

## Approval Matrix

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|--|-------------|
| Title: Employee Mobility guidelines  | No.: Ver1.8 |
| <b>Applicability:</b> All Permanent Associates of Carelon Global Solutions India LLP             |             |
| <b>Approver(s):</b> Subhashini Sriram, MD - HR, Carelon Global Solutions India LLP               |             |
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## Version History

| Ver. No | History       | Approval Date | Effective   | Description of changes   |
|---------|---------------|---------------|-------------|--|
| 1       | Initial Draft | 01-Oct-2020   | 01-Oct-2020 | New Draft  |
| 1.1     | Revision      | 01-Sep-2018   | 01-Sep-2018 | Applicability and Eligibility for the Referral Bonus   |
| 1.2     | Revision      | 30-Jan-2023   | 30-Jan-2023 | Legato Health Technologies rebranding to Carelon Global Solutions India LLP                                  |
| 1.3     | Revision      | 23-Feb-2023   | 23-Feb-2023 | IJP / Promotion effective dates  |
| 1.4     | Revision      | 15-Mar-2023   | 15-Mar-2023 | Information to Line Manager and Interview guidelines.  |
| 1.5     | Revision      | 27-Apr-2023   | 27-Apr-2023 | Process Owner – Ramprasad Ramanathan to Preeti Jain and IJP process during Merit Cycle (Detailed Guidelines) |
| 1.6     | Revision      | 8-Jun-2023    | 8-Jun-2023  | IJP Release Date and Technical Interviews  |
| 1.7     | Revision      | 18-Sep-2023   | 18-Sep-2023 | IJP Relocation   |
| 1.8     | Revision      | 15-Jan-2024   | 15-Jan2024  | Tenure Eligibility for IJP promotions & freeze during yearly merit cycle.                                    |

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# Employee Mobility Guidelines

## Purpose

The purpose of this guideline is to enable career progression for our associates, through a series of horizontal and vertical moves to develop technical, functional, and behavioral skills required to become a well-rounded professional. Mobility will also help associates acquire skills and experience in managing larger operations in terms of scope, size, and complexity.

**Benefit to the associate:** Exciting opportunities in other Carelon and Elevance Health locations.

**Benefit to the organization:** A pool of fungible talent with a good balance of skills.

## Scope

This guideline applies to all full-time associates of the organization.

### Guiding principles

- Equal Opportunity – Every associate has the right and opportunity to apply for an open position regardless of his or her current role, level, title, background, gender, age, or orientation and be fairly evaluated for the skills required to perform the role. Carelon will provide a “level playing field”.

- Fair & Equitable – All associates will be treated fairly and impartially, with rules applied equally and consistently to all associates.
- Transparent – The entire process is documented well including interview notes, evaluations, conclusions, and results communicated timely to applicants.
- Consistent Performance – The associate consistently meets or exceeds expectations over multiple performance cycles as defined by the requirements for the role / level.

## Definitions:

### Career Progression at Carelton:

- A sequence of jobs that help develop the skills and provide the experience required to progress an individual's career plan.
- A series of horizontal and vertical movements at different levels to develop additional skills, learning agility and adaptability, be a more well-rounded professional with a balance of technical, functional, and behavioral skills.
- The focus on career progression would be more on developing additional skills through job rotations, stretch assignments, initiatives / projects with cross tower teams.

### Career Development Plan or CDP:

A formal document (recorded on the Performance Management Portal of Pulse) created and owned by an associate that contains the following.

1. Career aspirations.
2. Self-assessment of strengths and areas of development.
3. A development plan that encompasses how the associate intends to develop / acquire / hone the skills and behaviors required to meet the career aspirations. The plan follows the 70/20/10 Learning Principle and will combine self-learning, conventional training, and on-the-job learning goals. CDP is generally a multi-year plan that helps the associate learn and demonstrate his/her learning.

### Employee Mobility Options:

#### 1. Lateral Move:

Movement of an existing associate to a new role, department, or location at the same level within the organization. Lateral moves will typically not have a salary revision, but exceptions will be reviewed on a case- by-case basis. All open roles in the organization will be posted on Workday for associates to explore based on their career aspirations.

- a. **Manager initiated:** Move initiated by the manager, based on associate's career aspirations and development needs, and aligned to the associate's CDP.

- b. **Associate initiated:** Move initiated by the associate, based on associate's career aspirations and development needs, and aligned to the associate's CDP.

## 2. Internal job posting:

Movement of an existing associate to a new role, department, or location at the same level or a level above within the organization by applying to open positions posted on Workday. IJP may or may not have an upward revision of salary in keeping with the salary range for the role.

## 3. Promotion:

As defined in the Promotion guidelines document.

# Detailed Guidelines

|             | Manager Initiated – Lateral move  | Associate Initiated – Lateral Move  | Internal Job Posting (IJP)  |
|-------------|---|---|---|
| Objective   | To help the associate realize his/her professional aspirations & career goals as per his/her CDP  | To help the associate realize his/her professional aspirations & career goals as per his/her CDP  | To provide career opportunities for associates by enabling them to apply for open positions that are aligned to their career aspirations.   |
| Description | Manager facilitated lateral move, based on associate's  | Description   | Manager facilitated lateral move, based on associate's  |
| Eligibility | <ul style="list-style-type: none"> <li>• Rating of Meets Expectations or above in the last performance cycle</li> <li>• Completed at least one and half years in the current role</li> <li>• Performs their current job satisfactorily</li> <li>• Not subject to disciplinary action in the past 12 months of application</li> <li>• Role aligns to Career</li> </ul> | <ul style="list-style-type: none"> <li>• Rating of Meets Expectations or above in the last performance cycle</li> <li>• Completed at least one and half years in the current role</li> <li>• Performs their current job satisfactorily</li> <li>• Not subject to disciplinary action in the past 12 months of application</li> <li>• Role aligns to Career</li> </ul> | <ul style="list-style-type: none"> <li>• Rating of Meets Expectations or above in the last performance cycle</li> <li>• <b>Tenure Eligibility:</b><br/><b>For Lateral IJP movements –</b> Associate must have completed at least one and half years in the current role.<br/><b>For Promotions via IJP movements –</b> (1) Associates must have completed at least two full-year</li> </ul> |

|                | Manager Initiated – Lateral move   | Associate Initiated – Lateral Move   | Internal Job Posting (IJP)  |
|----------------|--|--|---|
|                | <p>Development Plan (CDP), in terms of progressing the associate's career by building additional skills</p> <ul style="list-style-type: none"> <li>Is not serving his/her notice period</li> </ul>   | <p>Development Plan (CDP), in terms of progressing the associate's career by building additional skills</p> <ul style="list-style-type: none"> <li>Is not serving his/her notice period</li> </ul>   | <p>performance cycles as FTE and at least 2 years in the current role. (2) Associates who moved laterally through IJP can be considered for promotion after they have completed at least one full year performance cycle and at least 12 months in the new role</p> <ul style="list-style-type: none"> <li>Not subject to disciplinary action in the past 12 months of application</li> <li>Meets each position's minimum criteria</li> <li>Performs their current jobs satisfactorily</li> <li>Serving his/her notice period doesn't stop them from applying for an IJP</li> </ul> |
| Accountability | <ul style="list-style-type: none"> <li>Associates to own and be accountable for their growth and development. Associate is required to build and track his/her CDP with the help of their immediate manager.</li> <li>Managers are accountable for facilitating their</li> </ul> | <ul style="list-style-type: none"> <li>Associates to own and be accountable for their growth and development. Associate is required to build and track his/her CDP with the help of their immediate manager.</li> <li>Managers are accountable for facilitating their</li> </ul> | <ul style="list-style-type: none"> <li>All managers are accountable for identifying the staffing needs of their department and the qualifications for each position within their department.</li> <li>HR team is responsible for communicating internal job</li> </ul>  |

|                   | Manager Initiated – Lateral move  | Associate Initiated – Lateral Move   | Internal Job Posting (IJP)   |
|-------------------|---|--|--|
|                   | <p>team member's Career Development Plan (CDP), review progress every 6 months, provide guidance, coaching, feedback as required.</p> <ul style="list-style-type: none"> <li>Managers to explore potential opportunities for their team by reviewing open positions on Workday that aligns with their CDP</li> </ul>  | <p>team member's Career Development Plan (CDP), review progress every 6 months, provide guidance, coaching, feedback as required.</p> <ul style="list-style-type: none"> <li>Associates are responsible for exploring opportunities within the organization by reviewing open positions on Workday that aligns with their CDP and approach their managers to discuss these opportunities.</li> </ul> | <p>postings to everyone within the organization.</p> <ul style="list-style-type: none"> <li>Associates can choose to not to inform their managers before applying for any internal job role.</li> <li>The IJP team will notify the current manager after an applicant has applied for an internal job. The current manager's approval is not mandatory if the applicant is eligible under the IJP guidelines.</li> </ul> |
| Selection Process | <ul style="list-style-type: none"> <li>Manager to initiate the discussion with the associate based on their interest in a role, which is aligned with his/her CDP</li> <li>Manager &amp; associate to agree on objectives of the move, on what functional / domain / behavioral / leadership skills will be learnt in the new role. Or what development area will be worked on in the new role</li> </ul> | <ul style="list-style-type: none"> <li>Associate to initiate the discussion with his/her immediate manager based on interest in a different role which is aligned with his/her CDP</li> <li>Manager &amp; associate to agree on objectives of the move, on what functional / domain / behavioral / leadership skills will be learnt in the new role. Or what development area</li> </ul>             | <ul style="list-style-type: none"> <li>All Individual contributor roles: Technical assessment</li> <li>For I7 to I10, there will be only one round of technical interview with the respective Hiring Manager*.</li> <li>All people manager roles I11 and above: 3 - Panel interview (2 technical panel together and 1 HRBP round) process subject to</li> </ul>  |

|            | Manager Initiated – Lateral move   | Associate Initiated – Lateral Move   | Internal Job Posting (IJP)   |
|------------|--|--|--|
|            | <ul style="list-style-type: none"> <li>• Manager and associate to discuss and agree on timing and how to transition to the role</li> <li>• Manager to initiate the request with HRBP &amp; Director of own vertical (same tower) or both verticals (if different tower).</li> <li>• Evaluation to be done in the form of assessment or formal discussion by the hiring manager</li> <li>• A formal document describing the rationale for the manager-initiated move (from both managers) and any evaluation notes should be reviewed and signed-off by HRBP</li> </ul> | <p>will be worked on in the new role</p> <ul style="list-style-type: none"> <li>• Manager and associate to discuss and agree on timing and how to transition to the role</li> <li>• Manager to initiate the request with HRBP &amp; Director of both verticals.</li> <li>• Evaluation to be done in the form of assessment or formal discussion by the hiring manager</li> </ul> | <p>the requirement of the role and evaluation based on leadership competencies** (listed in the table below). Aggregate score of all interviewers to be the final basis for promotion.</p> <ul style="list-style-type: none"> <li>• Manager/Panel member to provide constructive technical feedback to the applicants those who doesn't meet the requirement at the end of the interview.</li> </ul> |
| Governance | HRBP to evaluate eligibility guidelines and CDP and ensure fairness and transparency in the evaluation & selection process   | HRBP to evaluate eligibility guidelines and CDP and ensure fairness and transparency in the evaluation & selection process   | <ul style="list-style-type: none"> <li>• TA Team to validate eligibility of associates who have applied for the role and ensure a transparent and fair.</li> <li>• During Merit cycle – TA team will share list of applicants Tower-wise with HRBP to review, who are currently at advanced stage</li> </ul>   |

|                  | Manager Initiated – Lateral move  | Associate Initiated – Lateral Move  | Internal Job Posting (IJP)   |
|------------------|---|---|--|
|                  |   |   | of IJP. HRBP must come back to IJP team after consulting with applicant LM on final decision on whether applicant wants to continue with the IJP process or want to opt for promotion process as it can't be both. Applicants consent in this is must and IJP team would seek mail confirmation as records.  |
| After Selection: | <ul style="list-style-type: none"> <li>• Hiring manager to inform the selected associate, his/her manager and HRBP of the result over an email</li> <li>• The hiring manager and the current manager of the selected associate to discuss and agree on the movement date</li> <li>• Movement date not beyond 60 days from date of selection &amp; communication</li> <li>• Movement of the associate could be for a fixed period of time as agreed with the hiring manager</li> </ul> | <ul style="list-style-type: none"> <li>• Hiring manager to inform the selected associate, his/her manager and HRBP of the result over an email</li> <li>• The hiring manager and the current manager of the selected associate to discuss and agree on the movement date</li> <li>• Movement date not beyond 60 days from date of selection &amp; Communication</li> <li>• Movement of the associate could be for a fixed period of time as agreed with the hiring manager</li> </ul> | <ul style="list-style-type: none"> <li>• HR team will inform the selected associate, his/her manager, hiring manager and HRBP of the result over an email</li> <li>• The hiring manager and the current manager of the selected associate to discuss on the movement date</li> <li>• Movement date should not be beyond 45 days for I07 to I09 and 60 days for I10 and above from the date of selection. If an associate declines an offer, their decision will not affect their current job.</li> </ul> |



\*If Hiring Manager and Applicant are in reporting line. Interview needs to be conducted by a different Manager from the Hiring service line.

\*\* Redeployment not part of this guideline.

\*\*\*Applicant can apply only for the same level or one level above. (For example, someone at I08 level can't apply for a I10 role).

## Concession

For the scenarios the hiring manager is not required to go through the process as above but will need consult with and work with HR.

- Ramp-up of a new team (process/function or a major project) with tight deadlines: In a scenario where the business needs to ramp-up a new team with a few critical roles to kick-start the project, which involves hiring associates with some niche or specialized skill or specific partner experience, then business can choose not to open the role for all. A formal document describing the rationale for this exception (from both managers) should be reviewed and signed-off by HRBP.
- Long standing open position: A position that has been open beyond 6 months and it has not been filled. A formal document describing the rationale for this exception from the hiring manager should be reviewed and signed-off by HRBP & TA.
- Restructuring - 'Internal First External Next' and 'first right of refusal to associates on bench', this move can be tagged as 'associate re-deployment' and as per employee mobility guidelines, this neither fall under Career Development Plan move and nor IJP.

## \*\*Leadership Competency requirement for people manager roles:

| Elevance Health Leadership Model | Competency Cluster              |
|----------------------------------|---------------------------------|
| Lead with Purpose and Heart      | Strategic thinking              |
|                                  | Leadership Acumen               |
| Innovate for the Consumer        | Innovation & Design             |
|                                  | Change driving & management     |
| Partner to win                   | Global & Cultural effectiveness |
|                                  | Communication & Consultation    |
| Inspire high performance         | Driving Execution               |
|                                  | Business & Financial Acumen     |
| Grow Talent                      | Diversity                       |
|                                  | Coaching & Developing others    |

HR is responsible for keeping accurate records of applications and interviews and selections.

- Report of any deviation/Violations to this policy will be treated in accordance with the company policy and shall result in disciplinary action, which may lead up to termination from services and legal action where required.
- Violations of the above policy guidelines may result in disciplinary actions, up to and including termination and legal action.

## Effective Date of Transfer:

- All the IJP transfers / promotions will only have 1st of the month as effective date.
- If someone is recommended for a transfer / promotion post 10<sup>th</sup> of the month, the effective date of the transfer / promotion will be the 1<sup>st</sup> of subsequent month.
- The effective date cannot be backdated. This to ensure there is no impact on the payroll.
- Each year during Merit Cycle i.e., from 2nd January to 31st March, there will be a freeze of any organization changes or people movements on Workday. Hence the organization change for the selected associate to the new team will be effective 1st April along with the revised role, title, and comp changes if any, etc. **However, the IJP process can continue as is except for the above-mentioned point.**

## IJP Relocation:

The applicant who will be moving between locations after their selection via IJP will be Eligible to claim the relocation amount. However, unlike an external hire they will not be provided with any Temporary Accommodation. This process is similar to the Internal Transfer initiated by the company. The applicant will must initiate the change of location on the Service Now (IT Service Connect on Pulse Portal) portal prior to movement for submitting the laptop in current location and claim a new one at the newly moved location. (This is a SEZ mandate and compliance).

The Associates must submit a preapproval request in Chrome River with the estimated amount prior to the submission of the final expenses. Reimbursements must be claimed within 30 (thirty) days from the date of the Transfer.

For any questions the applicant can contact the IJP mailbox or their HRBP.

Also refer to the IJP FAQ for additional information.

## IJP Job Requisition:

- As per the recruitment policy, all new requisition must be opened for Internal applicants for 7 days before going for the external channel. Any exceptions must be approved by Tower Lead and HRBP/Talent Acquisition Lead.

- It is mandatory to have IJP selection with 21 days from the requisition open date. In case if there isn't an internal selection, the requisition will be closed, and new requisition must be opened for external hiring. (don't apply for exception cases).

#### **Miscellaneous**

- Carelton reserves the right to amend, suspend or withdraw this Policy at any time either with or without notice.