repairs and maintenance.

   h) Monthly car expenses statement covering fuel consumption, repair, maintenance etc. should be submitted to the HR department along with original supporting documents in the prescribed format to claim reimbursements.
4.2 MOBILE POLICY

i) The grade-wise entitlement of Mobile Handsets and Call Limits are as follows:

<table>
<thead>
<tr>
<th>Grade / Category</th>
<th>Grade Code</th>
<th>Upper limit of Handsets</th>
<th>Mobile call limit (max. limit p.m.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>E7</td>
<td>At actual</td>
<td>At actuals</td>
</tr>
<tr>
<td>E.D., President</td>
<td>E6/E5</td>
<td>Rs.12000/-</td>
<td>At actual</td>
</tr>
<tr>
<td>Sr.V.P./V.P.</td>
<td>E4/E3</td>
<td>Rs.9000/-</td>
<td>Rs.3500/-</td>
</tr>
<tr>
<td>AVP/Sr.GM/GM</td>
<td>E2/E1/E0</td>
<td>Rs.7000/-</td>
<td>Rs.2500/-</td>
</tr>
<tr>
<td>DGM/AGM/Sr.Mgr.</td>
<td>M8/M7/M6</td>
<td>Rs.4500/-</td>
<td>Rs.1500/-</td>
</tr>
<tr>
<td>Mgr./Dy.Mgr./Asst.Mgr.</td>
<td>M5/M4/M3</td>
<td>Rs.3000/-</td>
<td>Rs.1250/-</td>
</tr>
<tr>
<td>Sr.Exec./Exec.</td>
<td>M2/M1</td>
<td>Rs.2500/-</td>
<td>Rs.1000/-</td>
</tr>
<tr>
<td>MT/GET</td>
<td>M0</td>
<td>Rs.2000/-</td>
<td>Rs.750/-</td>
</tr>
</tbody>
</table>

Special Cases: For issuance of Mobile facility to employees in ‘Office Staff’, ‘Supervisory Staff’ & ‘Workmen’ category, specific approval of concerned HODs (not below the level of V.P.) is required.

<table>
<thead>
<tr>
<th>Grade / Category</th>
<th>Grade Code</th>
<th>Upper limit of Handsets</th>
<th>Mobile call limit (max. limit p.m.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Staff</td>
<td>O1 to O5</td>
<td>Rs. 1500/-</td>
<td>Rs. 650/-</td>
</tr>
<tr>
<td>Supervisory Staff (Tech.)</td>
<td>S0 to S5</td>
<td>Rs. 1500/-</td>
<td>Rs. 650/-</td>
</tr>
<tr>
<td>Workmen cadre</td>
<td>W1 to W6</td>
<td>Rs. 1500/-</td>
<td>Rs. 650/-</td>
</tr>
</tbody>
</table>

** In special case where business requirement necessitates a higher call limit, the same can be forwarded by the HOD to the management for consideration and approval.

ii) Procedure: Employees who have joined the organization or are presently working in the organization may avail of mobile facility, as per entitlement, and should adhere to the following norms:

a) An employee is entitled to purchase a handset within the upper limits specified above. However, if an employee wants to go in for a higher model than his/her entitlement; he/she may do so and get reimbursement as per his entitlement. Alternatively, he/she may be allotted a mobile set by the Company as per availability.
b) It is the responsibility of the user employee to keep the mobile handset in fully functional / working condition. **The Company will not make any repairs/replacement of the handset within two years of issuing the same.**

c) In case of loss / theft of mobile handset, the employee will make replacement at his own cost. The user employee will immediately contact the service provider to get the SIM blocked and also file an FIR with the local police station to prevent misuse of the mobile phone and submit a copy of the same to the HR/Administration Departments for getting the replacement.

d) For replacement of handset, the policy will be as under :-

1st year - no replacement

2nd year - 50% of the cost of the handset will be borne by the company (as per entitlement specified or actual cost of handset, whichever is less)

3rd year - 100% of the cost of the handset will be borne by the company (as per entitlement specified or actual cost of handset, whichever is less).

e) If an employee leaves the Company within two years of being allotted a mobile handset, he/she will need to retain the handset by paying the cost of the handset on proportionate basis (monthly amount as mentioned above).

Example :

*If an employee joins in G.M. grade and he/she has been issued a mobile handset worth Rs.7,000/- and if he/she leaves the organization after 7 months of his/her joining, then an amount of Rs.4956/- (7000 – [7000/24 = 292 x 7 =] 2044) will be recovered from his/her F & F settlement.*

f) Employees covered by this Policy should try to limit the charges of their mobile calls within their prescribed ‘Mobile call limit per month’ as mentioned above. Any charges over and above their entitlement will be borne by them.

iii) **Procedure for deduction of mobile call charges over entitlement**

After receiving Mobile call bills from service provider through IT department, HR department will collate and calculate the mobile call charges over specified entitlement limit per month and send the list for deduction from monthly salaries of the employees concerned to the respective Payroll Officers.

iv) **Other provisions**

a) Employees will be required to keep their phones always active for all official communication.

b) Allotment of mobile sets to Consultants and non-employees or any deviations from the above policy will require prior approval of MD/Director/ED/Group CIO/ President (Group HR). Data
card may be issued to executives on need-based basis only with the prior approval of MD/Director/ED/Group CIO/ President (Group HR).

c) Tax implication, if any, will be borne by the employee concerned.

4.3 **Employee Stock Option Plan (ESOP)**

i) It is an Option granted to an employee, which gives him the right, but not an obligation, to purchase or subscribe at a future date the Shares underlying the Option at a pre-determined price.

ii) The Company strongly believes that an equity component in the compensation goes a long way in aligning the objectives of an individual with those of the organization. The underlying philosophy of ESOP is to enable the employees, present and future, to share the wealth that they help to create for the organization over a certain period of time. The objective is to reward the employees for their past association and performance as well as to motivate them to contribute to the growth and profitability of the Company in future. The Company also intends to use this scheme to attract and retain talent in the organization.

iii) The ESOP 2012 is established with effect from 14th November 2012 and shall continue to be in force until:

   a) its termination by the Board or the Compensation Committee

   b) the date on which all of the Options available for issuance under the ESOP 2012 have been issued and exercised.

iv) The appraisal process for determining the eligibility of employees will be specified by the Compensation Committee and may be based on criteria such as role / level of employee, past performance, service record, future potential, criticality of the position, and/or such other criteria as may be determined by the Committee at its sole discretion.

v) Employee Stock Options that expire / lapse / get cancelled shall become available for future grant subject to compliance with all the Applicable Laws.

vi) The Scheme is applicable to the Company, its subsidiaries and any successor company as deem fit by the authority concerned and Stock Options may be granted to the employees and Directors of the Company and its subsidiaries as determined by the Compensation Committee at its sole discretion.

vii) Grant of Employee Stock Options shall be evidenced by the Employee Stock Option Agreement in such form, as the Compensation Committee shall determine from time to time.
viii) Employee Stock Options granted to an employee shall be subject to the terms and conditions set forth in this Plan and the Agreement as approved by the Compensation Committee.

ix) No money is required to be paid by the Option Grantee at the time of Grant of Options. However, an Option Grantee is required to pay the Exercise Price at the time of exercising the Vested Options.

x) Vesting of Options would be subject to continued employment with the Company and thus the Options would vest on passage of time. However, in addition to this, the Compensation Committee may also, if it feels necessary in certain or in all cases, specify certain performance parameters – corporate, individual or a combination – subject to which the Options would vest. The specific Vesting Schedule and Vesting Conditions subject to which Options would vest would be detailed in writing and provided to the Option Grantee at the time of the Grant of Options. In the event it is found that the Option Grantee has not met the prescribed performance criteria, the Compensation Committee at any time may withdraw or reduce Unvested Options.

xi) The Company shall have the right to deduct from the Employee's salary, any tax obligations, whether of the Company or of the employee, arising in connection with the Employee Stock Option or the Shares acquired upon the exercise thereof.

xii) The Compensation Committee may, if it deems necessary, vary the terms of ESOP 2012, subject to the SEBI Guidelines, the Applicable laws and the shareholders approval.

xiii) Guidelines:

- **Grant** means issue of Options to the employees under the ESOP 2012
- a) The Options granted shall vest so long as the employee continues to be in the employment of the Company and its subsidiaries, as the case may be. In addition, the Compensation Committee of the Company may, at its discretion, lay down certain performance parameters on the achievement of which the granted options would vest
- b) The options would vest not earlier than one year and not later than six years from the date of grant of options.

**Vesting:** means the process by which the Option Grantee is given the right to exercise the Employee Stock Options granted to him in pursuance of the ESOP 2012 subject to fulfillment of exercise conditions.

**Vesting Condition:** means any condition subject to which the Options granted would vest in an Option Grantee.
**Vesting Period**: means the period during which the Vesting of the Employee Stock Option granted to the Employee, in pursuance of the ESOP 2012 takes place.

**Vested Option**: means an Option in respect of which the relevant Vesting Conditions have been satisfied and the Option Grantee has become eligible to exercise the Option subject to fulfillment of exercise conditions.

**Exercise Price**: The options will be granted at a price equal to the market price, being latest available closing price, prior to the date of the meeting of the Board of Directors / Compensation Committee, in which options are granted, on the stock exchange on which the shares of the Company are listed. If the shares are listed on more than one stock exchange, then the stock exchange where there is highest trading volume on the said date shall be considered.

**Exercise Period**: The Exercise Period would commence from the date of vesting and will expire not later than two years from such date. The shares arising out of exercise of options will not be subject to any lock in period after such exercise.

5. **GROUP PERSONAL ACCIDENT INSURANCE POLICY**:

The Company contributes to a Group Personal Accident Insurance Policy in respect of permanent employees on the rolls of any of the Units of the Company. The Policy provides for payment of compensation to an employee in the event of his meeting with an accident, except under circumstances listed in the Policy. The “sum insured” is individualized and actual compensation is dependent upon the nature of disability suffered by the employee so insured. The scheme is centrally handled by the HR Department, Corporate Office at Kolkata. The salient features of the Policy are as follows:

**Benefit under the policy / Claim Documents & Procedure**

The benefit payable to or in favour of the Insured Person will be as per the following Categories but not exceeding the Capital Sum Insured the details of which are available with the Corporate Office, Kolkata. The list of Insured Persons and the Capital Sum Insured are available with the Heads of HR/IR of each Unit.

i) **Death**

The Capital Sum Insured (100%) will be paid if the death of the Insured Person is within a period of twelve months from the date of bodily injury, and such bodily injury is the sole and direct cause of the death of the Insured Person.
ii) **Permanent Total Disablement (PTD)**

If such injury shall within twelve months of its occurrence be the sole and direct cause of the total and irrecoverable loss of

a) Sight of both eyes, or of the actual loss by physical separation of two entire hands or two entire feet, or one entire hand and one entire foot, or of such loss of sight of one eye and such loss of one entire hand or one entire foot, then the Capital Sum Insured (100%) as applicable to such Insured Person.

b) Loss of use of two hands or two feet, or of one hand and one foot, or of loss of sight of one eye and loss of use of one hand or one foot, then the Capital Sum Insured (100%) as applicable to such Insured Person.

c) The sight of one eye, or of the actual loss by physical separation of one entire hand or one entire foot, then fifty percent (50%) of the Capital Sum Insured as applicable to such Insured Person.

d) Total and irrecoverable loss of use of a hand or a foot without physical separation then fifty percent (50%) of the Capital Sum Insured as applicable to such Insured Person.

Note: For the purpose of clause (c) and (d) above, physical separation of a hand or foot means separation of hand at or above the wrist, and of foot at or above the ankle.

If such injury shall as a direct consequence thereof, immediately, permanently, totally and absolutely, disables the Insured Person from engaging in being occupied with or giving attention to any employment or occupation of any description whatsoever, then a lump sum equal to hundred percent (100%) of the capital sum insured as applicable to such Insured Person.

iii) **Permanent Partial Disablement (PPD)**

If such injury shall within twelve calendar months of its occurrence be the sole and direct cause of the total and/or partial irrecoverable loss of use or the actual loss by physical separation of the following then the percentage of the Capital Sum Insured payable to such Insured Person is in the manner indicated below.

**Percentage of Capital Sum Insured**

a) Loss of toes - all 20  
   Great both phalanges - 5  
   Great - one phalanx - 2  
   Other than great if more than one toe lost each – 1

b) Loss of hearing - both ears - 75
c) Loss of hearing - one ear - 30

d) Loss of four fingers and thumb of one hand - 40

e) Loss of four fingers - 35

f) Loss of thumb
   Both phalanges - 25
   One phalanx – 10

g) Loss of Index finger
   Three phalanges - 10
   Two phalanges - 8
   One phalanx – 4

h) Loss of middle finger
   Three phalanges - 6
   Two phalanges - 4
   One phalanx – 2

i) Loss of ring finger
   Three phalanges - 5
   Two phalanges - 4
   One phalanx – 2

j) Loss of little finger - three phalanges - 4
   Two phalanges - 3
   One phalanx – 2

k) Loss of metacarpus
   First or second (additional) - 3
   Third, Fourth or Fifth (additional) – 2

l) Any other permanent partial disablement % as assessed by the Doctor

iv) **Temporary Total Disablement (TTD)**

If such injury shall be the sole and direct cause of the temporary total disablement, then so long as the insured person be totally disabled from engaging in any employment or occupation of any description whatsoever, a sum at the rate of one percent (1%) of the Capital Sum Insured will be paid per week, but in any case not exceeding Rs.5000/- per week, under all policies.

Provided that the compensation payable under the forgoing clause shall not be payable for more than 100 weeks in respect of any one injury calculated from the date of commencement of disablement and in no case shall exceed Capital Sum Insured as applicable to such Insured Person.
Medical Expenses

Medical Expenses payable on actual not exceeding 40% of above benefits(ii, iii, iv, v) subject to a maximum of Rs 50,000/- or 10% of sum insured whichever is less triggered only when claim is admissible under above benefits(ii, iii, iv, v).

v) Carriage of Dead Body

In the event of death of the Insured Person due to accident as defined in the policy outside his residence, the Company shall reimburse in addition to the amount payable under clause (i) above, expenses incurred for transportation of Insured’s dead body to the place of residence subject to a maximum of 2% of Capital Sum Insured or Rs.2,500/-, whichever is less.

vi) Children’s Education Grant

In the event of death or permanent total disablement of the Insured person due to accident as defined in the policy, the policy shall also pay the following amount as education grant for dependent children of the Insured.

One dependent Child (Below age 25 years) 10% of Capital Sum Insured subject to maximum of Rs. 10,000/-
More than One dependent child (Below age 25 years)10% of Capital Sum Insured subject to maximum of Rs. 20,000/-

vii) Claim Procedure

Upon the happening of any event giving rise or likely to give rise to a claim under the Policy:

a) The Head HR/IR of the Unit shall give immediate notice thereof in writing to the Corporate HR, Kolkata for lodging claim to the Insurance Company.

b) The Insured shall deliver to the Company, within 14 days of the date on which the event shall have come to his knowledge, a detailed statement in writing as per the claim form and any other material particularly relevant to the making of such claim.

c) The insured shall tender to the company all reasonable information, assistance and proofs in connection with any claim hereunder.

d) Claim Documents:

The Head HR/IR will be required to furnish the following to the Corporate HR, Kolkata in support of a claim:

1. Duly completed claim form
2. Doctor's Report
3. Post Mortem Report & Police report, wherever necessary
4. Death certificate, wherever necessary
5. Medical Bills, wherever applicable

**Limitation Period**

In no case whatsoever shall the company be liable, for any expenses after the expiry of 30 days from the date of completion of treatment, unless the claim is the subject of pending action or arbitration; it being expressly agreed and declared that if the company shall disclaim liability for any claim hereunder and such claim shall not within 12 calendar months from the date of disclaimer have been made the subject matter of a suit in court of law then the claim for all such purposes be deemed to have been abandoned and shall not thereafter be recoverable hereunder.

(For any further clarification about the provisions of the Policy the Corporate HR, Kolkata may be consulted).

**6. COMPENSATION PAYABLE UNDER EMPLOYEE STATE INSURANCE ACT, 1948 AND EMPLOYEE COMPENSATION, ACT 1923:**

6.1 **Employees State Insurance Act, 1948** - As of now, employees of factories/establishments, that fall within the ambit of coverage, and earning wages not exceeding Rs. 15,000/- per month are covered under the ESI Scheme.

**BENEFITS UNDER THE ESI SCHEME:**

i) Medical Benefit
ii) Sickness Benefit (SB):
   a) Temporary Sickness Benefit
   b) Extended sickness Benefit (ESB)
   c) Enhanced sickness Benefit
iii) Maternity Benefit
iv) Disablement Benefit
   a) Temporary disablement benefit (TDB)
   b) Permanent disablement benefit (PDB)
v) Dependents’ Benefit (DB)

In case of death, as a result of employment injury, the dependants of an insured person are eligible for periodical payments. Pension at the rate of 40% more than the Standard Benefit Rate will be paid periodically to widow(s) and children in accordance with the prescribed
share. An eligible son or daughter is entitled to dependant’s benefit up to the age of 18 without any proof of education; the benefit is withdrawn if the daughter marries earlier.

vi) Funeral Expenses
Funeral benefit is a cash payment payable on the death of an insured person towards the expenses on his funeral, the amount not exceeding Rs.10,000/-. 

6.2 GPA (Employees Group Accidental Scheme) – All Employees of factories/ establishments are covered under the GPA Scheme.
Dependants’ Benefit:
i) In case of death, as a result of employment injury, the dependants of an insured person are eligible for 100 times of last drawn Basic Salary as Compensation.

6.3 Employee Compensation Act, 1923 – An employee not covered under ESI Scheme is governed by the Employee Compensation Act’1923.
Dependants’ Benefit:
i) In case of death an amount equal to 50% of the monthly wage multiplied by the relevant factor as given in Schedule IV of the Act or Rs. 80,000/- whichever is more.
ii) In case of permanent total disablement, it is 60% or Rs. 90,000/- whichever is more and

iv) In case of permanent partial disablement the compensation payable is proportionate to the disability arrived at as per (ii) above.
EMPLOYEE ADMINISTRATIVE FACILITIES

Administrative Facilities constitute the following and are admissible to employees depending upon their grade and level:

1. **GUEST HOUSE FACILITY:**
New incumbents joining the Company may, if they so wish, avail of Company's Guest House facility, wherever available, for their initial boarding and lodging, subject to availability of accommodation, as per the following eligibility and terms:

<table>
<thead>
<tr>
<th>Grade / Category Entitlement</th>
<th>V.P. &amp; above</th>
<th>Sr. Manager to AVP</th>
<th>Executive to Manager</th>
<th>Below Executive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Joining Stay period (free boarding and lodging for self and family)</td>
<td>Two weeks</td>
<td>Two weeks</td>
<td>Two weeks</td>
<td>Two weeks</td>
</tr>
<tr>
<td>Extended stay on payment of prescribed charges</td>
<td>One week</td>
<td>One week</td>
<td>One week</td>
<td>One week</td>
</tr>
<tr>
<td>Charges per day during extended period of stay for self</td>
<td>Rs. 500.00</td>
<td>Rs. 400.00</td>
<td>Rs. 300.00</td>
<td>Rs. 200.00</td>
</tr>
<tr>
<td>Charges per day for self and family during extended stay</td>
<td>Rs. 800.00</td>
<td>Rs. 600.00</td>
<td>Rs. 500.00</td>
<td>Rs. 300.00</td>
</tr>
</tbody>
</table>

1.1 **Procedure:**

i) A new incumbent desirous of availing of Company's Guest House facility either for initial or extended period of stay has to make a written request to this effect to the Head of HR/IR concerned who, in turn, will advise the Administration Department for making the necessary arrangements.

ii) The person in charge of Administration will advise the Accounts Department for deduction of charges as mentioned above for the extended period of stay.

iii) No House Rent Allowance will be payable for the period a new incumbent avails of Company’s Guest House facility including the extended stay.

iv) Once a new incumbent vacates the Guest House and moves into alternative accommodation, he should send intimation to this effect in writing to the Head of HR/IR concerned so that payment of HRA commences.
2. **HARD FURNISHING SCHEME:**

Executives of the level of AGM and above are entitled to avail of one-time Hard Furnishing Facility as per the following eligibility:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Designation</th>
<th>Amount (Maximum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-5, E-6 and E-7</td>
<td>ED/CEO/COO/President</td>
<td>Rs. 2.50 lacs</td>
</tr>
<tr>
<td>E-3, E-4</td>
<td>EVP/Sr.VP/VP</td>
<td>Rs. 2.00 lacs</td>
</tr>
<tr>
<td>E-0, E-1, E2</td>
<td>G.M./Sr. G.M./AVP</td>
<td>Rs. 1.50 lacs</td>
</tr>
<tr>
<td>M-7, M-8</td>
<td>Sr. DGM /DGM/AGM</td>
<td>Rs. 1.00 lac</td>
</tr>
</tbody>
</table>

2.1 **Procedure:**

i) Executives joining the Company at the level of AGM and above and those who are already designated as such are eligible to avail of the Hard Furnishing Facility in case they are already not provided with furnished accommodation.

ii) Eligible executives may buy furniture and fixture items from the list given below from Company approved shops. The furniture and fixture items are meant for use in the residence of the executive at the location of his posting and not residences at other places.

iii) The bills not exceeding the maximum amount mentioned for various levels should be submitted to the Head HR/IR concerned.

iv) The Head HR/IR will scrutinize the bills and forward the same to the Accounts Department for payment to the supplier of the furniture and fixture items.

v) The amount of Hard Furnishing Allowance availed of by an executive will remain outstanding as a loan granted by the Company.

vi) The furniture and fixtures items procured for an executive will be in the Company’s name for a period of three years. After completion of three years, these will be transferred in the name of the executive concerned and the amount outstanding as Loan will be written-off.

vii) In case an executive having availed of the Hard Furnishing Facility leaves the organization before the stipulated period of three years, then he has to pay the ‘Written Down Value’ of the furniture & fixtures to obtain F & F settlement clearance. Tax implication, if any, will be borne by the executive concerned.

**List of Hard Furnishing & Fixtures**

1. DOUBLE BED
2. MATRESSESS
3. DIVAN
4. SOFA SET
5. DINING TABLE with chairs
6. DRESSING TABLE
7. CENTRE TABLE / WRITING TABLE
8. REFRIGERATOR
9. A.C.
10. DESERT COOLERS / ROOM COOLERS
11. ROOM HEATERS / HOT BLOWERS
12. WASHING MACHINE (Semi-Automatic or Fully Automatic)
13. INVERTOR
14. WATER PURIFIER
15. KITCHEN CHIMNEY
16. GAS STOVE
17. CEILING FANS
18. PEDESTRIAL FANS
19. WALL-MOUNTED FANS
20. C.T.V.
21. PLASMA T.V.
22. CD or DVD PLAYER
23. MUSIC SYSTEM
24. GEYSER
25. ALMIRAH
26. COMPUTER TABLE
27. CURTAINS & CURTAIN RODS with fittings
28. O.T.G. / MICRO OVEN
29. COOKING RANGE
30. JUICER-MIXER-GRINDER

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ENFORCEMENT OF DISCIPLINE

1. **ACTS OF MISCONDUCT:**
   Without prejudice to the general meaning of the term “misconduct” it shall be deemed to mean and include those items enumerated in the Standing Orders / Service Rules of the respective Unit.

2. **FORMS OF PUNISHMENT:**
   An employee found guilty of misconduct will be liable to any of the following forms of punishment:
   i) A censure or warning.
   ii) Suspension without pay for a period not exceeding 15/30 days as per the provisions of the standing orders.
   iii) Withholding of grade increment, reduction of pay or demotion.
   iv) Discharge.

3. **ISSUE OF CHARGE SHEET / LETTER OF EXPLANATION:**
   If misconduct is reported against an employee, the competent authority, before taking any disciplinary action against him, will issue a charge sheet or letter of explanation as the case may be. The charge sheet / letter of explanation should be served on the employee within three working days from the date on which the alleged misconduct has come to light. When for special reasons it is not possible to issue a charge sheet / letter of explanation within three days, the time limit may be extended to seven days from the date the alleged misconduct has come to notice of the competent authority.

4. **REFUSAL TO ACCEPT OR DELAY IN REPLY TO CHARGE SHEET:**
   An employee who refuses to accept a charge sheet / letter of explanation or fails to reply to a charge sheet within the prescribed time limit of 48 hours (unless otherwise extended by the competent authority) from the time of issue, should not be taken on duty till he accepts or replies to the charge sheet / letter of explanation as the case may be. The Pay Roll Section should be intimated of the same.

5. **EXONERATION FROM THE CHARGE IF REPLY IS ACCEPTABLE:**
   If the explanation given by the employee to the charge sheet / letter of explanation is satisfactory and acceptable, the employee should be informed in writing that he has been exonerated from the charges for which he was issued charge sheet / letter of explanation.
6. **ENQUIRY:**
If the explanation given by the employee to the charge sheet / letter of explanation is not satisfactory, an official enquiry will be held by an officer(s) appointed for the purpose. The employee charged with misconduct will be given a reasonable opportunity for explanation and defending his actions. In case the charge sheeted employee gives the names of any employee(s) as witness in his reply to the charge sheet / letter of explanation or at the beginning of the enquiry, the enquiry officer will intimate to such witnesses to be present for the enquiry. It is entirely up to the discretion of such witnesses to appear at the enquiry.

7. **SUSPENSION PENDING ENQUIRY:**
An employee who has been issued a charge sheet / letter of explanation for a serious act of misconduct or if it is felt that his presence at the job is likely to affect the efficient running of the department or the employee concerned is likely to influence the witnesses or there is fear that he may destroy evidences relevant for the enquiry, the delinquent employee may be suspended pending enquiry.

The order of suspension will be in writing and shall take effect immediately on communication thereof to the employee. The suspended employee shall not enter the plant or Company's premises during the period of suspension unless otherwise permitted by the competent authority. An employee under suspension pending enquiry, during the period of such suspension, will be paid subsistence allowance @ 50% of his salary up to 90 days. If the enquiry gets delayed beyond 90 days due to the employee’s non-availability, the subsistence allowance will be reduced to 25% and if the delay is attributed to the management’s inability to conclude the enquiry the subsistence allowance will be paid at the rate of 75% of his salary. Payment of subsistence allowance will be made through the employee’s bank account to which salary is remitted.

8. **ACTION TO BE TAKEN ON THE CONCLUSION OF AN ENQUIRY**
The enquiry into the charge sheet / letter of explanation will be conducted by the enquiry officer appointed for the purpose as per the relevant provision of the Company’s Standing Orders / Service Rules.

9. **ORDER OF PUNISHMENT:**
The letter awarding the punishment will be given to the employee concerned by the HOD in the presence of representative of HR. In case an employee refuses to accept such an order it will be deemed to have been served on him if a copy thereof is fixed on the notice board of the department.
and signed copies are sent to his local and home addresses by registered post with acknowledgement due.

10. **PUNISHMENT:**

i) **Caution:** If the misconduct is of a minor nature, the employee may be cautioned verbally or in writing.

ii) **Warning In Writing:** An employee who is guilty of misconduct of a minor nature but committed more than once may be warned in writing and copy of the warning letter be kept in his service record.

iii) **Fines:** An employee guilty of a misconduct may be fined in accordance with the provisions of Payment of Wages Act, 1936

iv) **Suspension:** Depending upon the gravity of the misconduct an employee may be suspended without pay as a disciplinary measure for a period not exceeding 15 days.

v) **Withholding of Grade Increment:** The grade increment of an employee may be withheld at the discretion of the Management if he is found guilty of misconduct depending upon the gravity of the offence.

vi) **Demotion or Reduction of Pay:** An employee who is guilty of a misconduct not grave enough to warrant discharge may be demoted to a lower post or to a lower salary in the same post.

vii) **Discharge:** An employee who is found guilty of a serious misconduct may be discharged from the services of the company subject to the provisions governing discharge of an employee.

11. **GRADED PUNISHMENT FOR CHRONIC CASES OF MISCONDUCT:**

11.1 **Unauthorized Absence**

An employee who is guilty of absence without information or permission is liable to be punished as follows:-

<table>
<thead>
<tr>
<th>Offence</th>
<th>Penalty</th>
</tr>
</thead>
<tbody>
<tr>
<td>First offence</td>
<td>Warning in writing</td>
</tr>
<tr>
<td>Second offence</td>
<td>Suspension for 3 days</td>
</tr>
<tr>
<td>Third offence</td>
<td>Suspension for 7 days</td>
</tr>
<tr>
<td>Fourth offence</td>
<td>Suspension for 14 days</td>
</tr>
<tr>
<td>Fifth offence</td>
<td>Discharge</td>
</tr>
</tbody>
</table>
If an employee absents unauthorizedly for a period of 15 days at a stretch he will be liable to be discharged from the services of the company.

11.2 **Habitual Late Coming**

An employee who is a habitual late comer is liable to be punished as under. A habitual late comer is an employee who comes late for more than three occasions in a month for three consecutive months.

First offence — Warning in writing.
Second offence — Suspension for 3 days.
Third offence — Suspension for 7 days.
Fourth offence — Suspension for 14 days.
Fifth offence — Discharge

If an employee attends duty punctually for a period of six months, his previous punishment for habitual late coming shall not be taken into account.

11.3 **Sleeping On Duty**

Sleeping on duty is a misconduct. In the event an employee is found guilty of sleeping on duty punishment will be awarded as follows:

First offence — Warning in writing.
Second offence — Suspension for 3 days.
Third offence — Suspension for 7 days.
Fourth offence — Suspension for 14 days.
Fifth offence — Discharge

11.4 **Loss Of Identity/Attendance Card**

For loss of Identity/Attendance Card attributed to negligence or carelessness on the part of an employee the following punishment would be imposed:-

First offence — Replacement cost and a letter of warning.
Second offence — Replacement cost and 3 days’ suspension.
Third offence — Replacement cost and 7 days’ suspension.
Fourth offence — Replacement cost and 14 days’ suspension.
Fifth offence — Discharge.

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GRIEVANCE REDRESSAL PROCEDURE

1. **OBJECTIVE**: The Grievance Redressal Procedure seeks to provide an easily accessible machinery for settlement of grievances. It ensures expeditious settlement of grievances at lowest level of authority. At organizational level it seeks to promote a fair and equitable mechanism to minimize discontentment and dissatisfaction amongst employees.

2. **DEFINITION**: Grievance for the purpose of this scheme would mean a grievance related to any staff member arising out of the implementation of the policies/rules or decisions of the organization. It can include matters related to leave, increment, allowances, bonus, non-extension of benefits under rules, interpretation of service rules, etc., of an individual nature. The following is an illustration of probable situations giving rise to individual grievances:
   i) Economic: Wage fixation, wage computation, Bonus, etc. Employees feel they are getting less than what they ought to get.
   ii) Work environment: Poor working condition, defective equipment and machinery, tools, materials, safety appliances, etc.
   iii) Supervision: Disposition of the superior towards the employee. Perceived notions of favoritism, nepotism, bias, etc.
   iv) Work group: Strained relations or incompatibility with peers. Feeling of neglect, seclusion or victimization, sexual harassment in any form, physical assault.
   v) Work Organization: Rigid and unfair rules, too much or too less work responsibility, lack of recognition etc.
   vi) Disciplinary Action: Discharge, dismissal, suspension, fines, or any other form of punishment arising out of an act of misconduct. (Grievances under this category may be taken up directly at Stage III).

3. **APPLICABILITY**: The procedure is applicable to all permanent employees other than those who are in management cadres. An employee in management cadre may approach his HOD through the immediate superior in case he has a grievance of any of the above nature.

4. **PROCEDURE TO HANDLE GRIEVANCE**: The procedure to redress grievances has three tiers as explained below:
STAGE – I

i) An aggrieved employee shall take-up his grievance in writing in the prescribed form with his immediate superior who will give personal hearing and enquire into the matter to resolve the grievance at his level.

ii) The superior officer may take the help of HR Manager, specifically nominated by the unit/plant HR Head, in enquiring the details of the issue. The HR Manager will keep record of the grievance and facilitate in obtaining details from the concerned departments. A record of the outcome will be maintained by the HR Department.

iii) The superior officer shall meet the aggrieved employee personally and give a reply to the grievance raised by him within three days from the date the grievance was communicated to him.

STAGE – II

i) If the aggrieved employee is not satisfied with the decision communicated to him at Stage – I or fails to get a reply, he may submit his grievance in writing to his departmental head with a copy to Head of HR in the prescribed form within a period of three days for consideration.

ii) The aggrieved employee may be allowed to present his case in person if he so wishes at this stage.

iii) The departmental head may ask for the relevant details and documents including the reply given at Stage-I and shall reply to the aggrieved employee within seven days of the submission of the grievance. The HR Manager will be fully associated with the process of resolving the grievance and facilitate obtaining all the details required by the head of the department.

STAGE – III

i) If the employee is not satisfied with the decision or fails to receive a reply at stage-II he may present his grievance for consideration at stage –III in the prescribed format through his HOD within a period of seven days from the date he gets a reply at Stage-II. At Stage-III the grievance is presented to the Grievance Redressal Committee comprising the following:

1. Head of the Plant/Unit - Chairman
2. Head/s of the Department - Member
3. Head of HR/IR - Member/Secretary
4. Any other person that the Plant Head may like to associate
ii) If the Committee is unable to take a unanimous decision on any grievance, the same should be referred to the Managing Director within three days.

iii) In a unit where there is a recognized union, corresponding number of union representatives may be associated as Members of the Grievance Redressal Committee. In other units corresponding number of Employee Representatives may be nominated as members of the committee.

5. **WORKING OF GRIEVANCE REDRESSAL COMMITTEE:**

i) The Grievance Redressal Committee may meet as often as may be required but not less than once in a month to deliberate on all grievances received by it.

ii) The Head of HR/IR at the respective locations will be the Member/Secretary of the Grievance Redressal Committee and provide the necessary secretarial support to the Committee.

iii) During the course of examination of the grievance by the Grievance Redressal Committee, the Committee may ask the aggrieved employee to be present during the meeting and produce such records/documents as he may wish to do in support of his grievance.

iv) The unanimous decision of the Committee shall be communicated to the employee concerned by the Member/Secretary within three days of the Committee’s Meeting.

6. **GENERAL GUIDELINES:**

i) Only individual grievances of employees will be entertained under this procedure. Joint representation or collective grievances will be outside the Scope of Grievance Redressal Procedure.

ii) Matters falling within the ambit of collective bargaining which are decided in consultation with the trade union in some of the Units will be outside the scope of the Grievance Redressal Procedure.

iii) Grievances not raised within three months from the date of occurrence will not be entertained at any Stage and will lapse.

7. **PROVISION OF APPEAL:**

If an employee is not satisfied with the decision of the Grievance Redressal Committee, he may prefer an appeal to the Managing Director whose decision will be final.

*******************************************************************************
LEAVE

The provisions of leave as contained in this Chapter are applicable to permanent employees working in all Units of the Company.

Subject to the conditions attached to each, employees are eligible for the following types of leave and paid holidays:


2. **COMPULSORY HOLIDAYS:** The following table shows the Festival Holidays admissible at various locations:

<table>
<thead>
<tr>
<th>Location</th>
<th>Name of festival</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.M.L., Rourkela</td>
<td>i) Holi ii) Dussehra iii) Diwali</td>
</tr>
<tr>
<td>AAPL/Pellet Plant, Kandra</td>
<td>i) Holi ii) Dussehra iii) Chhat iv) Diwali</td>
</tr>
<tr>
<td>APNRL, Padampur</td>
<td>i) Holi ii) Dussehra iii) Chhat iv) Diwali</td>
</tr>
<tr>
<td>OMML- Koira,Sulaipet,Ghatkuri</td>
<td>i) Holi ii) Dussehra iii) Diwali</td>
</tr>
</tbody>
</table>

3. **RESTRICTED HOLIDAYS:** In addition to the above, following Restricted Holidays from out of the list of applicable holidays (lists attached) are admissible at various locations:

<table>
<thead>
<tr>
<th>Location</th>
<th>No. of Restricted Holidays</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.M.L., Rourkela</td>
<td>3 out of 21 festivals</td>
</tr>
<tr>
<td>AAPL/Pellet Plant, Kandra</td>
<td>2 out of 16 festivals</td>
</tr>
<tr>
<td>APNRL, Padampur</td>
<td>2 out of 16 festivals</td>
</tr>
<tr>
<td>OMML-Koira,Sulaipet,Ghatkuri</td>
<td>3 out of 12 festivals</td>
</tr>
</tbody>
</table>
4. **ACCIDENT LEAVE (INJURY ON WORKS):**

   i) An employee, who is otherwise not governed by the provisions of Employees’ Compensation Act, 1923 and ESIC, if he/she meets with an accident while on duty is granted accident leave money during the period of his/her temporary disablement due to the injury sustained by him while on duty as certified by the Company’s medical authority. The accident leave money so paid will include basic pay and all other allowances.

   ii) An employee who is on accident leave and whose retirement falls within the period during which he is still undergoing medical treatment for the accident should be continued on service and paid accident leave money until he/she is declared fit or his/her disability is finally assessed.

   The payment of accident leave money is subject to adjustment against the amount paid under Group Personal Accident Insurance policy, if any.

5. **CASUAL LEAVE:**

   i) An employee is entitled to 7 (seven) days casual leave in a calendar year which is credited to his account on 1st January. For an employee joining employment during the year, casual leave is credited on pro-rata basis. Casual leave cannot be carried forward to the following year and shall lapse if not availed of during the calendar year.

   ii) Casual leave cannot be granted for more than 3 (three) days at a stretch in a calendar month.

   iii) Weekly Off, National Holidays or Paid Holidays, either Compulsory or Restricted, falling in between Casual Leave will not be counted as Casual Leave.

   iv) Casual Leave is allowed to be suffixed or prefixed with any other type of leave.

   v) Casual Leave can be availed of for a minimum of half-a-day.

6. **PRIVILEGE LEAVE:**

   i) An employee is entitled to 15 days privilege leave in a calendar year. Privilege Leave on pro-rata basis in respect of an employee who joins employment during the year, gets credited to his leave account on 1st January of the following year and he is entitled to avail of the same with effect from 1st January.

   ii) Privilege leave can be granted for a minimum of half-a-day.

   iii) Privilege leave can be suffixed or prefixed with any other type of leave.

   iv) Weekly off, national holidays and paid holidays, compulsory or restricted leave, falling during privilege leave does not count as privilege leave.
v) Privilege leave can be accumulated up to a maximum of 150 days beyond which it lapses.

vi) The Management may, at its discretion, grant pro-rata privilege leave to an employee, including a new entrant, to cover the period of sickness duly supported by a medical certificate to the management’s satisfaction. Pro-rata privilege leave is the quantum of leave which has accrued to the employee but he has not become eligible to avail of the same.

7. **SICK LEAVE**:

i) An employee is entitled to 10 days Sick Leave in a calendar year.

ii) Sick Leave can be availed without medical certificate up to two days. Beyond two days an employee needs to submit medical certificate issued by a Registered Medical Practitioner along with his sick leave application.

iii) A new entrant who joins employment during middle of a year is entitled to sick leave on pro-rata basis.

iv) Sick leave can be availed for a minimum period of half-a-day.

v) Sick leave falling on a Weekly Off, National Holiday or Paid Holidays, Compulsory or Restricted, is counted as Sick Leave.

vi) Sick Leave can be prefixed or suffixed with any other type of leave.

vii) An employee who is covered under Employees’ State Insurance Scheme is entitled to sick leave as per the provisions of the Act.

viii) Sick leave can be accumulated up to a maximum of 60 days beyond which it lapses.

8. **MATERNITY LEAVE**:

i) Subject to the provisions of the Maternity Benefit Act, 1961, a female employee who has worked for a period of not less than 80 days in the 12 months immediately preceding the date of her expected delivery, is entitled to Maternity Leave with pay as follows:

   a) For six weeks up to and including the day of delivery and six weeks immediately following that day.

   b) For six weeks immediately following the day of miscarriage.

   c) For a maximum period of one month in addition to the period of leave allowed under (a) and (b) above for illness certified by a Registered Medical Practitioner, arising out of pregnancy, delivery, premature birth of child or miscarriage.

ii) Payment to an employee while on maternity leave will be calculated at her basic pay plus other allowances. The amount of maternity benefit for the period preceding the date of expected delivery shall be paid in advance on certification by a Registered Medical Practitioner.
Practitioner and the amount due for the post natal period and in case of miscarriage shall be paid within 48 hours of production of proof of delivery/miscarriage.

iii) Payment of a medical bonus of Rs. 2500/- where no pre-natal and post-natal care is provided by the company.

9. **LEAVE WITHOUT PAY:**

i) An employee who has exhausted all his leave may be granted leave without pay not exceeding 10 days in a calendar year, either at a stretch or intermittently subject to the discretion of Management. The employee will be required to obtain prior approval of the approving authority before proceeding on leave.

ii) An employee may be granted leave without pay on medical grounds, including a female employee on expiry of maternity leave, up to a maximum of three months subject to certification of the sickness by a Registered Medical Practitioner.

iii) Weekly off and Holidays falling between Leave Without Pay will be treated as Leave Without Pay.

10. **TRANSIT LEAVE:**

Employees posted at Mining sites, availing of sanctioned leave are entitled to 6 days' transit leave in a calendar year subject to the following:

i) The transit leave of 6 days has to be availed of during the calendar year in which it is sanctioned otherwise it will lapse.

ii) An employee will be entitled to transit leave provided the sanctioned leave is availed of outstation for which the employee concerned will have to produce proof of travel, such as, railway/bus ticket.

iii) If an employee avails of leave outstation after exhausting 6 days transit leave, he will not be granted attendance for the day before commencement of his leave and/or one day after end date of his leave as at present. He has to avail of his earned leave for these two days also.

iv) On expiry of the leave spent outstation, if an employee does not report for duty in time, he has to either apply for transit leave/due leave or else the employee concerned shall be marked absent.

v) The application for transit leave has to be submitted to the H.R department which will maintain record of the leave availed.
vi) If an employee joins employment on any day after 1st January, he will be eligible for proportionate transit leave, i.e., one day's transit leave for every two months.

11. **SPECIAL LEAVE:**

An employee, subject to the discretion of the management, may be granted special leave with pay for any of the following reasons:

i) **Blood Donation** – One day's special leave is granted for donating blood at an authorized Blood Bank Centre or hospital provided such a donation is made with the knowledge and permission of HOD.

ii) **Professional Meetings or Conferences** - For taking part in professional, educational and scientific meetings or conferences as delegates on self initiative (other than company sponsored) for a period not exceeding 7 days in a year.

iii) Employees working in general shift are allowed up to four hours release from duty on special leave for casting vote during State Assembly/Parliamentary elections.

12. **GENERAL PRINCIPLES AND PROCEDURE FOR GRANT OF LEAVE:**

   (i) All leave is granted at the discretion of the Management. Nothing can limit the discretion of the management to refuse, revoke or curtail leave subject to the exigencies of work.

   (ii) The authority to sanction leave shall be such officers of the Company as may be authorized by the management.

   (iii) Weekly Off, National holidays and Paid Holidays, Compulsory or Restricted, may be prefixed and suffixed to any leave subject to the provision governing grant of such leave.

   (iv) An employee who desires to avail of leave has to make an application in the prescribed Leave Form or through e-HR (Leave Management System).

   (v) Application for leave of absence for three days or less should ordinarily be made at least 24 hours prior to the beginning of the period for which leave is required. Such leave application is to be disposed of immediately.

   (vi) Application for leave of absence for more than three days shall ordinarily be made at least 7 days before the date from which the leave is required. The leave application in such cases is to be disposed of within three days.

   (vii) An employee who desires to extend his leave shall make an application in writing to the leave sanctioning authority before expiry of the leave already sanctioned. If the application for leave is on medical grounds he has to submit a medical certificate issued by the Registered
Medical Practitioner stating the probable period for which leave is required. On receipt of such an application the HR department will immediately inform the employee in writing at the address given by the employee whether the extension of leave has been sanctioned, and if so, for what period, or whether extension has been refused.

(viii) Employees separating from company’s service may, if they so desire, get their notice period adjusted against privilege leave due to them on the date of resignation.

13. **ENCASHMENT OF LEAVE ON SEPARATION FROM SERVICE:**

Employees shall be entitled to receive pay (Basic Pay) in lieu of privilege leave due to them in the following cases only:-

i) Death.

ii) Resignation after due intimation.

iii) Discharge or termination of service.

14. **COMPENSATORY OFF:**

(i) Compensatory off, in lieu of having worked extra hours or working on Weekly Off or National Holidays, or Paid Holidays, Compulsory or Restricted, is allowed to employees, as applicable, in units such as AML-Rourkela, AAPL-Kandra, Pellet Plant- Kandra, APNRL-Padampur, Balumath and OMML-Koira, Ghatkuri and Sulaipat.

(ii) An employee who attends duty for minimum six hours on Weekly Off, National Holidays, Paid Holidays, Compulsory or Restricted or works extra hours beyond duty on a particular day is eligible to get one day's Compensatory Off for such duty. Combined extra duty of minimum 4 (four) hours also makes an employee eligible for one day's Compensatory Off.

(iii) Compensatory Off is to be availed of within 60 days from the date it becomes due beyond which it lapses.

(iv) An employee can avail of two days Compensatory Off in a week.

(v) Compensatory off can be prefixed or suffixed with Weekly Off, National Holidays, Paid Holidays, Compulsory or Restricted or Privilege or Sick Leave.

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**LOAN and ADVANCE**

1. An employee may be considered for payment of advance against salary or loan, subject to the provisions mentioned below, for any of the following purposes:
   i. Marriage (self / son/daughter / sister / brother)
   ii. Medical / prolonged illness (self / spouse /son/daughter / parents)
   iii. Death in the family
   iv. Educational assistance (son/daughter)
   v. Natural calamities
   vi. Religious functions
   vii. Meeting unforeseen financial exigencies

2. **ELIGIBILITY**: Permanent employees of the Company who have completed at least six months' service are eligible for payment of advance against salary and those having completed at least one year's service are eligible to apply for loan. The entitlement amount and the method of recovery are as follows:

3. **ADVANCE AGAINST SALARY**: An employee can apply only once in a financial year for payment of advance against salary for an amount not exceeding one month's net salary. The amount so advanced will be adjusted against his salary for the following month.

4. **LOANS**: Loans of the following amounts can be paid to employees at various levels subject to recovery as mentioned against each:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount of Loan</th>
<th>Recovery in equal installments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Staff</td>
<td>4 months basic pay subject to a maximum of Rs. 3,00,000/- only</td>
<td>Up to a maximum of 24 installments*</td>
</tr>
<tr>
<td>Supervisory &amp; Office Staff</td>
<td>4 months basic pay subject to a maximum of Rs. 2,00,000/- only</td>
<td>Up to a maximum of 24 installments*</td>
</tr>
<tr>
<td>Workers</td>
<td>6 months basic pay subject to a maximum of Rs. 1,00,000/- only</td>
<td>Up to a maximum of 24 installments*</td>
</tr>
</tbody>
</table>

(* loans sanctioned on or after 01.04.2013)
4.1 **Interest charge on Loan:** An interest @ 12% at 'Reducing Balance Method' is charged on any loan, in excess of Rs.20,000/- (Rupees Twenty Thousand only), granted to all categories/grades of employees irrespective of the grounds on which such a loan is sanctioned. In addition, such loans will also attract a taxable perquisite of 1.5% wherever applicable. A post-dated cheque for any amount exceeding Rs.20,000/- will be taken from the employee concerned as 'security' which will be returned to him after recovery of the amount paid as loan.

4.2 **Procedure**

(i) At the beginning of every financial year a fund will be allocated to the respective locations including Corporate Office at Kolkata from which disbursement of loan can be made to employees.

(ii) An employee seeking an advance/loan should apply in the prescribed form mentioning specifically the purpose for which the advance/loan is required duly supported by relevant documents, as applicable. The form should be submitted to the HOD who will forward the same to the Head of HR of the respective location with his recommendation.

(iii) An employee seeking a loan will be required to produce an employee-guarantor and sign a Surety Bond in the prescribed format, as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Condition for Surety Bond</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Staff</td>
<td>Loan amount of Rs.1,50,000/- or more</td>
</tr>
<tr>
<td>Supervisory &amp; Office Staff</td>
<td>Loan amount of Rs.1,00,000/- or more</td>
</tr>
<tr>
<td>Workers</td>
<td>Loan amount of Rs.50,000/- or more</td>
</tr>
</tbody>
</table>

(iv) The HR Head will check the eligibility of the employee concerned as per the Policy and forward it to Accounts department with his approval of the amount of advance/loan to be granted.

(v) The sanctioned amount of advance/loan will be paid through an Account Payee cheque to the employee concerned.

(vi) The HR Head will also advise the Salary Section / Payroll officer for deduction of the amount paid as advance or loan with interest, as applicable, from the salary of the employee concerned in the approved number of installments from the following month.

(vii) If an employee has already taken a loan of any amount and has not completely repaid it to the Company, he will not be eligible for another loan of any nature.
(viii) Loan can be drawn only once in one financial year by 'Management staff and Supervisory & Office staff' employees and twice in one financial year by 'Workers' provided the amount of loan taken earlier has been fully repaid.

(ix) Those desiring to repay the entire outstanding loan in lump sum, at any stage, may do so, but this does not entitle the employee for another loan during the same financial year, as mentioned above for specific category of employees.

(x) Nothing in this policy prevents the Company from recovering the loan in lesser installments, if the circumstances so require, or recover from any amount other than salary that may become payable to the employee at any time during the period when the loan is outstanding.
PERFORMANCE MANAGEMENT SYSTEM

1. **OBJECTIVE:** The Performance Management System aims at setting goals, reviewing and measuring performance and rewarding employees. The dual objectives of the System for the organization and the individual are as follows:

   **For the organization:**
   i) To set goal for individual employees based on business plan of the Company.
   ii) To ensure commitment of employees towards organizational goal.
   iii) To evaluate performance for reward and recognition.
   iv) To identify opportunities for training and development of the individual with reference to job and career demands.
   v) To aid in succession planning.
   vi) To aid in decisions related to job rotation.

   **For the individual:**
   i) To help employees manage (plan, monitor and review) and improve their performance.
   ii) To serve as a basis for coaching and counseling of the individual by the superior.
   iii) To facilitate personal and professional development of the employee.
   iv) To act as a motivating factor and encouragement for employees to perform.

2. **PERIOD AND SCOPE OF PERFORMANCE MANAGEMENT SYSTEM:**

   The Performance Management System in the Company is a process applicable for a financial year – from 1st April of the year to 31st March of the following year. The system covers all permanent employees, except those in the workers’ category, who have worked for a minimum period of three months during the appraisal year. The system has a provision of a mid-year review to give feedback and guidance to employees for enhanced performance.

3. **KEY PLAYERS AND THEIR ROLES IN PERFORMANCE MANAGEMENT SYSTEM:**

   (i) **Appraisee:** An Appraisee is the person whose performance is being reviewed. He ought to have a clear understanding of what is expected of him, what are the measurement criteria, what he needs to do to achieve the targets and the constraints involved therein. The Appraisee initiates the process by filling in the Self Appraisal Form on scheduled time.

   (ii) **Appraiser:** The Appraiser is the immediate superior of the Appraisee. It is his responsibility to set goals for the Appraisee, provide the necessary support and resources for achieving the
targets set, work jointly on how to overcome the constraints, discuss and identify the training and development needs of the Appraisee, give mid-term and annual feedback and explain ratings.

(iii) **Reviewer:** The Reviewer is the superior of the Appraiser. He is responsible to ensure that fairness and impartiality have been maintained while assessing the Appraisee without the Appraiser being too strict or too liberal while rating the former. It is his rating which prevails. He also takes responsibility for timeliness of the process.

4. **INSTRUMENTS OF PERFORMANCE MANAGEMENT SYSTEM:**

(i) **Balanced Score Card**
It applies to employees at the level of Dy. Manager and above. The Balanced Score Card translates organizational strategy into tangible objectives and measures, organized into four perspectives, viz., (a) Financial, (b) Customer, (c) Internal Processes and (d) Employees & Learning. The specimen of Balanced Score Card is attached.

(ii) **KRA based Appraisal System**
It applies to employees at the level of Asst. Manager (M3) to Executive (M1). The KRA based system provides employees the role clarity and gives them a sense of direction. It outlines the key accountabilities / responsibilities of the employees and defines focus area of their role in a particular year. The performance measures under this exercise encompass the major areas of the employee’s job and are aligned to department goals. The Appraisee and the Appraiser have to agree upon the performance measures and targets. The specimen of the Form used is attached.

(iii) **Appraisal Rating Sheet**
It applies to employees at the level of Supervisory & Office Staff (O&S). The HR Manager prepares a detailed list of employees department-wise, eligible for Appraisal during the financial year and discusses with the immediate superior and the head of the department concerned for their performance rating in the Rating Sheet on a 5-point scale (5 being highest and 1 being lowest).

The entire Performance Management System is administered on-line through e-PMS module in the e-HR portal.

5. **RATING SCALE OF PMS:**
Performance of the employee assessed through any of the three instruments is determined on a five point scale as given below.
<table>
<thead>
<tr>
<th>Rating Level</th>
<th>Rating Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Outstanding</td>
<td>Performance that sets new standards</td>
</tr>
<tr>
<td>4</td>
<td>Very Good</td>
<td>Performance that is significantly better than what we expect</td>
</tr>
<tr>
<td>3</td>
<td>Good</td>
<td>Performance that is exactly what we are looking for</td>
</tr>
<tr>
<td>2</td>
<td>Average</td>
<td>Performance that is below expectations</td>
</tr>
<tr>
<td>1</td>
<td>Below Average</td>
<td>Performance that is much below standard</td>
</tr>
</tbody>
</table>

The principle of Bell Curve is followed as a normalization process of the ratings given to employees. This means that the performance of the majority of a given population will tend to gravitate towards the center that is the “average” while the extremes would comprise of either the “Below Average” performers or “Outstanding” ones. The curve is primarily used as a control mechanism. The ratings given to employees through a particular instrument for a given section/department should, by and large, conform to the following ratio:

<table>
<thead>
<tr>
<th>Rating</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Distribution</td>
<td>5</td>
<td>15</td>
<td>50</td>
<td>22</td>
<td>8</td>
</tr>
</tbody>
</table>

In an ideal situation the ratings given to employees in a section/department and the Unit as a whole should correspond to a Bell Curve as given below:

6. **PROCEDURE OF PMS:**

The process begins with goal setting with focus on key deliverables. The business plan for the year determines the objectives for all the business units and the departments. The targets for all the business heads and functional heads are driven down from the business plan. Subsequently, the objectives are cascaded down for the employees in all divisions and functions.
### Goal Setting & Performance Planning

**Goal-setting**
- Business Plan of the Year
  - Timeline: October - November
  - Responsibility: MD, Directors
- Unit/Organization-wide Goal
  - Timeline: November - December
  - Responsibility: CEOs/ Unit Head, ED
- Departmental Goals
  - Timeline: December - January
  - Responsibility: HODs
- Sectional Goals
  - Timeline: January - February
  - Responsibility: Sectional Head
- Individual Goals
  - Timeline: February - March
  - Responsibility: Individual employee upto Dy. Mgr level

<table>
<thead>
<tr>
<th>Process</th>
<th>Activity</th>
<th>Completion target</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Documentation of Targets &amp; Filling up PMS Forms/formats</td>
<td>2. October – February</td>
<td>2. Individual employees</td>
</tr>
<tr>
<td>Midyear performance review</td>
<td>1. Filling up PMS Forms/ formats for Mid-year Review</td>
<td>1. September 1st week</td>
<td>1. Individual employees</td>
</tr>
<tr>
<td></td>
<td>2. Mid year review</td>
<td>2. October 3rd week</td>
<td>2. Appraisee, appraiser &amp; reviewer</td>
</tr>
<tr>
<td></td>
<td>3. Submission to HR</td>
<td>3. October 4th week</td>
<td>3. Reviewer</td>
</tr>
<tr>
<td>Feedback &amp; Coaching</td>
<td>1. Feedback on performance and updation of targets</td>
<td>1. November 2nd week</td>
<td>1. Appraiser (Facilitation by HR)</td>
</tr>
<tr>
<td></td>
<td>2. Coaching and mentoring for improvement</td>
<td>2. Continuous process</td>
<td>2. Appraiser (Facilitation by HR)</td>
</tr>
<tr>
<td></td>
<td>3. Submission to HR</td>
<td>3. April 4th week</td>
<td>3. Reviewer</td>
</tr>
<tr>
<td>Normalization</td>
<td>1. Normalisation</td>
<td>1. May 1st week</td>
<td>1. Performance Management Committee</td>
</tr>
<tr>
<td></td>
<td>3. Finalization of appraisal sheet and increment</td>
<td>3. May 1st week</td>
<td>3. Final Accepting Authority</td>
</tr>
<tr>
<td>Acting on appraisal findings</td>
<td>1. Rewards and recognition (distribution of Increment &amp; promotion letters)</td>
<td>1. May 3rd week</td>
<td>1. HR deptt.</td>
</tr>
<tr>
<td></td>
<td>2. T &amp; D activities etc.</td>
<td>2. Continuous process</td>
<td>2. HR deptt. &amp; T&amp;D deptt.</td>
</tr>
</tbody>
</table>
7. PROCESS ACTIVITY CHART OF PMS:

![Diagram of process activity chart of PMS]

8. INCREMENT & PROMOTION POLICY:

i) Increment Policy:

**Objective:** To better overall performance through recognition of individual's contribution, bringing in accountability for individuals, promote teamwork and bring in focus on Company's success as a whole.

Excellent performance needs to be recognized and appropriately rewarded. Simultaneously, for non-performers areas of improvement need to be identified and necessary corrective action initiated.

Annual Increment is based on the following parameters:

a) Individual performance
b) Company's performance
c) Last year's increment trends
d) Industry trend
Increment is based on percentage increase in CTC and is disbursed once in a year. The range of percentage increase is decided taking the above factors into account.

In cases of exceptional performance or where the Management feels it necessary, increase in CTC beyond the range may be considered.

ii) Promotion Policy:

**Objective:** To reward potential of individuals.

**Process:** A promotion is a career opportunity for an employee that involves greater responsibilities and may also involve an increase in salary. Promotions of employees generally take place within their own Unit. However, depending upon business requirement an employee may be transferred and promoted to a position outside his own Unit provided the employee possesses the requisite qualification and experience for the post. An employee has to complete at least one year's service in his existing designation to be considered eligible for promotion to a higher position. Promotions will generally take place from 1st April along with grant of annual increments.

In cases of exceptional performance or where the Management feels it necessary, promotion out of turn may be considered.
RECRUITMENT & SELECTION

This Policy is applicable to recruitment of personnel for all positions on permanent rolls of the Company in Management, Supervisory and Office Staff categories, including Trainees and those recruited on contractual basis for fixed terms. The Policy covers the following functions:

1. MANPOWER PLANNING & BUDGETING:

The Head-HR of respective locations will, in January every year, prepare a Manpower Budget, based on the sanctioned force for the location concerned in consultation with HODs and the Unit Head, taking into account the following:

(i) Present manpower in various categories along with the wage cost;
(ii) Manpower in various categories required during the ensuing financial year and the wage cost thereof keeping in view the Business Plan;
(iii) The manpower projected for the year will also take into consideration the likely attrition during the year;
(iv) Cost of recruitment of additional manpower on account of ‘replacement’ or ‘additional requirement’;
(v) Contingencies on account of leave and terminal benefits;

The Corporate HR will consolidate all Manpower Budget proposals and submit to MD / Director for approval by 15th March. The approved Manpower Budget, which, inter-alia, will form the basis for recruitment of manpower during the year, will be communicated to the respective Unit Heads and HR Heads.

Any recruitment over and above the approved Budgeted Manpower will require prior approval of MD / Directors. In such cases, the approved manpower plan will be required to be updated by Corporate HR and a copy of the document made available to the Unit Head/Unit HR Head concerned.

2. PROCESS OF RECRUITMENT AND SELECTION:

The following flow chart depicts the ‘Recruitment & Selection’ process in the Company:
Manpower Budget & Sanctioned Strength

Organization Chart

MRF to be raised by HOD for the desired position

MPRC
For study & recommendations

Recommended

MD’s Approval

Yes

Sourcing

External

Campus Recruitment

Walk-in-Interview

Direct Sourcing

Sending Interview Call Letters

Resume Screening

Logistics Arrangement

Follow up

Plan Interviews
(Date, Time & Venue)

Organize Selection Panel

Information to the Selection Panel

Follow up

Conducting Interviews

Assessment

Suitable

Negotiations

Reference Check

Issuance & Acceptance of Offer Letter (LOI)

Follow-up for Joining

Joining & Induction Programme to Follow

Not recommended

Feedback to HOD with the comments of MPRC Committee

Records for Filing

Not recommended

Internal

Internal Job Posting

Resume Databank

Follow up

Conducting Interviews

Assessment

Suitable

Negotiations

Reference Check

Issuance & Acceptance of Offer Letter (LOI)

Follow-up for Joining

Joining & Induction Programme to Follow
2.1 Manpower Requisition Form (MRF)

The recruitment process begins with raising a Manpower Requisition Form (MRF) by the HOD, facilitated by Head-HR and duly approved by Unit Head. The MRF contains details of the position(s) to be filled, such as, the nature of requirement (replacement / additional), number of positions, prescribed minimum qualification and experience for the post, designation, grade and other relevant details. These details are obtained from the manpower sanctioned for the department and the ‘Organization Chart’. The MRF duly filled-in is submitted to the Manpower Planning & Review Committee for further processing. *A specimen of the MRF is attached.*

While all recruitment must begin with raising an MRF, there may be stray exigent situations where recruitment may take place even before a MRF has been raised. In such cases, the respective HR Heads will ensure that the MRF is raised post-recruitment.

2.2 Manpower Planning & Review Committee (MPRC)

The MPRC comprising the following facilitates sourcing of manpower at Unit and Corporate levels based on approved manpower budget, deployment of manpower across Group companies and manpower planning and control:

- **Head – Group HR** - *Chairman*
- **Plant / Unit Head HR** - *Member*
- **Business HR Head** - *Member*
- **Corporate HR Managers concerned** - *Members*
- **Representative from MD’s office** - *Member /Secretary*

For recruitment at any level, MRF duly filled-in by the HOD and approved by the Unit Head is submitted to the MPRC. The MPRC scrutinizes the requirement carefully and submits its recommendation with regard to sourcing the manpower to the MD / Director for his approval. The Member-Secretary, MPRC conveys the decision to the concerned Unit HR Head for further action.

The MPRC meets as often as necessary but not less than twice in a month. In finalizing the recommendation in respect of the manpower requirement for a Unit, the MPRC associates the respective HR Heads as a Member on the Committee and consults such other executives as it may
consider necessary. Sourcing manpower from within the organization would normally take about two to three weeks and from outside four to six weeks’ time from the date the MRF is approved.

The HR Heads at Unit and Corporate levels are required to carry out HR audit once in a year to ensure effective utilization of the existing manpower and maintain department / section-wise updated employee records at all time, including their personal details, job description and reporting relationship.

2.3 **Sourcing of Candidates**

Sourcing of candidates for filling an approved position may take place either through external or internal recruitment based on the recommendation of Manpower Planning & Review Committee. On receipt of the approved MRF, the Unit HR Head concerned/Business HR Head initiates the process of sourcing of candidates. They also ensure statutory compliance, if any. The channels of recruitment comprise the following:

<table>
<thead>
<tr>
<th>I. Lateral Recruits</th>
<th>(i) Internal Job Posting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(ii) Placement Consultants</td>
</tr>
<tr>
<td></td>
<td>(iii) Job Portals and Direct Sourcing</td>
</tr>
<tr>
<td></td>
<td>(iv) Press Advertisements/Walk-in-Interviews</td>
</tr>
<tr>
<td></td>
<td>(v) Re-hiring of ex-employees</td>
</tr>
<tr>
<td></td>
<td>(vi) Employee Referral</td>
</tr>
<tr>
<td>II. Fresh Hires</td>
<td>(vii) Campus Recruitment</td>
</tr>
</tbody>
</table>

i) **Internal Job Posting (IJP)**

Whenever a vacancy takes place, endeavor must always be made to meet the manpower requirement, as far as possible, from within the Unit / Group with the objective of (i) optimizing the Company's manpower and (ii) ensuring growth of employees from within the organization. The process of filling vacancies from within the organization is as follows:

a) If it is decided to fill a vacancy through internal job posting, in the first stage, the position should be advertised by the HR Head of the unit amongst employees in that particular unit. The advertisement will contain details, such as, number of positions, level, grade, department, section, minimum academic qualification and experience required for the position and any other requirement. Employee candidates found eligible in terms of the advertisement will be called for interview and selection made. If no applications are received in response to the advertisement made in the unit within seven days the position will be advertised in the group.
b) While raising the MRF, the HOD may recommend filling the position through internal job posting in case he has reasonable information that the position can be filled by a person from down the line from his own department through selection interview.

c) If no one is found suitable for a position advertised within a Unit, within two weeks from the date of advertisement, the vacancy, in the second stage, will be advertised by the Group HR Head across all units of the Company. Employees found eligible in terms of the advertisement will be called for interview and selection made.

d) Where no suitable candidate is expected to be found within a Unit or where there is a need to fill a vacancy through Internal Job Posting on urgent basis, the two stages may be combined and the vacancy should be advertised in the Group at the first stage itself on the condition that the candidate belonging to the Unit will be given preference.

e) An employee eligible in terms of the advertisement for a position will apply to the Unit HR Head/Group HR Head through his departmental head in the prescribed format (annexure).

f) Once an employee is selected for an advertised position within a Unit or the Group, he will be released at the earliest but not later than 30 days to join the new assignment.

g) An employee is eligible to apply against a position one step higher than his own level or a position same as that of his own level.

h) Promotional benefit will be admissible only in the event of selection for a position one step higher than the existing level of the selected candidate.

i) Promotional benefit will include suitable increase in CTC plus revised perquisites admissible for the higher position.

ii) **Placement Consultants**

Depending upon the criticality of a position, services of a professional Placement Consultant from out of the approved panel of Placement Consultants can be engaged. The following is the process of selection, payment and evaluation of Placement Consultants:-

a) The Corporate HR selects the Placement Consultants based on their current clientele, size of database, past performance records and feedback from peer industries. The Placement Consultants, so selected, form a Panel duly approved by MD / Director.

b) The Corporate HR obtains prior approval of MD/Director of the terms of engagement negotiated with all the Placement Consultants.

c) On the date of the candidate's joining, HR department communicates to the Consultant about the CTC offered to the candidate, based on which the Placement Consultant raises the invoice. Payment is made to the consultant after one month of joining of the candidate.
d) Annual evaluation of the services provided by the existing Placement Consultants is done to decide termination/renewal of the contract.

iii) **Job Portals and Direct Sourcing**
Sourcing of candidates may also take place through job portals subscribed by the Company from time to time. Presently, the Company is subscribing to two job portals, namely, Monster.com & Naukri.com. The process of sourcing candidates through job portals is as follows:

a) Job portals can be used both for posting of jobs and for searching resume database for the position to be filled.

b) Once the resumes are identified for the position to be filled, these are verified for correctness and willingness of the candidates to be considered for the position.

c) Short-listing of candidates is done in consultation with the Head of the Department or his nominated representative.

d) Short-listed candidates are called for selection interview.

iv) **Newspaper Advertisements /Walk-In-Interviews**
Where sourcing of candidate(s) is decided to be done through press advertisement, the HR Head of the Unit concerned should prepare the text of the advertisement containing the (i) title, level, grade and number of position, (ii) Department/function (iii) prescribed minimum qualification and experience of the position, (iv) special requirement, if any, (v) brief job description (vi) whom and when to apply (vii) particulars required from the candidates and (viii) any other relevant details. The text of the advertisement should be forwarded to the HR Group Head suggesting the newspapers/journals in which it is to be published. The HR Group Head will scrutinize the text of the advertisement and forward the same to the Chief, Corporate Communication for preparation of the lay out and obtaining estimates. The HR Group Head thereafter obtains approval from the MD/Director and forwards the same to the Chief, Corporate Communication for publication of the advertisement.

Where the manpower is urgently required and the number to be recruited is large, the press advertisement may be followed by a Walk-in-Interview at appropriate location(s). If recruitment is to be made through Walk-in-Interview, a mention to this effect is to be made in the press advertisement.

v) **Re-Hiring Of Ex-Employees**
An employee who leaves the Company can be considered for re-hiring subject to the following:
a) The employee concerned must have had a good track record of performance and satisfactory conduct while he was in Company's employment;

b) Increased salary and/or higher designation on re-hiring may be considered generally in the same proportion as he would have got had he continued in Company's employment;

c) Re-hiring will be treated as fresh employment and the past service will not be considered for any purpose whatsoever;

vi) **Employee Referral**

Permanent employees of the Company may refer resumes of persons known to them for consideration of their candidature against positions which are required to be filled through external sources under Employee Referral Scheme and claim Employee Referral Incentive subject to the following:

a) Employees, other than those of the level of G.M. and above and those belonging to HR department, irrespective of levels, are entitled to participate in this scheme. Those belonging to the levels of G.M. and above and employees of HR Department may refer resumes of suitable candidates, if they so wish, but will not be entitled to claim Employee Referral Incentive.

b) The referrals have to be made in the prescribed format giving details of the candidate and the nature of acquaintance.

c) Subject to verification of the details submitted, the candidate concerned will be called for interview for assessment of his/her suitability for the post.

d) If the same resume is received from two or more employees, the one received first will be considered.

e) Any referral will remain valid for a period of six months from the date it has been referred; it will lapse thereafter.

f) If the resume of a candidate referred by an employee already exists in the database of the Company it will not be treated as referral.

g) Referral of a candidate, who has been interviewed by any of the group Companies for a similar position within last six months will not be considered.

h) Canvassing for the referred candidate by the employee concerned in any form whatsoever during the recruitment process will disqualify the candidate so referred.

i) On completion of six months satisfactory service by the referred candidate, the employee concerned may claim payment of Employee Referral Incentive in the prescribed format. The amount of incentive payable for respective positions is given in the following table.
<table>
<thead>
<tr>
<th>Position</th>
<th>Grade</th>
<th>Amount of Incentive (Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sr. Manager to DGM</td>
<td>M-6 to M-8</td>
<td>Rs.2,500/-</td>
</tr>
<tr>
<td>Executive to Manager</td>
<td>M-1 to M-5</td>
<td>Rs.1,500/-</td>
</tr>
<tr>
<td>Below Executives</td>
<td></td>
<td>Rs.1,000/-</td>
</tr>
</tbody>
</table>

3. **SELECTION PROCESS OVERVIEW:** The diagram below depicts the selection process in the Company:

![Selection Process Diagram]

3.1 **Selection Process**

i) **For Lateral Recruitment against Internal Job Posting** *the process is as follows:*

a) The application received against a position advertised within a Unit/Group will be scrutinized in consultation with the HOD concerned or his representative.

b) Employees considered eligible in terms of the advertisement will be issued call letters for interview in the prescribed format.

c) Interview panels will be constituted as per guideline contained in para 3.2 below.

d) Group HR Head/Unit HR Head or their representative will facilitate holding of the selection interview at an appropriate date, time and venue.

e) Members of the interview panel will allot marks on certain given dimensions for each candidate in the prescribed format.

f) Selected candidate(s) will be issued letter of “transfer” or “transfer on promotion”, as the case may be, in the prescribed format.

ii) **For Lateral Recruitment of External Candidates** *the process is as follows:-*

a) Interview Call Letter to the shortlisted candidate(s) will be sent in the prescribed format.

b) Once the candidate reports for interview, pre-interview formalities, namely, filling of the employment application forms, verification of documents submitted by the candidate...
(academic qualification & experience, current designation and salary and one passport size photograph), filling of travel expenses reimbursement form, are completed.

c) Interview panel is constituted as per guidelines vide para 3.2 below and members are informed, sufficiently in advance, about the date, time and venue of the interview.

d) Candidates reporting for interview are allotted marks on certain dimensions in the prescribed format by each member of the interview panel.

e) Candidates found suitable in the interview are issued letter of intent (LOI) in the prescribed format.

iii) **For Campus Recruitment** *the process is as follows:*

a) Corporate HR will ascertain the requirement of cadre recruits in various streams from the respective units and after scrutiny obtain management’s approval for fresh recruitment from campuses. The process of obtaining approval should be completed by end of November.

b) In December every year, Corporate HR will coordinate with the Placement Officers of listed institutes for campus visits.

c) Requirement of Trainees for various cadres, namely, Management Trainees, Graduate Engineer Trainees, Diploma Engineer Trainees, ITIs in terms of number and discipline will be derived from the approved manpower budget.

d) Pre-campus recruitment planning including constitution of selection committees and schedule of visits will also be done by Corporate HR.

e) HR representative associated with the campus visit will facilitate the recruitment process at the respective campuses.

f) List of selected candidates will be handed over to the Placement Officer at the campus itself and LOIs issued subsequently.

### 3.2 Selection Committee

Constitution of Selection Committees for recruitment of candidates both internal as well as external will be made as follows:-

<table>
<thead>
<tr>
<th>Designation / Grade</th>
<th>Preliminary Round</th>
<th>Final Round</th>
</tr>
</thead>
<tbody>
<tr>
<td>E5 and above</td>
<td>MD, Group CEO and Group HR Head</td>
<td></td>
</tr>
<tr>
<td>E0-E4</td>
<td>Group CEO, Unit Head, Functional Head &amp; HR/IR Head</td>
<td>MD</td>
</tr>
</tbody>
</table>
4. **REFERENCE CHECK:**

In order to ensure credibility of candidates recruited through external source Reference Check is carried out before issuing an LOI as follows:-

i) Reference Check is carried out for all candidates recruited through external sources other than campus recruitment.

ii) For candidates recruited through consultants, apart from the HR resource, the check is carried out by the consultant concerned. In case of job portals or direct recruitment the reference check is done by the recruitment process owner.

iii) A minimum of two references should be taken for each candidate. The referees should generally be persons who have been professionally associated with the candidates or have supervised his work; they should not be immediate relatives.

iv) If the references provided by the candidate do not provide enough information, the candidate should be asked to provide more references.

v) Comments from references should be preferably taken in writing. However, the same can be obtained telephonically and then documented as well.

5. **COMPENSATION (CTC) NEGOTIATION & OFFER LETTER (LOI):**

Once a candidate is finally selected and it is decided to recruit him, Corporate HR / Unit HR negotiates the CTC to be offered based on salary structure of the Company, salary level of employees similarly placed and the current compensation package of the candidate. Once the CTC offered is accepted by the candidate and Reference Check is completed, the selected candidate is issued a Letter of Intent (LOI) in the prescribed format. In an exigent situation where recruitment is to be made on an urgent basis a Letter Of Appointment instead of a Letter of Intent may be issued in the prescribed format.
6. **JOINING FORMALITIES:**

The HR representative at the respective locations facilitates the joining formalities of a new recruit as follows:-

i) A "Welcome Kit" containing a welcome letter, employee handbook, and other stationery will be given to the new recruit.

ii) Filling of various forms (Joining report, Employee Personal detail Form, PF, Gratuity nomination form, etc.) by the new incumbent should be ensured.

iii) It should also be ensured that all documents as mentioned in the LOI are submitted by the candidate.

iv) After due authentication and receipt of all documents, the Appointment Letter (LOA) will be issued to the new incumbent within 7 days of his joining.

7. **JOINING EXPENSES NORMS:** applicable to all new recruits except Trainees, as mentioned below:

<table>
<thead>
<tr>
<th>Grade/Category Entitlement for</th>
<th>GM &amp; above Entitlement</th>
<th>Manager to DGM grade</th>
<th>Executive to Dy. Mgr. grade</th>
<th>Below ‘Executive’ grade</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Travelling expenses</strong> for self and family – on joining (one time)</td>
<td>First AC train / Apex Air fare</td>
<td>2 AC train fare</td>
<td>3 AC train fare</td>
<td>3 AC train fare / Sleeper class / Bus fare at actuals</td>
</tr>
<tr>
<td><strong>Joining leave</strong> for bringing family &amp; household effects (to be availed within one month of joining)</td>
<td>Five days</td>
<td>Five days</td>
<td>Five days</td>
<td>Three days</td>
</tr>
<tr>
<td><strong>Transportation expenses</strong>** for household effects on shifting (inclusive of packing, loading, transportation, unloading, unpacking, insurance, etc.)</td>
<td>At actuals for one full truck load.</td>
<td>At actuals for one full truck load, subject to maximum of:- DGM/AGM-Rs.35000/- Sr. Mgr/Mgr-Rs.30000/-</td>
<td>At actuals for one full truck load, subject to a maximum of Rs.25000/-</td>
<td>50% of the actual expenses, subject to maximum of Rs.10000/-</td>
</tr>
<tr>
<td><strong>Notice pay reimbursement</strong> (on production of documents)</td>
<td>At actuals</td>
<td>At actuals, subject to max. of two months notice pay</td>
<td>At actuals, subject to max. of one month notice pay</td>
<td>- One month notice pay in case of critical positions</td>
</tr>
</tbody>
</table>
** In case the incumbent leaves the organization within two years of his joining, then he will be required to refund the entire amount of transportation expenses to the company.

8. **INDUCTION / ORIENTATION:**

The new recruits would undergo an Induction program, from the date of joining as follows:

8.1 **Senior Management & Key Professionals (E0 to E5):** for a duration of three days

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Other attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Presentation</td>
<td>Business HR Head</td>
<td>MD, CEO, Group HR Head, Business HR Head</td>
</tr>
<tr>
<td>A session with HODs</td>
<td>HODs and HR</td>
<td>HODs of various functions &amp; Business HR Head</td>
</tr>
<tr>
<td>Plant visit</td>
<td>Plant HR Head / Head – T&amp;D</td>
<td></td>
</tr>
<tr>
<td>Functional Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Induction with the group members</td>
<td>CEO/Site Head, Functional Head &amp; Concerned HR</td>
<td>Department Members</td>
</tr>
<tr>
<td>Briefing about the role and responsibility</td>
<td>CEO/Site Head, Functional Head</td>
<td></td>
</tr>
</tbody>
</table>

8.2 **Other Officers (M8 & below):** for a duration of five days

<table>
<thead>
<tr>
<th>Activity</th>
<th>Responsibility</th>
<th>Other attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Presentation</td>
<td>Location HR</td>
<td>Plant Head/CEO and Location HR</td>
</tr>
<tr>
<td>Plant visit</td>
<td>Plant HR Head / Head – T&amp;D</td>
<td>HODs</td>
</tr>
<tr>
<td>Functional Orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Induction with the group members</td>
<td>Location HR</td>
<td>Department Members</td>
</tr>
<tr>
<td>Briefing about the role and responsibility</td>
<td>Reporting Officer and HR</td>
<td></td>
</tr>
</tbody>
</table>

As part of the Induction, the HR Department will also ensure the following:

i) Introducing the new recruit to his superior and other colleagues

ii) A joining circular (in case of AGM-M7 and above) containing a brief profile of the new incumbent is to be sent to all concerned.
iii) ID card along with access card, corporate email-id and company SIM card (if applicable) is to be made available to the new incumbent within 3 days of joining.

9. **PROBATION & CONFIRMATION:**

i) Employees joining the services of the company in DGM (M8) grade and below will be on probation for a period of six months from the date of joining.

ii) The progress of an employee should be closely watched during the probationary period and a periodical assessment of his work kept on record. Services of an employee will be confirmed subject to successful completion of the probationary period.

iii) The HR executive concerned will forward the “Probation Confirmation Evaluation Form” to the HOD concerned along with the ‘Self Appraisal’ to be filled-in by the incumbent 15 days before the due date of completion of probationary period so that confirmation of probation takes place immediately on completion of the probationary period.

iv) For unsatisfactory work and conduct or both, the probationary period of an employee can be extended for a further period of three months but not exceeding six months in all, after giving him due notice of the deficiencies found in him. He must also be warned in writing that he will not be confirmed unless he improves his performance.

v) In case the performance of the employee does not improve even after six months’ extension, the HR Head concerned will initiate action for termination of his services.
REWARD & RECOGNITION

1. STAR PERFORMER OF THE MONTH

1.1 Objective: The Scheme envisages objective selection of high performing employees at various locations as “Star Performer of the Month” and reward them with the following objectives:
   i) Bring in achievement orientation amongst employees and thus creating an organization nurturing performance and innovation.
   ii) Reward & Recognition to high performers
   iii) Recognize every employee as a valuable asset of the organization by participating in and celebrating his special moments.
   iv) To view this Scheme as an effective way of increasing employee morale and motivation.

1.2 Eligibility: All permanent employees on the rolls of the Company of the level of Senior Manager (M-6) and below.

1.3 Methodology: The following is the methodology for nominating and rewarding an employee as “Star Performer of the Month”:

   i) The immediate superiors will observe during the month the work and conduct of their direct reports and identify the star performers based on the following seven attributes.
      - Job Performance
      - Job Knowledge
      - Cost Consciousness
      - Safety Consciousness
      - Reliability and Dependability
      - Inter-personal Relationship
      - Discipline

   ii) The employee(s), so identified will be rated jointly by the immediate superior/sectional head and the HOD on a scale of 1-3, where 1= Good, 2= Very Good and 3=Outstanding in the prescribed Nomination Form. In the event of a difference of opinion regarding nomination of an employee as “Star of the Month”, the decision of the HOD will prevail.

   iii) The HOD will forward the Nomination Form, duly filled in, in a sealed envelope to the Head of HR/IR of the respective locations by 25th of every month. The prescribed Nomination Form is
available in each department under the custody of the HOD. If no nomination is being made in a particular month, an intimation to this effect should be sent to the Head HR/IR by 25th of the month.

iv) Head-HR/IR of the respective locations will collate the Nomination Forms received from all departments and prepare a department-wise list ranking the nominees based on their scores.

v) There will be a Committee chaired by the Head of the Unit with the Head HR/IR and the HODs concerned as Members which will decide the “Star Performers of the Month”. An executive of the HR/IR Department will be nominated as Secretary of the Committee who will provide the necessary secretarial assistance.

vi) Once all the nominations are received the Committee will convene a meeting to select the “Star Performers of the Month” such that the selection is announced on the 1st of the month with the photographs of the winners displayed at conspicuous places. The selection should be unanimous. However, in the event of a difference of opinion the decision of the Head of the Unit will prevail.

vii) The “Star Performers of the Month” are rewarded with a gift voucher/cash which at present is Rs. 5,000/- (Rupees Five Thousand only) each which is presented by the Head of the Unit in the presence of other senior executives.

viii) Once an employee is rewarded as “Star Performer of the Month”, his re-nomination can be made only after a gap of three months.

ix) If an employee is selected “Star Performer of the Month” four times in a year, he/she will be selected as “Star Performer of the Year” and rewarded with cash/gift voucher worth Rs. 15,000/- (Rupees fifteen thousand only).

x) The photographs and details of the “Star Performers of the Month” should be sent to the Chief Corporate Communications, Kolkata, who will arrange to publish the same in Company’s in-house publication, Disha.

2. **MP MEMORIAL Commitment, Integrity, Loyalty (CIL) AWARD**

2.1 **Objective:** To promote the culture of Commitment, Integrity and Loyalty within the organization by rewarding employees who exhibit these attributes in their day-to-day work performance.
2.2 **Scope:** Permanent employees on the rolls of the Company up to Deputy Manager across all levels and all units of Adhunik Group of Industries.

2.3 **Quantum & Frequency:** This reward is given once every quarter. The employees are rewarded with gift voucher or cash of Rs. 2,500/- along with a Certificate of Appreciation.

2.4 **Methodology:**
   i) The HOD will fill in the nomination form stating the specific example/s of how the nominee has demonstrated commitment, loyalty and integrity in the workplace and how the same has affected the business. The filled in nomination form must be sent latest by 25th of the third month of the quarter to the Head-HR/IR.
   
   ii) The Head-HR/IR of the respective locations will collate the Nomination Forms received from all departments and prepare a department-wise list of the nominees.

   iii) There will be a Committee chaired by the Head of the Unit with the Head HR/IR and the HODs concerned as Members which will decide the recipient of the award. An executive of the HR/IR Department will be nominated as Secretary of the Committee who will provide the necessary secretarial assistance.

   iv) Once all the nominations are received the Committee will convene a meeting to select the recipient of the award. The selection should be unanimous. However, in the event of a difference of opinion the decision of the Head of the Unit will prevail.

   v) The award will be presented by the Managing Director during his visit to the plant/unit.

   vi) An employee once rewarded under this category can be re-nominated only in the next financial year.

   vii) The photographs and details of the recipient of ‘MP Memorial CIL Award’ should be sent to the Chief Corporate Communications, Kolkata, who will arrange to publish the same in Company’s in-house publication, Disha.

3. **REWARD FOR OUTSTANDING SAFETY PERFORMANCE**

3.1 **Objective:** This reward scheme seeks to encourage and motivate the departments to improve their safety performance and is in addition to the rewards given to individual employees for their contribution to promote safety and other recognition measures prevalent in various Units.
3.2 Categorizing Departments: For the purpose of this Scheme, the departments in a particular Unit shall be divided into three categories, namely, (A) Core operation and maintenance departments (B) Technical support services and (C) Support or staff functions. The categorization takes into account the difference in degree of difficulty with respect to safety hazards dependent on the processes and functions of each department.

3.3 Measurement of Safety Performance: The Safety Performance is measured in terms of the accident-free man-hours achieved by a department or a group of departments against a given target. Since the degree of difficulty for the three categories of the departments mentioned above is different, the corresponding target for the department/s is also different. Lost time accidents including road accidents inside the plant will be treated as "accident" for this purpose.

While departments in Category “A” may compete for the reward based on their individual performance, those in Category “B” and Category “C” may be clubbed together since their individual manpower may be too small to fetch a reward within a reasonable period of time. Departments in Category "A", will be eligible to get the reward on achieving 0.25 million accident-free man-hours; Category “B” and Category “C” may become eligible for the reward on achieving 0.5 million and 1 million accident-free man-hours respectively calculated on the basis of their combined manpower strength.

3.4 Quantum of Reward: The quantum of reward is a picnic grant of Rs. 75/- (Rupees seventy five only) per employee. A department in Category “A” will be entitled to a picnic grant of Rs. 75/- multiplied by the men-on-roll in the department on achieving 0.25 million accident-free man-hours. The men-on-roll will be calculated on the day the department achieves the target. Further, for every additional 0.25 million accident-free man-hours such a department will be entitled to another picnic grant of Rs. 100/- per head. Similarly, departments under Category “B” and Category “C” taken together will be entitled to a picnic grant of Rs. 75/- multiplied by men-on-roll in the two categories on the day they achieve 0.5 million and 1 million accident-free man-hours respectively. For every additional 0.5 million and 1 million accident-free man-hours achieved by Category “B” and Category “C” respectively they will be entitled to a picnic grant of Rs. 100/- multiplied by the men-on-roll on the day they achieve these milestones.
3.5 **Calculation of Accident-free Man-hours:** For the purpose of calculating “accident-free man-hours”, men-on-roll will be multiplied by 8 hours (of a shift) and again multiplied by number of days worked (80% of the total working days will be considered to account for leave, off etc.).

4. **REMUNERATION AND RECOGNITION FOR INTERNAL TRAINING FACULTY**

4.1 **Objective:** Recognition of employees participating in designing and delivering in-house training sessions.

4.2 **Procedure for Empanelment:**

i) Every year, in the month of February, a Circular is issued by the Training Managers in the respective Units inviting applications, in a prescribed format, from employees who would like to serve as internal faculty. In addition, whenever an employee at Managerial level joins the organization, he is provided with the prescribed format for opting to become an Internal Faculty, if he so wishes.

ii) Depending on the area of expertise, the faculties are invited to deliver training.

iii) As per existing policy, payment of a remuneration of Rs. 300/- (Rupees Three Hundred only) is made per session ranging from one-and-half hours to two hours duration. The payment is made along with the salary for the month on advice from the Training Manager at the respective Units to the Pay Roll Section.

iv) The performance of in-house trainers is assessed from time-to-time based on the feedback given by the participants. Those who secure less than 3 on a 1 – 5 point scale on three consecutive sessions are taken out of the panel; they may be considered for re-enrolment after six months.

v) An annual function is organized to recognize the Best, Second Best and the Third Best Internal Trainers based on the number and quality of the training sessions conducted by them. The employees so nominated are felicitated with Cash Awards of Rs. 10,000/-, Rs. 7,500/- and Rs. 5,000/- respectively and a Certificate of Appreciation by the Managing Director.

5. **BIRTHDAY GREETINGS TO EMPLOYEES**

5.1 **Objective:** to greet employees on their Birthday

5.2 **Scope:** All permanent employees of the company
5.3 **Procedure:**

i) All permanent employees of the company are greeted on their birthdays with a greeting card from the Managing Director and a token gift.

ii) The Corporate Communication department procures the greeting cards and token gifts centrally and distributes to respective units.

iii) Head of HR/IR in respective units prepares a list of employees with their date of birth falling during the calendar year and arrange for distribution of the card and the token gift on the dates of their birth.

iv) The Head of HR/IR will submit to the Chief Corporate Communication every quarter the list of employees to whom greeting card and token gifts were handed over.

6. **LONG SERVICE AWARD & FAREWELL GIFT**

6.1 **Objective:** To recognize long and meritorious service put in by employees and encourage them to plan long term association with the Company.

6.2 **Scope & Eligibility:** Permanent employees of Group Companies who have completed 7, 10 and 15 years of service in the Company will be eligible for Long Service Awards as follows:

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 years</td>
<td>Wrist watch with Adhunik logo embossed on the dial and Rs. 5,000/- cash award</td>
</tr>
<tr>
<td>10 years</td>
<td>Silver Plaque with engraving and Rs. 10,000/- cash award</td>
</tr>
<tr>
<td>15 years</td>
<td>Gold Coin of 10 gms with engraving and Rs. 15,000/- cash award</td>
</tr>
</tbody>
</table>

6.3 **Calculation of Service:**

(i) The length of service for the purpose of Long Service Awards will be computed from the date of joining employment, subject to the condition that breaks up to 30 days or less between two stints of permanent employment will be condoned. The period of break will, however, be excluded for calculating the length of service.

(ii) Short service up to a period not exceeding 30 days for a separating employee (retirement and death while in service) may be condoned to make an employee eligible to receive Long Service Award.

(iii) Training period of an employee (GET, MT, DET etc.) will be considered as service for calculating the length of service where such training is immediately followed by regular employment on successful completion of training.
Any period of leave-without-pay (LWP) in excess of 30 days either at a stretch or in aggregate taken in a calendar year will not be included as service.

Employees with unsatisfactory service record having been suspended for proven acts of misconduct will not be considered eligible for Long Service Award. Such instances will be dealt with on a case-to-case basis. Further, an employee whose services are terminated for unsatisfactory service or misconduct will not be considered for Long Service Award.

6.4 **Presentation of Awards:** The presentation of Long Service Awards should be made on suitable occasions, such as, Founder’s Day, visit of Directors to the Units or any other departmental functions as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Recipients</th>
<th>Awards to be given by</th>
</tr>
</thead>
<tbody>
<tr>
<td>E0 and above</td>
<td>GM and above</td>
<td>MD/Directors</td>
</tr>
<tr>
<td>M8 and below</td>
<td>DGM and below</td>
<td>CEO/COO/ED/President/Unit Head</td>
</tr>
</tbody>
</table>

6.5 **Procedure for procurement and distribution of Long Service Awards:**

(i) The entire process of procurement and distribution of Long Service Awards will be facilitated by the HR Department at Corporate Office and the respective locations.

(ii) The HR Department will prepare a list of employees completing the required number of years of service and eligible to receive Long Service Awards at the beginning of every quarter for the next quarter.

(iii) Based on the list so prepared, the HR department will raise indent for procurement of wrist watches and silver plaques with inscription. The HR Department will also arrange and keep the Cash Award of appropriate amount ready for presentation to the Awardees. Once the Awards are presented a statement showing the same should be submitted to the Accounts Department duly signed by the Head of HR concerned.

(iv) In addition to procuring the Awards, the HR Department will also prepare Long Service Award letters for signature of the respective authorities in the prescribed format. The letters duly signed should be handed over along with the Long Service Awards.

(v) It will be the responsibility of HR Department to organize Long Service Award functions on suitable occasions in such a manner that no employee waits longer than a month to receive the Award which has already become due to him.
(vi) While arranging the function, care should be taken to ensure that sufficient number of colleagues of the Long Service Awardees are present at the function. A citation should be prepared and read out at the function and arrangements made for refreshment and photography. A photograph duly framed should be given to the employee concerned after the function. Arrangement should also be made for publication of the photograph in the Company's house magazines with the assistance of Corporate Communication Department.

7. **FAREWELL GIFT AND LETTER TO RETIRING EMPLOYEES:**

Permanent employees who retire from the services of the Company after completing continuous service of at least five years or more are presented Farewell Gifts and issued Farewell Letters.

7.1 **Farewell Gifts:** Gift Vouchers of the following value are awarded to employees depending on their level and grade:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Designation</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-4 and above</td>
<td>Vice Presidents and above</td>
<td>Rs. 10,000/-</td>
</tr>
<tr>
<td>E-0 to E-3</td>
<td>AVP / Sr.GM / GM</td>
<td>Rs. 7,500/-</td>
</tr>
<tr>
<td>M-4 to M-8</td>
<td>DGM / AGM / Sr. Manager / Manager / Deputy Manager</td>
<td>Rs. 5,000/-</td>
</tr>
<tr>
<td>M-3 and below</td>
<td>Assistant Manager and below</td>
<td>Rs. 3,000/-</td>
</tr>
</tbody>
</table>

7.2 **Presentation of the Awards:** Heads of HR/IR at the respective locations will prepare a list of retiring employees every three months and arrange Gift Vouchers of appropriate value. It is also their responsibility to ensure that the Farewell Gift is awarded to the retiring employee, as far as possible, on the last working day by the Head of the Department concerned in the presence of other employees in a formal function. In the event it is not possible to award the Farewell Gift for any reason to the retiring employee, an amount equivalent to the Gift Voucher should be paid to the retiring employee along with his Full & Final Dues.

7.3 **Farewell Letters:** Farewell Gifts to retiring employees should be accompanied by a Farewell Letter to be issued by the following authorities in the prescribed format:
<table>
<thead>
<tr>
<th>Grade</th>
<th>Designation</th>
<th>To be issued by</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-0 and above</td>
<td>GM and above</td>
<td>MD/Directors</td>
</tr>
<tr>
<td>M-8 and below</td>
<td>DGM and below</td>
<td>CEO/COO/ED/President/Unit Head</td>
</tr>
</tbody>
</table>

7.4 **Preparation of Farewell Letter:** As in the case of Farewell Gifts, it will be the responsibility of Head HR/IR of respective locations to have the Farewell Letters prepared and signed by the respective authorities sufficiently in advance so that the Gifts are presented along with the Farewell Letter.
SEPARATION

This policy deals with the procedure to be followed in cases of separation of employees from the services of the Company. An employee is separated from his/her services with the Company due to the following:

1. Resignation
2. Termination
3. Separation due to Death
4. Superannuation

1. **RESIGNATION:**
   i) An employee leaving the organization should address his letter of resignation in writing to the immediate superior.
   
   ii) The employee concerned will be required to serve a notice period of three months before the date of his release from the services of the Company. An employee on probation will be required to serve a notice period of one month. Management may, at its discretion, allow payment of money equivalent to three months'/one month's salary (basic pay) in lieu of notice period.
   
   iii) Complete or partial waiver of notice period will require the approval of one of the Directors.
   
   iv) An employee may, if he so wishes, adjust his privilege leave due to him against the notice period.
   
   v) If the resignation of the employee is accepted, the application should be forwarded to the Head HR of the respective location who, in turn, will process the same. The Head HR will issue a Resignation Acceptance Letter to the employee concerned. The payroll for the employee should be tagged and payment should be made along with the final settlement dues. In case an employee is serving three months’ notice period, his salary may be paid for the first two months. The third month’s salary either in full or part thereof, as the case may be, will be paid along with F & F dues.
   
   vi) Once the resignation is accepted, the HR department will arrange an Exit Interview of the employee (M1 and above) concerned with the functional head and the Head HR. The proceedings of the Exit Interview will be recorded in the prescribed format.
   
   vii) The HR department will give the ‘No Dues Clearance’ form (specimen attached) to the employee concerned seven days before his expected date of release for obtaining clearance from the departments concerned.
viii) The respective functional heads should verify outstanding dues, if any, and put remark “No Dues/ Dues recoverable” in clear monetary terms with communication to the employee.

ix) The employee concerned should submit the ‘No Dues Clearance’ form to the HR department for settlement of his full and final dues. The ‘No Dues Clearance’ form will be processed by the HR department in the event the employee himself is not present to do so. The HR Department will also arrange for the F & F dues, if any, to be deposited in his bank account.

2. **TERMINATION:**

   The Services of an employee may be terminated on disciplinary grounds and for poor performance/loss of confidence after following the laid down procedure. In case of termination, the employee concerned will be released based on the decision of the management. Full and final dues, as may be admissible, will be paid as per the guidelines mentioned in para 5 below.

3. **SEPARATION DUE TO DEATH:**

   i) In the event of death of an employee, the entire process starting from No Dues Clearance to payment of F & F dues of the deceased employee will be handled by the HR Department. The admissible dues will be paid as per the guidelines mentioned in para 5 below.

   ii) The payment of the dues shall be made to the legal heir/ nominee(s) of the deceased employee subject to certification of the claim by the HR Department.

4. **SUPERANNUATION:**

   i) An employee will retire from the services of the company on attaining the age of superannuation i.e. 60 years, as per the date of birth recorded in the Company's records.

   ii) The management may, at its discretion, grant extension beyond the age of superannuation to an employee. Alternatively, the employee concerned may be engaged on contract basis on mutually agreed terms and conditions.

   iii) The Head HR/IR at the respective locations will intimate, in writing to the retiring employee, three months in advance, about his/her impending retirement through the Head of the Department.

   iv) During the above intervening period, the employee will be required to obtain necessary clearance from all concerned departments so that there is no delay in payment of F & F dues.

   v) The full and final settlement dues will be processed by the HR representative as per the guidelines mentioned in para 5.
vi) A get-together will be arranged, preferably on the day of the retirement, by the Head of the Department. The department will also arrange to procure the Farewell Gift and present it to the retiring employee at the farewell function. (Please refer to Chapter no. dealing with Reward and Recognition).

5. **CALCULATION OF FULL AND FINAL DUES:**

i) The payment of final settlement dues will take place subject to submission of the following:
   a) PC / LAPTOP with all accessories, if any.
   b) Company provided SIM, if any.
   c) Company provided accommodation, furniture and car, if any.
   d) All relevant official documents & files under the employee's purview /control.

ii) Types of outstanding dues payable at the time of separation
   a) Outstanding monthly salary
   b) Encashment of Privilege Leave due as on the date of release, subject to eligibility and maximum en-cashable limit as per Leave Policy unless any portion of PL is adjusted against notice period.
   c) Gratuity- Payable to employees who have completed at least 5 years' service in Adhunik Group. 15 days’ last drawn basic salary for every completed year of service provided the employee concerned is otherwise eligible.

   \[
   \text{Last Drawn Basic Salary} \times \text{No. of completed years of service} \times 15
   \]

   d) LTA, Medical Reimbursement and Ex-gratia, dues, if any.
   e) Notice pay – if the employee does not serve the notice period or the notice period has not been waived, he/she shall be required to pay three months’ or part thereof basic salary in lieu of notice period.
   f) Other reimbursements / recoveries, if any.

6. **FULL & FINAL PAYMENT:**

   The payment will be made through Account Payee cheque only or by crediting the amount payable to the bank account of the separating employee.

7. **SERVICE CERTIFICATE:**

   The Company will issue a Service Certificate to the separating employee at the time of his/her release.

   ******************************************
<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the legislation</th>
<th>Description</th>
<th>Date of submission of return</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Factories Act, 1948</td>
<td>Annual Return of the average daily employment and particulars of employment including mandays worked, leave with wages etc. to be submitted to the Inspector of Factories/ACL in FORM 34 (under Rule 125).</td>
<td>Latest by 15th January of the following year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Half Yearly Return of the average daily number of male and female workers separately for adults, adolescents and children and particulars of employment to be submitted to the Inspector of Factories/ACL in FORM 35 (under Rule 100).</td>
<td>Latest by 15th July of the current year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual Return of the number and name of fatal/non-fatal accidents during the year and details of number of persons injured and man days lost to be submitted to the Inspector of Factories/ACL in FORM 31 (under Rule 107(4)).</td>
<td>latest by 15th January of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Renewal of Factory license through submission of FORM 2 (under Rule 4) to the Inspector of Factories/ACL.</td>
<td>latest by 31st December of the current year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Report of accident, including dangerous occurrence resulting in death or bodily injury, along with the details of the accident and particulars of the persons affected to be submitted to the Inspector of Factories/ACL in FORM 18 (under Rule 123).</td>
<td>within 12 hrs of occurrence of the accident.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The Employees' Provident Fund and Miscellaneous Provisions Act, 1952</td>
<td>ECR (Electronic Challan cum Return) filing of the monthly provident fund contribution (both employer and employee). The challan is to be generated online through 'Employer e-Sewa' Web page and submitted along with cheque to be submitted in authorized banks like SBI.</td>
<td>to be done latest by 15th of the succeeding month.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Annual individual contribution card (Form 3A) and consolidated annual contribution statement (Form 6A) to the Regional PF Commissioner.</td>
<td>latest by 30th April of the succeeding year.</td>
<td>The annual return will not be required due to online filing.</td>
</tr>
<tr>
<td>3</td>
<td>Employment Exchanges (Compulsary Notification of vacancies) Act, 1959</td>
<td>Quarterly Return of the number of persons employed on full-time basis on the company's payroll and the vacancies occurred and numbers filled during the quarter, to be submitted to the Asst. Employment Officer in FORM ER-I (under Rule 6).</td>
<td>within 30 days after the end of the quarter concerned i.e., 31st March, 30th June, 30th September and 31st December.</td>
<td></td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Name of the legislation</td>
<td>Description</td>
<td>Date of submission of return</td>
<td>Remarks</td>
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</tr>
<tr>
<td>3</td>
<td>Employment Exchanges (Compulsory Notification of vacancies) Act, 1959</td>
<td><strong>Occupational Return</strong> of the number of employees in each occupation and the number of vacancies in each occupation likely to be filled during the next calendar year due to retirement, expansion or reorganization to be submitted to the Asst. Employment Officer in FORM ER-II</td>
<td>once in two years by 30th September of the second year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Requisition of vacancies stating the nature of vacancy, post, job description and qualification to be submitted to the Local Employment Exchange in FORM X-6.</td>
<td>As and when vacancy arises.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>The State Labour Welfare Fund Act, 1965</td>
<td><strong>Annual submission</strong> of employee and employer contribution towards state labour welfare fund through FORM F to the Welfare Commissioner</td>
<td>latest by 31st January of the succeeding year.</td>
<td>Not Applicable in the states of Jharkhand &amp; Odisha</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Renewal</strong> of the Abstract Of The Maternity Benefit Act to be submitted to the Inspector of Factories in FORM K (under Rule 15)</td>
<td>latest by 31st January of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Annual return</strong> of the details regarding the no. of hospitals, no. of beds in the hospital, no. of creches etc. at the mine to be submitted to the Inspector of Factories in FORM L (under Rule 16).</td>
<td>latest by 21st January of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Annual return</strong> of the aggregate no. of women permanently or temporarily employed, discharged or dismissed during the year along with the details of number of claims for maternity benefit, medical bonus etc. to be submitted to the Inspector of Factories in FORM M (under Rule 16).</td>
<td>latest by 21st January of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The Maternity benefit Act, 1961</td>
<td><strong>Half Yearly</strong> return of the maximum number of men, women, children employed on any day during the half year, number of man-days worked, amount of wages paid and details of facilities like canteen, rest-room, drinking-water, first-aid etc. provided, to be sent by the Contractor to the Licensing Officer in FORM XXIV (under Rule 82(1))</td>
<td>latest by 31st January and 31st July.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Annual Return</strong> of the total number of contractors who worked in the establishment during the year, their period of work, the nature of work, maximum number of workmen employed directly on any day during the year , number of man days worked by contract labour etc. to be sent by the Principal Employer to the Registering Officer in FORM XXV (under Rule 82(2))</td>
<td>latest by 15th February of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Name of the legislation</td>
<td>Description</td>
<td>Date of submission of return</td>
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<tr>
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</tr>
<tr>
<td>6</td>
<td>The Contract Labour (R&amp;A) Act 1970</td>
<td>Return/Notice of commencement or completion of each contract by the principal employer to be submitted in Form VI-B (under Rule 81(3)) to the Inspector appointed u/s 28 of the Act intimating the actual date of commencement / completion of such contract work</td>
<td>within 15 days of commencement / completion of the contract work.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>The Minimum Wages Act, 1948</td>
<td>Annual Return of the average daily number of persons employed during the year, total wages paid in cash/kind, deductions made during the year, to be submitted in FORM III (under Rule 21 (4A)) to the labour Inspector</td>
<td>latest by 1st February of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The Payment of Wages Act, 1936</td>
<td>Annual Return of the total wages paid during the year and deductions made to be submitted to the Inspector of Factories/Labour officer in FORM IV (under Rule 18).</td>
<td>latest by 15th February of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>The Motor Transport Workers Act, 1961</td>
<td>Annual Return in FORM IV to the Asst. Commissioner of Labour. Application for renewal of the registration certificate to be made in FORM I (under Rule 8) and submitted to the Inspector (so appointed for the purpose of this act).</td>
<td>By 1st February</td>
<td>At least 60 days before the expiry of the registration certificate.</td>
</tr>
<tr>
<td>10</td>
<td>The Apprenticeship Act, 1961</td>
<td>Half Yearly Return of the number of apprentices under training, their particulars and number of apprentices to be engaged during the year, to be submitted to the Dy. Apprenticeship Advisor in FORM APP-2.</td>
<td>latest by 30th April and 31st October</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>The Employees' State Insurance Act, 1948</td>
<td>Half yearly return of employees' and employer's contribution (month wise) towards ESIC to be submitted to the ESI Regional Commissioner in FORM 6.</td>
<td>latest by 11th May and 11th November.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Challan for Remittance of monthly contribution (employer and employee) towards ESIC to be generated online and submitted with the cheque in the authorized banks like SBI.</td>
<td>latest by 21st of the succeeding month.</td>
<td></td>
</tr>
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<td></td>
<td></td>
<td>Report of Death/fatal accident to be submitted in Form 12 or online also to the ESI Local Office &amp; dispensary. Claim form (FORM 16) for payment of dependant's benefit, in case of fatal accident, duly signed by the claimant, to be submitted immediately to the ESI Local Office &amp; dispensary.</td>
<td>Immediately after the death and within 48 hrs in ordinary cases.</td>
<td></td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Name of the legislation</td>
<td>Description</td>
<td>Date of submission of return</td>
<td>Remarks</td>
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</tr>
<tr>
<td>11</td>
<td>The Employees’ State Insurance Act, 1948</td>
<td><strong>Annual</strong> information about the factory / establishment to be submitted in <strong>Form 01(A)</strong> under regulation 10C to the regional office (RO) or Sub RO or divisional office.</td>
<td>Latest by 31st January of the succeeding year.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>The Employees’ Compensation Act, 1923</td>
<td>Report of serious bodily injuries / fatal accidents to be submitted in <strong>Form EE</strong> to the concerned <strong>Commissioner</strong> appointed under the act.</td>
<td>within 7 days of accident</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>The State Shops and Establishment Act, 1953</td>
<td><strong>Annual Return</strong> of the details of employees, such as, hours of work, leave availed, remuneration paid and deductions made by the employer during the year to be submitted to the <strong>Labour Inspector</strong> in <strong>FORM G</strong> (under Rule 14).</td>
<td>latest by 30th September.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>Annual Renewal of License</strong> through submission of <strong>FORM AA</strong> to the <strong>Labour Inspector</strong>.</td>
<td>latest by 30th September.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>Renewal of Registration certificates.</strong></td>
<td>On expiry of the certificates</td>
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<td></td>
<td><strong>Monthly Return</strong> of the professional tax deducted from the employees stating the monthly salary range, the rate of professional tax applicable and the number of employees in that range, to be submitted to the <strong>Asst. Professional Tax Officer</strong> in <strong>FORM V</strong></td>
<td>latest by 15th of the succeeding month.</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>The National &amp; Festival Holidays Act, 1963</td>
<td>Application for approval of holidays with list to be submitted to the <strong>Labour Officer</strong> in <strong>FORM I &amp; FORM IV</strong>.</td>
<td>By 30th November</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>The Payment of Bonus Act, 1965</td>
<td><strong>Annual Return</strong> of the bonus paid to the employees for the accounting year to be submitted to the Asst. Labour Commissioner in <strong>FORM D</strong> (under rule 5)</td>
<td>within 30 days from the date of payment of bonus. The bonus payment is to be made within 8 months from the accounting year ending.</td>
<td></td>
</tr>
<tr>
<td>Sl. No.</td>
<td>Name of the legislation</td>
<td>Description</td>
<td>Date of submission of return</td>
<td>Remarks</td>
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<tr>
<td>17</td>
<td>Payment of Gratuity Rules</td>
<td><strong>Notice of opening</strong> of the establishment stating the details of the establishment, employer and number of employees to be submitted to the Controlling Authority in FORM A (under Rule 3(1)).</td>
<td>Within 30 days of the rules becoming applicable to the establishment.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Notice of change</strong> in respect of the establishment to be submitted to the Controlling Authority in FORM B (under Rule 3(2)).</td>
<td>Within 30 days of any change in name, address, employer or nature of business.</td>
<td></td>
</tr>
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SUGGESTION SCHEME

1. **OBJECTIVE**: The Company believes that an employee on the job knows the best and can contribute significantly towards its growth and prosperity by enthusiastically participating in management of the affairs of the Company.

   The Employee Suggestion Scheme gives an opportunity to employees at all levels to participate in the affairs of the Company and to achieve the goal set by the Company by giving their innovative and creative ideas and getting them implemented through a structured process.

   The Scheme is introduced with the following objectives:
   
   i) To stimulate creativity and constructive thinking.
   ii) To enhance participation and belongingness among the employees.
   iii) To recognize constructive ideas by personal rewards.
   iv) To recognize Supervisors / Managers who motivate employees and implement the suggestions.

2. **SCOPE**:

   2.1 **Eligible Employee(s)**
   
   All permanent employees on Company's rolls including Trainees of the level of Sr. Manager and below are eligible to participate in the scheme provided that the suggestion is not part of one's normal duty or solution to an assigned task.

   2.2 **Non-eligible Employee(s)**
   
   The following are not eligible to participate in the scheme:
   
   i) AGM and above.
   
   ii) Employees who are in the privileged position of having at their disposal, information obtained from special investigations and studies or assigned to work on special problems.

   They are however, eligible to submit suggestions pertaining to safety and other items connected with the plant in general.

   2.3 **Eligible Suggestions**
   
   It should be an original idea which will lead to:
   
   i) Increased production, higher productivity or improvement in products or their design;
   
   ii) Improved product quality
iii) Improvement in methods, machinery, equipment or tools and layouts process and procedures;
iv) Reduction of costs, wastes or spillage;
v) Removing bottle-necks
vi) Reduction in the frequency of idle time or repairs and maintenance of machinery, equipment or tools;
vii) Increase in the utility, quality, yield or output of products;
viii) Conservation of materials, energy or time in processes or their utilization for better purpose;
ix) Import Substitution;
x) Increased safety and prevention of accidents, better housekeeping, improving the environment etc.
xii) Any suggestion, which is beneficial to the Company.

2.4 Non-Eligible Suggestions

i) Suggestions on Government Policies and other activities beyond management's control.
ii) Suggestions which are already under consideration of management or already implemented.
iii) Suggestions on problems of planning, capital intensive schemes or works development and management.
iv) Matters of collective bargaining or industrial relations.
v) Repeated suggestions.
vi) Suggestions on matters which are the primary responsibility of the suggestor.
vii) Suggestions without feasible solutions.
viii) Suggestion simultaneously initiated by and in line with the management thinking;
ix) Routine maintenance and normal services.

2.5 Number of Suggestions

A person / group of persons can submit any number of suggestions.

3. PROCEDURE FOR SUBMITTING SUGGESTION(S):

i) Suggestion should be in writing (Hindi, Odiya or English) in the prescribed form (Annex – 1).
ii) Suggestion can be submitted by individual or jointly by eligible employees (not more than four).
iii) Suggestions will be submitted in prescribed form to the Suggestion Committee through the concerned HOD. The HOD concerned will forward the suggestion to the Suggestion Scheme Secretariat within 48 hours of the receipt of the suggestion from the employee.

iv) Employees may also, if they so wish, drop their suggestions in the Suggestion Boxes kept at conspicuous places in the plant.

4. **SUGGESTION COMMITTEE:**

The Suggestion Committee shall consist of four members from the management (excluding the Chairman) and two Employees’ Representatives. In addition, there will be a Member-Secretary. One of the members must be from Accounts Department. The period of membership is limited to two years. The Committee will meet at least once in a month. Names of the Committee Members will be declared separately.

5. **SUGGESTION PROCESSING:**

i) Receipt of suggestions will be acknowledged and the suggestor will be informed of the action taken.

ii) The Suggestion Committee will examine the suggestion on the aspects of quality, savings and viability, which results in benefit to the Company either in terms of monetary savings or otherwise. After discussing the suggestions at the Suggestion Committee meeting, feasible suggestions will be forwarded to appropriate persons for implementation.

iii) Formal approval for award will be taken from CEO/Plant Head. Awards will be given at suitable functions in the presence of other employees.

iv) Whenever a suggestion is found not practicable or implementable, it shall be intimated to the suggestor with reason thereof.

v) The Member-Secretary of Suggestion Committee shall maintain department-wise statistics of suggestions received, disposed of and implemented. These reports will be submitted to the Suggestion Committee once in every quarter for record. A quarterly MIS will be simultaneously sent to the higher management.

vi) The Suggestor will be given an option either to remain anonymous or disclose his/her identity. Correspondence from the Suggestion Committee will be sent either to his/her departmental address or to his local address, as indicated by the suggestor.

vii) Due to urgency, if the suggestion has been implemented with the approval of departmental head, the suggestion should reach Suggestion Committee within 30 days from the date of first implementation with certification by the heads of the departments concerned.
viii) The Member-Secretary will facilitate further examination of a suggestion in case it needs more data or consultation with multiple agencies or any other intervention.

ix) The Suggestion Committee will take such measures from time to time as would promote the culture of creativity and innovation amongst employees.

6 **AWARDS:**

i) **Token award scheme for every suggestion:**

In order to imbibe the culture of participation and a sense of ownership, a token gift worth Rs.100/- (Rupees One Hundred only) will be given to the suggestor even if the suggestion does not fall within the scope of non-eligible suggestions (Clause 4.0) i.e. irrespective of its subsequent acceptance / non-acceptance for implementation. The system of giving token award may be reviewed after one year of implementation of the Scheme.

ii) **Awards for Implementable Suggestions:**

a) Minimum award for intangible / tangible savings will be Rs.1000/-.

b) For intangible benefits – maximum award will be Rs.10000/-.  

c) For one-time saving: 10% of the yearly saving subject to a maximum of Rs.100000/-.  

d) For recurring saving: 10% of the yearly saving for a period of five years subject to a maximum of Rs.1,00,000/- in a year.

Extension of Suggestion: Suggestions, which are not new / original in idea but are similar to those accepted earlier and considered suitable for implementation, will be called “Extension of Suggestion”. Any such extension of suggestion under this category also qualifies for a reward which will be limited to a maximum of 25% of the value of the original award given.
TRAINING & DEVELOPMENT

This Chapter describes the policy and guidelines for training and development and covers the following:

1. Cadre Training for Graduate Engineer Trainees (GETs)
2. Cadre Training for Diploma Engineer Trainees (DETs)
3. Training for nominees of Displaced Families
4. Training for Regular Employees
5. Paid and Unpaid vocational training

1. GRADUATE ENGINEER TRAINEES (GETs):

1.1 Graduate Engineers from premier engineering colleges in different disciplines are recruited every year, based on manpower plan, as Graduate Engineer Trainees (GETs) to strengthen the technical cadre and supplement the leadership pipeline in plants and mines. Each batch undergoes rigorous training (which, at present, is one year) before joining the mainstream of the organization. A structured training calendar is prepared which include the following modules:

- Plant Observation Training
- Visit to Group Companies
- Discipline-Specific Training
- Project Work
- Managerial Training
- Behavioral Safety
- TPM Training
- Problem Solving Techniques
- Quality Management Systems
- Environment Management Systems
- ERP Training
- Visit to another steel plant
- Visit to customers’ premises
- On-The-Job Training
1.2 Evaluation
The learning by the trainees is periodically evaluated by select panels of technical experts. Scores obtained from such evaluation are taken into account to prepare merit lists which are used for their eventual placement.

1.3 Mentoring
There is a system of mentoring the GETs joining through campus recruitment with an objective to acclimatize them quickly into the organization and provide them all round guidance during the training period. Senior executives in the Plants and Mines are selected as Mentors and are assigned one or two GETs each during their training period. The Training Managers in the respective Units supervise the mentorship process and monitor its effectiveness.

1.4 Placement
Placement of GETs is done based on the evaluation scores and requirements prevailing in various departments at the time the GETs complete their training. Preference of placement is given to those departments who may have requisitioned placement of GETs in advance.

2. DIPLOMA ENGINEER TRAINEES (DET)

2.1 Diploma Engineers in different disciplines are recruited from reputed Polytechnics and engineering institutions every year, based on manpower plan, as Diploma Engineer Trainees (DETs) to strengthen the technical cadre in Plants and Mines. The candidates so recruited undergo six months’ rigorous training before being absorbed against regular vacancies. A structured training calendar is prepared for each batch which include the following modules:

- Plant Observation Training
- Visit to Group Companies
- Discipline-Specific Training
- Project Work
- TPM Training
- Quality Management Systems
- Environment Management Systems
- ERP Training
- On-The-Job Training
2.2 **Evaluation**  
The learning by the trainees is periodically evaluated by select panels of line executives. Scores obtained from such evaluations are used to prepare a merit list based on which their eventual placement takes place.

2.3 **Placement**  
Placement of DETs is made based on the evaluation scores and requirements in various departments of the plant at the time the DETs complete their training. Preference in placement is given to departments who may have planned induction of DETs and intimated the requirement in advance.

3. **CADRE TRAINING FOR NOMINEES OF DISPLACED FAMILIES:**  
Nominees from the project displaced families are provided suitable training as per the Company’s Rehabilitation and Resettlement (R&R) policy. The training is imparted either in-house or through external agency, as the case may be. Nominees, for whom there is a commitment to provide employment in the Company, are absorbed against suitable vacancies on successful completion of training.

4. **TRAINING FOR REGULAR EMPLOYEES:**  
Training to regular employees is imparted either through In-house or External Training programmes.

4.1 **In-house Training**  
4.1.1 The following constitute the training processes in the respective Units:

   i) Training Need Identification  
   ii) Training Design  
   iii) Training Delivery  
   iv) Training Effectiveness Measurement  

4.1.2 All training programmes or modules are need-based and are designed and delivered to address specific need(s) of employees. In addition, certain Awareness Programmes on subjects like Safety, Health and Environment are conducted for the benefit of all sections of employees.

   i) **Training Need Identification**  
   Any or combination of the following provide the input for training need of employees:  
   a) Individual Development Plan
b) Competency Assessment

c) Performance Appraisal System

d) Business Plans (including Vision & Mission Statements)

e) Audit Reports

f) Customer Requirements/Claims

g) Losses in Productivity, Quality and Equipment Availability

h) New/Upgraded Technology

i) New improvement initiatives

j) Job Rotation/Modification

Training Managers in the Units review all the training and developmental needs of employees before finalizing the training module, participants list, venue, faculty etc.

a) **Individual Development Plan**

   An employee may register his/her training needs in Training module of e-HR. In the absence of e-HR, the training need can be registered in the prescribed Individual Development Plan form. The training needs are categorized into functional and managerial training needs.

b) **Competency Assessment**

   Training needs, both functional and managerial, are identified through Competency Assessment taking place from time to time.

c) **Performance Appraisal System**

   Training needs are also sourced from Performance Appraisal as identified by the Ratee and Rater.

d) **Business Plans (including Vision & Mission Statements)**

   Changes in business plans, such as, revision of production or sales targets or product mix are used as triggers for training.

e) **Audit Reports**

   Audit findings by internal or external auditors are used as inputs for designing training modules. Audit reports on Quality Management System, Environment Management System and Safety Performance provide training need inputs for Awareness Programmes meant for cross section of employees.
f) **Customer Requirements/Claims**
   New or changed customer requirements may generate training need and used as inputs for designing training programmes.

g) **Losses in Productivity, Quality and Equipment Availability**
   Losses in production, internal rejection and equipment downtime are used as inputs for designing training programmes. Positional training needs are identified with the help of functional and divisional heads.

h) **New/Upgraded Technology**
   Training needs from acquisition of new or modified equipment, facility or technology are identified and used in designing training programmes.

i) **Improvement Initiatives**
   New initiatives such as TPM, Employee Suggestion Scheme implemented as per management’s directives are considered as sources of training needs.

j) **Job Rotation/Modification**
   Job rotation/modification of employee(s) may generate training need.

ii) **Training Design**
   The outcome of need identification in the form of Skill Matrix or Spider Chart are used to design and schedule training programmes. Inputs from line executives are also sought for designing training programmes.

**Training Calendar**, prepared annually is circulated to all departments and is also uploaded in Training Module of e-HR Portal. The calendar includes the following details:

- Date & Timing
- Programme Title
- Programme Objectives/Outline
- Faculty Details
- Venue
- Resources
- Intended Participants

Compliance of training calendar is monitored and reported on weekly basis. An employee can register his nomination with the Training Module of e-HR Portal based on self-assessment. He will, however, be called for training only after the nomination is vetted by
his superior/ head of the department. Managers can also nominate their subordinates for training programmes depending on their need. Except for Awareness Programmes, nominations are finalized not later than two days ahead of the date of the programme. Training materials such as hand-outs, Power Point presentations and Pre-Test/Post-Test Questionnaire in sufficient numbers are kept ready for distribution to all the participants.

iii) Training Delivery

a) Training Aids and Facilities: Adequate training aids and facilities such as Classrooms, Computers, LCD Projectors, Screens, White Boards, Furniture and other stationery are made available for efficient and effective delivery of training.

b) Classroom Training is used to explain and share theoretical part of the contents. Efforts are made to make the classroom sessions interesting, interactive and effective.

c) On-the-Job Training: Wherever necessary, training is imparted On-the-Job, that is, at the workplace, for effective transfer of learning. Efforts are made to increase the proportion of On-the-Job training for shop-floor employees.

d) Internal Faculty Resource: Employees in respective Units including senior executives are encouraged to participate in the employee development process by serving as internal faculty resource. A suitable incentive scheme is in place to recognize their efforts in designing and delivering training sessions. (For details of the incentive scheme please refer to Chapter on Reward & Recognition.)

e) External Faculty Resource: An external faculty may be invited to conduct either the entire training programme or part thereof where required expertise is not available in-house.

iv) Training Effectiveness Measurement

Training effectiveness is measured at four levels as below:

Level-1: Reaction

Feedback on the training programme and faculty is taken from the participants on a 5-point scale in the prescribed format immediately after the training session. The programme quality is evaluated on the following parameters:

- Fulfillment of programme objectives
- Adequacy and quality of study material given
- Learning ambience
- Adequacy of teaching aids
Faculty is evaluated on the following parameters:

- Ability to generate interest in learning
- Ability to clarify doubts/queries
- Teaching Technique (Flow, Communication etc.)

Results of feedback and suggestions, if any, in respect of the programme are used for improvement. The feedback about the faculty is communicated to them. The details of the Feedback at this stage are uploaded in Training Module of e-HR Portal.

**Level-2: Learning**

Pre and Post Training tests are conducted to evaluate the degree of learning of the participants which may have taken place in a training programme. The scores from pre-training and post-training tests are used to compute “Learning Index” for each participant using a prescribed format. Following is the formulae for calculation of Learning Index:

\[
\text{Learning Index} = \frac{B - A}{100 - A} \times 100
\]

Where A = Pre-Test Score (%)  
B = Post-Test Score (%)

The details of Learning Index are uploaded in Training Module of e-HR Portal.

**Level-3: Behaviour (Transfer of learning)**

Transfer of knowledge, skills, and/or attitudes from classroom to the job (change in job behavior due to training program) is evaluated at this stage. This evaluation occurs between 3–6 months post training while the trainee is performing the job. Evaluation usually occurs through observation. However, there is also a practice to evaluate the extent of change in job behavior in the prescribed format.

**Level-4: Results**

The final results that occurred because of attendance and participation in a training program (can be monetary, performance-based, etc) is measured at this stage. Delay based training programmes and programmes designed as a result of process/equipment failure, customer complaints regarding quality etc. are amenable to measurement of business results.

4.2 **External Training**
i) Employees are deputed to attend external training programmes organized by reputed training agencies from time to time based on the training need identified. The Training Managers at the respective Units maintain training calendar of various such institutes/agencies. Nomination of employees to attend external training programmes is also made in response to the announcements of such training programmes by the training providers. The selection of nominees is made based (i) on the training need identified for the individual employee and (ii) inputs from the functional head about the quality and relevance of the programme. Where it is intended to cover a larger number of employees to an external programme, the faculty from the training provider is invited to conduct the programme in Company's premises. The above steps ensure delivery of cost effective and relevant external training programmes.

ii) On the return of a participant from an external training programme, a “Knowledge Sharing Session” is conducted in-house within one month from the date of external training attended by the employee. This helps in dissemination of knowledge gained from an external programme among larger number of employees and review of the quality of the external programme.

RECORDS AND REPORTING:
Training records including “Attendance Record” are maintained and uploaded in Training Module of e-HR Portal. MIS Reports in prescribed format is generated and circulated to senior management including the Managing Director on a weekly basis.
A bulletin titled “Training News” is published every month highlighting the important training and development activities taking place across the Group. The Training News is circulated in hard copy to senior executives and in soft version to others. This is also uploaded in Training Module of e-HR Portal.

5. PAID & UNPAID VOCATIONAL TRAINING:

5.1 Policy relating to Paid Summer Internship

i) Scope of the Policy:

a) This policy covers candidates selected by the Company to carry out project work which can be completed in 6-8 weeks duration and which are important and relevant for the Company. Such project work can be in Technical or Management field where expertise of a student pursuing a professional course can be utilized.
b) Students pursuing their MBA course and students pursuing their B.E., B. Tech., M. Tech. courses will be eligible for paid-internship in management and technical areas respectively, where it forms a part of their academic curriculum.

c) Upto a maximum of ten students may be offered paid-internship in a year.

ii) **Period of Paid Internship:**

Paid-internship will be available to the selected candidates once in a calendar year- during summer months. The duration of paid internship would normally range from 6 to 8 weeks during summer months from April to June.

iii) **Eligibility:**

a) Students pursuing their MBA would be considered eligible for paid-internship after completion of their second semester or one year of study.

b) Students pursuing their Degree in Engineering (B.E. / B. Tech) would be considered eligible after completing two years of study which may be expressed in terms of semester or trimester system.

iv) **Procedure for Selecting the Candidates:**

a) Based on the identified projects, the Training & Development Department would communicate to the Institute/s, from where paid interns are selected, the title of the project work, skill and competencies required or area of specialization, the duration of the project work, the place of project work and the facilities and stipend that the company would offer.

b) Depending on the response from the institute a team of competent managers would visit the institute/s and select suitable candidates.

v) **Selection of a Project Guide:**

The summer interns would carry out the project work under a guide to be selected by the department concerned.

vi) **Submission of the Project Report and Issuance of Certificate:**

a) After completion of the project work an intern would be required to submit a project report containing the details of the project, findings and recommendations.
b) The intern would also be required to make a presentation before the management about the details of his/her project, findings and recommendations.

c) After successful completion of the project, and submission of Project Report an intern would be provided a Certificate of Training.

d) Issue of Certificate of Training may be withheld if a trainee fails to successfully complete his/her project, or in case of any disciplinary reason.

vii) **Safety & Discipline during internship:**

a) In matters of safety and discipline a summer intern would observe all rules and regulations which apply to regular employees of the Company.

b) The normal working hours will be 8.30 am to 5.30 pm. During the period of stay in the company’s premises an intern would exhibit the required standard of discipline.

c) Before beginning the project work an intern would undergo safety induction to be given by the safety department.

d) An intern would be required to wear safety helmet, safety shoes (PPEs) which would be provided by the Company.

e) An intern would be responsible for his/her own safety during the period of his/her stay in the Company.

viii) **Stipend & Company Facilities:**

a) **Stipend:** A paid summer intern will receive a stipend of Rs. 5000/- (Five Thousand only) per month during the internship period. The management has the discretion to pay a higher stipend based on the criticality of the project. The stipend would be paid in two equal installments, one mid-way of the project, and the other at the end of the project after submission of the project report.

b) **Conveyance:** A paid summer intern will be provided conveyance by Company vehicle for coming to and going back from Company’s premises.

c) **Canteen Facility:** An intern will be allowed to avail of canteen facility in the Company on payment of prescribed charges.

d) **Boarding & Lodging Facility:** Outstation summer interns will be provided boarding and lodging facility in Company’s guest house.

e) **Use of Office Equipments/Stationery:** An intern will be provided access to computer, and he/she would be provided stationery and other items required in connection with his/her project work.
ix) **Authority for implementation:** The EVP (T&D) is authorised to implement the above policy. Requirement of project work by paid summer interns may be sent to him in the prescribed format.

**LIST OF APPENDICES:**

| APPENDIX-1 | List of areas where a paid summer intern can be selected. |
| APPENDIX -2 | List of MBA colleges from where a paid summer intern can be selected. |
| APPENDIX -3 | List of engineering colleges from where a paid summer intern can be selected. |

**APPENDIX -1**

**LIST OF AREAS WHERE A PAID SUMMER INTERN CAN BE SELECTED:**

1. FINANCE
2. MARKETING
3. PERSONNEL MANAGEMENT & IR
4. LOGISTICS & SYSTEMS
5. ELECTRICAL ENGINEERING
6. MECHANICAL ENGINEERING
7. ELECTRICAL & INSTRUMENTATION
8. PRODUCTION ENGINEERING
9. METALLURGY
10. MINING
11. GEOLOGY

**APPENDIX -2**

**LIST OF MBA COLLEGES FROM WHERE A PAID SUMMER INTERN CAN BE SELECTED**

1. Indian Institute of Management, Bangalore
2. Indian Institute of Management, Ahmadabad
3. Indian Institute of Management, Kolkata
4. Indian Institute of Management, Lucknow
5. Indian Institute of Management, Kozhikode
6. Indian Institute of Management, Indore
7. Indian School of Business, Hyderabad
8. Management Development Institute, Gurgaon
9. Xavier Labour Relations Institute, Jamshedpur
10. Faculty of Management Studies, Delhi
11. Jamnalal Bajaj Institute of Management Studies, Mumbai
12. S P Jain Institute of Management Research, Mumbai
13. Narsee Monjee Institute of Management Studies, Mumbai
14. Shailesh J Mehta School of Management, IIT Mumbai
15. Symbiosis Institute of Business Management, Pune
16. Xavier Institute of Management, Bhubaneswar
17. Institute of Management Technology, Ghaziabad
18. Indian Institute of Foreign Trade, New Delhi/Kolkata
19. Mudra Institute of Communications, Ahmadabad
20. Loyola Institute of Business Administration, Chennai
21. Tata Institute of Social Sciences, Mumbai
22. Xavier Institute of Social Service, Ranchi

APPENDIX -3

LIST OF ENGINEERING COLLEGES FROM WHERE A PAID SUMMER INTERN CAN BE SELECTED:

1. Indian Institute of Technology, IIT Kanpur
2. Indian Institute of Technology, IIT Kharagpur
3. Indian Institute of Technology, IIT Bombay
4. Indian Institute of Technology, IIT Madras
5. Indian Institute of Technology, IIT Delhi
6. BITS, Pilani
7. IIIT, Roorkee
8. IT-BHU
9. IIT, Guahati
10. College of Engineering, Anna University, Guindy
11. Jadavpur University, Faculty of Engineering & Technology, Kolkata
12. Indian School of Mines, Dhanbad
13. NIT-National Institute of Technology, Warangal
14. BIT, Mesra
15. NIT-National Institute of Technology, Trichy
16. Delhi College of Engineering, Delhi
17. Punjab Engineering College, Chandigarh
18. NIT-National Institute of Technology, Suratkal
19. Motilal Nehru National Institute of Technology, Allahabad
20. Thapar Institute of Engineering & Technology, Patiala
21. NIT-Jamshedpur
22. VNIT - Visvesvaraya National Institute of Technology Nagpur
23. NIT- National Institute of Technology, Calicut
24. BIT, Sindri
25. NIT- National Institute of Technology, Kurukshetra
26. NIT- National Institute of Technology, Rourkela
27. NIT- National Institute of Technology, Jamshedpur
28. Vellore Institute of Technology, Vellore
29. IIIT, Allahabad
30. NIT Durgapur
31. SIT Calcutta
32. NIT- National Institute of Technology, Hamirpur
33. NIT- National Institute of Technology, Jalandhar
34. NIT- National Institute of Technology, Raipur
35. Sathyabhama Engineering College, Chennai
36. Kalinga Institute of Industrial Technology, Bhubaneshwar

5.2 Policy relating to Non-Stipendiary Vocational Training

i) Scope of the Policy:

a) This policy covers candidates interested to pursue vocational training in any Adhunik Group Company as part of their academic curriculum.

b) Courses covered under the scheme comprise of full time MBA, and Degree or Diploma in Engineering in the disciplines noted blow:
   - Electrical Engineering
   - Mechanical Engineering
   - Electrical & Instrumentation Engineering
• Electrical & Electronics Engineering
• Chemical Engineering
• Mining Engineering
• Production Engineering
• Metallurgical Engineering

c) Students of only those institutes which are approved by All India Council of Technical Education (AICTE) will be considered eligible for pursuing vocational training.

ii) Period of Vocational Training:

a) Vocational training facility will be available twice in a calendar year – during summer (April – June) & winter (October – December) months. A candidate can, however, avail of vocational training only once during his/her entire academic period.

b) The duration of vocational training would normally range from 6 to 8 weeks during April to June in summer and October to December in winter.

iii) Eligibility:

a) Students pursuing their MBA would be considered eligible for pursuing vocational training on completion of their second semester or one year of study.

b) Students pursuing their Diploma in Engineering would be considered eligible for pursuing vocational training on completion of one year of their study which may be expressed in terms of semester or trimester system.

c) Students pursuing their Degree in Engineering can apply for vocational training after completing two years of study which may be expressed in terms of semester or trimester system.

iv) Procedure for making Application:

a) A student interested to pursue vocational training in any of the Group Companies may make an application addressed to the Executive Vice President (Training & Development) or his representative at the respective units through the institute where he/she is pursuing his/her MBA course/Degree/Diploma in Engineering.

b) Applications coming from educational institutions directly requesting admission of their students to vocational training in the Company would also be entertained.
c) Ward of an employee of any of the Group companies may make his/her application for admission to the vocational training through his/her parents/guardians and they would be given priority over other candidates. Such applications should be accompanied by a letter from the college / institute.

v) **Project for Vocational Training:**

a) The Head of the Department where the vocational trainee is placed would identify and communicate to the Training & Development Department a suitable project for a trainee.

b) The selection of any subject for project would be made keeping in mind the feasibility of such project in the company, and the relevance of such study in the benefit of the department/Company.

vi) **Selection of a Project Guide:**

The Head of the Department where a candidate pursues his/her vocational training would nominate a competent officer as the ‘Project Guide’ to guide the candidate in a manner that the objective of the project work is accomplished.

*Communication about the Project Title and Project Guide, as mentioned in clause (5) & (6) above, should be made to the candidate at the time of giving him/her the consent letter for pursuing vocational training in the company.*

vii) **Submission of the Project Report and Issuance of Certificate:**

a) After completion of the project work a candidate is required to submit a project report containing the details of the project work findings and recommendations.

b) On a select basis, a candidate may be required to make a presentation before the management about the details of his/her project, findings and recommendations.

c) After successful completion of the project, and submission of Project Report a candidate will be issued a Certificate of Training.

d) Issue of Certificate of Training may be withheld if a trainee fails to successfully complete his/her project, or in case of any disciplinary reason.

viii) **Safety & Discipline during training period:**

a) In matters of safety and discipline a vocational trainee would observe all rules and regulations which apply to employees of the Company.
b) The normal working hours will be 8.30 am to 5.30 pm. During the period of stay in the company's premises a vocational trainee has to exhibit the required standard of discipline.

c) Before beginning the project work a vocational trainee would undergo safety induction to be given by the safety department.

d) A vocational trainee would be required to wear safety helmet, safety shoes (PPEs) which he/she would procure at his/her own expense.

e) A vocational trainee would be responsible for his/her own safety during the period of his/her stay in the Company.

ix) **Company Facilities:**

a) **Conveyance:** Depending on availability of seats in company's vehicles for coming to and going back from company's premises.

b) **Canteen Facility:** A vocational trainee will be allowed to avail of canteen facility in the Company on payment of prescribed charges.

c) **Boarding & Lodging Facility:** Vocational trainees will be required to make their own boarding & lodging arrangements. The company will not bear any responsibility in this regard.

d) **Use of Office equipment/stationery:** A vocational trainee will use his/her own resources for typing/printing of project. No stationery would be provided by the Company.
TRANSFER & DEPUTATION

1. TRANSFER: Employees are liable to be transferred in their own designation, grade and rate of pay from one department to another within the same Unit or from one Unit to another Unit in the Group based on work requirement.

i) An employee who is medically unfit to continue on his/her job may, as a measure of rehabilitation, be transferred to another department or another job, if necessary, at a reduced rate of pay and lower grade.

ii) If an employee is transferred from one department to another department within a unit or from one unit to another unit at the instance of the Management he/she will retain his/her seniority based on the date of entry into his present designation and grade.

iii) The effective date of transfer of an employee from one unit to another will always be first of the month. However, in an exigent situation if the transfer has to take place from any date other than first of the month, while the employee may physically report to the new unit, the date of transfer will be effective only from first of the following month. The attendance for the intervening period will be certified and sent to the old unit by the HR Head of the new unit. Whenever an inter-company transfer takes place the HR Department of the existing Unit will arrange to transfer the service record of the employee concerned to the new Unit. The details of the employee should also be sent in the prescribed format.

2. DEPUTATION:

i) An employee may be deputed to work on special assignments at another location within the Group if such assignments require his services at least for a month but not exceeding six months at a stretch. In the event of such deputation the employee concerned will be provided with boarding and lodging facilities in Company’s guesthouses and paid a deputation allowances as follows:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Grade</th>
<th>Deputation Allowance (in Rs.) p.m.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>M7 – E5</td>
<td>7,500/-</td>
</tr>
<tr>
<td>2</td>
<td>M0 – M6</td>
<td>5,000/-</td>
</tr>
<tr>
<td>3</td>
<td>S / O</td>
<td>3,000/-</td>
</tr>
<tr>
<td>4</td>
<td>W</td>
<td>1,500/-</td>
</tr>
</tbody>
</table>

ii) Deputation of an employee beyond six months should be reviewed for continuation on deputation or for transfer on permanent basis.

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TRAVEL EXPENDITURE

1. INTRODUCTION AND APPLICABILITY:

Outdoor work should be carried out, as far as possible, using phone, fax, e-mail, video conference etc. However, it may become necessary at times to travel outside one’s location of work in connection with Company’s work. In such an event effort must be made to undertake travel at the minimum possible cost without in any way compromising the quality of work and the image of the Company. The Company aims to ensure safe and convenient travel for all its employees while keeping all expenses to the required minimum.

This Chapter outlines the Travel Expenditure Rules applicable to all Group Companies. The rules are applicable to all employees of the Company including those on temporary or contract basis who are required (i) to travel on outdoor work beyond a radius of 50 Kms and (ii) local travel within a city/town limits. The rules also apply to candidates called for interview who will be eligible for reimbursement of travel expenditure corresponding to the designation for which they have been called for interview.

Employees are expected to strictly conform to the laid down rules. Any deviation will need prior written approval of one of the Directors. The Company shall take strict action against any employee misusing or attempting to misuse the travel expenditure rules with possible financial and legal implications.

2. PROCEDURE BEFORE COMMENCING THE TRAVEL:

2.1 Planning

Travel should be planned well before the date of commencement of travel, allowing the most efficient use of time during travel. Duration of travel should be minimized as far as possible.

Prior to the commencement of travel, an employee is required to submit Outdoor Application in Employee Self Service on e-HR portal for approval of the tour. The authority to sanction Travel Expenditure Bills rests with the Plant/Unit/Functional Heads.

In exceptional circumstances where the requirement to travel urgently does not allow sufficient time for obtaining formal approval, the employee must get verbal approval prior to travel, and apply for regularization within the same payroll cycle.

Each departmental head is responsible for all travel expenses in his department, and should ensure compliance with policy and budget.
2.2 Booking Travel

All travel bookings should be made through the Travel Desk attached to the HR/Administration Department of the Company as per the eligibility of the individuals traveling on Company business. Person in charge of the Travel Desk may seek help of Adhunik Group offices or travel agencies and ensure that corporate rates are fully leveraged for all transport and accommodation requirement.

2.3 Travel Advance

Payment of advance against travel is normally discouraged. In case an advance is to be paid the employee is required to submit the Travel Advance Form to the Accounts Department duly approved by the concerned authority at least two working days prior to the proposed date of travel.

In general, the travel advance amount should not exceed the total eligibility towards hotel accommodation (if the employee has to settle the bill himself), meals and incidental allowances for the travel being undertaken.

Any travel advance should normally be drawn from the location where the employee is based. However, in case of absolute need when an employee is on tour, he can draw an advance of the minimum amount required from any office of the Company with intimation to his parent location. The Accounts Department will not consider any application for travel advance if the employee concerned has not settled any such earlier advance. Any outstanding balance of an employee shall be deducted from the following month's salary.

If, for any reason the proposed travel is not undertaken, the advance taken should be returned immediately to the Accounts Department.

2.4 Transport Eligibility: The table below gives the eligibility of mode of travel of various level of employees:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Mode of Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Air</strong></td>
</tr>
<tr>
<td>E6 – E5</td>
<td>Economy Class</td>
</tr>
<tr>
<td>E4 – E0</td>
<td>Economy Class</td>
</tr>
<tr>
<td>M8 – M6</td>
<td>N/A</td>
</tr>
<tr>
<td>M5 – M0</td>
<td>N/A</td>
</tr>
<tr>
<td>S, O, W</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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*Table 2 – Transport Eligibility*
Employees on tour are encouraged to share company transport with colleagues travelling on Company’s work to the extent possible. The use of public transport is also encouraged. Employees should plan their travel needs and decide on the best option from available alternatives. If an employee below the rank of General Manager requires a car at his disposal, this should have prior approval of competent authority. Wherever overnight journey is involved, an employee should avail of journey by train instead of air travel.

2.5 **Accommodation Eligibility:** The table below gives the eligibility of employees for hotel accommodation while touring on Company’s work:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Room Rent (Max Limit per day excluding taxes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>E5 – E6</td>
<td>Rs. 7,500/-</td>
</tr>
<tr>
<td>E0 – E4</td>
<td>Rs. 6,500/-</td>
</tr>
<tr>
<td>M6 – M8</td>
<td>Rs. 3,500/-</td>
</tr>
<tr>
<td>M0 – M5</td>
<td>Rs. 2,500/-</td>
</tr>
<tr>
<td>S and O</td>
<td>Rs. 1,500/-</td>
</tr>
<tr>
<td>W</td>
<td>Rs. 1,000/-</td>
</tr>
</tbody>
</table>

All employees are required to avail of Company’s Guest House facilities wherever available at the first instance. In case of non availability of guest house facility, duly certified by guest house authority, they may avail of hotel accommodation as per their entitlement. In exceptional circumstances where an employee is booked in a hotel that is higher than his eligibility, a written approval must be obtained from the approval authority and submitted to the Accounts Department along with the Travel Expense Statement. Frequent use of higher-than-eligible accommodation will be brought to the notice of senior management for appropriate action. Employees should ensure that they match their check-in and check-out times with the hotel policy in order to avoid paying any additional charges for time not spent in the hotel.

2.6 **Daily Allowance:** The table below gives the daily allowance admissible to various level of employees whether staying in hotel or making own arrangements, where night stay is involved:
**TABLE 4 : Daily Allowances**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Actuals Upto Maximum of (excluding taxes):</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State Capital / Metro Cities</td>
</tr>
<tr>
<td>E5 – E6</td>
<td>(i) Rs. 1500/- with bills, or</td>
</tr>
<tr>
<td></td>
<td>(ii) Rs. 750/- without bills.</td>
</tr>
<tr>
<td>E0 – E4</td>
<td>(i) Rs. 1200/- with bills, or</td>
</tr>
<tr>
<td></td>
<td>(ii) Rs. 500/- without bills.</td>
</tr>
<tr>
<td>M6 – M8</td>
<td>(i) Rs. 1000/- with bills, or</td>
</tr>
<tr>
<td></td>
<td>(ii) Rs. 450/- without bills.</td>
</tr>
<tr>
<td>M0 – M5</td>
<td>(i) Rs. 750/- with bills, or</td>
</tr>
<tr>
<td></td>
<td>(ii) Rs. 250/- without bills.</td>
</tr>
<tr>
<td>S and O</td>
<td>(i) Rs. 600/- with bills, or</td>
</tr>
<tr>
<td></td>
<td>(ii) Rs. 200/- without bills.</td>
</tr>
<tr>
<td>W</td>
<td>(i) Rs. 500/- with bills, or</td>
</tr>
<tr>
<td></td>
<td>(ii) Rs. 150/- without bills.</td>
</tr>
</tbody>
</table>

i) **Daily allowance during journey**: An employee travelling on company’s work will be entitled to daily allowance during journey at the rate of 50% of the admissible daily allowance vide **TABLE 4**.

ii) **Employees availing of guest house facility**: Employees availing of guest house facility while travelling on company’s work will not be entitled to claim any Daily Allowance; they will, however, be eligible to get Incidental Allowance as per **TABLE 5**.

**2.7 Incidental Allowance**: Out of pocket expenses for which bills are not submitted, namely, small expenses during travel, porterage, tips, and other miscellaneous expenses during tour can be claimed as follows:

**Table 5: Daily Incidentals Allowance**

<table>
<thead>
<tr>
<th>Grade</th>
<th>State Capital / Metro Cities</th>
<th>Small Cities &amp; Towns</th>
</tr>
</thead>
<tbody>
<tr>
<td>E5 – E6</td>
<td>Rs. 450/-</td>
<td>Rs. 300/-</td>
</tr>
<tr>
<td>E0 – E4</td>
<td>Rs. 350/-</td>
<td>Rs. 250/-</td>
</tr>
<tr>
<td>M6 – M8</td>
<td>Rs. 250/-</td>
<td>Rs. 200/-</td>
</tr>
<tr>
<td>M0 – M5</td>
<td>Rs. 200/-</td>
<td>Rs. 150/-</td>
</tr>
<tr>
<td>S, O and W</td>
<td>Rs. 150/-</td>
<td>Rs. 125/-</td>
</tr>
</tbody>
</table>
In cases, where an employee is carrying bulk office materials, full actual amount of porterage can also be charged.

As receipts for incidentals are not available, hand-written notes should be used, and clearly itemized in the Travel Expense Statement.

**Daily Allowance for travel within city / town limits:** Employees required to travel on company’s work within the limits of city or town of his place of work will be allowed daily allowance as per TABLE 5, subject to approval of outdoor duty by the immediate superior.

2.8 **Apportioning of Daily Allowance and Daily Incidental Allowance:** Employees will be reimbursed actual expenses on meals and incidentals, upto the maximum amount shown in Tables 4 and 5 above. In case, where an employee spends less than a full day out of their place of work, the applicable amount will be calculated, based on the amount of time spent outside the place of work, as given below:

<table>
<thead>
<tr>
<th>Period of Travel</th>
<th>% of Daily Allowance</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 10 hours</td>
<td>100%</td>
</tr>
<tr>
<td>Between 5 - 10 hours</td>
<td>75%</td>
</tr>
<tr>
<td>Below - 5 hours</td>
<td>50%</td>
</tr>
</tbody>
</table>

2.9 **Non-reimbursable Expenses:** The following expenses, if claimed by an employee on tour, will not be reimbursed and will be deducted from the following month's salary:

i) Any expenses incurred beyond the permissible limits for boarding, lodging, transport and incidentals, unless there is a specific approval from the Competent Authority.

ii) Laundry or dry-cleaning expenses unless the employee is travelling for more than 5 days at a stretch, or is compelled to extend his trip unforeseeably, in which case he may seek specific approval from the Competent Authority and submit the same along with his Travel Expense Statement.

iii) Alcoholic beverages unless otherwise specifically approved.

iv) Entertainment expenses for guests and customers, unless prior specific approval is taken from one of the Directors.

v) Hotel phones used for outgoing calls only with specific approval. Employees should use their mobile or a PCO.
3. PROCEDURE AFTER COMPLETING TRAVEL:

3.1 Travel Expense Statement

All employees should submit their Travel Expense Statement to their respective approval authority for endorsement within three working days from the date of return from their trip. Accounts not settled for more than seven days after the return from the trip, especially where a cash advance has been taken, will be reported to the respective authority for deduction of the advance from the following month's salary.

Originals of all applicable bills (meals and accommodation) should be attached with the Travel Expense Statement. If the expenditure is recoverable from any client, there should be a clear indication to that effect on the Expense Statement and the respective bills. Boarding passes in case of air travel should be submitted. In case of railway tickets being purchased by the employee the ticket / ticket number should be given on the Expense Statement. For incidental expenses where no bills can be submitted, hand-written notes should be used, and clearly itemized in the Travel Expense Statement.

The Travel Expense Statement will then be verified and settled by the Accounts Department in accordance with the eligibility of the employees.

If for any reason the proposed travel is not undertaken, prompt action should be taken to cancel bookings so as to avoid unnecessary expenses.

3.2 Tour Report: Depending on the nature of travel, employees are required to submit a Tour Report to their approving authority.

4. TRAVEL ON ACCOUNT OF TRANSFER: If the Company decides to transfer an employee from one location to another, the Company shall pay the travel costs for the employee, his/her spouse and dependent children corresponding to the designation of the employee.

The Company will reimburse actual transportation costs, subject to production of proper bills, incurred by the employee for moving his belongings. In addition, actual packing charges are also reimbursable.

For employees moving from one house to another in the same city/town, the Company will meet no packing or transportation costs, unless the shifting has taken place at the Company's instance.
(For travel and transportation expenses related to new recruits please refer to Recruitment & Selection Chapter).

5. FOREIGN TRAVEL GUIDELINES:

The Company seeks to ensure safe and convenient travel for employees travelling overseas on Company’s work, within justifiable expenses.

Employees are expected to adhere to the limits laid down below. Any deviation needs to be approved in writing by one of the Directors.

5.1 Eligibility / Entitlement:

The table below shows the grade-wise entitlement of daily expenses incurred by an employee which includes hotel tariff, food, local conveyance and incidental expenses for different countries.

| TABLE I |
|-----------------|-----------------|-----------------|
| Countries | GRADE | Daily Allowance upto a maximum of (USD) |
| USA, Europe, Canada, Middle East Countries, South Africa, South Korea, Japan, Australia, New Zealand, Latin American Countries. | E5 – E6 | 300 |
| | E0 – E4 | 250 |
| | upto M8 | 200 |
| Bangladesh, Sri Lanka, Pakistan, Malaysia, Hong Kong China, Taiwan, Other South East Asian Countries, Singapore and any other countries. | E5 – E6 | 275 |
| | E0 – E4 | 225 |
| | upto M8 | 175 |

5.2 General Rules:

i) Except for President and above, all other employees would be provided economy class travel. The selection of airline and ticketing will be done by the travel desk as per Company’s laid down policy.

ii) If a travel advance is required to meet the expenses within India either before commencement of travel abroad or on return, the same will be paid as per the provision contained under domestic travel.

iii) The Passport Fee, wherever required and Visa charges will be borne by the Company separately.
iv) Airport Taxes, as applicable will be paid separately on production of proper documents.

v) An employee travelling abroad on Company's work is not allowed to extend his stay overseas on personal leave without prior approval of Managing Director / Director.

vi) Foreign Travel Expenditure Statement should be submitted along with tour report within seven days of return to the Accounts department through proper channel. Any balance money must be refunded in foreign currency only.

vii) The foreign exchange is to be utilized strictly for the number of days spent away from the country. As per R.B.I. regulation, a 24 hour cycle will be considered as a day for counting the number of days.

viii) Travel to Nepal and Bhutan will be governed by the Domestic Travel Rules.

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