**lets transport**

*Diptab Ventures Private Limited*
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Outer Ring Road, Bangalore - 560048

## DIPTAB VENTURES PRIVATE LIMITED

# Performance Improvement Plan (PIP) Policy

**Note:** The management reserves the right to modify/change this policy as deems fit. Any change in the guidelines narrated below would be communicated to all employees.

1. **Purpose:**

    1.1. The purpose of this policy is to establish a structured and fair process to help employees, who are not able to meet performance expectations set by the management, improve their performance. A performance improvement plan aims to identify areas of improvement, set clear performance goals, and provide the employees with the necessary support and resources to succeed in their roles.

2. **Scope:**

    2.1. This policy covers the rationale, process, and outcomes of the performance improvement plan for the employees of Diptab Ventures Pvt Ltd.

3. **Definition:**

    3.1. A performance improvement plan is a structured approach that can help facilitate a productive conversation between an employee and their reporting manager and can be an effective tool to help the employee improve their performance and results.

    3.2. It is a formal document that contains the specifics of the employee's performance issues, has a clear list of goals that the employee is required to achieve to succeed at work, and is given a timeline to help them achieve those goals.

4. **Need for performance improvement plan:**

    4.1. A performance improvement plan helps create a culture of learning and improvement that inspires employees and communicates business goals. Creating a plan for improvement when there are performance issues benefits both the employee and the organization.

4.2. A performance improvement plan is also a powerful communication tool that supports a growth-mindset culture of continuous learning and improvement based on a clearly defined process that identifies gaps between the employee's skills, performance, and job roles. This gives employees a clear path on how to improve the quality of their work and assists them in goal setting and meeting growth numbers.

4.3. Letstransport aims to foster a supportive and constructive work environment, where employees are encouraged to grow and excel in their roles. The success of the policy relies on open communication, cooperation, and a commitment to continuous improvement from both employees and management.

## 5. Process:

The following steps must be followed to initiate a performance improvement plan for an employee:

5.1. Identification of performance issues

    5.1.1. Performance concerns may be identified through regular performance evaluations, feedback from the reporting manager, missed deadlines, declining productivity, quality issues, or any other performance-related indicators.

    5.1.2. The reporting manager will be responsible for initiating the performance improvement plan process when they notice a persistent performance issue.

5.2. Informal feedback and coaching

    5.2.1. Before implementing a formal performance improvement plan, the reporting manager should have provided the employee with informal one-on-one feedback and coaching to address performance concerns.

    5.2.2. The reporting manager should communicate their observations, and specific areas needing improvement, and provide guidance and support to help the employee overcome the challenges.

    5.2.3. There should be a minimum of 3 instances of informal feedback which must be documented by the reporting manager post-discussion with the employee through a one-on-one email. These emails will be required to be submitted to the HRBP while raising the performance improvement plan request.

5.3. Formal performance improvement plan

    5.3.1. If the employee's performance does not meet the expected standards after the informal feedback phase, a formal performance improvement plan can be initiated in the presence of the concerned HRBP.

    5.3.2. The performance improvement plan will be documented in writing and will include the following:

- Specific performance areas needing improvement
- Clear and measurable performance goals and objectives
- A timeline for improvement with a clear start date and end date
- Support and resources that will be provided to the employee

- A schedule of regular check-ins and evaluations to monitor progress

5.4. Employee acknowledgment

5.4.1. The employee will be given the opportunity to review and discuss the performance improvement plan with their reporting manager and the HRBP.

5.4.2. The employee's signature on the performance improvement document will indicate that they have received the performance improvement plan and understood its contents.

5.5. Performance monitoring and support

5.5.1. During the performance improvement period, the reporting manager must closely monitor the employee's performance and provide ongoing support and feedback.

5.5.2. The reporting manager should make themselves available to address any questions or concerns the employee may have during the performance improvement period.

5.5.3. The reporting manager should keep the employee focused on their target by maintaining constant communication with them about their progress. They should schedule regular meetings with employees and find out what challenges they face on their way to achieving their goals.

5.6. Performance improvement duration

5.6.1. The duration of the performance improvement plan should be aligned with the business goals,  depend on the performance metrics that need to be improved and allow sufficient time to the employee to accomplish the objectives.

5.6.2. The role-wise performance improvement plan duration is attached as an annexure at the end of this policy.

5.7. Review the outcome

5.7.1. At the end of the performance improvement period, the reporting manager should review the performance in a meeting with the employee in the presence of the concerned HRBP to decide on the next steps. The following scenarios may arise during this review meeting:

5.7.1.1. Successful improvement: If the employee's performance meets the expected standards by the end of the performance improvement plan, the employee will continue with their regular duties, and the performance improvement plan will be considered successfully concluded.

5.7.1.2. Unsuccessful improvement: If the employee fails to meet the required performance standards despite the performance improvement plan's support, appropriate actions may be considered:

  a) The reporting manager and the employee may decide to separate and mutually decide on the last working day

b) The reporting manager may relieve the employee on an immediate basis by initiating notice and paying them the salary in lieu of the notice period

c) The reporting manager may ask the employee to serve the notice period until the knowledge transfer is complete; this may be a partial or full notice period.

5.8. Confidentiality

    5.8.1. All information related to the performance improvement plan will be kept confidential and shared only with individuals involved in the performance improvement process.

## 6. Performance improvement plan prerequisites:

6.1. The manager should have had a minimum of three performance conversations with the employee with clearly recorded minutes of the meeting.

6.2. The reporting manager cannot initiate the performance improvement plan directly to the employee. It must be initiated only by the respective HRBP through a formal discussion with the reporting manager and the employee.

6.3. The reporting manager will have to formally raise the performance improvement plan request to the concerned HRBP with supporting email conversations shared with the employee around performance concerns.

## 7. Notice period during performance improvement plan:

7.1. The notice period is exclusive to the performance improvement plan and hence minimum days of notice as per the employment agreement must be extended to the employee in case they fail to improve their performance during the performance improvement plan.

## 8. Disciplinary issues:

8.1. In case of any disciplinary issue, the reporting manager should raise the concern in writing to the concerned HRBP.

8.2. The concerned HRBP may proceed with an initial written warning providing the employee with a review period or may ask the employee to leave with immediate effect either through notice or termination (without issuing a PIP). The determination of the category and severity of the issue will be done jointly by the reporting manager and the concerned HRBP.

8.3. In cases where the employee can be given a chance to rectify their behavior, clear expectations need to be set and the progress needs to be closely monitored with regular feedback and support during this period.

8.4. The disciplinary issues include the following but are not limited to:

    8.4.1. Absence without information

8.4.2. Being a detriment to the culture of the organization

8.4.3. Using unparliamentary language

8.4.4. Insubordination

9. **Integrity issues:**

9.1. Integrity issues may include but are not limited to dishonesty, fraud, unethical behavior, or any action that goes against the company's code of conduct or values.

9.2. Based on the severity of the integrity issue, the employee may be relieved of his responsibilities with immediate effect. The following actions can be taken depending on the gravity of the situation and any previous instances of misconduct:

9.2.1. Verbal warning

9.2.2. Written warning

9.2.3. Resignation by the employee

9.2.4. Termination by the organization

| Department | Roles | Minimum time period of performance evaluation on the basis of which PIP can be issued (in days) | Minimum PIP Period (in days) |
|---|---|---|---|
| **ANNEXURE** | | | |
| Engineering | Engineering Manager 1 | 90 | 30 |
| | Engineering Manager 2 | 90 | 30 |
| | Engineering Manager 2 - QA | 90 | 30 |
| | Principal Engineer | 90 | 30 |
| | SDE 1 | 90 | 30 |
| | SDE 2 | 90 | 30 |
| | SDE 3 | 90 | 30 |
| | UI 1 | 90 | 30 |
| | UI 2 Engineer | 90 | 30 |
| | UI 3 Engineer | 90 | 30 |
| | Infra Engineer 2 | 90 | 30 |
| | SDET 1 | 90 | 30 |
| | SDET 2 | 90 | 30 |
| | Quality Engineer 1 | 90 | 30 |
| Product | **Data Analytics Manager** | 90 | 30 |
| | Business Analyst | 90 | 30 |
| | **Product Director - Development** | 90 | 30 |
| | Product Manager | 90 | 30 |
| | Program Manager | 90 | 30 |
| | Growth Product Manager | 90 | 30 |
| | Associate Product Manager - Data Products & Retention | 90 | 30 |
| | Product Operations Executive | 90 | 30 |
| | Assistant Product Ops Executive | 90 | 30 |
| | Team Leader - Partner Support | 90 | 30 |
| | Partner Support Executive | 90 | 30 |
| | **Director-Product Design** | 90 | 30 |
| | UI/UX - Designer | 90 | 30 |
| | UI Designer | 90 | 30 |

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|---|---|---|---|
| | UX Researcher | 90 | 30 |
| **Sales** | NAM | 90 | 30 |
| | Assistant NAM | 90 | 30 |
| | RAM | 60 | 30 |
| **Operations** | Regional Head | 30 | 30 |
| | Associate Regional Head | 30 | 30 |
| | Management Trainee | 30 | 30 |
| | ROM/OM | 30 | 30 |
| | Assistant Operations Manager | 15 | 15 |
| | Area Manager | 15 | 15 |
| | Senior Area Lead | 10 | 10 |
| | Area Lead | 10 | 10 |
| | Senior Lead Operations | 10 | 10 |
| | Team Leader-Field Operations | 10 | 10 |
| | Field Operations Executive | 10 | 10 |
| | Field Operations Supervisor | 10 | 10 |
| | Supervisor - Operations | 10 | 10 |
| | Senior Operations Associate | 10 | 10 |
| | Operations Associate | 10 | 10 |
| | Operations Executive | 10 | 10 |
| | Regional Sourcing Manager | 15 | 15 |
| | Supply Manager | 15 | 15 |
| | Assistant Supply Manager | 10 | 10 |
| | Supply Lead / Team Leader-Supply | 10 | 10 |
| | Senior Supply Lead | 10 | 10 |
| | Senior Supply Executive | 10 | 10 |
| | Supply Executive | 10 | 10 |
| | Supply Associate / Associate Supply | 10 | 10 |
| | Associate -Vendor Management | 10 | 10 |
| | RBM | 15 | 15 |
| | Assistant RBM | 15 | 15 |
| | Customer Service Manager/Client Relations Manager | 10 | 10 |
| | Associate CSM / Assistant CSM/CRM | 10 | 10 |
| | Team Lead - CRE | 10 | 10 |
| | Customer Service Executive/Customer Service Associate/Client Relations Executive | 10 | 10 |
| | FQLC Executive | 10 | 10 |
| | Senior MIS Executive | 10 | 10 |

| | | | |
|---|---|---|---|
| | MIS Executive/MIS Associate | 10 | 10 |
| | Assistant Manager Payments (KA & APTS) | 10 | 10 |
| | Finance Executive (Operations) | 10 | 10 |
| | Assistant Manager - Central Operations | 10 | 10 |
| | Control Room Executive/Control Tower Executive | 10 | 10 |
| | Control Tower Lead | 10 | 10 |
| | Deployment Tower Associate/Deployment Tower Executive | 10 | 10 |
| | Assistant Operations Manager - POD | 10 | 10 |
| | POD Executive | 10 | 10 |
| **Central Deployment** | National Operations Manager | 30 | 30 |
| | Operations Manager | 15 | 15 |
| | POD Executive | 15 | 15 |
| | FQLC Executive | 15 | 15 |
| | Supply Executive | 15 | 15 |
| | Area Lead | 15 | 15 |
| | Operations Associate / Operations Executive | 15 | 15 |
| | Field Operations Supervisor | 15 | 15 |
| | MIS Executive | 15 | 15 |
| | Manager - Projects | 15 | 15 |
| | Operations Analyst | 15 | 15 |
| | Assistant Manager - Control Tower | 15 | 15 |
| | Team Leader - Control Room / Control Tower Lead | 15 | 15 |
| | Control Room Executive/Control Tower Executive | 15 | 15 |
| | Team Leader - Finance | 15 | 15 |
| | Payment Executive / Finance Executive | 15 | 15 |
| | Program Manager | 15 | 15 |
| | Deployment Executive-Operations/Deployment Tower Executive | 15 | 15 |
| **New Initiatives** | Senior Manager (P&L/Supply Excellence) | 90 | 30 |
| | Program Manager | 60 | 30 |
| | Manager (Insurance Backend) | 60 | 30 |
| | Team Leader (Insurance Distribution/Fuel) | 60 | 30 |
| | Management Trainee | 60 | 30 |
| | Business Development Manager (Fuel) | 30 | 30 |

| Department | Role | | |
|---|---|---|---|
| | Senior Business Development Executive (Insurance Distribution) | 30 | 15 |
| | Business Development Executive (Insurance Distribution/Insurance Calling/Fuel) | 30 | 15 |
| | Backend Support Executive (Insurance Backend) | 30 | 15 |
| | Senior Executive - Backend Operations | 30 | 15 |
| | Executive New Initiative (Fuel) | 30 | 15 |
| | MIS Executive | 30 | 30 |
| | Business Analyst | 60 | 30 |
| | Senior Finance Executive | 30 | 30 |
| | Senior Executive - MIS & Accounts | 30 | 30 |
| | Key Account Manager | 60 | 30 |
| **Finance (Invoicing and Collections)** | Finance Manager | 90 | 30 |
| | Assistant Finance Manager - Invoicing | 90 | 30 |
| | Team Lead - Invoicing / Invoicing Lead | 90 | 30 |
| | Senior Executive - Invoicing | 60 | 30 |
| | Invoicing Executive | 60 | 30 |
| | Assistant Finance Manager (Collections/COB) | 60 | 30 |
| | COB Executive | 60 | 30 |
| | Collections Lead / Team Lead - Collections | 90 | 30 |
| | Senior Executive Collections | 60 | 30 |
| | Collections Executive | 60 | 30 |
| | MIS Executive - Collections | 60 | 30 |
| | Senior Finance Executive | 60 | 30 |
| | **Finance Executive** | **60** | **30** |
| **Finance (Controllership & Payments)** | **Business Finance Manager** | **60** | **30** |
| | Assistant Finance Manager (Controllership) | 60 | 30 |
| | Team Leader - Payments | 60 | 30 |
| | Senior Payment Executive | 60 | 30 |
| | Payment Executive | 60 | 30 |
| | Finance Executive | 60 | 30 |
| **Strategic Initiatives - General Management** | Lead Business Operations & Sales | 30 | 21 |
| | Central Operations Executive | 15 | 14 |
| **People & Culture** | Senior Manager - TA | 90 | 30 |
| | Talent Acquisition Associate | 90 | 30 |
| | Assistant Manager - Talent Management | 90 | 30 |

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**CIN** - U74999HR2015PTC055197

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|---|---|---|---|
| | Senior HRBP | 90 | 30 |
| | Regional HR | 90 | 30 |
| | HRBP | 90 | 30 |
| | City HR Generalist | 90 | 30 |
| | HR Executive | 90 | 30 |
| | Associate Admin | 90 | 30 |
| | Admin Executive | 90 | 30 |
| | IT Support | 90 | 30 |