

## Transfer Policy

This is the addendum to the earlier Relocation and Transfer Policy, April 2022.

### Purpose

This document further outlines the guidelines and procedures for Company Initiated Transfer. This is done with a view to fulfill the company's operational needs while also supporting employee career growth.

The Policy is intended to support both the business goals of the organization as well as the professional growth of its workers.

### Scope

- This policy document pertains to 'Company Initiated Transfer'.
- This policy is applicable to all Full-time employees-of their position or employment status
- This covers movements to shift of location (from assigned base location) for a period of minimum 3 months or more.

### Implications

- The transfer may / may not imply the change of role / responsibilities.
- There may be a change of reporting in accordance with the change of leadership.
- The base location during this time of transfer changes in HR Records.

### Eligibility for Transfer

Tenure Requirement: Every employee who has completed two years of continuous service falls under the ambit of this policy.

The tenure can be considered less than two years in exception cases like business / project requirements, disciplinary action, performance issues, administrative requirements etc. (refer points below)

### Use Cases when the policy will be applicable:

1. Need of change in Leadership: Regular changes in leadership can prevent stagnation and complacency, encouraging continuous improvement and dynamic decision-making. It helps bring in transparency and possibly a fresh perspective to the issues

2. Optimum use of human resources: Employee may be underutilized in the current role or a location may be over-staffed. To bring in even distribution of resources or to give an opportunity to the employee to a role that better matches the skills and competences, a transfer may be considered
3. Promotion: An employee may be transferred due to a promotion that involves taking on new responsibilities at a different location. It is a recognition to the employee's achievement and a strategic opportunity to be placed in a role / location where skills and potential are maximized benefitting both the employee and the organization.

Can be done in case of:

- Redundancy of role in the current location
- Potential to grow in role/ position at the new location
- New role at the new location more suited to the employee skillset
- Providing career development for the employee

4. Operational Needs: Employees may be transferred to meet the operational, administrative or business requirements basis expansion plans, responding to current or potential needs including filling vacancies in other locations and/or to bring in a balance of resources over different geographies.

\*There can be exceptions in cases of administrative, business / project requirements and /or in case of disciplinary action / performance issues (refer points below).

5. Underperformance: Employee may be transferred to a different location in case of not meeting the performance parameters at the current location. Grounds for transfer are strong if the employee has been placed with a prior performance warning / PIP and has underperformed consistently, showing minimal improvement despite a development plan under the respective Line Manager.

This can be done particularly in the following instances –

- Increase in client escalations
- Increase in team issues including performance / disciplinary issues
- Escalations reported from any Central team including M&E, Finance.
- Poor feedback from Skip Manager/ Vertical Head (VH)
- Overall low performance of the State/Zone/Project

The team has the option to work and adapt to a different leadership style, which can help shape their learning curve better.

5. Disciplinary action: Transfer can be given as an outcome of disciplinary action. It helps break negative patterns of behavior / work. It can help to minimize disruptions and conflicts within the team.

Transfer can be given as an outcome of disciplinary action in case of:

- Any malpractice/s found in the region / project
- Grievance reported against the employee
- Employee facing a disciplinary action (Breach of Code of Conduct)
- Any conflict within the team and/or with the Line Manager
- Line Manager facing the disciplinary issue

Transfer may be seen as an opportunity to improve one's performance and/or behavioural pattern. This approach balances the need for discipline with the opportunity for the employee to improve and succeed.

Immediate transfers without notice may be made in the circumstances listed above or on similar lines.

### **Compensation and Benefits**

1. When a transfer is linked to a promotion, the employee will receive a formal promotion letter detailing the new role, responsibilities, and location.
2. Employees promoted to a higher position (including 'Fast Track Promotion') will receive a salary adjustment in line with the organization's compensation structure and review policy and process.\*
3. Compensation hike shall be done as per the Organizational Annual Appraisal cycle.\*

Above shall be done on lines of the Organization Policy and norms. Changes, if any shall be announced duly.

\*Exception, if any, can be proposed only by the VH and shall be routed to HR and Finance for approval.

### **Process**

- The VH will initiate the transfer alongwith defining the grounds for it.
- It shall be discussed with both Line Managers (current location and proposed new location)
- It shall be discussed with the employee and clear path shall be set.
- Revisions in KRAs and Goals, if any shall be chalked out.
- After the formal requisition for transfer, approval from HR and Finance shall be required.
- HR shall thereafter complete the process including due communication to the employee in accordance to the points mentioned above.

### Need for documentation

- The Line Manager should prepare relevant documentation that validates the transfer in line with the requirements as stated above.
- The documentation should be shared with the HR which will be stored under employee records.

### Key Points

- **Training and Development:** Employees transferring to a new department, position or role with respect to the change of location) may be required to undergo training or induction to familiarize themselves with their new role and responsibilities.
- **Engagement terms:** The terms of engagement as on the last offer letter shall be the same, unless stated otherwise at the time of the transfer.
- **Compliance terms:** Any change in compliance terms would be applicable in accordance.
- **Final decision rests with the Organization –**
- In any of the aforementioned cases, the decision is binding on the employee. In case the decision is not accepted by the employee and/or the employee does not take up position and report at the transferred location within the assigned time, the Organization has the right to take the decision it deems fit, to the extent of discontinuing the engagement.
- In the event that an employee returns to their base location without notice or without approval from VH, the organization will take the decision it deems fit, to the extent of discontinuation, after due scrutiny. In addition, recovery of funds given under 'Company Transfer' from the employee may be considered.

### Notice period / Transfer Preparation Time

In the cases mentioned in sections 5 and 6 above, the length of the notice period as defined in the offer letter will be at the discretion of the organization. However, no notice period will apply in instances of performance issues and/or facing disciplinary action.

# Immediate transfers without notice (*meaning no settlement time*) may be made in the circumstances listed above under section 5 and 6, or similar lines. A week's preparation time for Transfer or a shorter duration may be considered to be given basis organization decision.

All other norms mentioned in 'Relocation and Transfer, May 2022' and 'Promotion Policy, March 2021' are applicable

### Assistance from HQ-

- **Settlement time** – 15 days' prior intimation shall be given to the employee to shift to the new location. A maximum additional leave of 3 days shall be given to the employee that shall be over and above the leave entitlement for the employee.

- **Settlement allowance** – One week's stay at the new location shall be arranged by the organization. [In case of promotion, as an additional perk, one week stay with family (spouse with children/partner/parents) at the new location] This shall be provided basis approval from Finance.
- Person with disabilities are out of the scope of transfer unless it is a disciplinary issue.
- Women employees can be considered giving the choice of location that is closest to their home location.
- **Linguistic Support:**
  - The organization is conscious that transfers from one linguistic area to another can be challenging, particularly for family. Language can be a barrier for adjustment at the new location. Help on learning the new language shall be provided in ways best feasible.
  - Support from organization may be provided for Linguistic support by assigning a bilingual support staff to help carry out the day-to-day activities.
- If possible, offer flexible work arrangements, including remote work options, to ease the transition period, the final decision of which shall be taken by the Organization.

#### **Guidelines-**

- Handover is required from the earlier team to the newly transferred employee.
- This should be facilitated and monitored by the Line Manager.
- Peers and teams are expected to help, support and make the transferred employee feel comfortable at the new location.
- In the absence of this and/or any deliberate attempts to make the employee feel otherwise, disciplinary action shall be taken against the person / team
- Ideally, there should be a gap of atleast 6 months between any two transfers\*.
- Returning to the home location or the location specified in the offer letter will not be regarded as a 'transfer' (with no entitlement to allowance and settlement leave).
- There should not be more than 2 transfers within 3 years.

\*except under special circumstances (including disciplinary issues), transfer shall be considered within a duration shorter than 6 months as per the sole discretion of the organization.

**Review and Amendment** - This policy will be reviewed annually and amended as necessary to reflect changes in organizational needs and best practices.

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**Communication** - This policy will be communicated to all employees through the HRMS and during orientation sessions.

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