

# BENCH POLICY

Date	Version	Description	Author	Approver
07-09-2017	1.0	Bench Policy	Niharika Kulkarni	Sai Ram Prem Kumar
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## Abbreviations

RM – Resource Management

HR – Human Resources

CEO – Chief Executive Officer

## OBJECTIVE:

Bench resources are those who are not billed to any project. This policy mainly helps to optimize the bench in line with business requirements so as to meet KPIs on utilization and gross margin. All bench protocols must be adhered with this policy with timely communication and clear RACI.

## SCOPE:

This policy is applicable to all locations of Altran India.

## Bench Definition:

When the efforts and time of an employee who is clearly identified as a billable resource is not allotted to a project, then the employee is marked as a Bench resource.

Ex: A resource on domain specific training and not allotted to a project is still considered on Bench.

## Bench Exceptions

Below are the exceptions for subsequent actions with respect to high bench age cases -

- Employees on Maternity Leave
- A non-billable fresher

## Subcontractors & Fixed Term Contractors

- Subcontractors and fixed term contractors shall not be taken on bench. A subcontractor or a fixed term contractor, who is not billable, shall not be paid by Altran.

## Threshold on Bench Cost

- All OU's / verticals to ensure that total bench cost does not exceed 9% of total revenue. The threshold could change from time to time as per guidelines from Finance.

## Sharing of Bench resource profiles

- The profiles of hard bench resource exceeding 4weeks of bench age can be shared by the Resource Manager across other verticals and Altran Group companies.

## Notice Period for Bench Resources

Criteria to initiate notice period for bench resource is as follows-

- Notice Period will be initiated for all Bench resources exceeding 8 weeks of bench age across all Business Units / Verticals. –except those with Niche skills ( see definition below)
- The RM provides the details of the Bench resources with Bench ageing details in a structured and periodic manner to the Business.
- The RM holds possible deployment discussions of these resources with the Business/Verticals.

- The BU/Vertical sends in an approval mail to RM and HR to initiate the Notice Period once the bench resources crosses 8 weeks of Bench age.
- In case the vertical decides to hold the resources beyond the specified period mentioned above an exceptional approval has to be taken from the CEO to continue them in the organisation.
- In case of Semi Vertical, Notice period will be initiated at Bench age of 8 weeks for resources with Embedded skills. For all other Semi skills the Notice period will be initiated after 12 weeks of Bench age.

A maximum of 3 Opportunities to be provided to the Bench resource, during the bench age of 8 weeks .However the bench age of 8 weeks shall remain the criterion for issuance of the Notice period.

## Niche Skilled Resources:

### **Definition:**

These are high end skills in respective domains which would need more than 6 months for a new recruitment. These skills should be in line with Altran's Business strategy and aid in competency and business development to achieve Altran's targeted revenue and Business needs.

In case of resources classified as Niche Skilled –there would be a manual intervention between HR, RM AND Business and decision on Notice Period issuance shall be taken based on Business requirements.

## GUIDELINES FOR BENCH MANAGEMENT:

Bench Ageing	RM/PMO	Delivery	HR
Less than 4 weeks	Weekly communication to delivery	Delivery takes deployment decision on each associate & reverts to RM	-
Greater than 4 weeks & less than 8 weeks	Communicate the list with delivery and HR	<p><b>a)</b> Delivery takes deployment decision on each associate &amp; reverts to RM &amp; HR</p> <p><b>b)</b> Initiate exception approvals for bench likely to exceed 60 days</p>	-
Greater than 8 weeks	Communicate the list with delivery , HR & CEO	Barring exceptional approvals Delivery to initiate exit of these resources and communicate to RM, HR & approval from CEO.	Process Exit procedures for all bench greater than 60 days except for those with exceptional

RACI:

R - Responsible, A - Accountable, C - Consulted, and I - Informed

Activity	Programs Office	Delivery	HR	CEO
Providing bench details with ageing on a weekly basis	R & A	I	I	I
Deployment Plans for all bench resources	I	R & A	I	I
Take exceptional approval for resources exceeding bench age greater than 8 weeks from CEO	I	R & A	I	C
Exit Actions on resources with bench age greater than 8 weeks other than cases with exceptional approvals	I	R	R & A	I